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Economics**

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# **Testing the mediating role of food safety and healthy food awareness on the relationship of online food influencer to behavioral loyalty**

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## **Abstract**

Online food influencers should emphasize their social and moral responsibilities to their followers. They should include food safety and healthy food awareness in their content. These appropriate promotional practices would make their relationship with their followers stronger and more significant. This study aims to examine the significant contribution of food safety and healthy food awareness in the relationship between online food influencers and behavioral loyalty. The result of this study has a significant contribution to the effectiveness of online food influencers in persuading online users' purchasing attitudes and behaviors by utilizing the mediating role of food safety and healthy food awareness. This study used an online survey questionnaire in order to collect primary data that was used to test the research hypothesis and validate the conceptual framework. The targeted sample size used in this research was 190. Warppls 7.0 was used in this study. It involved reliability and validity testing, descriptive analysis, structural model examination, and hypotheses testing. This was accomplished through structural equation modeling (SEM). Findings revealed that online food influencers directly affect behavioral loyalty. Moreover, food safety and healthy food awareness fully mediated the relationship between online food influencers and behavioral loyalty. Online followers recognize the importance of the attributes of online food influencers as well as food safety and healthy food awareness. These are the significant factors that have been considered by the followers before they will give their loyalty to the influencers and to the product that has been promoted by the influencers.

## **Introduction**

The popularity of the online food influencers provides them the power to convince several online followers to patronize the food products that they want to endorse. With this, their moral and social obligation to the community must be emphasized. The purpose of creating a digital content for a particular food product is not just to sell the product or entertained the online followers. It is all about disseminating the relevant and useful information of the food product which makes your customers more satisfied and loyal. Online food influencers should provide an honest opinion about the food that they want to endorse particularly the positive and negative effect of this product to their online users and customers. Nowadays customers are concerned about food safety and healthy diet (Iqbal et al., 2021), therefore if the company wants to sustain its loyal customers they need to acquire a responsible online food influencers who has the ability to advocate the importance of food safety and healthy food awareness (Folkvord et al., 2020).

Several arguments and research backed up the link between the factors, online influencers, behavioral loyalty, and purchase intention. Still there are limited studies that have been conducted with the goal of determining how food influencers significantly affects followers' food consumption behavior (Tan, 2020) and their insight about food safety and healthy food awareness (Cha & Borchgrevink, 2018). Efforts are needed to encourage the adoption and promotion of food safety and healthy foods messaging on online food content (Morrison & Young 2019).

Different variables have been used to strengthen the relationship of online food influencers to behavioral loyalty however, at present there is no research that intends to focus on the effectiveness of food safety and healthy food awareness as a mediating variable between online food influencers and behavioral loyalty. This is an important issue that need to be investigate because most customers are said to rely on social media to make purchasing decisions (Tan, 2020).

This study will examine the mediating role of food safety and healthy food awareness between the relationship of online influencers of food and behavioral loyalty which is considered particularly important in this pandemic era. Understanding the mediating role of food safety and healthy food awareness in the relationship between online food influencers and behavioral loyalty will improve the knowledge of social media influencer and their responsibility to the community, the customer's unpredictable perceptions of food safety and healthy food awareness, and the number of customers who purchase and, patronize the endorsed products and services. Future researchers will be able to create and explore the relationship between the variables used in this study in different contexts, and aspiring social media influencers will be able to develop food-related content driven by safe and healthy food awareness as a result of this contribution to the growing body of knowledge.

### **Review of Related Literature**

The success of digital businesses relies on the role of social media. It has improved customer interactions and provided a digital arena for online influencers to serve as brand ambassadors and persuade their audiences to buy and use their products and services. (Lin et al., 2018).

They use word of mouth, their rank, reputation, enticing personality, or social skills to aggressively encourage consumer perceptions and behaviors (Vrontis et al., 2021). Mega influencers are celebrities that have the highest amount of reach each post and are followed by more than one million subscribers across several social media platforms. Macro influencers are professional bloggers or YouTubers who have the highest degree of interaction per post Hanjeerapanya (2017) while ordinary individuals with 10,000 or less followers are known as micro influencers, these influencers have a significant connection to their followers (Gupta & Mahajan, 2019).

Most of influencers are expert individual in a particular industry (Sati & Kazancoglu, 2020), it can be a digital space security, a photographer in a particular event, fashion industry blogger (Chopra et al., 2020), or an online influencer of food (Sati & Kazancoglu, 2020). The endorsements of the influencers are more functional and effective compare to an old-style of advertisements. Influencers are essential players in a variety of social media marketing campaigns. They have the abilities to share their thoughts and impressions on the products and services they have used. As a result, the ability of internet influencers to encourage consumer behavior in terms of food choices and nutrition is growing each day. (Byrne et al., 2017). With this, business organization acknowledge the abilities of influencers in affecting customers buying decision cited in (Chopra et al., 2020).

The significant attributes of online food influencers that have been established and used in the previous studies are Information, Entertainment, Credibility, Usefulness, and Value Corruption (Sati & Kazancoglu, 2020).

Consumers wants to have reliable information so that they will become more efficient and effective. Information asymmetry occurs when the information available and current marketing practices cannot understand and recognized by the customers. (Kolodinsky, 2012).

Many influencers do not have the qualifications and expertise. As a result, some people provide and share unreliable nutritional information without scientific evidence. This can adversely affect a customer's diet and health, as quoted in (Byrne et al., 2017). Consumers' opinions, outlooks and behaviors will be influenced by the food information presented by trusted and reputable online influencers (Lim, et al., 2017).

Online food influencers need to provide relevant and reliable information to viewers while embracing the concept of entertainment so that viewers will not get bored. Individuals with more life experience and expertise tend to have higher assertions and conclusions about what is beautiful and visually appealing, and are therefore suitable for demonstrating taste leadership. (McQuarrie et al., 2012).

In Jiang (2018), credible influencers intend that the advertised product actually enhances the influencer's public image, conveys unpretentious interest in the product, and tries to help others. In an online environment where consumers are unable to feel and touch a product prior to purchase, the endorser's credibility becomes a critical persuading component for the consumer. (Frimpong & Khurshed, 2020). The credibility of social media influencers can help in many ways. A study conducted by Nielsen Catalina Solutions also demonstrates that influencer-involved activities contribute to increased product sales. Dejesus Oliveira et al. (2019) stated that online followers were being motivated and they recognize the perceived usefulness of food influencer recommendations with this, the contribution of influencers and followers in digital posts particularly food and nutrition was very high.

While social media influencers are perceived to be useful to the community, the dark side of influencers is emerging, increasing in number and activity. Influencer involvement in several controversies, including consumer deception and law violations, undermines influencer credibility and reputation. (Ryu & Han, 2021). To eliminate this corruption of values, we need to evaluate the essential characteristics of online food influencers and learn how to adapt them to the current health crisis situation.

The company cannot buy loyalty they need to earn it, utilizing different ways on how to promote the specific product (Lim et al., 2017). The content of online influencers' can be used to improve behavioral loyalty (Ashley & Tuten, 2015). Influencers have played a crucial role as a third party to persuade customers to repurchase the product that has been promoted therefore they were considered as one of the most significant elements in an online relationship (Khodabandeh & Lindh, 2020). They have promoted the product and provided positive reviews, resulting in a significant increase in product sales. (Pinto & Paramita, 2021). That is why other companies are threatened by the influencers' ability to influence behavioral loyalty on social media (Uzunoglu & Kip, 2014).

Managing behavioral loyalty for a brand positively affects the potential outcome such as lower costs to keep an existing client vs acquiring a new one, the security of the customer-brand relationship, and easy access to loyal customers due to his previous records (Dogra, 2019). Influencer marketing has emerged as a new way to promote a product or business. Marketers believe that the proper execution of influencer marketing can create a positive customer perception of a product or brand, resulting in brand behavioral loyalty. (Pinto & Paramita, 2021).

Food safety and healthy food awareness significantly affect customer positive perception it is considered vital and has various advantages, but it has not been effective in the past. Consumers had some difficulties in obtaining food safety and healthy food information (Ma, 2016). With this, influencers can be used, to recommend important safe food handling behaviors which includes the use of different tools, methods and practices to make sure that foods are properly cooked and to avoid cross contamination (Morrison & Young, 2019).

A previous study has shown the efficiency and effectiveness of using social media to discuss and circulate the information about food safety and healthy food (Mou & Lin, 2014). Online food influencers has an opportunity to enter in a conversation about food safety and healthy food awareness and engaging with the consumer directly Bynum (2018). If the information about food safety and health was more accessible and the conversation tend to entice a favorable attention, then the customer will repurchase and use the product Ma (2016).

### Statement of the Problem

To further determine the mediating effect of food safety and healthy food awareness towards the relationship of the attributes of online food influencers to behavioral loyalty, these are the questions that need to be answered.

1. How does the social media usage of respondents be described in terms of
  - i. Frequency
  - ii. Chosen Social Media Platform and
  - iii. Usage of social media for finding ideas and inspiration about food
2. To what extent does online food influencer significantly affect customer behavioral loyalty?
3. To what extent does food safety and healthy food awareness mediate the impact of online food influencer to customer behavioral loyalty?

Bandura's (1963) social learning theory cited in Koutroubas & Galanakis (2022) provides the theoretical underpinning for this investigation. According to (Hwa, 2017) this adapted theory was widely utilized in academic research, particularly in the sectors of communication and advertising, and it serves as a foundation for creating socialization agents that can forecast consumption habits. SLT was often regarded as the most influential learning and development theory. Many of the fundamental notions of traditional learning theory are embedded in it. Because it incorporates attention, memory, and motivation, this theory has been dubbed a bridge between behaviorist and cognitive learning theories (Nabavi, 2012).

### Conceptual Framework

Figure 1 shows the proposed conceptual framework showed that safe and healthy food awareness mediates the relationship of online food influencer to behavioral loyalty. These are the constructs that will be utilized in this study.

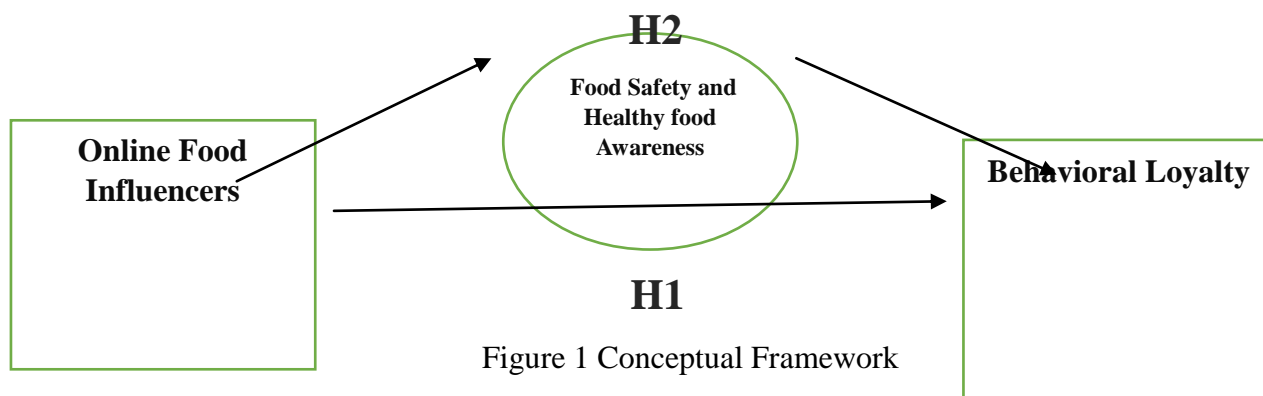


Figure 1 Conceptual Framework

H1 Online Food Influencers positively influence behavioral loyalty

As an expert, influencers have the power to persuade repurchasing decisions, presenting the connection between influencers and repurchasing behavior while also implying

an implicit link to influencer's authenticity, credibility, trustworthiness, and other characteristics as the primary reason for trust in experts Nadezhda & Zeina (2017).

H2 Food safety and healthy food awareness mediates the relationship between online influencers and behavioral loyalty.

If Online food influencers will neglect their social responsibility particularly Food safety and healthy food awareness, it will affect their customers behavioral loyalty Zhang (2022).

## **Method**

### **Research Design**

Causal quantitative research designs has been used in this study to demonstrate that a particular independent variable significantly influences the dependent variable and to determine the effectiveness of mediating variables that will be utilized to transmit the influence of the independent variable to the dependent variable Frey (2018).

### **Sample and Setting**

The study's participants were the active online digital platform users who followed one Filipino digital food influencer. Their age range was between 18 and 34 years, which was considered the frequent users of social media cited in Tan (2020). The respondents must be proficient in English, they should have access to the internet; and they must be Filipino citizens. This study used a G power analysis and the initial sample size of this study is 190. It is based on the parameters of the computed sample size: expected effect size (medium) = 0.30, number of latent variables = 10, number of observed variables = 48, p-value = 0.05, statistical power = 0.80, minimum sample size to detect effect = 190, minimum sample size for model structure = 92. The data collection process would be done online. The study locale would be limited to the Philippines,

### **Research Instrument**

This study collected primary data using an online survey questionnaire, which has been used to test the research hypothesis and validate the conceptual framework. The Online Food Influencer scale that has been set out in the study of Sati & Kazancoglu (2020). Cronbach's coefficients were calculated, and all coefficients were determined to be more than 0.70, which is the internationally accepted reliability coefficient. The sample adequacy was sufficient for the investigation, and the (KMO) value in the factor analysis was determined to be 0.922.

Food safety and healthy food awareness scale integrated by (Limon, 2021; Folkvord et al. 2020) has been used in this study. The instrument has a reliability coefficient index of 0.91, indicating that it is reliable. Three food technology specialists were also asked to validate the instrument in order to improve its clarity, format, and substance. The three food technology expert have validated the instrument but they are under the supervision of one certified food inspector (Limon, 2021).

The behavioral loyalty scale that integrated by Saini & Sing (2020) has been used in this study. The construct's convergent validity was evaluated by the average variance extracted (AVE). For total datasets, AVE indices of both constructs were determined to be over the threshold level of 0.5. Cronbach's alpha of behavioral loyalty, which has been found in the range of 0.7 to 0.9 in all datasets cited in Saini & Sing (2020).



### Data collection

Data collection has been conducted online. There was an electronic link to an online survey and it was posted on different social media accounts during the data collection period.

### Data Analysis

WarpPls 7.0 has been used in this study, and validity assessment of the model has been done using Confirmatory Factor Analysis to measure factor loading, Cronbach alpha, CR, and AVE. Then the next step was to examine the structural model and hypotheses using structural equation modelling (SEM). Testing of hypotheses has been conducted by examining the effect sizes and p-values of the structural relationship paths.

### Ethical Consideration

The respondents' involvement in this study was entirely optional; they had the choice to decline, participate, or withdraw at any moment. They have been provided with the researcher's contact information in case they have any questions about the study, so they may feel at ease when filling out the survey questionnaire. Respondents must complete an informed consent form, which will be requested prior to data collection.

The identity of the respondent has been kept confidential. They were notified that if they chose to participate in this study, they would not receive any monetary compensation. The information obtained would be kept in strict confidence and would only be used for the purposes of the study. An online questionnaire includes a demographic profile as well as a descriptive assessment of the measurement items. A Google survey form was used for this investigation

### Results

Majority of the respondents are female, furthermore 73.6% percent of the respondents were in the age group of 18 – 25 years old while the remaining 26.4% were in the age group of 26 – 34 years old. Female respondents were more likely to participate in online activities and online survey questionnaire. 62.1% of the respondents are currently studying in college, while 32.2 % are holders of college degrees, 4% of them are master's degree holders, and 1.8% of them are doctorate degree holders. The majority of respondents use Facebook, and they spend more than 4 hours, 3 to 6 times per week, looking for food ideas and inspiration.

Table 1 shows the path between online food influencers and behavioral loyalty and it was considered statistically significant. With this hypotheses 1 was accepted.

	$\beta$	$p$	$t$	$f^2$	Decision
	-value	$E$			
<i>Direct Effect</i>					
H <sub>1</sub> OFI → BL	0.454	< 0.001	1.066	0.268 medium	Accepted

Table 1 Path between Online Food Influencer and Behavioral Loyalty

Table 2 shows the path between online food influencers, food safety and healthy food awareness and behavioral loyalty. The path was considered statistically significant. Therefore hypotheses 2 was accepted.

Table 2 Mediating role of Food safety and healthy food awareness to the relationship of online food influencers and Behavioral loyalty

	$\beta$	$t$	$p$	$f^2$	Decision
<i>Indirect Effect</i>					
H <sub>2</sub> OFI → FSH → BL	0.136	0.004	0.050	0.080 small	Accept

Figure 2 shows the direct effect of online food influencers on behavioral loyalty and the indirect effect of food safety and healthy food awareness on the relationship between online food influencers and behavioral loyalty have a significant contribution to the community, societal, and cultural value of the customers. The most important thing to remember is that the food we eat keeps us safe and healthy. People are very meticulous when it comes to the food that they eat, especially those health conscious individuals. As a result, online food influencers should include food safety and healthy food awareness in their content to inspire and encourage their followers to purchase the endorsed products.

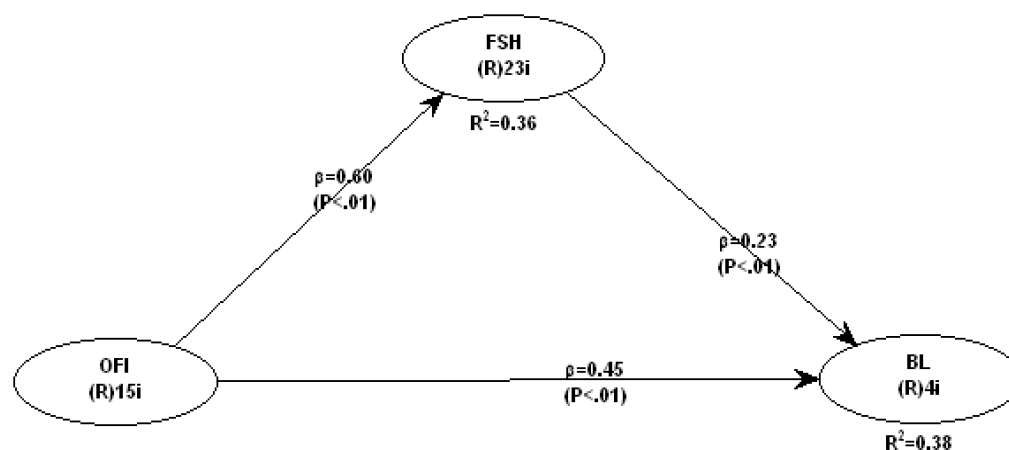


Figure 2 Structural Equation Model

## Discussion

The findings of the study revealed that the majority of respondents recognized the direct influence of online food influencers to behavioral loyalty. This would also improve the popularity of the online influencers and because of their popularity there is a possibility that he/ she will be hired by several companies to promote their products and services. Online food influencers should set a standard particularly in creating a digital content. Their popularity is not an excuse to neglect their social responsibility to their online followers. They need to use it to disseminate valuable information that will benefit their online followers, particularly food safety and healthy food awareness because the significance of food safety and healthy food awareness was strongly recognized by the respondents. It indicated that this variable fully mediates the relationship between online food influencers

and behavioral loyalty. The connection between online food influencers and their followers would become more significant if they have included this food safety and healthy food awareness in their digital content.

The valuable contribution of food safety and healthy food awareness to the relationship of online food influencers and behavioral loyalty significantly affect the perception of customers about the importance of safe and healthy food. Wherein they become more health conscious, sensitive and responsible in terms of the food that they consume.

## **Conclusion**

Responsible online food influencers have prioritized the health, welfare, and safety of their online followers, not just their own personal interests. It is not enough for the online food influencers to promote the product that they want. They need to consider their moral and social responsibility particularly the health and food safety benefit that their followers will receive from the product that they want to promote. Nowadays, most people are very meticulous and health conscious in terms of the food that they consume, that is why the online influencer should include this food safety and healthy food awareness in their content, so that their followers will become loyal customers of the product that they have endorsed, and they will continue to repurchase this product because of satisfaction and ethical promotion practices. This study has mentioned the significant connection of the variables in the conceptual framework. They have made a valuable contribution to the existing academic knowledge of online food influencers. The discussion about the mediating role of food safety and healthy food awareness has increased online food influencers' social responsibility to their followers and society. The importance of identifying the positive and negative effect of the endorsed product and the appropriate market alignment to the product have improved the online food influencer's ways in presenting and developing a digital content.

The implementation of social responsibility and the popularity of the online food influencers would help the company to achieve its objective such as to increase its sales and profit with this the employees will have a continuous job. This would also create an awareness to the online followers, users and viewers. They should be reminded that food safety and healthy foods are considered valuable to human lives. Despite of the significance contribution of this study to the existing literature and the industry, this study also recognize its limitations. The sample size of this study was 190, therefore the future researchers can expand the sample size to determine the effectiveness of the mediating role of food safety and healthy food awareness in the relationship of online food influencer and behavioral loyalty.

Future researchers can use other mediating variables that had a significant impact to the relationship of online food influencers and behavioral loyalty. Second they can also use both attitudinal and behavioral loyalty as an outcome variables to determine the willingness to recommend and the habitual buying behavior of the online followers. Finally this study utilize a quantitative approach to determine the significant influence of the variables that has been used in the study. Future researchers can utilize the qualitative approach to expound the discussion about the role of food safety and healthy food awareness to relationship of online food influencers and behavioral loyalty.

## **Recommendations**

The objective of this recommendation was to improve the social responsibilities of the online food influencers to its online followers, in such they need to recognize the health and food safety benefits that their followers can get from their endorsement. So that the social connection between online food influencers and its followers will become stronger and significant.

Government should improve the cybercrime law, wherein they have to include specifically the social responsibilities and ethical practices of online influencers. They are obligated to identify the appropriate target market in line with the product that they want to promote, which means the government should develop a restriction policy and principles for the online users which was similar to movie ratings guide. The law also included the policy about accurate and relevant information and it must be presented by this online influencers particularly the health and safety benefits of the food that was being endorse. If this would be violated, online influencers will be reprimand in accordance to the law.

Aspiring online food influencers should undergo a training program or short courses for 3 to 6 months and it must be certified and administered by the pre-selected schools in the region. The purpose of this program is to develop their skills, competencies and social responsibilities as an online influencers. Digital platforms and different businesses should provide an incentive program for those online influencers who continuously developed a responsible digital content such as cash incentives, gift cheques, freebies or even offering them a regular job in the company. This action plan will motivate the online influencers to work ethically and professionally.

The association of different business organization should developed a qualification and credential standards of online influencers that they want to hire for their company. This would ensure that the online influencers that they will use to promote their products and services are credible and has a good reputation. Different firms and companies' needs to avoid outsourcing, they need to establish their own qualifications of online influencers and hire them exclusively. They should be treated as an employee of the company in such they are entitle to receive an equal opportunities from the company of the products that they have endorsed. Online Influencers should collaborate with other non-profitable institutions such as schools and universities, by developing a digital project that will focus on social responsibilities particularly food safety and health food awareness. This project will inspired several students to become more health conscious and meticulous when it comes to the food that they have consumed.

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# **The Impact of Financial Ratios on Firm Value: Evidences from Publicly Listed FBT Companies in the Philippines**

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## **Abstract**

In this study, the use of three financial ratios—Return on Asset, Current Ratio, and Acid Test Ratio—and how it affects the firm values of five publicly traded companies (PLCs) in the food, beverage, and tobacco (FBT) sector from 2017 to 2020 are examined. To determine whether financial ratios have an impact on firm value, Tobin's Q Ratio is utilized as the measure of firm value. Multiple regression analysis is used to analyze this, with Firm Value as the dependent variable and ROA, CR, and ATR as the independent variables. This study's findings demonstrate that all three financial parameters significantly affect firm value. Firm Value and ROA and ATR have a positive association; however, CR and Firm Value have a negative relationship. The researchers opted to use secondary data, which are the Financial Statements of the said selected firms obtained through the Philippine Stock Exchange. This research is vital in addressing a company's rising dilemma of maximizing firm value and its complexity that is critical based on the overall impact of financial ratios, and eventually resolve how a company can fully maximize it to promote growth and success. Based on these findings, the study concludes that companies need to pay more attention on financial ratios and that there is increasing need for a more credible and comprehensive disclosure of financial ratios in the annual reports of firms.

**Keywords** : financial ratios, firm value, multiple regression analysis, Tobin's Q ratio, financial analysis

## **Introduction**

The emergence of publicly listed Food, Beverage, and Tobacco (FBT) companies in the Philippines has brought about significant market potential for the local food and beverage processing sector aside from the export market. Firm value as one of the significant financial performance indicators has become an integral part of the business and is essential to any company's success (Ilgaz, 2010). In recent years, the relationship between firm value and financial ratios has received a lot of attention in the finance sector. The need of further analysis as regards to more financial ratios to be covered as well as other means of computing firm value by way of Tobin's Q since the question of how to determine the value of a firm in the FBT industry received little attention in the present are prevalent. The foregoing explains some empirical evidence to support the aforementioned.

In Tamuntuan (2015), the impact of Return on Equity (ROE), Return on Assets (ROA) and Earnings per Share (EPS) on stock price are examined and listed Food and Beverage companies are also assessed. In this regard, the measurement used to assess firm value is share price instead of Tobin's Q and some financial ratios covered were not included in the study. In Azaro (2019), examining only on the influence of size, leverage, profitability, and price earnings ratio on firm value which in this undertaking, the totality of all financial ratios assessed were considered in the Philippine setting. Different sampling technique and statistical tool were utilized which are purposive and multiple regression analysis, respectively.

The study enables the management of different companies in the Food, Beverage, and Tobacco industry to understand the importance of maximizing firm value and use this

information to develop strategies for further enhancements of their business performance. This study would add value by informing the professionals about this concept, what it means and its impact. The application of this study in the current global challenges would also give deeper understanding and help design appropriate management decisions that could be adapted for such circumstances.

### **Objectives**

In order to better understand the contributing impact of financial ratios on firm value, it is necessary to obtain pertinent information from organizations involved in the FBT industry. This study sought to find out: “What is the impact of financial ratios on the firm value of selected publicly listed FBT companies in the Philippines covering the years 2017-2020?”

The goal of this undertaking is to gain a better understanding of the impact of financial ratios on firm value. The following objectives should be met by the completion of this research:

1. Determine whether the financial ratios chosen have an impact on a company's value.
2. Determine the ratio that has the greatest impact on firm value.

### **Materials and methods**

In answering the research problems, a descriptive type of research was employed. Information presented on the financial statements and the accompanying notes therein were used primarily. These financial statements contain numerical figures and were assessed through the calculation of ratios. Thus, the application of the quantitative approach is deemed relevant. With this, the study focused on the quantitative impact of financial ratios (ROA, Current Ratio, and Acid Test Ratio) to the firm value of the selected publicly listed FBT companies from the year 2017-2020.

The correlational research design was also utilized in this study. The relationship between financial ratios and the firm values of the organizations was measured in this project in order to see if the former influences the latter through financial statement analysis.

In selecting industry for this research, FBT industry was chosen taking into account that the industry is one of the largest contributors to the Philippine economy. Particularly from the expanding middle-class customer base. In addition, manufacturing accounts for almost a quarter of overall manufacturing value and is more than twice as large as the next largest sector in the Philippines' economy. In recent years, the stock market has exceeded overall economic growth, and economists predict this tendency to continue. The impact of the food and beverage industry can be seen in its high performance in terms of investment flow, with the sector continuously ranking among the top three manufacturing segments each year (Statista Research Department, 2021).

#### **Data Collection**

There are 28 publicly traded firms in the FBT industry (Philippine Stock Exchange (PSE), 2022). Purposive sampling was used in this study, with the sample chosen and highlighted based on the following criteria: greatest market capitalization, highest return on assets, firm sizes, highest free cash flow, and 4 years of non-missing data (Laidre, 2014). San Miguel Food and Beverage, Inc., Emperador Inc., Universal Robina Corporation, Century Pacific Food, Inc., and Ginebra San Miguel Inc. are the five (5) companies chosen for this study.

Existing data regarding selected companies' financial aspects made available in Philippine Stock Exchange were utilized, specifically the reviewed annual financial statements ranging from 2017-2020. Through this, the information is accurate and easy to access. In addition, other secondary data necessary to complete the study came from credible sources available on the internet such as news articles, scholarly articles, academic journals,

and research websites. The data on the selected companies' websites and official web pages were also extracted to provide the other information needed. With these sufficient instruments, the impact of financial ratios on firm value of selected publicly listed FBT companies will be assessed efficiently.

This study employed a regression test to determine the level of impact of the independent factors on the dependent variable, as well as to determine the type of relationship and correlation between variables and to evaluate hypotheses (multiple regression analysis). This method is backed up by:

The financial ratio analysis method was used to evaluate the level of financial performance of the 5 selected companies from 2017 to 2020, using some financial ratio indicators that have been chosen to evaluate the financial performance of these companies, including Return on Asset, Acid Test Ratio, and Current Ratio.

This analysis assessed and explained each variable's performance over the study's time frame. It shows how the ROA, Acid Test Ratio, Current Ratio, and firm value of the sample companies have changed from 2017 to 2020. This research is useful in determining which year of business performance requires improvement.

Multiple correlation analysis is a statistical method for assessing the strength of a relationship between quantitative variables. The coefficient of multiple correlation is a measure of how well a set of other factors can be used to predict a given variable. It is the linearly computed correlation between the variable's values and the best predictions from the predictive variables. While a weak correlation indicates that the variables are hardly related, a high correlation signifies that two or more variables are highly associated (Franzese, 2019). The purpose of this analysis is to determine the degree or value of correlation between variables X (ROA, Acid Test Ratio, Current Ratio) and Y (firm value) at the same time.

Coefficient Determination Analysis is a statistic for assessing how much variability in one component can be attributable to its relationship with another is the coefficient of determination. The correlation or "quality of fit" is represented by a value between 0.0 and 1.0. A result of 0.0 indicates that the calculation completely failed to explain the data, whereas a score of 1.0 denotes a perfect fit. This measurement assessed the overall strength of the link between the independent variables and the dependent variables using the models mentioned.

An alternate estimation to the fixed effects model is the random effects model (REM), commonly referred to as the error components model. The associations between the explanatory and explained variables are expected to be the same both cross-sectionally and throughout time, and the REM technique provides various intercept terms for each entity, all of which are constant over time. The basis for REM is the assumption that change between entities is random and unrelated to the independent or predictor variables in the model. Additionally, there are no dummy variables to represent the cross-sectional dimension's heterogeneity (variation).

The variation between entities is taken into account to be random and uncorrelated with the predictor or independent variables if the Hausman Specification Test was applied to the collected data and the REM was found to be more favorable. Green (2008) contends that the key distinction between fixed and random effects is not whether or not they are stochastic, but rather whether the unobserved individual impact has components that are connected with the model's regressors.

Two-tail p-values examine the possibility that each coefficient differs from 0 and are easy to interpret. If the p-value is less than 0.05 (95% confidence interval) to reject this, then the independent variable significantly affects the dependent variable (y). Use fixed impacts if the  $\text{Prob} > \chi^2$  is less than 0.05.

The effects of variables that change over time were examined using the Fixed Effects Model (FEM). Within a corporation, it investigates the connection between predictor and outcome variables. Each thing has unique qualities of its own that might or might not have an impact on the predictor variables. When utilizing FEM, it is expected that the predictor or outcome variables may be impacted or biased by something internal to the firm, and that this must be managed. The correlation between the entity's error term and the predictor factors is predicated on this reasoning. To evaluate the net impact of the predictors on the result variable, FEM takes these time-invariant properties out of the equation. Another crucial premise of the FEM is that the company's time-invariant features are specific to it and should not be compared to those of other businesses.

Contrarily, the FEM is sometimes known as an unobserved impacts model. FEM is an unobserved impacts panel data model, according to Wooldridge (2012), in which the unobserved impacts are permitted to have arbitrary correlations with the explanatory factors in each time period. In this model, each unobserved, time-constant factor influencing the dependent variable is represented by a separate variable.

Two-tail p-values examine the possibility that each coefficient differs from 0 and are easy to interpret. If the p-value is less than 0.05 (95% confidence interval) to reject this, then the independent variable significantly affects the dependent variable (y).

Multiple linear regression analysis was used to determine the impact between financial ratios and firm value in order to meet the study's objectives. Panel regression analysis was used due to the dataset being cross-sectional and time-series in nature. The researcher examined the impact of financial ratios on the 5 PLCs' firm value over time. Using the statistical software Stata12, the following models reflecting the hypotheses investigated were created based on the data gathered from the yearly reports:

Firm value on Return on Assets (ROA):

$$\text{Model 1: } FV = \alpha + b1ROA + e$$

Firm Value on Acid Test Ratio (ATR):

$$\text{Model 2: } FV = \alpha + b3ATR + e$$

Firm Value on Current Ratio (CR):

$$\text{Model 3: } FV = \alpha + b2CR + e$$

Where: FV is Firm Value (Total Market Value of Firm (No. of Shares Outstanding x Share Price) / Total Assets Value)

ROA is Return on Asset (Net income / Total Assets)

ATR is Acid Test Ratio (Cash + Marketable Securities + Accounts Receivable / Current Liabilities)

CR is Current Ratio (Current Assets / Current Liabilities)

The data to be used should be normally distributed thus, normality test was utilized before performing multiple regression analysis. The normality of data is a need for this study since normal data is an underlying assumption in parametric research. The normality test determines if sample data came from a population having a regularly distributed distribution (within some tolerance). In this study, the Shapiro-Wilk test was used, with the null hypothesis being that the population is evenly distributed. The null hypothesis is rejected if the p value is less than the designated alpha stage, indicating that the data are not normally distributed.

With the aid of the use of multicollinearity, this test determined whether data used was highly- correlated. Thus, difficulty in predicting the impact of variables arises when data are highly- correlated. The Variance Inflation Factors (VIF) measures the inflation of variances among estimated regression coefficients. Thus, using this test, if the VIF is high, the normal benchmark being 4.00, the results will be imprecise.

This test determined whether data are heteroskedastic depending on the null hypothesis that the model is homoskedastic and alternative hypothesis that model is heteroskedastic. Theoretically, heteroskedasticity refers to the variability that a variable is unequal across a range of values. The researcher used White's Test to decide whether to reject the null hypothesis for p-values greater than 0.05. Once the model is determined to be heteroskedastic, a robust estimation will be used in regression.

This research undertaking dealt a five-year period regression. Therefore, it is important to find patterns in the dataset or even missing frequencies. Autocorrelation tests were used to determine similarity between observations as a function of time lags between them. Durbin-Watson Test was used to determine correlation between variables; with values near 2 showing positive autocorrelation. The model is negatively autocorrelated if dw-value is  $> 2.00$ .

## Results

Following the completion and examination of all relevant research procedures in the preceding chapters, this section presents the project's findings as well as a number of important judgements and assessments, as well as corporate implications. This part contains descriptive statistics, correlational matrix, regression analyses, diagnostic tests, coefficient of determination, hypothesis test, summary of significant data, and a conclusion.

The foregoing descriptive statistics details on the central tendency measures, such as the mean, which calculates the average value across all the variables and their lowest and maximum values. Additionally, this give details on measures of dispersion like standard deviation, which illustrates how far each variable's value deviates from the mean. The descriptive statistic of the employed variables is reached using Stata.

All of the variables' mean values fell between their minimum and maximum ranges. This suggests that throughout the study period, all variables showed a high degree of consistency or stability. Additionally, it can be inferred that the level of dispersion between ROA, CR, ATR, and TQ is relatively low because the standard deviation values of each of these variables (.03, .55, .33, and .54) are lower than the corresponding mean values (.09, 1.81, .87, and 1.49, respectively). These numbers define consistency for the income or loss of the selected FBT companies' operating performance over the four-year period and show that the data are closely grouped around the mean. With a minimum value of .05 and a maximum of .17 and an average rate of .09, ROA demonstrates that, generally, the research period was profitable for the chosen FBT enterprises. The mean CR of the chosen FBT enterprises over the course of the study is 1.81, with maximum and minimum values of 3.04 and .86 and a standard deviation of .55. The value of CR shows that the firm's ability to pay back debt is low to moderate, and if CR is reduced even further, there is a chance that the company won't be able to meet its short-term obligations. The variability around the mean value of the ATR is .03, while the average ATR is .87. The ATR has a range between .25 and 1.49, indicating that the corporations utilize their quick assets inefficiently to pay off their current liabilities right away.

Last but not least, TQ has a mean value of 1.49 with a variance of .54 around that number. Low TQ ratio (between 0 and 1), as used in the Din (2017) study, denotes that a company's assets would cost more to replace than its shares would be worth. This implies that the stock is undervalued right now. A high TQ, on the other hand, indicates that a company's stock is overvalued because it is more expensive than the value of its assets in replacement, which is greater than 1. According to the table, TQ has a minimum value of .64 and a maximum value of 2.45. As a result of TQ's lower value, which indicates that it is less than 1, businesses won't replace capital. Higher than one value, however, is a signal for those businesses to increase their capital purchases in order to increase their firm's market worth. Because the market value of the company is higher than the book value of the company,

companies with TQ values larger than one are more worthy and valuable firms for investments.

The simultaneous correlation between the variables Y (Firm Value), X1, X2, and X3 is evaluated for strength or value (ROA, Current Ratio, and Acid Test Ratio). The correlation coefficient can then be calculated using Stata as follows:

The relationships between all of the study's variables are revealed by the correlation table above. The relationship between all independent variables defines a fairly positive correlation, with a coefficient correlation ranging from 0.50 to 0.90. While the connection between ROA and ATR and TQ is positive, the correlation between current ratio and firm value is negative (0.0255), indicating a low correlation.

Before proceeding with the regression model, the data has to be run on the Classic Assumption Test. This assumption test includes the Normality Test using Shapiro-Wilk test. These non-graphical procedures are widely used for small samples. If the assumption of normality is fulfilled, the significance level should be more than .05 (i.e.,  $p > .05$ ). If the assumption of normality is violated, the significance level will be less than .05 (i.e.,  $p < .05$ ). The hypotheses were formulated for the normality test:

H0: The data is normally distributed.

H1: The data is not normally distributed.

Thus, if the null hypothesis is accepted, the data is fit for normal distribution and if it is rejected, the data is not fit for normal distribution.

The p-values of 0.18074, 0.78864, 0.75373, and 0.36585, way above the standard 0.05 threshold. Hence, the residuals are normally distributed and can be used for regression model.

The results of the various diagnostic tests performed after panel regression analyses. The tests utilized were test for multicollinearity wherein variance inflation factor (VIF) was used as an indicator. For heteroskedasticity test, White's test was employed in which the p-value served as gauge. Then, test for autocorrelation was also utilized using Durbin Watson test and dw-value became the indicator.

Based from the findings, all models in the test for multicollinearity are not highly correlated since all vif values are less than the threshold of 4. With regard to White's test for heteroskedasticity, all models reject the null hypothesis except Models 1 wherein it is considered homoskedastic because the resulted p-values of the model is more than 0.05. This means that the variance of the residual term, or error term, in a regression model varies widely therefore robust is needed. Lastly, the results of the Durbin Watson test for autocorrelation suggested that there is a strong degree of similarity between the given time series and a lagged version of itself over successive time intervals since all dw-values are less than the normal benchmark of 2. Therefore, Cochrane-Orcutt transformation was used to come up with transformed dw-values to heal and cure resulted positive autocorrelations.

After performing Wald's test, the results above suggests that Ordinary Least Square model is more appropriate since the critical F-value is greater than the Wald-stat. The OLS is then compared to Random Effects Model using Breusch and Pagan Lagrangian multiplier test to determine the better model between the two. As a result, REM produced a P-value of 0.0000 which is significant at  $\alpha$  equals 0.05. This implies rejection of the null hypothesis and OLS should be used. This model was then used to run the regression results.

The result of the Wald's test indicate that OLS is the better model due to critical F-value is higher than the Wald stat. Afterwhitch, Breusch and Pagan Lagrangian multiplier test was used to examine whether OLS or REM is the better model. The results above indicate that REM should be used because the P-value at 5% level of significance showed a statistically significant value. Therefore, this model was used to run the estimation results for regression analysis for acid test ratio on firm value.

To choose the appropriate model to employ for regression analysis, model estimation tests were carried out. Ordinary least squares, fixed effects, and random effects models were applied in this regard. Wald's test was used to find out the better model between OLS and FEM. As a result, OLS is the better model because the critical F-value is higher than the Wald-stat which is significant at  $\alpha$  equals 0.05. The OLS then was again compared to REM to finally determine what model will be used. Using Breusch and Pagan Lagrangian multiplier test, it indicated a 0.0000 P-value thus rejecting the null hypothesis and REM will be utilized to run the regression results.

The dependent and independent variables, as well as the regression results, showed that there was a substantial positive correlation between ROA and company value. This suggests that the outcome must be less than 0.1, 0.05, and 0.01 as shown by the P-value for the F test. This corresponds to 90, 95, and 99 percent significance levels correspondingly. The variables utilized in the study are statistically significant in all of these significant levels because the P-value for F is less than 0.1, 0.05, and 0.01 and the study's key value for F is 0.0065. The null hypothesis may be ruled out with 99% confidence because 0.0065 is less than 0.01. Furthermore, it is obvious that ROA does not have a t value equal to .05, indicating that the alternative hypothesis is accepted and that R Squared does not equal zero.

Furthermore, the substantial 0.039 p-value of t indicates that ROA has a direct impact on firm value. At the 5% level of significance, the p-value is statistically significant since the coefficient indicates a standard error of 1.0473. Additionally, the coefficient shows that if ROA (X1) improves by 1, while the other variables stay the same, the firm value will grow by 5.9928. A substantial positive link between ROA and firm value was discovered in the study by Rostami et al. (2016) and Sarwat et al. (2017), which intended to ascertain whether particular financial indicators may significantly affect firm value as well as the firm's performance in Pakistan. Using the method of multiple regression analysis, the study found that ROA has a significant and beneficial impact on a company's success. Karaca and Savsar (2012) used 36 Turkish enterprises and 8 time periods to perform another study on the effect of financial ratios on a company's value. As a result, financial measures, particularly ROA, affect the value of a company.

0.4867 is the updated r-squared value. The modified r-squared is a goodness-of-fit indicator for regression models (Cameron, 2017). This graph shows the proportion of the variance in the dependent variable that is explained by all of the independent variables taken together. On a convenient 0–100% scale, adjusted r-squared measures the strength of the association between the model and the dependent variable. The closer Adjusted r-squared is to 1, the better the fit of the variables. According to the analysis's corrected r-squared, ROA is responsible for 48.67% of the variation in firm value. Because of this, the difference of 51.33% is treated as a model error for the study and cannot be explained.

A substantial positive relationship between firm value and the acid test ratio or quick ratio was found. As was already mentioned, the variable is statistically significant at the 5% level of significance with a p-value of 0.041. A unit increase in the acid test ratio will change the firm value by 2.0639 according to the positive coefficient. This result suggests that the corporation has stronger liquidity and is financially more secure in the short term with a higher acid test ratio. If the result is poor or the acid-test ratio is dropping, it indicates that a business is having problems sustaining or increasing sales, making payments to creditors too rapidly, or taking too long to collect receivables. According to the signal theory, before making decisions based on the disclosed earnings information, investors and creditors must have access to liquidity information (Andersen, 2015). As a result, increased equity financing raises the number of outstanding shares for a company and frequently lowers the stock value for current shareholders.

If the stock value improves, the value of the company will also increase in order to fulfill the goal of maximizing company value. Firms illustrate the significance of financing decisions by showing where, how, and which way these investments are financed. They do this by considering the importance of the investment decisions they will make while maximizing value. Additionally, it is crucial to fund these investments as cheaply as possible (Schularick & Steger, 2010). The profitability and risk of businesses will be impacted by decisions made regarding firm value, and this impact will either enhance or decrease the firm value (Arkan, 2010: 25).

Therefore, the positive a-priori expectation is inconsistent with the results of earlier studies. The research of Rachael, J., (2007) makes it obvious that the acid-test ratio may not give a trustworthy picture of a firm's financial status if the company has current liabilities that are due but do not demand an immediate payment or accounts receivable that take longer than usual to collect. This is due to the fact that it disregards existing assets like inventory that are challenging to swiftly unload.

After taking into account every aspect, it is clear that a high CR, which shows a sufficient amount of cash and strong liquidity, has a major detrimental impact on business value. A significant p-value of 0.0815 is obtained from the standard error of 0.3124.

The results reported are at odds with those of a study by Jihadi et al. (2021), which found that the current ratio had a favorable impact on business value, and with a study by Chowdhury (2010), which came to the same conclusion. Their research indicates that a rise in CR affects a rise in PBV. However, CR appears to have a detrimental impact on business value, according to Kristi (2019) and Endri et al. (2020). The similar results were also obtained by Yanto (2015) and Harahap et al. (2020) who indicated that CR had a negative impact on PBV.

## **Discussion**

The overview of a-priori expectations based on earlier research findings compiled in the previous section is presented in the table above. All financial ratios (ROA, ATR, and CR) are generally consistent with the a-priori expectation in Models 1 to 3 used in this study for variables that directly affect company value. This suggests that the independent variables have a significant impact on the dependent variable.

The ROA and ATR have a strong positive connection with firm value, whereas the CR has a strong negative association. The summary makes it clear that the null hypotheses are disproved explicitly based on the regression analyses that were conducted.

Based on the completed regression analyses, the acid test ratio and return on asset both significantly affect company value, with statistically significant values of 0.039 and 0.041 at the 5% level of significance. Consequently, the current ratio significantly affects company value, with a p-value of 0.082 at the 10% level of significance.

## **Conclusion**

By using multiple regression analysis, this research work aims to ascertain the relationship between financial ratios and firm value. The independent variables employed in this study are Return on Asset, Acid Test Ratio, and Current Ratio. This study covers five (5) publicly listed companies (PLCs) in the food, beverage, and tobacco industries. The study's time range is from 2017 to 2020, and the dependent variable is business value, which is calculated using Tobin's Q.

In particular, ROA, ATR, and CR, the principles of financial ratios are to be determined by the investigation. There are several ways to measure a company's value, and these methods differ between businesses and industries. However, some businesses also disclose internal and external factors that contribute to their firm value, including but not limited to



profitability, solvency, liquidity, activity, foreign exchange rates, inflation, interest rates, political, economic, and social conditions. The majority of the firm value information disclosed by companies is based on their publicly available financial statements. Rankings, ratings, prizes, and expert and lay categorizations are only a few examples of the various social indicators of corporate worth. Nevertheless, compared to financial measurements of business value, social metrics may be harder to identify and less accessible to the general public due to this variability.

The study aims to understand the impacts of financial measures on business value because these ratios are significant to the stakeholders, particularly investors, creditors, owners, and managers. Three models are created to describe the connection between these ratios and the firm's value in order to respond to this query. The analysis and extraction of the firms' corporate performances—measured as ROA, ATR, and CR—also forms part of the data collection process. These indicators were disclosed for the four years by each of the chosen companies. The study included five (5) FBT companies, however the accounts they utilized and the terminology they used to report their audited financial statements.

It was shown that ROA and company value had a strong positive association. Looking at sector analysis, nearly every sector views ROA as the key element in determining the firm's worth. The ability of the corporation to manage its assets is improved by a larger ROA percentage, which maximizes firm value. ROA is used to appraise and evaluate a company's quality and performance in making the net profit from utilization of all of the company's assets.

Additionally, the Acid Test Ratio positively affects business value. A corporation with a high acid test ratio has stronger liquidity and is also more stable financially in the short term. Therefore, the company sends a good signal to creditors and investors about profits information when it is disclosed, which will boost prospects for financing and investments and raise the firm's worth.

On the other hand, the current ratio is seen to have a negative impact on the firm's worth. Numerous research indicate that it is challenging to compare this ratio across various businesses and industries. While other industries exclusively invest in long-term assets, some businesses have made significant investments in working capital. Additionally, some non-liquid assets that cannot be converted into cash are taken into account when calculating the current ratio. These assets continue to have poor liquidity, which may have an impact on how the current ratio is calculated. As a result, it is believed that CR and firm value have a considerable inverse or negative relationship.

Meanwhile, the application of coefficient of determination reveals that ROA, ATR, and CR have an impact on 59.7% of the firm's worth. Additionally, according to the study's findings, ROA has the greatest impact on firm value, with a contributing impact of 0.4867 or 48.67%. The contribution impact shown by ATR is 0.3765, or 37.65%, and the contribution impact shown by CR is 0.1549, or 15.49%, of firm value. However, as demonstrated on all models included in the regression coefficient, financial ratios (ROA, ATR, and CR) often have a considerable impact on business value.

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# Online Service Quality, Customer Satisfaction, Loyalty, and Purchase Intentions: Moderation Analysis of Age, Sex, and Generational Cohort

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## Abstract

The study examines the interrelationship of online service quality, customer satisfaction, and purchase intentions in the Province of Pampanga. The data were collected using a self-administered online survey questionnaire. Predictive-causal research design through partial least squares (PLS) path modelling was utilized to measure the hypothesized relationships. The results showed that online service quality dimension (accessibility, privacy/security, and aesthetic/design) has a direct effect on customer satisfaction, except for useful information. It was also found out that Age group has moderating effect between useful information and privacy/security to customers satisfaction. While there is no moderating effect from age group between accessibility and aesthetic/design to customer satisfaction. Customer satisfaction has a direct effect on loyalty and purchase intentions. And customer loyalty has a direct effect on purchase intentions. As for the generational cohort there is a moderating effect between useful information, accessibility, and privacy/security to customer satisfaction except for the aesthetic and design. Lastly, the results from multigroup analysis, sex has a significant relationship between useful information, accessibility, and aesthetic/design to customer satisfaction, except for the privacy/security. This research suggests that online shop owners should carefully consider the online service quality dimensions to enhance and provide superior quality experience that will make their customer loyal and will make them purchase again. Moreover, the effective use of online shop applications can help them to reach out more to their existing and possible customers through a good rating and reviews.

**Keywords :** Customer Satisfaction, Loyalty, Online Service Quality, Online Shopping, Purchase Intentions

## 1. Introduction

The Development of the Internet has resulted in the creation of the new form of online transactions or shopping that enable consumers to purchase products or avail services from the online world where they can shop or anywhere with just a few taps and clicks of their fingers. Also, opportunity has been provided to almost everyone because Internet enables organizations to conduct businesses in through cloud space or connect with other people in other part of the world without geographical limitations compare to traditional shops.

This is the digital era where online shopping, communication and transaction for different products and services has experienced a rapid growth since it signifies a more convenient and economic method to purchasing in comparison to traditional or the brick-and-mortar shopping (Vasić et al., 2019). As electronic commerce arises these brick-and-mortar stores are slowly closing (Glueck, 2017). Electronic commerce is now undergoing a great expansion and importance giving its competitive advantage for businesses to retain its customers (Veloso et al., 2020).

As the internet is increasingly accessible with the use of mobile applications and websites, it causes online trading to become increasingly frequent and it includes the development of distribution, purchase, sales of products and services (Barusman, 2019).

Every business rely on its customers and the customer demand will change the profitability of any company; it is necessary to treat customer as the king of the market - customer satisfaction and loyalty is very important to company's products or services (Ali et al., 2021).

It is important for any online shop to understand customers' demands in making profits through purchase intentions which include some factors like product quality, packaging, payment security and influence from friends or relatives (Zhao et al., 2021).

This study, testing the structural equation model of interrelationship of online service quality, customer satisfaction and loyalty: the moderation analysis of sex and generational cohort will be beneficial to online shoppers to weigh their satisfaction and loyalty on their chosen online shop. Online customer satisfaction and loyalty are considered as the two most important sides of an online business (Kumar et al., 2019).

## **2. Objectives**

After scrutinizing the related literature there few evidence showing the interrelationship of customer satisfaction, loyalty, and purchase intentions with regards to online shopping – that satisfied customers may not be loyal and given the idea of reverse reason is to accentuate satisfaction that focus on loyal customers who are usually more profitable and may indicate that it is more difficult to satisfy than to create loyal customers (Angriawan, 2018). Due to globalization and the rapid advancement of technology, internet users witnessed the vast growth of online shops, and there might be a direct effect from the demographic variables to satisfaction, loyalty, and purchase intention (Khan et al., 2019). According to Jeong and Jeong (2017), the development of a good online service quality can be established to accommodate the degree of an individual's customer satisfaction, loyalty, and purchase intentions. The interrelationship of online service quality on customer satisfaction possibly while examining the moderating effect of sex and generational cohort of the above-mentioned variables in this time of pandemic specifically for the Kapampangan shoppers has not been tackled in the previous studies.

## **3. Materials and methods**

This undertaking aims to testing the structural equation model of the interrelationship of online service quality, customer satisfaction and loyalty: moderation analysis of age, sex, and generational cohort, is quantitative research, specifically a casual-predictive design. The main aim of this paper is on explaining the role of causal prediction modelling in Partial least squares structural equation modeling (PLS-SEM), the predominant objective is to compare the performance of different dimensions or levels and to select the appropriate causal-predictive model from a cohort of competing models, it is conducted to understand empirical studies in connection to the usage and procedure of causal-prediction (Chin et al., 2020).

The respondents will be from the province of Pampanga, as its milieu of participants since they will be familiar with the concept of using online shop application. Correspondingly, the respondents will include different Kapampangan generations, whose age requirements fall under the legal age and include both sexes.

Participants on this undertaking will be chosen using judgmental or purposive sampling method – this are hand-picked and will be based on the discernment of the researcher as to who will come up with the best information to acquire for the objectives study, and the researcher will need to pay attention on those respondents with the same viewpoint to have the required information (Etikan & Bala, 2017).

The survey instrument was adopted from the three-research paper with accordance to online service quality, customer satisfaction, customer loyalty and purchase intentions. For the online service quality, the instrument was based on the research – Impact of Perceived Website Service Quality on Customer E-Loyalty on Lodging Website. The survey instrument

is made to investigate the different perceptions of website or online service quality dimensions from the Generational Cohorts (Generation X, Y, and Z). Established psychometric properties for the online service quality are: Useful Information  $\alpha = .91$ , Accessibility  $\alpha = .94$ , Privacy/security  $\alpha = .92$ , and Aesthetics/design  $\alpha = .94$ . Results were interpreted with the following: frequency/percentage distribution, descriptive statistics, normality test, ANOVA, and correlation (Jeon, 2009).

With regards to customer satisfaction, the instrument was based on the research – Antecedents and Consequence of Online Customer Satisfaction: A holistic process perspective. The survey instrument is made to examine the determinants and consequences of online customer satisfaction by considering the entire shopping experience. Established psychometric properties for its constructs had a composite reliability – with a Cronbach's  $\alpha = .920$ . Results were interpreted with the following: measurement model, structural model, and multigroup analysis. (Pham et al., 2017).

For customer loyalty, the instrument was based on the research – Factors Affecting E-Commerce Customer Loyalty in Pakistan. The survey instrument is made to investigate the factors that influence customer loyalty. The composite reliability – with a Cronbach's  $\alpha = .853$ . Results were interpreted with the following: correlation analysis, regression analysis, mediating model (Nasimi et al., 2018).

And lastly, purchase intention, the instrument was based on research - The effects of shopping orientations, online trust, and prior online purchase experience toward customers' online purchase intention. The instrument is made to evaluate the impacts of shopping orientations, trust, and purchase experience to online purchase intention. The composite reliability – with a Cronbach's  $\alpha = .867$ . Results were interpreted with multiple regression analysis (Ling et al., 2010).

The survey instrument will focus only on testing the structural equation model of the interrelationship of online service quality, customer satisfaction, loyalty and purchase intention: moderation analysis of age, sex, and generational cohort. Survey instrument will be distributed by the researcher in the province of Pampanga using Google Forms through social media (Facebook and Instagram messenger) and email – this is to avoid any close contact, prevention and protection of the researcher and its respondents to the COVID-19 Virus. Informed consent will be accessed through the same link as the instrument.

All answered questionnaires will be gathered, and undergo assessment, tabulation, and analyzation by the researcher. Relevant findings, discussions, and results will be presented in the succeeding parts of the study. Participation of the respondents in the study will require 10 to 15 minutes. Reporting of the results will be done collectively to prevent respondents from being identified based on their distinguishing characteristics. Data gathered will be stored in a password-encrypted computer while the printed files will be kept in a locked cabinet for three (3) years before deletion and shredding.

Structural equation modeling (SEM) denotes a theory-data analytical approach for the evaluation of a particular hypothesis in relation to causal relations among measured variables. This process permits the measurement of fit concerning correlational data, acquired from experimental or non-experimental research, and lastly, one or more opposing causal theories specified a priori (Mueller & Hancock, 2019). Partial least squares structural equation model (PLS-SEM) is a well-known technique for assessing (complex) path models with undiscovered variables and their relationships (Sarstedt et al., 2017). The researcher will be using the PLS-SEM Statistical Software – WARP-PLS 7.0.

The researcher must also test the following after data collection, as a pre-requisite in testing causal and moderating relationships: Reliability - Composite reliability, Convergent Validity -Average Variance Extracted, Factor Loadings and Discriminant Validity - square root of averages. Meaning the survey instrument will be test into validity and reliability test.

#### 4. Results

The age group of 18 to 24 years old has the frequency of 206, with the percentage of 67.30%. For the gender, female has the frequency of 198 with the percentage of 64.70%. And for the generational cohort, Generation Z has the frequency of 206 with the percentage of 67.30%.

**Table 1** Frequency Distribution of Demographic Characteristics

Demographic Characteristics	Frequency	Percentage
Age Group		
18 to 24	206	67.30%
25 to 34	51	16.70%
35 to 44	27	8.80%
45 to 54	18	5.90%
55 to 62	4	1.30%
Gender		
Male	108	35.50%
Female	198	64.70%
Generational Cohort		
Generation X	26	8.50%
Generation Y	74	24.20%
Generation Z	206	67.30%

The mean rating of the online service quality: useful information (mean rating 3.29 – agree) with standard deviation (0.608); accessibility (mean rating 3.37 and standard deviation (0.561); privacy/security (mean rating 3.24 – agree) with standard deviation (0.570); aesthetic/design (mean rating 3.22 – agree) with standard deviation (0.538). For customer loyalty (mean rating 3.05 – agree) with standard deviation (0.495) and purchase intention (mean rating 3.24 – agree) with standard deviation (0.447). It is obvious that 306 respondents have the same level of agreement for online service quality dimensions, customer loyalty and purchase intention.

**Table 2** Mean Rating Scale and Descriptive Equivalents - Online Service Quality Dimensions, Customer Loyalty, and Purchase Intentions

Construct	Mean Rating	Standard Deviation	Descriptive Equivalent
Useful Information	3.29	0.608	Agree
Accessibility	3.37	0.561	Agree
Privacy/Security	3.24	0.57	Agree
Aesthetic/Design	3.22	0.538	Agree
Customer Loyalty	3.05	0.495	Agree
Purchase Intention	3.24	0.447	Agree

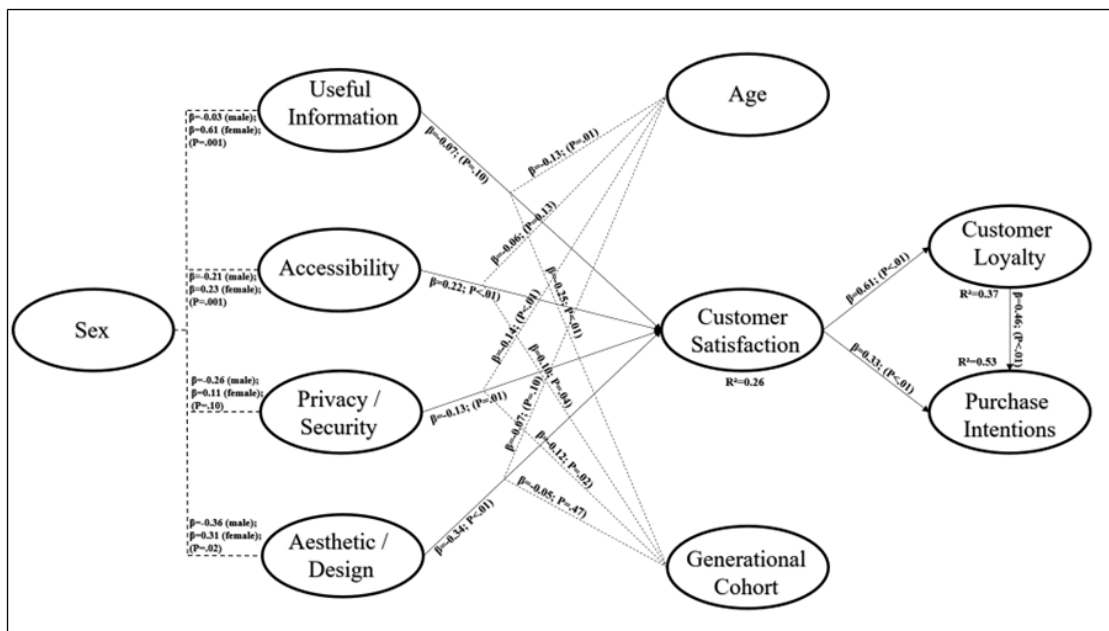
*Legend: 1.00 to 1.49 Strongly Disagree; 1.50 to 2.49 Disagree; 2.50 to 3.49 Agree; and 3.50 to 4.00 Strongly Agree*

The results for customer satisfaction, with the mean rating of 3.23, descriptive equivalent of satisfied and standard deviation of 4.440. This marked from the 306 respondents have the same level of satisfaction for the variable.

**Table 3** Mean Rating Scale and Descriptive Equivalents – Customer Satisfaction

Construct	Mean Rating	Standard Deviation	Descriptive Equivalent
Customer Satisfaction	3.23	0.44	Satisfied
<i>Legend: 1.00 to 1.49 Totally Unsatisfied; 1.50 to 2.49 Unsatisfied; 2.50 to 3.49 Satisfied; and 3.50 to 4.00 Totally Satisfied.</i>			

The valuation of the measurement model that entails the analysis of the validity and reliability of the following constructs. In terms of reliability, Cronbach’s alpha (CA) and composite reliability are being tested. According to Knock (2015), composite reliability takes value loading into consideration in its calculation, while Cronbach’s alpha assesses the reliability connected in a latent variable. All constructs – UI (CA = 0.834; CR = 0.901); AC (CA = 0.894; CR = 0.926); PS (CA = 0.829; CR = 0.898); AD (CA = 0.845; CR = 0.907); CS (CA = 0.852; CR = 0.900); CL (CA = 0.728; CR = 0.847); and PI (CA = 0.862; CR = 0.916) – within acceptable level.



**Figure 1** Structural Model with Parameter Estimate

H1a to H4 test for direct effect is applied. (H1a to H1d): UI, AC, PS, and AD has a direct effect on CS (UI  $\beta = -0.074$ ,  $p = 0.096$ ,  $f^2 = 0.032$ ; AC  $\beta = 0.22$ ,  $p < 0.00$ ,  $f^2 = 0.123$ ; PS  $\beta = 0.14$ ,  $p = 0.007$ ,  $f^2 = 0.073$ ; and AD  $\beta = 0.34$ ,  $p < 0.001$ ,  $f^2 = 0.200$ ), as you can see on the table effect size for UI ( $f^2 = 0.032$ ), the magnitude is small and considered significant), therefore H1 is supported. (H2): shows that CS has a direct effect to CL ( $\beta = 0.610$ ,  $p < 0.001$ ), H2 is supported. While (H3): evaluation showed that CS has a direct effect to PI ( $\beta = 0.326$ ,  $p < 0.001$ ), H2 is supported. Finally, (H4): study showed that CL has a direct effect to PI ( $\beta = 0.461$ ,  $p < 0.001$ ), H3 is supported.

H5a to H5d and H6a to H6d, simple moderation is utilized. (H5a to H5d): assessment on the age group moderates the relationship between UI, AC, PS, and AD to CS ((UI  $\beta = -$

0.128,  $p = 0.012$ ,  $f^2 = 0.011$ ; AC  $\beta = -0.064$ ,  $p = 0.129$ ,  $f^2 = 0.007$ ; PS  $\beta = -0.135$ ,  $p = 0.008$ ,  $f^2 = 0.022$ ; and AD  $\beta = -0.071$ ,  $p = 0.104$ ,  $f^2 = 0.013$ ), from the table – effect size for AC and AD ( $f^2 = 0.007$  and  $f^2 = 0.013$  respectively), the magnitude is small and considered significant, therefore H5 is supported.

H6a to H6d, simple moderation is utilized. (H6a to H6d): assessment on the age group moderates the relationship between UI, AC, PS, and AD to CS ((UI  $\beta = -0.246$ ,  $p < 0.001$ ,  $f^2 = 0.039$ ; AC  $\beta = 0.098$ ,  $p = 0.042$ ,  $f^2 = 0.012$ ; PS  $\beta = -0.121$ ,  $p = 0.016$ ,  $f^2 = 0.018$ ; and AD  $\beta = -0.005$ ,  $p = 0.468$ ,  $f^2 = 0.001$ ), again, from the table – effect size for AD ( $f^2 = 0.001$ ), the magnitude is small and considered significant, therefore H6 is supported.

**Table 4** Direct and Moderating Effect

Hypothesis	$\beta$	P-value	SE	$f^2$	Decision
<i>Direct effects</i>					
H1a. UI $\rightarrow$ CS	-0.074	0.096	0.057	0.032	NS
H1b. AC $\rightarrow$ CS	0.222	<0.001	0.055	0.123	S
H1c. PS $\rightarrow$ CS	0.137	0.007	0.056	0.073	S
H1d. AD $\rightarrow$ CS	0.339	<0.001	0.054	0.2	S
H2. CS $\rightarrow$ CL	0.61	<0.001	0.053	0.372	S
H3. CS $\rightarrow$ PI	0.326	<0.001	0.054	0.21	S
H4. CL $\rightarrow$ PI	0.461	<0.001	0.053	0.317	S
<i>Moderating effects</i>					
H5a. Age group * UI $\rightarrow$ CS	-0.128	0.012	0.056	0.011	S
H5b. Age group * AC $\rightarrow$ CS	-0.064	0.129	0.057	0.007	NS
H5c. Age group * PS $\rightarrow$ CS	-0.135	0.008	0.056	0.022	S
H5d. Age group * AD $\rightarrow$ CS	-0.071	0.104	0.057	0.013	NS
H6a. Gen. cohort* UI $\rightarrow$ CS	-0.246	<0.001	0.055	0.039	S
H6b. Gen. cohort* AC $\rightarrow$ CS	0.098	0.042	0.056	0.012	S
H6c. Gen. cohort* PS $\rightarrow$ CS	-0.121	0.016	0.056	0.018	S
H6d. Gen. cohort* AD $\rightarrow$ CS	-0.005	0.468	0.057	0.001	NS
<i>UI – useful information; AC – accessibility; PS – privacy / security; AD – aesthetic / design; CS – customer satisfaction; CL – customer loyalty; PI – purchase intentions. The effect sizes follow Cohen's (1988) criterion: 0.02 = small; 0.15 = medium; 0.35 = large.</i>					

The hypotheses H7a to H7d, multigroup analysis (MGA) via constraint latent growth technique was utilized. The findings showed that: (H7a): there is a significant difference on the relationship between UI and CS when respondents are grouped according to sex (male vs. female), ( $\beta_{\text{male}} = -0.030$ ,  $\beta_{\text{female}} = 0.072$ ,  $p = 0.008$ ,  $t = 2.391$ ). Hence, H7a is supported; (H7b): there is a significant difference on the relationship between AC and CS when respondents are grouped according to sex (male vs. female), ( $\beta_{\text{male}} = 0.208$ ,  $\beta_{\text{female}} = 0.232$ ,  $p = 0.008$ ,  $t = 1.270$ ). Hence, H7b is supported; (H7c) there is a no significant difference on the relationship between PS and CS when respondents are grouped according to sex (male vs. female), ( $\beta_{\text{male}} = 0.261$ ,  $\beta_{\text{female}} = 0.113$ ,  $p = 0.102$ ,  $t = 1.270$ ). Hence, H7c is not supported; (H7d): there is a significant difference on the relationship between AD and CS when respondents are grouped according to sex (male vs. female), ( $\beta_{\text{male}} = 0.362$ ,  $\beta_{\text{female}} = 0.312$ ,  $p = 0.018$ ,  $t = 2.102$ ). Hence, H7d is supported.

**Table 5** Moderation Assessment using Multigroup Analysis (MGA)

Hypothesis	$\beta$ (Male)	$\beta$ (Female)	Absolute latent growth coefficients	p (one- tailed)	T- ratios	Decision
H7a. UI $\rightarrow$ CS	-0.03	0.072	0.134	0.008	2.391	S
H7b. AC $\rightarrow$ CS	0.208	0.232	0.136	0.008	2.43	S
H7c. PS $\rightarrow$ CS	0.261	0.113	0.072	0.102	1.27	NS
H7d. AD $\rightarrow$ CS	0.362	0.312	0.118	0.018	2.102	S

*UI – useful information; AC – accessibility; PS – privacy / security; AD – aesthetic / design; CS – customer satisfaction; CL – customer loyalty; PI – purchase intentions.*

Coefficient of determination ( $R^2$ ) and predictive validity ( $Q^2$ ) is used. Coefficient of determination measures the goodness of fit and it measures the precisions for general linear model, coefficients with  $<.02$  interpreted that the effects are very weak to consider as relevant in a practical perspective (Barrett, 1974; Cohen, 1988; Knock 2014), while predictive validity or relevance associated with each latent variable block in the model, through the endogenous referred to as a resampling analog of the  $R^2$  (Knock, 2015).

The  $R^2$  values of CS (0.263), CL (0.372), and PI (0.528) are in moderate effects.  $Q^2$  coefficients need to be  $> 0$  to interpret that the variables have a predictive relevance (Geisser, 1974; Knock, 2020; Stone, 1974).  $Q^2$  coefficients of CS (0.454), CL (0.365), PI (0.531) are all in  $>0$  – meaning all constructs, customer satisfaction, customer loyalty, and purchase intentions passed the requirements for coefficient of determination and predictive validity.

According to Knock (2015), there are two cases for the model fit indices, Case 1 is that the interpretation of the model fit, and quality indices depends on the goal of the SEM analysis. If the goal is to only test hypotheses, where each arrow represents a hypothesis, then the model fit, and quality indices are of less importance. While Case 2 if the goal is to find out whether one model has a better fit with the original data than another, then the model fit, and quality indices are a useful set of measures related to model quality. This research falls to the first case.

**Table 6**  $R^2$ ,  $Q^2$ , and Full Collinearity VIF

Construct	$R^2$	$Q^2$	Full Collinearity VIF
Useful information			2.284
Accessibility			3.032
Privacy / security			2.815
Aesthetic / design			2.83
Customer satisfaction	0.263	0.454	1.991
Customer loyalty	0.372	0.365	2.094
Purchase intention	0.528	0.531	2.189

## 5. Discussion

Descriptive analysis – frequency distribution showed that from the 306 participants, 206 are from the age group 18 to 24 years old, 198 are female, and 206 are from the generation z. According to Gupta (2015), female is more into shopping online than male, since in the past years as population are more aware of the technology the online shopping



increased immensely. As for the age group of 35 years old and above are less likely to do online shopping with the reason of they are less aware of the technology, but there are some reasons that they will love to purchase online if the price of the product is less than the market.

As for the moderating analysis, the results of the study reveal that online service quality is significantly and negatively related or has a direct effect on customer satisfaction. Hypotheses 1, there is a significant influence between the respondents' perceived level online service quality and level of customer satisfaction – useful information, accessibility, privacy/security, and aesthetic/design has a direct effect on customer satisfaction, and results from the statistical test supports H1a, H1b, H1c, and H1d – this finding suggests that when respondents are more exposed to the perceived level of online service quality like accessibility, privacy/security, and aesthetic and design the level of satisfaction is increasing, except for the useful information. According to Prasetyo and Fuente (2020), useful information under the operational factor was found not significant to customer satisfaction. Accessibility if achieved the above-average performance has a direct effect on customer satisfaction (Tontini et al., 2015). From Liu et al. (2008), security/privacy has a strong direct effect on customer satisfaction. Regardless of the customers' frequency in using online shopping, a good visual, aesthetic or design of the online shop has a direct effect on customer satisfaction (Tseng & Yee, 2019). In addition, overall online service quality is significantly related to customer satisfaction and in the latter period to customer loyalty and purchase intentions (Lee and Lin, 2005). It is important to develop new knowledge for better understanding in terms of online service quality to have a high impact on customer satisfaction, loyalty, and purchase intentions (Rita et al., 2019). Online service quality plays an important role in every society, as it has become the basis for how customers interpret online shopping and, in the end, how they operate with online services (Raza et al., 2020). The result of this study supports the related studies cited for this hypothesis.

Hypothesis 2, there is a significant influence between the respondents' level customer satisfaction and customer loyalty. And based on the statistical results, customer satisfaction has a direct effect on customer loyalty and H2 is supported. It was supported by (Nurlaela, 2019), that it is important to monitor online shopping journey of through its customer satisfaction and loyalty considering the magnitude of determinants that will influence the indicators to set customer experience improvements and priorities. Based on the statistical analysis, results were complimented from the cited related study.

Hypothesis 3, there is a significant influence between the respondents' level customer satisfaction and purchase intentions. Customer satisfaction has a direct effect on purchase intention and based on the statistical result, H3 is supported. Results are complimented to the cited study, that to enhance customer satisfaction and purchase intentions, online shopping should develop different online marketing strategies and allocate more online resources to better address the online service quality dimensions (Faisal et al., 2020).

Hypothesis 4, There is a significant influence between the respondents' level customer loyalty and purchase intentions and based on the statistical result, H4 is supported. It was supported and related referring to customer loyalty significantly has a direct effect on online shopping, and it demonstrates how an increase in loyalty decreases the impact of possible risk on purchase intentions – meaning the increased number of sales and decrease the intensity of risk, online shops must increase the level loyalty which mitigates risk and increase customer purchase intentions on their chosen online store (Qalati et al., 2021).

Hypothesis 5, age group moderates the relationship between perceived level of online service quality and customer satisfaction. Results showed that there is a moderating effect between online service quality dimensions and customer satisfaction and H5 is

supported. Useful information may lead to customer satisfaction and further to purchase intentions, age confirms the importance of having a quality online shop application as the key factor of a customers' purchase intention (Hassan & Ahmed, 2021). Added by Abdalla et al. (2021), learned that when it comes to accessibility, online shop must have a user-friendly or easy to access for customers, in addition to that age has a various consequence on online shopping like quality and comfort that may result to increase or decrease in customer satisfaction. Privacy/security has a direct effect on customer satisfaction through positive experience that may enhance the image of the online store context (Gautam & Sharma, 2021). According to Seng and Mahmoud (2020), aesthetic/design has good and colorful graphics of multimedia environment and will enhance the relationship between online service quality and customer satisfaction. The result of this study complements the related studies cited for this hypothesis.

Hypothesis 6. generational cohort moderates the relationship between perceived level of online service quality and customer satisfaction. Generational cohort (whether they are in Generation X, Y, and Z) has a moderating effect between online service quality and customer satisfaction. The results complimented to referring to the following studies – that Generation Z known as the Digital Natives, give importance to the useful information that depends on the technology and functionality of an online shop application (Jaimes et al., 2019). For Generation Y, are motivated through customized advertisements, integrated marketing and convenience that will give greater impact for their customer satisfaction and for further loyalty and purchase intention (Kumar & Sadarangani). Generation X are known to be more positive on the salespeople motivation especially when they are exposed to great aesthetics than Generation Y and Z (Hormann, 2020). It is important for the three generational cohorts the privacy/security, the main reason for them to shop online is the variety of goods and services – but if they experience a certain level of uncertainty and mistrust in shopping online, they will have a reason to not buy any products or services (Ingaldi & Ulewicz, 2019).

This generational cohort might show a different pattern like Generation X based their loyalty to social media from the reason of information generated by some companies, while Generation Z based their loyalty from the information generated by users. In contrast to Generation Y, their loyalty is based on company-generated information to an even greater extent compared to Generation X (Herrando et al., 2019).

Hypothesis 7, there is a significant difference between the respondents' level of perceived online service quality and customer satisfaction when grouped are based on sex. Results from the statistical analysis compliment the following statement from the following statement that sex (whether they are male or female) has a moderating effect between Online service quality dimension (useful information, accessibility, privacy/security, and aesthetic/design) and customer satisfaction, statistical result shows that H7a, H7b, H7c, and H7d are supported. According to Chung et al. (2014), the moderating effects of sex in the relationship between useful information (online service quality dimension) and customer satisfaction are significant. Sebastianelli et. al. (2008), found that female is significantly important on assurance than do male, and do have differences in the types of products they access and prefer to buy online.

The moderating effect of female to customer satisfaction to loyalty is stronger than male, online shop owners with regards to privacy/security responds to both male and female under the same condition (Wang & Kim, 2019). It was agreed by Sebastianelli et. al. (2008), that privacy/security is closely related to satisfaction and loyalty that on the latter part of the customer's online journey will have a direct effect on repurchase intentions. Aesthetic/design provide a deep insight in the usability of an online store in accordance with customer satisfaction, where male requires most of the visibility of system status,

while female requires most covers of the aesthetic and design of the online shop (Huang & Yuan, 2017). It was agreed by Chawla and Joshi (2020), moderation effect between the selected dimensions, attitude, influence is seen more for males and young users.

This study suggests that online shopping should focus more on providing detailed description or information as it influences customer satisfaction followed by loyalty and purchase intention. Accessibility should also be improved in such a way that customers of any age can access the online shop easily or be user friendly (most especially to the older customers). As for the aesthetic/design, it should be pleasing in the eyes of the customers, relaxing while making their online experience – this will make customers in any generation increase their customer satisfaction. And for privacy/security, it is important to make customers safe and secure, another is the confidentiality of their information – this will make them feel confident to do another transaction in their chosen online shop. In addition to these factors. It is important to understand how sex and generational cohort moderate the relationship between online service quality dimensions to customer satisfaction. Therefore, knowing what your customer seeks, online shops can focus on the strategy they can implement to stay ahead in the online shopping industry.

## 6. Conclusion

The purpose of this study was to test the structural equation model of the interrelationship of online service quality, customer satisfaction, loyalty, and purchase intentions – with the use of moderation analysis of sex and generational cohort. The overall results indicate the direct relationship and moderation effect of the said variables. The study allows the researcher to obtain a significant set of formative measures resulted in interesting practical implications for online shop owners and marketers about the critical drivers of online service quality, satisfaction, loyalty, and purchase intentions. The result showed a clear advocate for the online service quality construct in the online shopping context. The use of moderating analysis toward data acquisition provided a strong causal understanding the dimensions of online service quality towards customer satisfaction, loyalty, and purchase intentions, which make the related literature consistent in comparison with the present study.

The researcher's conclusion in this undertaking is based on the results of the survey; there were 306 respondents who participated in this study which are online shop users. This main purpose of this research study is to test the interrelationship of online service quality, customer satisfaction and loyalty and moderating analysis of sex and generational cohort using partial least squares structural equation modeling (PLS-SEM). Also, to compare the performance of different dimensions or levels from a cohort of competing models. This research study concludes that a new understanding of online service quality dimensions of online shopping impacts and builds the perception for the customers especially how satisfaction showed a great impact on loyalty and purchase intention matters. Online shop owners should also consider that some customers worry to shop online because of different concerns about some incomplete information, the unease of using the online shop, the security of payment and their personal information, and the design of the application. The experience of a customer gained during the first transaction increases the possibility of purchasing again on the same online shop. The role of superior online service quality will have a high impact in attracting potential and existing customers and will encourage them to repeat purchases. The overall result of this study supports the findings are projected to expand the knowledge about the diverse significance of online service quality dimensions – where useful information, accessibility, privacy/security, and aesthetic/design are essential for a superior online service quality in connection to satisfaction, loyalty, purchase intention.

The development of the internet raises opportunities for the online shop marketing, consumers then can more easily gain access to information which make them competitive,

through this customer satisfaction has positive influence to purchase intentions (Suhaily & Soelasih, 2017). The significant influence of customer satisfaction on purchase intention was approved by creating an optimal image of the online shops in the minds of the customers which is considered important in attracting new customers and preserve the existing customers, also by increasing the value of satisfaction there will be an increase of willingness to purchase (Rastgar & Shahriari, 2018).

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# The Relationship of Organization Commitment to the Employee Performance of a Warehouse Company

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## Abstract

Nowadays, companies face a high turnover rate as there are numerous job opportunities in a highly competitive market. Retaining a skilled and talented workforce is the biggest challenge for most companies. To improve retention rates, organizations need to consider human factors, including organizational commitment. Organization Commitment OC literature has grown very large, and there is a need to recognize the cutting-edge troubles in this frame of literature. This systematic evaluation aims to study the relationship between organizational commitment and employee performance. The search in several databases found several pieces of literature, studies, and articles. The present review paper addresses the components of organizational commitment and their relationship to job satisfaction and employee performance. The review may include meaningful research studies that assess multiple aspects that impact employee commitment to the organization and how this affects their job satisfaction and performance.

**Keywords :** organizational commitment, employee performance, job satisfaction

## 1. Introduction

As our world evolves, so does education, and learning has been transformed. In an increasingly difficult and complex working environment, researchers and experts have recognized the importance of effective human resource management for individual execution and, as a result, for organizational success and have proposed that organizations can advance commitment (Basright et al., 2015). Employees' recognition of work-commitment-oriented honours are increasingly important in creating positive states of mind and practices to make representatives feel a part of the environment of which they are a part, according to such important observational work. Employees' links and relationships in the workplace are critical for a great place to work, where employees trust the people and the company they work for and take pride in what they do and what they work for (Cook & Wall, 2017; Spencer et al., 2016). Employees who work for a company whose values and goals align with their own personal and professional goals are more likely to adopt positive behavior in order to be consistent with the company's mission, values, and objectives, resulting in a strong commitment to the company and a high level of job involvement (Ashforth & Mael, 2013). As a result, we see organizational commitment as one of the most important indicators of the organization's viability, as well as a strong promoter of individual work accomplishment, high execution, prosperity, and a purposeful desire to stay in business (Kehoe & Wright, 2013). Organizational commitment is a person's attitude towards the organization in the form of loyalty and achievement of the mission, vision, values, and goals of the organization (Wood & Wilberger, 2015). Someone who has a strong commitment to the organization can be identified by characteristics such as trust and acceptance of the organization's objectives and values. Strong desire to work for the organization and to be a long-term member of the organization (Choi & Colbert, 2015) so that affective commitment to employees can be achieved.

For the past few decades, academics and practitioners have conducted similar studies, reflecting the importance of organizational commitment for organizations. Researchers have



previously discovered a link between organizational commitment and employee performance (Suliman and Lles, 2012). In a meta-analysis, Jaramillo et al. (2014) discovered a positive relationship between organizational commitment and job performance. Due to the increasingly competitive business environment, every organization's commitment to its employees has become a matter of survival.

When it comes to organizational effectiveness, organizations are facing major challenges ranging from downsizing, re-engineering, or restructuring to an explosion of information and an increase in workforce diversity. These changes are expected to be present in public enterprises, including institutions, according to Nordin (2012). Employees entering and remaining with the organization, carrying out specific role requirements, and engaging in innovative and spontaneous activity that goes beyond role prescription are reported to be some of the behaviors that are considered behaviors for organizational effectiveness (Shahid and Azhar, 2013). Organizational commitment is one of the tools managers can use to assess employees' alignment with organizational goals and loyalty to their workplace (Zayas-Ortiz et al., 2015).

Commitment is regarded as a critical factor in determining the organization's success. The value placed on commitment stems from the fact that it helps organizations retain more employees, resulting in increased achievement, productivity, and effectiveness. Organizational commitment as an attitudinal component of the relationship has recently received a lot of attention. According to Shahid and Azhar (2013), no organization can achieve high levels of performance unless each employee is committed to the organization's goals and performs as an effective team member. According to Chughtai and Zafar (2016), developing and encouraging organizational commitment among employees is critical because committed employees are more loyal to their employers, perform better, and engage in organizational citizenship behavior. Organizational commitment is defined by several factors, including employee belief in and acceptance of the organization's goals, values, and objectives, employee desire to work for the organization, and a strong desire to stay with it. Most businesses have recently realized the importance of employee performance, and improving employee performance or figuring out how to get to a high level of employee performance has become one of the deciding factors for any company's success. Management's mission is to put people together to accomplish organizational goals and objectives by using available resources efficiently and effectively. Focusing on factors that enhance employee morale, innovation, job satisfaction, and workplace comfort, among other things, will increase manpower performance. The objective of this study is to examine the relationship between organizational commitment and employee performance in a warehouse company. Specifically, the paper aims to determine the extent to which organizational commitment influences employee performance in terms of job satisfaction, productivity, attendance, and turnover. Additionally, the study will explore the effect of organizational commitment on employee morale. By examining the relationship between organizational commitment and employee performance in a warehouse company, the results of this paper can be used to help improve the overall efficiency and success of the warehouse's operations. This research can also be used to help create strategies for increasing organizational commitment among warehouse employees. Organizations cannot perform well in today's competitive world unless their employees are committed and work effectively in teams. It's great to have loyal employees who complete their tasks on their own; however, this isn't enough. Employees today must work in teams and demonstrate that they are valuable members of these organizations. They also want to be a part of a successful company that pays well and offers them opportunities for growth and development.

Organizations ensure their employees' loyalty by ensuring job security. As a result of competitive pressures, many companies have practiced downsizing, restructuring, and

transformation. Hence, the organization's climate became less secure. Therefore, an increasing number of employees feel that they are victims of broken promises. Maintaining employee commitment is one of the challenges that organizations face (Bergmann, Lester, De Meuse, & Grahn, 2014). Workers have raised their expectations in other areas as a result of not knowing if they will be employed in the future. Managers, for example, expect their employers to be committed to their companies in terms of pleasant working conditions, access to training and development, a safe working environment, and a balance between work and employee commitment outside the workplace.

Organizational commitment, according to Porter, Crampton, and Smit (2017), can be defined as internal feelings and beliefs or as a set of intentions that enrich an employee's desire to stay with an organization and accept its major goals and values.

Affective, normative, and continuance commitments are three ways to think about organizational commitment. A sense of attachment and belonging to the organization is referred to as affective commitment. Employees who feel obligated to keep their jobs are said to be normatively committed. Continuance commitment is defined as an awareness of the costs of leaving the organization or the lack of other options (Hartmann & Bambacas, 2019; Tan & Akhtar, 2017).

Employee performance is directly related to the organization's commitment. Employee performance is influenced by a variety of factors at work. It has been shown that when employees are happy at work, their performance improves and they perform tasks more efficiently. As a result, every employee should enjoy their work while surrounded by positive things and a pleasant environment. Furthermore, if an organization provides opportunities or shows commitment to its employees, it may be able to improve performance. At the same time, employees can reduce the risk of workplace safety and the environment in order to maintain performance.

In an organization, good communication is also critical, and employees must participate in order for information to be transferred accurately and effectively. If employees' performance or output meets or exceeds their expectations, the organization's commitment can be measured. It demonstrates that the employees possess exceptional strengths, skills, and abilities to complete the tasks. Employees' performance is evaluated not only on the basis of the organizational commitment that was created but also on how well they completed the task.

Another criterion for assessing organizational commitment is the organization's ability to maintain employee performance even after the task has been completed, and employees should not be split up due to misunderstanding. Working in teams is important in every organization to lead the organization and achieve its goals.

Organizational commitment, or the degree of dedication and involvement a worker has with their organization, has long been a popular research subject. Although there has been extensive research on the connection between organizational commitment and employee performance, the relationship between organizational commitment and employee performance at a warehousing company has received unusual attention.

Drescher et al. (2020) conducted a study to better understand the connection between organizational commitment and performance in the context of a warehouse. Over the course of three months, they conducted surveys with 144 warehouse workers to gauge their degrees of organizational commitment and performance results. The findings revealed a strong correlation between organizational commitment and worker performance. Particularly, workers who felt more committed to the business performed better in terms of accuracy, efficiency, and attendance.

Pina et al. (2019) focus on a different study on the function of organizational commitment in various warehouse types. 184 warehouse workers from two different kinds of

warehouses—those geared toward retail sales and those geared toward industrial production—were polled. In both types of warehouses, they discovered that organizational commitment was linked to better performance, with the biggest benefit occurring in the retail environment.

According to the results of these studies, organizational commitment is a crucial variable in predicting worker performance in warehouse settings. These studies indicate the need to take the warehouse setting into account when assessing the relationship between the two variables, even if previous research has shown a comparable correlation between organizational commitment and performance in many circumstances.

As a result, there is a significant and reliable positive association between organizational commitment and worker performance in warehouse settings. These findings imply that organizational commitment is an important element to consider when predicting employee performance in warehouse environments, and more study is required to fully grasp the complexities of this relationship.

In this study, the researchers collected quantitative data from a sample of warehouse employees. The data were analyzed using correlation analysis to assess the relationship between organizational commitment and employee performance. The data was collected from all employees of a warehouse company. The data included questions about their organizational commitment and their performance metrics. The performance metrics included the average number of orders filled per hour, the average accuracy rate of orders filled, and the average customer satisfaction ratings.

## ***2. Relationship of Organizational Commitment to Job Performance***

### *2.1 Commitment*

Organizational commitment, characterized as the psychological attachment of workers to their organizations, has been broadly inquired about over the past decades. In light of the developing agreement within the writing that commitment is a multidimensional construct (e.g., Allen & Meyer, 2016; O'Reilly & Chatman, 2014), we have treated it as such within the show.

Allen and Meyer (2016) developed a model of organizational commitment that conceptualizes commitment as consisting of three components: affective, normative, and continuance commitment. Affective commitment refers to a positive feeling of affection towards the organization as reflected in a strong desire to remain and a feeling of pride in being part of the organization. Normative commitment reflects a moral feeling or obligation to continue in the organization. Employees with high levels of the normative component feel that they ought to remain, and they feel bad about leaving the organization even if a new employment opportunity appears. Continuance commitment relates to how much employees feel the need to stay at their organization. For employees who are continuously committed, the underlying reason for their commitment lies in their need to stay with the organization. Research shows that these three commitment components are related to employees' work and outcomes (Meyer et al., 2016), and employees with good performance who are focused on the business are critical to the success of an organization (Bakker & Schaufeli, 2015).

Previous research has found a link between organizational commitment and employee performance (e.g., Shore & Martin, 2013; Meyer et al., 2016; Riketta, 2017; Wright & Bonett, 2015).

Gelens (2015) found that organizational support correlated significantly with affective commitment in his research, whereas Susilo et al. (2016) discovered that organizational commitment had a positive effect on employee performance, which meant that increasing organizational commitment among company employees would be able to improve employee

work performance. According to De Waal, A. et al. (2017), performance is the result of efficient and effective work related to organizational objectives, so an increase in employee performance can affect organizational goals. According to Latorre et al. (2016), an employee's performance of organizational obligations Performance refers to the quantity or quality of a product produced or the services provided by a person who works (J. Anitha, 2014).

Meyer and Allen (2016) established a three-component model of organizational commitment that includes three characteristics of commitment: affective commitment, continuation commitment, and normative commitment. According to research, the conception of commitment by Mowday et al. (2017) and Allen and Meyer's three-component model, notably the emotive component, have a lot in common. To avoid restricting the research parameters to the emotive concept of commitment alone, the three-component model proposed by Allen and Meyer will be used in this study.

### ***2.1.1. Affective Commitment***

According to Allen and Meyer (2016), the affective dimension of organizational commitment refers to employees' emotional attachment to, identification with, and involvement in the organization. Employees with strong emotional attachments and high levels of identification and involvement in the organization are more likely to stay with it because they want to, not because they have to or ought to (Allen & Meyer).

When you have a deep emotional tie to your organization and the work you do, you have affection for your job. You'll probably identify with the organization's goals and beliefs, and you'll desire to work there. You're more likely to feel well and be content with your job if you enjoy it. As a result, your emotional commitment is likely to rise as a result of your enhanced job satisfaction.

Because it is based on intrinsic rather than extrinsic motivation, affective commitment is said to be the most powerful type of organizational commitment (Verkhohlyad and Mclean, 2013). As a result of the organization's positive treatment, this type of commitment develops over time (Lambert et al., 2015). When an individual becomes involved in recognizing the value and relevance of his or her identity to the organization, he or she develops affective commitment. According to Lambert et al (2015), the essence of this type of commitment stems from the idea that individuals choose to and want to remain in the organization.

Affective commitment is an employee's emotional attachment to the organization. Employees with higher affective commitment are likely to volunteer to work extra apart from the responsibilities given (M. Wood, 2018). According to Tremblay, Hill, and Aubé (2017), organizational commitment is a belief in and acceptance of organizational goals and values, strong achievement, and a desire to maintain organizational membership. Affective commitment is defined by Demirtas and Akdogan (2015) as emotional attachment, identification, and involvement in the organization. It also refers to a sense of belonging and indifference to the organization. Individuals who have emotional ties to the organization, such as moral support and acceptance of the organization's values and determination to serve the organization, can grow organizational commitment (Amin et al., 2018).

The high level of interest in studying affective commitment can be attributed to the fact that it has an impact on a variety of workplace behaviors and attitudes (Yousaf et al., 2015). According to Bell-Ellis et al. (2015), affective commitment has the strongest correlation with favorable organizational and individual outcomes, with Tornikoski (2011) outweighing the effects of the continuance and normative components of commitment. Therefore, Meyer et al. (2017) and Rego et al. (2015) suggested that affective commitment leads to reduced stress, reduced work-family conflict, lower turnover, reduced absenteeism, improved performance, and increased organizational citizenship behavior (Meyer et al., 2017).

Affective commitment refers to an employee's emotional investment in the company in the form of feelings of love (Amin et al., 2018). Something similar has been said (McDonald & Park, 2018) about feelings of love for the organization that led to a willingness to stay on and develop social relationships as well as appreciate the value of the relationship with the organization as a result of having been a part of it.

### ***2.1.2. Continuance Commitment***

Continuance commitment refers to the awareness of the cost associated with leaving the organization (Shiva and Suar, 2010). Its related commitment refers to the awareness of the cost associated with leaving the organization (Shiva and Suar, 2010). It is related to the performance required to keep a job and the costs encountered by leaving the organization (Bell-Ellis et al., 2015). Continuance commitment develops when an employee recognizes that he or she stands to lose investment in the organization or realizes that no alternatives exist other than remaining in the organization (Rego et al. 2004). These investments include physical, cognitive, and emotional investments such as salary and benefits, retirement plans, skills, social relationships, and lost opportunities (Lambert et al., 2015). Another classification of investments made in the organization includes financial investments such as pay, benefits, job security, the performance required to keep a job, and the costs encountered by leaving the organization (Bell-Ellis et al., 2015).

According to Shiva and Suar (2013), continuance commitment refers to understanding the costs of leaving the organization. Continuity commitment is linked to the level of performance required to keep a job and the costs associated with leaving the company (Bell-Ellis et al., 2015). When an employee realizes that his or her investment in the organization is at risk or that there are no other options, he or she develops a commitment to stay with the company (Rego et al. 2015). Salary and benefits, retirement plans, and missed opportunities are examples of physical, emotional, and cognitive investments (Lambert et al., 2015). Financial investments, such as pay, benefits, job security, and retirement money, are classified as financial investments by Cho and Huang (2012), while non-financial investments, such as status and friendship with coworkers, are classified as non-financial investments by Cho and Huang (2012). As a result, the employee forms a bond with the company because he or she is required to do so (Lambert et al., 2015).

Employees who have a strong commitment to staying with the company will not be motivated to contribute beyond what is required to keep their jobs. According to Rego et al. (2015), this type of commitment may have a negative impact on work behaviors. "In the absence of other reasons for staying, those with strong continuance commitment might feel particularly resentful of the situation in which they find themselves; potentially, this could lead to undesirable work behavior," according to Allen and Mayer (2016).

This type of commitment occurs when you weigh up the pros and cons of leaving your organization. You may feel that you need to stay at your company because the loss you'd experience by leaving it is greater than the benefit you think you might gain in a new role. These perceived losses, or "side bets," can be monetary (you'd lose salary and benefits); professional (you might lose seniority or role-related skills that you've spent years acquiring); or social (you'd lose friendships or allies). The severity of these "losses" often increases with age and experience. You're more likely to experience continuance commitment if you're in an established, successful role or if you've had several promotions within one organization.

### ***2.1.3. Normative Commitment***

Normative commitment is a form of obligation toward the organization due to a person's moral belief that it is the right and moral thing to remain in the organization. As such, individuals with a strong normative commitment stay in the organization because they believe they should (Stan, 2013). It develops when individuals internalize the norms of the organization through socialization, obtain rewards that cause them to feel the need to

reciprocate, or accept a psychological contract's terms. According to Rego et al. (2015), this can be the result of the process of internalization individuals undergo before or after joining the organization.

Employees with normative commitment are predicted to make meaningful contributions to the organization. However, these contributions tend to be lower compared to affective commitment since workers do not take the same emotions of enthusiasm and involvement with them. In addition, workers with normative commitment can resent their feelings of indebtedness to the company, thereby influencing the way they conduct their job duties (Allen and Meyer, 2016).

## **2.2. Performance**

### ***2.2.1. Job Performance***

Job performance refers to the degree to which a person performs his or her function in relation to certain specified organizational standards. In order to accomplish the aims or goals of the company, an organization significantly requires the job performance of employees.

Performance is differentiated into two categories: individual and organizational performance. Individual performance is the work of employees both in quantity and quality based on standards set by the organization, while the performance of the organization is a combination of individual performance and the performance of the group (Akron S. et al., 2016). It can be concluded that performance is the assessment of the work of an employee in the organization in accordance with the duties and responsibilities within the chain to reach organizational goals. There are several factors that affect the performance of employees; according to Nugroho & Afif (2014), the employee's performance is influenced by several factors, specifically.

Meyer et al.'s (2017) meta-analysis on the relationship and effects between the three components of commitment and Meyer, Stanley, and Parfyonova's (2012) research on employee commitment found that affective commitment was more closely linked to job performance than normative commitment and that continuing commitment was also determined to be negatively linked to organizational commitment.

The definition of organizational engagement and its relationship with turnover intention have been explored in various studies. Most studies point out that organizational engagement is a good predictor of turnover intention (Meyer & Allen, 2016). Studies such as Angle and Perry (2017)

Allen and Meyer (2016), Mathieu and Zajacac (2013), and Mowday et al. (2017) on the relationship between organizational commitment and turnover intentions have suggested that commitment has a strong negative effect on turnover intentions. Research by Lee, Ashford, Walsh, and Mowday (2017), Meyer and Allen (2016), and, more recently, Gunter, Haerani, and Hasan (2012) stated that there was a negative connection between the three dimensions of organizational engagement and turnover intention.

Turnover is a critical factor for organizations, individuals, and society and presents both positive and negative aspects (Phillips and Connell, 2003). According to Agapito et al. (2015), there are various reasons why an employee leaves the organization or has the intention to leave.

It is also a problem and a threat to the organization due to its possible additional cost. Turnover is a crucial issue in companies that has meaning while implementing strategies for their workforce (Anvari et al., 2013).

Retaining professionals is a permanent challenge in an organizational environment that also remains the most persistent challenge faced, especially by the information technology (IT) sector, with its particularities and shortage of labor in the Brazilian scenario (Fernandes et al., 2013).

### ***2.2.2. Employee Performance***

Researchers described the performance of employees as well as highlighted criteria affecting their performance as follows: Anitha (2013) reports that all organizational activities, strategies, processes, knowledge management practices, and employee engagement strongly rely on the success of an individual or an organization. These elements are vital determinants of fostering high levels of employee performance. While Islami, Mulolli, and Mustafa (2018) accept performance management as a planned process, the main elements of which are agreement, evaluation, encouragement, feedback, and positive reinforcement, influencing results in terms of performance expectations, Also, Bataineh (2017) highlights the success of employees as a mixture of efficiency and effectiveness in the employee's everyday activities to satisfy the stakeholders' needs.

Mathis (2013) cited that performance is associated with the quantity, quality, and timeliness of the outputs, presence or attendance on the job, efficiency of the work completed, and effectiveness of the work completed.

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment.

Aguinis (2013) described that "the definition of performance does not include the results of an employee's behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work". Perceived employee performance represents the general belief of the employee about his behavior and contributions to the success of the organization. Employee performance may be taken from the perspective of three factors that make it possible to perform better than others: "declarative knowledge", "procedural knowledge," and "motivation," as cited by Qaisar (2012). HR practices have a positive impact on the performance of individuals.

Carlson et al. (2016) proposed five human resource management practices that affect performance: setting competitive compensation levels, training and development, performance appraisal, recruitment packages, and maintaining morale. Tessema and Soeters (2006) have carried out studies on eight HR practices, including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure, and pension or social security, in relation to the perceived performance of employees. Therefore, it is concluded that these HR practices have positive and significant associations with the perceived performance of employees.

According to Richard (2015), employee performance and productivity are measures of output from a production process per unit of input. Productivity may be conceived of as a metric of the technical or engineering efficiency of production. As such, the emphasis is on quantitative metrics of input and sometimes output. Productivity is distinct from metrics of allocative efficiency, which take into account both the monetary value of what is produced and the cost of inputs used, and also from metrics of profitability, which address the difference between the revenues obtained from output and the expense associated with the consumption of inputs. Production is the process of combining various material and immaterial inputs in order to make something for consumption. The methods of combining the inputs of production in the process of making output are called technology. Technology can be depicted mathematically by the production function, which describes the relation between input and output. The production function can be used as a measure of relative performance when comparing technologies. The production function is a simple description of the mechanism of economic growth. Economic growth is defined as any production increase for a business or nation. It is usually expressed as an annual growth percentage depicting the growth of the company's output or the national product. Real economic growth

consists of two components: These components include an increase in production input and an increase in productivity.

According to some researchers and practitioners, certain factors individually and collectively affect the performance of employees in a positive or negative way.

In Chen and Tjosvold's 2014 research, they revealed that participation management is about involving employees in the decision-making process so that they feel that they have the opportunity to discuss problems and can influence organizational decisions. The overall impact of participation is increased employee job performance and low turnover. In addition, organizations can act to increase or decrease the levels of these mediator variables within their personnel and potentially strengthen the positive performance effects of employee participation (Lam et al., 2012).

According to Qaisar (2012), employees will be more motivated because management views them as partners in achieving organizational success rather than as mere subordinates. As a result, they will refrain from acting in an unproductive manner, leading to improved performance through the timely achievement of organizational goals and objectives.

According to Qaisar (2012), organizational culture is the set of shared values and behaviors that, when used as a tool, enable the achievement of organizational goals. Organizational culture is the mindset of people that distinguishes them from each other, whether within the organization or outside the organization. According to Qaisar (2012), this also includes the employee's different values, beliefs, and behaviors from those of the other organization.

Qaisar (2012) cited that a strong culture in the organization is very helpful to enhance the performance of the employees, which leads to goal achievement and increases the overall performance of the organization. According to Stewart (2010), the norms and values of organizational culture have a highly positive effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. The most important characteristic is shared value.

A strong organizational culture supports adaptation and develops an organization's employee performance by motivating employees toward a shared goal and objective, and finally, shaping and channeling employees' behavior in that specific direction should be at the top of operational and functional strategies, as cited by Qaisar (2012). The shared value of employees is one of the basic components of organizational culture, as cited by Qaisar (2012). Schein (2013) clarifies that value, which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, is a reflection of causal culture assumptions. Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared (Peters and Waterman, 2017). According to Ogbonna (2015), it is widely argued that shared and strongly held values enable management to predict employee reactions to certain strategic options, and by reducing these values, the consequences may be undesirable.

### ***2.3. Organizational Commitment-Performance Relationship***

Researchers have carried out various studies to examine the relationship between organizational commitment and performance. The findings of the previous studies have given varied results. Some have found a positive relationship between organizational commitment and performance (Meyer et al., 2017), while others have examined a very weak, negative, or insignificant relationship between the two (e.g., Leong et al., 2016; Wright, 2016). This variation in results is due to the way commitment has been conceptualized (Benkhoff, 2014).

In the literature, it is evident that out of the three commitment components, affective commitment has been mostly studied in the past (Brunetto and Farr-Wharton, 2011). Many



previous researchers have found a positive relationship between affective commitment and employee performance (Meyer et al., 2017).

Continuance commitment ensures an employee's bond with the organization based on the costs associated with leaving the organization (McGee and Ford, 2012), for example, pension plans, seniority benefits, and family concerns. In the past, researchers have examined the positive impact of continuance commitment on employees' job performance. Suliman and Lles (2012) carried out research on full-time employees working in three companies in the industrial sector in Jordan and explored that organizational commitment has a positive association with employee job performance. Literature provides evidence that the continued organizational commitment of employees positively affects their performance (Suliman and Lles, 2012; Khan et al., 2010). In Pakistan, Mehmud et al. (2010) also examined a significant and positive relationship between these two constructs ( $r = 0.597$ ,  $p < 0.001$ ) among employees serving WAPDA, KPK (a public sector organization).

### **3. Conclusion**

The ultimate goal of this review is to review several pieces of literature that discuss the employees' organizational commitment and assess its relationship to work performance. In the literature, it is evident that out of the three commitment components, affective commitment has been mostly studied in the past (Brunetto and Farr-Wharton, 2011). Many previous researchers have found a positive relationship between affective commitment and employee performance (Meyer et al., 2017).

Through this review, the researcher was able to determine that there is a link between organizational commitment and employee performance (e.g., Shore & Martin, 2013; Meyer et al., 2016; Riketta, 2017; Wright & Bonett, 2015). Gelens (2015) found that organizational support correlated significantly with affective commitment in his research, whereas Susilo et al. (2016) discovered that organizational commitment had a positive effect on employee performance, which meant that increasing organizational commitment among company employees would be able to improve employee work performance. According to De Waal, A. et al. (2017), performance is the result of efficient and effective work related to organizational objectives, so an increase in employee performance can affect organizational goals. According to Latorre et al. (2016), an employee's performance of organizational obligations Performance refers to the quantity or quality of a product produced or the services provided by a person who works (J. Anitha, 2014).

According to research, there are many factors that affect employee performance, including organizational activities, strategies, processes, knowledge management practices, and employee engagement. Carlson et al. (2016) proposed five HR practices that affect performance, while Tessema and Soeters (2006) found that eight HR practices have positive associations with the perceived performance of employees. Mathis (2016) cited that performance is determined by the quality, quantity, timeliness, presence or attendance, and efficiency of outputs. Aguinis (2013) described that performance is about behavior, not outputs, and can be influenced by three factors: declarative knowledge, procedural knowledge, and motivation. HR practices can have a positive impact on performance.

Productivity is a metric of the technical or engineering efficiency of production, distinct from metrics of allocative efficiency and profitability. Production is the process of combining material and immaterial inputs to produce output. The production function is a measure of relative performance when comparing technologies. Economic growth is defined as any production increase for a business or nation. As to the organizational commitment-performance relationship, researchers have conducted various studies to examine the relationship between organizational commitment and performance. Some have found positive relationships, while others have examined weak, negative, or insignificant relationships. Affective commitment is the most studied component, and continuous commitment ensures

employee bonding with the organization. Mehmud et al. (2010) found a significant and positive relationship between these two constructs.

In the past, researchers have examined the positive impact of continuance commitment on employees' job performance; however, most of the literature on job satisfaction, employee commitment, and performance focuses on corporate-paying jobs but rarely on warehouse companies. Future research studies should examine the actual input from blue-collar jobs since most of the literature and studies focus on clerical jobs and higher positions in the company.

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# The Urgency of Online Non-Litigation Settlement in Business Disputes in Information Technology-Based Co-Funding Services

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## Abstract

Problems in information technology-based co-financing services that often occur are, for example, recipients of funds that end up failing to pay up to loan collection and personal data being misused. This problem is certainly detrimental to the organizers and recipients of funds. The purpose of this study is to explore dispute resolution through non-litigation *online*, as the embodiment of repressive legal protection. Settlement through non-litigation *online* becomes an urgency to do, considering that the whole activity is carried out *online* as well as as an embodiment of the principle of dispute settlement in a fast, simple, low cost, and sustainable way for the parties. This research method is normative, with a statutory and conceptual approach. The results of the study indicate that dispute resolution in information technology-based co-financing services tends to be carried out through litigation *online*. Non-litigation in Indonesia is still carried out conventionally. Arrangements regarding non-litigation *online* is not yet regulated in Indonesia, especially regarding information technology-based co-financing services. Settlement of the dispute should be carried out through non-litigation *online* by applying *win-win solution* in order to realize a quick, simple, low-cost, and sustainable dispute resolution. Thus it is for the sake of realizing legal protection for the parties and a good national economy, as well as a healthy business world. Legal certainty regarding the regulation is hereby necessary to be realized.

**Keywords** : Information Technology-Based Co-Funding Services, Repressive Legal Protection, Non-Litigation Online.

## 1. Introduction

Information Technology-Based Joint Funding Services is the provision of financial services to bring together donors and recipients of funds in conducting conventional or sharia-based funding directly through an electronic system using the internet. This allows lending and borrowing transactions to occur with the parties without having to hold direct meetings, the mechanism of which is only carried out on the system that the Information Technology-Based Joint Funding Service provider provides in an application or *website* (Adi and Primawardani, 2020, p. 353-367). As for this research, it limits the provision of financial services to bring together donors and recipients of funds in conducting conventional funding.

Information Technology-Based Joint Funding Services Business in Indonesia continues to grow rapidly (Novita and Imanullah, 2020, p. 151-157). The parties in the Information Technology-Based Joint Funding Service include the funders and fund recipients. The donor of funds based on the provisions of Article 1 Number 10 of the Regulation of the Financial Services Authority of the Republic of Indonesia Number 10/POJK.05/2022 concerning Information Technology-Based Joint Funding Services is an individual, legal entity, and/or business entity that provides funding. Meanwhile, the recipient of funds is a person individuals, legal entities, and/or business entities that receive funding in accordance with the provisions of Article 1 Number 9 of the Republic of Indonesia Financial Services Authority Regulation Number 10/POJK.05/2022 concerning Information

Technology-Based Joint Funding Services. The advantage of the Information Technology-Based Joint Funding Service is that funding can be done quickly, most of it is without collateral, and the requirements are easy because it can be done online *remote* by using *smartphone*. Increasing distribution of funding is certainly expected to grow the national economy (Mahfuz, 2021, p. 110-122).

Problems that often arise in the implementation of Information Technology-Based Co-Funding Services are illegal Information Technology-Based Co-Funding Services practices, bad loans, interference from third parties *debt collector* which is not reasonable to injure the rights of the borrower (Yante, 2022, p. 73-87). Even problems related to personal data which are then misused (Wijaya and Anggriawan, 2022, p. 63-72). The parties involved in the implementation of Information Technology-Based Co-Funding Services must of course be aware of these problems that may arise (Anggriawan, *et al*, 2021, p. 1-10). Parties to Information Technology-Based Co-Funding Services when facing problems in the implementation of Information Technology-Based Co-Funding Services are usually found by contacting the authorities such as the police. This person can actually also report complaints to the Financial Services Authority as the supervisory agency for the implementation of Information Technology-Based Joint Funding Services, one of which is by referring to the provisions of Law of the Republic of Indonesia Number 21 of 2011 concerning the Financial Services Authority. The Financial Services Authority basically provides complaint services, as stated in the Regulation of the Financial Services Authority of the Republic of Indonesia Number 18/POJK.07/2018 concerning Consumer Complaint Services in the Financial Services Sector. Parties who experience problems in the implementation of Information Technology-Based Joint Funding Services can also report to the Association *Fintech* Indonesian Joint Funding. Problem solving in the implementation of Information Technology-Based Co-Funding Services can actually also be carried out through a general legal process. The general legal process can be carried out through courts or non-court institutions. Settlement through court can basically refer to mediation, as stipulated in the Supreme Court Regulation of the Republic of Indonesia Number 1 of 2016 concerning Mediation Procedures in Court. In addition, this can also be done by filing a simple lawsuit, as stipulated in the Supreme Court Regulation of the Republic of Indonesia Number 4 of 2019 concerning Amendments to Supreme Court Regulation Number 2 of 2015 concerning Procedures for Settlement of Simple Claims. *kindlyonline*, basically the settlement of disputes through the courts can be done with *e-court* as in the Regulation of the Supreme Court of the Republic of Indonesia Number 1 of 2019 concerning Administration of Cases and Trials in Electronic Courts and mediation as in the new provisions, namely Regulation of the Supreme Court of the Republic of Indonesia Number 3 of 2022 concerning Mediation in Courts electronically. Dispute resolution through non-court institutions in general can be carried out through arbitration and other alternative dispute resolutions by referring to the provisions of the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution, and can be carried out through other dispute resolution institutions, one of which is Consumer Dispute Settlement Agency. The agency itself was born from the provisions of the Law of the Republic of Indonesia Number 8 of 1999 concerning Consumer Protection and then specifically regulated in the Regulation of the Minister of Trade of the Republic of Indonesia Number 72 of 2020 concerning the Consumer Dispute Settlement Agency.

Arrangements regarding dispute resolution through *online* can only be carried out on the court route, namely through *e-court* and mediation in court electronically. Solving through *e-court* Of course, the nature of confidentiality will be blurred, considering that all information tends to be open (Nurzamzam, 2021, p. 141-153). This of course can be detrimental to the recipient of the funds related to the reputation of financing for their living

needs as well as detrimental to the organizer regarding the reputation of his business related to Information Technology-Based Co-Funding Services (Anggriawan, *et al.* 2022, p. 148-170). Mediation in court electronically itself certainly takes a very long time, given the many conflicting interests of the parties which must then be formulated in an agreement (Sri, 2020, p. 164).

Solving problems in the implementation of Information Technology-Based Joint Funding Services is actually related to the business world, where consumers as well as business actors deserve to be protected for good sustainability. This should have resolved the dispute can protect the parties properly. According to Muchsin, legal protection is something that protects legal subjects through applicable laws and regulations and is enforced by a sanction (Hanum, 2020, p. 29). Legal protection according to Hetty Hasanah is all efforts that can guarantee legal certainty, so as to provide legal protection to the parties concerned or those who take legal action (Wulandari, 2020, p. 17). According to Roscoe Pound, legal certainty is like what Peter Marzuki wrote in his book Introduction to Law where legal certainty has two meanings, namely as a general rule to make individuals understand what actions may and may not be carried out and guarantee legal security. for every person from arbitrariness.

The nature of fast, simple, and affordable solutions in this case really needs to be realized (Widowati, 2021, p. 94-114). Until now, there are no specific rules to settle disputes quickly, simply, at affordable costs through *online* in the implementation of Information Technology-Based Joint Funding Services. This is the cause of several problems related to Information Technology-Based Co-Funding Services, namely the settlement is carried out through litigation with a process that tends to be long because it prioritizes formal processes (Jaelani, *et al.*, 2022, p. 1-14). In practice, this is described as the case in Decision 689/Pdt.G/2021/PN.Jkt.Pst. which is currently unresolved and is in the appeal stage. The appeal was filed after the Judge at the court of first instance decided not to examine and adjudicate the Citizen Lawsuit lawsuit regarding Information Technology-Based Joint Funding Services. The matter had previously been decided by way of *online* through *court* on 26 September 2022, which previously the agenda for issuing the decision had been delayed for almost 1 (one) month from the original schedule. The practice of resolving Information Technology-Based Joint Funding Services problems shows that it takes a long time and is complicated, because of the formal process that must be followed. In addition, the reputation of the parties is disrupted for sustainability.

Based on the description above, this study explores repressive legal protection for parties in the implementation of Information Technology-Based Co-Funding Service Business in Indonesia and non-litigation settlement of business disputes. The novelty of this research is to pay attention to the basis of reference for the latest laws and regulations related to the conduct of this business, namely the Regulation of the Financial Services Authority of the Republic of Indonesia Number 10/POJK.05/2022 concerning Information Technology-Based Joint Funding Services which in previous studies had not been used be a reference. Apart from that, it also discusses non-litigation dispute resolution *online*, which in previous studies there was no discussion regarding the application of the system *online* in the resolution of such business disputes. This research needs to be carried out with the aim of exploring the urgency of non-litigation resolution *online* in the Information Technology-Based Co-Funding Service Business Dispute. It is hoped that the results of this research can provide benefits as an embodiment of solving problems in Information Technology-Based Co-Funding Services quickly, simply, and at low cost. Apart from that, it is also in the interests of the parties in a sustainable manner regarding their reputation, which in previous research only focused on resolving cases firmly in order to provide a deterrent effect, without regard to the sustainability of the business world for both business actors and consumers.



## 2. Objectives

The purpose of this research is to explore the urgency of resolving disputes through online non-litigation, as an embodiment of repressive legal protection. Repressive forms of legal protection that exist today will be explored first, the results of which will then lead to renewal or discovery of laws to be applied to make them more effective. In addition, the hope is that it can be a form of preventive protection in the future. Forms of preventive protection measures that exist today are also explored, the results of which indeed show that there is a need for legal discoveries to be implemented and it is an urgency to realize them.

## 3. Materials and Methods

This type of research is empirical juridical. Empirical juridical research is legal research related to the implementation of normative legal provisions directly in every particular legal event that occurs in society (Kadarudin, 2021, p. 161). The approach used in this study is a qualitative approach to laws and regulations and a conceptual approach. Qualitative approach can be interpreted as an approach that focuses on in-depth research. While the conceptual approach is research based on the point of view so that problems can be solved by looking at the aspects of several legal concepts that form the background or by looking at all the content in the values of the norms of a rule relating to all the concepts used as a reference (Kadarudin, 2021, p. 110). Sources of data in this study were obtained from primary legal materials, secondary legal materials, and tertiary legal materials. Primary legal material is legal material consisting of laws and regulations, official records, treatises in making laws and judges' decisions (Prasetyo, 2019, p. 177). In this study the primary legal materials used are as follows:

- a. The 1945 Constitution of the Republic of Indonesia;
- b. Law of the Republic of Indonesia Number 8 of 1999 concerning Consumer Protection;
- c. Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution;
- d. Law of the Republic of Indonesia Number 21 of 2011 concerning the Financial Services Authority;
- e. Regulation of the Financial Services Authority of the Republic of Indonesia Number 1/POJK.07/2014 concerning Alternative Dispute Resolution Institutions in the Financial Services Sector;
- f. Republic of Indonesia Supreme Court Regulation Number 1 of 2016 concerning Mediation Procedures in Courts;
- g. Republic of Indonesia Financial Services Authority Regulation Number 18/POJK.07/2018 concerning Consumer Complaint Services in the Financial Services Sector;
- h. Republic of Indonesia Supreme Court Regulation Number 4 of 2019 concerning Amendments to Supreme Court Regulation Number 2 of 2015 concerning Procedures for Settlement of Simple Claims;
- i. Republic of Indonesia Supreme Court Regulation Number 1 of 2019 concerning Electronic Administration of Cases and Trials in Courts;
- j. Regulation of the Minister of Trade of the Republic of Indonesia Number 72 of 2020 concerning the Consumer Dispute Settlement Agency;
- k. Republic of Indonesia Supreme Court Regulation Number 3 of 2022 concerning Electronic Mediation in Courts;
- l. Republic of Indonesia Financial Services Authority Regulation Number 6/ POJK.07/2022 concerning Consumer and Community Protection;
- m. Regulation of the Financial Services Authority of the Republic of Indonesia Number 10/POJK.05/2022 concerning Information Technology-Based Joint Funding Services; and

n. Decision of the Central Jakarta District Court Number 689/Pdt.G/2021/PN.Jkt.Pst.  
Secondary legal materials are materials which are primarily library materials which contain the basic principles of legal science and all the views of legal experts. In this study, the secondary legal materials used include:

- a. Books;
- b. Scientific journals; and
- c. Dissertation.

Tertiary legal materials are legal materials that provide instructions and explanations of primary legal materials and secondary legal materials. In this study the tertiary legal materials used include:

- a. Indonesia Dictionary;
- b. Legal dictionaries; and
- c. Internet site.

The legal material collection technique used in this research is library research. The analysis of legal material in this study uses qualitative analysis, meaning that it describes the legal material which is processed in detail into sentence forms. Based on the results of the analysis a deductive conclusion is drawn, namely a way of thinking based on general facts to then draw a specific conclusion (Bachtiar, 2021, p. 101).

#### **4. Results**

Information Technology-Based Co-Funding Services as stipulated in Article 1 Point 1 of the Republic of Indonesia Financial Services Authority Regulation Number 10 of 2022 concerning Information Technology-Based Co-Funding Services is the provision of financial services to bring together donors and recipients of funds in conducting conventional funding or based on sharia principles. directly through the electronic system using the internet. The implementation of Information Technology-Based Joint Funding Services in Indonesia is basically the result of ongoing financial and technological developments, which then penetrated into lending and borrowing activities. Burgelijk Wetboek is the basis for regulating lending and borrowing activities, while the technology used in lending and borrowing activities is based on Law of the Republic of Indonesia Number 19 of 2016 concerning Information and Electronic Transactions.

Parties in the implementation of Information Technology-Based Co-Funding Services consist of organizers and users, which include funders and fund recipients. Provider is a party in the form of an Indonesian legal entity that provides, manages, and operates Information Technology-Based Co-Funding Services either conventionally or based on sharia principles. Information Technology-Based Co-Funding Operators only act as intermediaries who bring together donors and recipients of funds. The novelty of lending and borrowing in the Information Technology-Based Co-Funding Service is that it is organized to bring together donors and recipients of funds in conducting conventional or sharia-based funding directly through an electronic system using the internet. This Information Technology-Based Joint Funding Service hereby regulates more specifically related to conventional or sharia financing, which is a form of adjustment to the needs of society in terms of financial and technological developments. The legal form of Information Technology-Based Joint Funding Services must be in the form of a Limited Liability Company, which was previously permitted in the form of a cooperative by upholding the principle of kinship in improving the national economy. This is because it is a form of prudence, bearing in mind that cooperative forms tend to be riskier than limited liability companies. The weakness of the legal form of cooperatives is that the amount of capital is limited, making it difficult to develop. The capital for establishing Information Technology-Based Co-Funding Services business activities is Rp. 25,000,000,000 (twenty-five billion rupiah), which previously was only Rp.

1,000,000,000 (one billion rupiah). The high initial capital required to obtain a business license in Indonesia is in order to apply the prudential principles and professionalism of the organizers in carrying out their business activities. Of course, this large funding cannot come from things that are prohibited by law, such as crimes in the financial sector.

The implementation of Information Technology-Based Co-Funding Services in Indonesia is increasingly widespread. Funding through Information Technology-Based Co-Funding Services has grown significantly in the last 5 (five) years. This can then be seen in the following table:

No.	Year	Value of Funding (Rp. Trillion)
1.	2018	5,04
2.	2019	13,16
3.	2020	15,32
4.	2021	29,88
5.	2022	40,17

Table 1.

Funding in Information Technology-Based Co-Funding Services  
in 2018-2022.

(Website: [katadata.com](http://katadata.com), downloaded on August 28, 2022, at 21.37 WIB. In data for 2018 until early June 2022, the term LPMUBTI is still used. The term LPBBTI has only been enforced since June 29, 2022)

Based on table 1 above, the Financial Services Authority report shows that funding through Information Technology-Based Joint Funding Services has grown significantly in the last 5 (five) years. The amount of funding through Information Technology-Based Co-Funding Services in 2018 only reached Rp. 5.04 trillion, which in the following years continued to increase. In 2021 it will reach Rp. 29.88 trillion and as of May 2022 the total funding has reached Rp. 40.17 trillion. This growth rate has reached around 697% (six hundred nine seven percent). Funding that is still circulating until May 2022 is still centered on the island of Java, namely as much as Rp. 32.38 trillion and the amount outside Java Island is only Rp. 7.78 trillion. Regarding the distribution of Information Technology-Based Co-Funding Services in Indonesia, you can then find out by looking at the following figure:

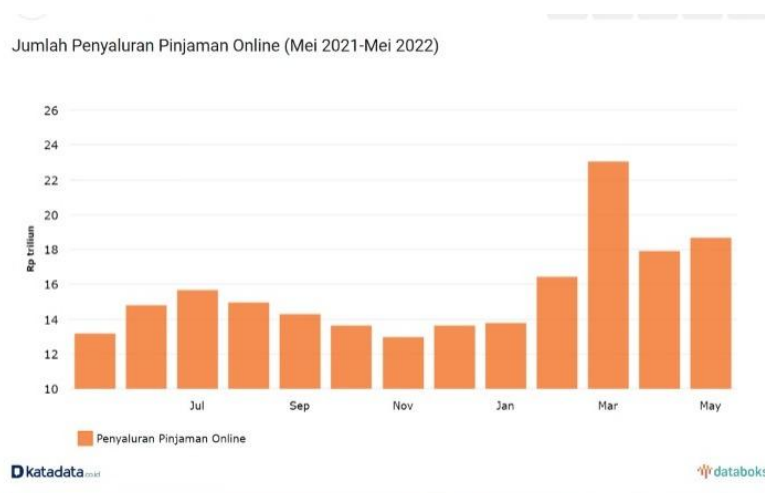


Figure 2.

Distribution of Information Technology-Based Co-Funding Services in 2021-2022

Based on Figure 1 above, it shows that the distribution value has increased by up to 3.96% (three point ninety six percent) every month. If on an annual basis, lending increases by around 41.48% (fourtyone, point forty eight percent). *Loanonline* in May 2022 distributed to 18.05 million borrowing entities. The number of borrowers increased by 30.98% (thirtypoint ninety eight percent) compared to the previous month, the majority of borrowers were from Java with a figure of 14.94 million borrowers. Loans of Rp. 7.28 trillion or 39.13% (thirtynine point thirteen percent) is given to the productive sector. Of this amount, it was then loaned to the wholesale and retail trade sector worth Rp. 2.45 trillion. Loan disbursement to the agriculture, forestry and fishery sectors reached Rp. 117.40 billion. Loan disbursement to the processing industry was recorded at Rp. 78.75 billion. The figure shows that lenders, the number reached 10.59 million entities with a value of Rp. 18.26 trillion. Cooperation in lending by institutional lenders during this period was contributed by 234 (two hundred and thirtyfour) conventional financial service institutions in the amount of Rp. 2.58 trillion.

The widespread use of Information Technology-Based Co-Funding Services has resulted in several problems, such as default, intimidating billing, sharing of personal data, and many more. The existence of problems in the Information Technology-Based Co-Funding Service certainly needs an effective resolution, which in fact does not end in harming the parties. The resolution of these problems is actually related to the realization of repressive protection. Repressive legal protection is basically the final protection in the form of sanctions such as fines or compensation given when a dispute has occurred or a violation has been committed. According to Philip M. Hadjon, repressive legal protection aims to resolve disputes. The form of repressive legal protection in the implementation of Information Technology-Based Co-Funding Services is manifested in the existence of sanctions that can ensnare the organizers of Information Technology-Based Co-Funding Services as business actors who then violate existing provisions that can harm consumers. The form of repressive legal protection for users of Information Technology-Based Co-Funding Services is the realization of efforts to resolve disputes over losses that befell users of Information Technology-Based Co-Funding Services. In this case, the giver of funds and the recipient of funds are given the opportunity to seek a settlement of the dispute over the loss that has befallen them. The means of repressive legal protection are manifested as follows:

a. Complaint

Complaint service arrangements in the implementation of Information Technology-Based Joint Funding Services are regulated in the Regulation of the Financial Services Authority of the Republic of Indonesia Number 18/POJK.07/2018 concerning Consumer Complaint Services in the Financial Services Sector which regulates the mechanism for service and settlement of consumer complaints to service businesses finance. This should be applicable in the implementation of Information Technology-Based Co-Funding Services, Information Technology-Based Co-Funding Services providers can serve problems that occur and are also obliged to report this matter periodically every 3 (three) months to the Financial Services Authority. However, until now there has been no resolution of problems in the implementation of Information Technology-Based Co-Funding Services which were resolved by the Information Technology-Based Co-Funding Services providers themselves.

The authority of the Financial Services Authority based on Law of the Republic of Indonesia Number 21 of 2011 concerning the Financial Services Authority in Article 9 in letter g is to stipulate administrative sanctions against parties who violate laws and regulations in the financial services sector. Financial services business actors who violate the provisions referred to in the Regulation of the Financial Services Authority of the Republic of

Indonesia Number 1/POJK.07/2014 concerning Alternative Dispute Resolution Institutions in the Financial Services Sector in the provisions of Article 12 in Paragraph (1) are subject to administrative sanctions in the form of a written warning, a fine by paying a certain amount of money, business activities to be restricted or even frozen, until the permit for said business activity is revoked.

b. NonLitigation

Efforts to resolve disputes in the implementation of Information Technology-Based Co-Funding Services which then harm users of Information Technology-Based Co-Funding Services is that there are repressive protection measures based on the provisions of the Financial Services Authority and Law of the Republic of Indonesia Number 8 of 1999 concerning Consumer Protection. The Financial Services Authority provides dispute resolution facilities through non-litigation channels based on the Regulation of the Financial Services Authority of the Republic of Indonesia Number 1/POJK.07/2014 concerning Alternative Dispute Resolution Institutions in the Financial Services Sector. Dispute resolution apart from being carried out through litigation channels, can also be carried out through non-litigation channels. Disputes that are settled out of court are known as Alternative Dispute Resolutions in Indonesia. The legal basis for this is as stipulated in the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution. Disputes resolved through out of court. in practice it is the application of the cultural values, customs or customs of the Indonesian people, which are in line with the ideals of the Indonesian people as set forth in the 1945 Constitution of the Republic of Indonesia. consensus when making decisions. Enter the concept of Alternative Dispute Resolution in Indonesia of course Indonesian people can easily accept it. Alternative Dispute Resolution is expected to be a way out of cases piling up in court. The existence of these basic regulations can then be applied to problems that occur in the implementation of Information Technology-Based Co-Funding Services which then harm consumers. Article 1 point 10 of the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution stipulates that Alternative Dispute Resolution is an Institution for resolving disputes or differences of opinion through procedures agreed upon by the parties, namely settlement of disputes outside the court by way of consultation, negotiation, mediation, conciliation or expert judgment. While Alternative Dispute Resolution is an Alternative to Adjudication includes resolution of disputes that are consensus or cooperative (Herniati and Lin, 2019, p. 52). The development of Alternative Dispute Resolution in Indonesia is one of which has special enforcement, of which there are 6 (six) Alternative Dispute Resolutions as follows:

1) Consultation

Consultation according to Black's Law Dictionary is "Act of consulting or conferring; e.g. patient with doctors, clients with lawyers. Deliberation of persons on some subjects". The principle of consultation is a personal action between one party and another party as a consultant in order to provide an opinion or view of the client for the needs of that party. The parties are free to use it or not based on the opinions that have been given. This happened because there was no formulation of "attachment" or "obligation" in conducting consultations. Consultation has a meaning in the form of Alternative Dispute Resolution Institutions. The consultant's role in resolving disputes is limited to providing legal opinions as requested or asked by the disputing parties. Subsequent decisions related to resolving the dispute absolutely depend on the parties to the dispute, although sometimes opportunities are also given in order to formulate the form of dispute resolution desired by the parties.

2) Negotiation

Negotiation belongs to one of the APS as stated in Article 1 point (1) of the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute

Resolution. The definition of negotiation is basically not regulated explicitly in laws and regulations, but can be seen in Article 6 paragraph (2) of the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution that the parties basically have the right to resolve a dispute on their own. Disputes that occurred between the parties. The results of the agreement from the settlement of disputes are then set forth in writing, with the approval of the parties.

### 3) Mediation

Mediation according to Article 1 number (1) of the Supreme Court Regulation of the Republic of Indonesia Number 1 of 2016 concerning Mediation Procedures in Court is a dispute settlement by negotiation to obtain an agreement from the parties assisted by a mediator. Arrangements related to mediation are regulated in the provisions of Article 6 Paragraph (3), Paragraph (4), and Paragraph (5) of the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution. Mediation is basically a negotiation involving a third party who is an expert on effective mediation procedures, which can help conflict situations to be resolved properly.

### 4) Conciliation

The definition of conciliation is not regulated explicitly in the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution, but mention of conciliation as an alternative dispute resolution institution can be found in the provisions of Article 1 number 10 and Paragraph 9 in the general explanation. Conciliation according to Black's Law Dictionary, namely "Conciliation is the adjustment and settlement of a dispute in a friendly, unantagonistic manner used in courts before trial with a view towards avoiding trial and in a labor disputes before arbitration". Court of Conciliation is a court which proposes terms of adjustment, so as to avoid litigation". Conciliation is a continuation of mediation. The mediator in this case switches the function of becoming a conciliator, who performs a more active function in seeking forms of dispute resolution as well as offering them to the parties. That is, if the parties can agree, the solution made by the conciliator will become a resolution. The agreement that occurs will be final and binding on the parties. If the disputing parties are unable to formulate an agreement, then the third party can propose a solution for a way out of the dispute. Conciliation has similarities to mediation, in that both ways involve a third party to resolve disputes peacefully.

### 5) Member Ratings

Expert Assessment as concluded on the meaning of Alternative Dispute Resolution in Article 1 point 10 of the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution that is one way of resolving disputes out of court by the parties by asking for opinions or expert judgment on the ongoing dispute.

### 6) Arbitration

Arbitration according to Article 1 Paragraph (1) of the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution is a method of settling civil disputes outside a general court based on an arbitration agreement made in writing by the parties to the dispute. Arbitration is used to anticipate disputes that may occur or are currently experiencing disputes that cannot be resolved by negotiation or consultation or through third parties and to avoid dispute resolution through court institutions which takes a long time.

### c. Litigation

Based on Article 42 Paragraph (1) Regulation of the Financial Services Authority of the Republic of Indonesia Number 6/ POJK.07/2022 concerning Consumer and Community Protection stipulates that consumers can settle disputes through the court if no agreement is reached on complaint resolution between financial service businesses and consumers. This can of course be applied by Users of Information Technology-Based Co-Funding Services

when they experience a loss. Disputes that are resolved using the litigation route are dispute efforts that are resolved through the courts. This settlement is a conventional method used to resolve several matters in business. The practice of Information Technology-Based Co-Funding Services can of course also be applied in this regard. The litigation process places the parties against each other. Dispute resolution using the litigation route is the final means (*last resort*) after attempts at alternative dispute resolution have failed. Litigation dispute resolution can be done online through e-court and electronic mediation. Regulation of the Supreme Court of the Republic of Indonesia Number 1 of 2019 concerning Administration of Cases and Trials in Electronic Courts is the basis for implementing e-court, while the basis for implementing mediation in electronic courts is Regulation of the Supreme Court of the Republic of Indonesia Number 3 of 2022 concerning Mediation in Electronic Courts.

## 5. Discussion

Based on the description above, it shows that the dispute resolution facilities that can be applied in solving problems in the implementation of LPBBTI actually have not shown any settlement that can be done through online non-litigation. Repressive legal protection in the form of online non-litigation that should be applicable in the implementation of Information Technology-Based Co-Funding Services is that it has not been properly embodied in a rule or reality that shows legal certainty. Completion through non-litigation actually guarantees the nature of confidentiality, because the process until the results are not published. In addition, it does not take a long time, because it does not go through procedural and administrative as through litigation. Problem solving in Information Technology-Based Co-Funding Services through online non-litigation hereby needs to be implemented. All Information Technology-Based Co-Funding Services activities are carried out online, of course it should be related to non-litigation dispute resolution on problems in Information Technology-Based Co-Funding Services carried out online also in order to be able to apply dispute resolution in a simple, fast, affordable, and sustainable manner, which in this case means being able to maintain the business reputation as well as the financing reputation of the parties in the future. This can actually be considered on the basis of Article 6 Paragraph (1) of the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution which stipulates that civil disputes can be resolved by the parties through alternative dispute resolution based on good faith by setting aside the settlement litigation disputes in the District Court. Settlement through litigation actually hinders business activities, because the process of litigation in court must follow a predetermined procedure. The time needed tends to be long, secrets are not protected, there are winners and losers. Thus, the settlement of disputes through litigation channels is considered very complicated (Subagyo and Vandawati, 2019, p. 20). Dispute resolution through litigation is starting to be abandoned by business people, because the process is long, expensive, time consuming, and complicated (Hariyani, Yustisia, Serfianto, 2018, p. 223).

Case in Decision 689/Pdt.G/2021/PN.Jkt.Pst. which is currently unresolved and is in the appeal stage, where previously the agenda for issuance of the decision has been delayed for almost 1 (one) month from the original schedule, indicating that the practice of solving problems with Information Technology-Based Co-Funding Services is carried out through litigation, even though it is online. it still takes a long time and is complicated, because of the formal process that must be followed. In addition, the reputation of the parties is disrupted for sustainability (LBH Jakarta, 2023). Settlement through online non-litigation is thus a breakthrough to be implemented.

The solution with the quick principle is that it can be associated with the sentence "*Justice delayed is justice denied*" as William Gladstone argues to illustrate how important the principle of finishing quickly is. The protracted case settlement process means the same

as ignoring justice itself (Edison and Djajaputra, 2021, p. 4411-4427). The principle of being simple, fast, and low-cost is that the process of completion is not complicated, the program is clear, easy to understand and costs are affordable even for the grassroots. The steps for determining the time for settlement of cases are indeed significant, but in the context of realizing the principle of a simple, fast and low-cost settlement, this becomes less meaningful if it is not followed by consistency in adhering to the time of completion of cases. Sudikno Mertokusumo believes that simple is a program that is clear, easy to understand, and not complicated. The fewer formalities that are required or required in court proceedings the better, there are too many formalities that are difficult to understand or regulations that have multiple meanings (*doubt*) thus allowing the emergence of various interpretations that do not guarantee legal certainty and cause reluctance or fear to proceed before the court. Quick words indicate the course of justice, too many formalities are obstacles to the course of justice. Low costs to be borne by the people, high costs cause interested parties to be reluctant to submit demands to the court (Widowati, 2021, p. 1979-2115).

Alternative Dispute Resolution is a solution that can be used in resolving disputes outside the court because it is considered more effective and efficient. Basically, the APS model dispute resolution has been regulated in the Law of the Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution. Regarding Alternative Dispute Resolution on Information Technology-Based Co-Funding Services, it is regulated in Article 29 of the Law of the Republic of Indonesia Number 21 of 2011 concerning the Financial Services Authority, which explains that the Financial Services Authority is an institution that oversees the running of Information Technology-Based Co-Funding Services and perform services on consumer complaints including users of Information Technology-Based Co-Funding Services.

Dispute resolution in Information Technology-Based Co-Funding Services through non-litigation Alternative Dispute Resolution should be implemented using the Online Dispute Resolution model. But the Online Dispute Resolution mechanism in national law does not yet have a clear and detailed conceptual formulation. Service users on the Online Dispute Resolution platform in civil and business cases are the disputing parties. Disputing parties consist of consumers or users who feel their rights have been harmed and organizers who are suspected of violating or abusing their authority which has implications for consumer rights. The second party that plays a role is the provider and operator of the Online Dispute Resolution service as a dispute resolution facilitator. Online Dispute Resolution service provider can be done by the private sector or the government (Sugiarto, 2019, p. 50-65).

According to Joseph W. Goodman, the 3 models of Online Dispute Resolution that are widely implemented by the international community are full automatic cyber, using software and facilitators, and using online technology. In a fully automated cyber model, dispute resolution is carried out by a software system whose role is to automatically bring the reporting party and the reported party together until an agreement is reached. Meanwhile, the software and facilitator usage model consists of several stages, including the appointment of a third party as a facilitator who acts as an intermediary for the disputing parties to provide proposals for appropriate negotiation models and compiling demands submitted in the Online Dispute Resolution process. The presence of arbitrators or third parties as facilitators of dispute resolution remains an important key and cannot be directly replaced by technological devices. Then software on the Online Dispute Resolution platform will identify the demands of the parties to find a solution. Approach to the use of online technology implementing several service features such as e-mail, video conferencing, chat rooms, and instant messaging. The concept of using online technology usually uses 3 (three) ways of settlement, namely negotiation, arbitration and mediation. Referring to the legal norms in the Law of the



Republic of Indonesia Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution as the initial basis for enabling the implementation of Online Dispute Resolution in non-litigation practices. The concept of utilizing online technology is the closest scheme to the regulatory provisions, which can be used as an option to resolve civil disputes relating to consumers in an online service., including Information Technology-Based Co-Funding Services. The use of online technology systems usually begins with reports of claims for losses by consumers whose rights have been violated by the organizer as a service company as the reported party. The application is submitted to the Online Dispute Resolution service provider institution. The organizers of the Online Dispute Resolution then it will send notification *via email* to the reported party, namely a digital platform service provider company for claims submitted by consumers. The organizer as a service company as the reported party will accept the offer of dispute resolution and provide an overview of the intended final result and propose the selection of a third party as a facilitator. Responding to this, *operatorplatform* Online Dispute Resolution will forward a report requesting the appointment of a facilitator who will be asked for approval or rejection from consumers. If the reporter agrees, the request will be forwarded to the facilitator. The facilitator is obliged to review the settlement request which is expected by each party to find an ideal middle ground for the disputing parties. The role of the facilitator plays a role in bridging the parties to negotiate with each other to find common ground for dispute resolution. If the complainant and the reported party reach an agreement, then the organizer of the Online Dispute Resolution will announce the result of the decision to the disputing parties (Mukti, Churniawan, Rudatyo, 2020, p. 113-132).

In the practice of handling consumer service complaints in Indonesia, the public is given various choices in terms of sectoral dispute resolution forums between government agencies. Consumers must first identify cases of violation of their rights before deciding which institution to visit to file a complaint. This causes the public as consumers to be reluctant to submit complaints of dispute resolution outside the court. The Ministry of Trade of the Republic of Indonesia was later found to form *platform* digital to serve complaints of consumer violations to resolve disputes outside the court through digital applications. However, this only lasted 1 (one) year, due to weak coordination between government agencies regarding server management and case handling authority (Amertha, Putu, Putu W., 2021, p. 135-141).

Dispute resolution through Online Dispute Resolution is also carried out internally (*self-regulation*) by the electronic system operator. The media used is on the server owned by the service provider. These digital services provide privacy policies and terms and conditions for users to resolve disputes between users and service providers. The terms and conditions that are regulated digitally include several things including the choice of law that will be used to resolve disputes. The legal jurisdiction used is limited to the laws that apply in the territory of Indonesia, so it cannot reach unlimited. Procedure for resolving disputes *online* provides freedom to determine and use legal options, then offers great effectiveness and efficiency compared to conventional face-to-face dispute resolution, especially costs which are sometimes much more expensive than litigation processes can be minimized. Benefits for consumers and business actors in resolving disputes through Online Dispute Resolution, including time and cost savings. Online dispute resolution can certainly streamline the time of the parties involved in a dispute *online*. The use of the internet to resolve a dispute can speed up the dispute resolution mechanism of the parties. This is because of the Online Dispute Resolution provide freedom for the parties to determine the time flexibly in the settlement process. Online Dispute Resolution speed is one of its basic advantages. The parties do not need to travel to meet, the time between submissions can be short, and

settlement can be based on documents alone. The cost of accommodation needs in this case is certainly not needed anymore (Thurmudzi and Nasution, 2022, p. 38-52).

With the Online Dispute Resolution in solving problems in Information Technology-Based Co-Funding Services it is hoped that dispute resolution can be carried out effectively and efficiently. If the Online Dispute Resolution is to be considered in an effort to resolve disputes, several things must be understood and prepared, namely (Aminuddin, 2021, p. 94-95).

- a. Preparing the legal basis for the implementation of the Online Dispute Resolution;
- b. Institutional strengthening of Alternative Dispute Resolution Institutions; And
- c. Increasing public awareness and literacy regarding Online Dispute Resolution.

Solving the problem of Information Technology-Based Co-Funding Services is actually related to the business world, where consumers as well as business actors need to be protected for good sustainability. This should have resolved the dispute can protect the parties properly. The nature of solutions that are fast, simple, affordable, and sustainable in this case really needs to be realized.

## 6. Conclusion

Dispute resolution in Information Technology-Based Co-Funding Services in Indonesia needs to be realized through online non-litigation. The implementation of Information Technology-Based Co-Funding Services is carried out entirely online, so that the solution to the problem will be correct when the whole thing is done online, through non-litigation in order to achieve *win-win solution* in order to maintain the business reputation of the provider of Information Technology-Based Co-Funding Services as well as the reputation of the financing. This is in view of the settlement of cases in the implementation of Information Technology-Based Co-Funding Services which tend to prioritize criminal pathways and end with no compensation for users of Information Technology-Based Co-Funding Services who have been harmed, due to the complicated process and the long time required. In addition, the reputation of the parties is easily tarnished. The realization of dispute resolution in the implementation of the Information Technology-Based Co-Funding Service business through online non-litigation has become an urgency to be realized, which is at the same time a manifestation of fast, simple, low-cost, and sustainable dispute resolution. The basic concept of regulation as well as the mechanism needs to be specified so that legal certainty can also be realized properly.

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# **Individual Adaptability Vis-A-Vis and Life Satisfaction of Chinese Employees in Manila, Philippines**

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## **Abstract**

The purpose of this paper is to study the individual adaptability and life satisfaction of Chinese employees in Manila, Philippines. The Zorsie Individual Adaptability Questionnaire (2012) and the Neugarten Life Satisfaction Questionnaire (1961) were used to gather data for this study. The respondents in the study are 425 Chinese employees coming from 15 Chinese companies based in Manila, Philippines. Using descriptive correlational research method, the collected data were tabulated and analyzed using t-test, f-test and ANOVA. Results show that the individual adaptability of Chinese employees in Manila, Philippines is average. In terms of their life satisfaction, the respondents reported that they were slightly satisfied with their life at the time of the conduct of the study. When the data were analyzed according to the demographic profile of the respondents, it was revealed that the individual adaptability and life satisfaction are consistent regardless of their age, gender, civil status, educational attainment, position held, monthly income, and length of service. As to the test of significant relationship, the data reveal that there is a significant relationship between the individual adaptability and life satisfaction of the respondents.

**Keywords :** Individual adaptability, Life satisfaction, Chinese employees, Philippines

## **1. INTRODUCTION**

The rapid changes that occur in the workplace necessitates the need for adaptation for employees to survive and to flourish. According to Ng et al. (2020), employees must be able to take charge of their own career development by displaying concern, control, curiosity, and confidence. This is possible when individuals can adapt to the changes in their workplace. Furthermore, the change in work context, as in the case of migrant workers, necessitates individual adaptability.

According to Ferreira et al. (2020), foreigners are allowed to work in the Philippines with their highly specialized skills which Filipinos do not possess. In particular, some of the Chinese companies in the Philippines conduct business with companies based in China, therefore they need employees who can speak Mandarin. Logically, Chinese nationals speak the language better. Therefore, they have a strong chance to be employed in Chinese-owned companies located in the Philippines. According to Nie and Souza-Posa (2017), Chinese workers are responsible and devoted to their jobs. They work diligently and prioritize their goals and values in their organization. Here in the Philippines Chinese employees are employed for their Chinese language skills that Filipinos cannot match.

Migration has played a significant role throughout Chinese history (Chan, K. 2015). According to Ho (2019), there are 35 million Chinese people living outside of China. Some settle permanently abroad, while others work temporarily in other countries. According to the Department of Labor and Employment (DOLE) Special Work Permits were issued to 75,038 Chinese nationals. One of the reasons for the increase of Chinese employees in the

Philippines is that Chinese companies and firms want to capitalize on the Philippines' promising economic prospects and market potential, with the country being one of the fastest growing economies in Asia (Rabena, 2019).

For migrant workers to be successful in their work, they need to adapt to their new environment. This adjustment is very dependent on the person's level of individual adaptability. According to Rhys and Wilson-Pragley (2021), individual adaptability has been proposed as a source of adaptive performance. This means that individuals with high levels of individual adaptability tend to adapt easily in the performance of their tasks. Despite the rise of foreign workers (Soon et al, 2003), there are not enough studies that look into their adjustments. This is also true for Chinese workers in the Philippines. Thus, there is a need to determine the level of individual adaptability of Chinese nationals working in the Philippines.

According to Hoffman et al. (2021), adaptability and social support are able to predict psychological wellbeing, including life satisfaction, in different sample groups. Life satisfaction, according to Diener et al., 2002, as cited by Karatas, Uzun & Tagay (2021) refers to "a person's cognitive and affective evaluations of his or her life." It is about people's individual feelings about their lives. Also, according to Van Nguyen et al. (2021), career adaptability has positive impacts on career satisfaction as well as work volition, which in turn affects life satisfaction. It can thus be said that the adaptability of individuals is related to life satisfaction.

In this research paper, the proponent investigated the individual adaptability and life satisfaction of Chinese employees in Manila, Philippines. The data generated in the study may be found useful by employers of Chinese business owners in the Philippines in providing their Chinese employees some initiatives that may help improve their level of individual adaptability and life satisfaction.

## **2. Objectives**

### **2.1 General Objectives**

This study aimed to investigate the individual adaptability in relation to the life satisfaction of Chinese employees in Manila, Philippines.  
employees in Manila, Philippines.

### **2.2 Specific Objectives**

Specifically, this study aimed to attain the following objectives:

2.2.1 To describe the demographic profile of the respondents in terms of age, gender, civil status, educational attainment, position, monthly income. and length of service:

2.2.2 To describe the individual adaptability of the Chinese employees in Manila, Philippines with regard to Cultural Adaptability, Work-Related Adaptability; Interpersonal Adaptability; Learning Adaptability; and Uncertainty Adaptability.

2.2.3 To describe the life satisfaction of the Chinese employees in Manila, Philippines in terms of the following: As Whole; Self-Care Management; Vocational and Leisure, Social Satisfaction; and Financial Satisfaction

2.2.4 To determine if there is a significant difference in the individual adaptability of the Chinese employees in Manila, Philippines when grouped according to profile.

2.2.5 To determine if there is a significant difference in the life satisfaction of the Chinese employees in Manila, Philippines when grouped according to profile.

2.2.6 To determine if there is a significant relationship between individual adaptability and life satisfaction of Chinese employees in Manila, Philippines.

### 3. Materials and methods

#### Research Design

This study is quantitative in nature utilizing the descriptive-correlational research method. The descriptive research method determines the profile of the respondents and the level of individual adaptability and life satisfaction of the respondents. It was also determined in this study if there exists a significant difference on the level of individual adaptability and life satisfaction of the respondents when grouped according to profile. On the other hand, the correlational research method was used to determine if there is a significant relationship between the adaptation and life satisfaction of the respondents.

#### Study Participants and Sampling

The respondents of this research are selected Chinese employees in Manila, Philippines. The required sample size of the study was determined by using the Raosoft Sample Size Calculator. According to the Department of Labor and Employment (DOLE) in 2019, 75,038 Special Working Permits were given to Chinese nationals. According to Carlos (2019), 43% or 32,267 of the Chinese workers are based in Manila. This value requires a sample size of 380 (with 5% margin of error and 95% confidence level). However, the data for this study were gathered from 425 Chinese employees coming from 15 Chinese companies in Manila, Philippines. (See Table )

#### Inclusion and Exclusion Criteria

Only Chinese nationals who are working in Chinese companies in Manila, Philippines, who are at least 18 years old, were included in the study. Chinese-born naturalized Filipino citizens and those who did not want to participate were excluded in the study.

#### Research Locale

The research was conducted in selected companies in Manila, Philippines. The respondents are Chinese nationals from the different Chinese companies in Manila. As of the time of the study, there are many Chinese companies or establishments, for example in Binondo, which is the location of the oldest Chinatown in the Philippines.

**Table 1**  
*Respondents of the Study*

Code	Company name	Main business	Number of Respondents
1	Company A	Leading gaming, call center	39
2	Company B	Recruitment	18
3	Company C	Leisure care	16
4	Company D	Development, design and sales of electronic atomizers	38
5	Company E	Logistics	35
6	Company F	Education, study abroad agency	27
7	Company G	hardware tools trade	33
8	Company H	Legal services consulting firm registered	27
9	Company I	accounting trademark registered Philippine passport green card	25
10	Company J	Study abroad agency Education,	21
11	Company K	Estate agency	29
12	Company L	logistics	38
13	Company M	International trade	23
14	Company N	Catering industry	27
15	Company O	Legal services consulting	29
Total			425

## Research Instrument

This study adapted the Individual Adaptability Questionnaire of Zorzie (2012) to measure the Individual Adaptability of the respondents. The questionnaire has a total of five (5) sub-clusters, including: (1) Cultural adaptability; (2) Work-Related adaptability; (3) Interpersonal adaptability; (4) Learning adaptability; and (5) Uncertainty adaptability. The responses for each of the questions followed a 6-point Likert Scale as follows: 6-Very Accurate; 5- Accurate; 4- Moderately Accurate; 3-Moderately Inaccurate; 2-Inaccurate; 1-Very Inaccurate.

Life satisfaction scale refers to the subjective well-being assessment tool organized by Neugarten et al. in 1961. The questionnaire has a total of five (5) sub-clusters, including: (1) life satisfaction as a whole; (2) self-care management (3) vocational and leisure; (4) social satisfaction; and (5) financial satisfaction. The responses for each of the questions followed a 6-point Likert Scale as follows: 6-Very Accurate; 5-Accurate; 4-Moderately Accurate; 3-Moderately Inaccurate; 2-Inaccurate; and 1-Very Inaccurate. The scores of the respondents were interpreted using the rating scale in Table 2.

**Table 2**  
**Rating Scale**

Range	Descriptive Rating	Interpretation for Individual Adaptability	Interpretation for Life Satisfaction
5.50-6.0	Very Accurate (VA)	Very High in Individual Adaptability	Very Satisfied in Life
4.50-5.49	Accurate (A)	High in Individual Adaptability	Satisfied in Life
3.50-4.49	Moderately Accurate (MA)	Average in Individual Adaptability	Slightly Satisfied in Life
2.50-3.49	Moderately Inaccurate (MI)	Below Average in Individual Adaptability	Slightly Dissatisfied in Life
1.50-2.49	Inaccurate (I)	Low in Individual Adaptability	Dissatisfied in Life
1.0-1.49	Very Inaccurate (VI)	Very Low in Individual Adaptability	Very Dissatisfied in Life

### Internal Validity of Items

Using the convenience sampling method, the questionnaire was distributed to 450 Chinese employees from 15 companies in Manila, Philippines, and 425 valid data were obtained. The individual adaptability scale in this study has five dimensions, involving 25 sub-items, and the added total score of each item represents the individual adaptability level on average. Its Cronbach $\alpha$  coefficient in this study was 0.724. The life satisfaction scale consists of five dimensions, involving 25 sub-items, and the average combined total score of each dimension represents the life satisfaction level. Its Cronbach $\alpha$  coefficient in this study was 0.712.

### Data Gathering Procedure

The researcher requested Chinese company owners to participate in the study. There were 15 companies which were willing to participate in the study. The number of employees from the companies who were willing to participate in the study served as the respondents of the study. Upon approval on the conduct of the study, the researcher distributed and retrieved the survey questionnaire from the respondents. The survey were tabulated and statistically analyzed.



### **Ethical Considerations**

There were no serious risks involved in participating in the study, and no other information were collected. Pertinent data were used solely for this study. On average, it only took the respondents 10-15 minutes to complete the questionnaire.

The data shared by the participants in the study, such as their demographic profile as to age, gender, civil status, educational attainment, position, monthly income, and length of service, will be kept in strict confidentiality and will only be used for the purpose of the study.

The researchers declare no conflicts of interest. For the research, authorship, and/or publication of this study, the researchers did not receive any funding nor any financial support from any individual.

### **Statistical Analysis**

The data gathered were tabulated and processed by using the Statistical Package for Social Sciences (SPSS). The following statistical techniques were used:

1. Frequency count was used to determine the number of occurrences in the choices of the profile variables.
2. Percentage was used to determine the ratio that represents a fraction of 100 based on the number of occurrences in the choices of the profile variables.
3. Mean was used to resolute the central tendency on the assessment of the level of the individual adaptability and life satisfaction of the Chinese employees in Manila, Philippines.
4. T- test was used to test the difference in the assessment of the level of individual adaptability of the respondents with two groups of respondents.
5. F- test/ ANOVA was used to test the difference in the assessment of the level of individual adaptability of the respondents with more than two groups of respondents.

## **4. Results**

### **Profile of the Respondents**

As shown in Table 3, in terms of age, 67.00% of the respondents are within the 30 years old and below age group while 33% of the respondents are within the 31 to 45 years old age bracket. In terms of the respondents' gender, 36% of the respondents are male, while 64% of the respondents are female. As to the civil status of the respondents of the study, the data showed that 75% are single while 25% of the respondents are married. In terms of educational attainment, 78% of the respondents are college graduates, 12% of the respondents are with master's degree while 10% of the respondents are high school graduates. In terms of the position held by the respondents, it can be noted that 91% of the respondents are ordinary staff, 8% of them have supervisory positions, while only 1% of the respondents have managerial positions. As to the monthly income of the respondents, the table showed that 76% of the respondents have income of P 40,001 to P 50,000, 17% of the respondents are receiving a salary of P30,001 to P 40,000, 6% of the respondents are receiving a salary of P20,001 to P 30,000, and 1% of the respondents are receiving a salary above P 50,000. Finally, in terms of the length of service in their respective companies, it can be noted that 84% of the respondents have been working in the company for less than 3 years while the remaining 16% have worked in the Philippines from 3 to 5 years or even longer.

**Table 3.**  
*Frequency and Percentage Distribution of the Profile of the Respondents*

Profile Variables	Frequency (f)	Percentage (%)
<b>Age</b>		
30 years old and below	285	67%
31 to 45 years old	140	33%
<b>Total</b>	<b>425</b>	<b>100%</b>

<b>Gender</b>		
Male	153	36%
Female	272	64%
<b>Total</b>	<b>425</b>	<b>100%</b>
<b>Civil Status</b>		
Single	319	75%
Married	106	25%
<b>Total</b>	<b>425</b>	<b>100%</b>
<b>Educational Attainment</b>		
High School	41	10%
College Graduate	333	78%
Masters' Degree	51	12%
Ph.D.	0	0
<b>Total</b>	<b>425</b>	<b>100%</b>
<b>Position</b>		
Ordinary Staff	385	91%
Supervisory	35	8%
Managerial	5	1%
<b>Total</b>	<b>425</b>	<b>100%</b>
<b>Monthly Income</b>		
PhP20,000 to PhP 30,000	25	6%
PhP30,001 to PhP 40,000	73	17%
PhP40,001 to PhP 50,000	322	76%
Above PhP 50,000	5	1%
<b>Total</b>	<b>425</b>	<b>100%</b>
<b>Length of Service</b>		
Less than 3 years	355	84%
3 to 5 years	56	13%
More than 5 years	14	3%
<b>Total</b>	<b>425</b>	<b>100%</b>

## Assessment on the Level of Individual Adaptability of the Chinese Employees in Manila, Philippines.

### Cultural Adaptability

Presented in Table 4 is the result of the appraisal of the respondents on their level of cultural adaptability which obtained an overall mean of 3.99 which is interpreted as “moderately accurate.” This finding shows that the respondents have average level of cultural adaptability.

**Table 4**  
*Assessment on the Level of Cultural Adaptability of the Respondents*

<b>Indicators of Cultural Adaptability</b>	<b>Mean</b>	<b>V.I.</b>	<b>Interpretation for CA</b>
I enjoy learning about cultures other than my own	3.86	MA	Average
I work well with diverse others	4.40	MA	Average
It is important to me that I respect other's culture	4.22	MA	Average
I enjoy the variety and learning experience that comes from working with people of different backgrounds	3.82	MA	Average
I feel comfortable interacting with others who have different values and customs	3.65	MA	Average
<b>Overall Cultural Adaptability Mean</b>	<b>3.99</b>	<b>MA</b>	<b>Average CA</b>

### Work Adaptability

Table 5 presents the assessment of the respondents on their level of individual adaptability in terms of work adaptability which yielded an overall mean of 4.068 and interpreted as “moderately accurate.” Four of the five indicators of work adaptability were rated by the respondents as “moderately accurate” while one indicator was rated “accurate.” The findings revealed that the respondents have an average level of work adaptability.

**Table 5**  
*Assessment on the Level of Work Adaptability of the Respondents*

Indicators of Work Adaptability	Mean	V.I.	Interpretation for WA
I usually overreact to stressful news within the workplace.	3.64	MA	Average
I feel fully equipped to deal with too much stress in the workplace	4.61	A	High
I am not easily rattled when my schedule is too full	4.22	MA	Average
I am not usually stressed when I have a large workload	4.03	MA	Average
I often think it as challenge if things seem not in order	3.84	MA	Average
<b>Overall Work Adaptability Mean</b>	<b>4.068</b>	<b>MA</b>	<b>Average WA</b>

### Interpersonal Adaptability

Table 6 shows the assessment of the respondents on their level of interpersonal adaptability which yielded a overall mean of 3.97 and interpreted as “moderately accurate.” The findings revealed that the respondents have an average level of interpersonal adaptability.

**Table 6**  
*Assessment of the Interpersonal Adaptability of the Respondents*

Indicators of Interpersonal Adaptability	Mean	V.I.	Interpretation for IA
I believe it is important to be flexible in dealing with others	3.77	MA	Average
I used to be able to read others and understand how they are feeling at any particular moment	4.49	MA	Average
My insight helps me to work effectively with others	4.21	MA	Average
I am open-minded person in dealing with others	3.87	MA	Average
I am perceptive of others and use that knowledge in interactions	3.55	MA	Average
<b>Overall Interpersonal Adaptability Mean</b>	<b>4.068</b>	<b>MA</b>	<b>Average IA</b>

### Learning Adaptability

As shown in Table 7, the respondents assessed their level of learning adaptability as “moderately accurate” which was rated with a composite mean of 4.15. This finding means that the respondents have an average level of learning adaptability.

**Table 7**  
***Assessment on the Level of Learning Adaptability of the Respondents***

<b>Indicators of Learning Adaptability</b>	<b>Mean</b>	<b>V.I.</b>	<b>Interpretation for L.A.</b>
I take responsibility for acquiring new skills	3.64	MA	Average
I enjoy learning new approaches for tasks or problems in the workplace	4.61	A	High
I take action to improve job performance deficiencies	4.23	MA	Average
I often learn new information and skills to stay ahead of my workmates	4.03	MA	Average
I quickly learn new methods to solve problems	4.23	MA	Average
<b>Overall Learning Adaptability Mean</b>	<b>4.15</b>	<b>MA</b>	<b>Average LA</b>

### **Uncertainty Adaptability**

It can be gleaned in Table 8 the result of the assessment of the respondents on their level of uncertainty adaptability which obtained an overall rating of 4.11 which is interpreted as “moderately accurate.” This finding reveals that the respondents have an average level of uncertainty adaptability.

**Table 8**  
***Assessment on the Level of Uncertainty Adaptability of the Respondents***

<b>Indicators of Uncertainty Adaptability</b>	<b>Mean</b>	<b>V.I.</b>	<b>Interpretation for UA</b>
I need things to be “black and white”	3.77	MA	Average
I become frustrated when things are unpredictable	4.49	MA	Average
I am able to make effective decisions without all relevant information	4.21	MA	Average
When something unexpected happens, I readily change gears in response	3.87	MA	Average
I can adapt to changing situations	4.23	MA	Average
<b>Overall Uncertainty Adaptability Mean</b>	<b>4.11</b>	<b>MA</b>	<b>Average UA</b>

### **Assessment of the Respondents on the Level of Life Satisfaction of the Chinese Employees in Manila, Philippines** **Life Satisfaction as a whole**

As seen in Table 9, three of the five indicators of “life satisfaction as a whole” were rated by the respondents as “moderately accurate” and two were rated “moderately inaccurate.” The finding implies that the Chinese employees are slightly dissatisfied with life as a whole during their employment in Manila, Philippines.

**Table 9**  
**Assessment of the Respondents on the Level of Life Satisfaction**  
**as a Whole**

Indicators of Life Satisfaction as a Whole	Mean	V.I.	Interpretation for LSW
In most ways, my life is close to my ideal	3.68	MA	Slightly Satisfied
The conditions of my life are excellent	3.31	MI	Slightly Dissatisfied
I am satisfied with my life	3.51	MA	Slightly Satisfied
So far, I have gotten the important things I want in life	3.62	MA	Slightly Satisfied
If I could live my life over, I would change almost nothing	2.90	MI	Slightly Dissatisfied
<b>Overall Life Satisfaction as a Whole Mean</b>	<b>3.404</b>	<b>MI</b>	<b>Slightly Dissatisfied in LSW</b>

### Self-Care Management

As seen in Table 10, three of the five indicators of “Self-care management” were rated by the respondents as “Moderately accurate” and two were rated “Inaccurate.” Overall, self-care management was rated “moderately inaccurate” by the respondents. This means that the Chinese employees are slightly dissatisfied in terms of self-care management.

**Table 10**  
**Assessment of the Respondents on the Level of Life Satisfaction**  
**in Terms of Self-Care Management**

Indicators of Self-Care Management	Mean	V.I.	Interpretation for SCM
I regularly sleep 8 hours a day	3.68	MA	Slightly Satisfied
I am able to do extra-curricular activities (gym, arts, etc.)	3.30	MI	Slightly Dissatisfied
I can eat 3 square meals a day on time	3.55	MA	Slightly Satisfied
I take good care of my mental health	3.67	MA	Slightly Satisfied
I manage a good hygiene	2.92	MI	Slightly Dissatisfied
<b>Overall Self-Care Management Mean</b>	<b>3.42</b>	<b>MI</b>	<b>Slightly Dissatisfied in SCM</b>

### Vocational and Leisure Satisfaction

As seen in Table 11, all the five indicators of “Vocational and Leisure Satisfaction” were rated by the respondents as “Moderately accurate” The finding implies that the employees are slightly satisfied in vocation and leisure during their employment in Manila, Philippines.

**Table 11**  
**Assessment of the Respondents on the Level of Life Satisfaction**  
**in Terms of Vocational and Leisure Satisfaction**

Indicators of Vocational and Leisure Satisfaction	Mean	V.I.	Interpretation for VLS
I believe it is important to have work-life balance	3.77	MA	Slightly Satisfied
I enjoy the leisure activities in the Philippines	4.49	MA	Slightly Satisfied
My work opens me to vocational skills	4.21	MA	Slightly Satisfied
I get the proper amount of rest	3.87	MA	Slightly Satisfied
My co-workers and me spend time together	3.55	MA	Slightly Satisfied
<b>Overall Vocational and Leisure Satisfaction Mean</b>	<b>3.978</b>	<b>MA</b>	<b>Slightly Satisfied in terms VLS</b>

### Social Satisfaction

As seen Table 12, four of the five indicators of “Social Satisfaction” were rated by the respondents as “Moderately Accurate” while one indicator was rated “accurate” by the respondents. The finding implies that the employees are slightly satisfied socially during their employment in Manila, Philippines.

**Table 12**  
*Assessment of the Respondents on the Level of Life Satisfaction in Terms of Social Satisfaction*

Indicators of Social Satisfaction	Mean	V.I.	Interpretation for SS
I believe family is very important to my life satisfaction	3.64	MA	Slightly Satisfied
I can get along with my family (apart or living within)	4.61	A	Satisfied
I believe friends are very important to my life satisfaction	4.23	MA	Slightly Satisfied
I can get along well with my friends	4.03	MA	Slightly Satisfied
I think that commuting too long can affect my life	3.84	MA	Slightly Satisfied
<b>Overall Social Satisfaction Mean</b>	<b>4.07</b>	<b>MA</b>	<b>Slightly Satisfied in SS</b>

### Financial Satisfaction

As shown in Table 13, all the five indicators of “Financial Satisfaction” were rated by the respondents as “Accurate” The finding implies that the employees are slightly satisfied financially during their employment in Manila, Philippines.

**Table 13**  
*Assessment of the Respondents on the Level of Life Satisfaction in Terms of Financial Satisfaction*

Indicators of Financial Satisfaction	Mean	V.I.	Interpretation for FS
I am getting paid rightfully	3.86	MA	Slightly Satisfied
I can pay my life insurance	4.40	MA	Slightly Satisfied
I have amount of money to travel	4.22	MA	Slightly Satisfied
I can have savings for the future	3.82	MA	Slightly Satisfied
I can pay my housing bills	3.65	MA	Slightly Satisfied
<b>Overall Financial Satisfaction Mean</b>	<b>3.99</b>	<b>MA</b>	<b>Slightly Satisfied in FS</b>

### Differences in the Individual Adaptability of the Chinese Employees in Manila, Philippines when Grouped According to Profile of the Respondents

#### When grouped by Age

The result of the test of difference using f- test/ANOVA in the assessment of the respondents on the level of individual adaptability when grouped according to age, obtained an f- value of 1.069 and a significance value of 0.365. The 0.365 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### When grouped by Gender

The result of the test of difference using t-test in the assessment of the respondents on the level of individual adaptability when grouped according to gender, obtained an f-value of 0.404 and a significance value of 0.526. The 0.526 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### When grouped by Civil Status

The result of the test of difference using t-test in the assessment of the respondents on the level of social adaptability when grouped according to their civil status, obtained an f-value of 1.00 and a significance value of 0.319. The 0.319 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### When grouped by Educational Attainment

The result of the test of difference using t-test in the assessment of the respondents on the level of individual adaptability when grouped according to educational attainment, obtained an f-value of 0.049 and a significance value of 0.952. The 0.952 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### When grouped by Position

The result of the test of difference using t-test in the assessment of the respondents on the level of individual adaptability when grouped according to position held, obtained an f-value of 0.952 and a significance value of 0.765. The 0.765 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### When grouped by Monthly Income

The result of the test of difference using t-test in the assessment of the respondents on the level of individual adaptability when grouped according to monthly income, obtained an f-value of 0.687 and a significance value of 0.687. The 0.687 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### When grouped by Length of Service

The result of the test of difference using t-test in the assessment of the respondents on the level of individual adaptability when grouped according to their length of service, obtained an f-value of 0.613 and a significance value of 0.543. The 0.543 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

**Table 14**

***Results of the Test of Differences on the Assessment of the Respondents on the Level of Individual Adaptability of Chinese Employees in Manila, Philippines***

Variable	Grouping Variable	t- value/ f- value	Sig. value	Decision on H <sub>0</sub> / Interpretation
Overall Individual Adaptability	Age	1.069	.365	Accept Ho1/No Significant Difference
	Gender	.404	.526	Accept Ho1/No Significant Difference
	Civil Status	1.00	.319	Accept Ho1/No Significant Difference
	Educational Attainment	.049	.952	Accept Ho1/No Significant Difference
	Position	.952	.765	Accept Ho1/No Significant Difference
	Monthly Income	.687	.687	Accept Ho1/No Significant Difference
	Length of Service	.613	.543	Accept Ho1/No Significant Difference

Note: Significant at equal or below 0.05

## **Differences in the Life Satisfaction of the Chinese Employees in Manila, Philippines when Grouped According to the Profile of the Respondents.**

### **When grouped by Age**

The result of the test of difference using f- test/ ANOVA in the assessment of the respondents on the level of life satisfaction when grouped according to age, obtained an f-value of 1.068 and a significance value of 0.364. The 0.364 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### **When grouped by Gender**

The result of the test of difference using t-test in the assessment of the respondents on the level of life satisfaction when grouped according to gender, obtained an f-value of 0.403 and a significance value of 0.525. The 0.525 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### **When grouped by Civil Status**

The result of the test of difference using t-test in the assessment of the respondents on the level of life satisfaction when grouped according to civil status, obtained an f-value of 1.00 and a significance value of 0.318. The .318 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### **When grouped by Educational Attainment**

The result of the test of difference using t-test in the assessment of the respondents on the level of life satisfaction when grouped according to educational attainment, obtained an f-value of 0.048 and a significance value of 0.951. The 0.951 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### **When grouped by Position**

The result of the test of difference using t-test in the assessment of the respondents on the level of life satisfaction when grouped according to position held, obtained an f- value of 0.951 and a significance value of 0.764. The 0.764 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### **When grouped by Monthly Income**

The result of the test of differences using t-test in the assessment of the respondents on their level of life satisfaction when grouped according to the monthly income obtained an f-value of 0.686 and a significance value of 0.686. The 0.686 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.

### **When grouped by Length of Service**

The result of the test of difference, as shown in Table 15, using t-test in the assessments of the respondents on the level of life satisfaction of the Chinese employees in Manila, Philippines when grouped according to their length of service obtained an f- value of 0.612 and a significance value of 0.541. The 0.541 significance value is lesser than the 0.05 level of significance set for the study, thus the null hypothesis is accepted.



**Table 15**  
**Results of the Test of Differences on the**  
**Assessment of the Respondents on the Level of Life Satisfaction of Chinese Employees in**  
**Manila, Philippines.**

Variable	Grouping Variable	t- value/ f- value	Sig. value	Decision on H <sub>0</sub> / Interpretation
Difference Overall Life Satisfaction	Age	1.068	.364	Accept Ho2/No Significant Difference
	Gender	.403	.525	Accept Ho2/No Significant Difference
	Civil Status	1.00	.318	Accept Ho2/No Significant Difference
	Educational Attainment	.048	.951	Accept Ho2/No Significant Difference
	Position	.951	.764	Accept Ho2/No Significant Difference
	Monthly Income	.686	.686	Accept Ho2/No Significant Difference
	Length of Service	.612	.541	Accept Ho2/No Significant Difference

### Significant Relationship between Individual Adaptability and Life Satisfaction

Table 16 reveals that there is a significant relationship between the individual adaptability and life satisfaction based on the computed f value 4.11 which is higher than the p value 0.0454 with 96 degrees of freedom that rejects the null hypothesis.

**Table 16.**

### Significant Relationship Between Individual Adaptability and Life Satisfaction

Source	Degrees of freedom	SS	MS	F	Interpretation
Model	1	0.04	0.04	4.109	Reject Ho3/Significant Relationship
Error	95	0.926	0.009		
Total	96	0.966			

## 5. Discussion

Changes happen quite often and employees need to adapt to these changes. Adaptability, or the ability to adjust to workplace changes, is one of the necessary skills to survive in the workplace (Ponomareva, 2022). Furthermore, according to Calarco (2016), in the recent times, employees are required to be more flexible and able to quickly adapt on the job because of an unpredictable and highly unstable work environment. In addition, according to Chan, D. (2014), one of the key factors for an individual's success is adaptability.

In this study the respondents are mostly female, young, single, college graduates, rank and file employees, have stayed in the Philippines for 3 years or less, with average salary of PhP40,000.00 to PhP 50,000.00. In terms of gender, the data is not consistent with the data from the China Labour Bulletin (2022) which reported that the overall gender distribution of Chinese migrant workers in 2021 was 64.1 percent male and 35.9 percent female. Migration among single people is more feasible because they can leave their family of origin without much difficulty. Although most married Chinese nationals tend to work in other countries with their family in tow (Geugen, 2012), this is not so in the case of the respondents in this study. The respondents are also relatively young (aged 30 and below). The data is not consistent with the average age of Chinese migrants which is 41.7 years where the average age increased over the years because the migrant workers have grown older and few young Chinese people opt to work as migrant workers (Statista, 2022). Most Chinese employees are hired to work in the Philippines because of their Chinese language skills (Geugen, 2012), thus it is most possible that they possess certain degree of education, such as a bachelor's degree, to qualify for the role. Since the respondents have stayed for only three years or less, it is logical that they are not yet occupying supervisory or managerial functions. The average salary received by the respondents is higher than the highest salary of Chinese workers from

Shanghai, China which is \$400.00 per month (China Briefing, 2022) or equivalent to approximately PhP22,000.00. It is understandable then that the respondents decided to work in the Philippines because of higher salary. In fact, a salary of PhP40,000 to PhP50,000.00 is higher than what an average Filipino worker receives on a monthly basis. According to Salary Expert (2022), the average yearly income of workers in Manila is PhP356,104.00 or PhP29,675.00.

The respondents in the study reported that they have average level of adaptability. Among the sub-variables, the highest level is learning adaptability while the lowest is cultural adaptability. Majority of the respondents are young, female, single, college graduates, serving as ordinary staff, with salary between PhP40,001 to PhP 50,000.00, and have served for three years or less. These data explain why they reported high learning adaptability, which refers to adapting to new learning approaches and the use of available technologies in doing work-related tasks (Zorsie, 2012). Their educational degree has helped them learn new skills which are necessary for them to adapt to their job. As well, since they are single and have no family staying with them, they have more time to lean new concepts and new skills. On the other hand, their cultural adaptability, which refers to the adjustment of individuals to their new culture (Cheng et al., 2019) which is important to thrive in adjusting to a new country, is the lowest among the sub-variables. Since the respondents were hired to work in the Philippines because of their ability to speak Mandarin, it is possible that they are not fluent in English. This situation forces them to socialize more with their fellow Chinese nationals and less with Filipinos. This hinders them learn more about the Filipino culture. As well, since the respondents have stayed only for three years or even less, they have not adjusted well to the local culture. Perhaps, if they stay longer in the Philippines, their cultural adaptability will improve.

There are very few literatures that discuss how the socio-demographic profile of individuals correlate with their adaptations. For instance, according to Niessen (2010), age, in the beginning, was not related to fit and performance but later was found to be negatively related to fit and performance when organizational change occurred. The research finding indicates that when organizational change happens, the older employees tend to adapt better than the younger ones. Additionally, according to Lu, Leiyu, and Li (2014), Chinese migrants reveal that certain factors facilitate adaptation such as social support, which is significantly associated with work ability index.

In terms of the life satisfaction of the respondents, they reported that they are slightly satisfied in life. In particular, they reported that they are slightly dissatisfied with their life on the whole as well as in terms of their self-care management, but these values are moderated by the other sub-variables – vocational and leisure, social, and financial satisfaction. According to Brockman et al. (2009), the level of happiness of the Chinese people have dropped despite their economic improvement. Additionally, studies on the economic and societal growth and its impact on the life satisfaction of Chinese people, report that there is a decline in life satisfaction in the last two decades (Li & Raine,

2013; Easterlin et al., 2012). This was explained that Chinese people experience being “frustrated achievers.” This means that the Chinese people tend to view their own success against the success of others. The analogy “a Triton among the minnows,” which means that one appears great in contrast with the insignificance of others, may help characterize the Chinese people’s life satisfaction.

The self-care management of the respondents was reported to be “moderately inaccurate” as well. This may be reflected in terms of their lack of time to attend to their personal needs, such as exercise and hygiene. According to the study conducted by An et al. (2020) participants with high and moderate activity levels had significantly higher life satisfaction and happiness than those with a low activity level. It is necessary for the

individuals to undergo some forms of physical exertion because this contributes to well-being.

On the whole, the level of life satisfaction of the respondents did not change when viewed against their socio-demographic variables. However, certain literatures suggest otherwise. For instance, Chinese women tend to report higher life satisfaction than men and that older people tend to report higher life satisfaction than the younger ones (Zhang et al, 2022). In addition, Zhang et al. (2022) reported that marital status is not necessarily related with life satisfaction, but socio-economic status is significantly related with life satisfaction. But the data on education's impact on life satisfaction of Chinese people is consistent with the findings of the study where the attainment of education does not have direct impact on life satisfaction (Zhang et al. 2022).

Finally, the study established that there is a significant relationship between adaptability and life satisfaction. This finding is corroborated by the study of Maggiori et al. (2013), as cited by Zhou and Lin (2016), which claims that individual adaptability can serve as predecessor of life gratification or satisfaction. Similarly, Zhou and Lin (2016), found that there is a significant relationship between adaptability and life satisfaction. As well, Di Maggio et al. (2022), found that there is an indirect relationship between career adaptability and life satisfaction. That individuals who report higher adaptability tend to report higher life satisfaction when they experience hope. And finally, according to Ng (2020), there is also an indirect relationship between career adaptability and life satisfaction. The mediating variable in the study is job satisfaction. Those who experience career adaptability tend to report higher job satisfaction which then leads to higher life satisfaction.

## 6. Conclusion

Based on the results of the study, the researcher arrived at the following conclusions:

1. Majority of the respondents are female, single, college graduates, and have been employed for less than 3 years. Most of them are 30 years old or younger, ordinary employees, and are earning P 40,001 to P 50,000 monthly salaries.
2. The respondents have average level of individual adaptation with regard to cultural adaptability, work-related adaptability, interpersonal adaptability, learning adaptability, and uncertainty adaptability.
3. The respondents are slightly dissatisfied with their life on the whole, as well as with their self-care management, but are slightly satisfied in terms of their vocational and leisure, social, and financial life.
4. No important differences were noted on the assessment of the respondents on their level of individual adaptation and life satisfaction when grouped according to their profile, namely: age, gender, civil status, educational attainment, position held, monthly income, and length of service.
5. There is a significant relationship between individual adaptability and life satisfaction of the Chinese Employees in Manila, Philippines.

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## **Job satisfaction and Job Performance of Employees in Selected Public and Private Colleges and Universities in Xiamen City, China**

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### **Abstract**

Job satisfaction is a crucial requirement and an influencer of a staff's job performance. This study determined the relationship and compared the job satisfaction and job performance of employees in three private and three public higher education institutions (HEIs) in Xiamen City, China. There were 559 participants in the study with 303 from public HEIs and 256 from private HEIs. The researcher utilized descriptive-correlational design employing a survey method in conducting the study. To study the significance of employee's job satisfaction and job performance in the two groups of respondents, this paper used mean, frequency, independent sample t-test, and analysis of variance (ANOVA) as the main statistical tools. This paper analyzed the significant differences between job satisfaction and job performance of respondents when grouped according to demographic characteristics. Findings revealed that both employees from private and public HEIs perceived their job satisfaction and job performance as average, . Significant difference of job satisfaction in terms of gender for private HEIs and years of service for public HEIs were reported, while significant difference of job performance in terms of age for public HEIs was reported. Lastly, the findings revealed that there is no significant relationship between job satisfaction and job performance of the participants in the study.

**Keywords :** Job Satisfaction; Job Performance; Public and Private Colleges and Universities, Xiamen City, China

### **1. INTRODUCTION**

To survive in the face of evolving technology, changes, and increasing competition, institutions must be strong and resilient (Ertekin & Avunduk, 2021). Today, the competition between countries is ultimately education and talents, and human capital will be the most important "capital" in the future society. Deepening educational reform, promoting quality education in a holistic way and training talents for modernization in the 21st century are the inevitable requirements of the knowledge economy era with advanced technology as the guide. Therefore, higher education is attracting more and more attention. Building a team of teachers and staff with high quality, broad knowledge and strong professional ability is the key to the success of colleges and universities. It plays a key role in the growth of students and the development of school construction, determines the quality level of higher education, determines the level and quality of high-level talent training in China, and is closely related to the development and prosperity of the country (Zhang et al., 2022).

In China, the Chinese government has placed a high priority on enhancing the tertiary education sector in ever since the reform era began in 1978. The expectation was not exclusively to expand the quantity of college graduates China required for its financial development, but also to make research colleges that would have the option to contend on a worldwide stage (Textor, 2022). In line with this, the Chinese government's most recent policy trends include plans to improve and modernize the national higher education system (Textor, 2022) as well as to provide high-quality education through a competitive workforce (Zhang et al., 2022). This led to the significant increase of the number of public and private

higher education institutions (HEIs) in the past decades. As reported by Textor (2022), in 2020, there was a total of 2,738 public HEIs and 788 private HEIs in China. There are 19 colleges and universities in Xiamen City, comprising of five (5) public undergraduate institutions, two (2) public higher vocational colleges, two (2) private regular universities, seven (7) private higher vocational colleges, one (1) independent college, and two (2) secondary colleges (Wang, 2019).

With the progress and development of technology, many colleges and universities are becoming increasingly better, which is closely related to the employees' job satisfaction. It is critical to increase university staff job satisfaction (Yu & Taien, 2022) as it is a requirement for employees' work performance (Baluyos et al., 2019). The relationship between job satisfaction and employee performance has always been an important topic in the field of management (Yee, 2018). So far, a large number of scholars locally and abroad have cited the relationship between job satisfaction and employee performance (Baluyos et al., 2019; Rachman, 2021; Ertekin & Avunduk, 2021), and have drawn many different conclusions, but have not yet formed a generally accepted view. Based on the summary of previous research results, this paper analyzes the relationship between employee job satisfaction and job performance.

Many scholars have studied and analyzed job satisfaction and job performance, and proposed a practical scale. Since the reform and opening up 30 years ago, with the rapid development of China's economy and the increasingly fierce global competition of modern enterprises, the competition between enterprises is based on talents (Li, 2016). The long-term development of a school should improve its organizational and developmental abilities from the following aspects: (1) attach importance to the development of human resources in the school; (2) develop the potential of university staff; and (3) encourage young college teachers to do better (Huang, 2019). How to stimulate the enthusiasm of college staff and improve their performance has become a topic worthy of discussion.

## **2. Objectives**

### **General Objective**

This study aims to investigate the significant relationship between job satisfaction and job performance of the employees in selected public and private universities and colleges in Xiamen City, China.

### **Specific Objectives**

The following are the specific objectives of the study:

- 2.1. To identify the demographic characteristics of respondents according to their gender, age, position in the university, years of service, civil status, and highest educational qualification.
- 2.2. To describe the job satisfaction of the respondents based on Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions, Coworkers, Nature of Work, and Communication.
- 2.3. To describe the job performance of the respondents based on Task Performance (TP), Contextual Performance (CP), and Counterproductive Work Behavior (CWB).
- 2.4. To establish a significant difference in the respondents' job satisfaction across demographic profile.
- 2.5. To establish a significant difference in the respondents' job performance across demographic profile.
- 2.6. To establish a significant relationship between the respondents' job satisfaction and job performance.

## **3. Materials and methods**

### **Research Design**



In this study, the researcher employed a descriptive-correlational design. According to Becker et al. (2015), this research design is used to explain phenomena, attitudes, opinions, and behaviors, as well as other set of parameters, by collecting numerical data and analyzing their statistical significance. Specifically, the researcher used the survey method to collect data and analyze them using statistical tools. Through studies on a sample drawn from a population, this model provides a quantitative or numerical description of trends, attitudes, or opinions in the population (Creswell, 2017 as cited in Ertekin & Avunduk, 2021). Thus, for this study, which assessed teachers' job satisfaction and job performance, the descriptive-correlational design was appropriate.

### Study Participants

To determine the sample of the study, the researcher utilized simple random sampling of the public and private universities and colleges in Xiamen City, China. From the 11 public and private universities and colleges in Xiamen City, six (6) schools were randomly selected through the lottery method. To determine the minimum sample size of the study, the researcher used the Raosoft sample calculator. To compute the sample size, the response distribution was set at 50%, standard deviation at 95% confidence level with a margin error at 5%. The recommended sample size was 559, 256 for private and 303 for public higher educational institutions. Lastly, the researcher used stratified random sampling in order to get the sample size per institution. The product of the proportion from the total population and the recommended sample size was calculated. The sample size per institution can be seen in Table 1.

**Table 1**  
*The Sample Size of the Study*

University Name	Type	No. Of Employees	Percentage (%)	Sample
University A	Private	280	37%	95
University B	Private	260	34%	87
University C	Private	220	29%	74
	<b>Total (Private)</b>	760	<b>Sample required</b>	<b>256</b>
University D	Public	640	45%	136
University E	Public	560	39%	118
University F	Public	220	16%	49
	<b>Total (Public)</b>	1420	<b>Sample required</b>	<b>303</b>
	<b>Total (private and public)</b>	2180	<b>Total sample required</b>	559

### Inclusion and Exclusion Criteria

Those who are employees of any of the six (6) public and private universities and colleges and are currently working, in full-time or part-time capacity, were included in the study. On the other hand, retired employees, staff who are in an on-the-job training (OJT) status, employees who are currently on leave due to specific reasons (e.g., maternity leave, sick leave, etc.), volunteer staff offering their services; and outsourced employees working in any of the six (6) public and private universities and colleges were excluded from the study.

### Research Instruments

#### 1. Demographic Questionnaire

This is the first part of the questionnaire that was used in the study. This part collected the demographic data of the respondents, namely gender, age, occupation, years of service, civil status, and educational attainment.

#### 2. Job Satisfaction Survey (JSS) (Spector, 1994)

This study utilized the Job Satisfaction Survey (JSS) was designed and developed by Paul E. Spector (1994). This survey is a nine-facet questionnaire used to measure employees' job satisfaction with the following facets: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication.

The tool has a total of 36 items where each facet is rated using a scale with six choices, from 1 (strongly disagree) to 6 (strongly agree).

### 3. Individual Work Performance Questionnaire (IWPQ) (Koopmans et al., 2014)

The Individual Work Performance Questionnaire (IWPQ) is a questionnaire designed and developed by Koopmans et al. (2014) to measure three (3) main dimensions of job performance. These three (3) dimensions are task performance (TP), contextual performance (CP), and counterproductive work behavior (CWB). The questionnaire is a 5-point scale, where 1 (never) is the lowest and 5 (always) is the highest.

#### Reliability Analysis

Reliability refers to the consistency or stability of measurement results (Talib et al., 2015), and refers to the degree to which the scale produces consistent results if repeated measurements are made (Surbhi, 2017). In this study, Cronbach Alpha was used to measure the consistency between variables and the overall internal consistency reliability of each item in the scale. As shown in Table 2, a total of 239 private and public higher education employees were recruited in conducting a pilot test of the translated Job Satisfaction Questionnaire in Chinese. The questionnaire showed a high value of internal consistency at Cronbach's Alpha of 0.87.

**Table 2**  
*Internal Consistency Test of Each Item in the Questionnaire*

	Subscale	N	Cronbach Alpha
<b>Job Satisfaction</b>	Pay	239	0.62
	Promotion	239	0.67
	Supervision	239	0.87
	Fringe Benefits	239	0.73
	Contingent Rewards	239	0.71
	Operating Procedures	239	0.48
	Coworkers	239	0.67
	Nature of Work	239	0.74
	Communication	239	0.71
	Overall Internal Consistency	239	0.87

#### Ethical Considerations

The researcher solemnly declares that this paper is the result of independent research. The researcher affirms that the content of the questionnaire conforms to the rules and regulations of the University Ethics Review Committee. There is no conflict of interest in this study. The survey was conducted anonymously to protect the identity of the participants in the study. The research data obtained will be protected and will not be disclosed to protect the privacy of the interviewees. No rewards or compensation were offered to participants. Informed consent is provided in the questionnaire to ensure that respondents understand the purpose of the study they will participate in.

#### Statistical Analysis of Data

The collected data were processed using the Statistical Products and Services Solution (SPSS) version 20. Specifically, the following statistical tools were utilized in this study: frequency count, mean, and standard deviation. The frequency count was used to identify the percentage of the participants' demographic profile. The mean and standard deviation were used in providing statistical description of data. To compare the means of the two groups, the researcher employed independent sample t-test since the data came from two different populations – public and private HEIs. According to Bevans (2022), this statistical test is frequently used in hypothesis testing to determine significant differences between two variables. Analysis of Variance (ANOVA) was used to analyze the difference between the means of the two groups (public and private) in the study. It is a statistical analysis tool that

divides observed aggregate variability within a data set into two parts: systematic factors (have no statistical influence on the data set) and random factors (have no statistical influence) (Kenton, 2022). To determine significant relationships between variables, Pearson moment correlation was used.

Table 3.1 and 3.2 show the scales used to interpret the weighted means on job satisfaction and job performance.

**Table 3.1**

<i>Interpretation of Employees' Responses on Job Satisfaction</i>			
Range	Descriptive rating	Average Value	Interpretation
5.51 - 6.00	Strongly Agree (SA)	6	Very satisfied/very high performance
4.51 - 5.50	Agree (A)	5	Satisfied/high performance
3.51 - 4.50	Agree to a certain extent (ACE)	4	Average Satisfaction/Average Performance
2.51 - 3.50	Disagree to a certain extent (DCE)	3	Below Average satisfaction/Below Average performance
1.51 - 2.50	Disagree (D)	2	Low satisfaction/low performance
1.00 - 1.50	Strongly Disagree (SD)	1	Very low satisfaction/very low performance

**Table 3.2**

<i>Interpretation of Employees' Responses on Job Performance</i>			
Range	Descriptive rating	Average Value	Interpretation
4.51 - 5.00	Always (A)	5	Very high performance
3.51 - 4.50	Often (O)	4	High performance
2.51 - 3.50	Sometimes (S)	3	Average Performance
1.51 - 2.50	Rarely (R)	2	Low performance
1.00 - 1.50	Never (N)	1	Very Low performance

## 4. Results

### Demographic Profile of the Employees

Table 4 shows the demographic profile of the respondents who participated in the study. It can be seen from Table 4 that there is a difference when it comes to the number of employees in public and private universities and colleges based on gender. There are an equal number of male (n=128, f=50%) and female (n=128, f=50%) employees in private institutions, while there are more male (n=155, f=51.2%) than female employees in public HEIs.

From the same table, it can be seen that the age difference of the employees from both groups also varies. It can be seen that those respondents who work in the public HEIs are mostly aged 56-60 (n=56, f=18.5%), while most of the respondents in private HEIs are aged 46-50 (n=41, f=16%).

Majority of the respondents from both groups are teaching staff. There are a total of 216 (f=71.3%) respondents who teach in public HEIs and 178 (f=69.5%) respondents who are teaching in private HEIs. As the universities and colleges are the main locale of this study, the respondents who participated in the study are mostly teaching staff.

Employees from both groups vary from their number of years in services. It can be seen that most respondents from public HEIs have served their institutions for 11-15 years (n=84, f=27.7%). On the other hand, most of the respondents from private HEIs have served 11-15 years (n=49, f=19.1%) and 16-20 years (n=49, f=19.1%).

It can also be seen in Table 4 that most of the respondents from both groups are married - public (n=228, f=75.2%) and private (n=197, f=77%). As many of them are already professionals with a stable job and already at the right age, it is possible that many of these respondents are already married.

Majority of the respondents from both groups are dominated by doctoral degree holders. There is a total of 117 (f=38.6%) from public HEIs and 110 (f=43%) respondents from private HEIs who are teachers. This can be associated with the policy that higher

educational institutions require their teaching staff to be at least a master's degree holder or higher to be able to teach in college.

**Table 4**  
*Descriptive Statistics of Demographic Variables*

Characteristic Variable	Category	Public		Private	
		n	f (%)	n	f (%)
Gender	Male	155	51.2	128	50
	Female	148	48.8	128	50
Age	22-25	1	0.3	1	0.4
	26-30	18	5.9	14	5.5
	31-35	21	6.9	22	8.6
	36-40	32	10.6	33	12.9
	41-45	41	13.5	33	12.9
	46-50	44	14.5	41	16
	50-55	38	12.5	36	14.1
	56-60	56	18.5	38	14.8
	Above 60	28	9.2	25	9.8
	Others	24	7.9	13	5.1
Occupation	Teaching	216	71.3	178	69.5
	Non-teaching	87	28.7	78	30.5
Years of Service	Below 1 year	12	4	14	5.5
	1-5 years	36	11.9	29	11.3
	6-10 years	37	12.2	38	14.8
	11-15 years	84	27.7	49	19.1
	16-20 years	61	20.1	49	19.1
	21 – 25 years	33	10.9	33	12.9
	26-30 years	24	7.9	31	12.1
	Above 30 years	16	5.3	13	5.1
Marital Status	Unmarried	66	21.8	47	18.4
	Married	228	75.2	197	77
	Others	9	3	12	4.7
Education	Undergraduate	74	24.4	60	23.4
	Masters	112	37	86	33.6
	Doctoral	117	38.6	110	43

### Descriptive Statistics of Job Satisfaction

Table 5.A shows the descriptive statistics of the respondents from public HEIs with regards to job satisfaction. Based on the table, it can be seen that statistical analysis of the facets reveals that for public higher education institutions employees' supervision ranked the lowest (mean=3.47, DCE) while promotion ranked the highest with a mean of 3.70 (ACE).

**Table 5.A**  
*Descriptive Statistics of Job Satisfaction of Public Higher Education Institutions Employees (N=303)*

DIMENSIONS	ITEMS	Mean	SD	Interpretation
Pay	<i>Raises are considerably high and not far between.</i>	3.07	1.2	DCE
	<i>I feel satisfied with my chances for salary increases.</i>	3.63	1.26	ACE
	<i>I feel appreciated by the organization when I think about what they pay me.</i>	3.83	1.32	ACE
		3.66	1.37	ACE
Promotion	<i>There is really a big chance for promotion on my job.</i>	3.56	1.26	ACE
	<i>Those who do well on the job stand a fair chance of being promoted.</i>	3.93	1.05	ACE

	<i>People get ahead as fast here as they do in other places.</i>	3.9	0.97	ACE
	<i>I am satisfied with my chances for promotion</i>	3.42	1.26	DCE
		3.7	1.16	ACE
Supervision	<i>My supervisor is quite competent in doing his/her job.</i>	3.19	1.27	DCE
	<i>My supervisor is fair to me.</i>	3.69	1.35	ACE
	<i>My supervisor shows a big interest in the feelings of subordinates.</i>	3.48	1.27	DCE
	<i>I am inspired by my supervisor to work at my best.</i>	3.52	1.12	ACE
		3.47	1.27	DCE
Fringe Benefits	<i>I am satisfied with the benefits I receive.</i>	3.65	1.35	ACE
	<i>The benefits we receive are as good as most other organizations offer.</i>	3.88	1.58	ACE
	<i>The benefit package we have is equitable.</i>	3.46	1.22	DCE
	<i>There are benefits we do have which we should have.</i>	3.77	1.13	ACE
		3.69	1.34	ACE
Contingent Rewards	<i>When I do a good job, I receive the recognition for it that I should receive.</i>	4.06	1.58	ACE
	<i>I do feel that the work I do is appreciated.</i>	3.5	1.24	DCE
	<i>There are many rewards for those who work here.</i>	3.74	1.33	ACE
	<i>I do feel my efforts are rewarded the way they should be.</i>	3.4	1.25	DCE
		3.68	1.38	ACE
Operating Conditions	<i>My job become easier due to company rules and procedures</i>	3.99	1.31	ACE
	<i>My efforts to do a good job are not blocked by red tape.</i>	3.41	1.32	ACE
	<i>The amount of work I have is enough for my job</i>	3.22	1.26	DCE
	<i>There are less paperwork needed to support our operation</i>	3.59	1.35	ACE
		3.55	1.34	ACE
Co-Workers	<i>I like the people I work with.</i>	3.92	1.41	ACE
	<i>I find I have to work lesser at my job because of the competence of people I work with.</i>	3.54	1.28	ACE
	<i>I enjoy my coworkers.</i>	3.15	1.19	DCE
	<i>There is very little bickering and fighting at work.</i>	3.82	1.05	ACE
		3.61	1.27	ACE
Nature of Work	<i>I always feel my job is meaningful.</i>	3.84	1.43	ACE
	<i>I like doing my work.</i>	3.59	1.21	ACE
	<i>I feel a sense of pride in doing my job.</i>	3.67	1.38	ACE
	<i>My job is enjoyable.</i>	3.5	1.23	DCE
		3.65	1.32	ACE
Communication	<i>There is a good communication within this organization.</i>	3.79	1.33	ACE
	<i>The goals of this organization are clear to me.</i>	3.29	1.3	DCE
	<i>I feel that all necessary information are relayed to me.</i>	3.37	1.2	DCE
	<i>Work assignments are fully explained.</i>	3.53	1.31	ACE
		3.5	1.3	DCE
<b>Overall Mean</b>		<b>3.61</b>	<b>1.28</b>	<b>ACE</b>

The descriptive statistics of the respondents from private higher education institutions with regards to job satisfaction are shown on Table 5.B. Based on the table, employees of private HEIs communication ranked the highest (mean=3.81, ACE). On the other hand, promotion ranked the lowest among all the facets (mean=3.36, DCE).

**Table 5.B**  
Descriptive Statistics of Job Satisfaction of Private Higher Education Institutions Employees (N=256)

DIMENSIONS	ITEMS	Mean	SD	Interpretation
Pay	<i>I feel I am being paid a fair amount for the work I do.</i>	3.488	1.268	DCE
	<i>Raises are considerably high and not far between.</i>	3.367	1.258	DCE
	<i>I feel satisfied with my chances for salary increases.</i>	3.633	1.319	ACE
	<i>I feel appreciated by the organization when I think about what they pay me.</i>	3.707	1.365	ACE
		<b>3.55</b>	<b>1.31</b>	<b>ACE</b>
Promotion	<i>There is really a big chance for promotion on my job.</i>	3.336	1.248	DCE
	<i>Those who do well on the job stand a fair chance of being promoted.</i>	3.293	1.213	DCE
	<i>People get ahead as fast here as they do in other</i>	3.055	1.177	DCE

	<i>places.</i>			
	<i>I am satisfied with my chances for promotion</i>	3.742	1.065	ACE
		<b>3.36</b>	<b>1.2</b>	<b>DCE</b>
<b>Supervision</b>	<i>My supervisor is quite competent in doing his/her job.</i>	4.133	1.394	ACE
	<i>My supervisor is fair to me.</i>	3.609	1.282	ACE
	<i>My supervisor shows a big interest in the feelings of subordinates.</i>	3.211	1.192	DCE
	<i>I am inspired by my supervisor to work at my best.</i>	3.922	0.955	ACE
		3.72	1.26	ACE
<b>Fringe Benefits</b>	<i>I am satisfied with the benefits I receive.</i>	4.18	1.468	ACE
	<i>The benefits we receive are as good as most other organizations offer.</i>	3.602	1.239	ACE
	<i>The benefit package we have is equitable.</i>	3.246	1.112	DCE
	<i>There are benefits we do have which we should have.</i>	3.996	0.964	ACE
		<b>3.76</b>	<b>1.26</b>	<b>ACE</b>
<b>Contingent Rewards</b>	<i>When I do a good job, I receive the recognition for it that I should receive.</i>	4.16	1.426	ACE
	<i>I do feel that the work I do is appreciated.</i>	3.578	1.244	ACE
	<i>There are many rewards for those who work here.</i>	3.211	1.159	DCE
	<i>I do feel my efforts are rewarded the way they should be.</i>	3.922	1.011	ACE
		<b>3.72</b>	<b>1.27</b>	<b>ACE</b>
<b>Operating Conditions</b>	<i>My job become easier due to company rules and procedures</i>	4.004	1.385	ACE
	<i>My efforts to do a good job are not blocked by red tape.</i>	3.445	1.267	DCE
	<i>The amount of work I have is enough for my job</i>	3.164	1.163	DCE
	<i>There are less paperwork needed to support our operation</i>	3.816	1.033	ACE
		<b>3.61</b>	<b>1.26</b>	<b>ACE</b>
<b>Co-Workers</b>	<i>I like the people I work with.</i>	3.918	1.321	ACE
	<i>I find I have to work lesser at my job because of the competence of people I work with.</i>	3.414	1.296	DCE
	<i>I enjoy my coworkers.</i>	3.004	1.232	DCE
	<i>There is very little bickering and fighting at work.</i>	3.637	1.119	ACE
		<b>3.49</b>	<b>1.3</b>	<b>DCE</b>
<b>Nature of Work</b>	<i>I always feel my job is meaningful.</i>	3.879	1.345	ACE
	<i>I like doing my work.</i>	3.273	1.297	DCE
	<i>I feel a sense of pride in doing my job.</i>	3.02	1.203	DCE
	<i>My job is enjoyable.</i>	3.684	1.167	ACE
		<b>3.46</b>	<b>1.3</b>	<b>DCE</b>
<b>Communication</b>	<i>There is a good communication within this organization.</i>	4.258	1.47	ACE
	<i>The goals of this organization are clear to me.</i>	3.676	1.256	ACE
	<i>I feel that all necessary information are relayed to me.</i>	3.293	1.139	DCE
	<i>Work assignments are fully explained.</i>	4.027	0.964	ACE
		<b>3.81</b>	<b>1.27</b>	<b>ACE</b>
<b>Overall Mean</b>		<b>3.61</b>	<b>1.31</b>	<b>ACE</b>

## Job Performance

Table 6.A shows the job performance of the respondents from public HEIs. As seen on the table, among the three (3) dimensions, contextual performance (CP) ranks the highest with a mean of 3.69 interpreted as often (O). The lowest among the dimensions is task performance (TP) with a mean score of 3.34 interpreted as sometimes (S). Overall, the perceived job performance of the public employees got a mean score of 3.57 which is interpreted as often implying an average performance.

**Table 6.A**  
Descriptive Statistics of Job Performance of Public Higher Education Institutions Employees (N=303)

Dimensions	Items	Mean	St. Dev	Interpretation
TP	<i>I was able to plan my work so that I finished it on time.</i>	3.43	1.04	S
	<i>I kept in mind the work result I needed to achieve.</i>	3.36	1.08	S
	<i>I was able to distinguish main issues from side issues</i>	3.43	1.1	S
	<i>I was able to carry out my work well with minimal time and effort.</i>	3.21	1.14	S
	<i>I planned my work optimally.</i>	3.24	1.07	S
		<b>3.34</b>	<b>1.09</b>	<b>S</b>
CP	<i>On my own initiative, I started my new tasks when my old tasks were completed.</i>	3.67	1.06	O
	<i>I took on challenging tasks when these were available.</i>	3.51	1.08	O
	<i>I worked on keeping my job-related knowledge up to date.</i>	3.81	1.07	O
	<i>I worked on keeping my work skills up to date.</i>	3.85	0.95	O
	<i>I came up with creative solutions for new problems.</i>	3.76	1.05	O
	<i>I took on extra responsibilities.</i>	3.54	1.04	O
	<i>I continually sought new challenges in my work.</i>	3.74	1.06	S
	<i>I actively participated in meetings and/or consultations.</i>	3.62	0.99	O
		<b>3.69</b>	<b>1.04</b>	<b>O</b>
CWB	<i>I complained about unimportant issues in the workplace.</i>	3.66	1.06	O
	<i>I made problems at work bigger than they were.</i>	3.65	1.04	O
	<i>I focused on the negative aspects of a situation at work instead of the positive aspects.</i>	3.75	1.03	O
	<i>I talked to colleagues about the negative aspects of my work.</i>	3.59	1.05	O
	<i>I talked to people outside of the organization about the negative aspects of my work.</i>	3.44	1.02	S
		<b>3.62</b>	<b>1.04</b>	<b>O</b>
<b>Overall Mean</b>		<b>3.57</b>	<b>1.07</b>	<b>O</b>

Descriptive statistics of the respondents from private HEIs with regards to job performance are shown in Table 6.B. Based on the table, contextual performance (CP) ranks the highest with a mean of 3.68 interpreted as often, followed by counterproductive work behavior (mean= 3.62, often). The lowest among the dimensions is task performance (TP) with a mean score of 3.29 interpreted as sometimes. Overall, the perceived job performance of the public employees got a mean score of 3.56 which is interpreted as often, thus implying an average performance.

**Table 6.B**  
Descriptive Statistics of Job Performance of Private Higher Education Institutions Employees (N=256)

Dimensions	Items	Mean	SD	Interpretation
TP	<i>I was able to plan my work so that I finished it on time.</i>	3.15	0.83	S
	<i>I kept in mind the work result I needed to achieve.</i>	3.30	1.02	S
	<i>I was able to distinguish main issues from side issues</i>	3.39	1	S
	<i>I was able to carry out my work well with minimal time and effort.</i>	3.34	0.99	S
	<i>I planned my work optimally.</i>	3.26	0.96	S
		<b>3.29</b>	<b>0.97</b>	<b>S</b>
CP	<i>On my own initiative, I started my new tasks when my old tasks were completed.</i>	3.76	1.01	O
	<i>I took on challenging tasks when these were available.</i>	3.59	0.99	O
	<i>I worked on keeping my job-related knowledge up to date.</i>	3.6	1.07	O
	<i>I worked on keeping my work skills up to date.</i>	3.76	0.88	O
	<i>I came up with creative solutions for new problems.</i>	3.91	1.05	O
	<i>I took on extra responsibilities.</i>	3.75	0.99	O
	<i>I continually sought new challenges in my work.</i>	3.5	0.99	S
	<i>I actively participated in meetings and/or consultations.</i>	3.61	0.77	O
		<b>3.68</b>	<b>0.98</b>	<b>O</b>
CWB	<i>I complained about unimportant issues in the workplace.</i>	3.67	0.93	O
	<i>I made problems at work bigger than they were.</i>	3.71	0.93	O
	<i>I focused on the negative aspects of a situation at work instead of the positive aspects.</i>	3.62	0.97	O

<i>I talked to colleagues about the negative aspects of my work.</i>	3.44	0.75	S
<i>I talked to people outside of the organization about the negative aspects of my work.</i>	3.65	0.89	O
	<b>3.62</b>	<b>0.9</b>	<b>O</b>
Overall Mean	<b>3.56</b>	<b>0.97</b>	<b>O</b>

### Difference in Job Satisfaction Across Respondents' Demographics

The gender variable of the study was divided into two namely, male and female. The researcher employed an independent t-test to evaluate the difference of job satisfaction among private and public higher education institutions' employees. The results are shown in Table 7. From the table, it can be seen that for private employees, the significant value is less than 0.05, thus there is a significant difference,  $t(251) = 2.23$ ,  $p = 0.03$  (2-tail), in terms of gender on job satisfaction.

**Table 7**  
*Independent Sample T-test of Employees of Job Satisfaction Based on Gender*

Category	Indicators	N	Mean	SD	df	t Stat	p (2-tail)	Interpretation
Private	Male	128	3.675347	0.50552	251	2.228	0.026	Significant
	Female	128	3.54145	0.454541				
Public	Male	155	3.671505	0.257953	301	4.191	3.60E-05	Not Significant
	Female	148	3.548799	0.251614				

If Sig<0.05, there is significant difference

The occupation variable was also divided into two namely, teaching and non-teaching. thus an independent t-test was also utilized to determine the difference of job satisfaction among private and public employees. As shown in Table 8, all significant values for private and public employees are greater than 0.055. This shows that there is no significant difference in the job satisfaction of employees in public and private HEIs when grouped according to occupation.

**Table 8**  
*Independent Sample T-test of Employees of Job Satisfaction Based on Occupation*

Category	Indicator	N	Mean	SD	df	t Stat	p (2-tail)	Interpretation
Private	Teaching	178	3.597	0.497	160	-0.585	0.56	Not Significant
	Non-Teaching	78	3.634	0.455				
Public	Teaching	216	3.619	0.26	155	0.725	0.47	Not Significant
	Non-Teaching	87	3.594	0.267				

If Sig<0.05, there is significant difference

To determine if there is a difference in job satisfaction between age groups among private and public higher education institutions employees, the researcher performed one-way analysis of variance (ANOVA). Results are shown in Table 9. As seen from the table, all significant values are greater than 0.05, which shows that there was no statistically significant difference the job satisfaction of employees from public and private HEIs when grouped according to age.

**Table 9**  
*Results of the Job Satisfaction Variance Analysis Based on Age*

Indicator	N	PRIVATE				PUBLIC				
		Average	F	P-value	Interpretation	N	Average	F	P-value	Interpretation
22-25	1	4.806				1	3.194			
26-30	14	3.532	1.4476	0.1684	No Significant Difference	18	3.637	1.5126	0.143	No Significant Difference
31-35	22	3.723				21	3.586			
36-40	33	3.634				32	3.596			



41-45	33	3.705	41	3.653
46-50	41	3.575	44	3.577
51-55	36	3.651	38	3.657
56-60	38	3.482	56	3.547
60 above	25	3.53	28	3.71
Others	13	3.605	24	3.609

If Sig<0.05, there is significant difference

Data in Table 10 reveal that there is a statistically significant difference in job satisfaction of public and private HEIs when grouped according to years of service.

**Table 10**  
*Results of the Job Satisfaction Variance Analysis Based on Years of Service*

Indicator	PUBLIC					PRIVATE				
	N	Average	F	P-value	Interpretation	N	Average	F	P-value	Interpretation
Below 1 year	14	3.736				12	3.653			
1-5	29	3.486				36	3.532			
6-10	38	3.729				38	3.603			
11-15	49	3.702	1.463	0.181	No Significant Difference	84	3.627	2.095	0.044	Significant Difference
15-20	49	3.589				61	3.626			
21-25	33	3.476				33	3.508			
26-30	31	3.544				24	3.721			
Above 30 Years	13	3.605				16	3.672			

If Sig<0.05, there is significant difference

To determine if there is a difference in job satisfaction among employees from public and private HEIs when grouped according to marital status groups, the researcher performed one-way analysis of variance (ANOVA). Results are shown in Table 11 which reveal that all significant values are greater than 0.05. This reveals no statistically significant difference.

**Table 11**  
*Results of the Job Satisfaction Variance Analysis Based on Marital Status*

Category	Indicator	N	Average	F	P-value	Interpretation
Private	Unmarried	47	3.604	0.106	0.9	No Significant Difference
	Married	197	3.606			
	Others	12	3.671			
Public	Unmarried	66	3.624	1.303	0.273	No Significant Difference
	Married	228	3.613			
	Others	9	3.475			

If Sig<0.05, there is significant difference

As seen in Table 12, there is no significant difference in the job satisfaction of employees in public and private HEIs when grouped according to educational attainment.

**Table 12**  
*Results of the Job Satisfaction Variance Analysis Based on Educational Attainment*

Category	Indicator	N	Average	F	P-value	Interpretation
Private	Undergraduate	60	3.671	0.836	0.435	No Significant Difference
	Masters	86	3.612			
	Doctoral	110	3.571			
Public	Undergraduate	74	3.604	1.291	0.277	No Significant Difference

Masters	112	3.642
Doctoral	117	3.587

If Sig<0.05, there is significant difference

### Difference in Job Performance Across Respondents' Demographics

As shown in Table 13, it can be seen that there is no significant difference in the job performance of employees from public and private HEIs when grouped according to gender.

**Table 13**  
*Independent Sample T-test of Employees of Job Performance Based on Gender*

Category	Indicator	N	Mean	SD	df	t Stat	p (2-tail)	Interpretation
Private	Male	128	3.62	0.553	250	1.272	0.204	Not Significant
	Female	128	3.537	0.488				
Public	Male	155	3.544	0.477	297	1.823	0.069	Not Significant
	Female	148	3.452	0.405				

If Sig<0.05, there is significant difference

As shown in Table 14, it can be seen that there is no significant difference in the job performance of employees from public and private HEIs when grouped according to occupation.

**Table 14**  
*Independent Sample T-test of Employees of Job Performance Based on Occupation*

Category	Indicator	N	Mean	SD	df	t Stat	p (2-tail)	Interpretation
Private	Teaching	178	3.554619	0.538193	163	-1.14787	0.253	Not Significant
	Non-Teaching	78	3.632479	0.481602				
Public	Teaching	216	3.511574	0.458712	177	0.8193	0.414	Not Significant

If Sig<0.05, there is significant difference

As shown in Table 15, it can be seen that there is a significant difference in the job performance of employees from public and private HEIs when grouped according to age.

**Table 15**  
*Results of the Job Performance Variance Analysis Based on Age*

Indicator	N	Average	PRIVATE			PUBLIC				
			F	P-value	Interpretation	N	Average	F	P-value	Interpretation
22-25	1	4.222				1	2.444			
26-30	14	3.508				18	3.466			
31-35	22	3.735				21	3.553			
36-40	33	3.584				32	3.438			
41-45	33	3.62	0.681	0.726	No Significant Difference	41	3.393	1.921	0.049	Significant Difference
46-50	41	3.538				44	3.612			
51-55	36	3.636				38	3.557			
56-60	38	3.478				56	3.421			
Above 60	25	3.544				28	3.635			
Others	13	3.547				24	3.507			

<sup>1</sup> If Sig<0.05, there is significant difference

As shown in Table 16, it can be seen that there is no significant difference in the job performance of employees from public and private HEIs when grouped according to years of service.

**Table 16**  
*Results of the Job Performance Variance Analysis Based on Years of Service*

Indicator	PUBLIC					PRIVATE				
	N	Average	F	P-value	Interpretation	N	Average	F	P-value	Interpretation
Below 1 year	14	3.722				12	3.273			
1-5 Years	29	3.473				36	3.529			
6-10 Years	38	3.656				37	3.42			
11-15 Years	49	3.639				84	3.506			
16-20 Years	49	3.575	0.714	0.66	No Significant Difference	61	3.551	1.87	0.074	No Significant Difference
21-25 Years	33	3.487				33	3.36			
26-30 Years	31	3.536				24	3.683			
Above 30 Years	13	3.547				16	3.556			

If Sig<0.05, there is significant difference

As shown in Table 17, it can be seen that there is no significant difference in the job performance of employees from public and private HEIs when grouped according to marital status.

**Table 17**  
*Results of the Job Performance Variance Analysis Based on Marital Status*

Category	Indicator	N	Average	F	P-value	Interpretation
Private	Unmarried	47	3.557			
	Married	197	3.582	0.062	0.94	No Significant Difference
	Others	12	3.606			
Public	Unmarried	66	3.438			
	Married	228	3.518	0.863	0.423	No Significant Difference
	Others	9	3.463			

If Sig<0.05, there is significant difference

As shown in Table 18, it can be seen that there is no significant difference in the job performance of employees from public and private HEIs when grouped according to educational attainment.

**Table 18**  
*Results of the Job Performance Variance Analysis Based on Educational Attainment*

Category	Indicator	N	Average	F	P-value	Interpretation
Private	Undergraduate	60	3.607			
	Masters	86	3.558	0.156	0.855	No Significant Difference
	Doctoral	110	3.578			

Public	Undergraduate	74	3.51	0.974	0.379	No Significant Difference
	Masters	112	3.537			
	Doctoral	117	3.456			

<sup>1</sup> If Sig<0.05, there is significant difference

### Correlation Between Job Satisfaction and Job Performance

Table 19 shows that correlations matrix of the study. To identify the correlation of the variables of the study, Pearson correlation coefficient was used. Based on the findings of the study, it can be seen that there is no significant relationship between the respondents' job satisfaction and job performance.

**Table 19**  
**Correlation Analysis of Job Satisfaction and Job Performance**

		TP	CP	CWB
Pay	Pearson Cor.	-0.008	-0.03	0.042
	Sig. (2-tailed)	0.856	0.479	0.324
	N	559	559	559
Promotion	Pearson Cor.	-0.031	0.011	-0.03
	Sig. (2-tailed)	0.466	0.789	0.482
	N	559	559	559
Supervision	Pearson Cor.	-0.048	-0.017	0.052
	Sig. (2-tailed)	0.258	0.696	0.217
	N	559	559	559
Fringe_Benefits	Pearson Cor.	0.02	0.019	-0.002
	Sig. (2-tailed)	0.635	0.652	0.955
	N	559	559	559
Contingent Rewards	Pearson Cor.	0.022	0.048	0.083
	Sig. (2-tailed)	0.598	0.258	0.05
	N	559	559	559
Operatin Conditions	Pearson Cor.	0.042	-0.015	0.038
	Sig. (2-tailed)	0.318	0.726	0.37
	N	559	559	559
CoWorkers	Pearson Cor.	-0.019	-0.037	-0.006
	Sig. (2-tailed)	0.657	0.38	0.895
	N	559	559	559
Nature_of_Work	Pearson Cor.	0.038	0.008	0.034
	Sig. (2-tailed)	0.366	0.845	0.419
	N	559	559	559
Communication	Pearson Cor.	-0.002	-0.012	-0.002
	Sig. (2-tailed)	0.966	0.782	0.959
	N	559	559	559

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

## 5. Discussion

From the data collected in this study, it can be seen that the number of respondents from public school are greater than those from the private. This is because there's a limited number of private HEIs in Xiamen City as mostly are public. This limited number of private higher education institutions across the country can be associated with quality and reputation.

Furthermore, He et al. (2020) mentioned that private HEIs are considered of low standard and that private colleges and universities are one of the reasons why China's higher education's scored low in recent years.

In terms of gender, the study found that public HEIs have more employees than female, while private institutions have the same number of employees for both male and female. Regarding age, it can be seen that there are more old employees (56-60, n=56) in public than private HEIs. This affirms that employees in private higher education institutions in China are mostly composed of younger members only. Concerning occupation, most of the respondents from both public and private HEIs are teaching staff. As education institutions, it is expected that teachers dominate the work force. When it comes to years of service, both employees from public and private HEIs show that most of them have served their institutions for 11-15 years. Moreover, as per marital status, it was found out that most of the employees from both groups are already married. Lastly, concerning their educational attainment, most of the employees from both institutions are doctor's degree holder. As most of the employees are teachers, it is expected that they should have at least a master's degree or above to be qualified as instructors or professors. Lo (2019) stated that quality of China's teachers varies greatly in terms of professional readiness and outlook. Earning a degree and continuing professional education is a key component of quality education.

Findings of the study revealed that the employees from public and private higher education institutions are satisfied with their job. Among the dimensions of job satisfaction that they feel satisfied the most, communication garnered the highest in both groups (public = 3.70, private = 3.81). Leung et al. (as cited in Yin et al., 2020) stated that university employees perceived organizational inadequacy can be associated to lack of consultation and communication with university authorities. Employees feel satisfied in their job if there is an open communication, free exchange of ideas, and trust among employees (Thoonen et al., 2011, as cited in Yin et al., 2020).

Employees' job performance was divided into three dimensions namely, task performance, contextual performance, and counterproductive work behavior. The findings of the study revealed that both groups perceived the three dimensions as moderate to high performance. According to Ramos-Villagrasa et al. (2019), job performance is regarded as the ultimate dependent variable in human resource management. It is the result of success that a person attains in performing tasks based on various measures. High level of employee performance enables a company to reach its goal easily (Ertekin & Avunduk, 2021). This high job performance rate of the employees can be associated with job satisfaction. Previously, it was revealed that the employees are satisfied about their job, and thus performs high in their job as well..

The study also revealed that among the demographic profiles of the respondents, gender, occupation, age, and marital status are found significant. The findings showed that in terms of job satisfaction, pay has a significant difference among genders in public higher education institution employees. This contradicts the findings of Ertekin and Avunduk (2021) that gender variable did not have a significant effect on job satisfaction. This study showed that pay is a contributor of satisfaction especially for male employees. This is due to the fact that males are said to be breadwinners of the family and that they are expected to earn more to provide for their family. On the other hand, there were no difference in job performance in terms of gender. Another significant variable found in the study is occupation. It was found out that among the facets of job satisfaction, private higher education institution employees show a significant difference in terms of their positions in the institution. This coincides with the findings of Putra et al. (2021) stating that their satisfaction on their job is influenced by several factors, one of which is their position and promotion. This finding also validated the study of Deng et al. (2021) indicating that occupational identity is positively correlated with

the respondents' general job satisfaction. Age was found to have significant difference on work performance. The study revealed that age has a significant difference towards work performance. It was shown that employees have medium high work performance and this finding negates the study of Li et al. (2022) stating that as the employee ages her job performance also goes down. This can be associated with the fact that an employee accumulates more experience as he/she grows older and can perform a task with mastery. Lastly, the study revealed that among the job satisfaction dimensions, promotion has a significant difference in marital status. This finding is contrary to Ertekin and Avunduk's (2021) study where they claimed that marital status among employees does not have any significant difference in job satisfaction. In this study it was found out that married employees have higher level of job satisfaction as compared to unmarried ones.

The findings of the study revealed that there is no significant relationship between the respondents' job satisfaction and job performance. This is contrary to some studies which found out that job satisfaction has significant relation with their staff's performance.

## 6. Conclusion

As a result, it was seen that employees from public and private higher education institutions feel satisfied about their job. There was a significant difference found between male and female in their job satisfaction particularly on salary. On the other hand, there were no significant difference found in the rest of the dimensions of job satisfaction and all dimensions of job performance between public and private higher education institutions' employees. There was also a significant difference found between position from both groups in terms of job satisfaction particularly salary. On the other hand, the study also revealed that there were significant differences on work performance particularly position and age from public and private higher education employees. Lastly, the study revealed that there is no significant relationship between job satisfaction and job performance.

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### **8. Authors' Biodata**

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## **Social Entrepreneurship Project for St. Bernard: A Developmental Model for Transformative Growth of a Community**

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### **Abstract**

One key aspect of social entrepreneurship is the integration of social and economic goals. Social entrepreneurs aim to generate positive social change while also ensuring the financial viability and sustainability of their ventures. They often seek to create self-sustaining models that generate revenue to support their social missions. The study's findings indicate that regardless of their place of residence, the respondents in St. Bernard are equally prepared and willing to engage in social entrepreneurship initiatives. The location of their residence, whether mountainside, riverside, or seaside, does not significantly affect their level of readiness and acceptability towards social entrepreneurship projects. This suggests that residents from different areas within the community are equally enthusiastic about embracing social entrepreneurship. When considering the financial aspect of social entrepreneurship, the study found no significant influence of residence location on the level of acceptability. The probability values for social innovation, financial aspect, scalability, and opportunity recognition were all above the 0.01 level of significance, indicating that residence location has no bearing on the acceptability of the social entrepreneurship project.

The identified entrepreneurial projects for different areas within St. Bernard provide valuable insights for the development of an acceptable and practical entrepreneurship program. The study's findings indicate the preferences and recommendations of residents in each area, allowing for the selection and implementation of specific projects that align with the available resources and local preferences. For mountainside barangays, copra processing and rice stalk waving were the most recommended projects. These findings suggest that there may be a potential for utilizing coconut and rice resources in these areas to establish value-added processing activities. This can create economic opportunities and promote the utilization of local resources. Seaside residents showed interest in shell display, home décor making, and shell furniture making projects. These findings highlight the potential for leveraging natural resources such as seashells to develop creative and marketable products. These projects can tap into the coastal communities' proximity to seashell resources and potentially contribute to the tourism and handicraft sectors.

Riverside residents expressed interest in water lily furniture, fish cages, and fish processing projects. These findings indicate the potential for utilizing water lilies and engaging in fish-related activities in riverside areas. Water lily furniture production and fish processing can contribute to the local economy and leverage the natural resources available in these areas.

The use of weighted mean, frequency analysis, ANOVA, and t-tests in the study demonstrates the rigorous analysis conducted to obtain accurate findings. These statistical techniques help to provide a comprehensive understanding of the respondents' preferences, readiness, and acceptability of social entrepreneurship projects in St. Bernard. The implications of the study extend beyond St. Bernard and can be valuable for other provinces and interested parties in the Philippines. The findings can serve as a reference and guide for the development of social entrepreneurship initiatives in other regions. By understanding the readiness and acceptability of residents in different areas, policymakers, government agencies, NGOs, and other stakeholders can tailor their programs and initiatives to the specific needs and preferences of each community. Overall, the study contributes to the understanding of

social entrepreneurship in St. Bernard and provides insights that can inform the development of entrepreneurship programs and initiatives in the region and beyond.

**Keywords** : social entrepreneurship, entrepreneur; transformative growth, social entrepreneurship program, developmental model

## Introduction

Social entrepreneurship is a concept that combines entrepreneurial principles with a focus on addressing social and environmental challenges. It involves individuals or organizations creating innovative solutions to tackle pressing social issues while also considering sustainability and positive social impact. While traditional entrepreneurship aims at establishing profitable businesses, social entrepreneurship goes beyond mere profitability and places a greater emphasis on effecting social change. Social entrepreneurs identify and address various issues such as poverty, inequality, environmental degradation, and limited access to education or healthcare. They develop business models that are sustainable and scalable, aiming to effectively tackle these challenges. Social entrepreneurship significantly contributes to enhancing one's social life, irrespective of personal preferences, as it revolves around a philanthropic concept.

Numerous social entrepreneurship endeavors have achieved remarkable success by making a positive impact on the lives of many individuals, particularly those from disadvantaged socioeconomic backgrounds. In the Philippines, there have been several successful social entrepreneurship projects, including Mang Inasal, Human Nature, and Happee Toothpaste, to name a few. Mang Inasal is a popular fast-food chain that specializes in grilled chicken and Filipino cuisine. It was founded by Edgar "Injap" Sia II in 2003 and has since grown into a successful business. Mang Inasal not only provides affordable and delicious meals but also focuses on empowering local communities by sourcing ingredients from local farmers and supporting various social initiatives. Human Nature is a social enterprise that produces natural and eco-friendly personal care and home care products. Founded by Anna Meloto-Wilk and Dylan Wilk in 2008, Human Nature prioritizes ethical sourcing, fair trade practices, and environmental sustainability. The company also emphasizes the welfare of its employees, ensuring fair wages and opportunities for personal development. Happee Toothpaste, created by Dr. Cecilio Pedro, is a Philippine-based social enterprise that manufactures toothpaste and oral care products. Happee Toothpaste not only promotes oral health but also contributes to social causes. The company has launched various initiatives, including dental missions and programs aimed at educating children about proper oral hygiene.

A study conducted by Adro and Fernandes, (2021) states that entrepreneurial activities, particularly in the realm of social entrepreneurship, play a crucial role in addressing societal problems and fostering sustainable development. By focusing on innovation, progressiveness, social responsibility, and competitiveness, social entrepreneurs create social value that contributes to the well-being and progress of society. Through their innovative approaches, social entrepreneurs bring about positive changes and improvements in the lives of individuals and communities.

According to Doran et al., 2018 , innovation is a key driver in the social entrepreneurship space, as it enables the development of new solutions and strategies to tackle social challenges. By introducing novel ideas, products, and services, social entrepreneurs address pressing societal issues and work towards enhancing the overall quality of life. The innovative activities of social entrepreneurs not only benefit the society at large but also contribute to the reputation and standing of the country as a whole.

Social entrepreneurs identify social causes and challenges as opportunities for creating positive change. They actively engage with these opportunities, utilizing their entrepreneurial skills to develop innovative products, services, and initiatives aimed at addressing and mitigating social problems (Crupi et al., 2022). By leveraging their creativity, resourcefulness, and social awareness, social entrepreneurs play a vital role in advancing social progress and sustainable development. These social entrepreneurship projects have achieved significant success by combining business profitability with a strong commitment to social impact. They serve as inspiring examples of how businesses can create positive change in society while maintaining sustainable growth.

The combination of social entrepreneurship and sustained economic growth contributes to the betterment of society and ensures future progress and prosperity (Buri and Moè, 2020). Nonetheless, the concept of social entrepreneurship and its influence on sustainable economic development are relatively recent, with only a limited number of studies in the past decade establishing a correlation between social entrepreneurship and long-term economic growth (Moriano et al., 2012; Obschonka et al., 2012; Alverson and Yamamoto, 2014). Palacios-Marqués et al. (2019) suggest that social entrepreneurial activities have been established to mitigate social issues, subsequently enhancing sustainable economic growth. Competitiveness, social responsibility, the augmentation of social value, and social entrepreneurship all contribute to fostering long-term economic growth (Littlewood and Holt, 2018). Individuals seeking to create a better life for themselves and their families may find hope in social entrepreneurship initiatives, which play a pivotal role in transforming the lives of impoverished families. Governments actively encourage businesses to support and invest in social entrepreneurship initiatives. One notable successful social entrepreneur, as identified by Trajkogvs (2019), is agricool, a company specializing in urban vertical farming that repurposes recycled shipping containers into urban farms.

As per the Philippine Development Plan 2017-2022 aimed at promoting social entrepreneurship in the Philippines, the government has implemented a program called Customized Technical Aid Services. This program involves providing financial and technical assistance to social enterprises. Dees and Haas (2016) state that the objective of social entrepreneurship is to establish a business that benefits the community. A profit-driven enterprise of this nature can be advantageous to the community, especially for individuals experiencing homelessness. It enables them to receive training in various social entrepreneurial activities within their local area, equipping them with the skills to start their own businesses and establish their own homes. In the Visayas region of the Philippines, particularly in provinces like Southern Leyte, numerous documented tragedies have occurred. One of these provinces is Southern Leyte, which includes the municipality of Saint Bernard. Saint Bernard is a fourth-class municipality that was converted into a municipality through President Ramon Magsaysay's Executive Order No. 84.

Before the devastating events, Saint Bernard, according to former mayor Fred Lim, was regarded as one of the most progressive areas among the provinces in Region 8. In fact a report from Philippine Statistic Authority of 2021, Southern Leyte registered the lowest poverty incidence among families at 6.0 percent. The residents of the barangays (small villages) had a tendency to remain in the area and sustain their livelihoods through farming. The majority of houses were constructed from stone, and the presence of a significant number of professionals indicated a good quality of life. Additionally, Saint Bernard was recognized as the most peaceful area in the province of Southern Leyte, with low crime and robbery rates. However, the lives of the residents were profoundly affected by recorded natural calamities. Leyte Island experienced major disasters in 1991 and 2003, resulting in the loss of over 5,000 lives in rainfall-triggered landslides in Ormoc in 1991, and over 350 lives in three significant landslide incidents on Panaon Island in December 2003. According to the report by Leyness

in 2005, these disasters occurred due to continuous rainfall in the area. In the aftermath of the disasters, the government took the initiative to introduce small livelihood projects such as abaca farming, hog raising, and tilapia farming to assist the victims. Unfortunately, these projects faced challenges in terms of sustainability due to insufficient knowledge and funding. There was a lack of follow-up and support to ensure the long-term viability of these initiatives, including strategies for marketing their products. As a result, the projects gradually declined and eventually disappeared.

Despite the availability of small capital loans and opportunities for the affected individuals to start micro-businesses, many of them encountered difficulties. Their lack of knowledge, training, and limited enthusiasm contributed to the failure of these endeavors. Consequently, some of the victims were compelled to migrate to nearby cities in search of alternative means of livelihood, leaving them empty-handed and further exacerbating their situation.

## **2. Objectives**

The objective of this study is to develop a social entrepreneurship model that is tailored to the unique characteristics of each barangay, taking into account the available resources and skills within the community. By doing so, the research paper will assist social entrepreneurs in creating projects that are aligned with the resources and skills present in a specific area.

Moreover, the ultimate goal of every community is to attain a steady income that can adequately support the basic needs of families and enable children to receive education. This objective serves as a guiding principle for the proposed social entrepreneurship model, as it aims to empower communities by fostering sustainable income generation and improving the overall well-being of individuals and families.

## **3. Materials and methods**

The researcher utilized the descriptive quantitative research design to determine the social entrepreneurship programs feasible in the cluster barangay of Saint Bernard Southern Leyte, Philippines. The research is descriptive because it observed, describe and document aspects of situations as they normally occur and that serve as the starting point in generating a hypothesis. The research techniques that will be employ will descriptive comparative since the comparison between the demographics and barangay in terms of acceptability will consider. In addition , descriptive correlational will also employ to assess the correlation of profile to the acceptability of residents in social entrepreneurship.

The study was conducted in the province of Southern Leyte, specifically in the town of Saint Bernard. The town consists of 30 barangays, and all of these barangays have been approached through a letter of intent addressed to the respective chairmen to be part of the study. Among these barangays, 12 are located by the seaside, 10 are in the mountainside, and 8 are by the riverside. All of these barangays are included in the study and have been properly informed through a series of discussions.

The researchers opted to use cluster sampling for the study. This approach involves grouping respondents based on their similarities to save time and resources. The respondents of the study are individuals who have been living in Saint Bernard for at least 5 years, excluding those who have resided for less than five years. The study involves a total of 377 respondents from the three designated clusters: riverside, mountainside, and seaside. The researchers calculated the required sample size using a 95% confidence level, a 5% margin of error, and a population proportion of 50%. The resulting confidence interval for the sample is 50.41% - 69.59%.

To gather the necessary information for the study, the researchers developed a self-made questionnaire. The questionnaire was tailored to address the research problem and its variables. In addition to the questionnaire, online research through databases and known journals was considered for the review of related studies.

The questionnaire consists of three parts. Part 1 focuses on the demographic profile of the respondents, including age, gender, income, educational attainment, and community immersion. Part 2 assesses the acceptability of the respondents towards social entrepreneurship projects. This section consists of four items: acceptability, scalability, social innovation, and opportunity recognition. The respondents are asked to rate their responses on a 5-point Likert scale, ranging from "5 - Very much willing" to "1 - Not at all." . In order to ensure the validity of the study, the researchers conducted a pre-testing of the survey questionnaires with 10 respondents from the slum area in Tondo, Manila. This area was chosen because a majority of the respondents are from Southern Leyte and speak the same vernacular. The purpose of the pre-testing was to assess the clarity, comprehensibility, and relevance of the questionnaire items.

After the pilot testing, the instrument underwent reliability testing using Cronbach's alpha to determine its internal consistency. Cronbach's alpha is a measure of reliability that assesses how closely related a set of items are as a group. The result of the reliability testing yielded a Cronbach's alpha value of .867. This indicates a high level of internal consistency among the items in the questionnaire. The researchers have attached the result of the Cronbach's alpha test to provide evidence that the tool is valid and reliable for use in the study.

For data analysis, the researchers used various statistical treatments. Frequency and percentage was used to analyze SOP1, which involved counting the number of respondents and determining the occurrence of specific events or situations. Weighted mean was used for SOP2, which involved calculating an average that gives more weight to certain attributes of the data. Inferential statistics, specifically ANOVA and t-tests, were used to test the significant differences in the level of readiness and acceptability of social entrepreneurship among different groups based on age, education, income, years of residency, location of residence, and gender, respectively.

#### **4. Results**

Table 1 presents the level of readiness among the residents of Saint Bernard regarding social entrepreneurship projects. The table indicates that the respondents are highly willing, with an average rating of 4.52, to engage in various social innovation initiatives that promote entrepreneurship in their barangays. The respondents expressed their strong willingness in the following areas:

- (a) Readiness to join any project that the barangay offers (rating=4.36)
- (b) Willingness to participate in entrepreneurial projects that will benefit their families (rating=4.56)
- (c) Willingness to undergo training to enhance their knowledge in livelihood projects (rating=4.52)
- (d) Willingness to encourage other members of the barangay to join entrepreneurial programs/projects to strengthen their organization (rating=4.59)
- (e) Willingness to take the lead in implementing the regulations of the social entrepreneurship project (rating=4.57)

These high ratings indicate that the residents of Saint Bernard are enthusiastic and ready to actively engage in social entrepreneurship initiatives within their community.

Table 1

Readiness of Saint Bernard residents of social entrepreneurship projects

	Rating	Interpretation
1. Readiness to join any project that the barangay will offer.	4.36	Very Much willing
2. I am willing to join <u>any</u> entrepreneurial project that will benefit my family.	4.56	Very Much willing
3. My Family and I are <u>willing</u> to undergo training that will enhance our knowledge relating to livelihood projects.	4.52	Very <u>much</u> willing
4. I will encourage <u>other</u> members of the barangay to join the entrepreneurial programs/ projects to enhance our organization.	4.59	Very much willing
5. I will take the lead in <u>carrying</u> the regulations of the social entrepreneurship project	4.59	Very much willing
<u>Average rating</u>	4.52	Very much willing

5- Very much willing, 4 – Willing , 3 Undecided 2 - Slightly undecided 1- not at all

Table 2 illustrates the perceived impact of social entrepreneurship on the respondent-residents of selected barangays in Saint Bernard, specifically in terms of the financial aspects. The table indicates that the respondents strongly agree, with an average rating of 4.59, that social entrepreneurship projects will have a positive financial impact on their lives. The respondents strongly agreed with the following statements:(a) Through social entrepreneurship programs, they can generate enough income for their families (rating=4.65). (b) Social entrepreneurship projects can help meet their family's needs for food, health, and education of their children (rating=4.59).(c) Social entrepreneurship projects can improve their standard of living (rating=4.55).(d) Social entrepreneurship programs are long-term sustainable projects to address their financial needs (rating=4.54). (e) Participating in the entrepreneurial project can create opportunities for them to save money in the bank (rating=4.62). (f) Joining the entrepreneurial program can prevent them from resorting to loans from loan sharks with exorbitant interest rates (rating=4.59).

These high ratings indicate that the respondents firmly believe that social entrepreneurship can provide significant financial benefits and improve their overall economic well-being.

Table 2

Acceptability Among Respondents in Terms of Financial Aspect

	Rating	Interpretation
1.Through social entrepreneurship program I can have enough <u>income</u> for my family.	4.65	Strongly <u>agree</u>
2.Social entrepreneurship projects can help sustain my family's needs for <u>food</u> , health and education of my kids.	4.59	Strongly <u>agree</u>
3.Social entrepreneurship project can improve our standard of living.	4.55	Strongly <u>agree</u>
4.Social entrepreneurship program is a life-long sustainable project to <u>dealt</u> with.	4.54	Strongly <u>agree</u>
5.Adapting the entrepreneurial project can open the prospect of saving <u>money</u> in the bank.	4.62	Strongly <u>agree</u>
6.Joining the entrepreneurial program can prevent me from securing loans from loan sharks with exorbitant interest.	4.59	Strongly <u>agree</u>
<u>Average Rating</u>	4. 59	Strongly <u>agree</u>

5 – Strongly agree, 4 – agree, 3 agree nor disagree , 2 – strongly dis agree 1- disagree

Respondents' perception in terms of scalability of social entrepreneurship is presented in Table 3. They disclosed that they "strongly agree" (average rating=4.70) that they can successfully manage their business in view of the following reasons: (a) I can help to develop and sustain any entrepreneurial project within our barangay (rating=4.57, strongly agree), (b) products of our entrepreneurial programs have the prospect of wide distribution (rating=4.67, strongly agree), (c) our chosen projects have potential for growth (rating=4.81, strongly agree), (d) there will be greater opportunities for our entrepreneurial programs (rating=4.71, strongly agree), and (e) we have the potential and capability to export our products (rating=4.73, strongly agree).

Table 3  
Acceptability for Social Entrepreneurship Among Respondents in Terms of Scalability

	Rating	Interpretation
1. I can help  develop and sustain any entrepreneurial project within our barangay	4.57	Strongly <u>agree</u>
2. Products of our entrepreneurial programs have the prospect of <u>wide</u> distribution	4.56	Strongly <u>agree</u>
3. Our chosen projects have <u>potential</u> for growth.	4.81	Strongly <u>agree</u>
4. There will be greater <u>opportunities</u> for our entrepreneurial programs	4.54	Strongly agree
5. We have the potential and <u>capability</u> to export our products.	4.62	Strongly <u>agree</u>
Average Rating	4. 59	Strongly <u>agree</u>

5 – Strongly agree, 4 – agree, 3 agree nor disagree , 2 – strongly dis agree 1- disagree

Respondent-residents recognize the opportunity that social entrepreneurship will bring to them. They "strongly agree" that there are a lot of opportunities for entrepreneurship project in our barangay (rating=4.67),there are enough sources of raw materials in our barangay (rating=4.61), there are abundant business opportunities that can raise the standard of living in our barangay (rating=4.59), and tourism, markets and infrastructures are possible in our barangay (rating=4.66).

Table 4  
Opportunity Recognition

	Rating	Interpretation
1. There are a lot of opportunities for entrepreneurship project in our barangay.	4.67	Strongly <u>agree</u>
2. There are enough sources of raw materials in our barangay	4.61	Strongly <u>agree</u>
3. There are abundant business opportunities that can raise the standard of living in our barangay.	4.59	Strongly <u>agree</u>
4. Tourism, <u>markets</u> and infrastructures are possible in our barangay.	4.66	Strongly <u>agree</u>
Average rating	4.63	Strongly <u>agree</u>

5 – Strongly agree, 4 – agree, 3 agree nor disagree , 2 – strongly dis agree 1- disagree

When the respondent-residents were asked about necessary support mechanisms needed to launch the social entrepreneurship projects in Saint Bernard, the responses vary; two hundred eighty-eight or 76.4 percent of the respondents disclosed that they need supports to ensure that this is will a long-term projects, while seventy five or 19.9 percent said they need help for distribution of their product, and fourteen or 3.7 percent of the respondents said they need support relevant to branding of products.

Table 5  
Support identified by the respondents for their social entrepreneurship.

Recommended Support	Frequency	Percent
Branding products	14	3.7
Product distribution	75	19.9
Long-term projects	288	<u>76.4</u>
Total	377	100.0

When the level of readiness of respondent-residents of St. Bernard was tested for significant differences when their profile is considered as a variable, the results shown in Table 6 that age, gender, income, education and years of residency influence their responses with regard to their readiness for social entrepreneurship. These results are due to the rejection of Ho1 in Chapter since the computed probability of 0.000 is less than the .01 level of significance. On the other hand, as presented in Table 6, the computed probability of 0.624 for location of residence is greater than the 0.01 level of significance, therefore accept the corresponding Ho1. This result implies that location of residence does not influence the level of readiness of respondent-residents of St. Bernard. Therefore, respondents from mountainside, riverside and seaside are very willing and ready to accept social entrepreneurship projects.

Table 6  
ANOVA/T-test for Profile and Social Innovation

Profile	Sig.	Decision @ alpha=.01/ Interpretation
Age	0.000*	Reject Ho/ With significant difference
Gender	0.000**	Reject Ho/ With significant difference
Income	0.000*	Reject Ho/ With significant difference
Education	0.000*	Reject Ho/ With significant difference
Years of residency	0.000*	Reject Ho/ With significant difference
Location of Residence	0.624	Accept Ho/ No significant difference

The results presented in Table 7 indicate that age, gender, income, education, and years of residency have a significant influence on the level of acceptability of social entrepreneurship when considering the financial aspect. The computed probabilities for these variables are all less than 0.01, indicating that they have a significant impact. Therefore, the corresponding Ho2 in Chapter 1 can be rejected.



However, when location of residence is considered in relation to the financial aspect, the computed probability of 0.097 is greater than the 0.01 level of significance. This suggests that there is no significant influence of location of residence on the level of acceptability for social entrepreneurship in terms of the financial aspect.

When scalability is considered, the results in Table 7 show that the differences in the level of acceptability of social entrepreneurship are significant for age, gender, income, and years of residency, with all computed probabilities being 0.000. However, for education ( $p=0.038$ ) and location of residence ( $p=0.568$ ), the differences in the level of acceptability for social entrepreneurship in terms of scalability are found to be insignificant. Similarly, in Table 8, the results indicate that age, gender, income, education, and years of residency have a significant influence on the level of acceptability of social entrepreneurship when considering opportunity recognition. The computed probabilities for these variables are all less than 0.01, leading to the rejection of the corresponding  $H_0$ .

Once again, location of residence shows no significant influence on the level of acceptability for social entrepreneurship when opportunity recognition is considered, with a computed probability of 0.097, which is greater than the 0.01 level of significance.

In summary, the results indicate that the level of acceptability for social entrepreneurship, in terms of social innovation, financial aspect, scalability, and opportunity recognition, can be influenced by age, gender, income, education, and years of residency. However, there is no significant influence of location of residence on the level of acceptability for these aspects.

Profile	Sig.	Decision @ alpha=.01/ Interpretation
<b>Financial Aspect</b>		
Age	0.000*	Reject Ho/ With significant difference
Gender	0.000**	Reject Ho/ With significant difference
Income	0.000*	Reject Ho/ With significant difference
Education	0.000*	Reject Ho/ With significant difference
Years of residency	0.000*	Reject Ho/ With significant difference
Location of Residence	0.097	Accept Ho/ No significant difference
<b>Scalability</b>		
Age	0.000*	Reject Ho/ With significant difference
Gender	0.000**	Reject Ho/ With significant difference
Income	0.000	Reject Ho/ With significant difference
Education	0.038*	Accept Ho/ No significant difference
Years of residency	0.000*	Reject Ho/ With significant difference
Location of Residence	0.568	Accept Ho/ No significant difference
<b>Opportunity Recognition</b>		
Age	0.003*	Reject Ho/ With significant difference
Gender	0.000**	Reject Ho/ With significant difference
Income	0.000	Reject Ho/ With significant difference
Education	0.007	Reject Ho/

Table 7

Test of Significant Difference in the Acceptability of the Social Entrepreneurship Project by the Residents of the Barangay when Profile is Considered

Table 8 presents the recommended entrepreneurial projects based on the location of residence (mountainside, seaside, and riverside) of the respondents. The following are the findings: Mountainside Residents: Copra processing was recommended by 31 residents or 8.1%. Rice stalk waving was recommended by 21 residents or 5.5%.

Both abaca waving and bamboo stick projects were recommended by 11 residents or 2.9% each. Root crops processing was recommended by 10 residents or 2.6%. Seaside Residents: Shell display and home décor making project was recommended by 25 residents or 6.5%. Shell furniture making was recommended by 40 residents or 10.4%. A larger number of seaside residents (71 or 18.5%) answered "others" for projects not specifically identified. Riverside Residents: Water lily furniture project was recommended by 65 residents or 17%. Fish cage project was recommended by 49 residents or 12.8%. Fish processing project was recommended by 43 residents or 11.2%. These findings indicate the specific entrepreneurial

Years of residency	0.000*	With significant difference Reject Ho/
Location of Residence	0.774	With significant difference Accept Ho/ No significant difference

Legend: \* - ANOVA result; \*\*t-test result

projects that residents in each location (mountainside, seaside, and riverside) recommended for their respective barangays. The recommendations vary based on the resources and opportunities available in each location.

Table 8  
Recommend Entrepreneurial Projects

Entrepreneurial Projects	Frequency	Percentage
<b>Mountainside</b>		
Root crops processing	10	2.6
Copra processing	31	8.1
Rice stalk waving	21	5.5
Abaca waving	11	2.9
Bamboo stick	11	2.9
Total	84	21.9
<b>Seaside</b>		
Shell Display and Home Décor Making	25	6.5
shell furniture making	40	10.4
Others	71	18.5
Total	136	35.5
<b>Riverside</b>		
water lily furniture	65	17.0
fish cage	49	12.8
fish processing	43	11.2
Total	157	41.0

## 5. Discussion

Based on the information provided, the residents of Saint Bernard have a high level of readiness and acceptability towards social entrepreneurship projects. They are "very much willing" to engage in various social innovation initiatives and entrepreneurial projects that can benefit their families and enhance their livelihoods. The respondents expressed a strong belief in the financial benefits, scalability, and opportunities that social entrepreneurship can provide. When asked about the necessary support mechanisms needed to launch social entrepreneurship projects, the majority of respondents (76.4%) indicated the need for long-term support. Additionally, some respondents mentioned the importance of support in product distribution (19.9%) and branding (3.7%). Regarding the influence of demographic

variables on readiness and acceptability, the results indicate that age, gender, income, education, and years of residency play a significant role. These variables were found to influence the level of readiness and acceptability for social entrepreneurship. The computed probability values were less than 0.01, leading to the rejection of the corresponding hypotheses. However, the location of residence did not show a significant influence on readiness and acceptability. In terms of specific entrepreneurial projects recommended by residents based on their location of residence, the following findings were observed:

**Mountainside Residents:** Copra processing received the highest recommendation with 8.1% of residents suggesting it. Rice stalk waving was recommended by 5.5% of residents. Abaca waving, bamboo stick projects, and crops processing each received less than 3% of recommendations.

**Seaside Residents:** Shell display and home décor making project received 6.5% of recommendations. Shell furniture making was recommended by 10.4% of residents. Other projects not specifically identified received 18.5% of recommendations.

**Riverside Residents:**

Water lily furniture was recommended by 17% of residents. Fish cage project received 12.8% of recommendations. Fish processing was recommended by 11.2% of residents.

These recommendations highlight the specific entrepreneurial projects that residents in each location suggested for their respective barangays, taking into account the resources and opportunities available in those areas.

## **6. Conclusion**

The data provided highlights the fact that residents living in mountainside, riverside, and seaside areas of Saint Bernard are interested in engaging in social entrepreneurship. However, the level of readiness and acceptability of social entrepreneurship projects varies depending on individual characteristics such as age, gender, income, educational attainment, and years of residency in the community.

It appears that individuals who have fewer employment opportunities are more inclined to be ready and accept social entrepreneurship in their barangays. This includes older individuals, those with no college education, and possibly those who belong to lower income brackets. These individuals may see social entrepreneurship as a viable option to generate income and improve their livelihoods.

Furthermore, residents who have lived in the selected barangays of Saint Bernard for a shorter duration (5 to 10 years) may be more open to change and more welcoming towards social entrepreneurship in their community. This suggests that newcomers to the area may see social entrepreneurship as a positive opportunity for development and growth.

It's worth noting that residents in Saint Bernard are aware of the importance of certain aspects in managing social entrepreneurship projects, particularly in terms of product branding and distribution. This understanding reflects their recognition of the basic and relevant elements in operating a successful business.

It is also evident that the project acceptable by the residents are as follows: **Mountainside Residents:** Copra processing received the highest recommendation with 8.1% of residents suggesting it. Rice stalk waving was recommended by 5.5% of residents. Abaca waving, bamboo stick projects, and crops processing each received less than 3% of recommendations.

**Seaside Residents:** Shell display and home décor making project received 6.5% of recommendations. Shell furniture making was recommended by 10.4% of residents. Other projects not specifically identified received 18.5% of recommendations.

**Riverside Residents:**

Water lily furniture was recommended by 17% of residents. Fish cage project received 12.8% of recommendations. Fish processing was recommended by 11.2% of residents.

The study's focus on a specific part of the region, specifically in Southern Leyte, may limit the generalizability of the findings to other areas within the province. To provide a more comprehensive understanding of social entrepreneurship in Southern Leyte, it would be beneficial for future researchers to consider including other areas in the province in their study. This would help capture a broader perspective and account for potential variations in social entrepreneurship practices and perceptions across different regions within Southern Leyte. Additionally, exploring studies related to social entrepreneurship in other parts of the world can provide valuable insights and comparative analysis. Social entrepreneurship is a global phenomenon, and different contexts and cultures can contribute to unique approaches and challenges. Examining studies from diverse geographical locations can help identify best practices, innovative strategies, and lessons learned that can be applied to the local context in Southern Leyte or provide inspiration for new initiatives.

By incorporating a broader geographical scope and drawing on international research, future studies can enrich our understanding of social entrepreneurship, contribute to the field's knowledge base, and facilitate cross-cultural learning and collaboration.

Overall, these observations highlight the nuanced factors that can influence the readiness and acceptability of social entrepreneurship among residents in different locations within Saint Bernard. Understanding these dynamics can help in tailoring and implementing effective social entrepreneurship initiatives that align with the specific needs and characteristics of the community.

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## **Appendix B**

### **10. Author(s) Biodata (50 words)**

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## **Fostering Community Involvement, Innovation and Development Through Traditional Products**

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### **Abstract**

This literature review empirically ascertained to evaluate several studies and articles about the innovation and development of the local food products. Further, challenges in the production, in order to provide local data in promoting local industries by creating sustainable business climate in the province. With the challenging opportunity that product innovation offers SMEs to see how innovation enhances their traditional food products preparation, innate skills and talents are harnessed to create distinctive products worthy of both domestic and foreign markets. The review aims to present several literature that will help in the development of new research especially on how to encourage the business owners from small and medium-sized enterprises, to understand the different innovation practices regarding local traditional products, so that can give a concrete suggestion and solidify the foundation that this new research is aimed at. The study of these literatures also aims at the recognition of innovation that depends both on the innovation itself and on the carrier product on which it is applied, especially in the food sector.

**Keywords :** traditional food products, product innovation, community involvement

### **1. Introduction**

Businesses today are at the emergence of a new industrial revolution, practicing and adopting rapid innovation, development of products and even merging technologies, processes, and materials that show apparent divisions between physical, digital, and biological domains (Schwab, 2017). It notes that the dynamics of most markets seem to explain why it is almost impossible to find an industry that is not about innovation (Hurley and Hult, 2018).

Innovation has been recognized as a key driver of economic growth through the creation, diffusion and modification of processes that are being adopted by most companies worldwide (Guiné, Ramalhosa & Cruz-Lopes, 2016). It is a significant, energetic development process, the result of which is a positive change towards improving the transformation process in companies and better satisfying customer needs (Andriopoulos & Dawson, 2010). Likewise, innovation nowadays has become a crucial tool for the modern companies to maintain their competitive advantage in today's highly competitive, volatile and globalized markets (Sajid, Al-bloush, AL-Faieq, Monsef and Sadegh, 2015) and the implementation of creative ideas with different approaches within an organization (Brink & Madsen, 2016). Innovation that matters to business is currently being introduced into national innovation systems as part of innovation and advanced technology development (Yokakul & Zawdie, 2011).

With the rapid development of technology, innovation and technological development are also watched very closely, and as far as the food industry is concerned, it is done to face competition and meet consumer demand. The food industry is constantly developing innovative products to face competition and meet consumer demands (FAO, 2017). Like any other industry, food production and process development are considered an integral part (Cooper and Kleinschmidt, 2016), even the lifeblood of a smart business strategy. There are



several systems for classifying foods according to their novelty, such as product improvements and cost reductions (Rae, 2013). Trends in the food industry are challenging food product manufacturers and retailers, processors and food manufacturers, and other stakeholders to improve the efficiency of their operations and become more responsive to consumer demands, customer expectations, and regulatory frameworks (Pandey, 2018).

Innovation is also essential for the rapid development of most businesses, including the small and medium-sized enterprise (SMEs) sectors, in any economy. Most often in developing countries, this sector plays a crucial role in terms of employment, income generation and regional development.

Embracing change through innovation is undoubtedly the best solution to the fastest growing trends in the food industry particularly those who are into producing traditional food products worldwide while narrow margins and competition focus on the big growth themes. Driving innovation through integration into the food industry is important for value creation and product differentiation. Failure to develop new and improved products forces firms to compete solely on price, giving actors access to the most cost-effective inputs (De Brentani, U. & E.J. Kleinschmidt, 2014).

On a global scale, SMEs in the food industry are changing very rapidly and have been recognized as entities and engines for equitable economic growth and development. Food SMEs are one of the main drivers of the European economy in terms of economic output and employment, most of these food SMEs in Europe focus on incremental innovation (Farraley & Mitchell, 2017). In India, 17 percent of food SMEs have introduced innovations that are new to the industry, new to India and new to the world (Pachava, 2018). In Thailand, their food SMEs contribute up to 5.3 percent to economic growth (Ueasangkomsate, 2016).

More than a quarter (27.3%) of all companies reported organizational innovations in the period 2012-2014. The second most common type of innovation was product innovation, which took place in 23.9% of all companies, followed by marketing innovation (22.8%) and process innovation (21.6%). It is important to note that individual companies may have introduced more than one of these types of innovations. Based on its analysis, it reflects to some extent the distribution of the overall population of businesses, as the vast majority are SMEs; in fact, there was almost no difference in the proportion of innovative businesses among the SME population compared to the general population. An extremely important barrier to competitiveness in the food SME sector is the lack of knowledge, skills and resources conducive to fostering innovation (OECD, 2017).

Beck and Demircuc-Kurt (2016) found that the growth of food SMEs is influenced by changes in the business environment such as joining trade fairs. However, successful innovative companies do not only rely on internal competences when it comes to innovation. Chesbrough (2013) pointed out that extending the innovation process beyond a company's four walls and extending the company's boundaries outwards to increase the innovation potential increases the small and medium-sized food industries' research and development skills and absorbs knowledge from outside the company.

One Town, One Product (OTOP) originated from Japan in 1979 as One Village, One Product Movement (OVOP) where young people immigrated to big cities looking for better employment and opportunities. Local residents initiated community revitalization activities to review local resources and add new values and differentiation to products to promote and sell. (Anh, 2013). This concept was adopted by several countries including the Philippines. Food SMEs in the Philippines benefit from attending trade fairs, which involve selling, promoting, networking and gathering information. Success stories of local food manufacturers have been achieved through the DTT's Kapatid Mentor Micro-Entrepreneurs (KMME) program and One Town, One Product (OTOP). Through these programs, local food manufacturers have been

empowered with business knowledge, information and wisdom, built a good business network and learned a range of marketing strategies (<http://dti.gov.ph>).

On the other hand, there are also factors that lead to the failure of innovations and limiting aspects. Among the major obstacles and major limiting factors to innovation for most SMEs are fear of innovation consequences, insufficient resources, entrepreneurial and employee conformism and the lack of a formal innovation strategy, which do not differ significantly from those in larger companies (Burgelman, 2012). Abdel, Rowena & Robyn (2010) found that lack of managerial competence is the main reason for the failure of most SMEs. Dalberg (2011) found that food SMEs are still hampered by their lack of adaptation and implementation of innovation, despite major strides in innovation being made around the world. Quickie (2019) stressed that there seems to be a gap between awareness of the need to invest in innovation and the number of SMEs that actually do so because they lack the financial capacity, are unable Deploying technology and lacking resources to sustain it Innovation.

The Philippine economy and industry is struggling to cultivate innovation due to scarce resources, competing public policy goals, and institutional problems. In 2015, two fifths (42.9%) of companies in the state were active in innovation, while three in ten (30.7%) were product innovators and one in ten (9.2%) had projects to develop product or process innovations abandoned (PIDS, 2017). The barriers to innovation in SMEs include the high cost of equipment and technology and the lack of technical human resources or engineers. Micro, small and medium-sized enterprises (MSMEs) should be particularly daring to innovate to be more productive and competitive, but they often do not do so due to the lack of financial capital required (Llanto, 2010.)

Most of the industries in the Philippines are facing the challenges of a rapidly changing global environment especially caused by technological developments as well as advances in research and data science that have brought forth new products and services. These forces have changed the way Filipino companies do business. Now more than ever, the innovation agenda is taking root as there is a growing recognition that innovation is a game changer that companies that practice innovative behavior are more productive and that the country and its people can remain competitive when more companies participate in an innovation ecosystem (Llanto and del Prado, 2015).

On the other hand, the ongoing diversification of consumer expectations in relation to food, implied both by globalization and by the desire to preserve one's cultural values and national identity, is fueling interest in the innovation of domestic traditional food products (Wyness, Butriss & Stanner, 2012). In an increasingly global marketplace, the traditional food industry must innovate to compete with increasingly tastier, healthier, safer, more convenient, more sustainable, cheaper, and more diverse food products (Jordana, 2015).

Recognizing the challenging role of governing bodies in supporting SME innovation practices, the government has introduced the One Town One Product (OTOP), a priority government program to promote entrepreneurship and job creation. OTOP assists micro, small and medium-sized enterprises (MSMEs) in the manufacture, supply and marketing of distinctive products or services. With the challenging opportunity that product innovation offers SMEs to see how innovation enhances their traditional food products preparation, innate skills and talents are harnessed to create distinctive products worthy of both domestic and foreign markets. The study aims to present several literature that will help in the development of new research especially on how to encourage the business owners from small and medium-sized enterprises, to understand the different innovation practices regarding local traditional products, so that can give a concrete suggestion and solidify the foundation that this new research is aimed at. The study of these literatures also aims at the recognition of

innovation that depends both on the innovation itself and on the carrier product on which it is applied, especially in the food sector.

## **2. Community Involvement, Innovation and development**

### *2.1 Community Involvement through Traditional Local Products*

As an alternative community development in Indonesia, Claymoone & Jaiborisudhi (2011) studies the concept of One Village One Product (OVOP) of Japan and the One Tambon One Product (OTOP) in Thailand. The core of OVOP lies in adding value to local products to generate higher income for local communities, as well as transforming local environments to make them attractive to residents and tourists. In this regard, it is consistent with the new focus on local economic development and value creation promoted by the program, while the government's famous One Tambon One Product (OTOP) initiative is the premier program for promoting the community or grassroots economy is. This OTOPI idea was adopted from the Japanese village of Oitaa, which produces unique products for the village as a tourist attraction to generate a better income among the villagers, but has been adapted to the Thai context at a national level. Although OTOPI (like OVOP) has adopted a bottom-up implementation modality based on a government-community-private sector partnership, based on the same three principles, it is formulated and implemented by the Thai central government with strict product development and marketing policies. OTOPI (like OVOP) is not promoted as the only or even the most important development strategy for Thailand; Rather, it is part of Thailand's twin-track development policy, which aims to boost the country's competitiveness while stimulating domestic consumption and strengthening grassroots communities (Rika Fujioka, 2006).

The OVOP concept is a unique approach which has been successful in the Japanese prefecture of Oita and has attracted international appeal, particularly in developing countries such as Thailand and Indonesia. The objectives of the study were to study the effectiveness of policies of the One Village One Product (OVOP) project in Japan, One Tambon One Product (OTOP) project in Thailand, and ways of developing communities in Indonesia. The results of the study showed that the failure of the One Village One Product project of Indonesia and Thailand was caused by three elements: not understanding the true philosophy and approach of the OVOP project, the Top-Down policy, and the quality of human resources. The OVOP project in Indonesia will be successful if it is to keep on going with the original OVOP project.

Nishizawa (2005) also studied the One Village One Product Movement Success Story of Rural Development in Japan as Learning Points for Bangladesh. The author discusses in his paper that one such model used in Oita, Japan, which served as the fundamental basis of most developing countries to revitalize their respective Rural Non-Farm Economy (RNFE). The most important factors revealed in his study is that rural economic revitalization are the active participation of local people in development efforts and the emphasis on local resources while making development plans. The same applies to the observations of Hirohata (2013) from his study "OVOP in Laos", observed that rural development lead to success to various new agricultural products is achieved through the leadership of the village chief and the efforts of the villagers to overcome difficulties. This is a model case of socio-economic rural development in Laos.

The success of OVOP in involving community towards achieving rural development does only effective in most Asian and nearby country, as a matter of fact, Li & Schumann (2013) attested of the influence of OVOP model to economic development in Guam, Guam's tourism industry has been an economic engine, but its local community is not maximizing the benefits of tourists' spending. This paper proposes the One-Village-One-Product (OVOP) strategy to help residents benefit more from the tourism industry. Candidate products for each

village are identified, and policy recommendations are given to foster Guam's tourism industry.

## *2.2 Innovation through Traditional Products*

As defined by Slater (2013) that innovation is a key to organizational renewal and success. Relative to other forms of innovation, radical product innovations offer unprecedented customer benefits, substantial cost reductions, or the ability to create new businesses, any of which should lead to superior organizational performance. In other words, a radical product innovation capability is a dynamic capability, one that enables the organization to maintain alignment with rapidly evolving customer needs in high-velocity environments.

Moreover, the term innovation as defined by Novalato (2016) is associated with improvement and novelty. Traditionally, it was equated with inventions; thus, the measurement of innovation involved the estimation of scientific or technological outputs through expenditures in research and development (R&D). The most commonly used indicators to monitor the resources devoted to R&D are: (a) gross domestic expenditure on R&D; and (b) R&D intensity as measured by the percentage of gross domestic product (GDP) devoted to R&D.

Calantone, Cavusgil, & Zhao, (2012) remarked that innovation and product development include some technological changes which according to Schumpeter definition include: producing products or services or utilizing methods or inputs that are new for firms. The main point is that the first one who use the methods or ways is innovative and others who use these ways later are followers. Slater (2013) gave the following definition of innovation: innovation means change and process improvement for product or system in a way that this change will be new for the firm. Creativity creates something and innovation will cause utilizing

Cooper, & Kleinschmidt (2013) introduce innovation and product development as creation, developing and successful introduction of products, processes or new services. Product Innovation and development includes successful exploitation of a new knowledge and so it depends on two conditions, these are freshness and usefulness.

Product innovation and development is a process which includes industrial design, management, R&D, production and economic activities related to marketing or improved product. Foxal, et.al., (2011) defines production as "the capacity and willingness to purchase new products and services". Foxal definition focus on customer-innovation that is how much a new product or service which introduced to the market is accepted. So it is defined from the perspective of psychology.

Endosamor & Mohammad (2014) defines product innovation and development as a form of a innovative product or new process in the market. Porter argues that companies need to innovate to achieve competitive advantage and innovation is in the form of new technologies or new solutions of doing jobs.

Dumenpor and Koopalakrishnan (2014) define product innovation and development as a tool, system 'program or created or purchased service of an organization which is new for organization. Holt and Hurly define innovation as a firm culture for cooperation in terms of availability and readiness of the plant in the acceptance of new ideas – company access to new ideas is not enough but range of acceptance and implanting new ideas define the level of innovation.

Other facets of production development are the improvements, continuous and/or radical, of current production processes or systems, sometimes called 'production improvement' or 'process innovation in production'. Improvements in production have been scrutinized since the first analyses of production, and various approaches to deliver them

have been categorized and described (e.g., lean production, kaizen, and six sigma). Although the ultimate purpose of these approaches is the same (to increase value to the customer, mainly through reductions in cost and/or increases in quality), there are differences in the characteristics, magnitude of change, ambition etc. Radical innovations may be difficult to achieve because they may entail too much discontinuity and change, as production systems are tied to current products and usually based on heavy investment (Heidenreich and Handrich, 2015).

Pesh (2019) assess the local sustainability initiatives: innovation and civic engagement in societal experiments. Local sustainability initiatives are studied from two perspectives: sociotechnical innovation and civic engagement. Socio-technical innovation involves the creation of new technology, the application of existing technology, and the development of social innovation. Civic engagement involves strengthening social capital, the formation of social movements, and the substitution of functions and services. The insights from literature are illustrated and qualified by applying them in the context of concrete local initiatives. Local initiatives are successful in gathering actors with different motivations and worldviews and may contribute to the democratization of innovation.

This article of Pearson, et al (2011) presents the activities and consumers of a unique and successful local food retail business in the UK based on weekly community markets. The leading literature on local food in the UK is reviewed before providing a case study of the True Food Co-op, followed by a detailed survey of their customers. Findings show that the rise in availability and interest in local foods over the past decade has been matched by new research. However, there are significant gaps in other areas of understanding, such as the lack of a clear definition of what local food is. Innovative community-based grocery retail stores like the True Food Co-op are an example of a business model that connects consumers and producers in local food networks, thereby contributing to food security.

On the other hand, Jack, Anderson & Connolly (2014), explores how firms within the Northern Ireland agri-food and drinks sector consider how this will impact upon future skills and training needs. A survey was undertaken to explore how innovation and technology adoption within the agri-food and drinks sector is impacting on educational and skills requirements. The results support the need for strong intermediate levels of educational attainment, as well as the acquisition of work-related generic skills. Up-skilling programs, particularly for lower to mid-level management roles, will become increasingly important in the future. Companies expressed a greater need for engagement between the further and higher education sectors and industry in relation to the content, design and delivery of educational programs.

Green-Petersen et al. (2012) found that Danish consumers preferred the new type of macarons to the traditional one, and even identified the new type as being the genuine one. Prior to World War II, Danish macarons were produced from ground almonds following the original French recipe. Due to a shortage of almonds during the war, the almonds were replaced by apricot stones and almond flavoring. Additionally, baguettes have formerly undergone innovation both in processing and retailing, and the new type of macarons are now largely industrially produced and pre-baked and are sold in supermarkets in large volumes. Dougherty (2012) found that two interpretive schemes inhibit development of technology-market knowledge: departmental thought worlds and organizational product routines. The main implication of the study is that to improve innovation in large firms it is necessary to deal explicitly with the interpretive barriers described here. Suggestions for practice and research are offered.

### *2.3 Development through Traditional Food Products*

Khan (2017)'s study "Characterization of Food Product Innovation Practices with Reference to Functional Food Product Development in Singapore" focused on new product development (NPD) in the food industry in Singapore. Results showed a significant difference in the aims and mode of NPD between registered Singapore food companies that are doing some sort of functional food development (Group 1) and those that are not (Group 2). Food companies in Group 1 had significantly more diverse external collaborations with broad aims to collaborate, which is a positive step towards developing an external resource base.

Guerrero, et al. (2009) conducted a study on a consumer-driven definition of traditional food product development and innovation in six European countries. Twelve focus groups were performed, two per country, under similar conditions. Semantic and textual statistical analyses of the focus groups led to similar results for both concepts. However, some differences were detected for the concept of innovation. The application of innovations may damage the traditional character of traditional food product, which includes novelty, change, variety, processing and technology, convenience and origin and ethnicity.

Vanhonacker et al. (2013) and Almlı et al. (2011) found that Polish consumers were the most reluctant to accept innovations in food in general, but more specific with regard to traditional food. Medeiros (2014) posited that the growing awareness regarding product innovation and development sustainability has reached business reality. His study showed that there are four main critical success factors for environmentally sustainable product innovation: the market, law and regulation knowledge, the interfunctional collaboration, the innovation-oriented learning and R&D investments. The factors identified in this research and corresponding variables were subjected to a brief empirical test by professionals. The test allowed a preliminary approval of the developed framework and identification of the most important variables within each factor.

Lampkin and Dez (2015) investigated innovation from both behavioral and production point of view, while Harley and Halt considered culture of participation in a firm and ability to perform new ideas or readiness of a firm to accept new ideas. Macapanpan (2019) looked into the innovative activities of Filipino firms engaged in food processing, textile and garments, metals and metal fabrication, chemicals, and electronics and electrical goods. Among the firms that responded, about two-thirds claimed to have conducted some form of innovation activities while one-half reported to have high-technology types of innovation activities. A majority of these innovators were large firms, considered as industry leaders, with large assets. Financial constraints such as risk and rate of return, lack of financing and taxation as barriers to innovation, and Philippine schools do not provide the requisite technical and technological skills and knowledge to meet demands. Firms that practice innovation employ only college graduates or lower to conduct their innovation activities.

### **3. Conclusion**

The main objective of this review is to discuss different product development as well as sustainable programs of different countries and business to sustain innovation among traditional products. Most of the success stories used One Town One Product and it shows to be effective in small communities, where all are involved, most of the innovations are usually only in agriculture and tourism products only. However, there is little research on how it can help businesses that belong to small and medium enterprises. A recent review has highlighted the ongoing loss of local knowledge on innovation to the community in the face of globalization, modernization, and market integration, with losses in some places

disproportionately affecting medicinal and ethnobotanical knowledge. One of the research showed the activities of food retail business and their consumers but did not define clearly what local food is being innovated and patronized by their clients, some literature explore how innovation and technology adoption within the agri-food and drinks sector is impacting on educational and skills requirements. The various literature mentioned above helped the researcher to make thorough analysis and understanding product innovation and business nowadays in today's world. Furthermore, the review of literature revealed a number of challenges faced by the local food manufacturers; these challenges they experience, issues on innovation that hinder increase in the productivity in the industry.

Based on the provided literature review, the identified gap in the literature is the lack of research and understanding on how to encourage business owners from small and medium-sized enterprises (SMEs) to adopt and implement innovation practices for local traditional food products. While there is recognition of the importance of innovation for SMEs in the food industry, there is a need for concrete suggestions and a solid foundation to support the development of new research in this area. Additionally, the review highlights the importance of community involvement and the potential of One Town, One Product (OTOP) initiatives in promoting entrepreneurship and job creation through the innovation of traditional local products. Overall, the gap lies in the need for more research and knowledge on effective strategies, practices, and approaches to promote and facilitate innovation in SMEs within the food sector, particularly for traditional local food products. Hence, the researcher aims to determine the local food innovation practices of the traditional food vendors in the Philippines using the mixed method approach specifically the sequential triangulation approaches. The proposed study will measure the innovation practices for local traditional food products and the constraints encountered which will be the basis in formulating innovation and development model to improve the local food product innovation practices in selected cities and municipalities in the Philippines.

Future research studies should examine the different local food products that serves as the community's identity and does not only focusing on agriculture. Preferences of the community on the different local food products' aesthetic view, marketing, management, price and others shall be reviewed in terms of responses to questionnaires, interviews, and discussions. Through the information gathered from the review of several literatures, this can provide input for the analysis of local food innovation practices and their impact on the economy, which serve as a basis for formulating sustainability recommendations.

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# The Development of Usefulness and Ease of Use of Food Delivery Platform: A Case of Chinese Food Platform in Thailand

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## Abstract

Platform economy is a popular business model at present. Food delivery platforms are one of the platforms with potential for growth. Because of the epidemic food delivery platforms have been further developed in various countries. However, previous studies have shown that food delivery platforms still have some problems that need to be solved. To solve these problems, the research objective of this research is to identify the functionalities of food delivery platforms and the pain points of customers. Finally, a developmental functional model is proposed for reducing customer pain points. This research focuses on the customer side of the food delivery platform. This research uses a mixed research approach and the type of research is design science. Then, this research used three methods to collect data and the data was divided into qualitative and quantitative data, and then, analyzed separately. In the questionnaire method, 205 questionnaires were collected and in the interview method, 12 participants were interviewed. The data of this research passed the reliability and validity tests. Factors affecting perceived ease of use and factors affecting perceived usefulness in the area of food delivery platforms were identified in this research. In addition, this research found that the delivery map function affects perceived usefulness and use experience affects perceived ease of use. This research found that perceived usefulness is influenced by six factors namely user reviews, product information, system quality, delivery map, product quality and variety of food types. Perceived ease of use is influenced by four factors: design quality, usability, language and user experience.

**Keywords :** Food delivery platforms, Technology acceptance models, Perceived ease of use, Perceived usefulness, Application development

## 1. Introduction

The development of e-commerce has largely changed the consumption pattern of consumers and increasingly consumers prefer to order food using online food delivery platforms (Hwang and et al., 2019). Consumers can save their time and effort by ordering food through online food delivery platforms (Ray and et al., 2019). According to "Online Food Delivery Services Market Global Briefing 2020-30: Covid 19 Growth and Change", the global online food delivery market is expected to grow at a Compound Annual Growth Rate of 10.65 percent starting from 2020 to reach 306.12 billion USD by 2030 (Troise and et al., 2020). This indicates that online food delivery platforms have high growth potential.

Generally, customers suggested that the functionality of current food delivery platforms needs to be developed. The first is the low usefulness of the delivery function. Studies in the United States and Thailand have shown that food delivery mistakes are regular and rider delivery performance is poor (Annaraud and Berezina, 2020; Fakfare, 2021). The second is the low usefulness of the after-sales function. In the preliminary study, the after-sales service of the Chinese food platforms in Thailand only provides a phone number and customer service WeChat, without direct communication function. Also, some reviews noted that the phone number is incorrect. Finally, the usefulness of the order function

is low. Research shows that customers need reviews and photos to help them decide on food, but this information is very poor and needs to be improved (Fakfare, 2021).

Literature studies have shown that there are some problems with food delivery platforms could be classified as two main problems were low functional usefulness of food delivery platforms and new customer's pain points are not solved. These two main problems still exist in the Chinese food delivery platform in Thailand, so this study research and develop the usefulness and ease of use of the Chinese food delivery platforms in Thailand. First, theoretical support obtained through literature studies on food delivery platforms, technology acceptance models and demographics. Second, data collected through observations, questionnaires, and interviews. Then, the data are analyzed using statistics and classification and coding of concepts. Next, new design is created with digital tools. Finally, the new design is evaluated and the conclusions of this research are drawn.

## 2. Objective

- 1) To analyze the functional and operational processes of the Chinese food delivery platform.
- 2) To identify the challenges and difficulties experienced by customers using the platform.
- 3) To suggest new features and functionalities that can help alleviate customer pain points.

## 3. Literature review and

### Platform Economy

The platform economy refers to the digital support activities that occur in the areas of business, politics and social interaction (Kenney and Zysman, 2016). For example, today's globally known companies eBay, Uber, Airbnb are all part of the platform economy (Laura, 2019). The Food Delivery Report 2021 shows that food delivery revenue is growing steadily worldwide (Matt, 2021).

The participants of the food delivery platform consist of five parts, which are the platform, customer, merchant, rider, and third-party payment (Sauce, 2017). Each component can benefit in a food delivery platform. For the merchant, the food delivery platform gives the merchant a new source of revenue, and higher utilization of existing kitchen facilities. For the customer, the customer can get more choices easily and quickly. (Hirschberg and et al., 2016). For the Platform, there are five main ways to generate revenue for the platform (FATbit, 2021). For riders, the food delivery platform can give them more orders and wages (Hirschberg and et al., 2016). For third-party payment, food delivery platform increases the usage of third-party payments and opportunities for cooperation (Frederick and Parappagoudar, 2021).

### Food delivery platform

Food delivery platform is a platform where consumers can compare and select products or services to make orders through a website or application. Then, the food is prepared by the merchant, finally delivered to the consumer by a rider for product delivery (Pigatto and et al., 2017; Ray and et al., 2019; Li, Miroso and Bremer, 2020; Jun and et al., 2021). There are five participants in the food delivery platform, which are platform, customer, merchant, rider and third-party payment (Sauce, 2017).

There are five functions of the food delivery platform, namely order, payment, delivery, after-sales service and evaluation function (Wave, 2020). Each function has its own role to play, but current research shows that there are several problems with the food delivery function that need to be solved. In order function, customers have expressed the need for more product information and more product choices to help them make decisions (Annaraud and Berezina, 2020; Prasetyo and et al., 2021; Koay, Cheah and Chang, 2022). In delivery function, order mistakes and low quality of riders is repeatedly mentioned (Annaraud and Berezina, 2020; Fakfare, 2021). The most important problem in the after-sales function is that many platforms do not provide after-sales service function (Annaraud and Berezina, 2020). The problem in the evaluation function is that there are too few reviews (Fakfare, 2021). The improved functions in this research are order function, delivery function, after-sales function and evaluation function. The payment function is not in the scope of this research because it already meets the current needs of consumers.

### **Technology Acceptance Model**

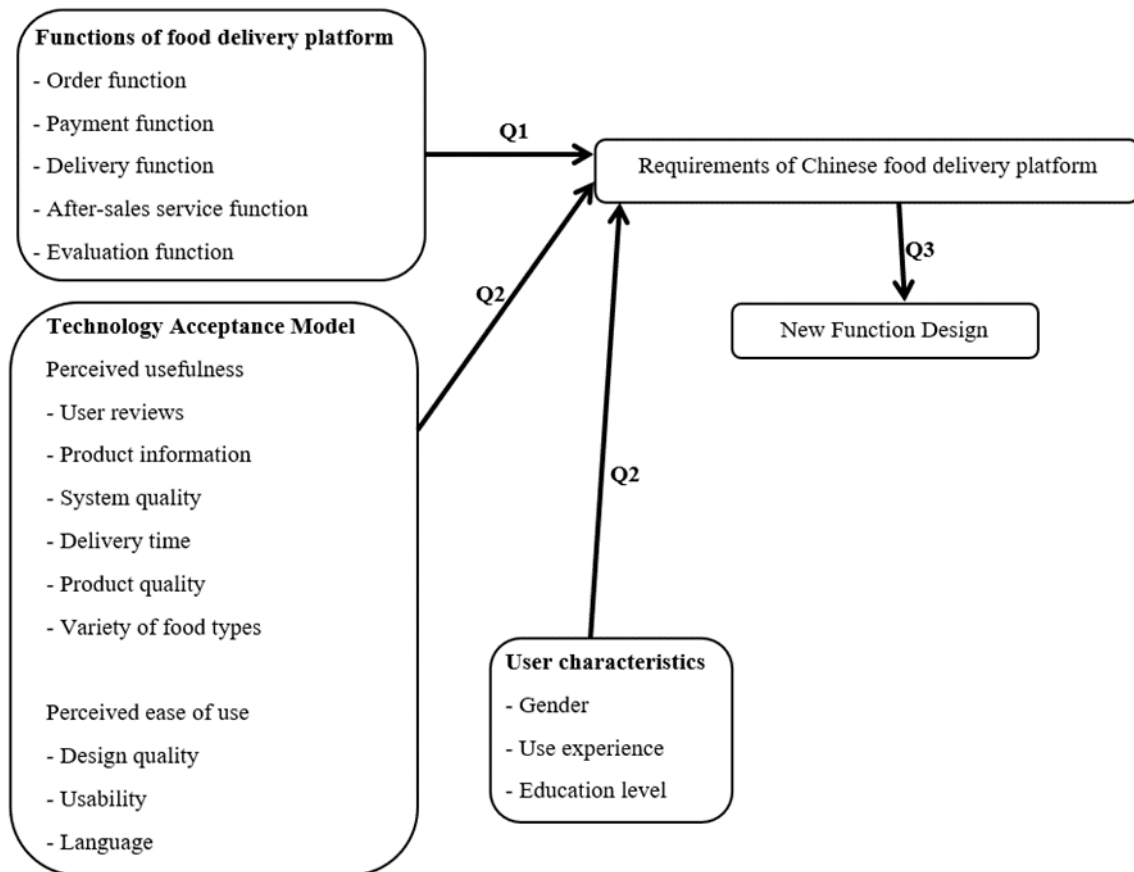
Technology Acceptance Model is a model proposed by Venkatesh and Davis (1996). This model can predict customer acceptance of using a new system. The two main variables in this model are perceived ease of use and perceived usefulness. Perceived usefulness is the degree to use a new system will improve job performance. Previous research has shown that there are six factors that affect perceived usefulness, which are user reviews, product information, system quality, delivery time, product quality and variety of food types (Lee, Lee and Jeon, 2017; Lee and et. al., 2022; Fariz, 2022). Perceived ease of use is the degree to using a new system will save energy. Previous research has shown that there are three factors that affect perceived ease of use, which are design quality, usability and language (Chotigo and Kadono, 2021; Papakostas and et. al., 2022).

### **User characteristics**

Different user characteristics can affect user acceptance. Previous studies have shown that on use experience, Customer with experience of use is more likely to use new food delivery platforms (Alfadda and Mahdi, 2021). On education level, online food ordering service customers is mostly at the undergraduate level, because they are more easily to master the application (Jaroenwanit, Abbasi and Hongthong, 2022). On gender, female customers have a higher willingness to consistently use food delivery software (Wen, Pookulangara and Josiam, 2021).

## **4. Theoretical framework & research questions**

### **Theoretical framework**



**Figure 1** Theoretical framework

### Research questions

- 1) What are the functions of the Chinese food delivery platform?
- 2) What are the functions that need to be improved?
- 3) What does the improved function look like?

## 5. Research methodology

A mixed-methods research approach is used in this research. In this research the qualitative method was observation and interview method. The quantitative method was questionnaires survey. The type of research is design science research. Population of this research were customers of the Chinese food delivery platform. 205 questionnaires were received through the survey. 12 participants were interviewed to evaluate the new digital prototype. The reliability and validity values of this research were greater than 0.7 and passed the test.

**Table 1** Scale Reliability

Scale	Cronbach's Alpha	N of Items
Problems with the function	0.876	16
Influencing Factors of usefulness	0.894	12
Influencing Factors of ease of use	0.749	6

**Table 2** Scale Validity

Scale	Kaiser-Meyer-Olkin	Significance
Problems with the function	0.866	0.000
Influencing Factors of usefulness	0.903	0.000
Influencing Factors of ease of use	0.778	0.000

## 6. Results

### User's requirement

By comparing quantitative data with qualitative data, user requirements can be clearly demonstrated. In order function, the summary of customer requirements explicitly adds food ingredients, packaging options and reviews to the order function. All of the above requirements are consistent with the findings of previous researchers (Lee, Lee and Jeon, 2017; Chotigo and Kadono, 2021; Fariz, 2022; Koay, Cheah and Chang, 2022; Papakostas and et. al., 2022). In delivery function, according to the researcher's experience, the present platform does not display the delivery process, no delivery map is shown. In after-sales service function, requirements of customers for after-sales service function are expressed in the need for the platform to provide after-sales service, increase the service attitude and convenience, then, increase the number of staff to reduce the waiting time. These requirements are consistent with the findings of Annaraud and Berezina (2020). In evaluation function, customer requirements for the evaluation function explicitly proposed to increase the usability and display of evaluations. These requirements are consistent with the findings of previous researchers (Lee, Lee and Jeon, 2017; Chotigo and Kadono, 2021; Fariz, 2022). The above customer requirements are shown in Table 3.

**Table 3** User requirements of function

Functions	Quantitative	Qualitative
	Questionnaires (Influence factors)	Observation (Current)
Order function	Ingredients information	Don't have
	variety of product matching	Have
	variety of packaging options	Don't have
	customer reviews for food	No reviews for each food
Delivery function	riders protect the food	Have (Found no delivery map)
	delivery correctness	Have
	food packaging	Have
	attitude of the delivery service	Have
After-sales function	provide after-sales service	Have
	provide enough staff	Need to develop

<b>Functions</b>	<b>Quantitative Questionnaires (Influence factors)</b>	<b>Qualitative Observation (Current)</b>
Evaluation function	attitude of the service	Need to develop
	provide convenient service	Need to develop
	provide evaluation function	Have
	provide a variety of ways	Need to develop
	provide a variety of objects	Need to develop
	display Comments	Need to develop

Table 4 shows that main factors that influence perceived usefulness are user reviews, product information and system quality. These main factors of influence are consistent with Lee, Lee and Jeon (2017) findings that perceived usefulness is influenced by user reviews, product information and system quality. The specific factors are personal experiences, number of reviews, ingredients, menu, functions designed properly and functions available. These specific influencing factors are consistent with the findings of previous researchers (Lee, Lee and Jeon, 2017; Fakfare,2021; Fariz, 2022).

In short, main factors that influence perceived usefulness are user reviews, product information and system quality. The specific factors are personal experiences, number of reviews, ingredients, menu, functions designed properly and functions available.

**Table 4** User requirements of perceived usefulness

<b>Factors</b>	<b>Quantitative Questionnaires (Influence factors)</b>	<b>Qualitative Observation (Current)</b>
User reviews	personal experiences	Very few
	number of reviews	Many automatically evaluate
Product information	ingredients	Don't have
	menu	Have
System quality	functions designed properly	Need to develop
	functions available	Need to develop
Delivery time	length of time	Normal
	on-time delivery	Almost
Product quality	fresh	OK



	well-packaged	OK
Variety of food types	variety of food choices	OK
	higher number of food types	OK

It can be seen that the main factors affecting perceived ease of use are usability and language. This is consistent with the results of previous researchers (Chotigo and Kadono, 2021; Papakostas and et. al. 2022). Specifically, the application can be easily understood, simple to operate and use the Chinese system are the main factors that affect the ease of use. These specific influencing factors are also consistent with the findings of previous research scholars (Chotigo and Kadono, 2021; Papakostas and et. al. 2022).

**Table 5** User requirements of perceived ease of use

Factors	Quantitative	Qualitative
	Questionnaires (Influence factors)	Observation (Current)
Design quality	font	OK
	page layout	OK
Usability	simple understanding	OK
	simple operation	Complicated
Language	Chinese	OK
	second language	Need to develop

### Conceptual design

Based on the data collected for customer requirements the researcher has made a new design. In order function, add ingredient information, packaging options and reviews for each food item. In the delivery function, add delivery map. In the after-sales service function, add employees who provide service, multiple service methods and then evaluate the service attitude. In the evaluation function, add the way and object of evaluation. The evaluation can be divided into store evaluation and evaluation of each food item and the evaluation is displayed without the automatic system evaluation, but only the real evaluation.

**Table 6** Conceptual design of function

Functions	User requirements	Conceptual design
Order function	Ingredients information	Add ingredient information
	variety of packaging options	Add packaging options
	customer reviews for food	Add comments for each food
Delivery function	No delivery map	Add delivery map

After-sales function	provide after-sales service	Keep it
	provide enough staff	Add multiple ways
	attitude of the service	Add attitude evaluation
	provide convenient service	Add multiple ways
Evaluation function	provide evaluation function	Keep it
	provide a variety of ways	Add multiple ways
	provide a variety of objects	Adding comment objects
	display reviews	Show real reviews

In terms of perceived usefulness, the quantitative analysis of the questionnaire shows that user reviews, product information, system quality, delivery time, product quality and variety of food types all have an impact on perceived usefulness. Thus, each sub-item needs to be considered when designing the concept. In the qualitative study, it was observed that some factors currently meet the customer's requirements, while others need improvement. Table 7 presents a combination of qualitative and quantitative analysis of the perceived usefulness design concept. The conceptual design of perceived usefulness requires attention to a number of points. Show real user comments, add ingredient information and packaging options, remove redundant functions and ensure that all functions are working.

**Table 7** Conceptual design of perceived usefulness

<b>Factors</b>	<b>User requirements</b>	<b>Design concepts</b>
User reviews	personal experiences	Show real reviews
	number of reviews	Show real reviews
Product information	ingredients	Add ingredient information
	menu	Add ingredient information
System quality	functions designed properly	Delete redundant functions
	functions available	Ensure functions are working
Delivery time	length of time	Keep it
	on-time delivery	Keep it
Product quality	fresh	Keep it
	well-packaged	Adding packaging options
Variety of food types	variety of food choices	Keep it
	higher number of food types	Keep it

In terms of perceived ease of use, a quantitative analysis of the questionnaire showed that design quality, usability and language all had an impact on perceived usefulness. Thus, each sub-item needs to be considered when designing the concept. In the qualitative study,

it was observed that some factors currently meet customer requirements, while others need improvement. Table 8 shows a combination of qualitative and quantitative analysis of the perceived ease of use design concept. The conceptual design of perceived ease of use requires attention to the following points. Simplify or combine the operation steps to make the software easier to operate and add two more languages, English and Thai. The previous version had a second language but many functions were not translated so it needed to be developed.

**Table 8** Conceptual design of perceived ease of use

<b>Factors</b>	<b>User requirements</b>	<b>Design concepts</b>
Design quality	font	Keep it
	page layout	Keep it
Usability	simple understanding	Keep it
	simple operation	Redesigned functions
Language	Chinese	Keep it
	second language	Add English and Thai

### **New Food Delivery Platform Design**

Based on Conceptual design, the researcher produced a new digital prototype of food delivery platform named Chinese food (Figure2 left1). Language affects perceived ease of use, so the customer is given the choice of language system at the start screen (Figure2 left2). The order function adds ingredient information, reviews of each food and food packaging options according to customer requirements (Figure2 left3). A delivery map has been added to the delivery function, allowing customers to track deliveries (Figure2 right). The digital prototype added multiple communication channels to reduce customer waiting time and to solve the problem of the number of customer service staff (Figure3 left1). The convenience of customer service is increased by having multiple ways to access it. Regarding the attitude of customer service, customers are invited to make comments after each service (Figure3 left2). The evaluation object and method of evaluation have been added to the evaluation function (Figure3 left3). Reviews are displayed as store reviews and each food review and no automatic system reviews are displayed (Figure3 right).

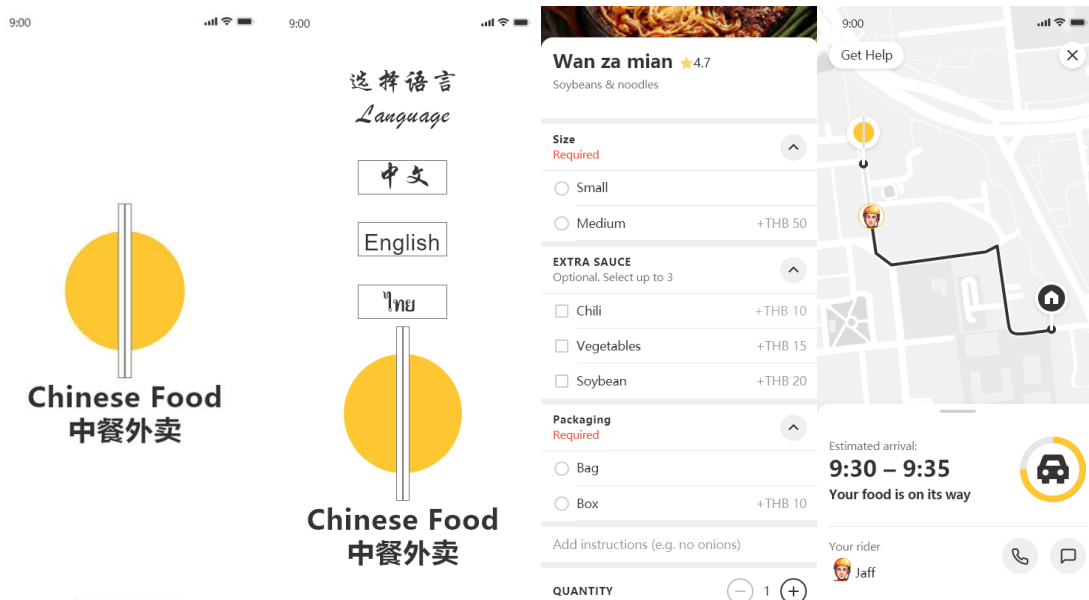


Figure 2 New digital prototype order & delivery interface

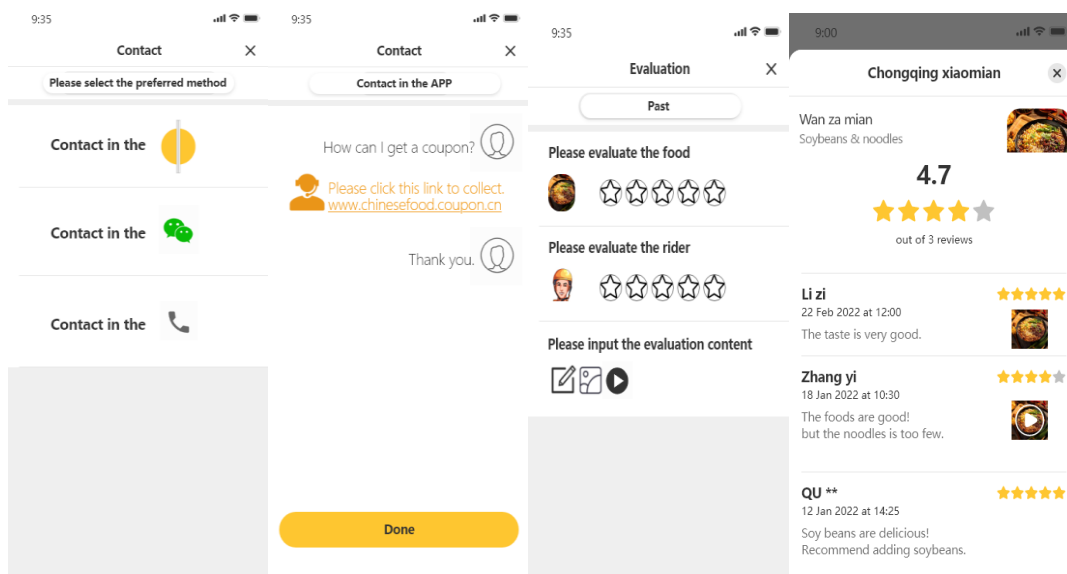


Figure 3 New digital prototype service & evaluation interface

## Evaluation of the new digital prototype

### - Evaluation of functions

Combining all these requirements, the researcher designed the order functions. During the interviews, 12 participants agreed with the design of the new order function digital prototype and mentioned three main design features as the main reasons for feeling that the order function design was useful. The three features designed were adding ingredient information, providing packaging options and adding customer reviews under each food item.

The researcher made improvements to the delivery function. Briefly, the order tracking function was added to the delivery function so that customers could see the delivery process and the location of the rider. The same unanimous support was received from the 12 participants in delivery function.

Combining all the above requirements, the researcher has improved the after-sales service function. In short, firstly, the after-sales service is provided in the software, then various function keys are designed to access the after-sales service, finally, various service methods are provided in the after-sales service and customers can freely choose. The customer service is evaluated in a timely manner at the end of the service. In the after-sales service function, all 12 participants supported the development of the new digital prototype for after-sales service. In particular, the added communication within the software was the most cited reason for support.

In response to these requests, the researcher added a variety of evaluation methods to the evaluation function and access keys to the evaluation function. In addition, the system's automatic evaluation method was not used for the display. The same support for the design of the functional development was obtained from all participants in the interviews of the evaluation function. Three main reasons were mentioned, which were the addition of ways and objects for reviews, as well as the division of reviews into store reviews and reviews for each food item when displaying them. Also, not to show automatic system reviews.

**Table 9** Evaluation of the function

<b>Functions</b>	<b>Evaluation</b>	<b>Participants</b>	<b>Reasons</b>
Order	Useful	All 12 participants	Food Information Package Selection Comments for each food
Delivery	Useful	All 12 participants	Delivery map
After-sales	Useful	All 12 participants	Multiple service methods Evaluate the service attitude
Evaluation	Useful	All 12 participants	Evaluation way Evaluation objects Evaluation display

#### - **Evaluation of perceived usefulness**

In terms of perceived usefulness, the quantitative analysis of the questionnaire shows that user reviews, product information, system quality, delivery time, product quality and variety of food types all have an impact on perceived usefulness. Thus, each sub-item needs to be considered when designing the concept. In the qualitative study, it was observed that some factors currently meet the customer's requirements, while others need improvement. Combination of qualitative and quantitative analysis of the perceived usefulness design concept. The conceptual design of perceived usefulness requires attention to a number of points. Show real user comments, add ingredient information and packaging options, remove redundant functions and ensure that all functions are working. Participants gave a positive assessment of the perceived usefulness of the new digital prototype of the food delivery platform. 12 participants agreed that the new digital model provided a meaningful development of the perceived usefulness of the food delivery platform. During the interviews,

the customers mentioned some of the functions of the new digital prototype that they found useful, which were the following ten factors: food reviews, real reviews, review objects, review methods, ingredient information, functions are well designed, functions can be used, select package, food classification and delivery map (Table 4). Comparing the ten factors with the six influencing factors concluded by the previous researchers, it was found that five factors were consistent and only one delivery map was different from the previous study. This also allowed this research to obtain new findings. In the Thai food delivery platform, for the customer the usefulness in the delivery function is delivery map. The findings of these influencing factors are consistent with previous studies by researchers (Lee, Lee and Jeon,2017; Lee and et. al., 2022; Fariz, 2022).

In the interviews, participants answered mostly similarly. The first major factor was about user reviews. Increasing the number of reviews for each food can help them to get more information about the food. Adding review subjects can help customers to objectively evaluate each food and delivery service in the reviews. At the same time, adding reviews can meet the different preferences of all people as well as presenting the food in a more comprehensive way. Then, the choice of separate stores and reviews for each food item in the review display can help customers save time and get comprehensive information. The second main factor is about ingredient information. Adding ingredient information can help customers identify preferences and allergy issues more quickly. The third major factor was about the quality of information. Participants agreed that the new functions added to the digital prototype were very useful and accessible. The design of all the functions was clear and easy to use and very useful. The fourth factor was related to the quality of the product. All participants agreed that the option of packaging was a very useful design and that customers could choose different packaging in different situations. The fifth factor was related to the variety of food types. The design of the new digital prototype, which categorizes food according to Chinese cuisine, was unanimously supported by the participants. They wanted to eat different food is through the choice of food types can quickly access the food stores, etc., which makes them feel useful. Finally, a new usefulness factor obtained in this interview was the delivery map. Participants felt that the presentation of the delivery map would affect perceived usefulness. In summary, the customers were very satisfied with the design of the usefulness of the new digital prototype. The findings of these influencing factors from the interviews were like the results of the questionnaire. Also, this result is consistent with previous studies by researchers (Lee, Lee and Jeon,2017; Lee and et. al., 2022; Fariz, 2022).

**Table 10** Evaluation of perceived usefulness

<b>Useful reasons from the interviewers</b>	<b>Influencing factors from the literature</b>	<b>Comparison</b>
Food Reviews	User reviews	Consistent
Real Reviews		
Review Objects		
Review Methods		

Ingredient Information	Product information	Consistent
Functions are well designed	System quality	Consistent
Functions can be used		
Select Package	Product quality	Consistent
Food Classification	Variety of food types	Consistent
Delivery Map	Delivery time	Inconsistent

#### - Evaluation of perceived ease of use

In terms of perceived ease of use, a quantitative analysis of the questionnaire showed that design quality, usability and language all had an impact on perceived usefulness. Thus, each sub-item needs to be considered when designing the concept. In the qualitative study, it was observed that some factors currently meet customer requirements, while others need improvement. Combination of qualitative and quantitative analysis of the perceived ease of use design concept, the conceptual design of perceived ease of use requires attention to the following points. Simplify or combine the operation steps to make the software easier to operate and add two more languages, English and Thai. The previous version had a second language but many functions were not translated so it needed to be developed. Participants gave consistent support for the perceived ease of use of the new digital prototype. The participants considered the new digital prototype to be successful in terms of ease of use. During the interviews, the 12 participants also mentioned that some of the factors that made them feel like the new design was easy to use were the variety of languages, the ease of use of the software and the use of appropriate fonts and images for the page layout that made the digital prototype easier to use. After comparing the findings with those of previous researchers on the factors influencing perceived ease of use, the results were found to be consistent. Also, a strong relationship obtained in this research was that all participants agreed that perceived ease of use was related to use experience. If a person had previously used similar software (food delivery platform), then that person would be more likely to operate the related software (new food delivery digital prototype). This is a new finding of the research. This research provides support for this influence factor. These influences are consistent with previous researchers' findings supported by the literature (Alfadda and Mahdi, 2021; Chotigo and Kadono, 2021; Papakostas and et. al., 2022).

The 12 participants in this interview felt that a well layout page would make the software feel easy to use for the customer. Using the right fonts and lots of images in the design makes customers feel easy to use. In addition, the use of multiple languages makes the software easy to understand and customers prefer to operate the software in their native language, so the design in multiple languages can satisfy customers with different language habits. Then, the design of the software is very simple and easy to understand and customers can easily master the operation of the software. In summary, the interviewer was very satisfied with the ease of use design of the new digital prototype.

**Table 11** Evaluation of perceived ease of use

<b>Ease reasons from the interviewers</b>	<b>Influencing factors from the literature</b>	<b>Comparison</b>
Fonts and pictures	Design quality	Consistent
Page layout		
Simple to operate	Usability	Consistent
Easy to understand		
Native language (Chinese)	Language	Consistent
Second language (English/Thai)		
Use experience	-	New Funding

## 7. Conclusion

The research on the Chinese food delivery platform in Thailand was used to review existing research and issues and to propose a new design prototype to solve the gaps. This research found that perceived usefulness is influenced by six factors namely user reviews, product information, system quality, delivery map, product quality and variety of food types. Perceived ease of use is influenced by four factors: design quality, usability, language and user experience. Meanwhile, these influencing factors are supported by the literature of previous researchers (Lee, Lee and Jeon, 2017; Alfadda and Mahdi, 2021; Chotigo and Kadono, 2021; Papakostas and et. al. 2022; Lee and et. al., 2022; Fariz, 2022). The researcher hopes that designers can pay more attention to customer perceived ease of use and perceived usefulness to improve customer acceptance. In terms of perceived ease of use, multiple languages can be added to enhance the ease of use for different customers. It is also possible to combine operation steps to make the system simple and easy to use. Regarding perceived usefulness it is recommended that all food delivery systems add delivery maps as a feature. At the same time, adding information about food to the food introduction screen can improve the perceived usefulness of the customer. It is hoped that this research will provide a theoretical basis for research related to the development of food delivery platforms.

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# The Effect of Retail Service Quality on Perceived Value, Customer Satisfaction, and Repurchase Intention: A Case Study of the Cosmetic Shop in Thailand

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## Abstract

With the intense expansion of online shopping, the brick-and-mortar shop is still important for the cosmetic industry that requires testing and interaction with the staff, thus, retail service quality should be focused. This research aims to study the effect of retail service quality on perceived value and customer satisfaction and their influence on repurchase intention. The respondents of this study are 279 customers of a chain cosmetic shop in Thailand. The data collected from a self-administered questionnaire using regression analysis revealed that retail service quality has a positive impact on perceived value ( $\beta=.876$ ) and customer satisfaction ( $\beta=.785$ ). Meanwhile, customer satisfaction ( $\beta=0.469$ ) has a stronger impact on repurchase intention than perceived value ( $\beta= 0.455$ ). The findings from this study contribute to the cosmetic shop to continually improve retail service quality since it will positively enhance perceived value and customer satisfaction which would influence repurchase intention.

**Keywords :** Retail Service Quality, Perceived Value, Customer Satisfaction, Repurchase Intention, Cosmetic Industry

## 1. Introduction

According to the Beauty Community Revenue Report (Beauty Community, 2018), Beauty Community obtained 3,501 million baht in 2018. Skincare products were valued at \$2.4 billion (38% of the market) while facial care accounted for 84%, whereas body care was about 16% (International Trade Administration, 2019). Though some cosmetic companies are shifting towards the online platform, the brick-and-mortar shop still holds vital dominance due to cosmetic product characteristics that require testing to match with individual customers. Thus, retail service quality should be focused on. Retail service quality is determined by a customer's comparison of service expectations and perceived performance. The high level of service quality is prone to satisfy the customer's needs and also remain economically competitive (Angelova & Zekiri, 2011). Retail service quality is a comprehensive assessment that increases revenue directly and indirectly. The company should emphasize on empathy, reliability, responsiveness, assurance, problem-solving, and policy to attain customer satisfaction which primes customer loyalty and company performance (Minh *et al.*, 2015). Marketing studies have consistently shown that perceived quality is a key determinant of store brands' success (Huang, 2009). Therefore, the stakeholders of the service sector have to consider a set of factors that are relevant to service quality which would lead to customer satisfaction.

Customer satisfaction is the overall evaluation of tangible and intangible services (Huang *et al.*, 2019). Customer satisfaction boosts an organization's profitability through

evolving customer retention (Hennig-Thurau & Klee, 1997) and has a direct impact on repurchase intention (Bahia *et al.*, 2000). Repurchase intention is very important since repeat customers are the majority of sales revenue for companies.

## **2. Research objectives**

1. To examine the impacts of service quality on customer satisfaction and perceived value on repurchase intention.
2. To examine the antecedents of repurchase intention.

## **3. Literature review**

### **3.1 Service quality concept**

Service quality refers to the overall perception of a customer's judgment toward the provided service (Culiberg & Rojšek, 2010). Service quality is derived from expected service and perceived service. The service quality will be satisfied when services are received as expected. Meanwhile, the perceived services that exceed their expectations will make customers delighted with the service (Parasuraman *et al.*, 1985). The Service Quality Model as known as SERVQUAL Model was developed by Valarie Zeithaml, A. Parasuraman, and Leonard Berry in 1985. It is a model to analyze the service quality perceived by customers and marketers (Parasuraman *et al.*, 1985). It includes five dimensions (reliability, assurance, tangibles, empathy, and responsiveness). Since these five dimensions are designed for a general service business, (Dabholkar *et al.*, 1996) proposed a retail service quality scale with the additional two dimensions to the original SERVQUAL scale which are problem-solving and policy. The current research applied retail service quality to the study.

### **3.2 Customer satisfaction concept**

The basic determinants of long-term consumer behavior include customer satisfaction (Oliver, 1980). Satisfaction is the customer's evaluation of past performance while repurchase intention considers the customer's confidence in future performance. (Nilsson & Wall, 2017). The Expectations-confirmation theory (ECT) was created and developed by (Oliver, 1977; 1980). The ECT believed that the interactive relationship between perceived performance and the expectation of consumers towards the service could impact the consumer's post-purchase satisfaction. Once the product's performance cannot achieve the expectation, it is likely to cause consumer dissatisfaction (negative disconfirmation). On the other hand, if the product's performance is better than the expectation, the consumers are tended to express satisfaction (positive disconfirmation) (Oliver, 1980; Spreng *et al.* 1996).

### **3.3 Perceived value concept**

Customer-perceived value is the contrast between a customer's assessment of the benefits and costs of one product when compared with others. (Zeithaml, 1988) has asserted that perceived value refers to a consumer's overall assessment of the utility of a product or service based on perceptions of what is received and what is offered.

### **3.4 Repurchase intention concept**

The concept and factors that influence repurchase have been investigated by many scholars (Jacoby & Kaplan, 1972; Mittal & Kamakura, 2001; Hocutt, 1998; Storbacka *et al.*,

1994; Zahorik & Rust, 1992). Customers buy the products repeatedly from the same brand, and most purchases represent a series of events rather than a single isolated event (Hellier *et al.*, 2003). According to (Huang *et al.*, 2019), it is difficult to acquire customers, but retaining a customer is relatively simple. The cost of acquiring a new customer is five times that of retaining an old customer. Thus, maintaining an existing consumer can generate better revenue for the industry at less cost.

### 3.5 Hypotheses development

Service quality, perceived value, and customer satisfaction are factors of high interest to marketers. These factors have been examined that influence customers' post-purchase behavior. (Hu *et al.*, 2009) also agreed and indicated that delivering high-quality service can create superior customer value, thus increasing the willingness to purchase and repurchase. Therefore, this study proposes:

*Hypothesis 1: Retail service quality has a positive impact on perceived value.*

(Park & Jung, 2019) confirmed the effect of service quality on the potential customer satisfaction improvement index in the Korean cosmetic medical service industry, which is based on the measurement tools of SERVPERF, consisting of five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Therefore, this study proposes:

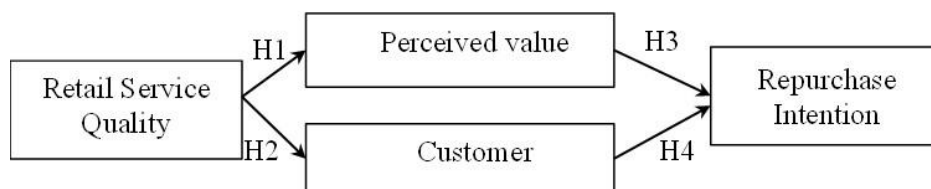
*Hypothesis 2: Retail service quality has a positive impact on customer satisfaction.*

(Tam, 2004) revealed that customer satisfaction and perceived value significantly influence post-purchase behavior, especially, repurchase intention. The study by (Ali & Bhasin, 2019) also supported that perceived value has a significant impact on repurchase intention. Therefore, this study proposes:

*Hypothesis 3: Perceived value has a positive impact on repurchase intention.*

Customer satisfaction increases a firm's profitability through developing customer retention (Huang, 2019) and has direct effects on repurchase intention (Bahia *et al.*, 2000). Therefore, this study proposes:

*Hypothesis 4: Customer satisfaction has a positive impact on repurchase intention.*



**Figure 1** Research Model

## 4. Research methodology

### 4.1 Research design

This research explores the relationships among retail service quality, perceived value, customer satisfaction, and repurchase intention. This study employs quantitative research using a self-administered questionnaire.

## 4.2 Population and sample

The population of the current study is the customers of the selected chain of cosmetic shops in Bangkok, Thailand. This study uses a convenient sampling technique while determining the sample size adopted from (Cochran, 1963) for an unknown population. It reveals that a sample size of 271 should be adequate. Hence, the current study includes data from 279 respondents.

## 4.3 Data collection and measurement items

This study distributed 1,000 online questionnaires to customers of the selected chain of cosmetic shops in Bangkok, Thailand. The researcher applies the Five-point Likert scale to test the four variables of the conceptual framework (1 for Strongly Disagree and 5 for Strongly Agree).

For retail service quality, 28 measurement items were adopted from (Dabholkar *et al.*, 1996). It was measured in seven dimensions: Tangibles (6 items), Reliability (5 items), Assurance (3 items), Responsiveness (3 items), Empathy (3 items), Problem-solving (3 items), and Policy (5 items). For example, "The stores of XXX have modern-looking equipment and fixtures", "The store provides its services at the time it promises to do so", and "Employees of XXX have the knowledge to answer customer's questions".

For perceived value, the 19 measurement items were adopted from (Lee *et al.*, 2011). It was measured in four dimensions: Emotion (5 items), Quality (6 items), Price (4 items), and Social (4 items). For example, "The price of products in XXX is reasonable", "The quality of products in XXX has an acceptable standard", and "The quality of products in XXX has a consistent quality".

For customer satisfaction, the six measurement items were adopted from Oliver (1980). For example, "I am satisfied with my decision to visit XXX", "If I had it to do all over again, I won't feel differently about XXX", and "My choice to visit XXX was a wise one".

For repurchase intention, the five measurement items were adopted from (Sahin *et al.*, 2012). For example, "XXX is my first choice", "I will continue to be a loyal customer of XXX", and "If I got any product for free, I would choose my product of XXX".

## 4.4 Validity and Reliability Test

The study found that the loading value of measurement items of all constructs is above 0.5 confirming validity (Nunnally & Bernstein, 1994). In addition, the composite reliability (CR) and Cronbach's alpha of variables exceeded 0.7, showing internal consistency for reliability.

**Table 1** Validity and reliability test

	Loadings		Cronbach's Alpha	CR	AVE	No. of Items
	Min	Max				
Service Quality	0.556	0.789	0.961	0.962	0.516	28

	Loadings		Cronbach's Alpha	CR	AVE	No. of Items
Perceived Value	0.639	0.760	0.952	0.953	0.515	19
Customer Satisfaction	0.662	0.846	0.892	0.894	0.585	6
Repurchase Intention	0.619	0.831	0.904	0.857	0.548	5

Table 1 shows that according to confirmatory factor analysis, the validity is supposed to be more than 0.5 and all the average variances are more than 0.5, which means they are valid. Cronbach's Alpha and Composite Reliability were used to test the reliability, both of them are consistent, which shows the questionnaire is reliable.

## 5. Research Findings

The study collected data from 279 respondents. Table 2 shows the demographic information of the respondents.

**Table 2** Demographic Information

		Freq.	%			Freq.	%	
Gender	Male	60	22	Employment	Student	64	23	
	Female	111	78		Employee	14	5	52
Age	18-29 years old	143	51	Self-Employment	Self-Employment	23	8	
	30-40 years old	110	40		Management	18	6	
	41 - 50 years old	17	6		Government	14	5	
	> 50 years old	9	3		Other	14	5	
Income (THB)	<20,000	94	33	Education	High school	32	11	
	20,001-40,000	132	47		Bachelor's degree	19	6	70
	40,001-60,000	35	12		Master's degree	46	16	
	>60,001	17	6		Doctoral Degree	4	1	

### 5.1 Hypotheses testing

For hypothesis 1, a simple linear regression analysis was conducted to investigate the impacts of service quality on perceived value. The model is statistically significant at a 95% significance level. Retail service quality ( $\beta=0.886$ ) is a statistically significant impact on

perceived value as the p-value is .000 which is less than .05 at a 95% significance level. The adjusted R-Square of the model is .767.

**Table 3** Hypothesis 1 coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.445	.118		3.784	.000
	Service Quality	.886	.029	.876	30.232	.000

a. Dependent Variable: Perceived Value

For hypothesis 2, from simple linear regression, the model is statistically significant at a 95% significance level, p-value =.000. Retail service quality ( $\beta=.873$ ) is a statistically significant impact on customer satisfaction as p-value is .000 which is less than .05 at 95% significance level. The adjusted R-Square of the model is .615

**Table 4** Hypothesis 2 coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.502	.166		3.024	.003
	Service Quality	.873	.041	.785	21.078	.000

a. Dependent Variable: Satisfaction

For hypothesis 3 and hypothesis 4, the multiple linear regression shows that the model is statistically significant at a 95% significance level, p-value =.000. Perceived value ( $\beta=.455$ ) and customer satisfaction ( $\beta=.469$ ) are a statistically significant impact on repurchase intention as p-value is .000 which is less than .05 at 95% significance level. The adjusted R-Square of the model is .568.

**Table 5** Hypotheses 3 and 4 coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.273	.196		1.392	.165
	Value	.455	.092	.368	4.944	.000
	Satisfaction	.469	.084	.418	5.605	.000

a. Dependent Variable: Repurchase



Table 6 shows the model summary that all four hypotheses are supported. Hypothesis 1 has a p-value less than 0.05, and at 95% confidence level so hypothesis 1 is supported, service quality has an impact on perceived value. The  $\beta$  of service quality is .876. Hypothesis 2 has a p-value of less than 0.05, and at 95% confidence level so hypothesis 2 is supported, Service Quality has an impact on customer satisfaction. The  $\beta$  of service quality is .785. Hypothesis 3 and hypothesis 4 have the same dependent variable which is repurchase intention so we decided to use multiple linear regression to test both hypotheses. The result of p-value is less than 0.05, Hypothesis 3 and Hypothesis 4 are supported. The  $\beta$  of Perceived Value is .368 and the  $\beta$  of customer satisfaction is .418.

**Table 6** Model Summary

Model	Independent Variables	Dependent Variables	Adj. R <sup>2</sup>	F-Value	Std. $\beta$	P-Value
1	Retail Service Quality	Perceived Value	.767	913.956	.876	.000
2	Retail Service Quality	Customer satisfaction	.615	444.278	.785	.000
3	Perceived value	Repurchase intention	.568	183.904	.368	.000
	Customer satisfaction				.418	

## 6. Discussion and Conclusion

All four hypotheses of the current study are confirmed. The study found that retail service quality ( $\beta=.876$ ) has a positive impact on the perceived value ( $p$ -value = .000). Thus, hypothesis 1 is supported. The finding is consistent with (Hu *et al.*, 2009) who indicated that delivering high-quality service can create superior customer value, thus increasing the willingness to purchase and repurchase. Service quality is interpreted as the overall impression of a customer's judgment concerning the service provided (Culiberg, & Rojšek, 2010). In addition, (Nugraha & Mandala, 2020) found that the quality of service offered had a positive relationship with the value perception of the products and services offered. To improve on the value perception of customers, the business should consider understanding how the customer perceives their products and service and re-align their offering in a way that guarantees more value to the customers.

The study found that retail service quality ( $\beta=.785$ ) has a positive significant impact on customer satisfaction at a 95 % confidence level. Thus, hypothesis 2 is supported. This assertion is consistent with (Ombati *et al.*, 2010) which stated that providing better and high-quality services is an essential component for increasing customer satisfaction. Service quality holds a significant position in customer satisfaction. The evaluation of customer satisfaction is through both cognition and affective response to service encounters (Burn & Neisner, 2006).

This study employs multiple linear regression in model 3 to test hypothesis 3 which stated that perceived value has a positive impact on repurchase intention and hypothesis 4 which stated that customer satisfaction has a positive impact on repurchase intention. The study found that both perceived value ( $\beta= 0.455$ ) and customer satisfaction ( $\beta=0.469$ )

have a significant impact on repurchase intention ( $p$ -value = .000). Hence hypothesis 3 and hypothesis 4 are supported. When repurchase is a practical action, repurchase intent is regarded as the customer's decision to conduct future activities with the retailer or supplier (Hume *et al.*, 2007). A study by (Ilyas *et al.*, 2020) found that perceived value played a key role in determining repurchasing intention. This implies that the company can improve repurchases by investing in the optimal customer experience and satisfaction and addressing the targeted/expected product value for their products and services. Furthermore, (Elbeltagi & Agag, 2016) stated that there is a direct positive relationship between consumer satisfaction and repurchase intention. Overall consumer satisfaction is extensively related with the behavioral intention to return to the same service company.

This study also found that customer satisfaction ( $\beta=.466$ ) has a stronger impact on repurchase intention than perceived value ( $\beta=.455$ ). This is consistent with (Ananda *et al.*, 2021) that found perceived value and customer satisfaction strengthened the repurchase intentions and had a positive effect on overall repurchases. Customer satisfaction is derived from the customer's actual service experience, thus, may intensify a stronger effect on repurchase intention.

## **7. Managerial implication**

The findings of the research provide empirical evidence of the influence of retail service quality on perceived value and customer satisfaction which lead to repurchase intention. The result shows that the company should improve the approach to solve the problems such as training staff to handle product problems and customer complaints to improve overall retail service quality evaluation. Also, the company should work on improving assurance perception within their customers, be more responsive to customer issues and feedback, and lastly revise their policies to accommodate customer preferences.

## **8. Limitations and recommendations for future research**

Future research may apply this research model in other fashion business stores. In addition, further research may explore other variables that enhance repurchase intention such as customer commitment, brand image, brand equity, and e-service quality. Future research may include word-of-mouth intention in the research model as well. Further research may apply SEM for analysis as well as explore the effect of each dimension of retail service quality and perceived value on the dependent variables.

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# Intention of BTS Skytrain Passengers to Use QR Ticket for Metro Mass Transit System in Bangkok

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## Abstract

Bangkok Metro passengers still have to queue at metro stations to buy, recharge and use their card tickets. Passengers have to spend time and effort waiting when it is crowded. This study aims to provide a new QR code ticketing system for the Bangkok Metro mass transit system and to understand passengers' intention to use it. The study used a design science research approach and used a mixture of quantitative and qualitative research methods. The study sample was BTS Skytrain passengers because BTS is the first metro system in Thailand. In this study, 176 questionnaires were collected through a questionnaire survey and a prototype of a QR ticket was designed by analyzing passenger needs and document analysis. Finally, 175 questionnaires were analyzed to derive the evaluation and usage intention of QR tickets. It was found that most passengers prefer card tickets, but passengers with higher education levels are more likely to accept QR tickets. The demand for QR tickets is trust and efficiency. Passengers rated the newly designed QR tickets highly, and the perceived ease of use and perceived usefulness of the tickets influenced passengers' intention to use them.

**Keywords :** Technology Acceptance Mod, E-payment, Mobile App, QR Codes ticket, Metro

## 2. Introduction

Nowadays, electronic payments are growing rapidly under the influence of COVID-19, and 76% of adults worldwide already use electronic payments, which have become the most popular non-cash means of payment worldwide (World Bank, 2022). Electronic payment methods such as card tickets (contactless smart cards), cardless tickets (NFC payments, and QR code payments), are also starting to gain popularity in metro systems. According to the Mpaypass report (2019), China has taken the lead in using cardless tickets in public transportation, with 94.1% NFC coverage and 88.2% QR code coverage in 34 cities with metros. Meanwhile, Thailand, as a major e-payment country, has a large e-payment user base, with 9.7 billion e-payment transactions in 2021 and the third highest e-payment usage rate in the world, behind China (Leesa-Nguansuk, 2022).

According to the official websites of BTS (2022) and MRT (2022), the main mode of travel in the Bangkok metro mass transit system is still card-based tickets such as single journey tickets and stored value cards (SVC). This poses some problems when stations are crowded and it is difficult for passengers to purchase and recharge their tickets, which takes a lot of time and effort to queue and makes them unsatisfied (Poomrittigul et al., 2019). This problem can be solved by the QR code ticket, which is a cardless ticket where passengers no longer need to spend time and effort to queue to buy or recharge their tickets. Simply move your finger on the mobile app to complete the ticket purchase and enter the station by scanning the QR code. From the Mpaypass report (2019), China has already used QR code tickets in its metro mass transit system, while Thailand's metro mass transit system has yet to start using them.

In the case of passengers in Thailand who are not yet aware of this new ticket, passengers will QR ticket use keep a wait-and-see attitude. Because passengers only use electronic payment methods that will suit their specific needs (Kaewratsameekul, 2018), it is valuable to study the needs of passengers of the Bangkok metro mass transit system and their intention to use QR tickets.

## 2. Objective

1. To understand the needs of passengers of the Bangkok Metro Mass Transit System pertaining to ticket payment.
2. To propose a new system that allows passengers to use the QR tickets in the Bangkok Metro Mass Transit System.
3. To study passengers' intentions to use the QR tickets in the Bangkok Metro Mass Transit System.

## 3. Literature review

### Metro Mass Transit System

Metro Mass Transit System is a rapid transit system that provides for the uninterrupted operation of metro trains on railroads, tunnels or on viaducts. (Fraszczuk, 2014). The world's first metro system opened in 1863 in London, UK (Rimmer, 2013), and the first metro system in China opened in 1969 in Beijing (Duan et al., 2020). The first metro system in Thailand, the BTS, opened in Bangkok in 1999 (Anantsuksomsri et al., 2015).

Today, Automated Fare Collection Systems (AFC) are widely used in metro mass transit systems (Ferreira et al., 2017). Passengers place their tickets on the Automated Fare Collection Systems (AFC) machine's recognition area. After successful recognition, the AFC gates automatically open so that passengers can enter the station (Chandra et al., 2013). Electronic payment methods can be divided into three main categories: 1) smart cards 2) QR code tickets purchased by cell phones 3) contactless tickets simulated by cell phones through NFC technology (Bartin et al., 2018). Among them, QR tickets and NFC are the classic cardless tickets.

### E-Payment

Electronic payment is a type of non-cash payment done through the Internet in the context of e-commerce (Hascaryani, 2013; Kaur et al. 2015; Hidayanto et al. 2015).

It has been shown (Fonchamnyo, 2013; Sciarelli et al., 2021) that the following five e-payment characteristics may influence the Technology Acceptance Model (TAM), which are trust, efficiency, reliability, security, and usability (ease of use). Trust refers to the level of user trust in the e-payment system (Hidayanto, 2015; Kumar, 2019); efficiency refers to the time and cost savings that can users (Lai and Lim, 2019); reliability refers to the stability and reliability of the system (Hidayanto et al., 2015); security refers to the system's ability to defend against Internet attacks and can protect users' information and privacy without losing their money (Abrazhevich, 2004; Tsiakis and Sthephanides, 2005; Hidayanto et al., 2015); usability (ease of use) means that users can use electronic payments very easily (Hidayanto et al., 2015; Shao et al., 2019).

There are five common types of electronic payments as follows: 1) credit cards, a plastic card with a unique digital account and an embedded magnetic disk that allows prepayment (Bezovski, 2016; Chen et al., 2019); 2) debit cards, similar to credit cards, where the user makes a transaction through a bank account and the amount is automatically deducted from the card's bank account (Chen et al., 2019); 3) Smart cards, commonly used in

transportation payments, which can store funds that will be deducted after payment (Prayoonphan, 2019; Thangamuthu, 2020); 4) Mobile banking, an application provided by banks on which users can perform the corresponding financial services (Shaikh and Karjaluo, 2015; Tam and Oliveira, 2017); 5) Mobile wallet, a digital account that integrates both the user's funds and cards into the mobile software, allowing the phone to be used as a wallet (Uddin and Akhi, 2014; Mahapatra and Patra, 2016).

### **Technology Acceptance Model**

The technology acceptance model, proposed by Davis, has two determinants, perceived ease of use and perceived usefulness. Perceived usefulness refers to the user's perception that using a system or technology will help him or her improve performance and Perceived ease of use means that a person is effortless to use the new technology. (Cho and Sagynov, 2015). Previous studies have shown that factors affecting perceived usefulness include trust, efficiency, reliability, and security (Kaewratsameekul, 2018; Sciarrelli et al. 2021; Chi, 2018; Liu et al. 2022). Perceived ease of use refers to the user's perception that using a system or technology is not mentally or physically taxing, and previous research has shown that usability, also called ease of use, is an important factor influencing perceived ease of use (Pei et al., 2015; Nourallah, 2020).

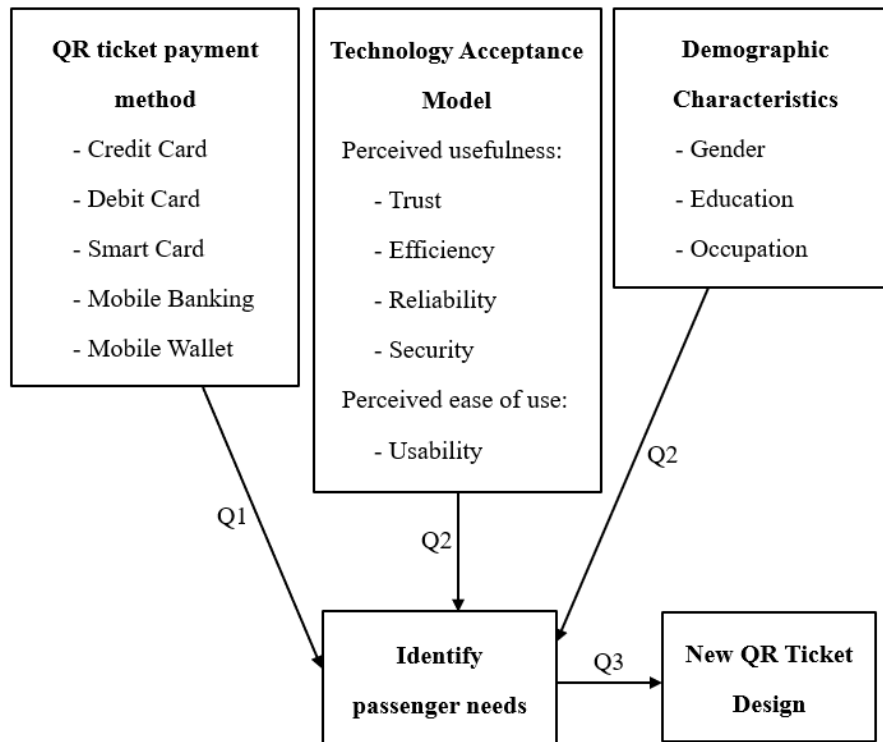
### **Demographic Characteristics**

Research has shown that three demographic characteristics - gender, education level and occupation - affect user acceptance. Gender differences have a significant impact on the intention to use mobile payments (Lwoga and Lwoga, 2017), people with higher education are more likely to accept the use of electronic payments in public transportation (Fontes et al., 2017), and students are the largest group of mobile payment users and more willing to use electronic payments (Tarigan et al., 2022).

## **4. Theoretical framework & research questions**

### **Theoretical framework**





**Figure 1** Theoretical framework

### Research questions

1. What are the needs of passengers of the Bangkok Metro Mass Transit System pertaining to the payment of tickets?
2. What would be the physical feature and appearance of tickets based on a new system that allows passengers of the Bangkok Metro Mass Transit System to use the QR code?
3. What is the degree of willingness on the part of passengers of the Bangkok Metro Mass Transit System in regard to the use of the QR tickets?

### 5. Research methodology

This study used a mixed research method combining qualitative and quantitative methods. The qualitative method was document analysis. The quantitative method was a questionnaire survey. The type of research was designed for scientific research. The sample for this study was BTS Skytrain passengers. Because of the large population size and the unknown when determining the sample size, the Cochran formula was used:  $n = \frac{Z^2 pq}{e^2}$  (Chaokromthong and Sintao, 2021). The average daily ridership of the BTS light rail is found to be 12.5% of the population of Bangkok (Egis, 2022), assuming a confidence level of 95% (marginal error of 0.05).  $(n = 0.125 * (1 - 0.125) * (1.96)^2 / (0.05)^2 = 168)$ , yielding a minimum sample size of 168. There were two questionnaires in this study, the demand questionnaire received 176 and the evaluation questionnaire received 175 valid questionnaires. The reliability of all scales in this study was greater than 0.7 and passed the test.

**Table 1** Scale Reliability

Scale	Cronbach's Alpha	N of Items
Perceived usability	0.987	176
Perceived ease of use	0.960	176
Perceptual usefulness evaluation	0.940	175
Perceptual ease of use evaluation	0.874	175
Intention to use	0.922	175

## 6. Results

### Passengers' e-payment need

The analysis of the quantitative data collected shows that BTS Skytrain passengers have the highest demand for mobile banking, followed by e-wallets and debit cards when riding the BTS Skytrain. Finally, smart cards and credit cards have the least demand, with the specific number of demands in Table 2.

**Table 2** E-payment needs

Item	N	Percentage	Percentage of Cases
Credit Card	23	10.4	13.1
Debit Card	33	14.9	18.8
Smart Card	24	10.9	13.6
Mobile Banking	101	45.7	57.4
E-Wallet	40	18.1	22.7
Total	221	100	125.6

### Ticket Type

Analysis of the quantitative data shows (Table 3) that more BTS Skytrain passengers prefer card-based tickets than those who prefer cardless tickets. Also, the p-value of education by the chi-square test is 0.017, which is less than 0.05. It indicates that education affects passengers' ticket preferences, and the higher the education level of BTS Skytrain passengers, the more likely they are to accept cardless tickets, as detailed in Table 4.

**Table 3** Ticket preference

Item	N	Percentage	Percentage of Cases
Card Ticket	113	59.8	64.2
Cardless Ticket	76	40.2	43.2
Total	189	100	107.4

**Table 4** Education Level

Factor	Item	Ticket Type		Total	$\chi^2$	p
		Card Tickets	Cardless Tickets			
Education level	Under Bachelor degree	5	1	6	8.166	0.017
	Bachelor degree	79	41	120		
	Master's degree or higher	29	34	63		
Total		113	76	189		

### Requirements of QR ticket

Table 5 clearly demonstrates the perceived usefulness needs of passengers for QR tickets. The overall mean of the scale is 3.37, so factors with a mean greater than 3.37 can be identified as influential. Trust and efficiency are the main influencing factors that affect passengers' perceived usefulness. These main influencing factors are in line with the findings of Alalwan et al. (2018); Sciarelli et al. (2021) that perceived usefulness is influenced by trust and efficiency. The specific factors that most passengers agreed on were ticketing technology, electronic payment providers, time-saving, no lag, fast response time, protection of personal information, and trusted security systems. These specific factors are consistent with the findings of previous researchers (Kaewratsameekul, 2018; Lai and Lim, 2019; Chi, 2018)

In short, passengers' needs for the usefulness of QR ticketing software are: the software should use a ticketing technology and electronic payment provider that passengers trust, QR ticketing software should save passengers' time, the software should be responsive and not lag, and finally, QR ticketing software needs to protect passengers' personal information and its security system is trusted.

**Table 5** Requirements of perceived usefulness

Functions	Influence factors	Mean	Standard Deviation
Trust	e-payment provider	3.40	1.478
	ticketing technology	3.44	1.449
	metro company	3.33	1.440
Efficiency	saves time	3.41	1.059
	saves money	3.35	1.462
	not lag	3.41	1.391
Reliability	fast response time	3.41	1.459
	practical	3.30	1.456
	trouble-free	3.30	1.420

Functions	Influence factors	Mean	Standard Deviation
Security	protects personal information	3.38	1.460
	protects personal property	3.33	1.440
	trusted security system	3.38	1.507

According to Table 6, it can be seen that passengers demand QR ticketing software in terms of ease of use. The total mean of this scale is 3.38, so factors with a mean greater than 3.38 can be identified as influential. The main factor that influences the perceived ease of use of passengers is usability. These main factors are consistent with the definition of the International Organization for Standardization (2018) and the study of Nourallah (2020). The specific factor is the ease-of-use process, which is consistent with the findings of previous researchers (Teoh et al., 2013).

In short, the passenger's need for ease of use of QR ticketing software is that the process of using QR ticketing software must be easy and fast.

**Table 6** Requirements of perceived ease of use

Functions	Influence factors	Mean	Standard Deviation
Usability	simple ticket interface	3.36	1.375
	user-friendly payment design	3.34	1.334
	convenient and fast process	3.45	1.401

Finally, a chi-square test shows that passengers' ticket choice preferences do not affect the perceived usefulness demand and the perceived ease of use demand for QR tickets, and passengers with both ticket preferences have the same demand for QR tickets.

### Conceptual design

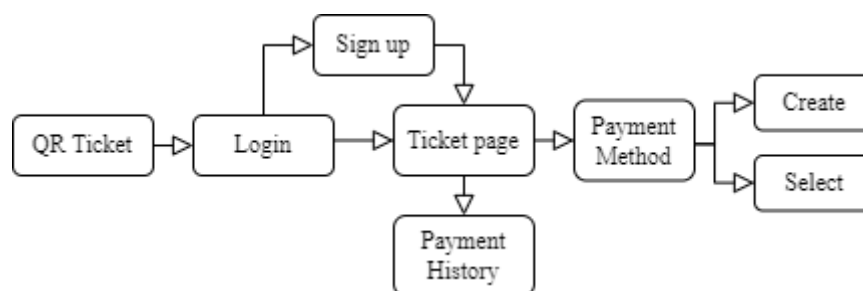
According to the data collected, passengers need a ticketing technology and electronic payment provider that is trusted, software that saves passengers' time, is responsive and does not lag, ticketing software that protects personal information and has a trusted security system, and ticketing software that is easy and fast to use. The QR code ticket used by Guangzhou Metro, on the other hand, has reduced the queues and the hassle in the ticketing process, effectively improving passengers' travel conditions (Tan, 2019). On the other hand, according to the report of 2C2P (2022), it can be seen that QR code payment is the second most popular electronic payment method in Thailand, trusted and accepted by Thai people. It can be concluded that the QR code ticket now used by Guangzhou Metro meets the needs of BTS Skytrain passengers.

QR Ticket uses QR code technology to allow passengers to enter and exit the station by scanning the QR code ticket, and the fare is automatically calculated and deducted automatically. The QR Ticket Software supports all major mobile banks, major e-banks, debit and credit cards, and allows you to choose the electronic payment option that suits your needs. The ticketing software also includes features such as payment history checking, ticket refresh, language switching, and instructions for use (Table 7).

**Table 7** Conceptual design of function

Functions	User requirements	Conceptual design
Trust	e-payment provider	Choose e-payment method
	ticketing technology	QR Code Technology
Efficiency	saves time	Automatic deduction.
	not lag	Refresh
Reliability	fast response time	Large and clear QR code
Security	protects personal information	Social account sign-up and login.
	trusted security system	Payment History
Usability	convenient and fast process	Language Change
		Instructions for use

To use QR tickets, login or register with a social media account. The main ticket page has five elements: e-payment method selection, QR code ticket, ticket refresh, language switch and instructions for use. First-time users need to add and select the electronic payment method they want to use, and then they can use the QR code ticket. Users only need to align the QR code ticket with the scanning area of the subway gate, and after successful scanning, they can enter and exit the station, and the system will automatically complete the deduction when they leave the station. If there is a problem loading the 2D code ticket, the user can click the refresh button to reload the ticket. Passengers can also check their spending records. The software comes in Thai and English, so users can switch between them according to their needs. Figure 2 shows the flow chart of the ticketing software.

**Figure 2** Flow chart

### Prototyping

The QR ticket software prototype was designed based on the above concept, functions and flowchart. In order to ensure the simple and convenient design of the ticket application, the software should use a uniform color tone, and to ensure the success rate of QR ticket recognition, the area of the QR code should occupy a large enough proportion. In order to allow users to operate easily and quickly, the font of the buttons within the application should be simple and clear, and the buttons should be reasonably positioned and appropriately sized to allow users to perform one-handed operations. Figure 3 shows the wireframe draft of the ticketing application. Figure 4 shows the prototype of the ticket application.

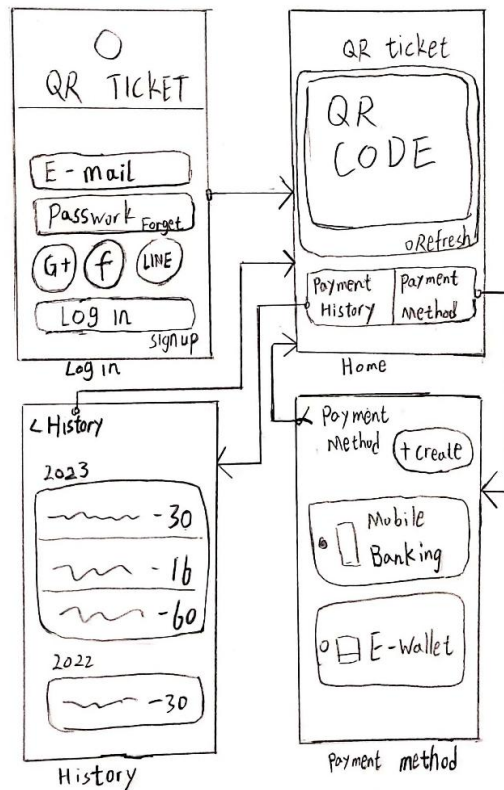


Figure 3 QR Ticket Software Wireframe

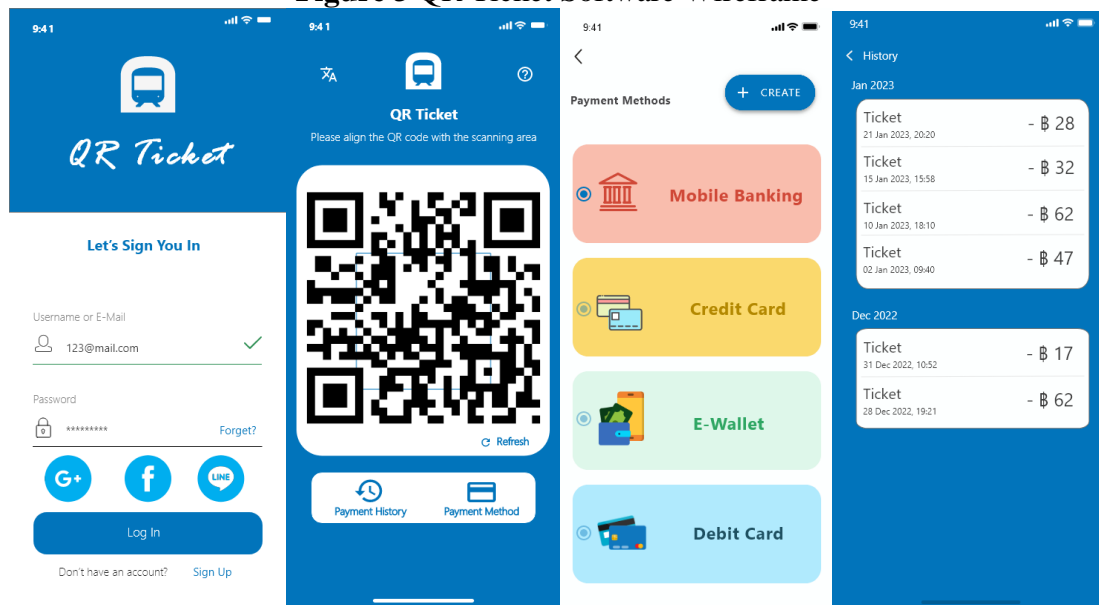


Figure 4 QR Ticket Software Prototype

**Evaluation**

- **Evaluation of perceived usefulness**

Data analysis shows that passengers rate the QR ticket software highly for its efficiency. The overall mean score for this scale was 4.17, so passengers rated the QR ticket software highly for saving queuing time, fast subway rides, no need to reload tickets, practicality, responsiveness and having a trusted electronic payment method, and passengers rated the perceived usefulness of the QR ticket software prototype highly (Table 8).

**Table 8** Evaluation of perceived usefulness

Functions	Influence factors	Mean	Standard Deviation
Trust	QR code technology	4.15	0.916
	e-payment method	4.19	0.876
	metro company	4.11	0.931
Efficiency	save queuing time	4.53	0.787
	no need to recharge	4.31	0.843
	fast ride	4.32	0.851
Reliability	practical	4.29	0.857
	less failure	3.99	0.944
	fast response	4.21	0.930
Security	protects personal information	3.98	0.944
	protects personal property	3.92	0.962
	secure system	4.07	0.916

#### - Evaluation of perceived ease of use

Data analysis shows that passengers rate the usability of the QR ticketing software highly. The overall mean score for this scale was 4.30, so passengers rated the ease of use and the ease and speed with which QR tickets can be used highly. Passengers rated the perceived ease of use of the QR ticketing software prototype highly (Table 9).

**Table 9** Evaluation of perceived ease of use

Functions	Influence factors	Mean	Standard Deviation
Usability	easy to learn	4.28	0.869
	easy to use	4.31	0.888
	convenient and fast	4.31	0.850

#### Intention to use QR ticket prototype

The data analysis in Table 10 shows that all items affect passengers' intention to use QR ticketing software. The overall mean score for perceived usefulness was 4.17 and the overall mean score for perceived ease of use was 4.35. Therefore, trust for perceived usefulness, efficiency and user-friendliness for perceived ease of use are important factors that affect passengers' intention to use QR ticketing software, so trust and efficiency affect perceived usefulness and user-friendliness affects usability and thus perceived ease of use.

**Table 10** Intention to use

Functions	Influence factors	Mean	Standard Deviation
Perceived usefulness	trust	4.21	0.848
	efficiency	4.23	0.893
	reliability	4.11	0.841
	security	4.14	0.899
Perceived ease of use	easy to learn (usability)	4.33	0.826
	easy to use (usability)	4.33	0.948
	user-friendly (usability)	4.39	0.870

According to Table 11, it can be seen that the demographic variables of passengers have an impact on passengers' intention to use QR ticketing software. To make the results easier to analyze, the significance level for the sample of this study was chosen as 0.10. From this, it can be seen that passengers' occupation influences the perception of trust in perceived usefulness. Passengers' gender, education level, and occupation all affect the perception of efficiency in perceived usefulness. Passengers' gender affects perceived reliability in perceived usefulness. Passengers' education level and occupation affect the perception of ease of learning in perceived usefulness, representing that passengers' education level and occupation affect the perception of usability in perceived usefulness. Therefore, passengers' intention to use QR ticket software is influenced by demographic variables, and the main influencing factors are trust, efficiency, reliability, and usability.

**Table 11** Demographics influence intention to use

	Gender	Education	Occupation	P
Trust	0.179	0.225	0.061	0.056
Efficiency	0.153	0.126	0.171	0.080
Reliability	0.053	0.304	0.218	0.070
Security	0.061	0.586	0.355	0.151
Easy To Learn (Usability)	0.794	0.095	0.058	0.088
Easy To Use (Usability)	0.271	0.111	0.437	0.212
User-Friendly (Usability)	0.338	0.204	0.512	0.378

## 7. Discussion

The most desired electronic payment by BTS Skytrain passengers is mobile banking. At this stage, passengers are more willing to use card tickets than cardless tickets, but the more educated passengers are, the more likely they are to accept cardless tickets, due to the fact that more educated passengers are better learners and more receptive to new things.



Passengers believe that QR ticketing software should use trusted ticketing technology and electronic payment providers, that the software saves passengers' time, is responsive and does not lag, that the ticketing software protects personal information and has a trusted security system and that the process is easy and fast to use.

This study designs a subway ticket that uses QR code technology. The software allows the use of electronic payment methods such as mobile banking, e-wallets, credit cards and debit cards for ticket payment, as well as features such as checking payment history, language switching and refreshing tickets. The software automatically deducts the fee, and passengers can enter and exit the station by showing the QR code. At the same time, passengers rate the QR ticket prototype highly, mainly in terms of the software's ability to save queuing time, fast subway rides, no need to top up tickets, practicality, responsiveness and a trusted electronic payment method, ease of use and quick and easy to use, so the trust, efficiency and usability of the QR ticket prototype affect passengers' intention to use the software prototype. That is, perceived usefulness and perceived ease of use affect passengers' intention to use them. Finally, demographic variables affect trust, efficiency, reliability, and usability.

## 8. Conclusion

The study of QR tickets was used to review existing research and issues to design a new QR ticket software for the Bangkok metro mass transit system. The researcher hopes that the designer will pay enough attention to the perceived usefulness and perceived ease of use of the QR ticket software to improve the intention of passengers to use it. It is hoped that this study will provide a theoretical basis for research related to QR ticket development.

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# The Relationship among Service Quality, Customer Satisfaction, and Customer Loyalty: A Case Study of a Hotel in China

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## Abstract

The main goal of this study is to investigate how service quality, customer satisfaction, and customer loyalty are related to each other at the Beijing Home Inn Hotel. The purpose of this study is to investigate how the quality of service provided by the hotel impacts customer satisfaction and how customer satisfaction, in turn, affects their loyalty to the hotel. The researcher employed a quantitative research approach and utilized a questionnaire as the research tool. The population for this study was customers who had stayed at least one night at three Beijing Home Inn hotels, and the researcher utilized convenience sampling as well as judgmental sampling to obtain a valid sample of 280. Through the use of regression analysis, the researcher determined that there is a positive and significant correlation between customer loyalty and both service quality and customer satisfaction. Additionally, the study found that service quality has a positive and significant effect on customer satisfaction. In summary, the study emphasizes the importance of hotel managers prioritizing the quality of services offered by their establishment and continuously striving to improve them. By doing so, they can increase customer satisfaction, which can lead to the retention of existing customers and the attraction of new ones to the hotel.

**Keywords :** SERVQUAL, Hotel, Service Quality, Customer Satisfaction, Customer Loyalty

## 1. Introduction

According to Prabhu et al. (2020), hotels are considered to be a critical element of the tourism industry because of their ability to provide lodging for travelers. The hotel industry in China is a significant part of the country's service sector, and it is one of the first and fastest-growing industries to adopt international standards. Guillet et al. (2011) reported in the "China Hotel Chain Industry Forecast and Investment Strategic Planning Analysis Report" by Foresight Industry Research Institute that the number of chain hotels in China has steadily increased over the years. Specifically, the number reached 9,924 in 2012, exceeded 10,000 in 2013, surpassed 20,000 in 2015, and reached a total of 48,267 in 2018.

In recent years, service quality has become a crucial focus for businesses and has gained significant attention from researchers. Service quality is the assessment of how well services are provided to meet customer expectations, according to Gaunker and Gaonkar (2021). Minh et al. (2015) found that in the hotel hospitality industry, service quality plays a crucial role in driving customer satisfaction and can directly impact customer loyalty and the hotel's profitability. Sultan et al. (2020) state that providing customers with appropriate and high-quality service is essential for hotels, as it can lead to a better customer experience and increase the likelihood of customers returning for future visits. Au et al. (2014) state that customers are the primary source of revenue for hotels, and losing customers means losing

money and facing competition in the hotel industry. Therefore, hotels should focus on improving the quality of their services to satisfy customers and enhance their profitability.

Nobar and Rostamzadeh (2018) define customer satisfaction as the extent to which a company's products or services meet the needs of its customers. It is a business strategy in which companies anticipate, manage, and assess customer expectations while striving to improve their sense of accountability and capacity to deliver value to customers. Liu and Liu (1993) state that customer satisfaction is the primary objective of all service-oriented businesses because when customers are satisfied with the service, the business not only experiences consistent and sustained profitability but also gains positive word-of-mouth and customer loyalty. Nobar and Rostamzadeh (2018) also suggest that customer satisfaction plays a critical role in the success of the hotel industry since hotels cannot gain a competitive edge if they fail to meet customer expectations. Today, the profitability, performance, and market competitiveness of hotels are heavily dependent on their ability to deliver services that meet or exceed customers' expectations (Kim, 2018).

Customer loyalty refers to the extent to which customers are inclined to continue purchasing from the same service provider (Gremler & Brown, 1996). As generating profit is the ultimate objective of businesses, customer loyalty is a critical factor in a hotel's sustained profitability. In order to keep more customers in the long term and increase revenue, an increasing number of hotels are introducing incentives to encourage customer loyalty (Tanford et al., 2012). Customer loyalty is crucial in determining whether service-oriented businesses have a consistent and long-term competitive advantage (Lee & Cunningham, 2011). Customer satisfaction and customer loyalty are two crucial behavioral outcomes that every provider strives to achieve (El-Adly, 2019).

The focus of this study is to analyze the impact of service quality on customer loyalty in Home Inn hotels in Beijing, as well as the mediating role of customer satisfaction. The study's conceptual framework comprises three variables: service quality, customer satisfaction, and customer loyalty. The SERVQUAL scale, which assesses service quality and customer satisfaction, forms the basis of this study.

## **2. Literature Review**

### *2.1 Service quality*

Asubonteng et al. (1996) suggest that the Nordic and American School perspectives are the two main concepts dominating the literature on market research for service quality. The Nordic School perspective on service quality distinguishes between two dimensions: functional quality and technical quality (Polyakova & Mirza, 2015). Technical quality refers to the actual service that the customers receive from the service provider, while functional quality refers to how customers receive the service (Grönroos, 1984). According to Ekinçi et al. (1988), the Nordic model's conceptualization of service quality lacks significant empirical support. The American Model is commonly considered more widely used than the Nordic Model because it is easier to measure and has greater practical value (Kiran & Singh, 2016). Parasuraman et al. (1988) introduced the "SERVQUAL" scale, which is a widely recognized tool for assessing service quality. The scale consists of five dimensions: empathy, tangibles, responsiveness, reliability, and assurance. Recently, there has been an increase in studies on hotel service quality that utilize the SERVQUAL scale.

## 2.2 *Customer satisfaction*

Yüksel and Yüksel (2011) stated that the expectation disconfirmation paradigm (EDP) is the most widely used framework by researchers to evaluate customer satisfaction in the hospitality and tourism services sector. According to Oliver (1977), the Expectancy-Disconfirmation Model (EDM) explains that customer satisfaction is based on how customers perceive the performance of public services compared to their expectations of service. According to Spreng et al. (1996), customers exhibit satisfaction when performance exceeds their expectations (positive disconfirmation) and dissatisfaction when performance falls short of their expectations (negative disconfirmation). The magnitude of the disconfirmation between expectations and performance determines the extent of the gap between them. Although the EDP model is typically stable, past satisfaction can influence customers' expectations (Hjortskov, 2019).

## 2.3 *Customer loyalty*

Customer loyalty is an essential aspect of marketing, according to experts such as Aaker and Reichheld (2002). For service-based companies, customer loyalty is crucial since acquiring new customers is far costlier than retaining existing ones, as demonstrated by cost analysis (Balciunas et al., 2014). It refers to the intention of customers to keep doing business with a company over a considerable period and to recommend the company to their friends or acquaintances, as stated by Lovelock and Wirtz (2011). Julander et al. (1997) proposed that customer loyalty can be categorized into two dimensions, namely the behavioral and attitudinal dimensions. The behavioral dimension relates to the customer's preference for a particular product or service and their repetitive purchasing behavior over a period of time (Bowen & Shoemaker, 1998). On the other hand, the attitudinal dimension refers to a customer's willingness to repeatedly purchase a product or service and their likelihood of recommending the brand to others (Getty & Thompson, 1994).

## 2.4 *Hypotheses development*

The satisfaction of customers can be significantly influenced by the quality of service provided by a hotel in addition to the quality of accommodation (Rahman, 2012). Hotels that do not meet service quality standards usually experience dissatisfaction from customers, which could lead to a loss of competitive advantage in the industry (Dedeoglu, & Demirer, 2015).

H1: Service quality has a positive impact on customer satisfaction.

To establish a long-term relationship with customers, hotels must meet their demands, as customer satisfaction is the basis of customer loyalty (Villanueva et al., 2008). Customer satisfaction is of great importance to hoteliers as it has a direct impact on customer loyalty (Padlee et al., 2019).

H2: Customer satisfaction has a positive impact on customer loyalty.

To enhance customer satisfaction and loyalty, hotels should prioritize service quality management. This is because enhancing service quality leads to an increase in customer satisfaction, which in turn drives customer loyalty and positive brand perception (Haque et al., 2014). Studies suggest that service quality and customer loyalty have a positive correlation, as good service quality can prompt customers to return to a particular hotel and recommend it to others (Boulding et al., 1993).

H3: Service Quality has a positive impact on customer loyalty.



**Figure 1** Research model

### 3. Materials and methods

#### 3.1 Population and Sample

The population for this study was customers who had stayed at least one night in Home Inn hotels in Beijing, and the researcher utilized convenience sampling as well as judgmental sampling for sampling. Then, The researcher employed the Cochran formula (Cochran, 1977) to obtain a minimum sample size of 271 and therefore used 280 as the sample size for the study. Therefore, the researcher distributed 766 questionnaires in three Home Inn hotels in Beijing, gathered 352 completed questionnaires, and stopped collecting responses after obtaining 280 valid questionnaires. Hence, the return rate and valid rate of the data collection process were 45.7% and 36.6%, respectively.

#### 3.2 Measurement items

To assess service quality, the researcher used the Hotel SERVQUAL questionnaire developed by Mohamed and Fernando in 2011 (Mohamed & Fernando, 2011). This questionnaire is a five-point Likert scale that measures five dimensions of SERVQUAL: reliability, assurance, tangible, empathy, and responsiveness.

For reliability, the five measurement items are: 1) “When the hotel promises to do something by a certain time, it does so.” 2) “When you have a problem, the hotel shows a sincere interest in solving it.” 3) “The hotel performs the service right the first time.” 4) “The hotel provides its services at the time it promises to do so.” 5) “The hotel insists on error-free records.”

For assurance, the four measurement items are: 1) “The behavior of employees of the hotel instills confidence in customers.” 2) “You feel safe in your transaction with the hotel.” 3) “Employees of the hotel are consistently courteous towards you.” 4) “Employees of the hotel have the knowledge to answer your questions.”

For tangible, the four measurement items are: 1) “The hotel has modern-looking equipment.” 2) “The hotel’s physical facilities are visually appealing.” 3) “The hotel’s employees are neatly appearing.” 4) “Materials associated with the service (such as pamphlets or statements) are visually appealing at the hotel.”

For empathy, the four measurement items are: 1) “The hotel has operating hours convenient to all its customers.” 2) “The hotel has employees who give you personal



attention.” 3) “The hotel has your best interests at heart.” 4) “Employees of the hotel understand your special needs.”

For responsiveness, the four measurement items are: 1) “Employees of the hotel tell you exactly when services will be performed.” 2) “Employees of the hotel give you prompt service.” 3) “Employees of the hotel are always willing to help you.” 4) “Employees of the hotel are never too busy to respond to your requests.”

Again, the researcher adapted Mohamed and Fernando's [36] customer satisfaction questionnaire, which is also a five-point Likert questionnaire, with the following items. 1) “I am satisfied with the modern-looking equipment.” 2) “I am satisfied with the appearance of the personnel.” 3) “I feel the employees have the ability to dependably perform the expected service.” 4) “I am pleased with the courtesy and knowledge of the staff.” 5) “I am pleased with the care provided to customers.” 6) “I am very satisfied with the hotel services.” 7) “All services in this hotel are enjoyable.”

Finally, the researcher again applied Tabaku and Kruja's (2019) customer loyalty questionnaire, which is also a five-point Likert questionnaire, with the following items. 1) “Compared to other hotels in this area, I have stayed more in this hotel.” 2) “I always stay in this hotel.” 3) “I intend to frequent this hotel in the near future.” 4) “As long as I travel to this area, I do not foresee myself switching to a different hotel.” 5) “I would say positive things about the hotel to other people.” 6) “I would encourage my friends or relations to visit this hotel.” 7) “If the hotel were to raise the price of my stay, I would still continue to be a guest.”

### *3.3 Data collection*

All data for this study was collected by the researcher herself visiting three Home Inns hotels in Beijing, which are Home Inns (Beijing Station), Home Inns (Xizhimen), and Home Inns (Beijing Water Cube Stadium). The researcher found suitable participants inside and nearby these three hotels and had them fill out and return the questionnaire. Data collection for the study began on February 10, 2023, and ended on February 28, 2023, with a total of 280 valid questionnaires collected by the researcher.

### *3.4 Validity and reliability*

The Cronbach's Alpha values for each variable in the study are as follows: Reliability (0.798), Assurance (0.757), Tangible (0.709), Empathy (0.741), Responsiveness (0.737), Overall Service Quality (0.938), Customer Satisfaction (0.940), and Customer Loyalty (0.907). These results indicate that all variables in the study have acceptable reliability, and the overall service quality, customer satisfaction, and customer loyalty have excellent reliability. As a result, the research instrument's reliability and internal consistency were assured.

Since the scales used in this study (SERVQUAL, Customer Satisfaction, and Customer Loyalty) are very mature and commonly used, in this study the researcher only used the confirmation factor analysis (CFA) to test the measurement model. The following indicators were used: Discrepancy divided by degree of freedom (CMIN/DF), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Normal Fit Index (NFI), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), and Root Mean Square Error of

Approximation (RMSEA). Based on the Amos24 analysis, all fit metrics for the measurement model were within an acceptable range, indicating that the model fits well as shown in Table 2

**Table 2** Goodness-of-Fit for Measurement Model

Index	Acceptable Values	Statistical Values
CMIN/DF	< 3.00 (Awang, 2012)	1.5253
GFI	$\geq 0.85$ (Sica & Ghisi, 2007)	0.8629
AGFI	$\geq 0.80$ (Sica & Ghisi, 2007)	0.8450
NFI	$\geq 0.90$ (Sharma et. al., 2005)	0.9154
CFI	$\geq 0.90$ (Sharma et. al., 2005)	0.9284
TLI	$\geq 0.90$ (Sharma et. al., 2005)	0.9235
RMSEA	< 0.08 (Pedroso et. al., 2016)	0.0434
	Model summary	Acceptable Model Fit

The study found that the factor loadings of the service quality dimension's 21 items ranged from 0.523 to 0.825, the factor loadings of the customer satisfaction's 7 items ranged from 0.726 to 0.927, and the factor loadings of customer loyalty's 7 items ranged from 0.670 to 0.964. This means that all the items in the study had a factor loading greater than 0.5. And also, the Composite Reliability of the three dimensions was 0.926, 0.928, and 0.913, while the Average Variance Extracted for the three dimensions was 0.503, 0.650, and 0.606, respectively. That is, the convergent validity of the study was supported.

## 4. Results

### 4.1 Demographic Information

Out of the 280 participants involved in this study, 149 (53.2%) were male while 131 (46.8%) were female. Among the 280 participants, 21 (7.5%) were below 20 years old, 64 (22.9%) were aged between 20 and 29, 113 (40.4%) were aged between 30 and 39, 54 (19.3%) were aged between 40 and 50, and 28 (10%) were over 50 years old. The study participants comprised 35 (12.5%) students, 132 (47.1%) full-time workers, 55 (19.6%) part-time workers, 19 (6.8%) retirees, 20 (7.1%) business owners, and 19 (6.8%) individuals from other occupations. 106 (37.9%) had a high school degree or below, 111 (39.6%) had a bachelor's degree, 56 (20.0%) had a master's degree, and 7 (2.5%) had a doctoral degree. Out of the 280 participants, 101 people (36.1%) reported earning less than 5,000RMB per month, 78 people (27.9%) earning between 5,000 and 8,000RMB per month, 55 people (19.6%) earning between 8,001 and 12,000RMB per month, 22 people (7.9%) earning between 12,001 and 20,000RMB per month, and 24 people (8.6%) earning 20,000 RMB or more.

**Table 1** Demographic information

Demographic Data		Frequency	Percentage
Gender	Male	149	53.2
	Female	131	46.8
Age	Below 20 years old	21	7.5
	20 - 29 years old	64	22.9
	30 - 39 years old	113	40.4
	40 - 50 years old	54	19.3
	Over 50 years old	28	10.0
Occupation	Students	35	12.5
	Part-Time Jobs	55	19.6
	Full-Time Jobs	132	47.1
	Retirees	19	6.8
	Business owners	20	7.1
	Others	19	6.8
Education Background	High school degree or below	106	37.9
	Bachelor's Degree	111	39.6
	Master's Degree	56	20.0
	Doctoral Degree	7	2.5
Monthly Income	Below 5,000 RMB	101	36.1
	5,000 to 8,000 RMB	78	27.9
	8,001 to 12,000 RMB	55	19.6
	12,001 to 20,000 RMB	22	7.9
	Over 20,000 RMB	24	8.6

#### 4.2 Hypothesis 1 Testing

Hypothesis 1 has been supported because the linear regression model has a p-value of less than 0.05 at a 95% confidence level, which indicates that the impact of service quality on customer satisfaction is statistically significant (with an F-value of 388.442 and a p-value of 0.000). Table 3 reveals that the impact of service satisfaction on customer satisfaction is statistically significant at a 95% significance level ( $p = 0.000$ ), with a regression coefficient of 0.977 for service quality.

The regression equation is shown as follows,

$$\text{Customer Satisfaction} = 0.350 + 0.977 * \text{Service Quality.}$$

**Table 3** Regression Coefficient (Hypothesis 1)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.350	.215		.235	.000
Service Quality	.977	.050	.763	19.709	.000*

a. Dependent Variable: Customer Satisfaction

#### 4.3 Hypothesis 2 Testing

Hypothesis 2 has been supported because the linear regression model has a p-value of less than 0.05 at a 95% confidence level, which indicates that the impact of customer satisfaction on customer loyalty is statistically significant (with an F-value of 379.745 and a p-value of 0.000). Table 4 reveals that the impact of service satisfaction on customer satisfaction is statistically significant at a 95% significance level ( $p = 0.000$ ), with a regression coefficient of 0.744 for customer satisfaction.

The regression equation is shown as follows,

$$\text{Customer Loyalty} = 1.093 + 0.744 * \text{Customer Satisfaction}$$

**Table 4** Regression Coefficient (Hypothesis 2)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.093	0.164		6.667	0.000
Customer Satisfaction	0.744	0.038	0.760	19.487	0.000*

a. Dependent Variable: Customer Loyalty

#### 4.4 Hypothesis 3 Testing

Hypothesis 3 has been supported because the linear regression model has a p-value of less than 0.05 at a 95% confidence level, which indicates that the impact of service quality on customer loyalty is statistically significant (with an F-value of 640.796 and a p-value of 0.000). Table 5 reveals that the impact of service satisfaction on customer satisfaction is statistically significant at a 95% significance level ( $p = 0.000$ ), with a regression coefficient of 1.047 for service quality.

The regression equation is shown as follows,

$$\text{Customer Loyalty} = 0.250 + 1.047 * \text{Service Quality.}$$

**Table 5** Regression Coefficient (Hypothesis 3)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.250	0.179		-1.397	0.014
1 Service Quality	1.047	0.041	0.835	25.314	0.000*

a. Dependent Variable: Customer Loyalty

## 5. Discussion and Conclusion

The research found evidence to support hypothesis 1, which suggests that service quality has a positive and statistically significant impact on customer satisfaction at a significance level of 95% ( $p = 0.000$ ). Consequently, keeping all other factors constant, a rise of one unit in service quality translates to an increase of 0.977 in customer satisfaction ( $\beta = 0.977$ ). Ali et al. (2021) employed quantitative methods to collect information from 238 individuals living in Erbil City, Iraq. They then used structural equation modeling (SEM) to analyze the data. Their investigation uncovered a favorable correlation between the quality of service and customer satisfaction within the hotel industry. Additionally, the study indicated that the components of service quality significantly impact customer satisfaction.

The study also confirmed hypothesis 2, indicating that service satisfaction has a positive and statistically significant impact on customer loyalty at a significance level of 95% ( $p = 0.000$ ). Therefore, holding all other variables constant, a rise of one unit in customer satisfaction results in a 0.744 increase in customer loyalty ( $\beta = 0.744$ ). Cheng et al. (2019) conducted a study on the Malaysian hospitality industry to investigate how service recovery affects customer satisfaction and loyalty. The results of the study showed a positive relationship between customer satisfaction and loyalty, with customer satisfaction acting as a mediator between service recovery and loyalty.

Lastly, hypothesis 3 was also supported, demonstrating that service quality has a positive and statistically significant impact on customer loyalty at a significance level of 95% ( $p = 0.000$ ). Hence, assuming all other variables are constant, an increase of one unit in service quality results in a 1.047 increase in customer loyalty ( $\beta = 1.047$ ). Jasinskas et al. (2016) sought to establish the effect of hotel service quality on customer loyalty. Their analysis indicated a substantial and positive relationship between hotel service quality and customer loyalty, with hotel staff responsiveness being the primary factor influencing customer loyalty in the hospitality sector.

## 6. Managerial Implication

The research findings indicate that Home Inn hotels' customers have a strong and favorable perception of the relationship between service quality and their satisfaction and loyalty. The study also highlights the importance of customer satisfaction in promoting customer loyalty. To maintain their current customer base, Home Inn hotels should prioritize

service quality by investing in initiatives like staff training, facility upgrades, and other programs that cater to customer needs. Additionally, measuring customer satisfaction should be a critical performance indicator for hotels. Gathering feedback and addressing complaints can help hotels identify areas for improvement and enhance customer experience. Satisfied customers are more likely to revisit and recommend a hotel to others, which can increase brand loyalty and positive word-of-mouth marketing. Thus, hotels can distinguish themselves in a competitive market by continuously Improving service quality and meeting customer expectations to attract new customers.

## 7. Limitations and Recommendations for Future Research

The research is founded on the SERVQUAL framework and utilizes a questionnaire with five service quality dimensions. However, the study does not delve deeply into these dimensions, and future research could benefit from increasing the sample size and using structural equation modeling to examine each dimension's relationship with customer satisfaction and loyalty in more detail. Additionally, investigating the current state of Home Inn hotels in China using only a sample of three hotels in Beijing may not be representative of the hotel facilities and service staff in other cities or regions, and the researcher could expand the study by conducting surveys in other Chinese cities or regions. Finally, the study only focuses on three variables, and future research should consider additional variables such as corporate image, trust, behavioral intentions, and residential behavior to gain a more comprehensive understanding of hotel customers' behavior.

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# The Comparative Advantage of China's Manufacturing Industry

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## Abstract

As a major industrial country in the world, China has a huge impact on world industry. This article starts from the existing development foundation of China's manufacturing industry, empirically analyzes the different factors that affect China's manufacturing industry, and proposes corresponding policy recommendations. In terms of research methods, 12 factors that have an impact on China's manufacturing industry were first selected and data was collected. After data collection, an RCA<sup>1</sup> model was established for comparison. Based on the calculation of multiple linear regression models, the degree of influence of each variable was calculated. Then, insignificant variables were removed through debugging and VIF testing<sup>2</sup>. The experimental results were made highly reliable and accurate through the Heteroskedasticity test and Autocorrelation test. Research shows that: (1) At the international level, China is the most competitive country among China's manufacturing production countries. (2) Among numerous development factors, oil reserves, natural gas reserves, the proportion of technology research and development expenditure to GDP, the number of technology patent applications, and annual power generation will have a positive impact on the development of China's manufacturing industry. Similarly, the average level of tariffs and the volume of manufacturing imports have an inversely proportional impact on China's manufacturing competitive advantage compared to growth. In the development of modern manufacturing industry, China needs to change its inherent development advantages, transform its development mode, vigorously develop technology, and enhance its own brand. Finally, suggestions were made from the perspectives of the government, enterprises, and consumers.

**Keywords:** Technology, Oil Reserves, Natural Gas Reserves, Number of Technology Patent Applications

## 1. Introduction

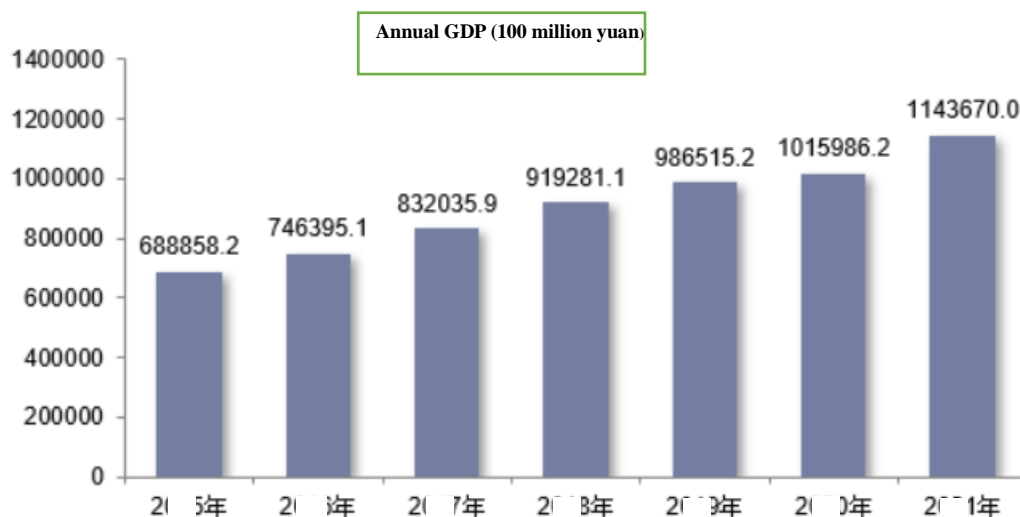
As a large industrial country, China's industrial and economic development is particularly important. In addition, "Made in China" has a wide range of influence and force in the world. Due to the continuous development of science and technology, the continuous accumulation of knowledge, and the continuous enhancement of human capacity to develop nature, most identifiable resources have become scarce using. Under the condition of national independence, the economy can develop resources. In 2022, according to the << China Industrial Economy magazine>> reported that:

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<sup>1</sup> RCA is an indicator of comparative advantage index, which is a method used by American economist Balassa Bela in 1965 to measure the comparative advantage of certain industries in international trade. It can reflect the comparative advantage of a country (region) in trade.

<sup>2</sup> VIF is a measure of the severity of multiple collinearity in multiple linear regression models. It represents the ratio of the variance of the regression coefficient estimator to the variance when the independent variables are assumed to be non linearly correlated.

## China Manufacturing Economy Annual Report



**Figure 1**

Source:China Economic Bureau

The **Figure 1**<sup>3</sup> shows the data of China's industrial manufacturing economic level in the past seven years. In 2021, the scale of China's industrial economy reached 31.4 trillion yuan, accounting for 27.5% of the gross domestic product. Among them, the economic output value of the manufacturing industry had reached 11.4 trillion yuan, which not only created high commercial value and increased the country's GDP, but also served as the main way for the government to levied taxes and a medium for managing the country's development direction. Thus, it controlled the economic development and the direction of national economic development. In addition, industries and industrial products have penetrated into all aspects of our daily life. Tableware, clothes, cars, electrical appliances, and more are all conveniences brought by the industry. Some politicians have commented that "No Industry, No Power".

The climax of China's industrial economy represents not only its own level, but also the world level. As shown in the **Figure 2**<sup>4</sup>, in 2019, China's manufacturing ranked first in the world, accounting for 28.7% of the world's total.

<sup>3</sup> Figures provided by the China Bureau of Statistics and published in the "China Industrial Economy magazine" in 2022.

<sup>4</sup> Comparative data released by the World Economic Forum on February 5, 2020.

## China is the world's manufacturing superpower

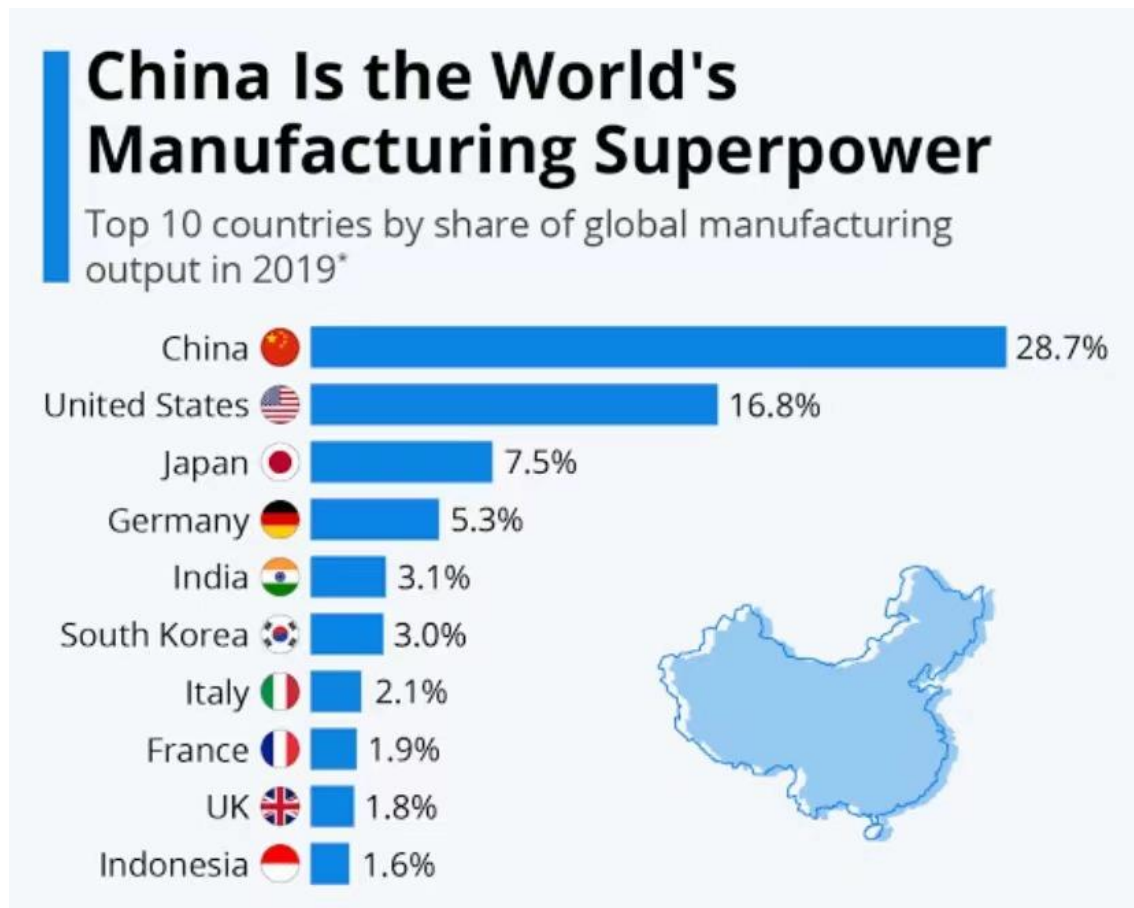


Figure 2

Source: World Economic Forum

In addition, China has never given up in-depth research on the manufacturing industry and has its own manufacturing technology, such as high-tech technologies such as ship and aviation fuel, the economic value of fuel vehicles and the development potential of new energy vehicles. The industrial economy and manufacturing are diversified and multi-directional researched areas. Through the information published in China's industrial economic newspapers, this study aims to understand the development of China's manufacturing industry and its economic value. Through the understanding of the advantages of "Made in China", compared with other industrial countries, the reasons for their own internal development, and compared with other countries in the world, and improvements of China's manufacturing industry in the current era, and put forward reasonable suggestions.

The development of the manufacturing industry is extremely important for the country, and modern manufacturing has gradually transformed from inefficient manual production to efficient, low-cost intelligent, and mechanized production. In the trend of industrial transformation, mastering core technology and core competitiveness is particularly important. Comparing the advantages of manufacturing development, selecting favorable tracks, and developing high-tech technology are important issues that China is currently facing in industrial reform. The development of the manufacturing industry is extremely important for the country, and modern manufacturing has gradually transformed from inefficient manual

production to efficient, low-cost intelligent, and mechanized production. In the trend of industrial transformation, mastering core technology and core competitiveness is particularly important. Comparing the advantages of manufacturing development, selecting favorable tracks, and developing high-tech technology are important issues that China is currently facing in industrial reform. This article clearly compares the competitive advantages of China's manufacturing industry. From the influencing factors to the development situation, policy makers can comprehensively consider and select favorable directions for the development of China's manufacturing industry based on the comparison results. From the influencing factors to the development situation, policy makers can comprehensively consider and select favorable directions for the development of China's manufacturing industry based on the comparison results.

## **2. Objectives**

The research objective of this article is to investigate the factors that affect the competitive advantage of China's manufacturing industry, and to propose suggestions for improving these factors to promote the development of China's manufacturing industry in modern industry

## **3. Research Purpose and Scope**

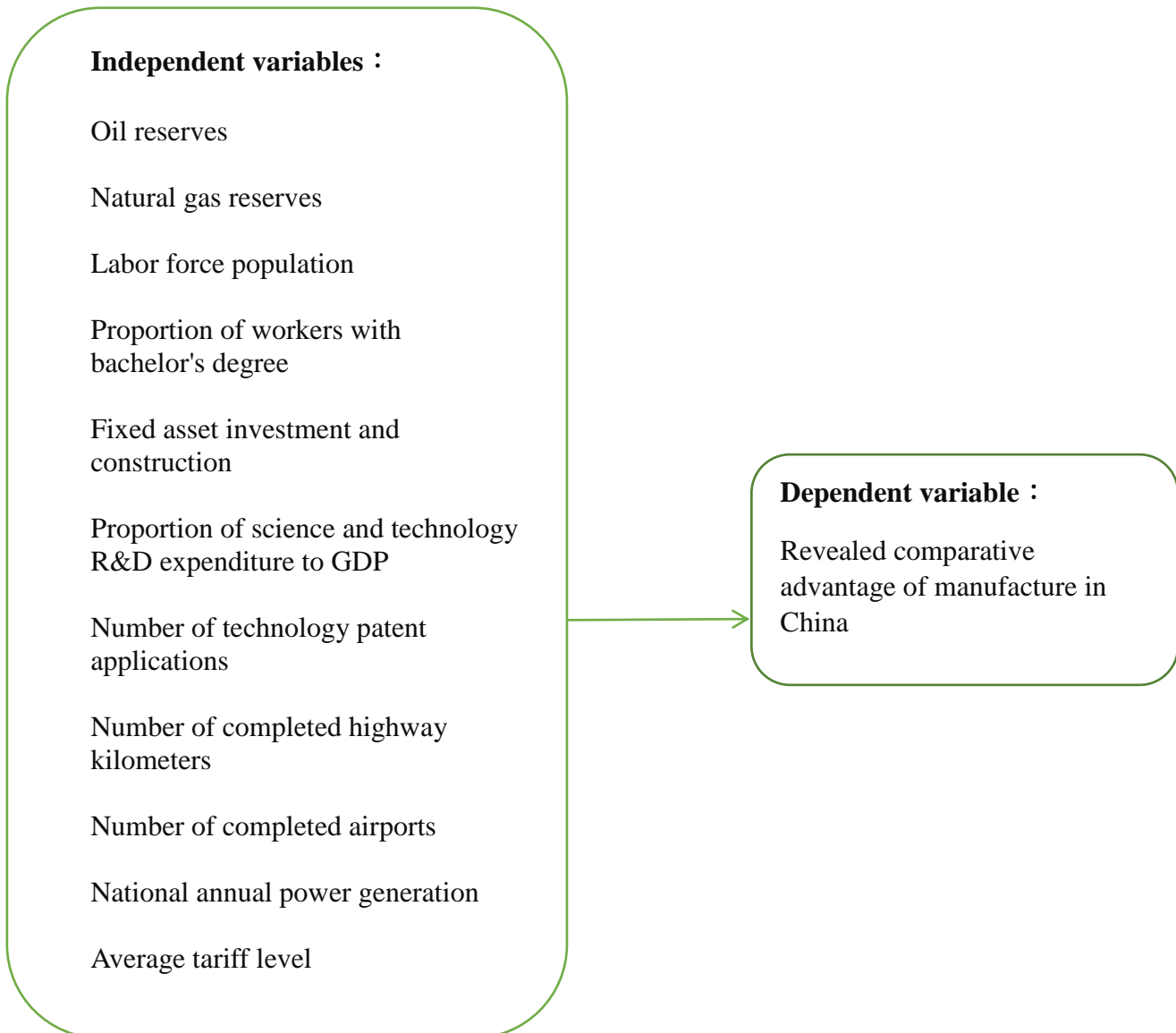
The purposes of this study are:

- 1) to analyze the competitive advantages of China's manufacturing industry.
- 2) to study the factors affecting comparative advantage of China's industrial manufacturing industry.

The scope: The scope of this study is the advantages of China's manufacturing industry. Based on the known development history and current situation of China's manufacturing industry, China, as the world's largest industrial producer, shoulders responsibility and influence through comparison of internal and external factors. From the perspective of external international factors, each country in the world has its own advantages in manufacturing products or projects. However, in general, by comparing the import and export quotas of global manufacturing goods in the past year, China is compared with several major industrial countries in the world to analyze which country has the more advantages in manufacturing import and export, and analyze the reasons for the advantages. Regarding internality, the prerequisite for development is that one has excellent skills. From the perspective of self internal analysis, not only can one analyze from aspects such as labor costs and land costs, but also factors related to the manufacturing industry are within the scope of this article. For example, highways, electricity consumption, etc., a total of 12 relevant factors are selected for analysis. Through multiple linear regression model calculations, accurate influencing factors are selected, This article mainly collects data on the main influencing factors of China's manufacturing industry from 1990 to 2020, analyzes and compares several main factors affecting China's manufacturing industry, calculates the main influencing factors, understands the main factors, and proposes corresponding improvement suggestions to promote the strong development of China's manufacturing industry.

#### 4. Materials and methods

##### (1) Conceptual Framework



All independent variables are hypothesized to have a linear relationship with RCA. Oil reserves, natural gas reserves, and national annual power generation may have a positive effect on RCA, as they represent natural resources that are often key factors in economic growth. Labor force population, proportion of workers with bachelor's degree, fixed asset investment and construction, proportion of science and technology R&D expenditure to GDP, number of technology patent applications, and number of completed highway kilometers may also have a positive effect on RCA, as they represent investments in human capital, physical capital, and technological innovation that can spur economic growth. Average tariff level and total import trade may have a negative effect on RCA, as they represent potential barriers to trade and competition that can hinder economic growth. The conceptual framework can be depicted visually as a diagram with the dependent variable (RCA) in the center, and the independent variables arranged around it with arrows indicating the hypothesized relationships.

(2) To analyze comparative advantage of China in manufacturing industry, this study employs Revealed comparative advantage. Revealed comparative advantage (RCA) is a measure of a country's or region's relative advantage or disadvantage in producing a product compared to other countries or regions,  $RCA = \frac{Xi / Xt}{Wi / Wt}$ . Where Xi=Value of the country's exports of a product; Xt=Total value of national exports; Wi=Value of the world's exports of a product; Wt=Total value of world's exports.

(3) To analyze the factors affecting RCA of manufacturing in China and economic competitiveness, this study selects RCA as the explanatory variable and divides the explanatory variables into four categories:

1.Resource endowment. The availability and quality of natural resources, labor, and capital can affect a country's ability to produce a product efficiently and at a lower cost than other countries.

2.Technological capacity. A country's level of technology and innovation can affect its ability to produce products efficiently and at a higher quality than other countries.

3.Infrastructure. The quality and availability of infrastructure, such as transportation, communications, and energy, can affect a country's ability to transport goods and access raw materials, and to compete in the global marketplace.

4.Trade policy. Trade-related government policies, such as tariffs, subsidies, and import and export restrictions, can affect a country's competitiveness in the global market.

Namely, resource endowment as X, technological capability as W, infrastructure as Y, and trade policy as Z. A multiple linear regression model is established for empirical analysis.

Among them, resource endowment is further divided into natural resource reserves or output, human resource status and capital resource situation, so we choose the data of China's oil reserves, natural gas reserves, labor force population, the percentage of workers' education, and fixed asset investment and construction from 1990 to 2020 to represent the resource endowment; use the ratio of science and technology R&D expenditure to GDP and the number of technology patents to represent technological capability; the number of completed highway miles, the number of completed airports, and the annual power generation to represent infrastructure construction; and the average level of tariffs and import trade to represent trade policy. The expression of the multiple regression model developed in this paper is as follows.

$$RCA = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 W_1 + \beta_7 W_2 + \beta_8 Y_1 + \beta_9 Y_2 + \beta_{10} Y_3 + \beta_{11} Z_1 + \beta_{12} Z_2 + \varepsilon \quad (1)$$

where RCA as the explanatory variable represents Revealed comparative advantage; among the explanatory variables, X1 represents oil reserves, X2 represents natural gas reserves, X3 represents the number of labor force population, X4 represents the proportion of workers with bachelor's degree, X5 represents the number of fixed asset investment and construction, W1 represents the proportion of science and technology R&D expenditure to GDP, W2 represents the number of technology patent applications, Y1 represents the number of completed highway kilometers, Y2 represents the number of completed airports, Y3

represents the national annual power generation, Z1 represents the average tariff level, and Z2 represents the total import trade. For the coefficients,  $\beta_0$  represents the intercept term,  $\beta_i$  ( $i=1,2,\dots,12$ ) represent the coefficients of the corresponding explanatory variables, and the coefficient of each independent variable represents the amount of change that would occur in the dependent variable RCA for each unit increase in that independent variable when the other independent variables are constant. If the coefficient of the independent variable is positive, the independent variable is positively correlated with the dependent variable; if the coefficient of the independent variable is negative, the independent variable is negatively correlated with the dependent variable. The larger the absolute value of the coefficient, the greater the influence of the independent variable on the dependent variable. Also, the coefficients can be used to make comparisons of the independent variables, and a larger coefficient has a greater effect on the dependent variable. And  $\varepsilon$  represents the error term.

In the study, RCA comparison and analysis of 12 selected influencing factors were used to demonstrate the degree of influence of these factors through the establishment of an RCA model and VIF testing based on data analysis over the past 30 years. Moreover, there is more than one aspect that has an impact on China's manufacturing industry, so relevant influencing factors are selected for analysis from aspects such as Resource Endowments, Technical Capabilities, and Trade Policies. And by modifying the multiple linear regression model, non significant horizontal variables were removed, making the data more convincing. And it has been demonstrated through the Heteroskedasticity test and Autocorrelation test that,

$$\ln RCA = \beta_0 + \beta_1 \ln X_1 + \beta_2 X_2 + \beta_3 \ln X_5 + \beta_4 \ln W_1 + \beta_5 \ln W_2 + \beta_6 \ln Y_3 + \beta_7 \ln Z_1 + \beta_8 \ln Z_2 + \varepsilon \quad (2)$$

it has high reliability and accuracy, and the conclusions drawn have scientific credibility and practical value.

## 5. Results

After the variables and data were identified, this paper imported the data into Eviews software for regression analysis, after adjustment

Linear regression model results of the modified model after removing variables

Variable	Coefficient	Std. Error	t	P
C	-5.2807	4.1537	-1.5120	0.1564
X1	1.3861	3.5214	2.0109	0.0673
X2	0.6303	0.03948	1.5966	0.1363
X5	0.0051	0.0003	1.5976	0.1361
W1	1.4622	1.4331	1.2955	0.2351
W2	0.3121	1.7207	1.9855	0.0781
Y3	0.0014	0.0003	3.8865	0.0022
Z1	-0.1657	1.5273	-1.860	0.2899
Z2	-0.0027	5.9705	-4.6370	0.006



R-squared	0.8348	Sum squared resid	0.0103
Adjusted R-squared	0.8214	Mean dependent var	1.0361
F-statistic	14.2420	S.D.dependent var	0.0449
Prob	0.0118	Durbin-Watson stat	2.5179

Data source: Authors' computational regression collation

$$RCA \sim -5.2807 + 1.3861X_1 + 0.6303X_2 + 0.0051X_5 + 1.4622W_1 + 0.3121W_2 + 0.3933Y_3 - 0.1657Z_1 - 0.0027Z_2$$

$$R^2 = 0.8348, \text{ Adjusted } R^2 = 0.8214, \text{ F} = 14.2420$$

From the above results, it can be seen that the modified decidable coefficient is 0.8214, so the initial fitting effect of the model is good, but it should be noted that the decidable coefficient is only an indicator to evaluate the fitting effect of the model, and it cannot fully represent the accuracy and reliability of the model.

In Multicollinearity test, we selected the data of the variables corrected above and imported them into Eviews to calculate the correlation coefficient matrix between the variables.

#### Correlation coefficient matrix

	X1	X2	X5	W1	W2	Y3	Z1	Z2
X1	1.000000	0.884264	0.934797	0.873068	0.912888	0.789420	-0.880041	0.859968
X2	0.884264	1.000000	0.980337	0.866507	0.974489	0.835948	-0.852525	0.836089
X5	0.934797	0.980337	1.000000	0.880197	0.987937	0.832471	-0.881719	0.865157
W1	0.873068	0.866507	0.880197	1.000000	0.916854	0.977184	-0.980593	0.979652
W2	0.912888	0.974489	0.987937	0.916854	1.000000	0.890299	-0.914561	0.901219
Y3	0.789420	0.835948	0.832471	0.977184	0.890299	1.000000	-0.949811	0.970692
Z1	-0.880041	-0.852525	-0.881719	-0.980593	-0.914561	-0.949811	1.000000	-0.969190
Z2	0.859968	0.836089	0.865157	0.979652	0.901219	0.970692	-0.969190	1.000000

Data source: Authors' calculations

The correlation coefficient matrix shows that the explanatory variables have high correlation coefficients with each other, confirming the existence of some multicollinearity. For further confirmation, we made an auxiliary regression and calculated the corresponding variance expansion factor VIF as shown in the table below.

## Variance expansion factor

Variables	squared	VIF <sub>j</sub>
X1	0.9416	17.39
X2	0.9731	36.92
X5	0.9213	12.95
W1	0.9291	13.85
W2	0.8922	9.5
Y3	0.9854	67.68
Z1	0.9513	6.61
Z2	0.8823	8.41

Data source: Authors' calculations

From the results of the auxiliary regression, we can see that the VIFs corresponding to X1,X2,X5,W1,Y3 are larger than 10, indicating that the model has serious multicollinearity, for which we need to further process the model. We log-transform each variable and the new model is:

$$\ln RCA = \beta_0 + \beta_1 \ln X_1 + \beta_2 X_2 + \beta_3 \ln X_5 + \beta_4 \ln W_1 + \beta_5 \ln W_2 + \beta_6 \ln Y_3 + \beta_7 \ln Z_1 + \beta_8 \ln Z_2 + \varepsilon \quad (2)$$

It is important to note that after the logarithmic transformation of the model, the economic significance of the coefficients changed, no longer unit coefficients of variation but elasticities, although this does not affect our ability to explore the effect of each variable on RCA. After taking the logarithmic values of each variable and then importing them into Eviews for regression, the new regression results are shown below.

Table 4-6 Linear regression results of the logit model

Variable	Coefficient	Std. error	t	P
C	-4.4387	4.1528	1.0197	0.1467
LnX1	0.7685	6.8514	2.1208	0.0783
LnX2	0.4544	0.3999	1.7653	0.1251
LnX5	0.1258	0.1644	1.6015	0.1313
LnW1	0.0020	0.0476	1.5164	0.2481
LnW2	0.0095	0.1034	1.9827	0.0685
LnY3	0.5430	0.2635	2.9863	0.0020
LnZ1	-0.2277	0.3091	-1.8799	0.1291
LnZ2	-0.2761	0.0924	-2.9305	0.0069
R-squared	0.8874		Sum squared resid	0.0181
Adjusted R-squared	0.8812		Mean dependent var	0.0364

F-statistic	17.2420	S.D.dependent var	0.0443
Prob	0.0107	Durbin-Watson stat	1.9618

Data source: Authors' calculations

Therefore:

$$\ln RCA = -4.4387 + 0.7685 \ln X_1 + 0.4544 \ln X_2 + 0.1258 \ln X_5 + 0.0020 \ln W_1 + 0.0095 \ln W_2 + 0.5430 \ln Y_3 - 0.2277 \ln Z_1 - 0.0027 \ln Z_2$$

$$R^2 = 0.8874, \text{ Adjusted } R^2 = 0.8812, \text{ F} = 17.2420$$

After log transformation, the signs of all independent variables are consistent with the a priori expectation, and the model fits well with  $R^2 = 0.8874$  achieving the expected effect, and the model has a certain degree of reliability.

#### ARCH test results

F-statistics	Obs*R-squared	Prob.F (1,18)	Prob.Chi-squared	Existence of heteroskedasticity
0.021582	0.023891	0.8850	0.8772	negative

Data source: Authors' calculations

From the results of the above test, it is clear that the value is greater than 0.05 and according to the 5% significance level.

#### BG test results

F-statistics	Obs*R-squared	Prob.F (2,10)	Prob.Chi-squared	Existence of autocorrelation
0.035342	0.147397	0.9654	0.9290	negative

Data source: Authors' calculations

The results in the above table show that the p-value is greater than 0.05, indicating that the residuals of the model do not have autocorrelation<sup>5</sup> at the 5% significance level, i.e., the model has passed the autocorrelation test.

After passing the multiple covariance test, heteroskedasticity<sup>6</sup> test and autocorrelation test, the model expression is:

$$\ln RCA = -4.4387 + 0.7685 \ln X_1 + 0.4544 \ln X_2 + 0.1258 \ln X_5 + 0.0020 \ln W_1 + 0.0095 \ln W_2 + 0.5430 \ln Y_3 - 0.2277 \ln Z_1 - 0.0027 \ln Z_2$$

$$R^2 = 0.8874, \text{ Adjusted } R^2 = 0.8812, \text{ F} = 17.2420$$

<sup>5</sup> For different sample points, if the random Error term are no longer independent, but there is some correlation, it is considered that there is serial correlation, also known as autocorrelation.

<sup>6</sup> Heteroscedasticity is relative to homoscedasticity. The so-called homoscedasticity is an important assumption of classical linear regression models to ensure that regression parameter estimators have good statistical properties.

### The degree of influence of each variable on RCA

variables	The percentage of RCA that will rise or fall for every 1% rise
X1: Oil reserves	Increase 0.7685%
X2: Natural gas reserves	Increase 0.4544%
X5: Fixed asset investment	Increase 0.1258%
W1: R&D expenditure in science and technology as a share of GDP	Increase 0.0020%
W2: Number of technology patent applications	Increase 0.0095%
Y3: Annual electricity generation	Increase 0.5430%
Z1: Average level of tariffs	Decrease 0.2277%
Z2: Manufacturing imports	Decrease 0.0027%

Data source: Authors' calculations

## 6. Discussion

The research results indicate that as the modern economy develops, technological innovation and energy resource development become more important. China's increase in research funding and change in development direction have expressed the importance of developing scientific research capabilities, while factors such as technological innovation and energy resource development are also important. This discovery reflects the trend of the manufacturing industry transitioning from labor-intensive to technology-intensive, and also indicates that technological innovation and improvement in technological level are crucial for the competitiveness and development of the manufacturing industry in the modern economy. Therefore, in the actual development of industries, the government and enterprises should pay more attention to technological innovation and talent cultivation, improve technological level and research and development capabilities, and continuously promote industrial upgrading and transformation. At the same time, it is also necessary to strengthen the development and investment of energy and resources, optimize the industrial structure and layout, in order to improve the efficiency and competitiveness of the manufacturing industry, and contribute to the sustainable development of the economy and society. It should be noted that these policies and measures need to be comprehensively considered and adjusted according to the specific national conditions and industrial characteristics, and also need to focus on long-term planning and strategies to ensure the robustness and sustainability of industrial development. In the ongoing research on the development of China's manufacturing industry, both technological and infrastructure factors require fixed variables, with population, land, and other factors set as fixed quantities due to their small impact, and technological level as the main research object. And expand the sample range.

## 7. Conclusion

After passing the multiple covariance test, heteroskedasticity test and autocorrelation test in this thesis, the logarithmic multiple linear regression model established in the above paper has possessed a certain degree of reliability, and its model expression is:

$$\ln RCA = 4.4387 + 0.7685 \ln X_1 + 0.4544 \ln X_2 + 0.1258 \ln X_5 + 0.0020 \ln W_1 + 0.0095 \ln W_2 + 0.5430 \ln Y_3 -$$

$$0.2277\ln Z1 - 0.0027\ln Z2$$

$$R^2=0.8874, \text{ Adjusted } R^2=0.8812, F=17.2420$$

The high coefficient of decidability in the model and the good model fit indicate that oil reserves, natural gas reserves, investment in fixed assets, R&D expenditure in science and technology as a share of GDP, number of technology patent applications, annual electricity generation, average level of tariffs, and manufacturing imports have significant effects on China's RCA.

Through the model expressions we can see that in terms of China's manufacturing export competition, it is not the case that the higher the value of any influencing condition input, the more competitive China is. For example, the average level of China's tariffs. When the average Chinese tariff rises by 1%, the RCA impact on China's manufacturing industry decreases by 0.2277%, which will directly cause a significant lack of competitiveness; and the same is true for the amount of manufacturing imports, each 1% rise in the amount will cause the RCA value to fall by 0.0027%, both factors are having a negative impact on China's RCA. In contrast, for oil reserves, natural gas reserves, the level of investment in fixed assets, the proportion of R&D expenditure in science and technology to GDP, the number of technology patent applications, and the annual electricity generation increase will significantly have a positive impact on the RCA, and the RCA will increase as the proportion of these factors increases.

China has obvious development advantages and is in a leading position. With the development of high output value, China's manufacturing output is far ahead, but the problem that comes with it is that China has gradually entered a weak period of manufacturing development, seeking new development directions, improving its own development capabilities, achieving technological breakthroughs, optimizing production structure, and changing production roles, thereby breaking through the bottleneck of manufacturing development. At any time, with the development of modern economy, China's manufacturing capacity and level are improving, no longer satisfied with the old era of relying on cheap labor and a large amount of land costs for development, but shifting towards a new era of technology and specialized production. The number of labor is not a key factor in improving manufacturing RCA, but factors such as technological innovation and energy resource development are more important. China is paying more attention to its core technology and patent rights, improving the market, protecting the market, and leading the international manufacturing market through its own development. China is gradually transitioning from "Made in China" to "Created in China", taking a leading position in industrial development and research and development. It is developing its core technology industry, with a focus on cultivating its own technical talents, in order to achieve a renewable cycle of talent cultivation towards technological research and development. In this cycle, China develops its manufacturing industry by developing its own patents, developing its own technology, improving industrial support, improving the development environment, and attracting investment through other related factors, including not only small commodities and automobiles, but also high-tech manufacturing industries such as aviation, military, and shipbuilding.

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The happy student days are always fleeting, and the two years of postgraduate study in Thailand will soon come to an end. I still remember the joy I felt when I first received the acceptance notice and entered the school as a vision of my study life. I hope I can always keep a positive attitude towards life, still be able to relentlessly overcome difficulties in life, never forget the beginning and always remember my days in Chiang Mai, it will be an important chapter in my life!

Xinyu Chen

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## **Similar Strategies, Different Responses: Comparing Australia and South Korea in their Relations with China amid the US Wedge Strategy**

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### **Abstract**

The wedge strategy has been a significant component of US diplomacy in Asia. The majority of countries in the world suffered greatly from the 2008 financial crisis. As China rises, it is an undeniable fact that some states may perceive diverse interpretations and perceptions towards it, which may further influence their strategic decisions. This comparative study is conducted to concentrate on two middle powers, namely Australia and South Korea. It aims to explore the dynamics in Australia and South Korea in their relations with China amid the US wedge strategies, as well as investigate the variables and logic behind their different responses, through adopting the framework of Threat Perception Theory. So far, prior research has analyzed the choices of middle powers predominantly from the perspective of external factors, including dynamic China-US relations, historical alliance relations, the strategic impact of great powers, etc. As a result, this research regards the US wedge strategy in Asia as the research background and stresses the threat perception of target countries towards China amid the US similar strategies, linking it to analyzing what they perceived and answering why the two countries responded differently. It is conducive to deepening the research on the threat perceptions of different middle powers and their impact on strategic choices. In addition, more factors, including regional complexity, the blaming game to gain more votes, and online negative perceptions towards China, are proposed in this paper.

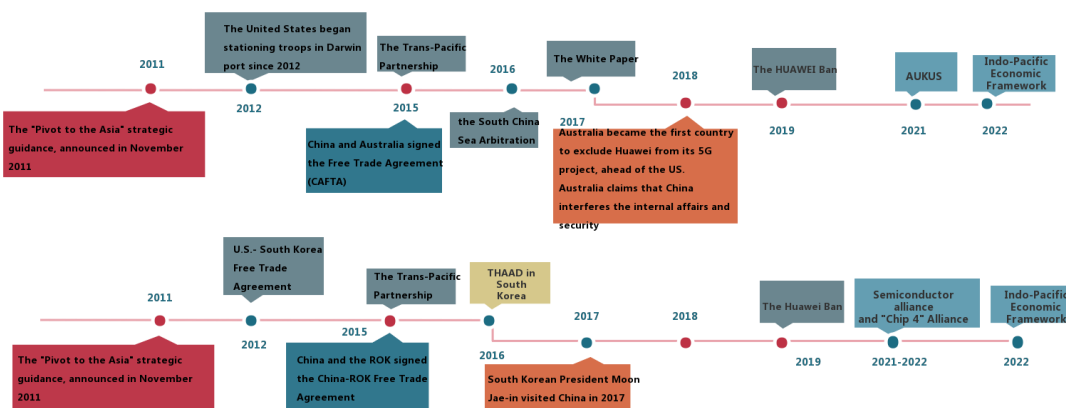
**Keywords:** *Threat perception theory; the US Wedge strategy; South Korea-China relations; Australia-China relations*

### **1. Introduction**

The 2008 financial crisis exercised a profound impact on most countries and even the political and economic landscape of the world. Although it has not shaken the role of the United States as world hegemony sharply, certain relevant industries have suffered a heavy setback. Some scholars concluded that every crisis may cause a geopolitical change and also contain the redistribution of new opportunities. Notably, the geopolitical focus has gradually shifted to Asia due to its geographical location, economic growth, and proportion of the world population. When it comes to the United States, the Obama administration formally shifted its strategic focus from the Middle East to the Asia Pacific, coupled with some US strategic concepts like "pivot to Asia" in the Asia-Pacific region. In brief, the core of these US strategies lies in enhancing its influence in Asia, consolidating its position in the US-led Asian alliance, and containing the growing influence of China. As noted above, the US wedge strategy is particularly vital to its Asian diplomacy. As for China, with its rising economic development and international image, the "China threat theory" has become a hardly new narrative toward China. It was initially spread after the Cold War and has been amplified by the increasing influence of China since 2008. Concerning the dynamic relations between China and the US recently, it has become the focal point and background for the US



to publicize regional threats and apply the wedge strategy in the Asia-Pacific region. As a result, this paper analyzes what the differences are in the responses of two middle powers toward China and why they responded differently amid similar US strategies.



**Figure 1. Timeline of Australia and Korea from 2011 to 2022**

Wedge strategy is an integral part of US diplomatic practice in the Asia-Pacific region, and the cases from 2011 to 2022 were also applied as the research background for this paper. At present, the unified concept of a wedge strategy has not been reached, but some scholars have come to their own conclusions. American scholar Crawford gives the definition of the wedge strategy twice, in 2008 and 2011, respectively. When it comes to the first one, Crawford (2008) defines it as "wedge strategies seek to divide alliances or prevent them from forming". This strategy is applied to weaken the existing alliances of opponents or prevent potential alliances among its allies and opponents through the methods of carrots or sticks. There are some notable examples in Asia. Australia and Korea manifested different responses toward China amid them. In comparison to Korea, Australia demonstrated its clear stance and sided with the US by barring Huawei and relevant enterprises from domestic 5G construction, firmly joining AUKUS, calling for the so-called "international investigation" of the COVID-19 virus, etc. As for South Korea, it tries to seek a balanced position in its relations with the US and China in some periods, with a more prudent and ambivalent attitude in its responses to some extent.

Referring to the responses of ally countries to America, Australia-China relations, and Korea-China relations, there are three categories. Author Bong (2017) analyzed the evolution of the US-Korea alliance, its dilemma, and the key factors affecting the continuity and changes of the alliance. He proposes two criteria to evaluate the status of the US-Korea alliance for Korea, based on the contributions to the national security of Korea and the comparison with the US-Japan alliance, simultaneously influencing the shaping of alliance values and the development of China-Korea relations. Taylor and Tow (2017) discuss the US-Australia alliance from the perspectives of Crusaders and Pragmatists. For Crusaders, they hold that Canberra needs to put more investment into the US alliance in order to fend off the

challenges from China to the US-led security order in Asia. While Pragmatists believe that Canberra needs more autonomy from Washington in order to adapt to the power shift in Asia. In addition, they believe that there will be more challenges in the alliance management of the US and Australia in the future, particularly with a key factor of Canberra's independence. In another book, Kim (2015) puts forward the response of the Republic of Korea to the US policy of "Pivot to Asia" and states the concerns about its relations with China, the United States, and the DPRK under this policy. At the same time, he believes that the defense focus of Korea has always been to handle the threat from North Korea. As a result, the response from Korea is not as apparent and clear as that of Australia and Japan. Taylor (2015) also examines Australia's position on the US policy, as well as Australia's official response and domestic public debate on it. What's more, he stresses that a gap exists between Australia's official statement and domestic public debate. While the US-Australia alliance is in good momentum, it will still need constant monitoring in the future.

When it comes to Australia-China relations, Blaxland (2017) evaluates the dynamic relations of Australia with China and the United States, respectively. In addition, he stresses the importance of sticking to the US-Australia alliance while maintaining a positive and constructive engagement with China, and he also notes that it is vital to strengthen regional bilateral and multilateral cooperation for stability in regional security and prosperity. In addition, a Chinese scholar, Ding (2021), discusses the reason for the friction between China and Australia. He stresses that, in recent years, Australia has criticized China's internal affairs, blamed China for "debt-trap diplomacy" with other countries, pushed the so-called "independent international investigation" into the source of COVID-19, and spread the propaganda of "China threat theory" through domestic media and public opinion. As for the Huawei Ban, Korean scholars Lee et al. (2022) compare the responses of Australia, Japan, and Korea to the US Huawei Ban and stress that Australia showed a clear attitude and became the first country to exclude Huawei and ZTE from participating in 5G construction for the security of national cyberspace. In addition, another Australian scholar, Rollo (2018), writes that the US-Australia security framework that confronts China is a legacy of the "Asian Threat" narrative, which is analyzed from the perspective of historical background and racial threat, namely the case analysis of Chinese immigration and Japanese expansion. Notably, he emphasizes that understanding the historical context is essential to eliminating the outdated perception of threat.

Considering Korea-China relations, Chinese scholars Men and Liu (2017) analyzed the uncertainties and certainties in Sino-ROK relations and emphasized that cooperation is a significant trend. In addition, they put forward suggestions on the development of Sino-ROK relations based on the dependent variables, namely the US Northeast strategy, the ROK security strategy, the trend of North Korea's nuclear weapons, and the cognitive differences in the people-to-people communication between Chinese and Koreans. Besides, scholar Cha (2021) conducts research on Korea and lists three dilemmas that Korea is facing in the dynamic China-America relations as well as their possible responses, namely hedging, decoupling, and linking. He also finds that Korea is more likely to favor China among the total 12 cases, and the dynamics in China-America relations have opposite effects on the two countries on the Korean Peninsula. In addition, some other Korean scholars, Lee et al. (2022), make a comparative analysis of the responses from the US allies Australia, Japan, and Korea to the Huawei ban. Korea, as one of America's most important allies, took the most measured

approach of the three states.

As for the above, this research focuses on the different responses of two middle powers under the US wedge strategy, exploring the variables and the logic behind them. This paper analyzes the research questions through the conceptual framework of threat perception theory. Moreover, few studies have been conducted to compare the responses of Australia and Korea so far. Regarding this topic, it examines the respective responses of Australia and Korea amid the US wedge strategy and the reasons why they responded differently to China.

This research employs the Threat Perception Theory as the analytical framework. Cohen (1978) states that "threat perception is the decisive intervening variable between action and reaction in international crises." In particular, if the threat is not sensed, it is impossible to trigger defensive resources, even with more evidence. Conversely, even if the opponent does not mean it, the threat may be perceived. Moreover, Cohen (1978) concludes that three criteria may affect threat perception: (1) geography; (2) threatening signal and mistrust; and (3) a sense of vulnerability. For the application of theory, one scholar, Haq (2021), analyzes China-Vanuatu cooperation and the response of Australia to the above three influencing factors. He states Australia's mistrust towards China is at its most intense level with the agreement achieved between China and Tuvalu. Besides, he cites Djibouti and China's debt trap strategy as the sources of distrust in Australia's response toward China. The further explanations for the three factors go as follows:

Cohen (1978) Threat Perception	Geography	This factor describes the significance of geography on strategies and priorities. When citing this theory, Haq (2021) describes it as that direct contact with border territories may lead to greater tension and conflict.
	Threatening Signal and Mistrust	Cohen interprets this factor as "a second factor making for sensitivity to threatening signals and extreme pessimism in their interpretation was an atmosphere of tension and mistrust relations between the act" (Cohen, 1978). At the same time, it underscores the uneasiness of hostility and past disputes.
	Sense of Vulnerability	Cohen interprets this factor as follows: "If one of the actors senses vulnerability, then this hypothesis triggers the formation of perceptions of the actor in the vulnerable position" (Cohen, 1978). As a result, the threat may be more likely to be perceived in the vulnerable part for any actor, or the assumption of threat perception may be triggered by its vulnerability.

**Figure 2. The classification and interpretation for the Threat Perception Theory**

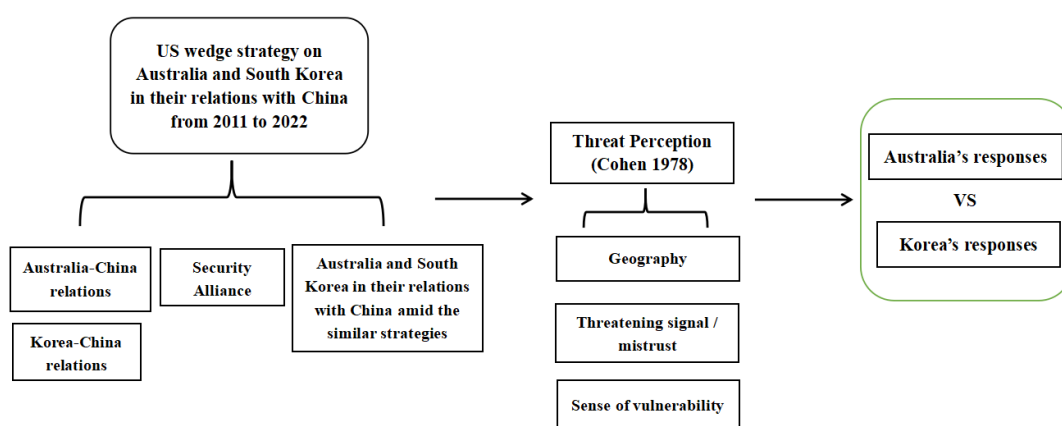
## 2. Research Objectives

For the topic, there are two questions to be addressed. The first one is on how

Australia-China and South Korea-China relations have evolved from 2011 to 2022. The other one refers to the differences in their responses and why they responded differently. This research analyzes the responses of different middle powers toward China amid the US wedge strategy. The content focuses on a look into Australia and Korea in their relations with China and their responses to the research background. In addition, the analytical framework of Threat Perception Theory is employed in the paper to investigate the variables and answer the research questions, which is applied to explore what these two middle powers recognize, perceive, and judge. What's more, threat perception is dynamic at different times and in different cases, so it is vital to conduct a comparative analysis of the two middles to find out problems and promote cooperation.

### 3. Materials and methods

This part refers to research methods, case selection criteria, and methods of data collection and analysis. Some theorists in traditional balance-of-power theory hold that power imbalances in the international system will lead to state checks and balances. However, many scholars have also gradually shifted their perspectives toward threats and interests. This paper examines the responses of Australia and Korea amid the US wedge strategy and the reasons why they responded differently. As a result, the theoretical framework of threat perception is applied to analyze their respective responses and answer the research questions. Given the US wedge strategy towards ally countries, different threat perceptions led to the discrepancy between Australia and Korea in their relations with China, respectively. There are three criteria for why Australia and Korea are chosen as the case studies, namely middle power, military alliance relations, and economic dependence with China.



**Figure**

### re 3. Conceptual Framework for Analysis

This research primarily adopts qualitative research and a comparative design by taking Australia and Korea examples to answer the research questions. This study sets the U.S. wedge strategy in the Asia-Pacific region as its research background. For a more in-depth study, it can be explored on three levels, namely the development of the US-Australia and US-Korea alliances, the dynamics in China-Australia and China-Korea relations, and their different responses to the threat perception analysis. As a result, its emphasis is on investigating the logic and reasons behind their different responses. Qualitative research and the inductive approach are applied in this paper to conduct a detailed

description of data collection and make a comparative analysis of the two countries. For the data collection and analysis, the research employs the theoretical framework of threat perception and textual analysis, whose data focuses on the existing literature, official documents, the Defense White Paper, leaders' speeches, news coverage, etc. In addition, it is vital to discern the acquisition of data and enhance the reliability of data processing.

#### **4. Results**

##### **Australia's Responses in regard to China relations**

Regarding the Australia and Korea in their responses toward China, it can be analyzed from different periods and interpreted from different Defense White Paper.

Australia has been committed to Asia's integration and positioning itself as an Asian country. During the Gillard administration, Australia and US President Obama held talks in Canberra in 2011, stressed the further need to strengthen the bilateral alliance, and decided to station troops in Darwin Port. Subsequently, the United States and Australia signed a 25-year deployment agreement. As a result, the core of the South Pacific region is more apparent. Although the expressions in the 2013 Defense White Paper are less acute in the response to China compared to the Rudd administration, and agree with China's economic contributions to the world. However, the South China Sea disputes and concerns about the regional situation were indirectly included in it.

Australian Prime Minister Tony Abbott announced that Australia would sign up as a member of the Asian Infrastructure Investment Bank (AIIB). Australia was in a choice dilemma for a while given domestic and international factors, namely the opposite attitudes of the United States and Japan and the governance structure of the AIIB. Remarkably, it is the diplomatic characteristics of Australia in that period that are meant to avoid a negative impact on the US-Australia alliance.

China-Australia relations have shown a decline since the Turnbull administration. Australia claimed China interfered in Australian politics and announced the National Security Legislation Amendment (Foreign Interference and Espionage) Act later. In addition, the Australian government also banned companies such as Huawei and ZTE from participating in the construction of 5G communications networks in Australia on the grounds of concerns about national security. China called for a fair environment free of ideological discrimination. What's more, Australian Foreign Minister Julie Bishop criticized China's democracy in her speech in Singapore, given its political system. With regard to its response to China, although Australia still hoped to seek a balance between China and the US, it expressed a harsh attitude in public toward the South China Sea disputes and other issues related to China.

China-Australia relations have undergone an overall deterioration since the Morrison administration, extending from political frictions to economy. The Australian government has repeatedly curbed China's internal affairs in public, namely Hong Kong and Xinjiang issues. In addition, Australia sees the South Pacific region as its sphere of influence. Thus, when the Framework Agreement on bilateral security cooperation was signed by China and the Solomon Islands in 2021, Australia showed more concern about its traditional influence in this region. Moreover, the political response cannot be separated from its impact on the

economy. Australia's foreign minister has announced the cancellation of the signed framework and agreement for the Belt and Road initiative with China in 2021. Meanwhile, the Australian government attempted to take back control of Darwin Port on the grounds of national security. The conflict between China and Australia is facing substantial escalation, and China-Australia relations, including economic and trade relations, are deteriorating step by step.

### **Korea's Responses in regard to China relations**

Korea's response toward China can be explored from three angles: joining the AIIB, visiting China in 2015, and the deployment of THAAD from 2013 to 2017. The decisions for Korea on joining the AIIB and the leader's attendance at the Victory Day Celebrations were both made at the final stage, facing a combination of multiple factors, including security issues, economic development, and the great-power game. Some scholars believe it was a rather stressful decision for Korea to attend the Victory Day Celebration, especially the following visit to the US. The deployment of THAAD is seen as a turning point for Korean-China relations and the uncertainties in the bilateral relations, including the economy, people-to-people communications, cultural exchange, domestic and international public opinions, etc.

Korean President Moon Jae-in visited China in 2017 to promote the normalization of bilateral relations and proposed the "Three Nos" policy. Although this policy got reinterpreted by Korea in a new stage, which was not considered as the Korea's commitment to China, it is significant that the 2017 China-Korea Summit was written in the 2020 Defense White Paper, and replaced the past narratives of THAAD related to China and Korea. In addition, the allies had different attitudes towards the Huawei ban and "Chip 4" Alliance, Korea did not have a clear official attitude towards these issues, and the domestic enterprises made efforts to seek chances to actively apply for licenses from the Commerce Department during that period. However, one thing is certain about the huge losses they have suffered, in particular, because of the close cooperation in the semiconductor industry between Korea and China.

In addition to the Chip 4 alliance mentioned above, Korea's response to China can be explored from three aspects stemming from the new presidency, namely the Indo-Pacific Economic Framework (IPEF), Nancy Pelosi's itinerary for Asia, and the differentiated treatment for Chinese people entering Korea. Significantly, the Korean President and the Foreign Minister did not conduct a meeting with Nancy Pelosi due to their overlapped schedules. It may manifest that Korea tried to hold a cautious attitude toward Nancy Pelosi's visit and avoid adding a diplomatic burden to Korea. However, uncertainties still remain in the development of Korea-China relations. Korea has imposed new entry restrictions simply on Chinese travelers and labeled them with yellow signs, which caused firm opposition from the Chinese government and people and also had a negative influence on international travel between the two countries.

## **5. Discussion**

### **Threat perception analysis of Australia**

#### **Geography**

For physical geography, Australia is far from China. However, the contradiction is that Australia has a clearer and more blunt attitude toward China, and the friction between Australia and China is constant, considering the long distance between the two countries. It does not matter if there is direct contact in the territory, but the threat can be perceived from the extended influence. With the rapid importance of this region in the periphery of major countries and regional strategies, countries are actively engaged in the Pacific island countries. Moreover, it is a vital development direction of the Belt and Road initiative for the cooperation between South Pacific island countries and China, which brought more concerns to Australia. As such, Australia may perceive it as a threat or potential threat to itself and the US-Australia alliance in the region.

### **Threatening Signal and Mistrust**

This factor can be perceived in the hostility and uneasiness resulting from historical disputes. Australia perceived more threats from national identity, ideology, and ascending distrust with the rise of China. When it comes to national identity, Australia has been keen on its integration into Asia for decades. However, it is rooted in the West in culture, politics, and society, and its diplomacy is closer to the West. Moreover, the partnership between China and Australia historically lags behind the Australia-US alliance. In addition, Chu (2021) finds that domestic political ideology and identity would influence foreign opinion on China. In particular, hostility and different value differences may accentuate the threats they perceive and negative stereotypes. Some scholars argue that the distinction between democratic countries and other countries makes the citizens of democratic countries perceive more threats from other countries. What's more, the news coverage, concerning the "Debt-trap", the South China Sea disputes, and even the construction of the Djibouti base, has been seen as mistrust cases for the Australian government towards China. Hence, the existing framework of threat perception, ideology, and interpretation of China's rise made the Australian government and locals feel threatened, which may also affect Australian foreign policy.

### **Sense of Vulnerability**

As for the third variable, the vulnerability referring to Australia mainly lies in its national security, economic vulnerability, concerns about regional influence, and psychological vulnerability under the so-called "China threat theory". In addition, the South Pacific region has a strategic position and is also an important channel for Australia's integration into Asia. With the shift in the strategic focus of the United States, the strategic significance of the South Pacific region was reexamined. Australia has been wary of the establishment of regional cooperation and influence in the South Pacific region and is trying to avoid this region becoming a source of its threat. Chinese investment and cooperation in the South Pacific region could be seen as a source of threat.

The new phrase "sharp power" has appeared successively in the United States and Australia since 2017. Chinese scholar Yan (2020) writes that "sharp power" has almost been shaped into the core narratives and propaganda on China posted by Western circles in strategy and foreign policy, and it can be interpreted as Western anxiety. From "China threat theory" to "Sharp Power," they manifested the deep concerns delivered by the US and Australia. Therefore, it also has a certain influence on the interpretation of China's diplomatic activities

combined with stereotyped views, namely the cooperation in the South Pacific region and the South China Sea disputes. Notably, with the increasing Chinese investment in Australia since 2013, more young Australians blame Chinese investors for the rising housing prices, leading to increasing anti-Chinese sentiment. Moreover, Australia shows more concern about the growing dependence of South Pacific island countries on China concerning the cooperation between China and the Solomon Islands.

## **Threat Perception analysis of Korea**

### **Geography**

China and Korea are neighbors in East Asia. Even with the pressures brought by its geographical proximity, China is not perceived as a direct threat to Korea's national security or regional interests. Moreover, China is expected to play a constructive role in the Korean Peninsula nuclear issue. In particular, the nuclear issue on the Korean Peninsula has a greater implication, and North Korea is more likely to be perceived as a direct threat to Korea, according to the narratives in the previous Defense White Paper.

### **Threatening Signal and Mistrust**

It was a turning point in China-Korea relations when the THAAD anti-missile system was deployed in Korea. Although Korea stressed that the deployment was not aimed at China, The Chinese government states that the missile system can extend further inland and threaten the security of China. What's more, some scholars consider the deployment of the anti-missile system a sign of mistrust from Korea. Korean President Park Geun-hye's attendance at the Victory Day Celebration in 2015 was seen as a firm choice for China. However, North Korea conducted two nuclear tests in early 2016. As a result, Korea was suspicious of China's role in the North Korean nuclear issue, which matters for Korea-China relations.

### **Sense of Vulnerability**

The vulnerability that Korea senses refers to the uncertain and sensitive parts of Korea, which mainly lie in the Korean Peninsula dilemma, economic development, and decision-making under the great powers game, which refers to Korea-US relations and Korea-China relations. Among the variables above, the US-Korea alliance might largely depend on the US policy towards North Korea and the US attitude towards its allies. If the Korean nuclear issue intensifies, the pressure will be on Korean national security. Hence, it is inevitable that Korea will seek military cooperation with the US. However, the policy of "America First" posed by the Trump administration actually isolated itself from its allies and requested that Korea significantly increase its military contribution. This move caused tensions, pressure on Korea, and domestic controversy. which are bound to lead to a cooling of US-Korea relations, conversely. In addition, when China-US relations tend to be competing, political choice-making and international cooperation will be restricted, increasing the vulnerability of Korea's diplomatic and economic activities.

## **6. Conclusion**

This research analyzes the responses and threat perception of the middle powers, Australia, and Korea towards China, based on the three elements of threat perception



proposed by Cohen (1978), which is a relatively new perspective on the middle powers, and analyzes their responses amid the similar strategies. Moreover, threat perceptions are dynamic, and one country that might be perceived as a potential opponent can also be regarded as a partner under other conditions or in different periods. As for the three criteria posed by Cohen, the physical geography did not reach the expected influence on the comparison of Australia and Korea in their responses to China to some extent. The extended influence of China in the South Pacific region makes Australia perceive more threats. In addition, China is not an immediate threat to Korea's national security. However, the role of China in Korean peninsular issues matters for Korea-China relations and the trust of Korea toward China, and other influential factors lie in the Korea-US alliance and economic relations with China.

Additional factors include regional complexity, the blaming game to gain more votes, and negative perceptions towards China. Regional complexity refers to how many states are involved in this region and the balancing power of the target state. And for the blaming game, refers to blaming China or being anti-China, which is regarded as an effective policy to gain more votes in political elections. As for the negative perception towards China, particularly given the impact of the public opinions among young people. When interests are at stake or conflicts occur, comments and nationalism in cyberspace are more influential and harder to control.

### **Variable one: Regional complexity**

#### **Australia**

Australia, located in the southern hemisphere, is the only country in the world that traverses a whole continent. Regional issues are relatively simple, focusing on the pursuit of national security under the great-power game and maintaining Australia's sphere of influence in Pacific island countries. US-Australia security cooperation has always been crucial to Australia's national security, and Australia has formed a high degree of dependence on the US for its security, in terms of domestic politics, maritime navigation, the agenda of its integration into Asia, and relations with South Pacific island countries.

#### **Korea**

When it comes to Northeast Asia, there are many powers involved in this region, and the regional disputes are more complicated. Korea, as a middle power in this region, pursues a more flexible foreign policy for its own security and economic development. Geographically, plus the United States, there are a total of seven countries in Northeast Asia, and the involved powers are complex, containing the United States, Russia, and China, which are the top three military powers in the world; the three largest economic entities, namely the United States, China, and Japan; and four nuclear-armed powers (the United States, China, Russia, and North Korea). In addition, regional issues in Northeast Asia are more complex, including the Korean Peninsula nuclear issue, the THAAD issue, the territorial dispute over the Chiba Islands between Russia and Japan, and the disputes between Japan and Korea, intertwining bilateral and multilateral relations. In particular, any conflict in this region will trigger insecurity in Korea simply because of its geographic location. Compared to the regional complexity that Australia faces, Korea has to weigh more elements in its response.

## **Variable two: The blaming game to gain more votes**

### **Australia**

Blaming China seems to be an "old trick" or a familiar way for Australia to shift people's attention regarding domestic issues and gain more domestic support in recent years. The interpretation of "China's rise" between the United States and Australia tends to be consistent, which evolves from the "China threat theory" into the "Sharp Power", expressing their concerns about the Indo-Pacific region in light of the shifts in power and interests in the international system. Considering there are few major powers in the region where Australia is located, its interpretation of threat perception is mainly based on historical perspective, alliance relations, and ideology. Above all, the greatest threat to Australia's sphere of influence and national security was considered to be from China.

In addition, media accounts and comments from politicians and the government also exert a deeper impact on public opinion and the audience cost to the government. Information is selected, processed, and spread to people, which is difficult for people to discern and may trigger more threats in the information environment. As a result, the narratives toward China have an impact on local people's views. Most Australians, for example, attributed the rising house prices to private investment from China and increased their negative ideas about China regarding the pandemic situation and worse economic relations.

During the Turnbull administration, he claimed that Australia should never choose to "sycophantize" with China. Meanwhile, he said, "The Australian people stand up" in Mandarin and explained it as a way to encourage the protection of the sovereignty of Australia. In addition, Yan and Cave (2022) write in the *New York Times* that the Australian government condemned "China interfering in the election" to intensify voter sentiment against China. Moreover, the Morrison administration has publicly criticized China for its internal affairs, namely Hong Kong and Xinjiang, and the perception of Australia towards China has changed a lot.

### **Korea**

For Korea, the new president, Yoon Suk Yeol, stressed the friction between China and Korea and expressed some blunt views toward China during the presidential election and his term of office. Moreover, he advocated eliminating the "Three Nos" policy. In addition, According to the *New York Times*, Choe (2021) writes that anti-China sentiment has increased in Korea and that China has recently replaced Japan as the least popular country, which is based on a survey by Hankook Research and SisaIN. In addition, he actively proposed advancing and expanding the deployment of the THAAD anti-missile system, and other relevant plans. As such, the above information and events could have a profound impact on Korea's long-pursued balance strategy of the middle powers.

## **Variable three: Online negative perception towards China**

In recent years, the Koreans' negative perceptions toward China have deepened, particularly among young people. Moreover, based on the Pew Research Center, despite the differences in negative views to China in different countries, Korea is the only country whose proportion of negative views among young people is higher than that among the elderly (Silver et al., 2020). In addition to the impact of the THADD issue, the friction in people-to-

people communication and cultural exchanges between China and Korea has been increasing, and the relations have become more complex and fragile in recent years, regarding the disbelief and disputes among young people on the Internet. What's more, the sharp comments and online debates among young people between China and Korea are intensifying in relation to the 2022 Winter Olympics and the application of traditional cultural heritage.

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## The impact of digital factors on Digital leadership behavior in hospital context

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### Abstract

In this research, we developed the relationship between the behavioral factors of Digital leadership in hospitals the Digital support, Digital guidance, Digital engagement, Digital encouragement factors were introduced. The mixed method research methodology with quantitative research and qualitative research were used to confirm our findings. The questionnaire respondents were collected with 458 sampling of the First Affiliated Hospital of Gannan Medical College, Ganzhou City, Jiangxi Province, China from September 2021 to February 2022. The in-dept interview were done with 3 leaders of the hospital; the Director of the Party and Administration Office, the Secretary of the Mission Committee, and the Vice President. All variables were analyzed descriptively with mean, standard deviation and confirmatory factor analysis (CFA). We found that Digital support and Digital mentoring had a higher impact on Digital leadership behavior than Digital engagement and Digital encouragement. Our findings increase the extent of the understanding on the relationship between Digital guidance, Digital encouragement, Digital support, and Digital engagement in Digital leadership behaviors that improve the knowledge on the hospital leadership behaviors in digital work.

**Keywords** : Digitization, Digital Leadership, Leadership Behavior, Hospital Leadership, Digital Organization

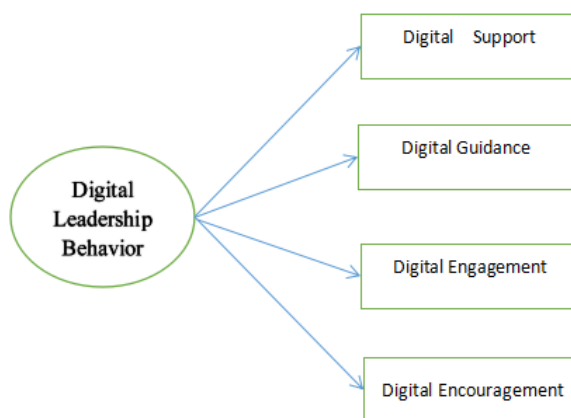
### Introduction

Nowadays, digitization is ubiquitous in our lives and has a huge impact that can change the organizational structure of every industry. In this ever-changing digital organizational environment, hospital leaders must understand the impact their actions have on the hospital. At a macro level, digitization will increase the productivity of society and change organizational leadership models. At the micro level, digital technology also improves organizational efficiency. The impact of digitalization on all industries has made the importance of physician leadership to managing a digital organization unprecedented (Chreim et al., 2013) such as Hospitals identify patients through telemedicine medical technology (Meskó et al., 2017). While healthcare organizations are transforming traditional management practices and improving organizational performance through digital technology, they are also creating challenges for hospital leaders to manage digital organizations. Therefore, the combination of organizational management and medical knowledge becomes a unique challenge for hospital leaders (Pillay, 2008). These indicate that some hospital management problems are mainly due to poor communication and lack of professional management skills of leaders (Weberg, 2012; Vaghee, 2013). The main problem with leadership is due to the absence appropriate coaching behaviors and successful support behaviors (Fleming & Kayser, 2008) that most of the hospital leaders themselves lack effective leadership behaviors and leadership qualities. The success of hospital organizations cannot be achieved without the strong support of senior management (Ghiasipour et al., 2017).

As such, digital leaders must be made aware of how to use digital technology to implement plans to manage the hospital so that the organization continues to grow. As a result of the complexity of leadership, scholars' definitions of leadership vary from chapter to chapter, but most emphasize the two main concepts of competence and influence. For example, the ability of leadership to achieve the organization's heart's desire. In turn, leadership can influence others to achieve the goals set by the organization through motivation. So, this study explores the relationship between behavioral factors of digital leadership and hospitals based on leadership theory.

### Hypothesis Development

In this research, we developed a foundational framework for a theory of Digital leadership behavior. In our framework, the Digital support, Digital guidance, Digital engagement, Digital encouragement factors are related to Digital leadership behavior. Digital guidance: the relationship-oriented behavior of leaders, mentoring behaviors tend to be more weighted towards interpersonal relationships. From all that has been mention, we can be summarized as a framework as follows in Figure 1.



**Figure 1 Digital Leadership Behavior framework**

### Research objectives

- Test the relevance of the factors of digital leadership behavior in hospital.
- Determine the degree of relationship between digital leadership behaviors in hospital.

### Literature review

Scholars have defined digital leadership behaviors differently. Using the literature on digital leadership behavior as a theoretical foundation, the researchers defined the various variables of digital leadership behavior.

### **Digital support**

Digital support is service delivered via digital channels such as email, chat, mobile apps, social media, and more. In leadership explanations, digital support is the process by which leaders guide employees through their work tasks. During the work process, the content of the task is explained, and direction is provided to the members. These directions include the act of providing essentially complete guidance on the content of work tasks, as well as telling subordinates what to do, planning, planning, and controlling the achievement of goals (Hanson, 2003). Also, it is the act of following the procedures of the job, providing guidance to the employee task on its purpose, how to do it, when to do it, and by whom, and expecting the employee to obey (Lorinkova et al, 2013).

### **Digital Guidance**

In the theoretical explanation of leadership relationship-oriented behavior, it prefers the weight of interpersonal relationships. They act by building emotional bridges with subordinates and giving emotional support to help them feel comfortable in the work environment. These leadership behaviors create good relationships with subordinates that not only improve team cohesion, but also promote organizational climate (Northouse, 2010) Leadership task-oriented behavior, on the other hand, is mainly task-oriented and focuses more on the progress and quality of the employee's work and how to come to achieve the organization's goals. Unlike relationship-oriented behaviors, they do not interact too frequently with employees and pay attention to their emotions during the work process (Yukl et al., 2009).

### **Digital Engagement**

Explanation of leadership behavior in terms of digital engagement can be the establishment of a shared vision of the good and taking relevant practical actions to give the organization the promise of a better future (Mischel, 1973).

### **Digital Encouragement**

Explained in terms of task-oriented leadership behaviors, leaders are able to encourage their subordinates to accomplish organizational goals through communication while executing their plans. These studies were able to consolidate existing classifications and enhance the leadership behavior concept of leadership behavior theory (Behrendt et al., 2017). It also stimulates the higher needs of organizational members and creates a climate of trust among members, thus transcending the process of aspiration.

### **Research Methodology**

The aims of this research is to investigate the factorial structure of Digital Leadership Behavior in hospital context. The Mixed Method research methodology with quantitative research and qualitative research are used to confirm the our findings. The procedures of our study consisted of 1) An analyze, synthesize, summarize the concepts and theories related, 2) Creating a questionnaire, testing validity by Cronbach's Alpha coefficient and the expert

opinion. 3) The sample size is collecting from a general hospital of the First Affiliated Hospital of Gannan Medical College. 4) Quantitative data were analyzed using SPSS software; mean, standard derivation, Confirmatory Factor Analysis. 5) Qualitative analysis by using in-depth interview with Semi structure questionnaire (Britten, 1999) on the senior managers, middle and lower-level managers of each department and general employees of the hospital. , and 6) Summary the research results.

### **Population and sample**

The study period for this research is from September 2021 to February 2022. Respondents and questionnaire respondents were mainly from the existing 3,302 personnel of the First Affiliated Hospital of Gannan Medical College, Ganzhou City, Jiangxi Province, China. Among them are, 1,057 doctors; 1,576 nurses; 348 medical technicians; and 321 Organs departments. As of September 2021, Ganzhou City, Jiangxi Province has 9,503 health service institutions, including 257 hospitals: there are 153 general hospitals, 9 tertiary general hospitals and 36 secondary general hospitals. The questionnaires is developed and distributed through Questionnaire Star (APP) on WeChat software. However, language factor of the questionnaire could cause some misunderstanding of dyslexia to the respondents and might cause some errors in the survey results. Therefore, the researcher used the Chinese and English versions of the questionnaire so that the respondents could understand more clearly the content and information expressed in the questionnaire. The sample size for the study, the Yamane's theoretical formula (Yamane, 1967) were used to determine that the sample size of 357 for 3,302 people is the lower number of respondent responses that maintains the 95% confidence interval. The final number of samples collected was 458 (n=458).

### **Data gathering methods**

The survey questionnaire is a closed-ended question that consists of three parts together. The first part is about the demographic information of the samples; gender, age, department, position, etc. The second part contains options for specific questions related to leadership behaviors. The third part contains options for questions related to Digital leadership behaviors. In addition to this, the researcher use video interviews with two vice presidents and three physician directors. Respondents will be asked about their responses to the questionnaire and data will be collected to analyze the characteristic behaviors of the study participants. The Likert scales were used in the questionnaire that the options of respondents were "strongly agree", "agree", "not necessarily", "disagree", and "strongly disagree", which were recorded as 5, 4, 3, 2, and 1 (Likert, 1932).

## **Research results**

### **Basic information of the sample**

A total of 458 valid samples were collected in this study. The basic information of the valid samples are shown in the table 4.1.

**Table 1 Basic information of the sample**



		N	%
gender	Male	235	51.3
	Female	223	48.7
age	Under 30 years old	105	22.9
	31- 40 years old	141	30.8
	41-50 years old	120	26.2
	51 years old and above	92	20.1
work years	Within 1 year	26	5.7
	1-5 years	153	33.4
	6-10 years	147	32.1
	More than 10 years	132	28.8
education	College and below	75	16.4
	Bachelor's degree	76	16.6
	Master's degree	194	42.3
	Doctoral degree	113	24.7
department	Nursing Department	75	16.3
	Medical Service	104	22.7
	Outpatient Department	79	17.2
	Logistics Department	70	15.3
	Science and Technology Department	36	7.9
	Information Service	47	10.3
	Medical Equipment Department	47	10.3
Position	Senior Managers	5	1.1
	Middle Managers	8	1.7
	Grassroots Managers	19	4.1
	Grassroots staff	426	93.0
	total	458	100.0

By gender, males (51.3%) are slightly higher than females (48.7%); considering age,

the proportion of each age group are relatively balanced; from the perspective of working years, the proportions of 1-5 years and 6-10 years are slightly higher, accounting for about 33.4% and 32.1%. From the perspective of educational background, the percentage of masters and doctorates is the highest representing approximately 42.4% and 24.7%; from the perspective of department, the proportion of each department is relatively balanced; By position, the percentage of grassroots staff is the highest, accounting for about 93%, followed by grassroots Managers (4.1%), middle managers (1.7%), and senior Managers (1.1%).

### **Descriptive Statistics**

The individual constructs of Digital leadership behavior were defined; Digital support (DS), Digital guidance (DG), Digital engagement (DENG), and Digital encouragement (DENC). A pretest to evaluate the construct items, and a confirmatory test of the measurement model were conducted using confirmatory factor analysis (CFA). The distribution of each construct items were investigated which the kurtosis and skewness were found. The maximum absolute value of kurtosis were less than 10, and the absolute value of maximum skewness were less than 3, indicating that the data in this study basically meet the requirements of normal distribution which can be further analyzed by parameter estimation (Park, 2015). The descriptive statistics results of each variable are shown in Table 2.

**Table 2 Descriptive analysis results of variables**

	Items	Mean	SD	Mean	SD
Digital support(DS)	DS1	3.734	1.033		
	DS2	3.679	0.988	3.724	1.036
	DS3	3.672	0.978		
	DS4	3.668	1.087		
	DS5	3.869	1.095		
Digital guidance(DG)	DG1	3.972	1.051		
	DG2	4.201	1.080		
	DG3	4.131	1.121	4.115	1.073
	DG4	4.105	1.039		
	DG5	4.168	1.073		
Digital engagement(DENG)	DENG1	3.504	1.040		
	DENG2	3.498	1.171		
	DENG3	3.697	1.053	3.611	1.104

	Items	Mean	SD	Mean	SD
	DENG4	3.683	1.153		
	DENG5	3.675	1.102		
	DENC1	3.821	1.186		
	DENC2	3.747	1.199		
Digital encouragement(DENC)	DENC3	3.729	1.193	3.756	1.200
	DENC4	3.771	1.192		
	DENC5	3.710	1.229		

From the Table 2, the mean values of the observed variables of Digital leadership behavior are concentrated between 3 and 4, which generally shows that the respondent have upper-middle levels of perceived evaluation of these variables. The variables with the highest mean are Digital guidance (4.115), Digital encouragement (3.756), Digital support (3.724), and Digital engagement (3.611), respectively.

### Reliability Analysis

The Cronbach's  $\alpha$  was used to test the reliability of the questionnaire. It is generally believed that when Cronbach's  $\alpha > 0.9$ , the reliability is very good; when  $0.7 < \text{Cronbach's } \alpha < 0.9$ , the reliability is relatively good; when  $0.6 < \text{Cronbach's } \alpha < 0.7$ , the reliability is acceptable, if Cronbach's  $\alpha$  lower than 0.6, it indicates that the reliability of the questionnaire is poor, and it is necessary to re-collect the data after the questionnaire is revised. The Cronbach's  $\alpha$  of each variable of Digital leadership behavior in this study are all above 0.8, indicating that the internal consistency of each variable in this study is high and the variable has good reliability (Gliem & Gliem, 2003).

**Table 3 Reliability Analysis**

Variables	Cronbach's $\alpha$	Average Cronbach's $\alpha$
Digital Support	0.867	
Digital Guidance	0.956	0.903
Digital Engagement	0.894	
Digital Encouragement	0.895	

### Validity Analysis

The confirmatory factor analysis result of Digital leadership behavior were done which their results were shown the Table 4. The CR is a less biased estimate of reliability than Cronbach's alpha, the acceptable value of CR is 0.7 and above. The AVE measures the

level of variance captured by a construct versus the level due to measurement error, values above 0.7 are considered very good, whereas, the level of 0.5 is acceptable. From the table 4, we found that the standardized loading of each variable were greater than 0.5, the CR is greater than 0.7, and the AVE is greater than 0.5, indicating that the validity of Digital leadership behavior is better (Fornell & Larcker, 1981).

**Table 4 Confirmatory factor analysis results of Digital leadership behavior**

Digital leadership behavior		loading	CR	AVE
	DS3	0.739		
Digital Support	DS4	0.658	0.869	0.572
	DS5	0.762		
	DG1	0.890		
Digital Guidance	DG2	0.945	0.956	0.814
	DG3	0.908		
	DG4	0.858		
	DENG1	0.706		
Digital Engagement	DENG2	0.650	0.898	0.641
	DENG3	0.862		
	DENG4	0.903		
	DENG5	0.852		
	DENC1	0.866		
Digital Encouragement	DENC2	0.821	0.897	0.636
	DENC3	0.673		
	DENC4	0.766		
	DENC5	0.846		

The correlation analysis of variables were done by Pearson Correlation analysis as shown in Table 5.

**Table 5 Pearson Correlation analysis and discriminant validity**

	Digital Support	Digital Guidance	Digital Engagement	Digital Encouragement
Digital Support	1			
Digital Guidance	0.691	1		
Digital Engagement	0.504	0.466	1	
Digital Encouragement	0.441	0.418	0.342	1

The test for multicollinearity and the correlation estimate of pairs of variables are calculated and found that the correlation factor was positive and, in the range, 0.342-0.691 with  $p < 0.01$ . Those with less than 0.8 were agreed upon (Hair et al., 2010). These results indicated that variables of Digital leadership behavior have good discriminant validity.

This paper focuses on the basic concept of Digital leadership behavior and points out that the four key factors of Digital leadership behavior are Digital support, Digital guidance, Digital engagement, and Digital encouragement. During the researcher's study of the degree of association between Digital leadership behavior and Digital support, Digital guidance, Digital engagement, and Digital encouragement, the quantitative data analysis showed that Digital leadership behavior was most associated with Digital guidance, Digital leadership behavior was essentially the same as Digital engagement and Digital encouragement, and Digital leadership behavior was least associated with Digital support.

#### **The qualitative data analysis**

This study used In-dept interview and purposive sampling for qualitative research method with 3 key informants whose are leaders of the hospital; the Director of the Party and Administration Office, the Secretary of the Mission Committee, and the Vice President. The interview questionnaire was designed to support quantitative results explain and confirm quantitative results within China's hospital context (EMIC). After that collected digital data based on the information answered by the respondents and analyzed and summarized the data. For the qualitative data analysis, interviews with three hospital leaders were conducted. The study revealed that the three leaders used Digital guidance behaviors the most in managing the hospital. They thought that Digital guidance could train better hospital trainees, improve the efficiency of all hospital staff and create a good environment. The hospital's continued purchase of medical equipment to improve the efficiency of hospital operations can drive hospital growth and improve hospital intelligence. And finally, effective Digital guidance not only solves deep-rooted hospital problems, but also drives sustainable development, making hospitals smarter and more digital in the future. Regarding the leaders' views on the use of Digital engagement and Digital encouragement in hospitals, their view is that Digital support creates a platform for communication between hospitals, staff and patients. It promotes the relationship between all hospital staff and communication between the hospital and patients. Digital encouragement supports the whole staff to participate in the knowledge about the digital activities in the hospital and makes them understand

the importance of digitalization for the future development of the hospital. Regarding the Digital support behaviors of leaders in the hospital, they point out that Digital leaders are mainly related to digital work and provide relevant facilitation for digital activity work. These are simple executive actions that employees are able to use on their own initiative to familiarize themselves with in their work and basically do not require leaders to spend time to guide them. Therefore, Digital support has the least relationship with Digital leadership behavior.

### **Discussions**

The findings in this study facilitate the definition of digital leadership behaviors and provide informative insights into Digital leadership behaviors in the healthcare industry. The results of the study showed that the highest relational intimacy with Digital leadership behavior was Digital guidance, Digital encouragement and Digital engagement were basically the same, and Digital support was the lowest. It indicates that Digital guidance has more influence on Digital leadership behavior in hospitals in digital work. In contrast, Digital support had the least impact on hospital Digital leadership behavior. Consistency between the qualitative study interview results and the quantitative study results, with respondents indicating that leaders use Digital guidance the most when they focus on their subordinates' digital efforts. And Digital encouragement and Digital engagement are more along the lines of Digital guidance, so they are consistent. Then Digital support is the least used behavior by leaders in their hospital work. Our findings show the agreement that Digital leaders provide digital technology to facilitate school transformation and create digital learning communities for them (Zhong, 2017). In targeting their management level, principals should mentor teachers and improve their digital skills. The findings indicate that Digital support and Digital guidance are strongly associated with Digital leadership behaviors. Digital leadership behaviors provide employees with training sessions, access to digital channels, expanded e-learning platforms and the creation of flexible work models that make digital work more engaging (Klassen, 2021). Digital support, Digital guidance, Digital engagement and Digital encouragement are strongly associated with the degree of Digital leadership behavior. These findings validate the extent to which Digital leadership behaviors and Digital guidance, Digital encouragement, Digital engagement, and Digital support are related.

### **Implication**

Through the analysis of questionnaire data and interview information, we establish the study of Digital leadership behavior relationships. We can define Digital leadership behaviors as the behaviors of leaders in terms of guidance, support, encouragement, and engagement in the implementation of all digital activities. They can be categorized as Digital guidance, Digital encouragement, Digital support, and Digital engagement. On a national level, Digital guidance guides various parties to collaborate with each other in the process of national governance in order to assist in its digital (Peng, 2021). From another level brings us to understand the concept of Digital encouragement that can encourage subordinates in implementing plans to achieve organizational goals through communication (Behrendtetal, 2017). These leaders support digital work by supporting, guiding, engaging and encouraging behaviors. Our results were also promoted the development and further research on Digital leadership behaviors in the healthcare industry.

## Conclusion

This study was investigated the degree of Digital guidance, Digital encouragement, Digital support, and Digital engagement associated with Digital leadership behaviors in the First Affiliated Hospital of Gannan Medical College. The researchers analyzed the questionnaire data to understand which variables showed the most important role in Digital leadership behaviors in the hospital. The analysis of the data based on the variables showed that Digital support and Digital guidance had a higher impact on all the models considered than Digital engagement and Digital encouragement. This implies that the Digital support and Digital guidance aspects of Digital leadership behavior are doing well and people need more Digital engagement and Digital encouragement. These findings increase the extent to which we understand the relationship between Digital guidance, Digital encouragement, Digital support, and Digital engagement in Digital leadership behaviors that improve the knowledge on the hospital leadership behaviors in digital work.

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## 在泰中国留学生的财商意识培养研究

### Research on the Cultivation of Financial Intelligence Consciousness among Chinese overseas students in Thailand

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#### 摘要

由于经济全球化的不断深化，全球金融市场呈现高机遇与高风险并存的现状，在这极具挑战性的经济格局下，拥有良好的投资理财观念很大程度能决定其在金融领域的造诣以及创造财富的能力，财商越来越成为当代人必不可少需要具备的素质，培养财商意识对于当代人而言越来越重要，大学生身为未来祖国的栋梁，树立起财商意识刻不容缓。不可忽视的是，中国留学生这个群体长期身处异国，缺乏父母的约束，在金钱的使用上更为自由，更易出现不理智的消费、投资、理财行为，因此本论文主要针对中国留学生群体的财商意识培养进行相关研究，旨在帮助留学生群体端正消费行为、树立良好的投资理财观念、养成积极向上的生活态度，使其能够在投资理财领域中合理科学地创造财富，尽早实现经济上的自由。本论文通过描述性研究方法，并采用定量分析法结合问卷调查，通过发放纸质问卷对于在泰国华侨崇圣大学就读的中国留学生进行基本个人信息、财商意识现状、财商意识影响因素以及财商意识培养对策的调查研究，采用统计分析软件进行整体问卷变量的信度分析、测度问题的均值分析等，最终得出整体家庭因素以及学生自身的消费心理与态度对于学生财商意识的培养具有较大的影响，在进行中国留学生财商意识培养研究时结合观察法了解留学生在日常中呈现的消费、投资、理财行为，提出真正能够帮助留学生群体养成正确投资理财观念的实用性对策。本论文的创新点在于使用文献研究法搜索当前大学生财商行为特点的文献资料时，所收集采用的文献大多都较为新颖，因此在该部分中所了解的大学生财商行为特点都是现阶段下的学生所呈现出的财商现状，更能透过当下学生普遍存在的消费、投资、理财行为而提出相应的对策建议。

**关键词：**财商；财商意识；理财行为；中国留学生；

#### Abstract

This thesis mainly focuses on the cultivation of financial quotient of Chinese students studying abroad. Due to the deepening of economic globalization, the global financial market presents the status of high opportunities and high risks. In this challenging economic situation, having a good concept of investment and financial management can largely determine their accomplishments in the financial field, improve their ability to create wealth. Based on this, financial quotient is becoming more and more important as an essential quality of contemporary people, and cultivate the financial quotient is more and more important for contemporary people. As the pillar of the future motherland, it is urgent for college students to establish financial quotient. At the same time, it can't be ignored that Chinese overseas students are living in a foreign country for a long time, they usually lack of parental

constraints and control money independently, so they will be more likely to have irrational consumption, investment and financial management behaviors. Besides, no similar research results have been found after the search for the keywords of "Chinese overseas students' financial quotient" on the website of the well-known literature resource, so this research is aimed to help the overseas students to change their consumption behavior, establish a good concept of investment and financial management. Moreover, it will help them to develop a positive attitude towards future life, so that they can create wealth reasonably and scientifically in the field of investment and financing, and also it will help them to achieve economic freedom as soon as possible. Based on the descriptive research method and the quantitative analysis method combined with the questionnaire survey. The paper-based questionnaire is issued to the Chinese students studying in Thailand for collecting the information of basic personal information, financial quotient status and influencing factors of financial quotient and the Countermeasures of financial quotient. Then it uses statistics software to analyze the reliability of the overall questionnaire variables. Finally, it is concluded that the family factors, as well as the students' own consumption psychology and attitude, have a great influence on the cultivation of financial quotient of overseas students. Therefore, the characteristics of financial quotient behavior of overseas students are representative, and can truly reflect the current situation of students' financial and business behavior.

**Keywords :** Financial quotient, Financial intelligence consciousness, Financial behavior, Chinese overseas students

## 一、引言

财商这一概念开始进入大众视野是在 1999 年, 由罗伯特·T·清崎和莎伦·L·莱希特两人合著的《富爸爸, 穷爸爸》一书, 首次提出了财商的概念, 指出财商是投资理财的意识与能力、 是一个人认识金钱与驾驭金钱的能力, 其对于人一生的发展起着很大的积极影响。自此“财商”概念进入学术舞台, 成为经济学术界中一支重要研究命题。从目前的一些互联网资料来看, 全球经济愈来愈趋向一体化的同时, 经济趋势存在较强的波动性, 金融市场的风险加剧, 人们在财富创造的过程中更具有挑战性, 因此树立财商意识是十分必要的。但由于各国制度、历史文化、社会环境的差异, 各国对财商意识的培养的注重程度不尽相同。西方国家对于财商的重视程度相对于中国而言较高, 在美国和英国, 储蓄和理财被纳入中小学学生的必修课中, 以从小树立其投资理财观念。但在中国, 教育体制内的财商教育内容比较短缺, 没有严格设定的课程或者体系化的纲领来指导, 学生大多匮乏正规的财商教育, 加之家庭的财商氛围较为淡薄, 学生们的投资理财意识较为低下, 较少出现科学的投资理财行为, 学生对财商知识了解不足。

现如今, 随着全球范围内经济一体化的深入, 全球教育资源不断整合, 各国教育机构加大合作力度, 海外留学生人数越来越多, 赴泰留学的中国学生数量日渐攀升, 在泰中国留学生身处异国, 掌握对于金钱的支配权, 经济生活更为自由独立, 如果其对于金钱的规划管理能力、投资理财意识却往往是跟不上, 那么将使得中国留学生在金钱规划与管理上面临更为严峻的问题, 不利于树立正确的价值观消费观, 因此财商意识的培养研究对其起着重要的作用。

通过调查研究发现,西方经济学者在财商方面的研究不在少数,愈来愈充实了与“财商”相关的理论依据,而中国整体社会的财商发展较为缓慢,具有一定的滞后性。中国调研者更为关注钻研的是以“国内大学生的财商”为背景的领域,而针对“中国留学生的财商培养”为研究方向的研究文献或期刊却几乎没有,亦未发现有调研者直接对在泰中国留学生财商方面进行研究分析,因此调研者以泰国华侨崇圣大学的中国学生群体为调研样本,基于中国留学生的角度,填补对中国留学生财商意识培养研究的空缺,研究和分析中国留学生财商意识现状及财商意识影响因素。然后提出有针对性的对策和建议。

## 二、研究问题

1. 了解中国留学生对于财商这一概念的认知程度。
2. 确定影响中国留学生财商意识的因素。
3. 提出树立中国留学生财商意识的对策建议。

## 三、文献综述

### 1. 财商概念的认知及现状

罗伯特·清崎著作《穷爸爸,富爸爸》最早提出“财商”是指拥有正确的金钱观消费观等理财观念,是一种能够在金融领域中获取金钱的理财能力,这是早期的学者对于财商所作的界定,随着时代更迭,互联网理财平台的兴起,Mason C L J, Wilson R (2000)、Bianco, Candy A. & Susan M. Bosco (2011)以及陈勇,季夏莹,郑欢(2015)先后提出将财商与在互联网金融领域进行科学投资理财活动的的能力联系起来,丰富了财商内涵;封梦媛(2018)进一步扩大“财商”所囊括的内容,指出财商包括了观念(金钱观、消费观、价值观、理财观等)、知识(基础金融知识、个人理财意识,过往理财经验等)和行为(良好消费行为、科学投资理财行为)三方面,更全面地阐述“财商”所囊括的内涵,帮助中国留学生更好地理解关于“财商”的概念。

经过研究发现,现阶段学生群体中普遍出现非理性的消费行为,大学生的这些财商行为主要呈现出消费方面和投资理财两个方面的特点:

首先,在消费方面,Roy S, Goswami P (2007)指出大多数大学生自制力薄弱,不能量入而出,不能合理控制自身消费欲望,认为满足自身的消费需求更为重要,在消费时较为冲动盲目;Lusardi A, Mitchell O S, Curto V (2010)也提到大学生普遍受到畸形价值观的影响,崇尚西方消费主义思潮,消费行为呈现极度不理性,没有合理规划金钱,消费时呈现“随心所欲”的特点。邓雨佳(2012)指出大学生易于受到潮流以及朋友同学的购买行为的影响,存在从众消费的心态,缺乏自身主见,不能正确评估自身消费需求,跟风、跟潮流的消费行为不在少数,较多出现“模仿”行为;而且很多大学生消费与投资的比例失调,过度追求物质需求,认为满足自身消费需求比投资理财更重要(唐果,2019);另外,当代较多大学生为了彰显自身的地位以及品味而较为追求高价格高品牌知名度的商品,存在奢侈消费的观念(穆子2015;阮洁,张鹏2019);在“校园贷”盛行的大学环境下,袁安鑫,杨菲(2019)

揭示了部分学生存在“提前消费”的观念，比如在购物时常使用“蚂蚁花呗”、“京东白条”等方式进行贷款消费，认同“先消费，后付款”的消费方式，消费行为呈现出非理性的特点；这也跟大学生进行消费时注重满足眼前需求，不具备长远眼光，消费行为呈现出“短时效应”特点有关（赵颖, 陶克涛, 2019）。由此可见，大学生常在购物过程中出现“盲目消费”的行为，其在挑选商品时较少考虑商品的价格以及性价比的高低，并且大学生群体的消费决策较为感性，更多地满足自身的消费欲望，从而促使调研者针对大学生普遍的消费观念提供财商意识培养对策。

其次，在投资理财方面，Manton E J, English D E, Avarid S, et al (2006) 和 Lusardi A, Mitchell O S, Curto V. (2010) 通过调查发现大学生普遍缺乏投资观念、储蓄观念、金融风险观念，在日常中较少主动学习投资理财知识，其投资、储蓄、金融风险识别方面的知识储备量较少，对于投资理财的关注度较低，对于理财产品的认知模糊，金融知识基础较薄弱，例如，大多数学生进行投资理财时较为保守，更多选择的是传统银行储蓄方式，理财行为呈现“单一化”的特点（王林召, 张家琪, 黄芹 2015）。在高校中，有接近一半的大学生不了解或几乎未听说过“财商”这一理念，缺乏对于“财商”的基本认知（冯方, 邹文娜, 王帅, 涂双双, 欧阳丽雪, 2012）。并且很多大学生在生活中较少主动关注理财资讯，对于投资理财也存在一定的偏见，比如，有些学生存在认为“理财是有钱人的事情”的错误看法，不能真正理解财商内涵（欧阳艳蓉, 2016）。还有部分同学则认为，在大学环境下，在尚未有金钱收入时谈投资理财较为不现实。邓江川, 陈俊延（2018）指出大学生不能正确理解理财产品，对于投资理财的风险存有有畏惧之心，担心自身的经济利益受损，因此不敢轻易涉猎金融市场。因此现阶段学生的投资理财能力较低下。

## 2. 财商意识的影响因素

当代大学生的财商意识受到各种因素的影响，主要有以下几方面的影响：

首先，在个人方面，财商意识会受到个人特质的影响，宋佳倩, 张玉栋, 张聪（2017）阐述了大学生“自信程度”以及“风险偏好”的个体特质影响其接触金融产品的机会，与财商意识的养成有较强的相关性。罗琪（2017）指出大部分大学生未能树立良好价值观，崇尚名牌，追求潮流，攀比心理较强，过度追求物质满足，在此种不良价值观的作用下，大学生投资理财观念较弱，影响财商意识的提升。陈小英, 潘晓婷（2015）认为较多大学生尚未形成成熟的消费心理，其消费行为表现出自制力弱、缺乏判断的特点，长期受到不理智消费行为的影响，其财商意识的形成受到较大程度抑制。

其次，大学生的财商意识会受到家庭因素的影响，家庭中所营造的金融氛围、对待投资理财的态度、对于孩子的金融知识的传授程度直接影响大学生投资理财意识与能力（张玉华, 2013）。王林召, 张家琪, 黄芹（2015）指出传统的家庭观念使父母忽略了对于孩子财商意识的培养，长期过度呵护下使孩子财商意识较为薄弱，因此，家长自身金融观念的局限性是影响大学生财商意识水平的重要因素，如果家长自身没有受过良好的金融教育，其投资理财观念具有滞后性，对于孩子的投资理财观念没有正确引导，以至于孩子缺乏接触投资理财产品的主动性，长期以往导致孩子财商意识低下（杨一, 2014）。相反，如果家长自身学历越高，对于投资理财相对更有规划，更有

倾向在家庭中营造良好理财氛围；家庭月收入越高的家庭，相对而言能给予大学生更多的资金进行投资理财（丁梦雅，2018）。

再者，大学生的财商意识也与学校因素有关，学校金融课程开设情况对于学生具有一定的影响，接受过正规金融课程教育的学生比起未接受过金融课程教育的学生而言，其财商意识水平更高，更具有投资理财观念，在生活中更有倾向进行储蓄理财（Mandell L, Klein L S., 2009）。程力维（2016）提出教育机构对于财商意识培养的重视程度影响校园内整体金融氛围，对于学生财商意识高低起着直接作用。董辉, 刘国聪（2010）和蔡若琦, 孙谊（2017）均指出如果学校财商教育体系不够成熟、开设的金融课程内容过于单调乏味、过于重视理论教学都直接影响财商教育效果，使大学生的投资理财意识长期得不到启迪，直接影响其财商意识的树立。

最后，关于社会因素，黄颖, 郭得鑫, 高凤娟, 刘田田, 张澜婧, 于珊（2011）指出我国长期实行计划经济体制，从制度上抑制了国民财商意识的萌发，而自改革开放以来，受到市场经济的刺激和西方经济思想的冲击，导致部分大学生无法端正消费态度及行为，较为注重物质消费。受到社会因素综合影响，大学生的财商意识程度具有一定的滞后性。邓人芬（2015）阐述在社会生活中，社会主流文化对商业、财富、金钱持着较为鄙视的态度，崇尚“淡泊名利”的传统观念，以致在对于孩子的教育中有意识地不提及、少提及与金钱财富相关的内容，以致其理财意识较为薄弱、理财知识匮乏、理财技能欠缺。

### 3. 财商意识的培养

Lusardi, A., & Mitchell, O. (2007) 基于储蓄意识薄弱的现状，提出树立财商意识能够提高个体对于未来生活的财务规划；郑葵, 程芳（2008）从大学生对于理财投资存在片面看法的观点上，提出财商意识的建立能够为学生树立良好理财观念，对促进大学生进行合理投资理财行为具有积极意义，帮助大学生实现资产保值增值，尽早实现财务自由；沈静秋（2014）基于大学生普遍出现的不良价值取向的角度上，指出建立财商意识能够端正大学生的价值趋向及金钱观念，帮助大学生养成正确的财富观、价值观及人生观，塑造起独立的人格，树立财商意识能帮助大学生提前认知当代复杂多变的金融市场，帮助其进入未来工作后能够更科学合理的进行投资理财（祝爱芳，2017）。朱堃（2017）基于大学生未来职业发展的角度，阐述大学生财商意识的树立能够帮助其尽快树立起正确金钱观价值观，使其在未来工作中保持良好积极心态，有正确的普世态度，能够明辨是非，抵制物质诱惑，对其未来职业发展具有较大积极影响；李杨（2018）指出大学生财商意识的树立能够更早进行财富积累，奠定经济基础，缓解大学生进入到社会中的压力。

根据中国留学生所呈现的财商意识现状以及个人因素、家庭因素、学校因素、社会因素的作用影响程度，针对关键因素对于中国留学生财商意识的培养提供个人、家庭、学校、社会四个角度的对策建议：

#### 1) 大学生需培养自身理财观念

朱玲（2008）基于大学生自我心理调适角度，提出大学生需要养成良好的投资理财意识，在生活中关注投资理财相关资讯，树立金融风险意识、保持独立判断避免盲从、端正理财行为、避免产生投机心理。大学生在基于一定金融基础知识的情况下，

可适当、科学地涉猎投资理财产品（匡月，2013），从中获取理财经验与方法的积累，提升自身财商意识。黄颖, 郭得鑫, 高凤娟, 刘田田, 张澜嫒, 于珊(2011)指出大学生需培养自身理财观念，有意识地在生活中进行“开源”与“节流”，通过合理规划自身生活费用以及开拓自身收入来源（努力学习获取奖学金、适当兼职等方式）提高自身财富创造的能力，养成良好的投资理财观念。在日常生活中，也需主动学习经济学原理、基础财务知识，重视财商知识的积累，培养自身投资理财意识，为进行科学投资理财决策奠定基础（卢雯君，2015）。谭春兰（2016）建议大学生在生活中养成记账的习惯，通过书面记录或手机记账 APP 软件等形式进行消费记录，明确金钱去向，进行消费分析，了解自身实际消费需求，进行合理、理性消费，以树立正确的理财观念，提升大学生自身财商意识。

## 2) 家庭对孩子的投资理财意识与能力的培养

朱玲，（2008）指出家长应从小培养孩子的投资理财意识与能力，在日常生活中教授其财商知识（投资理财知识、简单经济学原理等）以及适当给予让孩子理财实践的机会，营造浓厚的家庭财商氛围，使其合理规划金钱、进行科学消费并养成良好的理财观念。乔臣, 张一弛（2019）认为父母需要不断提高自身金融素养为孩子起到示范作用、有意识地让孩子参与到日常投资决策中、给予孩子自主管理金钱的权力的方式来培养中国留学生的财商意识。

## 3) 高等教育的培养

高翠田（2013）指出高校需建立并完善金融教育体系，从开设金融理论课程与金融实践活动两方面入手，课程理论知识要注重教学内容提升、教学渠道延伸，帮助大学生打下坚实的金融知识基础，促进其良好财商意识的形成。Carlin, Bruce Ian, and David T. Robinson（2012）在研究中指出金融实践活动方面可以通过竞赛类活动（模拟股市等）让大学生亲身融入投资理财氛围中、邀请理财成功的同辈学生进行投资理财经验的传授，激发大学生投资理财兴趣，将“理论”与“实践”相结合，共同致力于提高大学生财商意识。除此以外，刘琛（2017）提出学校也需要打造一支专业程度高的师资队伍，通过聘请金融专家以及挑选校内青年教师进行金融深造进修的方式提高财商教学师资的专业化程度，提高整体财商教育的效果与效率，这对于提升大学生财商意识具有直接的积极影响。

## 4) 社会的培养

政府作为社会舆论的主体，努力营造正能量的社会氛围，培育健康的理财和消费文化，对于青少年财商教育意义重大，政府应该发挥对于公共媒体的指导作用，规范各类媒体，使其传播更多的正能量信息；而公共媒体自身应具备一定的社会责任感，更多传播有价值的信息，为大学生提供一个良好的社会价值观氛围（匡月，2013）。除此之外，政府也应该制定监管互联网金融平台的相关法律，加大力度监管互联网金融平台，为大学生建设一个绿色健康的互联网理财环境（周雷, 朱玉, 谢心怡，2019）。朱玲（2008）建议银行、保险公司等金融机构应向大学生科普金融基础知识以及理财产品服务方面的知识，以自身专业能力参与到提升大学生财商意识中。

近年来，在基于大学生财商意识现状之上的研究日益增多，所研究的大学生财商现状也越来越全面，包括对财商概念的认知、其存在的消费观念与行为、金融基础

知识认知以及对待投资理财的态度行为等方面能够较为系统剖析大学生的财商意识现状，了解大学生的财商意识的基本水平。蔡若琦, 孙谊(2017)在研究中系统分析了近年大学生财商现状水平并对于影响大学生财商的因素进行剖析，基于其研究结论朱堃(2017)提出了大学生财商培养策略。乔臣, 张一弛(2018)针对互联网金融视角下大学生财商意识教育及路径进行研究，从大学生的消费与理财观念入手分析了影响其财商意识的因素，最后从家庭学校两个角度提出财商意识教育的方案，而针对特定群体中国留学生财商意识培养的研究是较为匮乏的，本次调查研究能够结合前人研究方向，并针对中国留学生这个特定群体展开研究，研究结论能够为今后研究中国留学生财商意识培养相关方面的调研者提供参考方向与结论。从留学生角度而言，李群(2009)指出在全球化的背景下，无论是欧美等发达国家或是新兴的发展中国家都越来越推崇“教育国际化”，不断推动教育资源的共享与融合，海外留学生人数呈现不断上升趋势，且受到我国与东盟欲建立良好经济合作关系的影响，赴泰留学的中国学生也日益增多。因此，基于时代发展背景以及赴泰留学生人数不断上升的趋势，本研究对于中国留学生的财商意识培养的研究必定能带来一定的理论意义及实践意义。

#### 四、概念框架

通过上述关于大学生财商意识的文献资料中所描述对目前大学生财商意识现状、影响其财商意识的关键因素以及形成大学生财商意识过程等一系列围绕大学生财商意识培养的研究成果的回顾，将金融素养(财商意识)划分为知识维度以及应用维度，将其作为调研者衡量中国留学生财商意识现状的两大维度；将影响大学生财商意识因素划分为宏观角度与微观角度，细分个人、家庭、学校、社会四方面因素，结合中国留学生财商意识的关键影响因素，对于该模型进行系统补充，为中国留学生提供贴合其财商意识现状及关键影响因素的培养对策，帮助留学生群体树立财商意识，养成良好的投资理财观念。在泰中国留学生，金融素养(财商意识)培养结构模型如图1所示。

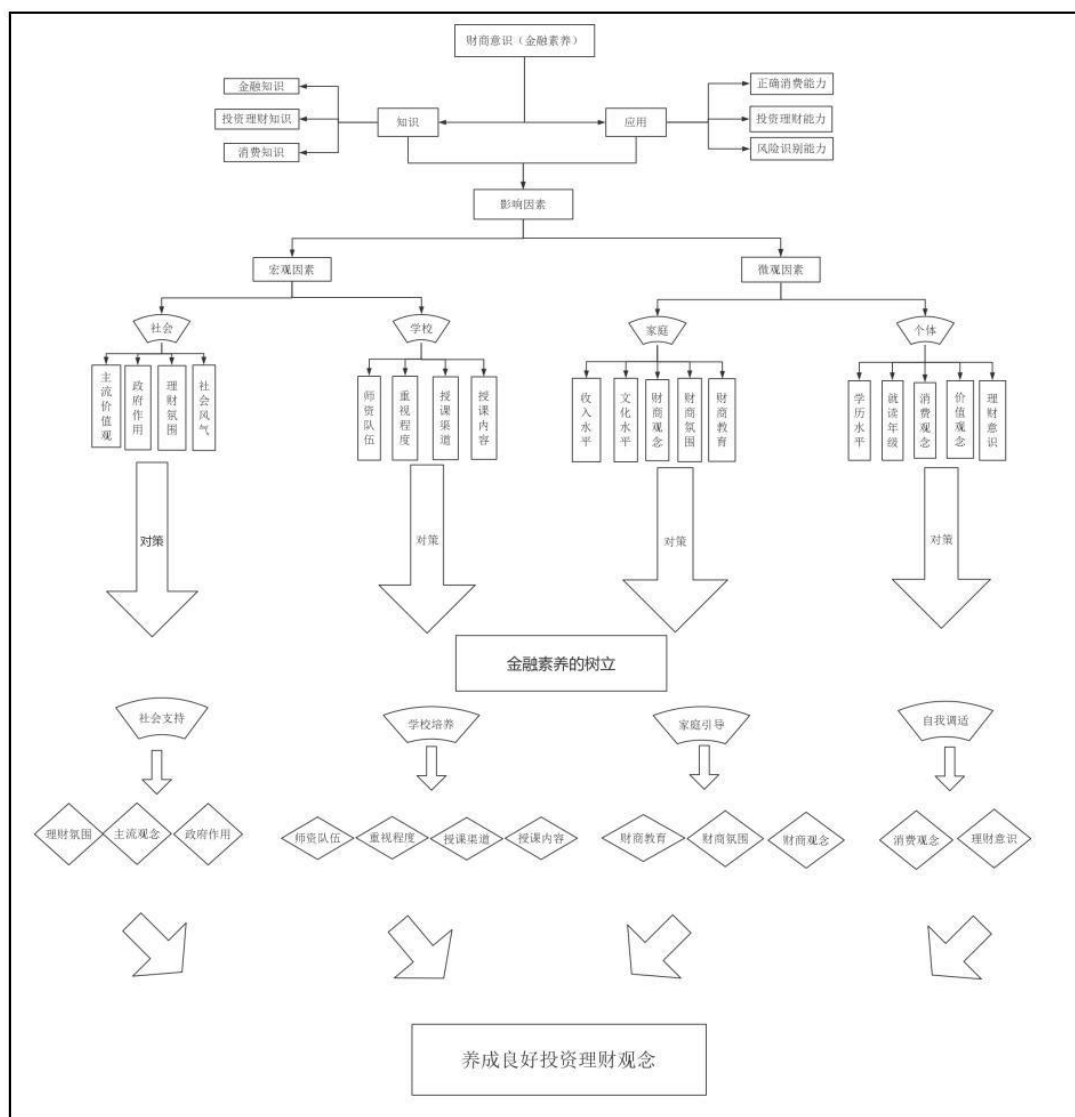


图 1 金融素养（财商意识）培养结构模型（沈丽，2013）

## 五、研究框架与研究工具

项目	份数（份）	有效率
发放问卷	166	
回收问卷	166	
废卷	10	
有效卷	156	93.98%

表 1 问卷发放及回收情况说明表

此次问卷总共发放 166 份，回收问卷 166 份，其中，废卷为 10 份，有效问卷有 156 份，问卷的有效性达到 93.98%。



## 1. 研究工具

本研究利用问卷调查法在特定的时间内对泰国华侨崇圣大学的在读中国留学生进行调查研究，并对其调查结果进行定量研究。为了减少研究中可能会出现误差，以及为了保证问卷的效度，问卷中的所有选项均是以前人的相关文献的研究结果、文献分析及问卷统计结果等信息作为研究理论基础。问卷一共分为四部分题目，（1）对受访者的基本信息进行收集而设置的固定单项选择题（2）调查“财商现状”而设置的固定单项选择题（3）调查“中国留学生财商意识的影响因素”设置李克特量表（Likert Scale）进行因素测量（4）针对“中国留学生财商意识培养的对策和建议”设置的双选题。

## 六、研究结果

### 1. 信度分析

#### 1) 全部变量的可靠性分析

克隆巴赫 Cronbach Alpha	项数
.801	26

表 2 全部变量可靠性

本次调查问卷采用克隆巴赫 Alpha (Cronbach  $\alpha$ ) 对于“基本信息调查”及“财商意识影响因素”的变量进行评估。结果显示，整体问卷的  $\alpha$  信度系数为 0.801，说明总量表具有较好的内部一致性，数据真实有效，可靠性强，具有参考性。

#### 2) 测度变量：财商意识影响因素信度分析

克隆巴赫 Cronbach Alpha	项数
.851	19

表 3 测度影响因素变量的可靠性

信度	全部影响因素	个人因素	家庭因素	学校因素	社会因素
$\alpha$ 系数	0.851	0.659	0.792	0.840	0.718

表 4 各个影响因素的可靠性

如表 3 所示，全部影响因素的信度系数为 0.851，信度较好。从表 4 中各个影响因素的可靠性表中可以看出，本次调查问卷中关于“财商意识影响因素调查”测度

问题部分共有 19 个影响因素指标，其中个人因素的信度为 0.659，家庭因素的信度为 0.792，学校因素的信度为 0.840，社会因素的信度为 0.718。

根据表 4 中的数据可以看出，学校因素的信度高于 0.8，信度较高，在学校因素细分的 5 个指标下的均值分布较为集中且大于中值 3，而其中关于“学校对于财商教育的重视程度”、“金融课程的趣味性与实用性”、“金融教育师资团队的专业能力”3 个指标的标准差较低，表明被调查者对待此问题的看法具有较高的一致性；而个人因素信度相对较低，受访者认为在个人因素中，自身的消费心理与态度对于财商意识的影响是较大的，而认为自身的恋人或朋友等亲密关系看待金钱的态度以及对于金钱的支配对于自身的财商意识的影响相对不大，并且根据个人因素的均值分析中看出细分下的个人因素的标准差的范围较大，以至于影响个人因素的信度。除此之外，家庭因素的信度以及社会因素的信度均在 0.7 以上，其信度可以接受。

## 2. 均值分析

### 1) 财商意识影响因素

	个案数	最小值	最大值	平均值	标准差
个人因素	156	2.14	5.00	3.69	.522
家庭因素	156	1.80	5.00	3.81	.735
学校因素	156	1.00	5.00	3.78	.701
社会因素	156	1.00	5.00	3.56	.813
有效个案数（成列）	156				

表 5 影响因素的四个因素均值

根据表 5 的数据，可以看出四个因素的均值都高于中值 3.000。这表明被调查学生普遍认为影响财商意识的四个因素对其财商意识均有影响，为调研者在后续提供基于中国留学生财商意识培养对策时提供研究方向。其中，家庭因素的均值最高，社会因素的均值最低，这表明普遍被调查者在填写“财商意识影响因素调查”问题时认为家庭因素（金钱管理模式、父母收入、父母对于投资理财技能的传授、整个家庭所营造的金融氛围等）对其投资理财观念有着较大的影响，认为社会因素（社会的金融氛围、社会的主流经济价值观念）对其财商意识的影响程度相对较弱，通过表 5 可帮助调研者确定家庭因素是影响中国留学生财商意识的关键因素。

### 2) 全部影响因素

本次问卷使用测度调查主要是调查影响泰国华侨崇圣大学中国留学生对于财商意识影响因素的看法态度，采用的是“非常重要”、“重要”、“一般”、“不重要”、“非常不重要”五个维度，并从 1、2、3、4、5 中给出相应的分值，根据每组的数据进行统计分析，得出均值。最小值为 1，最大值为 5，中值为 3。（如表 6 所示）：

	N	最小值	最大值	平均值	标准差	方差
就读专业	156	1.00	5.00	3.6090	.92683	.859
生活费额度	156	1.00	5.00	3.6987	.94644	.896
消费心理与态度	156	1.00	5.00	4.0000	.78699	.619
投资理财知识的积累	156	1.00	5.00	3.9167	.83441	.696
恋人朋友对于金钱的态度	156	1.00	5.00	3.2821	1.10012	1.210
使用正规金融服务	156	1.00	5.00	3.8910	.79979	.640
接触互联网理财产品	156	1.00	5.00	3.4487	.94558	.894
父母对您金钱上的管理	156	1.00	5.00	3.8526	.92146	.849
父母收入水平的高低	156	1.00	5.00	3.7308	.98601	.972
父母自身的投资理财观	156	1.00	5.00	3.7436	1.00881	1.018
父母的理财技能及经验	156	1.00	5.00	3.8333	1.04006	1.082
家庭整体的金融氛围	156	1.00	5.00	3.8846	1.01576	1.032
学校对财商教育的重视	156	1.00	5.00	3.6346	.86574	.750
学校开设投资理财课程	156	1.00	5.00	3.7436	.94951	.902
学校举办理财实践活动	156	1.00	5.00	3.8077	.95116	.905
金融课程的趣味性与实用性	156	1.00	5.00	3.8526	.89302	.797
金融教育师资的专业能	156	1.00	5.00	3.8590	.82265	.677
整个社会的金融氛围	156	1.00	5.00	3.5321	.91876	.844
整个社会的经济价值观	156	1.00	5.00	3.5962	.92128	.849
有效的 N (listwise)	156					

表6 全部影响因素的均值

从上表可看出在个人因素、家庭因素、学校因素和社会因素细分因素指标共有19个,其中均值达到4.000仅有“消费心理与态度”1个指标;均值在3.50-4.00的有“就读专业”、“生活费额度”、“投资理财知识的积累”、“使用正规金融服务”、“父母对于金钱的管理模式”、“父母收入水平”、“父母自身的投资理财观念”、“父母的理财技能及经验的传授”、“家庭整体金融氛围”、“学校对于财商教育的重视程度”、“学校开设投资理财课程”、“学校举办理财实践活动”、“金融课程的趣味性与实用性”、“金融教育师资队伍的专业能力”、“整个社会的金融氛围”、“整个社会的经济价值观念”16个指标;均值在3.00-3.50的有“恋人朋友对于金钱的态度”与“接触互联网理财产品”2个指标。

(1) 在个人因素中,被调查者认为“消费心理与态度”因素对于财商意识的影

响程度很重要，而“恋人与朋友看待金钱的态度”因素的均值较低。本次“财商意识影响因素”测度问题中的最高均值以及最低均值均出现在个人因素中。

(2) 在家庭因素中，均值普遍较为集中，且大于中值 3，即表示被调查者较为认同“父母对您金钱上的管理模式”、“父母收入水平”、“父母自身的投资理财观念”、“父母的理财技能与经验的传授”、“家庭整体的金融氛围”对其财商意识具有“重要”的影响程度。

(3) 在学校因素中，均值分布较为集中且数值大于中值 3，可看出被调查者对于学校因素中各项因素认同是其是“重要”的影响财商意识的因素。

(4) 在社会因素中，即被调查者认为社会因素对其财商意识的影响集中在“一般”到“重要”的程度中，认为社会大环境下所营造的金融氛围以及主流经济价值观念对于被调查者的财商意识具有一定的影响。

## 七、结论和建议

本研究通过采用问卷调查的形式对泰国华侨崇圣大学商学院在读的中国留学生的财商意识进行了调研，根据上述数据统计分析，得出了以下结论：

### 1. 财商意识现状

(1) 通过统计本次调查的有效问卷的数据得出，在“您认为以下哪一项最符合您对于财商概念的理解”问题中大多数学生选择“财商是能够将投资理财知识灵活运用在日常消费、投资、理财的能力”，而较少学生选择“财商是一种能够识别金融市场规律的能力”。为了分析大多数学生选择“财商是能够将投资理财知识灵活运用在日常消费、投资、理财的能力”的原因，结合“个人基本信息”问题中对于被调查者投资理财占比，得出绝大多数学生选择该项的原因是因为被调查者的身份是大学生，尚未步入社会，因此其较少进行投资理财，其对于“财商”的理解更偏向于认为与其个人的日常经济活动紧密相连的，认为“财商”是能够引导其进行合理消费、投资、理财的能力。

(2) 在日常的消费过程中，绝大多数学生选择“在挑选商品的时候较少考虑商品价格与性价比的高低”，并且在日常消费过程中出现过自制力较弱、没有制定合理消费计划的习惯，较多学生在经济生活中存在“盲目消费”的行为而且在消费过程中较少出现考虑使用信贷产品的特点。

(3) 在日常生活中表现出的最为频繁的消费形式是大多数学生选择“在消费时较为感性，随心所欲地进行购买”，较多学生常出现“冲动、盲目”的消费行为，这是绝大多数中国留学生在消费方面所存在的显著问题；而较少学生在消费时使用蚂蚁花呗、信用卡等信贷方式进行付款表明其在进行消费决策时较少出现“提前消费”行为。

(4) 绝大多数学生在日常生活中缺乏理财、储蓄、投资等方面的观念，可以看出由于大多数学生在生活中未树立良好的财商观念及理财意识，因此直接影响其进行消费时的态度与行为，从而可看出其整体的财商意识较为低下；而仅有较少学生缺乏

对于金融市场风险（投资理财产品风险等）的认知，所以缺乏金融市场风险的认知并不是造成大部分学生出现非理智消费特点以及消费形式的最直接原因。

（5）绝大多数学生在过往的投资理财中存在最大的问题是没有记录消费的理财习惯，因而其不能够明确自身的消费需求以及在消费中没有合理的消费计划，消费时更多基于自身的喜好进行消费。

（6）绝大多数学生认为通过正确的消费、理财、投资行为可以帮助自身树立财商意识并养成良好的经济交易行为，由于多数学生在日常生活中缺乏理财、储蓄、投资等方面的观念，所以导致在理财、储蓄、投资方面的意识较低，在生活中也较少出现理财、投资行为，所以多数学生根据自身的实际想法认同树立财商意识能帮助自己形成正确的消费、理财、投资行为。

## 2. 影响因素

根据数据分析结果，个人因素、家庭因素、学校因素及社会因素的均值均大于中值 3，这表明四个因素对其财商意识均有影响，其中家庭因素的均值最高，受访学生普遍较为认同家庭因素下“父母对于金钱的管理模式”、“父母收入水平”、“父母自身的投资理财观念”、“父母的投资理财技能与经验的传授”、“家庭营造的整体金融氛围”对其财商意识具有重要影响。而社会因素的均值在四个影响因素中为最低，相对于其他三个因素，多数受访者认为“整个社会的金融氛围”及“整个社会的经济价值观念”对于自身财商意识的影响程度相对较弱。

在四个因素细分下的 19 个衡量指标中，均值最高的是个人因素中“消费心理与消费态度”，这表明受访学生认为自己的消费心理与态度是影响其自身的投资理财观念并影响其进行科学理财实践活动的重要因素，而均值最低的是个人因素中“恋人或朋友看待金钱的态度”的指标，代表绝大多数学生认为与自身亲密关系的朋友对于金钱的运用及态度看法对于自身财商意识的影响不大。

## 3. 对策和建议

1) 针对个人提出的财商意识培养对策中，绝大多数学生认为“养成记账习惯，了解自身支出金钱的去向”以及在生活中更多地“进行有计划的、理智的消费活动”的自我调适能够最有效地帮助自身提升财商意识。这说明中国留学生更应该关注自身正确消费观念的塑造，在生活中养成记录消费的习惯，了解每笔消费项目，明确自身的消费需求，进行有计划的消费，减少盲目冲动的购买行为，使自身更能够科学运用金钱，合理规划闲置资金，进行适当的投资理财活动，从而最大程度地提升自身财商意识。

2) 针对家庭所提出的财商意识培养对策中，绝大多数学生更加认同“父母鼓励孩子参与到家庭经济决策中（如消费、投资、理财等）”以及“父母为孩子提供和创造一些理财实践机会”的对策能最有效帮助自身树立财商意识。这说明家长应该为学生提供更多的投资理财实践的机会，鼓励学生参与到家庭经济决策的讨论中，让学生在父母的引导下，树立其良好的投资理财观念，促使学生积累投资理财的经验，从而最有效地提升财商意识。

3) 针对学校所提出的财商意识培养对策中，绝大多数学生认为“学校应该与银行、证券公司合作，提供更多金融实践的机会（如银行提供实习机会等）”及“学校

开展更多的投资理财实践活动（如模拟股市竞赛等）”这两项对策建议最能够有效提升其财商意识。这说明学校应该多于权威性的金融机构合作，通过校企合作的形式为大学生提供更多接触到专业金融领域的机会（如：提供金融机构的实习机会以及定期参观活动），以帮助学生更有效地提高财商意识。

4) 针对学校规划财商课程的培养对策中，绝大多数学生认为“注重授课内容的趣味性及实用性”及“在课程中运用新颖的金融教学工具”对策能够最有效地提升学生财商意识，较多学生认为学校开设有趣易懂的课程、使用新颖的教学工具能对于培养学生财商意识有极大的帮助。这说明学校应该在开设财商课程时注重开发有趣的、简单易懂的财商课程，并且使用较为新颖的、能激发大学生学习兴趣的金融教学工具，例如思维导图，通过描绘金融知识体系框架，从而调动某方面的金融知识的同时能够快速想起其他相关情境的知识，使学生更有兴致去学习与掌握财商知识，使学生在财商课程学习中有效掌握投资理财理论知识。

5) 针对社会方面所提出的财商意识培养对策中，绝大多数学生认为“银行、保险公司等金融机构应该定期向大学生科普基础理财的知识”以及“政府需要加大对互联网以及投资理财平台的监管力度”能够最有效帮助自身提升财商意识。这说明社会体系中的金融机构除了与学校进行合作为大学生提供更多投资理财机会的同时，金融机构也需要具备较强的责任感，主动为大学生科普专业的金融知识，例如成立“金融服务社区”，解决大学生关于投资理财方面的问题，为学生讲解适合大学生经济能力的金融产品，使大学生了解当代金融市场的发展状况，从而达到提升大学生财商意识的目的；而针对政府方面，政府应该构建互联网金融平台的监管机制，加强对于与大学生投资密切联系的P2P网贷、互联网基金、互联网支付等相关产品服务的强化监管措施，给予学生一个良好的互联网金融平台，创建一个科学、正规的金融理财环境，从而更好的帮助大学生在社会投资活动中积累更多经验，有效地培养并提升其财商意识。

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# 中国留学生消费心理现状研究

## Study on the Status of Consumption Psychology of Chinese Overseas Students

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### 摘要

随着社会与经济的快速发展,人们的生活水平不断提高,父母开始将更多精力转移到孩子的未来教育方面,近年在中国,大学毕业生的人数逐年增加,在“一带一路”政策的引领下,中泰两国关系的友好,推动了赴泰国留学的中国大学生逐年增加。现如今,生活富裕程度的提高,消费慢慢成为人们广泛关注的话题,大学生是社会特殊的消费群体,他们有着独特的消费心理。近年来大学生的消费成为了社会以及相关学者关注的热点,与此同时大学生的消费心理也呈现出越来越多的问题,因此本文以泰国华侨崇圣大学在读的中国留学生作为调查样本,通过发放纸质问卷的方式对留学生的基本资料、消费心理现状、影响因素进行问卷调查。通过使用统计软件分析问卷的结果,发现现阶段中国留学生在消费结构上还存在不平衡的现象,用于学习资料上的消费相对较少;通过消费心理现状调查的数据显示出大部分中国留学生在消费上有着相对理性的消费心理,只有少部分学生存在超前消费、从众消费、盲目消费以及攀比消费等非理性消费心理,其中最为显著的非理性消费心理是盲目心理。针对现状所发现的问题,从社会、高校、家庭和个人四个层面上出发,提出了相关建议与对策用以帮助中国留学生形成健康合理的消费心理,从而有益于帮助他们在未来树立正确的人生观、价值观。

**关键词 :** 消费观念, 消费心理, 中国留学生

### Abstract

With the fast development of the society and economy, the living standard of people is continuously improving. Correspondingly, parents pay more attention to children's education and the number of university students is constantly on the rise. Coupled with enhanced diplomatic relations between China and Thailand which guided by the "Belt and Road" policy, the number of Chinese students pursuing university education in Thailand has gradually increased. University students are a special consumption group in the society with a unique consumption psychology. In recent years, the consumption of university students has become the focus of social attention and an increasing number of problems on consumption psychology have been presented. Therefore, this paper takes Chinese overseas students in Thailand as the survey sample and investigates the status of consumption psychology, influence factors, and countermeasures for cultivating a healthy and rational consumption psychology through the distribution of questionnaires. The statistic software is used to analyze the results of the collected questionnaires. Through data analysis, it can be found that imbalance exists in the consumption structure of Chinese overseas students. Chinese overseas students spend little on learning materials; the data from the survey on the status of consumption psychology show that most Chinese overseas students possess a rational

consumption psychology while only a few students have an irrational consumption psychology such as premature consumption, conformity consumption, blind consumption, and consumption for unrealistic comparison. Among them, the most conspicuous irrational consumption psychology is the blind psychology. The paper proceeds from the four levels of society, universities, families, and individuals, and formulates relevant cultivation countermeasures to help Chinese overseas students build a healthy and rational consumption psychology and thereby establish a correct outlook on life and values.

**Keywords :** Consumption Concept, Consumption Psychology, Chinese Overseas Students

## 引言

关于消费心理虽然在很久以前就得到了学者的关注,但直到 19 世纪末 20 世纪初才开始有关于消费心理的相关专业研究。随着社会经济和全球化的发展,人们的消费水平不断提高,西方的消费主义文化等社会文化开始影响人们的消费观,其消费心理和消费行为也随之变化,人们不再满足于日常生活的基本消费,更加趋向于精神上的消费,消费领域与范围逐渐增加,娱乐消费、文化消费等也在不断的扩展。

高等教育体制不断改革,越来越多的青年有机会进入高校继续深造,而当代大学生作为社会特殊的消费群体,他们的阅历少,经济来源单一,基本都是依靠父母供给,独立意识较弱,网购平台的出现和大众传媒的诱导容易造成大学生不理性的消费行为,部分大学生对物质有着强烈的占有欲,普遍存在攀比、从众心理,在消费时完全不考虑自己的经济情况,给自身和家庭造成一定的压力。随着中泰两国关系的增进和“一带一路”的引领,去泰国留学的中国留学生人数越来越多,留学生在消费上也会受到当地大学生的消费行为和当地的消费情况的影响。大学生消费心理和消费行为不仅影响自身发展和家庭经济压力,而且大学生作为社会消费中的重要角色之一,对社会经济的健康发展也起着重要的作用。因此,对大学生消费心理及行为进行深入研究就显得十分的必要。

通过调查研究发现,如今越来越多的学者针对大学生的消费心理展开了研究,但是国内外学者对大学生的消费心理的研究仅限于本国学生,并聚焦于本国大学生的消费现状与消费心理,而研究中国留学生消费心理方面的资料并不多,尤其是针对在泰中国留学生消费心理及行为”方面的理论研究几乎是空白的。因此,本文希望通过对泰国华侨崇圣大学中国留学生消费心理和消费行为现状以及影响因素的研究,为引导在泰中国留学生树立正确的消费理念提出针对性的对策和建议,期望能够为今后针对中国留学生群体消费心理的研究提供相关理论依据。

## 一、 研究问题

- 1、了解中国留学生的消费心理现状。
- 2、分析影响中国留学生消费心理的因素。
- 3、针对中国留学生的消费心理提出相应的对策。

## 二、 文献综述

### 4. 消费心理现状及问题

江林(2011)在研究中对消费心理的概念进行了界定,指出消费心理学是在心理学、社会心理学、社会学、人类学、经济学、市场营销学的基础上构成的,是由想法、情感、兴趣爱好、价值观念和思维模式等特性构成了消费者的心理。郭金丽(2007)指出消费主体在整个消费环境的作用下,在消费过程中自我调整、改变自身消费行为的一种心理活动。尹璐(2012)认为消费心理还可以描述为消费者购买商品或服务时的一个决策过程,这个过程包含了认识、情感、意志,在这个过程中所出现的心理活动,只有消费者本人知道,其他人无法得知。郭金丽(2007)提到,消费行为是消费心理的一种体现,消费心理很大程度上影响着消费行为,两者有着紧密的联系。消费心理也可以被理解为在做最终消费决策时对所购买的商品采用的态度,且会受到消费者的知识、文化背景、成长环境和年龄等因素的影响。赵琳、许静波(2013)对大学生消费形态和消费心理进行分析,得出大学生消费形态现状是:①随着互联网和物流业的发展,各种网购平台的出现,大学生的消费方式更加丰富;②消费结构层次分明,日常生活消费占的比重最大,学习消费、休闲娱乐消费、人际交往消费和恋爱消费所占的比重也在逐渐提升;③随着社会经济的发展,家庭收入不断增加,大学生的生活消费来源和消费额逐渐增多,他们可以通过申请助学贷款、获取奖学金、以及兼职等来获得更多的生活费。陈夏瑾(2017)研究得出大学生生活费用的主要来源还是来自父母供给。

大学生这个年龄阶段,非常容易出现各种消费心理问题,魏景(2009)对大学生消费心理和特点进行了调查,分析出以下一些问题:①大学生在平时在消费上存在盲目消费心理,没有提前做消费计划的习惯,经常毫无目的地消费;②少部分同学有着攀比消费心理,在消费上喜欢和他人作比较,别人有的自己都要有,甚至要比别人的更好;③许多大学生缺乏理财能力,不会管理自己的生活费用,在消费上比较随意。黄朝宾、杨祖兰(2009)也提出大学生会出现求奇心理,选择比较有个性化、风格特异的商品。Kelsey Pavao(2011)提出大学生在购买商品时会比较关注商品的品牌以及包装。在消费上时常受身边人的影响,会存在跟风、享乐主义消费心理。卢秋霞、刘新桂(2013)对现代女大学生的消费情况进行了调查,也发现了同样的情况,她们在餐饮消费、服装首饰消费、化妆品消费以及空闲消费中表现出从众、攀比、盲目消费心理。而导致大学生出现这些非理性消费心理问题的原因主要来自以下几个方面:①社会中不良的消费风气导致大学生消费心理扭曲;②时代流行文化上的原因,电影、新闻、小说中出现的一些浪漫爱情情节,为大学生提供了多种多样的方式,导致他们出现模仿消费心理;③高校和家庭的教育不足造成大学生在消费上出现浪费的现象。姚淑华(2016)提出大学生会由于外界不良消费风气的渲染,造成自己心理的想法和动机发生变化,出现认知失调的现象,从而导致在消费时出现一些不良的消费心理。吴东方、王志斌(2015)发现不稳重、幼稚的性格特征导致大学生容易产生不良的消费心理,大学生还在成长中,自我判断能力不足,对任何东西都抱有一颗好奇心,容易产生冲动型消费心理。除此之外,大学生自身的理财能力不足也会引起超前消费心理(吴岩、陈改桃,2014)。

### 5. 消费心理的影响因素

当代大学生的消费心理受到各种因素的影响,王健、胡云芳(2012)认为主要有以下几方面的影响:首先社会因素对大学生消费心理有一定的影响。在多种文化融合的社会环境中,大众文化观念影响着当代大学生的消费心理、人际交往以及他们的价值观。Sezgin Acikalin、Ekrem Gul、Kazim Develioglu (2009)也提出了社会地位和声誉声望会影响着大学生在消费时的心理状态。其次,李晔南、程刚(2008)总结出当今社会上出现不理性的消费观念,也对大学生的消费心理产生了负面影响。其次,在家庭教育中,如果父母存在不理性的消费观念,没有为孩子做好榜样,将会导致孩子在消费上也存在不理性的消费观。赵明珠, 邬慧, 李晓刚(2011)通过调查得出家庭对孩子消费方面的影响很大,家庭收入水平高的学生会更容易出现不良的消费心理,而家庭收入水平低的学生在消费上会更加地理性。至于个人方面, Alessandra Daiana Schinaider (2016)认为自身的经济状况对其消费心理和行为表现出直接的影响,收入水平高的人群在消费上一般不会太注重价格,反而更加注重商品的质量和品牌;而收入偏低的人,在购买商品时更多关注价格。虽然收入对消费心理有一定的影响,但影响最深的还是个人的性格和控制能力等个人特质因素。韦妙霖(2018)认为大学生独特的个性特征,符号消费符合大学生彰显个性,突出自我的心理,诱导着大学生形成从众消费心理和个性消费心理。最后,罗陈娟(2008)主要从学校方面分析了大学生消费心理的因素,校园中出现各种广告信息,打折优惠的信息致使大学生产生消费的欲望,部分大学生会受到这些信息的影响进行消费。冯娜娜, 吕恒宇(2017)认为学校教育和校园环境的影响很重要:高校对大学生消费方面的教育比较少,没有设置专门的消费教育课程;校园网络文化的影响,引导着大学生出现攀比、求异的消费心理。

## 6. 健康合理消费心理

梁立中(2010)发现大学生在消费上出现的问题越来越多,这些问题对她们的生活和学习造成了一定的影响,不仅会影响到个人,还会导致拜金主义和消费享乐主义思想在校园里迅速发展,影响校园的消费风气。刘红亚(2017)认为大学生的不良消费心理不利于社会营造良好的消费氛围。在 Bergman A. (2010)的研究中提出适当的消费心理则会带来积极影响所以需要大学生的消费心理和消费观念进行正确的引导。

李晓桃(2007)指出面对大学生越来越严峻的消费情况,应该从社会、家庭、高校及个人方面全面考虑,一起帮助大学生培养健康合理的消费心理。研究中提出了四种帮助当代大学生克服不良消费心理的重要途径:

### 1) 社会的培养

李晓桃(2007)提出社会应该对不良消费现象加以批判,让大学生形成良好的消费意识;政府对传播媒体和商家加以监管,避免向大学生群体传输不良的消费行为;媒介应该向大学生传播一些积极的消费理念;促进多边协同合作,加强对高校周边商店的管理,联合社会力量来为大学生提供一个良好的消费环境。陈建华、赵志平(2012)提出加强大学生对勤俭节约消费的认识,促使大学生形成节省型的社会理念,强化大学生的社会责任感,提倡他们积极参与社会活动,让他们在社会实践中了解社会责任,了解确定理性消费观对社会的意义。

### 2) 高校的培养

宋晓荣、甘露(2007)指出对大学生进行全方位的教育,提倡适度消费,科学

引导大学生的消费行为。钟义红、肖惠海（2007）提出学校要加强对大学生传统美德的思想教育，让勤俭节约的消费理念深入人心，改变他们随意浪费的行为，还可以通过讲座、活动来引导大学生提高财商意识，增加他们的理财能力，增加一些有关树立正确消费观的选修课程，对他们的消费心理和消费行为进行适当的培训。李晓桃（2007）提出大学生除了可以参加学校里开设的消费教育方面的课程，也可充分利用网络技术、文化来对大学生进行思想政治教育并优化学校的消费环境，形成良好的消费氛围。

### 3) 家庭的培养

陈瑜玲、黄学茭、黄海霞（2005）认为从家庭的角度：（1）父母应该教育孩子要秉承勤俭节约的消费理念，主动了解大学生的消费情况，及时纠正大学生不健康的消费心理和不理性的消费行为。李晓桃（2007）认为适当调整生活费，避免大学生出现浪费现象。（2）南江辉（2013）也提出父母应该从自身做起，改掉非理性的消费行为，为孩子做好榜样，带领孩子形成理性的消费的心理，并鼓励孩子做兼职，体会赚钱的困难，让他们学会节约。

### 4) 大学生在个人层面养成良好的消费观念

钟义红、肖惠海（2007）通过调查，了解到当代大学生在消费上的问题很大程度上是由于自身控制力不足，因此她提出提升自己的控制能力，制定短期的消费计划来控制自己。李晓桃（2007）建议大学生可以为自己建立一个合理的消费结构，明确自己的资金去向；提高自我判断和自我控制能力，避免在消费中受他人影响。渠东玲（2018）提出大学生应该学习如何提高自己的独立能力，例如在空闲时间做兼职来增加自己的生活费来源，减轻父母的经济负担，通过辛苦劳作来体会金钱的来之不易，从而养成良好的消费观念。

综上所述，根据影响大学生消费心理的四类因素，可以从社会、家庭、学校和个人层面上提出了应对不良消费心理的对策：社会需为大学生营造良好的消费氛围，高校应该重视对大学生正确消费观念的教育，提供勤工助学的机会，培养他们经济独立的能力，父母为孩子树立好的榜样，大学生个人则需通过学习掌握更多的消费知识。要把社会、高校、家庭和大学生自身结合起来共同培养其健康合理的消费心理。

## 三、 概念框架

调研者通过上述关于大学生消费心理的文献资料中所描述的消费结构、消费心理类型、影响因素和培养对策，对研究中国留学生消费心理现状分析方面进行整理修改，研究大学生的消费结构，将大学生消费项目分类，分析大学生消费心理的类型和特点，从主观和客观的角度上分析大学生出现非理性消费心理的原因，根据调查问卷数据分析出社会、高校、家庭和个人四个因素中影响中国留学生消费心理的关键因素，通过因素提出相应的培养对策。

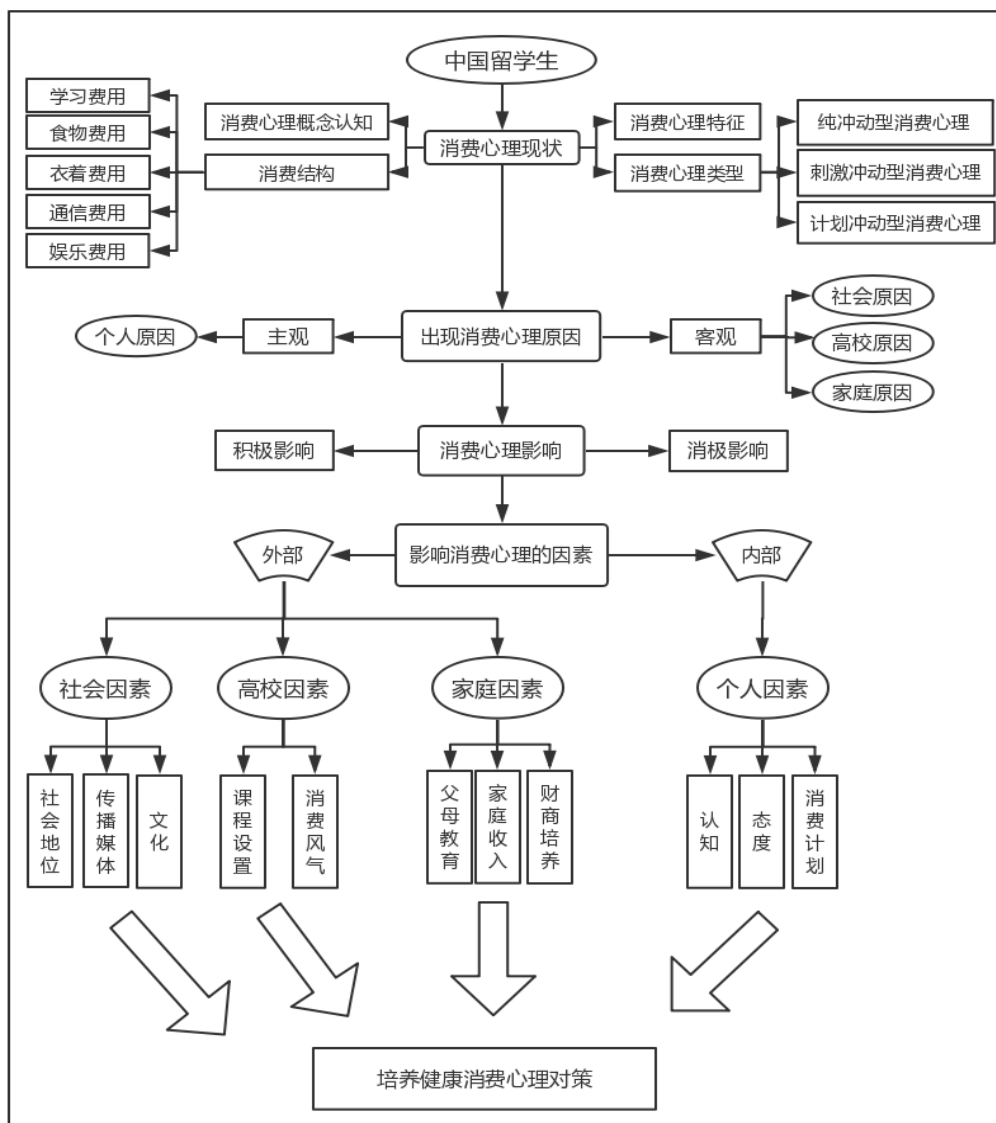


图 1 中国留学生消费心理现状及培养框架图

#### 四、 研究方法

本研究采用定量分析的方法。在样本的抽选中，采用非概率抽样中的判断抽样的抽样，对在泰中国留学生进行抽样来进行本研究的调查，针对不同专业的在泰国华侨崇圣大学的中国留学生总计共发放 178 份问卷，回收 174 份问卷，剔除 8 份废卷后，其中有效问卷为 166 份，问卷的有效率达到 95.4%。本研究者是利用问卷调查法在特定的时间内对泰国大学在读中国留学生进行调查研究，问卷中的所有选项均是以前人的相关文献的研究结果、文献分析及问卷统计结果等信息作为研究理论基础。

## 五、 研究结果

### 3. 信度分析

#### 1) 全部变量的可靠性分析

克隆巴赫 Cronbach Alpha	项数
.728	39

表 2 全部变量可靠性

本次调查问卷采用 Cronbach  $\alpha$  来评估问卷的可信度，如表 2 所示。结果显示，整体问卷的  $\alpha$  信度系数为 0.728，说明总量表具有较好的内部一致性，所以数据真实有效，可靠性强，具有参考性。

#### 2) 测度变量：消费心理影响因素信度分析

克隆巴赫 Cronbach Alpha	项数
.845	15

表 3 测度影响因素变量的可靠性

信度	全部影响因 素	F1	F2	F3	F4
$\alpha$ 系数	0.845	0.623	0.82	0.763	0.654

表 4 影响因素的可靠性

如表 4 所示，全部影响因素的信度系数为 0.845，信度较好。全部影响因素包括社会因素（F1）、高校因素（F2）、家庭因素（F3）、个人因素（F4）四个因素，信度分别为 0.623、0.82、0.763、0.654。

### 4. 均值分析

#### 2) 消费心理影响因素

	个案数	最小值	最大值	平均值	标准差	方差
社会因素均值	166	2.20	5.00	3.79	.555	.308
高校因素均值	166	1.00	5.00	3.68	.853	.728
家庭因素均值	166	1.60	5.00	4.04	.627	.393

个人因素均值	166	1.33	5.00	4.08	.714	.510
有效个案数（成列）	166					

表5 影响因素的四个因素均值

根据表 5 的数据，可以发现社会因素、高校因素、家庭因素和个人因素的均值都大于中值 3，这就说明了这四个因素对于中国留学生消费心理有一定的影响。被调查的中国留学生大多数认为个人因素对他们的消费心理的影响最重要；只有部分中国留学生认为高校因素对他们自身消费心理的影响程度不大。这四个因素中，被调查的中国留学生在选择对高校因素的影响程度有着较大的差异；而对于社会因素对消费心理的影响程度总体意见较为相似。

### 3) 全部影响因素

本次问卷使用测度调查主要是了解中国留学生对消费心理影响因素的认同程度，采用的是“非常不重要”、“不重要”、“一般”、“重要”、“非常重要”五种回答，（如表 6 所示）：

	个案数	最小值	最大值	平均值	标准差	方差
媒体和网贷机构关于消费信息的宣传对于消费观念的形成	166	1.00	5.00	3.73	.943	.890
社会消费文化对于消费价值观的树立	166	2.00	5.00	3.94	.728	.530
中泰文化差异对于消费方式的采用	166	1.00	5.00	3.48	1.001	1.002
社会上勤俭节约价值观对于消费理念的宣传	166	1.00	5.00	3.92	.841	.708
政府对商家、媒体等的监管对于消费环境的创造	166	1.00	5.00	3.90	.857	.735
学校消费教育课程的设置对于丰富消费知识	166	1.00	5.00	3.65	.900	.811
学校的实践活动与讲座对于增强理性消费观	166	1.00	5.00	3.72	.952	.907
父母对子女的消费教育对于消	166	1.00	5.00	4.03	.863	.745



费认知的扩展						
父母对子女的理财教育对于理财观念的培养	166	1.00	5.00	4.15	.814	.662
父母对子女金额的管控对于消费形式的选择	166	1.00	5.00	3.86	.901	.811
父母节约消费的榜样作用对于消费习惯的养成	166	1.00	5.00	4.01	.853	.727
家庭的收入水平对于消费的水平	166	1.00	5.00	4.19	.940	.884
自我消费控制能力对于消费的行为	166	1.00	5.00	4.25	.872	.760
个人的情绪对于消费的态度	166	1.00	5.00	3.93	1.036	1.074
个人的财商意识与理财观念对于消费的计划	166	1.00	5.00	4.07	.868	.753
有效个案数（成列）	166					

表 6 全部影响因素的均值

表 6 描述的是被调查的中国留学生对于社会因素、高校因素、家庭因素和个人因素中每一项因素的均值情况。

(1) 在社会因素中所有因素都大于中值 3，说明各项因素对于中国留学生消费心理都有一定的影响，可以发现中国留学生认为“社会消费文化对于消费价值观的树立”这个因素对于他们消费心理有较大的影响，其影响程度的认同度较为稳定。“中泰文化差异对于消费方式的采用”的均值最低，发现中国留学生在这个因素的影响程度存在较大的差异。

(2) 在高校因素中，明显地看出“学校消费教育课程的设置对于丰富消费知识”的均值相对较低，说明中国留学生认为学校开展实践活动比设置消费教育课程的影响程度更大。

(3) 在家庭因素中，可以看出家庭的五个因素均高于中值 3，说明各项家庭因素对于中国留学生消费理念的培养都有影响。父母对孩子的理财教育对于孩子树立正确消费理念有着重要的影响，中国留学生认为父母对金钱的管控对于他们所出现的消费心理影响不是非常重要。

(4) 在个人因素中，大部分中国留学生都认为自我控制能力对于消费心理有着很重要的影响；而“个人的情绪对于消费的态度”因素的均值在个人因素中最小，

可见中国留学生在这个因素的影响程度上有着较大的差异，并不是每个大学生都会有冲动性消费心理。

## 六、 结论和建议

本研究通过采用问卷调查的形式对泰国大学在读的中国留学生的消费心理现状进行了调研，根据上述数据统计分析，得出了以下结论：

### 1. 消费心理现状

(1) 对于消费心理的概念理解，认为消费心理是在消费环境下进行自我调整、改变消费行为的一种心理活动的占比最大，有 72 人；而认为消费心理是在做最终消费决策时对所购买的商品采用的态度的占比最小；由此可见现阶段大多数中国留学生对消费心理的理解是“在消费环境下进行自我调整、改变消费行为的一种心理活动”。

(2) 关于现阶段生活与学习的费用原来方面，根据调查实际情况，166 个中国留学生中有 154 个的生活费用都是来源于家庭供给，而通过贷款、奖学金或者兼职的只有 12 人。由此可发现中国留学生现阶段生活费用基本都是来自父母，比较少学生会通过贷款或者去做兼职来获得生活与学习的费用。

(3) 每个月生活费用的情况，2001-3000 元区间的人数最多，只用 11 个人生活费是低于 1000 元的，根据所调查的数据显示出大部分中国留学生每个月的生活费用在 1000 元以上，较少会少于 1000 元以下。

(4) 对于每月的消费情况，在所调查的中国留学生中，大部分都选择了有剩余或者刚好够用，有 49 个学生选择了不够用，在输入问卷数据时发现选择了不够用的学生的生活费用大多数都是 2001 元以上，而生活费用低于 1000 元的基本读选择了有剩余。根据这些结果可以得出生活费用低于 1000 元的学生基本都是勤俭节约的，反而生活费用越多的学生会不满足于现在的消费情况。

(5) 在消费结构方面，有 108 个中国留学生选择了饮食和生活用品，而选择学习资料和复印资料以及人际交往的学生较少，可见大多数学生平时的生活费都是用于食物和用品上，也表明了现阶段中国留学生在消费结构上存在不平衡的情况。通过问卷调查的数据发现选择了休闲娱乐消费项目的大多数都是男生，可见男生在游戏、健身方面消费得更多。

(6) 对于选择何种形式来满足自己的喜好这一方面，大部分中国留学生选择了靠自己存钱来购买；而较少学生选择通过自己兼职赚钱来购买，33 个学生选择向父母要钱购买，说明中国留学生现阶段经济独立能力较弱，在经济上比较依赖父母。有 20 个学生选择了向他人或者花呗等借钱去购买，表明了部分中国留学生存有超前消费心理。

(7) 在消费理念类型这一方面，有 78 个学生选择了提前做好消费计划这个选项，35 个学生选择了能省就省，说明大部分中国留学生在消费时能够提前做好消费计划，有计划性地购买商品；在消费时能够秉承节约的消费理念。也有 43 个学生选择了在消费时没有主见和计划，表明部分中国留学生在消费时会存有盲目消费心理。只有

10人选择了毫不在乎肆意消费,说明中国留学生只有一小部分的学生存在随意消费心理。

(8) 根据调查结果显示,大部分中国留学生在购买商品时会更加关注商品的质量与功能,说明大部分学生都能够理性地去选择商品。在选择关注商品的包装美观的人数中女生要比男生多,而选择了关注商品品牌的人数中男生比女生多。

(9) 对于在选择商品时会出现的心理情况,选择“结合自己实际需要”的学生最多,有125个,说明被调查的中国留学生中在消费上大多数都有着求实心理。有17个学生选择了会进行货比三家,选择最便宜的商品,体现了有一些中国留生存有求廉消费心理。选择“追随潮流,选择最新款的”和“看别人用得好就买”的分别有14个和10个,表明这些中国留学生中只有少部分存在时尚和从众消费心理。

(10) 对于消费心态方面,中国留学生倾向于“选择必要、实用的、性价比较高的”的最多,占了调查对象的7成以上,可以很明显地看出现阶段中国留学生在消费上是比较理性的。有23个学生选择了“不希望和别人一样,需要与众不同的商品来突出独特”,说明他们在消费上存有个性化消费心理,喜欢通过一些独特的商品来展现自己的个性。还有19个学生认为品牌越大、价格越高的质量就会越好,他们在消费时喜欢追求品牌。只有6个选择了更倾向于“别人有的我都要有,甚至要比别人的更好”,表明还是有一些学生存在攀比消费心理。

(11) 根据实际现状,选择了在经济条件不允许的情况下,就算是自己向往的品牌也不会购买的有118个,说明了大部分中国留学生在消费时表现出合理性。

选择在消费时会听取父母、朋友、店主等人意见有32个,表明他们在消费中有着外控性。有20个学生选择了在消费时不考虑金钱,随心所欲地购买想要的商品,说明有部分学生存在冲动性。有6个学生选择了会因为生活费限制无法买到与同学一样的商品而感到不开心,表明有一小部分中国留学生在消费时心理出现不平衡性。

(12) 对于非理性消费心理所带来的影响,有94个学生认为会增加经济负担,只有7人认为会导致道德素养降低,说明大多数中国留学生觉得不理性的消费心理会给自己和家庭增加负担,对个人道德素养的影响不大。

## 2. 影响因素

根据数据显示,社会因素、高校因素、家庭因素和个人因素的均值都大于中值3,说明所有因素对泰国大学中国留学生消费心理都有一定的影响,但个人因素是四个因素中影响程度最大的,其中“自我消费控制能力”对消费心理的影响最大,表明中国留学生认为自我消费控制能力对自身的消费心理和行为有着最重要的影响,“个人的财商意识与理财观念对于消费的计划”的均值较高,说明中国留学生认为个人的财商意识与理财观念对消费心理也有着较为重要的影响。其次是家庭因素,“父母对子女的消费教育”、“父母对子女的理财教育”、“父母节约消费的榜样作用”、“家庭的收入水平”这四个因素的均值都超过4,表明中国留学生认为这四个因素对消费心理的影响都重要,其中他们认为父母对其理财教育,能够潜移默化地影响着自身的理财意识,对自身制定消费计划有着很重要的影响。而在社会因素中,“社会消费文化”、“社会上勤俭节约价值观”两个因素的均值较高,表明中国留学生认为社会上的消费文化和勤俭节约价值观对他们的消费心理有着较大的影响。中国留学生认为高

校因素中“学校的实践活动与讲座对于增强理性消费观”对其自身消费心理的影响程度比“学校消费教育课程的设置“的影响程度大。

### 3. 对策和建议

(1) 在社会帮助中国留学生树立正确消费价值观方面,大部分中国留学生认同社会鼓励传播媒体向大学生宣传正确的消费理念以及积极弘扬中华民族传统美德,倡导勤俭节约的消费理念。表明在社会层面,应该引导传播媒体、网络等技术向大学生宣传理性的消费观念,并向大学生宣传和弘扬中华民族勤俭节约的传统美德,使得节约的消费理念深入人心,从而帮助中国留学生树立正确的消费价值观,形成健康合理的消费心理。

(2) 在学校引导中国留学生消费心理认知的建议中,更多的学生认同学校加强对大学生思想政治教育,提倡大学生养成文明消费行为和学校为大学生提供勤工俭学的机会,培养他们经济独立能力。说明学校应该设置大学生思想政治教育的课程,加强中国留学生思想政治教育,让大学生了解到消费心理的重要性;并且为中国留学生提供更多勤工俭学的机会,进而帮助他们形成正确的消费理念。

(3) 大部分中国留学生认为家长应该从自身做起,改掉不良的消费行为,为子女树立良好的榜样以及多与子女进行沟通,及时纠正子女不健康的消费心理能够更好地帮助其形成良好的消费习惯。说明家长的消费行为、消费理念会潜移默化地影响子女,家长应该秉承正确的消费理念,不断地引导子女树立正确的消费观念,并且与子女保持联系,了解子女的心理情况,鼓励孩子做好消费计划。

中国留学生认为个人积极学习财商方面的知识,提升自己的理财意识以及提升自我判断能力和自我控制能力对于培养健康消费心理更加有效。说明大学生在培养健康合适消费心理时,应该努力去学习一些关于消费和理财方面的知识,学会做好消费计划,并且在消费时学会控制自己以及学会理性地选择商品,判断哪些商品是自己需要的。

最后,随着现在赴泰留学的中国留学生人数不断攀升,且留学生群体长期身处异国他乡,独立掌握着金钱的使用权,所以留学生的消费心理的培养是非常必要的。通过社会帮助中国留学生树立正确消费价值观、高校引导中国留学生拓展对消费心理的认知、家庭帮助中国留学生养成良好的消费习惯、大学生个人培养健康合理的消费心理,经过多方逐步努力,让中国留学生了解到自己的消费情况,不断反思自己的消费行为,树立正确的消费观,从而培养中国留学生健康合理的消费心理。

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# 疫情背景下中国留学生在线课堂学习主动性的现状与提升研究——以泰国华侨崇圣大学为例

## Research on the current situation and improvement of Chinese students' online class learning initiative under the background of the epidemic

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### 摘要

随着留学海外的人数不断增加，加上疫情的爆发改变了留学生群体原有的参与课堂模式，留学生线上学习主动性受到影响。本论文主要针对疫情背景下中国留学生在线课堂学习主动性的现状与提升进行研究。数据分析结论得出，中国留学生在线课堂学习主动性的学习动机、学习情绪、学习能力三个方面现状中在学习情绪方面表现较差，表现为无法排解消极负面情绪以及排除外界干扰；在影响学生在线课堂学习主动性的个人、学校、环境三个因素角度方面，环境与学校角度对中国留学生影响程度大。

**关键词：**学习主动性，自主学习，在线课堂

### Abstract

This paper focuses on the current situation and enhancement of online class learning initiative of Chinese international students in the context of the Covid-19 epidemic. Many Chinese students were affected by the outbreak of the epidemic because of the way of international students to participate the class changed. The unique learning ways of online class pose challenges to the learning initiatives of Chinese international students. So, this paper aims to help Chinese international students know more about their learning initiative, improve on the existing problems, continuously develop active learning ability, and provide some reference and help for students' future learning. It was concluded that the Chinese students' learning initiative has three aspects: learning motivation, learning emotion and learning ability. The performance in learning emotion is poor. In terms of personal, school and environmental factors, the environmental and school perspectives have a great influence on Chinese students.

**Keywords :** Learning initiative, Self-learning, Online class

### 一、引言

随着中国改革开放的持续深入以及国内优质教育资源的可获性降低，越来越多的中国学子转向海外求学。但是在后疫情时代的当下，赴海外留学的难度与安全问题仍然是困扰留学生及其家人的两大问题。即使留学生已进入学校，仍有可能因疫情的不断反复而无法参与线下授课。在无法与不愿参与线下课堂的两大难题中，也是出于新冠肺炎疫情持续在国际传播以及各国对学生安全的考量，线上教学已成为中国留学生赴海外留学无法避免的学习方式。在线课堂下学生脱离了老师的监督以及校内学习氛

围的熏陶，使得学生更容易受到外界诱惑从而影响课堂的学习效果，具有学习地点灵活、教师监管有限、学生独自学习等特点，对中国留学生自主学习的学习主动性提出了一定的要求。因此在新冠疫情时期下的在线课堂学习中，如何充分发挥在线课堂的优势，避免其劣势，成为了提高学生、学校及社会对在线课堂学习的关注点。对学生而言，本研究可以帮助中国留学生进一步了解自己的学习主动性，对存在的问题加以改进，持续培养主动学习的能力，对学生未来线上与线下的学习效率以及生活质量提供一定参考与帮助。对学校而言，本研究可以为学校激发学生在线学习兴趣、加强学生在线课堂的学习行为监管寻找适合的教学方式。对社会而言，本研究可以帮助整合学校优势教学资源，优化并稳定网络在线学习平台，提高学生综合素质以满足当今社会对人才的需要。

## 二、研究目的

1. 找出疫情背景下中国留学生在线课堂学习主动性存在的问题
2. 帮助中国留学生更好地培养在线课堂自主学习的能力，提高在线学习效率

## 三、研究问题

1. 分析疫情背景下中国留学生在线课堂学习主动性的现状
2. 针对疫情背景下中国留学生在线课堂学习主动性的问题提出相应对策

## 四、文献综述

### 1. 学习主动性定义与特点

在学习主动性的定义上，房德康（1995）认为学生的学习主动性是指学生为了达成个体需要、动机、目标所表现出的良好的主动学习的态度。Doris Fay, Michael Frese（2001）提出个人主动性是个体在某一方面自发地设立目标并采取积极的行动去克服障碍、实现目标的行为。张寿（2003）提出学习主动性是智力与非智力因素相互结合的统一体，是学生根据发展的需要而自觉主动地开发自身能力的行为过程。程祝亚（2013）提出学习主动性是学生在自我意识的支配下主动自觉地参与到学习活动中去，并在学习的过程中选择、控制与调节自身与外界因素。历代学者普遍认为学习主动性是由学习者自身内部自发产生的。

在主动学习者所具备的特点上，Pintrich, De Groot（1990）提出自主学习者在学习中表现为能够规划并监控自身行为，主动制定并调整目标，及时自我调节以应对外部干扰与内部情绪的影响。曲春艳（2008）提出学生的学习主动性表现在学生具备良好的主动适应能力，能够自主选择自己的学习目标、发展方向与实现方式，并积极采取行动。孙红（2013）提出学生的学习主动性表现为内外两个方面。郑玉洁



(2017) 提出学习主动性表现为自主学习者在学习过程中为自己设立目标并在达成目标的过程中坚持不懈, 根据对自身的评价及时调控学习过程。

综合上述各学者提出的观点, 本研究将学习主动性定义为学生为达成目标所产生的积极的学习态度和行为, 具备主动参与到学习活动中去的特点。

## 2. 中国留学生在线学习现状与影响因素

在中国留学生在线学习的现状中, 不同学者针对学生学习的不同层面现状做出研究。从个人内部角度上, 赵芮婧、闫君、祝晨、王鹏、张居达(2012)和张杰(2014)分别提出大学生在课堂上主动思考并提出问题的主动性较低, 课下对课程预习的主动性也较低; 大学生因缺乏明确的学习目标且自身与外界都缺乏对被动学习行为的约束力而表现出学习主动性不足、疏于对课程内外知识的主动学习以及旷课等特征。从不同学生群体的角度上, 卢苗(2012)提出不同年级的学生学习主动性存在着显著差异。随着学生年级的逐渐增高, 学生的学习主动性会逐渐降低。黄友泉、谢美华(2013)提出不同专业大学生的学习主动性存在着差异。不同专业学生在学习情感性和自觉性两个因子上存在着显著的差异。张艳明(2021)提出大学生的自主学习是目标导向的, 具有较好的定向能力; 但大学生的应用策略能力、自我监控能力、自我评价能力都有着明显不足。徐苏丽、陈建敏、马钊、程燕(2021)提出大学生因负面情绪等因素影响, 对线上学习缺乏热情, 自主学习能力较弱且学习动机较为被动; 大部分学生都肯定在线课堂学习效果取决于自身内在因素, 适应能力强且具备较高的在线课堂学习主动性, 但缺乏对自身行为审视及修正的能力, 也缺乏与外界交流的积极性。胡久红(2022)提出大学生在在线学习中具有较强的学习主动性与学习意愿, 但因缺乏外界的监督而普遍缺乏自我约束力与学习专注度, 同时因缺乏完成任务后的正向激励反馈, 大学生在制定计划能力与完成计划能力方面有所欠缺。Chuan' an, Baozhu Li, Bin Cheng, Jiangting Yang, Lili zhou(2022)提出在在线课堂学习中较大部分的大学生为被动学习学生, 能够在教师监督下及时上课打卡, 较好完成基础知识学习以及课堂任务; 较少部分大学生为主动学习学生, 能自主完成在线课堂学习任务与学习, 积极互动, 缺勤率低; 剩余部分大学生为消极学习学生, 学习主动性低。

在影响学生在线学习主动性的研究中, Bateman T S, Crant J M(1993)提出学生的主动性人格会对学生参与学习相关活动的主动性带来影响。J. B. Arbaugh(2000)提出在线课堂平台所提供的学习信息质量与可靠性、在线课堂平台的操作难度以及远程学习中师生间在线互动都会影响大学生对在线课堂学习的主动性与满意度。刘润华(2003)提出过分关注学生成绩的社会因素会对学校教学内容、教学时间安排以及教学方法造成影响。朱新伟、朱拓(2008)提出教师的教学水平和学校的教学方式与管理制度的会在学生汲取知识和榜样示范上对学生的热情与兴趣产生影响, 从而影响到学生的学习主动性。刘好、石杨(2008)提出大学生学习目标、学习态度与信心以及学习兴趣明确程度会对学生的主动学习的动力以及学习情绪产生影响。卢苗(2012)提出大学生的学习主动性会受到考试压力和工作压力两个因素的影响。Whiteside Aimee L, Garrett Dikkers Amy, Lewis Somer(2016)提出在混合教学模式, 学生获得的弹性时间以及学习探究的鼓励影响着学生学习主动性的培养与发挥。徐霜雪(2017)提出学校设备作为学校在大学生学习主动性上的一个重要影响因素,

影响着大学生校园生活的乐趣以及学生对学习资源、课外活动资源的获取。张音（2020）提出大学生的学习主动性受到大学生参与动机、机会以及能力的影响。其中动机是由大学生的求知欲、学习兴趣等驱动；机会是影响大学生参与学习的外部条件，受到教师、亲友以及同学所营造环境的共同影响；能力是大学生自我学习能力的认知及技能，影响着其学习的信心。Jenny T. Y. Tsang, Mike K. P. So, Andy C. Y. Chong, Benson S. Y. Lam, Amanda M. Y. Chu（2021）提出大学生在线学习的学习主动性受到师生沟通以及学生学习成果感知两个因素影响。Heflin Houston, Macaluso Suzanne（2021）该文献提出相较于传统的面对面课堂，在线课堂独立性与孤立性的特征会对学生学习主动性带来影响。

基于上述研究，本文将中国留学生在线课堂学习主动性现状归纳为学习动机、学习情绪以及学习能力三个方面，将影响中国留学生在线课堂学习主动性的因素分类为个人、学校、环境三个角度，从而系统地对疫情背景下中国留学生在线课堂学习主动性的现状进行分析研究，准确的找出存在的问题。

### 3. 中国留学生在线课堂学习主动性提升方案

布冠好、师超（2010）提出要注重教师对大学生学习主动性的影响，改进大学生学习主动性要从强化学生主动学习意识出发，采取多样的教学模式，给予学生更多自主学习空间，并完善学生成绩考核制度，从多方面了解学生学习能力，保障成绩考核的公平公正。赵芮婧、闫君、祝晨、王鹏、张居达（2012）提出提高学生学习主动性需要学习寻找合适的教学方式，结合灌输式与启发式教学；注重激励机制对学生学习主动性的作用；加强课堂纪律管控；明确培养目标，将课程设计与学生兴趣相结合。高洁、李明军、张文兰（2015）认为教育者应当从主动性人格品质的培养塑造与增强学习者学习动机两个方面提高学生的在线课堂学习主动性。需要建立多样互信的师生交互关系，提升学生对网络学习任务价值的认同。Xiong Yibing, Li Ling, Gao Shutai（2016）提出需要从提高大学生的学习参与度与提高学生的学习能力来提升学生的学习主动性。要加学生与教师间的沟通交流、发挥优秀学生对普通学生的推动作用以及家庭对学生学习的监督作用；要整合学习资源创设学习情境，激发学生的学习兴趣，提高学生的学习主动性。杨妍艳、高晓丽（2017）从学生自身以及同伴角度出发，提出学生提高学习主动性需要增强自我学习能力及发展能力，优化网络学习行为，提高网络资源利用能力；学生应当注意同伴的榜样作用，营造良好的学习氛围，发挥好优秀同伴对自身在学习主动性上的积极引领。万昆、郑旭东、任友群（2020）提出可以通过提高学习者信息素养与计算机自我效能感、选择稳定的在线学习平台、运用在线学习工具引导学生的自控行为，培养学生自主学习能力；增强家校合作，发挥家长营造学习氛围的作用与教师对学生学习目标、评价标准的引导与支持，提高学生的学习主动性。

本文根据历代研究者针对在线课堂学习主动性所提出的改进措施，结合调研对象数据，提出了能够帮助中国留学生更好培养在线课堂自主学习能力、提高学习效率的方案。

## 五、研究方法

### 1. 样本特征

数据的收集采用问卷调查法。本次问卷选择线上调查问卷进行数据收集,通过在华侨崇圣大学中国留学生的微信聊天群中发放问卷星在线调查问卷的链接形式收集问卷数据。在发放问卷后等待调研对象填写完成后自行上传问卷至问卷星系统。本次调查问卷共收回问卷 104 份,回收有效问卷 88 份,废卷 16 份,有效问卷回收率达到 84.62%。

根据调查结果显示,此次问卷收集的专业频率分布与比例分别是 BBA(工商管理) 56 人,占比 63.6%; IB(国际商务) 5 人,占比 5.7%; MBA(工商管理硕士) 11 人,占比 12.5%; 泰语 16 人,占比 18.2%。年级届数方面,此次问卷收集的年级频率与比例分别是 58/59/60/61/62 届的 25 人,占比 28.4%; 63 届的 30 人,占比 34.1%; 64 届的 23 人,占比 26.1%以及 65 届的 10 人,占比 11.4%。在线课堂学习时间方面,本次统计的在线课堂学习时长频率与比例分别是学习时间不满一年的中国留学生有 16 人,占 18.2%; 一年的有 20 人,占 22.7%; 两年的有 44 人,占 50%; 三年及以上的有 8 人,占 9.1%。GPA 方面,本次统计的累积的 GPA 比例分别是 GPA 在 2.0 到 2.5 之间的学生有 13 人,占比 14.8%; 2.5 到 3.0 之间的有 30 人,占比 34.1%; 3.0 及以上的有 45 人,占比 51.1%。

### 2. 问卷与变量测量

本研究测量的在线课堂学习主动性变量包括:自变量为在线课堂学习主动性,分为学生的学习动机、学习情绪和学习能力三个方面;因变量为中国留学生学生自身的学习情况。本研究测量的在线课堂学习主动性影响因素变量包括:自变量影响在线课堂学习主动性的因素,分为个人、学校、环境三个角度;因变量为对中国留学生所产生的影响程度。问卷均采用李克特量表形式,1 表示程度最轻,5 表示程度最重。

关于在线课堂学习主动性,本文分为学生的学习动机、学习情绪和学习能力三个方面。其中学习动机包括 6 个题项,分别是“我会制定并调整学习目标”、“我会按时完成课堂与课后的学习任务或计划”、“我会参与课堂思考并提出问题”、“我会在课前与课后进行预习与复习”、“我会在课程内外与老师同学互动交流”;学习情绪包括 5 个题项,分别是“我对在线课堂学习保持学习兴趣”、“我对所学专业保持学习的热情”、“我对适应在线课堂的学习充满自信”、“我容易受到外部环境等因素的干扰(文化差异、教学模式)”、“我会产生消极负面的情绪(孤独、被动、无助)”;学习能力包括 6 个题项,分别是“我会适应在线课堂的学习方式”、“我会理解并应用在线课堂学习的知识点”、“我会自我监督并约束自己按时上课以及完成学习任务”、“我会与老师、同学等外界交流并分享所学知识成果”、“我会定期审视评价自己的不足并进行调整”、“我会帮助身边的同学、团队解决问题”。

关于在线课堂学习主动性的影响因素,本文分为个人、学校、环境三个角度。其中个人角度包括 6 个题项,分别是“自身具备主动性的人格”、“自身确立学习目标的明确程度”、“自身对待学习的态度与信心”、“自身对于学习的兴趣、好奇心与求知欲望”、“自身对于自我学习能力的认知”、“自身面对考试与未来就业的压力”;学校角

度包括 7 个题项, 分别是“学校的教学方式与管理制度”、“学校所提供的学习资源与硬件设备(如在线图书馆)”、“在线课程的灵活性”、“在线课程教学内容的安排”、“在线课程多元化的评价方式”、“教师在线教学的教学技能与平台操作综合能力”、“师生间的在线沟通互动以及老师的鼓励”; 环境角度包括 5 个题项, 分别是“对于在线课堂与传统课堂的宣传教育”、“分析解决问题以及未来就业能力等课外知识资源获取平台的建设”、“社会各界对于学生成绩的关注度”、“在线课堂平台提供的学习资源与信息的质量”、“在线课堂平台的操作难易度”。

### 3. 量表的信度效度分析

本次关于疫情背景下中国留学生在线课堂学习主动性的现状与提升研究的调查问卷通过 SPSS 分析软件进行信度与效度分析, 检验数据是否具备可靠性、一贯性、稳定性等, 借此了解问卷收集到数据的可靠性。当信度高于 0.8 则代表问卷的数据可信度高; 在 0.7 与 0.8 之间表示问卷的数据可信度一般但可接受; 在 0.6 至 0.7 之间则说明问卷的可靠性较低。当效度高于 0.8 代表研究者与调研对象对问卷问题的思想一致性高, 具有参考价值; 处于 0.7-0.8 之间表示一致性较强; 在 0.6-0.7 之间表示一致性尚可, 具有一定的参考价值; 0.6 及以下代表相关性差, 不适合做因子分析。从表 1 及表 2 的检验结果来看, 量表的信度均大于 0.7, 处于可接受的范围之内, 说明本研究所用量表可靠性较高。

表 1 在线课堂学习主动性现状的可靠性

克隆巴赫 Alpha	项数
0.782	16

表 2 影响在线课堂学习主动性的因素的可靠性

克隆巴赫 Alpha	项数
0.853	18

本文采用 KMO 及巴特利特检验形式做效度分析。分析用以检验指标能够衡量事物真实面貌的程度。但由于本研究在量表设计上存在一定缺陷, 导致调研对象对于此次调查问卷问题的理解有一定偏差, 研究者与调研对象的一致性较低。

表 2 KMO 及巴特利特检验

KMO 和巴特利特检验		
KMO 取样適切性量数		0.667
巴特利特球形度检验	近似卡方	1440.107
	自由度	666
	显著性	0

## 六、总结

### (一) 结论

本研究最终得出以下结论：中国留学生在线课堂学习主动性的学习动机、学习情绪、学习能力三个方面现状中，在学习动机与学习能力两个方面的现状中不存在问题，而在学习情绪方面表现较差，表现为无法排解消极负面情绪以及排除外界干扰。在影响学生在线课堂学习主动性的个人、学校、环境三个因素角度方面，环境与学校角度对中国留学生影响程度大。具体表现如下：

对在线课堂学习主动性的理解中，中国留学生认为学习主动性是持续且积极主动的提高自身学习能力的行为；学习主动性的特点是学生主动为自己设立学习目标并积极参与学习；提高学习主动性对培养自身持续学习能力与综合素质更具意义。但中国留学生在对学习主动性的认知上较为片面，忽视了课外校园学习活动参与上的主动性。

在线课堂学习主动性现状中，调研对象在学习动机、学习情绪、学习能力三个方面现状上不存在较大问题。其中，调研对象在学习动机方面表现突出；而调研对象在学习情绪方面表现相对较差。

在线课堂学习主动性影响因素中，学校角度和环境角度两个影响因素角度下的各因素对中国留学生在在线课堂学习主动性上都有影响。其中，学校角度下的影响因素对中国留学生产生的影响最大，而个人角度对学生在线课堂学习主动性影响程度小。

在线课堂学习主动性提升方案中，针对个人角度的在线课堂学习主动性现状所提出的对策中，大部分中国留学生认为树立良好的学习观念与计划、转变学习态度以及提高利用学习资源的能力对于个人提高在线课堂学习主动性更有帮助。针对学校角度的在线课堂学习主动性现状所提出的对策中，如果学校明确学生培养的目标、采用公平全面的成绩考核制度以及符合学生兴趣的课程设计更有助于激发中国留学生的在线课堂学习主动性。针对教师角度的在线课堂学习主动性现状所提出的对策中，良好、多样的师生互动关系以及老师对学生自主学习的激励反馈能够有效的帮助中国留学生提高自身在线课堂的学习主动性。针对环境角度的在线课堂学习主动性现状所提出的对策中，大部分中国留学生认为保障学习资源的可获性以及周围良好的学习环境氛围对于环境角度提高在线课堂学习主动性更有帮助。

## （二）建议

针对研究发现的现状制定出以下提升方案：个人要养成用计划驱动行动的能力以及形成对学习的良好态度。学校开设心理咨询课程以及完善学生课程内外综合成绩的考核。教师可以增加学生的课堂知识实践活动并加强与学生的沟通和联系。环境角度下可以为学生营造出良好的学习环境和氛围。具体方案如下：

### 1. 个人养成用计划驱动行动的能力

学生应该在学习与生活中为自己制定明确具体的行动计划，使自己能够更加高效有序的完成特定时间的特定任务，充分利用时间。例如学生可以通过便签、手机备忘录、微信聊天框等形式，将自己今天需要完成的学习任务以及生活代办事项等按照时间、重要程度以及自身状态与作息时间表进行规划排序，并依据具体情况进行适当调整，按照计划有条不紊的完成任务。借此可以帮助学生培养制定与调整学习目标的能力，用计划帮助自己提高学习的主动性；也能帮助学生定期回顾自己任务完成情况，调整不足。

### 2. 个人树立良好的学习态度

学生对学习所持有的态度会对学生的在线课堂学习主动性产生影响。学生可以通过多参与企业的实习活动、打暑期工等社会活动以及广泛涉猎各类书籍、纪录片，如管理类、经营类、金融类书籍或纪录片等方式，不断拓宽自己的眼界、完善自身价值观，逐渐形成对学习良好、正确的认知，树立良好的学习态度，从而自愿、主动的参与到学习以及在线课堂的学习中去。

### 3. 学校开设在线心理咨询课堂排解疏导中国留学生的消极负面情绪

在在线课堂的学习之中，学生始终独处于房间之中独自面对着电脑屏幕，难以感知到与同学和老师的互动，很容易产生孤独、无助等消极情绪。学校可以优化课程设计，通过教授学生自我排解消极情绪的方式来缓解在线授课对学生造成的负面影响。例如学校可以每周定期开设由专业心理医生所主持的在线心理咨询课堂，中国留学生以班级为单位申请、排队、进入聊天课堂，以在线互动交流的形式为学生提供倾诉与获取建议的平台，排解疏导中国留学生存在的消极负面情绪。

### 4. 学校将参与校园课外学习活动加入学生综合成绩的考核中去

针对中国留学生忽视校园课外学习活动的参与，学校可以优化学生综合成绩考核结构的公平性和全面性，使学生更加重视课外学习活动，增加参与课堂以外的校园学习活动学习主动性。例如学校可以设立专业课程外的课外学分，以累积额外分数的形式衡量学生课内与课外的综合成绩，学校在周末利用微软 MSTeams 软件中播放 TED 公开课并鼓励学生观看，系统登记观看学生予以额外加分，提高学生课外学习主动性重视程度。

### 5. 教师增加中国留学生的课堂知识实践活动

中国留学生在理解与应用在线课堂的学习过程中所学习到的知识点上的能力存在不足，教师可以通过多样且相关的课堂活动来引导学生将所学知识加以运用。例如教

师可以通过以算入期末成绩的形式安排学生制作课堂报告、根据所学章节进行演讲等作业任务, 让学生对所学知识点有更深层次的理解并加以运用说明, 培养学生理解与应用知识的能力。

## 6. 教师注重加强与学生的沟通和联系

中国留学生在参与在线课堂学习时无法像线下教学模式一样随时都能够找到教师求教问题或者与老师沟通交流。老师可以通过社交软件的形式与学生建立课堂以外的联系以解决在线课堂对师生间沟通交流不畅的问题。例如老师可以通过建立微信群或其他聊天软件群聊的形式与学生建立起情感化、多样化的交流互动关系, 同时也能为学生构建一个沟通的平台, 促进学生间的知识交流与分享。

## 7. 营造良好的学习与氛围

中国留学生的学习主动性容易受到外部环境的干扰, 因此营造出良好的学习与氛围可以帮助学生有效改善在线课堂学习主动性。学生的家人、朋友与同学可以通过共同约定学习免打扰时间避免对正在参与在线课堂学习的中国留学生造成困扰, 例如家长不在家中大声播放音频或突然闯入学生的学习空间、朋友同学不在学习时间联系留学生, 为中国留学生营造良好的学习与氛围。

# 七、讨论

在研究中, 本文存在一定的局限与不足, 需要在未来的研究中继续改进。

## 1. 描述性研究法的局限性

虽然描述性研究法能够很好的满足本研究的需求, 但在实践过程中仍具有一定的局限性。描述性研究法是通过查阅历代学者关于大学生主动性、学习主动性等相关研究、资料数据的查阅, 结合本研究所聚焦的中国留学生在线课堂学习主动性进行综合性描述, 从而达到研究者对了解疫情背景下中国留学生在线课堂学习主动性现状并在此基础上给出可行的提升对策的研究目的。但部分以往学者的研究受到一定的时代限制, 部分观点和数据无法反映不同时代背景下的留学生现状特征, 特别是本文研究关注的疫情背景下中国留学生在线课堂学习主动性的现状。此外, 现有资料对留学生学习主动性的研究相对有限, 对本研究全面了解中国留学生在线课堂学习主动性带来一定的影响。

## 2. 问卷的局限性与误差

(1) 本次问卷第三以及第四部分“在线课堂学习主动性”和“影响在线课堂学习主动性的因素”量表中有部分题目的表述存在局限性。该部分关于“分析解决问题以及未来就业能力等课外知识资源获取平台的建设”、“我会在课前与课后进行预习与复习”、“我会自我监督并约束自己按时上课以及完成学习任务”的陈述过于复杂, 且未加以简化, 可能会在调研对象在作答过程中增加其对题目理解的难度, 影响回答的真实性; 在“自身具备主动性的人格”题目中, 主动性人格这一专业名词对调研对象作答造成了影响; 研究者在题目“我会制定并调整学习目标”、“我会适应在线课堂的学

习方式”、“自身确立学习目标的明确程度”、“在线课程的灵活性”、“我会帮助身边的同学、团队解决问题”以及“社会各界对学生成绩的关注度”的表述太过于宽泛，使调研对象难以结合自身实际对问题加以回答，增加了误差。

(2) 本次问卷在第五部分多项选择题的题目设置上存在局限性。该部分在题目设计上未能让调研对象明确认识到此部分为多项选择题，致使部分调研对象以固定单项选择题的作答方式回答多项选择题，仅选择一个选项作为最终答案提交，造成了废卷的产生。

(3) 本次问卷的发放受到时间、空间的限制，仅针对在泰国华侨崇圣大学就读的中国留学生进行调研，抽取的样本数量有限使得最终收集到的结果无法代表整个中国留学生群体在线课堂学习主动性的现状；同时，在采用线上问卷的作答形式时研究者无法对调研对象进行有效的监督与答疑，加上此次调查问卷设置的题量较大，导致数据上容易出现误差以及废卷的增加。

### 3. 样本范围的局限性

在本研究以华侨崇圣大学中国留学生为样本的调研中，所研究的样本群体数量未能达到描述性研究所需要的样本量（一般为 600 人以上），无法完全代表在泰国留学的中国留学生整体的在线课堂学习主动性；且本研究的调研时间仅 3 个月，调研时间仓促有限，调研结果可能存在一定不全面性，使得本次研究存在一定的局限。

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# 在泰中国留学生自律能力研究

## A Study on the Self- discipline of Chinese Students in Thailand

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### 摘要

基于泰国教育逐渐被中国学生认可与选择的同时,在泰中国留学生的自律能力问题也日益凸显。经过调研者对“在泰中国留学生自律能力”的关键词在知网、谷歌学术知名文献资源库网站进行搜索后,尚未发现相似命题研究成果。因此,为探讨在泰中国留学生自律能力,本次研究选择以泰国华侨崇圣大学的中国留学生为研究对象,通过描述性研究法、文献研究法、问卷调查法和观察法进行研究,再使用线上发放问卷的方式,对研究对象的自律能力进行调查并收集到有效样本数据 99 份。通过问卷回收和问卷数据分析,得出结论:在泰中国留学生对自律能力的理解不够全面和能够积极主动参与到课堂的学习过程中、言行合一、按照校规要求,注重着装与仪容仪表、合理安排学习和生活的时间四个方面的表现有所不足。为了能够帮助在泰中国留学生提高学习效率和独立生活能力,提出三点建议:学校设立在公众平台和学生管理工作岗位。教师在课堂教导中使用成绩结构表的方式来鼓励学生积极参与课堂讨论和让学生自觉遵守校规。个人制定个人短期自律表,并每日总结。

**关键词:** 自律能力, 独立生活能力, 在泰中国留学生

### Abstract

As Thai education is gradually recognized and chosen by Chinese students, the problem of self-discipline of Chinese students in Thailand also becomes increasingly prominent. After investigator searched the key words of "self-discipline of Chinese students in Thailand" on CNKI and Google Scholar academic resource database, no similar research results have been found. So, in order to explore the self-discipline ability of Chinese students in Thailand, this study selected Chinese students from Huachiew Chalermprakiet University in Thailand, as the research objects, to conduct research through descriptive research, literature research, questionnaire survey and observation, and then use the online questionnaire to investigate the self-discipline of the research objects and collect 99 valid sample data. The data shows that Chinese students in Thailand do not have a clear understanding of self-discipline, act less active in learning, the unity of words and deeds, wear proper cloth according to regulation, and arrange their study and life time properly. To help Chinese students in Thailand deal with the problems, there are three suggestions: schools should set up public platforms and student management jobs. Teachers use the method of grade structure table in classroom teaching to encourage students to actively participate in class discussion and make students consciously abide by school rules. Make a personal short-term self-discipline chart and summarize it daily.

**Keywords:** self-discipline, Living independent ability, Chinese students studying in Thailand

## 引言

十八世纪末期和十九世纪早期，西方学者对自律与自律能力概念研究。德国思想界代表人物伊曼努尔·康德（Immanuel Kant）（1785）最先使用“自律”这一概念，其提出自律是个体根据自我意志在不受外界约束和情感影响，从而制定追求道德目的的道德原则。卡尔·马克思（Karl Heinrich Marx）和费里德里希·恩格斯（Friedrich Engels）（1833）吸收了伊曼努尔·康德（Immanuel Kant）等其他哲学家对自律发展的相关思想，从唯物辩证法提出，他律是自律的基础，为个人自律发展提供规范和指明方向，从而使他律内化为自律，促进个人自我发展。且自律是道德的理想境界，即‘道德的基础来源于人类精神的自律’。到了二十世纪早期，有西方学者将自律能力运用在医学界，对自律能力的重要性进行研究。EMMA L. STOWE（1902）强调了自律是一种能力，能够控制和自我调节情绪的变化，直到自我平衡的能力。这种能力能起到自我约束，自我控制和自力更生的作用，即自律能力。在他将这种能力用于护士培训中，他发现这种能力能增强护士的责任感，同情心，并让护士保持高效的动力与主动地学习特殊知识。在二十世纪早期，西方学者也将自律能力运用到了教育界。在欧美教育界，C. Blumer（1934）提出学生是在外界引导和监督下，通过他律接受教育。这不利于学生抵御诱惑。学生应该通过他律教育，建立自己处事行为的道德原则。学校通过让学生参与规则制定，有利于培养学生的自我控制能力。White, R. W., Tomkins, S. S., & Alper, T. G.（1945）研究表明受试者受挫折时，受试者自律能力发挥了作用，体现在受试者不寻常的自我调节能力与自我控制能力中。Ralph C. Wehlitz（1960）提出赋予学生更多管理权力，会使学生增加更多责任感，从而让学生自我管理能力得到训练，最终形成他们的自律能力的一部分。Stone MH（1983）提出父母应该注重家庭教育的重要性，由于他们错失通过他律的方式引导并培养自家学生的自律能力，导致自家学生的性格变形。综上所述，可知西方学者对自律能力所含的范围与特点，影响因素和自律能力提升的建议进行了研究。到了二十世纪末期，中国学者从学生层次，家庭层次，学校层次对自律能力提升的建议进行了研究。在中国教育界，孙常青（1992）提出在家庭教育中锻炼自家学生的自我约束能力，是培养自律能力的基础。对于培养主体的自我意识，可以通过赏罚分明等他律的方式，引导主体建立自己道德原则的行为习惯，使主体提升自我约束能力，从而起到帮助父母纠正自家学生任性的不良行为的作用。张朝龙（2002）提出对于培养学生的自律能力，需要在学校建立学生自律组织机构，使学生在自我管理，教育，服务等活动中，得到对自我价值的认可和提升。通过赋予学生更多的权力，在参与，策划，组织，开展校园活动中承担更多的责任，使得学生主动学习，提升自身能力，最终架设培育学生自律能力的桥梁。余国政（2008）提出学校应该全国高校开展先进榜样活动，从而提升学生的道德认知水平，有利于他们培养自律能力。对于学生自律能力提升的建议有（1）学生应该寻找学习榜样，通过对比找出差距，从而提升自己。（2）学生可以选择针对性名人名言警戒自己。（3）学生对自我认识，自我管理，自我约束，自我实践的提升，从而提高自身自律水平。（4）学生遵守校规，公共秩序，国家法律养成好习惯。（5）学生参与各种实践活动养成好习惯。田水仙（2019）对大学生群体自律能力进行了研究，提出当代大学生自律能力差的表现有，在学习时，经不起外界诱惑，导致注意力不集中；对学习重要性的不清晰，从而缺乏学习积极主动性；对他律的引导反感，产生学习态度不端正的心理。当代大学生作为国家重点培育

对象，社会的“新鲜人才血液”，也是实现中国伟大复兴的“接班人”。因此，国家希望提升现代大学生的综合素质，而自律能力对于综合素质起到关键作用，对自律能力的提升是至关重要。对于此想法，田水仙提出增强当代大学生主动学习意识，自我约束意识，责任意识，从而推动自律能力进步。

据调研者发现，在众多文献中，对在泰中国留学生自律能力研究的文献相对较少，所以，调研者决定以泰国华侨崇圣大学中国留学生为例，对在泰中国留学生自律能力研究并给出对应的可行性建议。

## 一、研究问题

1. 分析在泰中国留学生的自律能力现状
2. 针对在泰中国留学生的自律能力现状进行分析并提出对应的措施

## 二、研究目标

1. 找出在泰中国留学生所遇到的自律能力方面的问题
2. 帮助在泰中国留学生提高学习效率和独立生活能力

## 三、研究意义

### 1. 实践意义

留学生在海外留学必然会接触各种新的文化，新的教学方式和新的诱惑与新挑战，这对于留学生自身的自我调节能力，自我约束能力，自我控制能力，自我管理能力，即自律能力有较高的要求。研究自律能力对于留学生而言，可以帮助留学生对自律能力有正确的认知，认识自律能力的重要性，并了解自律能力的表现，以应对在之后的留学生活所遇到的挑战。对于留学家庭而言，留学生能在自律能力下，在海外独立自主生活，是一件值得骄傲的事。这也能降低父母对留学生在海外生活的过度担心。对于高校而言，本研究可以为留学生的普遍问题的解决提供一些参考建议，让高校了解到自身在自律能力教育工作中存在的不足和问题，并加以改进，促进高校在自律能力教育工作朝着科学化、规范化的方向发展。对于社会而言，本研究可以提高留学生自律能力，自律品质，以满足当今社会对人才的需要。

### 2. 理论意义

本研究通过对赴泰中国留学生的在学习，生活方面的自律能力调查，使用调查分析得出中国留学生在泰的生活和学习情况，从而分析他们在自律能力有哪些方面的表现与问题，并提出相应的建议。希望能够对中国留学生在适应泰国文化，学习方式等方面提供一份参考，贡献一份微薄之力。

纵观国内外对留学生自律能力研究的文献，有关泰国留学生的样本稀缺，本研究在一定程度上可以填补在泰国研究领域的空白。

#### 四、概念性研究框架

本次研究以研究关于泰国华侨崇圣大学中国留学生的自律能力为基准，通过理解前人文献并结合班杜拉三元交互作用模型，自律能力四维度能力体系模型，自律模式模型，自律能力提升影响因素模型，自律能力提升路径模型，大学生自律能力作为良好公民衡量结构模型，大学生自律能力作为良好公民的衡量模型和学生综合素质评价对学生发展的影响模型，构建出以责任感、诚实、遵纪守法、耐心，决心和意图四个方面的自律能力现状，来自个人和学校两个角度影响因素和从个人层面和学校层面提出提升自律能力的措施的在泰中国留学生自律能力研究的概念性框架（如图 1 所示）。

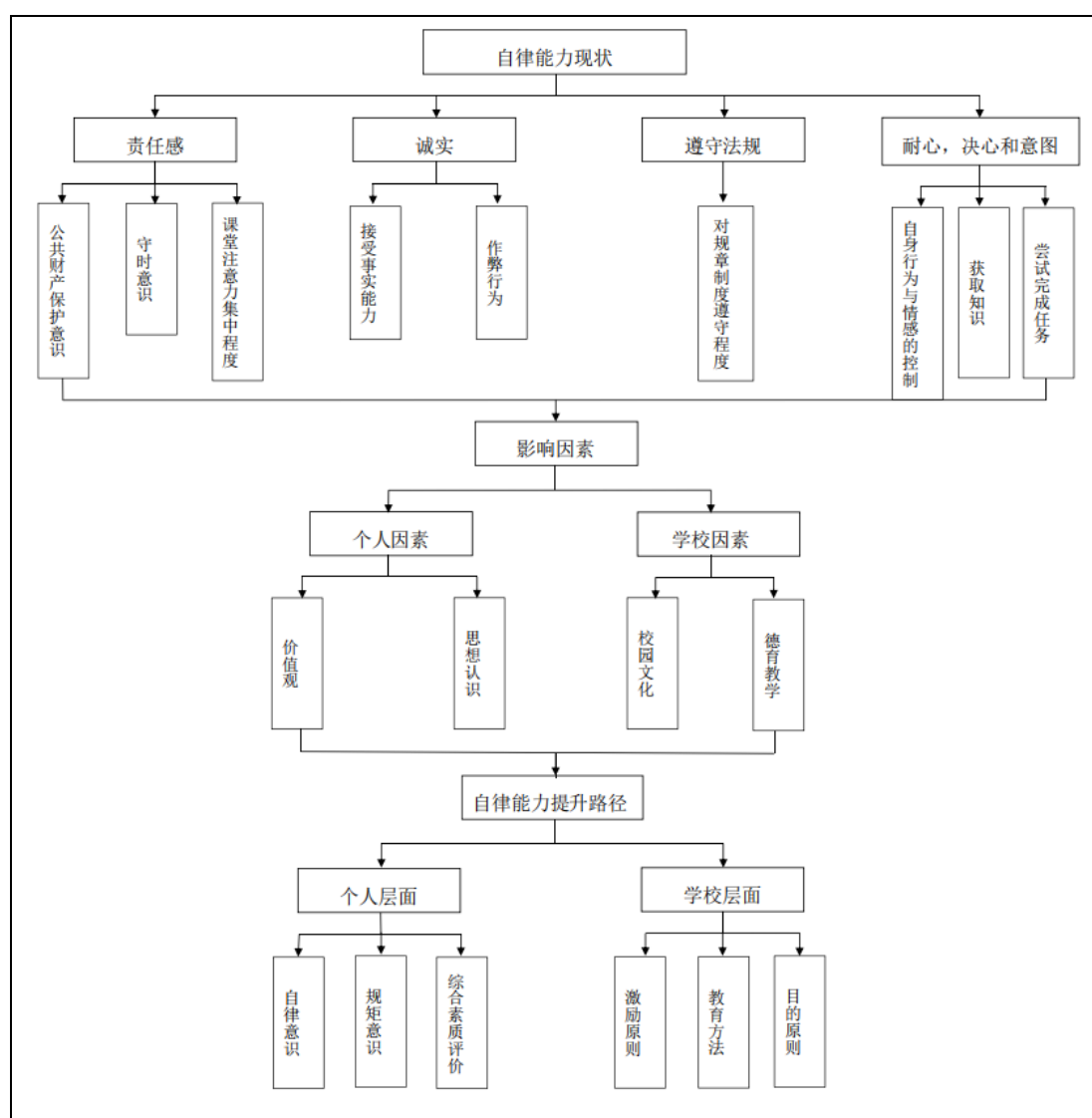


图 1 在泰中国留学生自律能力研究的概念性框架

## 五、文献综述

### （一）自律和自律能力的概念界定

关于自律与自律能力的概念界定，EMMA L. STOWE（1902）从性格角度提出自律能力是一种自我平衡情绪与自力更生的能力，是我们性格的一部分。在此之后，C Senigaglia、吴克祥，姚娆、延成宇、Vorachai Viphoouparakhot 陆续对自律或自律能力的定义提出自己的见解。C Senigaglia（2009）描述自律是人根据自我意志在不受环境限制和感觉影响，从而制定行事方法的理性原则。而吴克祥，姚娆与延成宇认为二者与行为有关，吴克祥，姚娆（2020）描述自律是按照具体的规则规范和引导自己的行为，或在有限的道德规范中能够约束自己，管束自己的行为。延成宇（2020）描述自律能力是通过自我督促，自我约束，自我实践，自我要求做出道德行为的行为能力。Vorachai Viphoouparakhot（2021）描述自律是纪律的一方面，严明律己，在从事精神、身体和语言方面的自我控制。

综合上述各学者对于自律和自律能力的概念观点，有利于本研究分析在泰中国留学生对于自律和自律能力的概念认知程度。

### （二）中国留学生自律能力所包含的范围与特点

对于自律能力所包含的范围与特点，Aleksandrs Gorbunovs, Atis Kapenieks, Sarma Cakula、田水仙、王华平、Bing Zhu, Yanlin Liao, Miao Xue, Tianxi Yang, Jiayi Chen 从自律能力行为提出四种不同的见解。Aleksandrs Gorbunovs, Atis Kapenieks, Sarma Cakula（2016）提出判断一个人具有自律能力是看这个人是否能够三思而后行。田水仙（2019）提出具有自律能力的学生应该是爱自己和自我反省。王华平（2020）提出具有自律能力的学生善于调节控制情绪、懂得自尊自强和勇于承担责任。Bing Zhu, Yanlin Liao, Miao Xue, Tianxi Yang, Jiayi Chen（2022）提出具有自律能力的学生具备限制和控制自己的欲望。

综合上述各学者对于自律能力所包含范围和特点的观点，有利于本研究分析在泰中国留学生对于自律能力所包含范围和特点的认知程度。

### （三）自律能力对中国留学生在学习和生活上的意义

对于在学习和生活上自律能力的意义，Ralph C. Wehlitz、许英平、陈秋伊、Panadda Phattanawasin, Onoomar Toyama, Theerasak Rojanarata, Panjapol Laopoonpat, Kanawan Pochanakom, Chutima Limmatvapirat, Chanokporn Sukonpan, Paiboon Nantanakorn, and Sathit Niratisai、徐春云、祁玉军分别有不同的见解。在生活方面，Ralph C. Wehlitz.（1960）提出自律能力能够让学生会自觉承担更多的责任，并对自我行为的改善。许英平（2017）提出自律能力有利于学生成为高素质，高水平的专业人士，帮助学生提高他们思想和道德层次。在学习方面，陈秋伊（2018）提出自律能力能提高学生课前与课后学习能力和提高学生课堂学习效率。

Panadda Phattanawasin, Onoomar Toyama, Theerasak Rojanarata, Panjapol Laopoonpat, Kanawan Pochanakom, Chutima Limmatvapirat, Chanokporn Sukonpan, Paiboon Nantanakorn, and Sathit Niratisai (2021) 提出自律能力帮助学生更有效适应网络教学环境。徐春云 (2022) 提出自律能力能够使学生对时间使用更高效。在此之后, 祁玉军 (2022) 在人际关系和主动性提出自律能力不仅能促进学生积极主动管理, 还能促进师生关系。

综合上述各学者对于在学习和生活上自律能力意义的观点, 有利于本研究分析在泰中国留学生对于在学习和生活上自律能力意义的认知程度。

#### (四) 中国留学生现阶段在自律能力方面的表现与问题

陈金波、胡在东、张玲、杨振秋、田水仙、侯永胜、Suntonrapot Damrongpanit、Daping Wu, Adcharawan Buripakdi 对于学生现阶段在自律能力方面的表现与问题的见解各不相同。陈金波 (2003) 从学生行为提出学生现阶段在自律能力方面的表现与问题有缺乏文明修养, 在校园内公共场所随地吐痰。对校内公共财产的爱护不足, 课桌乱涂乱画。个人修养也低, 常因小事而大动干戈。胡在东 (2008) 在性格方面提出学生缺乏耐心与判断力。急功近利, 忽视专业课的学习。张玲 (2015) 从人际关系、自控能力、班规校规三方面提出学生现阶段在自律能力方面的表现与问题有学生人际交往自律能力低, 在师生关系紧张时, 选择逃课。学习自控能力低, 不能独立完成作业, 上课开小差和发呆, 甚至无视班规校纪, 不注重在校园内的仪容仪表。杨振秋 (2015) 从作业抄袭, 考试作弊, 说谎, 上课迟到, 旷课等行为提出学生现阶段在自律能力方面的表现与问题有学生缺乏诚信的信念。田水仙 (2019) 了解到学生对课本的重视程度不高, 提出学生的学习积极主动性也不高。侯永胜 (2019) 提出学生现阶段在自律能力方面的表现与问题有学生道德弱化, 虚拟网络言行不受约束。Suntonrapot Damrongpanit (2019) 提出学生现阶段在自律能力方面的表现与问题有学生在学校内的违纪行为有违反学校规章制度。Daping Wu, Adcharawan Buripakdi (2022) 提出自律能力的缺乏会增加学生写论文的难度。

综合上述各学者对于自律能力现状的观点, 有利于本研究分析在泰中国留学生自律能力现状。

#### (五) 影响中国留学生自律能力的因素

从教育方面, 华林春 (1993) 提出影响学生自律能力的因素有教育机制的缺陷: 填鸭式教学。在此之后, Wilcox, T. D., Brigham, F. J., & Nicolai, B.、Zimmerman, Barry J., Kitsantas, Anastasia.、张玲、陈达、Tomas Arnesen, Eyvind Elstad, Knut Andreas Christophersen.、张柳斌, 王宇轩, 买斯琪, 丰晓磊, 宋炯炯、燕梅, 王密陆续对影响学生自律能力的因素提出自己的观点。从校规和教师分配管理两方面, Wilcox, T. D., Brigham, F. J., & Nicolai, B. (1998) 提出影响学生自律能力的因素有校规不适用所有学生和教师无法合理分配管理每个学生的时间。从性别方面, Zimmerman, Barry J., Kitsantas, Anastasia. (2014) 提出自律能力存在性别差异。女孩的自律能力高于男生, 导致她们的 GPA 高于男孩。从学



生认知和育人环境两个方面，张玲（2015）提出影响学生自律能力的因素有学生缺乏对自我的正确认知和育人环境有缺陷，管理仅存于形式。陈达（2017）提出影响学生自律能力的因素是学生的自我控制和自我反省能力的缺失。从教师和学校两个层面，Tomas Arnesen, Eyvind Elstad, Knut Andreas Christophersen.（2017）提出影响学生自律能力的因素有教师教学素质和学校文化。张柳斌，王宇轩，买斯琪，丰晓磊，宋炯炯.（2019）提出互联网诱惑多和学生缺乏自律性和条理性是影响学生自律能力的因素。燕梅，王密（2021）提出学生由于依赖他律德育方式，在宽松的大学环境中会降低对自身要求标准是影响学生自律能力的因素。

综合上述各学者对于影响自律能力因素的观点，有利于本研究分析影响在泰中国留学生自律能力现状因素。

## （六）帮助中国留学生改善自律能力的措施

在帮助中国留学生改善自律能力的措施中，在学校层面，C. Blumer.（1934）提出学校应该将纪律管理交给学生，让学生参与到管理中。张朝龙（2002）提出开展丰富多彩的校园活动、成立自律小组、聘任学生为工作助理或班主任助理和学校与学生签订自律协议书，明确学生权利与责任的四个措施。在个人方面，余国政（2008）提出学生应该主动寻找学习榜样，利用榜样力量，增强自己自律能力并自觉寻找具有针对性的名人名言警戒自己，学生还能从参与各种实践活动养成好习惯。在此之后，傅国栋，赵研，韩笑（2014）通过教师和学校两个层面提出措施有教育者采用采用鼓励方式调动学生学习积极性。学校还能完善校规，规范大学生的行动。而邓宏波（2019）则学生和教师两个层面提出的措施有学生能制定自律表，提高自我控制能力。老师可以引导学生做情绪的主人。在互联网时代，Yu Han.（2019）从学校设施层面提出学校建立新兴媒体平台，通过微信公众号宣传自律的重要性。Arisa Sumamal, Wirathep Pathumcharoenwattana, Himaphan Raktaengam（2021）提出学生明确人生目标，设立职业追求，有利于提升自律能力。

综合上述各学者对于改善自律能力措施的观点，有利于本研究为在泰中国留学生改善自律能力提出建议。

## 六、研究设计规划

### （一）研究方法

#### 1 描述性研究法

本次研究使用描述性研究法，对在泰中国留学生的责任感、诚实、遵守法规、耐心，决心和意图四个方面的自律能力现状以及来自个人和校园这两个角度影响自律能力因素的调查研究，对在泰中国留学生所表现的自律能力现状以及影响自律能力因素做出客观的和准确的描述。

描述性研究很适合对本论文的研究需求，但是依然存在局限性。典型的描述性研究对数据的采集和对研究样本群体要求高。为保证数据的精确，需要大量的样本量（一般需要 600 人以上）。本论文的研究样本群体为就读泰国华侨崇圣大学中国留学生，样本量不能满足典型描述性研究的要求，研究群体也不能完全代表在泰中国留学生的实际情况。本论文的调研时间为 2022 年 8 月至 11 月，时间较短，研究内容有限。受到样本群体数量方面和调研时间方面的影响，对本论文所收集的数据精准度和代表性产生负面影响。因此，本次调研仍有较大的局限性。

## 2. 文献研究法

本次研究使用文献研究法，通过“知网”和“谷歌学术”知名文献资源库网站进行大量搜索，收集国内外与自律能力具有相关性的学位论文，期刊。本次研究使用了国内文献 38 篇，国外文献 20 篇，共 58 篇文献，通过前人理论研究的研读和参考，使以责任感、诚实、遵守法纪、耐心，决心和意图四个方面的自律能力现状，来自个人和学校两个角度影响因素和从个人层面和学校层面提出提升自律能力的措施的在泰中国留学生自律能力研究获得充实的理论依据和基础的奠定。

### （二）调查方法

#### 1. 问卷调查法

本次研究以就读泰国华侨崇圣大学的 62 及往届、63 届、64 届和 65 届中国留学生为问卷调查对象，采用网上形式（问卷星）发放问卷，共调查在泰中国留学生 102 人，收到在泰中国留学生回复电子问卷 102 份，有效问卷 99 份。

#### 2. 测度选择

本文采用的研究测度是“李克特量表 (Likert Scale)”。本问卷针对自律能力现状采用的等级划分“非常不符合”、“不符合”、“不确定”、“符合”、“非常符合”；针对影响自律能力因素使用的等级划分为“没有影响”、“影响很小”、“不确定”、“影响较大”、“影响非常大”，无论是自律能力现状还是影响自律能力因素的度数强度都是从左到右，逐渐增强，对应数字为 1, 2, 3, 4, 5。通过研究对象回答的分数总和用以计算平均值，根据均值评估研究对象对量表问题的态度和状态。

### （三）量表的信度效度分析

在作本次研究的信度分析时，克隆巴赫 Aloha 是最常被使用的统计量。对于数据的可靠性分析，当信度系数在 0.8 以上，说明问的数据的真实性和可靠性高。当信度系数在 0.7 到 0.8 之间，说明问卷的可靠性一般，可以使用，但需要调整。当信度系数在 0.6 到 0.7 之间，说明问卷的可靠性不高，参考性较弱。运用 SPSS27.0 分析软件分别对全部变量、量表变量进行信度分析。

表 1 全部变量的可靠性

克隆巴赫 Alpha	项数
0.839	43

对除了基本信息题目的其他所有设计题目所收集到的数据进行了信度分析，测试项目数有 43 项，整体结果信度系数为 0.839。（如表 1 所示）问卷的整体信度较好，这说明研究所得的数据真实有效，具有较强的可靠性。

表 2 自律能力现状的可靠性

克隆巴赫 Alpha	项数
0.885	15

对在泰中国留学生自律能力现状的测试项目数量是 15 项，整体信度系数为 0.885（如表 2 所示）。信度系数高于 0.8，这说明自律能力现状调查量表的数据真实可靠。

表 3 影响自律能力因素的可靠性

克隆巴赫 Alpha	项数
0.757	10

对在泰中国留学生影响自律能力因素的测试项目数量有 10 项，整体信度系数为 0.757（如表 3 所示）。信度系数在 0.7 到 0.8 之间，这说明数据能使用，但可靠性一般。

通过信度系数在 0.7 到 0.8 之间可以得出“影响自律能力因素”的量表问题设计不合理，题目数量较少，导致量表无法深度的，全面的了解影响自律能力因素，需要添加新的量表问题，以提高量表的信度。

表 4 KMO 和巴特利特检验

KMO 取样適切性量数。		0.741
巴特利特球形度检验	近似卡方	1156.372
	自由度	378
	显著性	0

对于数据前后一致性分析，当效度系数在 0.8 以上，说明问卷数据的前后一致性高。当效度系数在 0.7 到 0.8 之间，说明问卷数据的前后一致性一般，可以使用，但需要调整。当效度系数在 0.6 到 0.7 之间，说明问卷数据的前后一致性不高，参考性较弱。本次研究对在泰中国留学生对自律能力的理解、在泰中国留学生自律能力现

状和在泰中国留学生影响自律能力因素所收集到的数据进行了 KMO 和巴特利特检验，整体结果效度系数为 0.741（如表 4 所示）。

效度系数在 0.7 到 0.8 之间，说明整体数据可以使用，但效度性一般。这也说明了问卷问题设计不合理，描述大部分问题时比较简短，不能够很好地表达出调研者的思路，导致研究对象在回答问卷时前后有矛盾，与调研者设计问题思路一致性有较小的差异。调研者应该调整问题的表述，使研究对象更贴近调研者的问题思路，以提高问卷的效度性。

## 七、研究结果

### （一）基本信息调查

从性别来看，男性 54 名（54.5%），女性 45 名（45.5%）；从年纪来看，62 及往届 32 名（32.3%）、63 届 30 名（30.3%）、64 届 24 名（24.2%）、65 届 13 名（13.1%）；从绩点 GPA 来看，“2.0 到 2.5 之间”、“2.5 到 3.0 之间”和“3.0 及以上”占比较大，分别为 29.3%、33.3%和 33.3%。

本次研究所收集的受访者数量在男女性别、年级和 GPA 三个方面都具有差距，这会导致研究具有偏向性，从而影响本此研究的价值。因此，希望能为其他调研者起到警示作用，完善调查受访者在各方面人数上的差距。

### （二）自律能力的理解

1. 在泰中国留学生对于自律能力概念的理解是“平衡自我情绪和独立生活的能力”和“自律能力是通过自我督促和自我要求的行为能力”认可较高，而认为自律能力是“理性制定自己行事方法的原则”和“自律能力是利用道德规范约束或管束自己的行为”较少。

对于概念的理解“是理性制定自己行事方法的原则”和“是利用道德规范约束或管束自己的行为”是其他研究者对于自律概念的理解，并非自律能力概念的理解。这说明部分在泰中国留学生对于自律与自律能力概念的理解较为混淆。

2. 在泰中国留学生对于自律能力所包含的范围与特点是“善于调节与控制自身情绪”认可最多，而对于自律能力所包含的范围与特点是“勇于承担责任”、“懂得尊重自己和爱护他人”和“反思自我和自身的不足之处”认同不高。

这说明在泰中国留学生对自律能力所包含的范围与特点的认知不够全面，忽视了“勇于承担责任”、“懂得尊重自己和爱护他人”和“反思自我和自身的不足之处”三方面的自律能力特点。

3. 在泰中国留学生对于自律能力在学习和生活上的重要性是“提升综合素质与自控能力”，而对于自律能力在学习和生活上的重要性是“学会自觉承担更多的责

任”、“提高课堂与课后学习效率和利用率”和“促进学生积极主动性并能够与老师、同学建立良好的关系”的认可较少。

这说明在泰中国留学生对自律能力在学习和生活上重要性的认知不够全面，忽视了“学会自觉承担更多的责任”、“提高课堂与课后学习效率和利用率”和“促进学生积极主动性并能够与老师、同学建立良好的关系”三个方面的自律能力在学习和生活上重要性。

综上所述，在泰中国留学生在自律能力的理解认知不全。因此，调研者可以对在泰中国留学生在自律能力的理解上提供科普，帮助他们提高对自律能力理解的认知。

### （三）自律能力现状

在泰中国留学生在责任感、诚实、遵守法规三个方面自律能力没有存在较大的问题，而在耐心，决心和意图方面自律能力相对较差。

在责任感方面自律能力现状中，在泰中国留学生在“能够保持教室等校园环境的干净整洁”、“能够爱护学校的公共设施”和“能够按时完成老师安排的任务与要求”三个方面表现都较为良好，其中“能够爱护学校的公共设施”方面表现最为突出。在“能够积极主动地参与到课堂的学习过程中”方面的表现有所不足。

在诚实方面自律能力现状中，在泰中国留学生在诚实的各项方面表现都较为良好，其中在“能够诚信的完成考试”方面表现最为突出，而在“能够做到言行合一”方面的表现有所不足。

在遵守法规方面自律能力现状中，在泰中国留学生在遵守法规的各项方面表现都较为良好，其中在“能够按时出勤并遵守各科目课程要求”方面表现最为突出，而在“能够按照校规要求，注重着装与仪容仪表”方面的表现有所不足。

在耐心，决心和意图方面自律能力现状中，在泰中国留学生在“能够坚持从不同渠道获取和拓展新知识”方面的表现最好，而在“能够合理安排学习和生活的时间”方面的表现有较大的问题。

综上所述，在泰中国留学生在“能够积极主动地参与到课堂的学习过程中”、“能够做到言行合一”、“能够按照校规要求，注重着装与仪容仪表”、“能够合理安排学习和生活的时间”四个方面的表现有所不足，为调研者分析在泰中国留学生自律能力现状提供了方向。

### （四）影响自律能力因素

在泰中国留学生认为个人和学校两方面因素对自律能力都有影响。其中，个人因素对自律能力的影响大于学校因素对自律能力的影响。

在影响自律能力的学校因素中，在泰中国留学生认为“学校的学习氛围与环境”、“学校的校规和制度”、“中泰高校的校园文化差异”、“教师对资源的分配与管理”和“老师的教学方式或方法”五个因素对自律能力都有影响。其中绝大多数在泰中国留学生认为“学校的学习氛围与环境”和“老师的教学方式或方法”是影响自律能力的学校因素的核心因素，而“学校的校规和制度”、“中泰高校的校园文化差异”、和“教师对资源的分配与管理”三个因素对影响自律能力程度较小。

在影响自律能力的个人因素中，绝大多数在泰中国留学生认为“互联网的诱惑”、“对自身的认知”、“对自我的管控与深思反省”和“自身对解决和处理问题的逻辑与条理性”四个因素是影响自律能力的个人因素的核心因素。而“自身对于家庭、学校的依赖性”因素对自律能力的影响较小。

综上所述，为调研者分析影响自律能力因素奠定了基础。

### （五）针对自律能力现状提出相应的建设

1. 从学校层面帮助在泰中国留学生提升其自律能力措施中，大部分在泰中国留学生认可开展更多校园实践活动、设立学校的公众平台，宣传自律能力重要性、和让学生参与到学校纪律管理工作当中学习自觉承担责任三种措施能帮助在泰中国留学生提升其自律能力。由于在泰中国留学生认为“学校的校规和制度”对影响自律能力程度小，所以对于“完善校规，规范学生的行为”和“通过与学校签订自律协议书的形式，明确学生权利与责任”两个措施方法的人数少。

2. 从教师层面帮助在泰中国留学生提升其自律能力措施中，由于在泰中国留学生认为“老师的教学方式或方法”是影响自律能力的学校因素的核心因素，所以大部分在泰中国留学生认为“在课堂教导中鼓励学生积极参与课堂讨论”和“老师通过教学引导的方式让学生学会控制自己的情绪”这两个措施能帮助在泰中国留学生提升其自律能力。而“聘任学生为工作助理或班主任助理”、“布置作业上台演讲的形式提升学生的综合能力”、“成立自律小组，让学生们在互相帮助中学会自理”的三种措施对提升自律能力帮助较小。

3. 从个人层面帮助在泰中国留学生提升其自律能力措施中，由于大部分在泰中国留学生认为“对自我的管控与深思反省”和“自身对解决和处理问题的逻辑与条理性”是影响自律能力的个人因素的其中两个核心因素，所以大部分在泰中国留学生更认可“制定短期自律表，并严格执行”和“通过各种实践活动的竞争与培养自己的行为习惯”这两个措施能帮助在泰中国留学生提升其自律能力。而“主动寻找学习榜样，并向他人起到榜样作用”、“自觉寻找与自己有关的名人名言警戒自己”、“收集别人对自己的评价，反思自己不正确的行为”的三种措施对提升自律能力帮助较小。

综上所述，调研者针对自律能力现状可从学校层面通过“设立学校的公众平台，宣传自律能力重要性”和“让学生参与到学校纪律管理工作当中学习自觉承担责任”两种方式、从教师层面可通过“在课堂教导中鼓励学生积极参与课堂讨论”方式和个

人层面“制定短期自律表，并严格执行”分别提出相应的建议，从而帮助在泰中国留学生提升其自律能力。

## 八、建议

### （一）学校

建立学校的公众平台和学生管理工作岗位

在微信公众号建设一个学校平台并在其中开一个专题，专门推广自律能力的相关内容。从“知网”和“谷歌学术”等知名文献资源库网站和今日头条等新闻网收集大量关于自律能力的内容，如陈达的《当代大学生自律能力弱化表现、成因及对策分析》文献、燕梅的《后疫情时代地方农业院校大学生自律能力的培养》文献、田水仙的《提升当代大学生自律能力的对策研究》文献、田国秀的《孩子出国留学自律能力很关键》文献等等自律能力文献，让学生不断的阅读，从中对自律能力有更全面的理解，清楚自律能力的重要性。

设立学生管理工作岗位，能够让学生更好的理解自律能力并让学生参与到学校管理工作当中学习自觉承担责任。在学校设立中国留学生自律能力管理干部处，让学生通过自我报名和同学们投票认同，最终成为中国留学生自立能力管理处干部的一员。让干部成员布置和开展各项工作，如上午组织刚来泰国的中国留学生学会如何坐校车去上课，中午组织学生一起吃饭，下午再带学生适应校园环境。晚上学习，写作业。从管理中，运用自律能力对学习和生活上的时间合理安排，提高自律能力和加深自律能力的理解并主动承担起管理干部的责任。

### （二）教师

教师在课堂教导中使用成绩结构表的方式来鼓励学生积极参与课堂讨论和让学生自觉遵守校规

教师制定成绩结构表，将上课参与回答，考勤与课堂着装两个项目纳入成绩结构中。具体成绩项目为上课回答参与、考勤与课堂着装、期中考试和期末考试四部分，依此分值占比为10%、10%、35%和45%。在正式上课前，对学生的出勤与课堂着装进行检查，分数满分为十分，使用倒扣分制，符合校规要求则不扣分，不符合要求一次扣两分，直到分数扣完为止。在课堂中，学生每回答一次问题，加一分，最高上限为十分。教师通过使用成绩结构表，鼓励学生以主动积极回答课堂问题的方式参与到课堂学习和让学生自觉按照校规要求，注重自身着装与仪容仪表，从而获得更高的成绩。

### （三）个人

制定个人短期自律表，并每日总结

学生以一个星期为周期，制定个人短期自律表，并严格执行。每天睡前在手机上为第二天制定自律清单，如阅读书籍30分钟、完成作业、运动一小时等，清单事项不宜超过三件，并按照事项轻重缓急成都排列先后次序。到了第二天严格执行，完成一

项清单事项便打个勾，这有利于增加自信心，将自律能力以行动方式展示出来，从而让学生实现言行合一。

到了晚上，选择一个固定时间，梳理当天清单任务完成情况，总结成败得失并做好笔记。若当天清单任务未完成，无需自责，耐心的寻找原因并加以改正形成新的自律表。如完成作业时间使用太长，导致无法完成运动一小时，可以早上起床先跳绳，傍晚吃饭前再跑步，晚上就有更多时间完成作业。这种方法有利于提升自身对学习和生活时间的合理安排。若当天完成清单任务，可以给予自己一个小奖励，如吃个喜欢的食物。一周后，对自律表的执行有进步，可以给予自己一个大奖励，如旅游。对自律表执行不足，耐心反思，加以改善，甚至可以寻找同学和老师帮助监督下，提高自己执行效率。

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# 泰国高校中国留学生自主管理现状与对策研究

## Current situation and countermeasures of self-management

### of Chinese students in Thai universities

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#### 摘要

赴泰留学的留学生数量日益激增。身处异国他乡的留学生，需要承受学习和生活的诸多压力，导致其自主管理出现了问题。为帮助泰国高校中国留学生提高自主管理能力，从而提升留学生活与学习环境中的人际交往与抗压能力进而提高学习效率。调研者以泰国华侨崇圣大学商学院中的中国留学生为样本，采用描述性研究法的定量研究法、文献研究法、观察法和问卷调查法进行研究。发现中国留学生自主管理问题主要体现在生活层面上，缺乏表达能力和健康管理能力；学习层面上，领导能力、自我规划能力、自我评价能力、实践能力、解决能力和时间管理能力不足。调研者尝试创新性地向学校、教师和留学生个人提出相应的对策：学校方面的软件设施创新和营造环境氛围的相应对策；教师方面的沟通渠道与教学模式相应对策；个人方面提升认知意识和综合能力的相应对策。本文为此后研究泰国高校中国留学生自主管理相关方面提供有效的参考价值。

**关键词：**自主管理；泰国高校中国留学生；自主管理能力

#### Abstract

The number of students studying in Thailand is surging. Overseas students in a foreign country need to bear a lot of pressure in study and life, which leads to problems in their self-management. In order to help Chinese students in Thai universities improve their self-management ability, so as to improve their interpersonal communication and anti-pressure ability in the living and learning environment of studying abroad, so as to improve their learning efficiency. The researcher takes the Chinese international students in Huachiew chalermprakiet university Business School as the sample, and adopts the quantitative research method of descriptive research, literature research, observation method and questionnaire survey method to conduct the research. It is found that the self-management problems of Chinese students are mainly reflected in the life level, lack of expression ability and health management ability; At the learning level, leadership, self-planning, self-evaluation, practical, problem-solving and time management skills are insufficient. Researchers try to creatively propose corresponding countermeasures to schools, teachers and international students: the innovation of software facilities in schools and the corresponding countermeasures to create an environment; Teachers' communication channels and teaching mode corresponding countermeasures; The corresponding countermeasures to enhance the cognitive awareness and comprehensive ability of individuals. This paper provides an effective reference value for future research on the self-

management of Chinese students in Thai universities.

**Keywords :** Self-management, Chinese students in Thai universities, self-management ability

## 引言

在现今，全球一体化使得中外人文交流和推动频繁化，中外的教育合作发展日趋加深，不少同学选择远赴国外深造，接收高质量、丰富的国际化教育。根据数据统计，2012-2013 年赴美国际留学生人数将近 82 万人，赴美的中国留学生占总数据的 28.7%。在“一带一路”倡议与泰国“东部经济走廊”实现发展战略对接，为中泰务实合作增添新动力的推进下，中泰两国的经济合作不断加强，教育方面的合作日益深化，促使许多中国南方学生前往泰国留学。根据调查显示，泰国各地大学 2017 年招收的中国新生总计 8455 人，比 2012 年多一倍。2020 年度在泰国的留学生有将近四万人。身为泰国高校的中国留学生，受到当地文化和教育环境的不同，学生对于自身自主管理的能力更需要注重、培养和监督。因此本次研究通过对泰国华侨崇圣大学中国留学生的自主管理现状的了解，分析并确定关键影响因素的基础上，提出自主管理的对策是非常有必要的，这对中国留学生当前的学习生活以及未来的工作生活都具有重要的意义。

## 一、研究问题

1. 了解泰国高校中国留学生自主管理现状。
2. 针对泰国高校中国留学生自主管理现阶段表现出的问题提出相应对策。

## 二、研究目标

1. 找出在泰中国留学生所遇到的自律能力方面的问题
2. 帮助在泰中国留学生提高学习效率和独立生活能力

## 三、研究意义

### 1. 实践意义

从社会层面来看，本研究可以提升留学生自主管理，增强其对自主学习能力的提升、对情绪调节和稳定的掌握、对时间管理的合理安排，培养其学习的主动性和积极性，让其能够充分的运用丰富的理论知识，实现创新思想的发散，从而满足社会对复合型人才和创新型人才的需求。为社会带来强大的发展驱动力，促进社会的科学和可持续发展。

从学校层面来看，各国高校可以通过对本研究的一些参考意见，了解其对留学生管理存在的问题，继而提升对留学生自主管理的管理能力，从而减轻学校对学生的管

控力度，将更多的注意力转移到为留学生提供发展前景和方向的支持上，促进高校未来的可持续长远发展，为今后的留学生教育管理工作提供参考建议。

从家庭层面来看，本研究可以让家长了解到家庭因素在培养留学生自主管理中起到至关重要的影响，从而增强家长对培养和锻炼留学生自主管理的意识。

从留学生个人层面来看，本研究可以帮助留学生对自主管理有一个清晰的认知，并且意识到自主管理对自身的重要性，自觉主动的培养和锻炼自身自主管理，并更好地配合学校的教育管理。此外，本研究还能帮助还未出国留学的学生提供一个了解出国后将面临各种生活和学习等问题的方式，并为出国做好准备养成良好的自主管理，以便应对在异国环境下学习和生活上的问题。

从教师层面来看，教师可以根据本研究对留学生自主管理现状提供的对策，制定一套适合留学生学习的教学方案，并且在帮助留学生适应当地生活能力培养上提供科学的支持。

## 2. 理论意义

本研究通过对泰国高校中国留学生在泰的生活和学习情况和自主管理的现状进行调查，从而分析其在自主管理生活、学习和心理三个方面上存在哪些问题，并提出具有针对性的建议。希望本次研究为此后研究泰国高校中国留学生自主管理相关方面提供有效的参考价值，贡献一份绵薄之力。

纵观国内外文献，关于留学生自主管理的文献十分有限，对赴泰中国留学生的自主管理现状与对策进行研究的调研更是空白。本研究将在一定程度上填补国内外对泰国高校中国留学生自主管理现状及对策研究的空缺，为今后研究类似课题的学者提供文献支持。

## 四、概念性研究框架

本次研究以泰国华侨崇圣大学中国留学生自主管理现状和对策为基础的研究对内容进行修改，结合 Danielle L. Evans (2020) 自主管理的概念图，和 鈕海燕 (2019) 高职生自我管理描述性分析图，将其作为本调研者分析泰国高校中国留学生自主管理现状的主要方向；借鉴吴帆 (2020) 自主管理能力在核心素养中的重要地位图，并融合泰国高校中国留学生自主管理所呈现的现状，对该图进行系统的补充；采用姜能涛和雷铭 (2016) 高职院校学生自我管理影响因素层次分析图，将影响泰国高校中国留学生自主管理因素划分为外部因素和内部因素，并结合本调研者对泰国高校中国留学生自主管理影响因素的研究，对各个因素进行补充；应用刘根正和李正 (2016) 自主管理落实到教学、科研、人事和财务四方面的关系进程图，融合泰国高校中国留学生自主管理的影响因素，对该图层进行补充，为泰国高校中国留学生提供契合其自主管理现状的针对性对策。通过对以上模型和图层的添补，绘制出泰国高校中国留学生自主管理现状以及对策的概念性框架。（如图 1 所示）

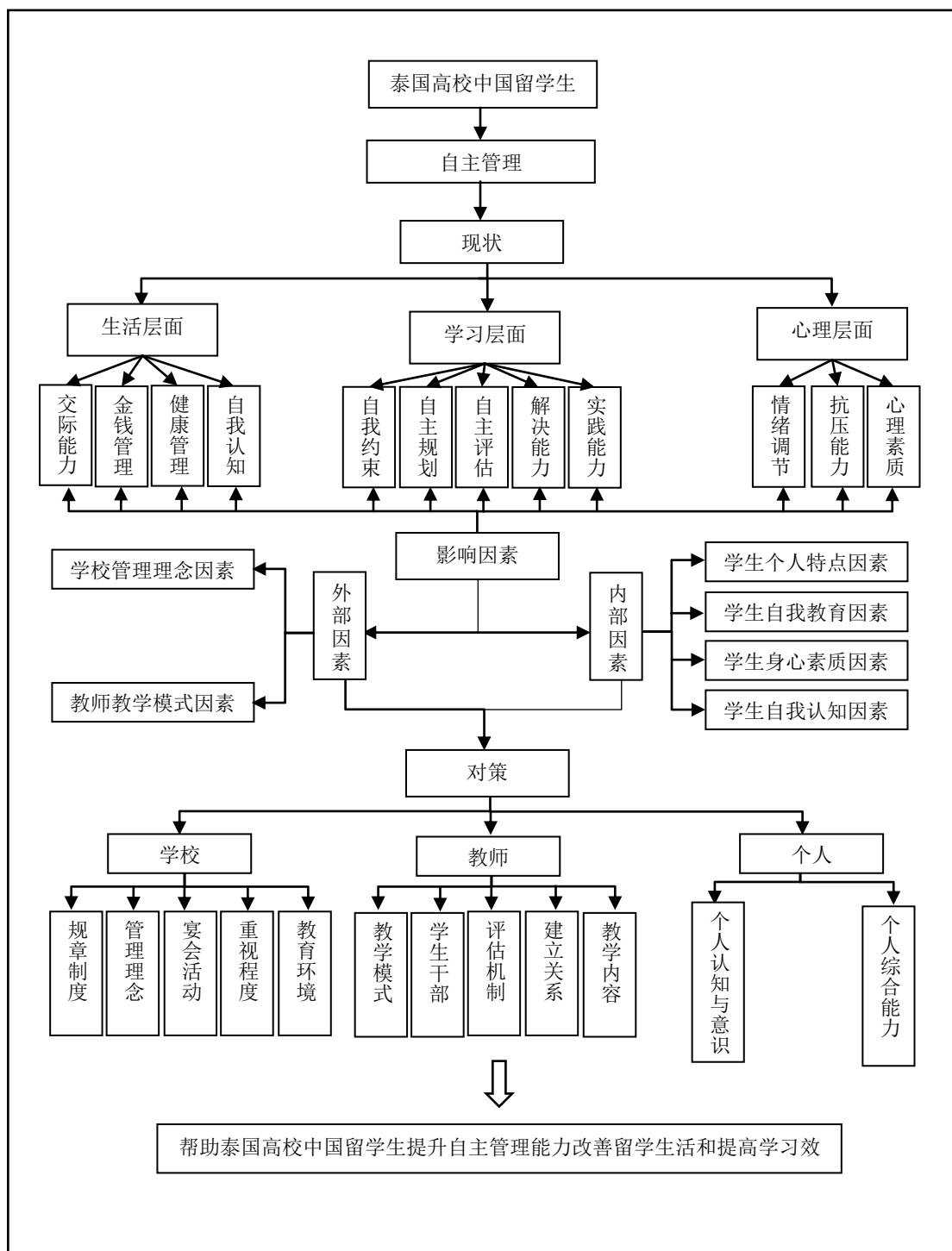


图 1 泰国高校中国留学生自主管理现状以及对策的概念性框架

## 五、文献综述

### (一) 自主管理的概念界定

有关自主管理的概念，不同学者有不同的看法。Donna S Berger (2003) 认为自主管理是一个将自我教育、终身性学习和发展贯彻到底的过程。Lorig K R (2003)

等人指出自我管理是一种达到身体和心理健康的過程。庄惠玲（2005）描述自我管理是学生想法和行为相协调的一个心理活动过程。郭昕，田辉玉，白婧静（2011）描述自我管理是一种以目标为导向的柔性管理。

## （二）自主管理的判断标准和范围

对于自主管理的判断标准和范围，以下四位学者给出了不同的见解。蓝廖国（2011）强调自我教育（认识自己、要求自己、自觉地执行计划、鼓励自己、监督自己、评价自己、提升自己）的实现是自我管理的一个衡量标准。Wang N（2012）等人认为自主管理的判定可以交际能力方面入手，针对其的人际关系技能去判断。Danielle L（2020）等人指出自主管理的评估标准要从时间的合理安排的方面去着手。Subramaniam I（2021）等人表明可以依据自我适应能力方面对自我管理进行评估。

## （三）自我管理的重要性

Robbins S B（2006）指出学生自我管理的情绪控制能力对学生成绩尤为重要。赵荣（2006）体现自我管理对学生独立思考能力以及解决问题能力培养的重要性。Jeong H S（2009）指出自我管理对青少年的人际关系至关重要。海英（2010）指出自我管理在保障大学生身心健康具有重要性。Muthukrishnan P（2022）证明自我管理在学生学习动力上具有重要性。

## （四）中国留学生出现自我管理问题时的表现

文隽（2006）指出大学生在学习和生活上处于被动计划、安排和管理，管理控制自己、帮助和服务自己的自我效劳意识较淡、自觉主动的意识浅薄。屈善孝（2010）提出学生自主管理的独立生活能力差、忽视自身的健康、身体素质较差以及抗压能力较差。李国超（2011）指出学生自我管理中的自主学习能力较差（学习前预习不到位、学习时约束自己不开小差认真学习的能力低、学习后对任务完成不到位的地方反省意识较弱）、金钱管理能力较差消费大手大脚不会合理分配、对未来没有规划和目标。田粉宁（2016）强调学生的情绪调节能力和情绪稳定能力较差。孟瑞琴（2018）发现无实际的激励措施使学生语言表达能力较弱、客观评价自己接受自己的能力较差、解决人际关系复杂所产生矛盾的能力不足、领导能力较差、分析问题太过片面、提出的解决方案太过单一。野苏民（2019）强调目前大学生对自己的性格、需求、能力等方面的认识不明确不清晰，其规划自己学习、生活和未来的意识薄弱，灵活运用自我管理知识到实践活动中的能力较差。殷梦格（2021）强调学生对时间的规划不合理。

## （五）影响中国留学生自主管理的因素

张伟峰，燕良轼（2006）佐证性别差异是学生自我管理呈现该问题特征的影响因



素。Dembo M H (2007) 等人指出学生未学会如何有效地学习和对自我能力的认知或想法是影响学生自主管理产生问题的原因。张国礼, 吴霞民, 何培宇 (2009) 该篇文献证明年级差异是影响学生自主管理产生问题的原因。李美华 (2012) 强调学生在管理工作中的无参与权和建议权、教学内容落后且固化、学校注重学生对教授内容的记忆, 而忽视知识在生活中的运用是影响学生产生自主管理问题。陆清清 (2013) 指出老师对大部分事务自己做决定的管理模式以及学生自身调节不良不安情绪的意识较差影响学生产生自主管理问题。苏兆斌, 张敬科, 王莹 (2014) 提出个体的综合素养是影响学生自主管理呈现该问题特征的原因。姜能涛, 雷铭 (2016) 强调学校只注重学生对应付考试知识的了解程度和学生考试成绩的高低的教育模式、学生主动性以及知识面是影响学生自主管理产生该问题特征的因素, 其中学生具有有条理的理论知识是关键性影响因素。于海洋 (2017) 论证了长期的“压力式”“填鸭式”教育环境以及学生个人性格特征是影响学生自主管理呈现该问题特征的因素。宋一娇 (2020) 强调学生自身的自律性、教师管理班级的风格、学生参与活动的程度三个方面是影响学生自主管理产生该问题的因素。

## (六) 解决中国留学生自主管理问题的对策

Pike G R, Kuh G D (2005) 通过学校提高培养学生自主管理各方面能力的重视程度, 提供解决学生自主管理问题的方案。贾宗林 (2007) 强调教师通过因材施教调动学生的管理积极性、激起对学习的兴趣, 迸发出创新的想法、培养高雅的品质、增强学生的身心素质, 并且通过多样化的方式促进师生关系的联系。胡景明 (2007) 强调学生完善知识结构、增强参与意识、树立良好的纪律观念、提高自我约束能力、强身健体、培养健康的兴趣爱好、提高身心素质和心理承受能力, 从而解决学生自主管理的问题。郝庆福 (2010) 提出学生树立主人翁意识, 将关注点聚焦于自身, 培养学生自我的规范意识、良好生活和行为习惯。学生学会自我发展, 提高学生的文学素养, 拓宽自身的视野和知识面。李国超 (2011) 提出为解决学生自主管理问题学生要自觉参与学校的管理和社交活动。冀玉然, 沈承红, 陈晨 (2014) 指出针对学生自主管理现状, 学校可以通过优化规章制度, 尊重学生的个人发展, 满足不同学生对环境的需求以及开展种类多样化的活动解决问题。倪芷 (2017) 提出通过建立教师评估学生和学生评估老师的长期性、持续性、多元化评价机制的对策以及了解目标的重要性和进行短期、中期、中长期的学业目标和择业目标的设定, 提升对时间管理的意识。廖敏, 李拥辉, 彭志华, 刘晃良, 廖乙清, 朱伟亚 (2018) 提出针对提升学生自主管理的对策建议是建立自主管理平台; 创建松紧适度的教育环境以及重视学生干部的榜样作用。李萌 (2019) 提出针对性缓解对策为通过教师采取新型的、平等的、友好的教育模式以及将学习和娱乐相结合来增加教学内容的趣味性。Meng W (2021) 强调参与活动以及提升对环境和各元素的感知力为解决学生自主管理问题提供有效性的对策。

## 六、研究设计规划

### (一) 研究方法

## 1. 描述性研究法

本次研究使用描述性研究法,对泰国高校中国留学生的生活方面、学习方面和心理方面这3个方面的自主管理现状,以及从学校角度、教师角度和个人角度这3个角度的自主管理问题的影响因素的调查研究。针对泰国高校中国留学生自主管理现阶段特征与其影响因素做出一个客观、全面及精确的描述。

尽管描述性研究契合本研究的需求,但描述性研究仍存在一定局限性。典型的描述性研究在数据采集上有较高的要求,均以有代表性的大样本为基础,为确保数据精确一般调研样本量为600人以上。而在本研究中,调研样本为泰国华侨崇圣大学商学院中的中国留学生。在样本数量方面不能完全达到典型的描述性研究的标准,调研样本上存在一定的局限性。样本数量的不足将会直接影响本研究在泰国华侨崇圣大学的中国留学生自主管理现状的分析结果,继而影响到本研究对泰国高校中国留学生自主管理现状及对策的有效性。对留学生自主管理的研究是一个长期的过程,然而本研究的调研时间为2022年8月至11月,进行调研的时间较短,调研者对于泰国高校中国留学生自主管理现状及对策的研究尚处于探索阶段,调研结果存在一定的不完善性,致使本次研究仍具有很大的局限性。

## 2. 文献研究法

本次研究使用文献研究法,通过“知网”、“谷歌学术”等平台进行大量搜索、查阅与自主管理相关的期刊、论文等。本次研究使用了国内文献63篇,国外文献25篇,共88篇文献。通过查阅、研读和归纳总结前人对自主管理理论、现状、影响因素和对策的研究和理论,为调研者获取留学生自主管理现状的信息提供了真实的、权威的、可靠的、坚实的理论支持。

## (二) 调查方法

### 1. 问卷调查法

本次研究以就读泰国华侨崇圣大学商学院往届和61、62、62、64、65届本科生以及63、64、65届研究生为问卷调查对象,采用网上形式(问卷星)发放问卷到包含大量中国留学生的微信聊天群中,本次调查泰国高校中国留学生105人,回收泰国高校中国留学生的电子问卷105份,有效问卷为99份,因在测度问题的填写均在同一纬度的废卷有6份,有效回收率达到94.29%。数据具有有效性。

### 2. 测度选择

本次调研的测度主要选择采用“李克特量表”。在本问卷中针对泰国高校中国留学生自主管理问题现状采用的等级分别是“非常不符合”、“较不符合”、“不确定”、“符合”、“非常符合”;而在针对产生这些自主管理问题的影响因素,采用的等级分别是“完全没影响”、“影响较小”、“一般”、“有影响”、“非常大影响”,无论是现状还是影响因素其强度都是从左往右开始逐渐增强,对应数字为1、2、3、4、5。在问卷收回并对筛选出的有效问卷配合使用SPSS分析软件进行数据导入后,将每组问

题所得的总分均值，然后根据均值对比判断泰国高校中国留学生对这些问题的看法和态度。

### （三）量表的信度效度分析

本次关于泰国高校中国留学生自主管理选择与对策研究的调查问卷运用 SPSS 分析软件进行信度与效度分析，信度分析目的是检验数据是否具备前后一致性、稳定性、一贯性，从而反映出被调研者在填写问卷时的思维逻辑性、稳定性、前后一致性、可靠性等真实状态。所检测出的信度越高，可靠性越高，当信度在 0.6 与 0.7 之间时，说明该问卷的可靠性较低；当信度在 0.7 与 0.8 之间时，说明该问卷的可靠性一般但可以接受；当信度在 0.8 以上时，表明该问卷的数据真实可靠。效度分析目的是检测调研者与被调研者对于该问卷问题的理解一致性，调研者的问题设计是否合理合适的表达研究变量的概念信息。所检测出的效度越高，一致性越高，当效度在 0.6 与 0.7 之间时，说明该问卷的效度不佳，一致性较低；当效度在 0.7 与 0.8 之间时，说明该问卷的一致性一般但可以接受；当效度在 0.8 以上时，表明该问卷效率高，一致性高，问卷的问题设计合理且能让被调研者理解调研者的想法。

表 1 全部变量的可靠性

可靠性统计	
克隆巴赫 Alpha	项数
0.904	34

本调查问卷采用克隆巴赫 Alpha (Cronbach  $\alpha$ ) 对于“自主管理的理解”、“自主管理现状”及“影响自主管理的因素”的变量进行评估，如表 1 所示，整体问卷结果的  $\alpha$  信度系数为 0.904，信度较好，说明总量表具有较好的内部一致性，因此数据真实有效，可靠性强。

表 2 自主管理现状的可靠性

可靠性统计	
克隆巴赫 Alpha	项数
0.906	18

从表 2 可看出，本次调查问卷中关于“中国留学生自主管理现状调查”测度问题部分共有 18 项问题，总体信度为 0.906，在 0.8 以上，证明量表数据真实有效，数据

的可信度高、可靠性强。

表 3 影响自主管理因素的可靠性

可靠性统计	
克隆巴赫 Alpha	项数
0.879	13

从表 3 可看出,本次调查问卷中关于“影响自主管理的因素”测度问题部分共有 13 项问题,总体信度为 0.879,高于 0.8,说明量表数据真实有效,可信度高,具有较强的可靠性。

表 4 全部变量的一致性

KMO 和巴特利特检验		
KMO 取样適切性量数。		0.816
巴特利特球形度检验	近似卡方	1681.208
	自由度	561
	显著性	0

本调查问卷采用 KMO 和巴特利特球形度检验对于“自主管理的理解”、“自主管理现状”及“影响自主管理的因素”的变量进行评估,如表 4 所示,整体问卷结果的 KMO 效度系数为 0.816,效度高,说明问题的设计合理,总量表具有较好的一致性。

## 七、研究结果

通过对泰国华侨崇圣大学的中国留学生的问卷调查与数据统计及分析,调查结果如下:

### (一) 基本信息调查

根据调查结果显示,在有效样本中,男生的人数为 48 人,占总样本的 48.5%,女生人数为 51 人,占总样本的 51.5%,男女比例分布较为均匀。

年级届数方面,此次调查问卷的年级届数比例分别为 61 届及往届本科生 21.2%,62、63 届本科生 52.5%,64、65 届本科生 20.2%,63、64、65 届研究生 6.1%。从数据中可看出,参与本次调研的 63、64、65 届研究生人数最少,仅占 6.1%,是因为 63、64、65 届是硕士年级届数,该项目的特殊性和难度较高,导致学生人数较少。62、63 届本科生人数最多,达到总样本的一半以上,是因为调研者自身是 63 届的学生,并且有相熟的 62 届学生,因而能更方便地发放和获取 62 届及 63 届学生的问卷数据。

## （二）对自主管理的理解

通过对本次调查问卷的有效结果得出，在“你认为以下哪一项最符合你对自主管理的理解？”问题中，选择“是自我教育、终身性学习和发展的能力”的学生人数最多，有63人，占总样本数的63.6%，说明自主管理是自我教育、终身性学习和发展的能力这一定义更符合中国留学生对自主管理的理解；选择“是实现言行一致的心理活动过程”的学生人数占总样本的11.1%，占比最低，说明将自主管理定义为实现言行一致的心理活动过程并不符合大部分中国留学生对自主管理的认知。此问题反映了被调研者普遍缺乏自主管理是达到思想与行为一致性的心理活动过程的一个认知，突显了大部分学生对自主管理理解的片面性。

在本次调查问卷中，在“你认为以下哪一项最适合衡量一个大学生的自主管理能力？”的问题中，多数人选择“合理安排生活和学习的时间”，而较少人选择“适应当地环境和教学方式”。这表明多数中国留学生认为能否对自身的生活和学习时间做合理安排是衡量自主管理的重点，所以选择了“合理安排生活和学习的时间”，而“适应当地环境和教学方式”不大符合中国留学生心目中对衡量自主管理的标准。被调研者对此问题的作答反映了其对时间管理的重视程度低，致使其无法认同合理安排生活和学习时间能衡量自主管理的能力。

通过本次问卷的调查，在“你认为以下哪一项最能体现自主管理对于大学生的重要性？”的问题中，选择“提升独立思考与解决问题的能力”的学生人数最多，有46人，占总样本数的46.5%；选择“保障身心健康”的学生人数最少，仅有7人，仅占总样本的7.1%。这说明提升独立思考与解决问题的能力最为符合中国留学生对自主管理重要性体现的理解，所以选择了“提升独立思考与解决问题的能力”；而“保障身心健康”并不符合中国留学生认为体现自主管理重要性的理解。从该数据中，可了解到被调研者不能很好的将保障身心健康与自主管理联系起来，对自主管理的认知存在一定的单一性。

## （三）自主管理的现状

根据数据显示，生活、学习、心理三个层面的自主管理现状的均值都高于3.0，说明被调研者在自主管理上不存在较大的问题。但学习层面的均值最低，值为3.486，说明被调研者在学习层面的自主管理表现相对较差。

在生活层面的现状中，被调研者在“我可以独立处理日常生活的琐事（例如家务、洗衣）【自我效劳】”方面均值最高，均值为4.141，明显高于4.0，说明被调研者普遍拥有自我效劳的能力，能够照顾好自身，打理好日常生活的琐事；此外“我能够与老师同学建立良好的关系【交际能力】”以及“了解自己的性格、能力、需求和喜好【自我认知】”这两方面的均值均在3.9以上，说明大部分学生认为这两方面比较符合自身的实际情况，并且自身拥有一定的交际能力和自我认知能力；但被调研者在“我能够使用英语或泰语与当地进行沟通【表达能力】”方面的均值为3.424，低于

3.5，说明部分被调研者缺乏与当地用泰语或英语交流的表达能力；此外，数据显示出中国留学生在定期锻炼身体健康管理能力上存在一定的不足。

在学习层面的现状中，被调研者在“我会主动的完成学习任务与作业【主动性&积极性】”方面的均值为 3.970，明显高于 3.5，表明大部分学生具备积极主动完成学习任务与作业的能力；但在“我可以号召并为班级同学起到榜样作用【领导能力】”方面的表现不佳，均值为 2.990，低于 3.0，说明大部分学生缺乏领导能力；此外，在“我会制定每阶段的学习计划【自我规划】”方面、“我有课前预习课后复习的习惯【学习习惯】”方面以及“我会评估和反省学习中的不足之处【自我评价&自我反思】”方面的均值均在 3.5 以下，说明部分学生在对学业开展自我规划能力、自我评价及自我反思能力一般，学习习惯不佳；此外，数据可得出中国留学生在灵活运用所学知识的实践能力、独立解决学习中遇到问题的解决能力以及合理安排作息时间的管理能力上存在一定的不足。

在心理层面的现状中，各项现状数据均在 3.5 以上，表明被调研者具有一定的抗压能力、能够在遇到挫折和压力时调节和稳定情绪、心理素质不存在较大的问题。

#### （四）影响自主管理的因素

根据数据显示，自主管理的学校、教师以及个人三个角度的影响因素的均值都高于 3.5，说明这三个角度的影响因素对中国留学生自主管理均有影响。其中，学校角度下的影响因素对中国留学生产生的影响最大。

学校因素方面，泰国高校中国留学生认为“学校的考试制度或成绩评估体系”与“学校的教育环境或氛围”对被调研者的自主管理影响程度很大。说明学校所营造的教育环境或教学氛围和学校的考试制度或成绩评估制度对中国留学生自主管理具有较大的影响。

教师因素方面，泰国高校中国留学生认为“教师管理班级学生的模式或风格”与“教学的内容或知识的实践运用”对被调研者自主管理具有影响。

个人因素方面，绝大多数中国留学生的想法都偏向于“对学习生活的主动性或自律性（自己愿意、自觉）”是个人因素当中的核心因素；此外，他们还认为“自身的性格特点（刚硬、柔软、开朗、自卑等的性格）”、“自身的综合素养或能力”、“对于自我能力的认知或想法”、“自身的学习与时间效率”以及“调节自身情绪的意识或思想”五个因素都对留学生自主管理具有一定的影响；但大多数学生认为学生“在学校与班级管理中的参与权或建议权”不会对留学生自主管理产生影响；并且大多数学生认为“对于社交或兴趣活动的参与”以及“对于理论专业知识的掌握或应用能力”对留学生自主管理的影响程度较弱。

#### （五）解决自主管理现状的相应对策

1. 从学校管理角度提出针对解决中国留学生自主管理问题的相应对策中，选择

“建立一个自主管理的平台”以及“提高对学生自主管理的重视度”两个选项的中国留学生人数都较多，证明大部分中国留学生认为学校提高对学生自主管理的重视程度和建立一个自主管理的平台更有利于帮助中国留学生解决自主管理问题。

2. 从教师角度提出针对解决中国留学生自主管理问题的相应对策中，选择“根据不同学生的特点制定不同的教学模式”、“以多种渠道与学生建立联系、开展沟通”以及“将学习和娱乐相结合，增加教学内容的趣味性”三个选项的中国留学生人数都较多，尤其是选择“以多种渠道与学生建立联系、开展沟通”的人数占比最多。这说明中国留学生认为友好、多样的师生关系，学习与娱乐相结合的趣味性教学内容以及教师因材施教能够有效的帮助学生解决自主管理问题。

3. 从个人角度提升中国留学生自主管理认知与意识的相应对策中，绝大多数人认为“提高知识水平、理论素养，拓展知识结构”以及“了解自身的学业目标，提升对时间安排的意识”两个选项更有助于提升中国留学生自主管理认知与意识，说明如果个体能够广博的汲取知识、提高知识水平、拓展知识结构和了解自身的血液目标、提升对时间合理安排的意识对中国留学生提升自主管理认知与意识更有帮助。

4. 从个人综合能力方面提出针对解决中国留学生自主管理问题的相应对策中，被调研者更加认同“树立良好的纪律观念，提高自我约束能力”、“找寻健康的兴趣爱好，提升身心健康”以及“调动学习主观能动性，积极参与社交活动”三个选项，证明提高自我约束能力、身心健康管理能力、积极性以及社交能力能够更有效的帮助学生解决自主管理的问题。

## 八、建议

### （一）学校

#### 1. 学校建设自主管理平台

学校建设一个自主管理平台，为学生创造自主管理的条件。学生通过自主管理平台，发挥自身的长处，参与或组织课外活动，从而丰富课余生活和实现自我的展现，提升学生的领导能力、实践能力和解决问题的能力。例如学校在为自主管理平台创建一个网站，在网站内定期更新和发表学生组织的课外活动，学生自行参与或组织开展活动，一起面对挫折并提供解决方案，从而达到锻炼学生自主管理的目的。

#### 2. 提高对学生自主管理的重视度

学校可以通过充分利用校园宣传栏、广播站以及校刊校报等资源的方式，大力宣传学生自主管理，使学生自主管理的意识深入人心，为自主管理提供良好的发展机会。并且学校可以创建良好的社团环境，在教师的指引下，营造学生的自主控制、自我约束、自主学校，互相帮助的社团氛围，有助于学生的自主管理。

### （二）教师

#### 1. 采用因材施教的方式

教师可采用平时分的教学方式，使学生积极参与课堂的讨论，使教师了解学生对课堂内容的掌握情况，从而适时改变教学内容，使教学内容更符合学生的实际情况，并且根据所学的内容布置作业任务，达到提高学生的知识水平，提高学生学知识的理

解和运用。教师可采用游戏的方式下达学习任务，将学习和娱乐相结合，增加教学内容的趣味性，从而提高学生的主动性和积极性。

## 2. 多渠道与学生建立联系、开展沟通

教师可以通过创建微信、QQ 等其他聊天软件的形式与学生建立联系，使学生能够及时找到教师请教问题和沟通交流，从而建立一个融洽的师生关系，达到情感的交流和相通，增进相互的沟通 and 理解。教师还可以创建群聊，促进学生间的知识与情感的交流，使学生通过自检的方式不断的完善自己，提高自身的自我评价能力。

### (三) 个人

## 3. 了解学业和就业目标

留学生对自身的学业目标和就业目标有一个清晰的认知，能够使自己更加的了解自身的需求，从而通过阅读书籍、报班听课等方式广博的汲取和涉猎各种类知识，不断的提高知识水平和理论素质，完善与拓展知识结构，从而引导自身用大量的知识财富来武装自己的头脑。例如学生若想进修要提早开始考雅思、设定较高的 GPA 目标和申请学校，若想毕业后开始择业便要了解当地关于外国人就业的政策，尽早规划是回国就业还是留在当地就业。

## 4. 增强参与班级内的管理活动和社交活动意识

留学生应该转变以往的观念，不仅要要求自己认真学习、遵守纪律，也要了解到学生的发展应该是全面的。留学生应该通过了解学校和班级的许多管理工作都是围绕着学生的切实利益开展的，继而积极主动地参与到学校的管理工作中。同时也要意识到参与社交活动不仅可以释放自身的不良情绪，将烦恼诉说给其他人请求帮助，而且还可以提升个人的交际能力、表达能力和抗压能力。参与学校和班级的管理有助于学生提升领导能力、解决问题的能力 and 表达能力。例如学生可以规划和合理安排时间，在时间保障的情况下号召与组织同学定期到移民局办理签证。借此可以帮助学生提升责任与服务意识、培养学生对时间的安排能力和增强其勇于学习外语与当地开展交流。

## 5. 找寻健康的兴趣爱好，提高身心素质

留学生要具备健康的心理和强壮的体魄，才能更好地适应新的环境和新的文化。健康的心理应当是有活力、头脑清醒、会直面现实中的问题与困难以及具备极强的自制力和学习能力等。身体素质是保证留学生在大学期间实现各阶段目标的保障，留学生可以通过体育锻炼强健体魄并且发泄不良的情绪，达到调节和稳定情绪的作用，从而实现心理的健康。为达到提升身心素质的目标，学生可以通过找寻自身的体育兴趣爱好，充分利用高校的体育设施，合理安排体育锻炼时间，循序渐进的开展体育活



动,从而使学生不仅能够强身健体,还能在一定程度上杜绝一些不良习惯、排解消极情绪、提升心理承受能力、健康管理能力、时间管理能力和自我规划能力,继而达到留学生适应环境提升学习效率。

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