The Impact of Employees' Behaviour in the Workplace

Edited by
Emrah Atar

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CONTENTS

CHAPTER ONE

CONCEPTUAL UNDERSTANDING OF LOCALLY BASED WORKFORCE DIVERSITY, MOTIVATION, CORPORATE VALUE, ORGANIZATIONAL CULTURE AND CITIZENSHIP

EMRAH ATAR[1]

1. The Concepts of Motivation

Scholars have been studying motivation continuously, and their methods of defining motivation are diverse and different. For example, Harris and Cameron (2005) pointed out that motivation is a state within a person, through which people could achieve their goals by being motivated, inspired and guided to take corresponding actions. Moreover, personal motivation can prompt individuals to take action to obtain self-satisfaction. Robbins and Luthans (2003) believed that motivation is a person's desire to do something, but only if the result of this behavior can satisfy a person's specific needs. This kind of need refers to the attractiveness that can make up for certain physical or psychological deficiencies. In addition, motivation is considered to be a course of behavior that can be regarded as "individuals make efforts to satisfy their own needs or to achieve a certain goal" (Lang, 2010). It could be explained as when an individual has an idea to do something, the reason is that there is a certain motivation to promote and support him/her to complete the task.

How to motivate employees has long been a topical issue in the field of economics and management. With the continuous deepening of research, the definition of work motivation has also been continuously improved. In general, an important function of motivation in an enterprise is to induce

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and drive employees to complete their desired work results. Herbert (1976) identified work motivation as a process that makes employees work hard on their own initiative. It also refers to a set of variables that can influence individuals' perceptions of their work tasks, as well as the constraints of the working environment on their own behaviors. In addition, it and can also explain the direction and persistence of their individual behaviors. Sun (1986) claimed that work motivation is a process of mental activity, in which people are motivated inherently to move toward their desired goal.

Steer and Porter (1991) also indicated that work motivation is a process. This process occurs in an organisational context, and individuals' behaviors are stimulated, guided and maintained. Pinder (1998) stated that work motivation is an internal, hypothetical, and intangible structure; that is to say, various internal and external forces simultaneously stimulate employees' work behaviors through determining these behaviors' direction, method, intensity, and duration. Stephen Robbins (1998) pointed out that satisfying certain needs of individuals who wish to achieve organisational goals through high-level efforts is the basis of work motivation. Zhao (2000) defined work motivation as a kind of internal work drive, which prompts employees to achieve organisational goals in order to meet certain self-demand. Robins and Luthans (2003) stated that work motivation is a process, which originates from a certain physical or psychological deficiency of the individual, and inspires corresponding behaviors, or in other words, urges the person to strive towards a specific goal.

Although researchers' definitions of work motivation are different, they have particular points in common. Firstly, a specific need of the individual, which is a desire for something, leads to the emergency of work motivation. To be specific, desire motivates them to have this or that kind of motivation. Secondly, work motivation is generated for a certain corporate goal. To work towards the desired goal, individuals hope to put in their unremitting efforts, and this behaviour is driven by work motivation. Thirdly, individual behaviors' direction, method and duration within an organisation is determined by work motivation. In addition, work motivation guides the behaviors of individuals internally, that is to say, work motivation is the internal driving force of individual behaviors. To conclude, these definitions highlight the relationship of motivation and needs, goals, as well as behaviors. Therefore, this study supposes that work motivation is to meet employees' certain needs and encourage them to move toward specific organisational goals. Additionally, it is an internal drive that can determine the direction, manner, and duration of an individual's behavior

a) Theories of Motivation

The stage when the concept of motivation is fully developed is the 20th century. Three famous theories were formed during this period: the hierarchy of needs theory, the theory X and theory Y, and the two-factor theory. In this section, the important theories mentioned above will be discussed in details.

Maslow's hierarchy of needs theory is considered one of the most famous motivation theories, which proposes that people's minds are preserved in the five levels of needs (Soni and Soni, 2016). They are physiological needs (including solving natural physical needs such as hunger, shelter and sex), safety needs (including personal, mental, psychological and physical safety requirements from harm), social needs (including love, belonging, acceptance and friendship), respect needs (including internal factors such as self-dignity, self-achievement and self-dominance, as well as external respect factors such as social status, social recognition and social attention), and self-realisation needs (including self-growth, development of self-potential and self-realisation). Maslow (1954) believed that these five internal needs are rising step by step. In other words, when one need is basically met, the next level of demand will become the dominant need of the person. From the driving perspective, this theory holds that even when a need is not fully satisfied, as long as the demand is generally met, it will no longer have an incentive effect. In the workplace context, if managers want to motivate someone, according to Maslow's hierarchy of needs theory, they need to understand which level of needs the person is currently in and then focus on meeting this need or satisfying higher-level needs. In fact, many scholars and experts have recognised Maslow's hierarchy of needs theory due to the simplicity and ease of understanding, especially by those managers who are engaged in actual work in enterprises. Nevertheless, it is a pity that this theory still lacks research evidence to be tested (Harrigan et al., 2015).

From the perspective of human nature, McGregor and Cutcher-Gershenfeld (1960) proposed two hypotheses. One hypothesis supposes that human nature is negative, which is called Theory X. Conversely, the other hypothesis assumes that human nature is positive, which is called Theory Y. There are four assumptions regarding Theory X. First of all, employees do not love their work by nature, and as long as they have the right opportunity, they will avoid work. Secondly, it is necessary to adopt coercive measures or to use punishment to make them achieve their goals because they do not love their jobs. Thirdly, employees will evade their responsibilities as long as there are suitable opportunities, and they will only comply with express regulations. Last but not least, most employees suppose that security is higher than other work-related factors and have no ambitions.

In contrast to these negative views on human nature, McGregor also proposed Theory Y, which is also based on the four assumptions about human nature. Firstly, the employees regard work as natural as rest and entertainment without boredom. If an employee makes a promise to accomplish a certain goal, he/she will take the initiative to guide and control himself/herself. Moreover, learning to take responsibility is recognised by workers, and they are even pursuing responsibility. Last but not least, making creative decisions is a universal ability that people have, not just managers. Theory X considers that lower-level needs determine individuals' behavior, but Theory Y considers that higher-level needs determine an individual’s behavior (Senarathne, 2020). Actually, McGregor supported Theory Y due to its practicality and validity of it. Therefore, it has been usually believed that employees’ work motivation can be mobilised by using some methods, such as making the management process more democratic, allowing employees to participate more in the process of making decisions, and offering more challenging and responsible work to employees, as well as building relax and harmonious group relationships (Noland, 2014).

The two-factor theory was put forward by the psychologist Herzberg. Herzberg (1968) believed that the relationship between an individual and his/her work is the most fundamental relationship, and the success of work tasks is highly related to a person’s attitude towards work. A survey conducted by Herzberg found that people who are satisfied and dissatisfied with their jobs have different answers. In their answers, some factors are always related to job satisfaction, while others are always related to job dissatisfaction. The causes of these different factors could be divided into internal causes and external causes (Holmberg et al., 2018). Job satisfaction is often related to internal reasons, such as being recognised by superiors, gaining personal progress, achieving growth, and taking responsibility.

On the other hand, employees who are dissatisfied with their jobs tend to complain about external factors, such as company management system, salary and benefits, internal fairness, working environment, and colleague relations. Herzberger (1968) concluded that satisfaction and dissatisfaction are not two opposite sides. He argued that both the opposite of “satisfied” and “dissatisfied” is “not satisfied”. According to Herzberger’s point of view, the factors related to job satisfaction and dissatisfaction are independent and completely different. Therefore, if managers only pay attention to the dissatisfaction factors of employees in the management process and strive to eliminate these dissatisfaction factors, the possible result is only likely to bring peace to the workplace, instead of producing motivational effects (Lundberg et al., 2009). That is to say, these factors can only alleviate the dissatisfaction factors of employees, but employees cannot be really motivated. The factors that really motivate employees are usually related to the work itself, like improving personal abilities, promotion, leaders’ affirmations, responsibility and achievement. To conclude, these factors are inherently rewarding and can stimulate the human’s inherent potential (Thant and Chang, 2021).

b) Job Motivation in the Public Sector

Every country has both public and private sectors and the main difference between the two is the ownership. Political communities own public organizations, while private companies are owned by shareholders (Rainey et al., 1976). Thus, organizational characteristics are likely to differ between public sector organisations and private sector firms. However, how much difference there is has been constantly disputed by scholars. After analyzing 34 empirical studies, Boyne found that three hypotheses gained majority acceptance: *“public organizations are more bureaucratic, and public managers are less materialistic and have weaker organizational commitment than their private-sector counterparts”* (Boyne, 2002:97). In the public-sector model of work motivation, Wright (2001) suggested that sector employment choice can influence work context and impact work motivation. However, controversy has existed on the topic of inspiration in the public and private sectors. Public agencies generally have a hierarchy, and especially in China, high power distance is typical in those public sector organisations (Hofstede, 2011). The top-down communication, the vagueness of goals and poor employee commitment in the public sector may all hinder job motivation to different degrees. Still, other scholars argue that this is the case in the private rather than the public sector (Buelens and Van Den Broeck, 2007). On the other hand, public organizations often have broader missions and are able to have a more direct and profound impact on society and citizens. Workers in these kinds of organisations are likely to experience a sense of fulfillment through serving others; job security in the public sector may be relatively higher (Kjeldsen and Hansen, 2018), while some research studies say the opposite (Crewson, 1997).

In China, the core purpose of all Chinese public services is “wei ren min fu wu”, which was proposed by the first chairman of the Communist Party of China, Zedong Mao. These five Chinese characters represent the public sector's mission, which is to “serve the people” (Liu et al., 2008). Chinese people call jobs in the public sector “tie fan wan” which means the “iron rice bowl” showing that once an individual gets a job there, he or she will not have any possibility of losing it. This job security is one of the first things Chinese people would think of in the public sector (Zhang, 2017). The relationship between motivation and job satisfaction is more robust in public sector organisations than in private ones. Employees in the public sector are stereotyped as lazy, self-serving and misguided (Wright, 2001). Therefore, it is necessary to have a deeper understanding of employee motivation in the Chinese public sector. Li and Zhang (2017) have suggested some deficiencies in the incentive mechanism of Chinese public services. The first is that many organizations do not pay enough attention to the incentive to work and do not focus on the reward system and performance appraisal. Second, there are defects in the incentive system. Incentive indicators lack overall goal orientation, and there is no differentiation in the hierarchy. Third, the lack of understanding of the needs of different positions and different types of employees makes incentives less targeted.

2. Dimensions and Measurements of Corporate Values

The concept of value can be traced back to 1951, when Kluckhohn (1954) proposed that value is an idea that affects the behavior mode, approach, and purpose of an individual or group. In 1973, Rokeach (1973) defined values as preferences, ends, and enduring beliefs that lead an individual or society to believe in specific conduct or life. The ultimate and instrumental value systems identified by Rockeach in his values questionnaire emphasize the consequences and processes of value connotation, namely the end goal and the means of achieving the end goal, respectively.

The early research of scholars on values mainly focused on psychology and sociology. As corporate culture appeared in the field of scholars’ eyes, corporate values were also studied by more and more scholars. Ardichivili (2002) proposed five characteristics of corporate ethical culture, among which mission and values-driven are the core elements. The consensus of many scholars' research results is that values are the core and cornerstone of corporate culture (Hunt et al., 1989), and the values upheld by a company gradually form institutional norms with corporate characteristics after precipitation and accumulation (Thomsen, 2004). In his study, Campell et al. (2006) pointed out that corporate values are the philosophical thinking of enterprises, expressing the belief and value principles between enterprises and normative social structures (Adams, 2017). To sum up, corporate values are the reflection of corporate mission, vision, and social responsibility. The values of an enterprise represent the attitude and judgment of the enterprise towards things and are the basic beliefs and ultimate goals respected by the enterprise in the process of operation (Cambra-Fierro et al., 2008), which are accepted by the enterprise and employees (Hemingway and Maclagan, 2004). Although there is no definite quantitative standard for corporate values, it plays a leading role in decision-makers and employees (Schmeltz, 2014). Corporate values give employees direction and norms of behavior to better achieve corporate goals (Sadri and Lees, 2001).

Scholars' research on corporate values is based on corporate culture. Corporate values are the core of corporate culture. There are also many dimensional models in the research on the dimension and measurement of corporate values. Schein's value framework divides corporate values into external adaptation and internal integration (Schein et al., 2000). External adaptation includes government, community, partners, customers, and natural environment, while internal integration includes leadership and decision-making style, personal ethics, expectations of employees, group to group, individual to individual, and individual to group (Maltz and Schein, 2012). In 2015, Zhang Qiang integrated a new two-dimensional corporate values framework based on the research of Schein's two-dimensional values framework, and the external adaptive values include the government, community, suppliers, competitors, customers, and natural environment. The factors of internal integration include decision-making style, job requirements for employees, employees' attitude towards work, individual to individual, individual to the group, group to group. In 2003, Li Xiaodong constructed his corporate values framework from six dimensions: culture, labor, status, interests, enterprise, and market. In 2009, Doron proposed a three-dimensional framework of corporate values. He believed that corporate values could be divided into social-ethical, economic-practical, and emotional-development. The social-ethical dimension is morally oriented and regulates people's behaviour in organizations. Economy-utility is performance-oriented and reflects how individuals and organizations compete and develop. The emotion-development dimension is oriented to satisfy emotional needs and refers to personal development opportunities and the realization of personal value.

To conclude, most scholars divide the dimensions of corporate values from the perspective of morality and performance. However, the emotional dimension introduced by Doron makes the division of corporate values more perfect and has richer connotations.

3. Dimensions and Measurements of Organizational Identity

The concept of organizational identity belongs to the field of organizational behavior. The earliest concept was put forward by Dearborn and Simon (1958)and other scholars on the basis of social identity theory in 1958. In the 1980s, Ashforth and Mael (1989) introduced the concept of organizational identity into the study of organizational behavior, pointing out that organizational identity is a perception of self-belonging of individuals in an organization and establishes a psychological connection between employees and organizations. It can be considered that corporate identity reflects the specific identity and psychological state of individuals in connection with the organization and can prompt employees to show some attitudes and behaviors from the organisation's interests (Eksi et al., 2020).

So far, there is no unified result on the connotation of organizational identity in the academic circle; there are different perspectives, such as emotion and cognition, but most of the research on the purpose of organizational identity is based on social identity theory (Abdollahi et al., 2021). Albert et al. (2000) defined organizational identity as the cognition that enables individuals and organizations to maintain consistency in organizational goals (Hatch and Schultz, 2004). Starting from self-definition (Whetten, 2006), Hall and other scholars believe that organizational identity is the consistency between individual self-definition and organizational values (Witting, 2006). Hsu and Elsbach (2013) pointed out that corporate identity is the perceptual process of integrating individual emotion and organizational emotion (Bankins and Waterhouse, 2019). According to JohnM. T. Lamer, organizational identity is actually the psychology and behavior beneficial to the organization shown by individuals who contact the organization (Erat et al., 2020). It can be found from the research of some scholars that although the definition of organizational identity varies from different perspectives, a high organizational identity will make employees show the attitude and behavior of maintaining the organization and create a harmonious working atmosphere.

Although scholars have different descriptions of the connotation of organizational identity, some common points can be observed. Organizational identity comes from the perception of a matching degree between employee self-definition and organizational definition, which is a psychological recognition and psychological contract. With high organizational identity, employees will have a high sense of identity, belonging, dependence and responsibility to the organization, and feel more satisfied with the organization, which is reflected in their attitude and behavior, increasing team cohesion and bringing many benefits to the enterprise.

Scholars have many different research results on the dimension division of organizational identity, and there are also differences in different regions, including one-dimensional, two-dimensional, three-dimensional, and four-dimensional structures. In 1992, Mael and Ashforth (1992) proposed a single-dimension organizational identity structure, including six items in total. This scale has been proved by many scholars to be very reliable and valid and is a one-dimensional scale with wide application. From the perspective of social identity theory, they define organizational identity as employees' psychological identification with the organization, which is a subjective psychological feeling. Karasawa divides organizational identity into two dimensions: self-identity and identity of other members (Heere and Xing, 2012). In 1983, Cheney proposed a three-dimension organizational identity scale with three dimensions of similarity, membership, and loyalty (Cheney and Christensen, 2001). The three-dimensional scale developed by Cheney contains 26 items, and this model has been questioned by later scholars for its overlapping items and low reliability and validity due to its excessive items. In 2004, Dick (2004) proposed a four-dimensional organizational identity scale based on the research of social identity theory. He divided organizational identity into four dimensions: cognition, emotion, evaluation, and behavior.

4. Organisational Culture

Organisational culture is difficult to define, and no widely accepted definition can be found in the literature, with different definitions ranging from psychology, sociology, economics, etc. This distinction is rooted in the fact that some people see culture as a fundamental metaphor, while others see organisational culture as a variable. These two distinctions also lead to two distinct questions, one being “what does an organisation mean to its members” and the other being “what does organisational culture do” (Schultz, 2012). From the perspective of the first question, organisational culture can be defined as the values, beliefs etc., shared by the members of an organisation (Miron et al., 2004). Watkins (2013) used social media platforms to initiate a discussion on what organisational culture is and received a number of different responses. The common and easily understood answers were that organisational culture is a reflection of how an organisation does things; that it is a description shared by the organisation itself; that it is the sum of values and rituals, and is likened to glue because it enables members of an organisation to integrate better; that it is the immune system of an organisation because it helps the organisation to differentiate between people and find the right people. In that it helps the organisation differentiate between people and find the right people for the organisation; in some responses, organisational culture is also considered a presence that is influenced by the organisation itself and society.

a) Types of organisational culture

There are elaborative and structural approaches to classifying organisational culture, with the interpretive approach represented by Johnson et al. (2008) culture web model and the structural approach best known for Hofstede et al. (1991) five culture dimensions. This research will not trace the first two cultural classifications but rather summarise the research perspectives of other scholars. Deal and Kennedy (2000) proposed four types of organisational culture: the tough-guy culture, which is highly relevant to individualists and is formed in high-risk, fast-feedback companies such as advertising, construction and sports, where employees are expected to be optimistic, strong and always motivated.

The second is a culture of working hard and playing hard. The requirements for employees are to work hard and play hard, to be sociable, to be friendly and to have a strong belief in “finding a need and satisfying it”; the third is the culture of bet-your-company, which is formed in companies with high risks and slow feedback, such as aerospace companies, where the requirements for employees are to weigh and consider everything carefully, to make up one’s mind and not to change it easily. The fourth is a process culture, formed in low-risk and slow feedback, such as insurance and public utilities, where employees are expected to be disciplined and careful.

Scholars also propose four types of organizational cultures, but the classification criteria are different from those mentioned above. According to Cameron and Quinn (2011), the first is a rational culture, which emphasizes work orientation and goal attainment, employees are compliant based on contract, the motivation behind which is competence, leaders are efficient and goal-oriented, and their performance criteria are efficiency and productivity; the second is a developmental culture, which emphasizes innovation, intuitive information processing, employee compliance based on ideology, the motivation behind which is growth, and leaders who are creative and risk-taking, whose performance criteria are adaptability and external legitimacy, and whose goal is the pursuit of development and resources; the third is the consensus culture, which emphasises interpersonal relationships and loyalty. Collective information processing (e.g. discussion, involvement, consensus) is the means to an end. Employees conform based on a sense of belonging, the motivation behind which is a sense of attachment, leadership, is caring and supportive, performance is measured based on involvement and support, and the goal is human development; the fourth is a bureaucratic culture, which emphasises the primacy of rules and stability. Formalised information processing (e.g. records, evaluations, etc.) is the means to an end. Employees are compliant based on regulations. The motivation behind this is security, and leaders are conservative and cautious, with the goal of stability and control.

Although types of organisational culture are defined differently in the literature by different scholars, one point that has been made many times in relation to types of corporate culture is that the various kinds of culture do not exist in isolation and that there should be more than one type of organisational culture in an organisation (Hampden-Turner and Trompenaars, 1993; Cameron and Quinn, 2011).

b) Roles of organisational culture

According to Barney (1991), the role of organisational culture, which can help companies achieve sustained competitive advantage, and which can likewise help people understand and manage the people within an organisation, and which can be seen as a key factor when implementing organisational change (Cabrera et al., 2001), is increasingly being appreciated, and although the way in which it is measured varies from one academic to another, the variables studied are always strikingly similar, according to Aydin and Ceylan (2009), they measured organisational culture in terms of dimensions such as information transfer, communication and collaboration, and ultimately found that all the dimensions studied were significantly related to organisational effectiveness. Other scholars measured corporate culture in terms of dimensions such as adaptability and consistency and eventually found that it was positively related to organisational effectiveness. In addition to organisational effectiveness, organisational performance is one of the common variables studied. According to Lapiņa et al. (2015), organisational culture is directly related to organisational effectiveness and performance, suggesting that the stronger the organisational culture, the more effective the organisation. Using a sample of nine banks of various types in Ghana, which account for more than half of the market, and interviewing nearly 300 employees at various job levels, The research has shown that, overall, there is a positive relationship between organisational culture and performance in the Ghanaian banking sector (Poku et al., 2013).

In conclusion, organisational culture's role is wide-ranging, and this research only summarises the essential parts or those of personal interest to the author. It is worth noting that organisational culture has also been treated as a mediating factor in some research, which is also part of the role of organisational culture, and it is because of the wide range of roles of organisational culture that the importance of its research is evident.

c) The Interdependence of Organisational Culture and Organisational Identification

Organisational culture and organisational identification are two closely related concepts that are both interrelated and distinct from each other. Hatch and Schultz (2004) studied the interdependence model of organisational culture, organisational identification and image using an overlap approach and distinguished between organisational culture, organisational identification, and their associated organisational image. They argue that organisational culture is the internal symbolic context that forms and sustains organisational identification, refering to the feelings, perceptions and views of organisational members in general, and is considered to be the common understanding of the members of the organisation’s specific values; and the organisational image is something that is absorbed within the cultural system and is a manifestation of organisational culture to interpret and express organisational identification, which should include the views of organisational members towards others and towards the organisation itself. This view is also supported by empirical evidence, as Schrodt (2002) found that all six dimensions of organisational culture were significantly associated with organisational indentification, using the retail industry as an example.

It can be seen that although organisational culture and organisational identification are two different concepts, there is some overlap between them, which makes them show a state of interdependence. Firstly, in terms of their respective meanings, organisational culture refers to a comprehensive system of norms and behaviours that govern the organisation, usually defined by the members' understanding of the organisational system to which they belong, and generally encompassing all aspects of the members' daily life and work practices. Organisational identification, on the other hand, reflects how an organisational entity understands itself in the context of the organisational culture in which it is embedded, and it represents an expression of organisational culture. Focusing on organisational culture implies how members regulate language and behaviour in relation to the larger cultural system. Researchers need to better engage with the cultural system itself, which is a good indication that the study of organisational identification will better help us study the organisational cultural system.

d) The interaction between organisational culture and organisational identification

As far as the role of organisational culture on organisational identification is concerned, organisational culture has an active role in promoting organisational identification. Organisational culture has two internal and external functions; one is the internal integration function, it will promote the members of the organisation to show a sense of collective identification and understand how to work effectively, and the second is the external differentiation function, the organisational culture as a common behavioural norm and value system of the members of the organisation, it makes the organisation unique and clearly distinguishable from other organisations, which not only can distinguish itself from other organisations, but also can confirm and enhance members' sense of identification with the organisation. Organisational culture is the sum of norms, ethics, goals, thinking and values that are commonly recognised and observed by all members in the organisation's behaviour, which can promote the integration of the ideology, values, ethics and behavioural orientation of the members of the organisation with the overall ideology, behaviour and values of the organisation, giving all members a sense of identity and belonging to the organisation.

In terms of the role of organisational identification on organisational culture, cultivating and improving employees' identification with the organisation is conducive to the deepening of organisational culture. In the organisation, identification with the organisational culture is the confirmation of the shared culture of the organisation; members use the same cultural symbols, agree with the shared cultural philosophy and follow the same behavioural norms; these are the basis of organisational cultural identification. Once employees have identified with the organisation, they will willingly take the ethical codes, codes of conduct and values advocated by the organisation as their own, thus further deepening the organisational culture, which is a widely shared belief among members and reflected as a consistency, however, the identification with the organisational culture is also conducive to reaching consensus among members of the organisation. However, organisational culture identification also facilitates consensus among organisational members and leads to concerted action by organisational members, thus positively influencing organisational identification and management of the enterprise.

e) The impact of different types of organisational cultures on organisational identification

Wallach (1983) studied the effects of three different types of organisational cultures (bureaucratic, innovative and supportive) on organisational identification and found that innovative and supportive organisational cultures are more likely to develop if companies focus on empowerment, team orientation and creating change in the process of building their organisational cultures. However, innovative and supportive organisational cultures have a significant positive correlation with employees' evaluative and affective identification. This indicates that both innovative and supportive organisational cultures are able to obtain good evaluations from employees, improve employees' emotional identification with the organisation, and help to improve members' psychological identification with the organisation, whereas some companies neglect empowerment and consensus in the process of building organisational culture and excessively promote personal leadership, which can easily form a bureaucratic organisational culture, and bureaucratic organisational culture has only a slightly positive correlation with employees' emotional identification. Bureaucratic organisational culture has only a slight positive correlation with employees' emotional identification. In contrast, it has a significant negative correlation with evaluative identification, which means that bureaucratic organisational culture can have an impact on employees' emotional identification, but the impact is very small. However, a bureaucratic organisational culture can also strengthen the attachment of some leaders to the organisation, as some leaders can find self-satisfaction in this culture, depending on the company's specific situation. Of these three types of organisational culture, the supportive organisational culture is considered to have the most significant impact on employees' organisational identification. Vijayakumar and Padma (2014) argue that adhocracy and hierarchical culture show a direct positive influence on positive identification and a direct negative influence on the three modes of identification: ambivalent identification, neutral identification, and disidentification; clan culture had a weaker tendency towards positive identification and had no effect on the three modes of identification: ambivalent identification, neutral identification, and disidentification. Market culture has no influence on positive identification but affects the three modes of identification: ambivalent identification, neutral identification and disidentification.

5. Structures of Organizational Citizenship

The academic research on organizational citizenship behavior can be traced back to Bamard, the founder of the organizational school, who put forward the "willingness to cooperate" in 1938. Then, American professor Dennis Organ (1998) first proposed the concept of organizational citizenship behavior. He pointed out that organizational citizenship behavior is a spontaneous out-of-role behavior of employees beyond individual work, which has no relation with the reward system within the organization but is conducive to the improvement of organizational efficiency. In 1988, Organ officially defined the concept of organizational citizenship behavior, believing that organizational citizenship behavior is an indirect behavior performed by individuals voluntarily and not within the scope of formal compensation, which can improve organizational performance.

The concept of organizational citizenship behavior has attracted extensive attention, and some scholars have raised doubts. First of all, whether it is completely out of role behavior is open to debate. Morrison(1996) pointed out that the boundary between out-of-role behavior and in-role behavior is very fuzzy and difficult to distinguish. In addition, scholars found that OCB impacts performance and promotion, indicating that OCB does not exist completely outside the compensation system. In order to determine task performance, Borman proposed the concept of relationship performance (Bauer et al., 2018). Based on this, Organ redefined OCB in

1997 by combining OCB with relational performance; that is, OCB is beneficial to task performance and is a kind of behavior outside the role of organization members, which can enhance the social-psychological environment of the organization and improve the overall effectiveness of the organization. To sum up, scholars generally agree that organizational citizenship behavior is a voluntary, unregulated, unpaid behavior beneficial to the organization.

So far, scholars' research on the dimensions and measurement of organizational citizenship behavior has not formed unified and universally agreed results. At present, there are two, three, four, five, six, seven and ten-dimensional methods for the division of organizational citizenship structure. Moreover, the measurement of organizational citizenship behavior is very different in different environments and cultures. In the West, Organ (1998) early proposed a two-dimensional scale that included altruism and general obedience. By 1988, Organ had added three dimensions to his research, creating a five-dimensional scale of conscientiousness, politeness, citizenship, sportsmanship, and altruism. In addition, Williams (2002) drew lessons from Organ's model and proposed a two-dimensional scale to distinguish organizational citizenship behaviors for individuals and organizations.

Graham (1991) divided organizational citizenship behavior into four dimensions: interpersonal help, personal initiative, personal diligence, and loyalty. Famous scholar Podsakoff (2000) after five-dimensional model of outraged, developed a three-dimensional measurement model, and then on the basis of their research, to measure up to seven-dimensions of organizational citizenship behavior, are helping behavior, sportsmanship, organizational loyalty, obey, individual initiative, civic virtue and self-development. Podsakoff's seven-dimensional model is widely used.

6. Small and Medium-sized Entreprises

As the research focuses on SMEs, the first task is to understand " SMEs ". Short (2018) pointed out that when studying "SMEs", it is necessary to pay attention to its complexity. In other words, there is no universal definition of this term in the global scope, and its exact meaning varies depending on the economic development status of each country or economy. Generally, in the business world, companies are classified by the number of employees they have as one of the bases for classifying the size of their organisation. According to Caruso (2015), SMEs in the US typically have no more than 500 employees. Obviously, even if the same research is about SMEs, an enterprise with 250 employees and an enterprise with 500 employees will have different internal operating systems and management models. Therefore, we cannot simply consider them as homogeneous (Short, 2019).

7. Workforce Diversity

Workforce diversity is inextricably tied to the study of inequality, and the concept of workforce diversity is often connected to the broader sociological and psychological literature on inequality (Henry and Evans, 2007). Diversification of the workforce is a perplexing organisational management issue (DiTomaso et al., 2007). The importance of managing worker diversity to increase organisational performance cannot be overstated, especially in light of the current global developments (DiTomaso et al., 2007). It is claimed that organisations that appreciate diversity are more likely to thrive and prosper in today's dynamic global labour market (Dass and Parker, 1996). Its significance is mainly due to some minorities who felt alienated from the employment market are fighting for their human rights because of globalisation's unrestricted movement of workers.

a) Dimensions of workforce diversity

Diversification of the workforce has developed mainly to advance equitable employment possibilities (Henry and Evans, 2007). Instead of neglecting talent that may help them become more valuable and accurate, this notion of equal opportunity strives to ensure businesses benefit from the differences inherent in a varied workforce (Agocs and Burr, 1996). The expansion of human rights due to advancements in economics and politics and increased migration of individuals from various backgrounds has prompted organisations to promote workplace diversity because of these developments (Atar, 2021).

Understanding how groups interact at various levels of analysis requires defining which distinctions generate unequal structural interactions (i.e., power, status, and quantitative or compositional patterns) (DiTomaso et al., 2007). By illustrating the breadth of problems that should be addressed in workforce diversity research and the parallels and variations across workforce diversity debates, this research aims to expand the conversation around workplace diversity and lead to future study possibilities.

b) Workforce diversity and organization performance

In the context of globalization, workforce diversity is often described as the variation in common attributes exhibited by employees. Workforce diversity can contribute to workplace equity and is strategically valued by many organizations (Barak, 2015). So far, studies have mainly examined the impact of workforce team diversity on organizational performance. Diversity has led to organizational gains in several areas, including role pressure (Findler et al., 2007), organizational commitment (Cho and Mor Barak, 2008), retention and innovation (Cho et al., 2017). At the same time, however, other studies have found that labour diversity as a whole is negatively impacted by organizations (Choi and Rainey, 2010).

Some of the more recent literature has focused on the relationship between diversity and performance in the workplace and the role that was managing diversity plays (Choi & Rainey, 2010). Among these, inclusive organizations play a crucial role in examining employee diversity, and effective organizational initiatives to manage diversity positively impact organizations with a highly diverse workforce. Organizations that do not take steps to manage diversity may experience low team cohesion or high levels of conflict and negatively impact organizational performance.

c) Benefits and limitations of workforce diversity

According to research, worker diversity has risen considerably in recent years (Roberge & van Dick, 2010). Having a varied staff may be critical for promoting creativity and innovation and retaining a competitive edge (Bassett-Jones, 2005). A number of studies, meanwhile, have revealed that variation can have detrimental problems such as a high dispute or diminished social cohesion (Aghazadeh, 2004, Price *et al.*, 2005). To the extent that this occurs, there are several by-products that arise in the workplace, including the exclusion of others, slander, and marginalization.

Strengthening management by increasing innovative thinking is one way to manage diverse employees (Bantel and Jackson, 1989). The viability of this pathway can be explained in that diverse employees are far more capable of having information, competencies, and perspectives relevant to the organisation's overall strategic goals than homogenous groups. Additionally, group variety may promote workplace creativity and innovation. For instance, multidisciplinary staff can help stabilize an enterprise's mental and cerebral life and depth.

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CHAPTER TWO

RESEARCH ON THE CHINESE NEW GENERATION OF POST 1995 EMPLOYEES' MOTIVATION: THE CASE OF EMPLOYEES WITH A BACHELOR'S DEGREE OR HIGHER EDUCATIONAL BACKGROUND

BINGYU WANG

1. Introduction

With the continuous acceleration of economical globalisation, the economic exchanges of commercial trade in different countries have become more frequent. Under this circumstance, various economic changes such as enterprise development and cross-border trade have higher requirements for talents, which brings huge challenge to human resource management (HRM) (Kemeny and Rigby, 2012). However, it is also an inevitable phenomenon in the process of human development. Only by continuously improving the ability of talents to adapt to social and economic development, as well as their academic level and professionalism, can the needs of globalisation for talents in the new era be satisfied (Ma, 2015).

HRM is essential to the survival and development of enterprises, and it is a key element to maintain the competitiveness of an organisation (Ngo et al., 2014). As a very important part of HRM, motivating employees always attracts the attention of each corporate manager. This is because how companies could better utilise employee incentive mechanisms to fully mobilise employees' enthusiasm for work and give adequate play to their creativity and subjective initiative is likely to determine whether the company could be invincible in this fierce competition for talents, which is the eternal concentration of the development of corporate HRM (Rožman et al., 2017). In addition, companies are attempting to optimise the corporate production and consumption to gain competitive advantage in the increasingly competitive business environment, which relies on not only the management approaches that favorably interacts with the internal and external environment, but also the way members react within the environment (Li, 2020). As a result, managers are required to understand the key driving forces, expectations and behaviors of employees in order to manage staff by the most appropriate and effective method (Markos and Sridevi, 2010).

With the continuous increase of younger employees entering the labor market, the post 1995 generation employees have become the main force in the workplace. Compared with previous generations of employees, they have unique personality characteristics, value fairness more within organisation, and have a higher desire for expression in the workplace (Fang et al., 2020). However, there are also problems existing, such as high turnover rate and low degree of engagement. Talent is the primary productive force of an enterprise, especially the employees who master the advanced technology and management knowledge (Vokić et al., 2008).

With the development progress of society, the development and stability of the organisation puts forward higher requirements for employees, and highly educated employees have advanced scientific technology and management knowledge (Blomme et al., 2008). A large number of studies have shown that with the development of the economy and the expansion of market competition, the attractiveness of some companies to highly educated employees has gradually diminished, and the sense of belonging and identity of the highly educated employees to the organisation has gradually decreased (Blomme et al., 2008). The loss of highly educated employees has become a common concern of modern enterprises. The new generation of post 1995 employees with higher education background bring both advantages and challenges to the company. How to manage them well and retain them to create significant value for the organisation is what the corporate managers need to consider, in which analysing their work motivation is the primary task.

The purpose of this research is to explore the work motivation of the new generation of post 1995 employees in China who have a bachelor's degree or higher educational background. The main question is what factors could motivate this special group of employees to have a better work performance. In this study, work motivation is the dependent variable and some influencing factors which could affect work motivation are independent variables (a total of 9 factors will be specifically introduced in the following part). Based on the research question, 9 hypotheses will be proposed based on the results of previous literature research. In order to verify the 9 hypotheses, the questionnaire survey is going to be adopted to collect data, and SPSS software will be used to analyse data. After data analysis, some conclusions will be drawn and a few of possible suggestions will be given to the corporate managers according to the evaluation of research results. The details of the whole study will be described in the Methodology part later.

The aim of this study is to explore the work motivation of Chinese employees who are born after 1995 and have a bachelor degree or higher educational background at the meanwhile. Based on the literature review and the characteristics of post 1995 highly educated employees, work motivation is likely to be influenced by 9 factors, they are hobbies, learning and development, achievement, responsibility, salary and benefits, interpersonal relations, promotion, working environment and fun at work.

2. Methodology

In this part, how this empirical research is designed and conducted will be introduced in details. This section will be consist of four parts, including research questions, hypotheses and conceptual framework, research philosophy, research design, as well as data collection and analysis. In the research design section, the measuring instruments and related ethical problems of this research will also be discussed specifically.

According to this finding, the research question of this study is to explore the relationship between work motivation and these influencing factors. In addition, 9 corresponding research hypotheses are generated as follows:

H1: Keeping all other conditions constant, hobbies are positively correlated with the motivation of the new generation of "post-95" employees who have a bachelor degree or higher educational background.

H2: Keeping all other conditions constant, learning and development is positively correlated with the motivation of the new generation of "post-95" employees who have a bachelor degree or higher educational background.

H3: Keeping all other conditions constant, achievement is positively correlated with the motivation of the new generation of "post-95" employees who have a bachelor degree or higher educational background.

H4: Keeping all other conditions constant, responsibility is positively correlated with the motivation of the new generation of "post-95" employees who have a bachelor degree or higher educational background.

H5: Keeping all other conditions constant, salary and benefits are positively correlated with the motivation of the new generation of "post-95" employees who have a bachelor degree or higher educational background.

H6: Keeping all other conditions constant, interpersonal relations are positively correlated with the motivation of the new generation of "post-95" employees who have a bachelor degree or higher educational background.

H7: Keeping all other conditions constant, promotion is positively correlated with the motivation of the new generation of "post-95" employees who have a bachelor degree or higher educational background.

H8: Keeping all other conditions constant, working environment is positively correlated with the motivation of the new generation of "post-95" employees who have a bachelor degree or higher educational background.

H9: Keeping all other conditions constant, fun at work is positively correlated with the motivation of the new generation of "post-95" employees who have a bachelor degree or higher educational background.

According to these hypotheses, the conceptual framework of this study could be displayed as the following chart:

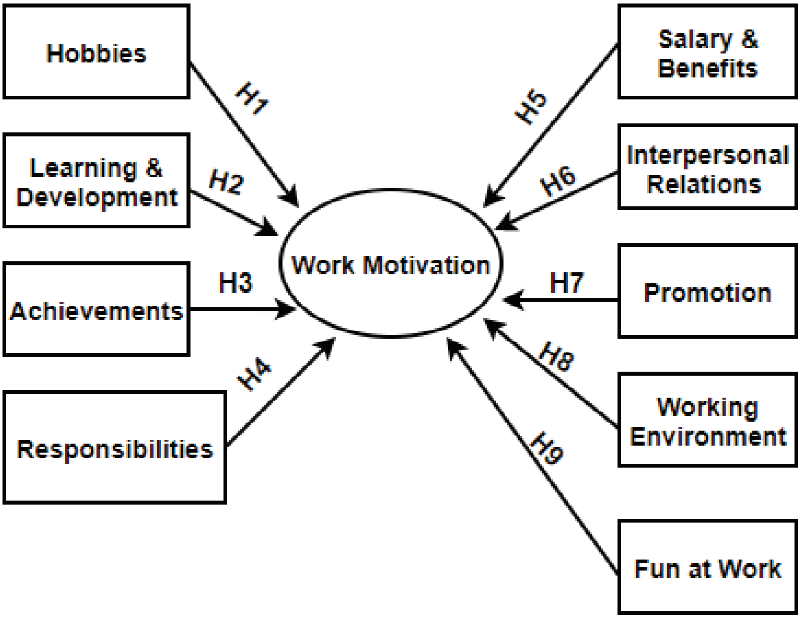

Table 2 Conceptual Framework of the research

In this framework, work motivation of highly educated "post-95" employees is the dependent variable Y, and hobbies, learning and development, achievement, responsibility, salary and benefits, interpersonal relations, promotion, working environment as well as fun at work are the independent variables X_1 to X_9. Moreover, A is the intercept term, B_1 to B_9 are the parameters to be estimated, and a is the random error term. Depending on these assumptions, the regression equation is as follows:

$$Y = A + B_N \times X_N + a \ (N = 1{\sim}9)$$

a) Research Philosophy

Positivism

This study is based on the research philosophy of positivism, adopting questionnaire to validate the hypotheses through utilising statistical methods. Two major schools of western philosophy, positivism and interpretivism, has been emerged since the 19th century, and their influence on modern social science has been extremely profound (Jun, 1993). In the 1930s in Vienna, the Vienna School was born, which is headed by Schlick, bringing together the leading mathematicians, economists and physicists of the time. The main idea of this group was to reject metaphysics and to propose that scientific knowledge and non-scientific knowledge should be judged by verifying possibility. According to their criteria, metaphysical statements could not be verified and therefore could not be called scientific knowledge. On the contrary, only knowledge that is possible to verify can be called scientific (Hunt, 2019). The interpretivist methodology is quite different from positivism in its understanding of the world. It believes that objectively speaking, the world is constituted through human beings' interpretation, rather than existing independently. As a result, positivists hold the view that science does not limit itself to describing facts, but should organise them and conceptualise them (Curry, 2018).

However, both positivism and interpretivism are one-dimensional philosophy, as they focus on only one part of the complex world of reality. This study follows the research philosophy of positivism due to its universality, that is to say, the positivist approach explores the theoretically possible application of universal principles over an infinite number of phenomena, human beings, situations, and times (Weber, 2004). The research process could be simply concluded as proposing hypotheses, collecting required data, and drawing conclusions through rigorous statistics and analysis. Correspondingly, quantitative research methods such as statistical surveys and experimental studies are typically used in positivism. Additionally, Laudan (1996) pointed out that positivism usually includes different independent variables in an operation to examine the association among them. In this study, independent variables comprise hobbies, learning and development, achievement, responsibility, salary and benefits, interpersonal relations, promotion, working environment and fun at work. While work motivation is dependent variable.

Questionnaire

Questionnaire is selected to conduct this study because it is a relatively complete, specific and operational method developed under the guidance of positivism with characteristics consisting of routinisation, anonymisation and quantification (Potthoff and Eller, 2000). In addition, this study takes post 1995 employees with high educational background as the research object, which is a field rarely covered by previous research. As a result, a large number of samples is required, which could be satisfied by the questionnaire approach. 5 point Likert scale, in which 1 represents 'strongly disagree' and 5 represents 'strongly agree', is utilised to measure participants' perception of 9 different independent variables mentioned above. 2 to 3 questions are designed for each variable. Moreover, questionnaires in this research are distributed through the internet, which has the advantage of being more convenient than mailing questionnaires or distributing questionnaires face to face, reducing the workload of data entry and the possibility of human error. Nevertheless, the disadvantage is that the researcher cannot communicate directly with the respondents of online questionnaires, and the reliability and validity of the questionnaire is likely to be affected by the quality of the respondents' responses to a certain extent, which could vary greatly. Additionally, to protect the privacy of the participants, the questionnaires are all completed anonymously. Furthermore, to avoid the common method variance, one question with reverse description is designed in the middle of the questionnaire to exclude invalid samples. The complete questionnaire is provided in appendix.

b) Research Design

Sample and Data Source

Both quantitative methods and qualitative methods are widely used in the research on business and management, and this study utilises the quantitative method as Saunders et al. (2017) indicated that one way to distinguish these two methods is to concentrate on if the data required is numeric or non-numeric. The research data in this study is mainly obtained through online questionnaire, and the design of this questionnaire is based on the Multidimensional Work Motivation Scale designed by Neves and Coimbra (2018). The reason why this scale is selected is that it combines various scholars' research results, and therefore, it is well modeled. Moreover, it has a new perspective because the previous scales have some problems. For example, the traditional way of asking participants why they have a behaviour in the workplace could be problematic due to invasion of personal privacy. The target population of this research is the new generation of post 1995 employees who work in China and have a bachelor degree or higher educational background. The questionnaire was distributed by the researcher through the researcher's social media and alumni groups. As a result, most participants are born after 1995, are or have been involved in work, and have a bachelor degree or higher educational background. In addition, the samples are from all over the country, which seems to be representative and realistic.

Measures

In this study, the measuring instruments are taken from existing literature to ensure the effectiveness of the questionnaire, and reliability and validity tests will not be performed during the process of data analysis. Based on the assumptions in the previous section, there are 9 dependent variables. They can be divided into intrinsic factors (hobbies, learning and development, achievement, and responsibility) and extrinsic factors (salary and benefits, interpersonal relations, promotion, working environment, and fun at work). As mentioned above, the measurement of these factors is taken from the study of Neves and Coimbra (2018). It is a multidimensional scale with 2 to 3 items for each dimension.

Ethics

The questionnaire in this study is an academic questionnaire aiming at exploring the work motivation of highly educated post 1995 employees and without any commercial purpose. Moreover, all the participants are volunteered to participate in the survey, and they can withdraw at any time during the questionnaire completion process. In addition, it can be ensured that the whole process is anonymous and all the information will be strictly confidential. With the above assurance, the participants can finish the questionnaire completely based on their own thoughts and do not need to worry about information disclosure.

c) Data Collection and Analysis

After designing the content of the questionnaire, the online questionnaire is produced by Wenjuanxing, which in one of the post popular and biggest professional online survey platform in China. Once the questionnaire has been created, the link will be automatically generated. The researcher shared the link to her alumni groups and social media platform to invite participants to finish the questionnaire voluntarily. Moreover, the target sample size is 200. After collecting data, the data is statistically analysed to verify the hypotheses. This study uses Statistical Product and Service Solutions (SPSS) to conduct data analysis, and the related details will be discussed in the next section.

3. Results

a) Basic Situation of Questionnaire Collection

A total of 201 questionnaires were collected in this survey. As mentioned in the previous chapter, the target samples are Chinese employees who are born after 1995 and have a bachelor degree or higher educational background. So the second question in the questionnaire (Please indicate your age) excluded 16 invalid samples, the third question (Please indicate your educational background) excluded 6 invalid samples, and the forth question (Please indicate your working experience) excluded 5 invalid samples. Moreover, the sixteenth question in the questionnaire (Please select 'strongly disagree') is a concentration test, 14 people chose the wrong answers, therefore these are invalid samples. As a result, a total of 179 valid questionnaires were collected, and the related data is shown in the table below.

Item	Sample distribution	Amount	Percentage %
Gender	Male	80	44.69
	Female	99	55.31
Educational Background	Bachelor	123	68.72
	Master	45	25.14
	PhD	11	6.15
Working Experience	Currently working or on an internship	115	64.25
	Previously worked or interned	64	35.75

Table 3 Sample Distribution Results

It can be seen form the table that among these new generation of post 1995 employees, there are slightly more female employees than male employees, and the male to female ratio is approximately 4:5. From the perspective of educational background, most of the participants are bachelors, accounting for 68.72% of the total. There are 56 masters and doctors in total, which accounts for the rest 31.28%. In addition, 115 participants are currently working or on an internship, they are likely to have a deeper awareness of how they feel during their work. However, the remaining 64 participants have worked or interned before, which may cause some perceptual deviation. In general, these samples could represent the target group of this experiment to a certain extent.

b) Descriptive Analysis

With the help of the descriptive statistics function in the SPSS statistical software, further statistical analysis of the factors affecting the work motivation of the new generation of "post-95" employees is carried out. The results are shown in Table 4.

Item	No.	Question	Average	Standard Deviation
Hobbies	5	I like this industry.	3.78	1.242
	6	I like the corporate culture of this company.	3.77	1.306
	7	I like my position.	3.84	1.155
Learning & Development	8	I can learn a lot of knowledge and skills from this job.	3.96	1.119
	9	This job can discover my potential.	3.74	1.181
	10	I have a clear career plan.	3.81	1.121
Achievement	11	I aspire to achieve career success.	3.87	1.303
	12	The work I do now gives me a sense of accomplishment.	3.85	1.201
	13	I am eager to prove myself.	3.77	1.281
Responsibility	14	If my personal skills are not in line with my job responsibilities, I will slacken my work.	3.77	1.290
	15	I feel the need to take responsibility for my position.	3.87	1.139
Salary & Benefits	17	One of the key reasons for my participation in work is that I can get paid.	3.83	1.212
	18	I hope to get more income.	3.92	1.208
	19	I think the company's welfare is good.	3.88	1.179
Interpersonal relations	20	There is a harmonious atmosphere between me and my work partners.	3.83	1.211
	21	I was quite pleased with the leadership style of my supervisor.	3.94	1.147
	22	I have a sense of belonging here.	3.70	1.222
Promotion	23	I think the company's performance appraisal is reasonable.	3.68	1.229
	24	I think the company's promotion mechanism is reasonable.	3.75	1.169
Working environment	25	I think the company has a good office working environment.	3.80	1.232
	26	I have a strong dependence on the Internet at work.	3.87	1.195
Fun at work	27	I think I like challenging work.	3.73	1.297
	28	I think my current job is very interesting.	3.81	1.293

Table 4 Results of descriptive analysis for the dependent Variables

There are a total of 23 questions in the Part 2 of the questionnaire, and the researcher utilises 5-point Likert scale to collect data. All the participate are required to choose 1 to 5 to represent that to which extent do they agree or disagree these statements. 1 refers to strongly disagree, 2 refers to disagree, 3 refers to neither agree or disagree, 4 refers to agree, 5 refers to strongly agree. Table 3 summarizes the average value and standard deviation of the questions in Part 2 of the questionnaire. In general, the average value of all questions in the sample is between 3 and 4, which is higher than the middle score and it means that most of the new generation of "post-95" employees are optimistic about these questions.

c) Correlation Analysis

Using the bivariate correlation analysis function in the SPSS statistical software, the 9 influencing factors (hobbies, learning and development, achievement, responsibility, salary and benefits, interpersonal relations, promotion, working environment, fun at work) have been statistically analysed on the work motivation of the new generation of "post-95" employees. The results are shown in Table 5.

Influencing factors	Work motivation of "post-95" employees	
	Pearson Correlation	P value
Hobbies	0.945**	0.000
Learning & Development	0.943**	0.000
Achievement	0.960**	0.000
Responsibility	0.912**	0.000
Salary & Benefits	0.938**	0.000
Interpersonal relations	0.945**	0.000
Promotion	0.875**	0.000
Working environment	0.908**	0.000
Fun at work	0.937**	0.000

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

Table 5 The correlation between work motivation of "post-95" employees and its influencing factors

It can be seen from the data in Table 4 that the significance levels (P value) of these 9 factors are all less than 0.05, indicating that there is a significant correlation between them. At the same time, their Pearson correlation coefficients are all greater than 0, indicating that the significant correlation between them is positive. In addition, through the comparison of Pearson's correlation value, it can be found that the "achievement" factor has the highest correlation with the work motivation of the new generation of "post-95" employees. On the contrary, the "promotion" factor has the lowest correlation with the work motivation of employees who ware born after 1995.

Based on the above analysis, the 9 hypotheses proposed in methodology section all have been verified, that is, under the premise of keeping other conditions unchanged, the 9 influencing factors (hobbies, learning and development, achievement, responsibility, salary and benefits, interpersonal relations, promotion, working environment, fun at work) are positively related to the work motivation of the new generation of "post-95" highly educated employees respectively.

d) Multiple Regression Analysis

With the help of the linear analysis function in the SPSS software, the specific relationship between each independent variable and the work motivation of the new generation of "post-95" employees is analyzed, as shown in Table 6 and Table 7.

R	R2	ANOVA P VALUE
0.995	0.990	0.000

Table 6 Regression Analysis (1)

Influencing factors	Regression coefficients	P value
Constant	6.928	0.278
Hobbies	3.149	0.000
Learning & Development	3.483	0.000
Achievement	3.084	0.000
Responsibility	2.248	0.000
Salary & Benefits	2.853	0.000
Interpersonal relations	2.925	0.000
promotion	2.078	0.000
Working environment	2.170	0.000
Fun at work	2.496	0.000

Table 7 Regression Analysis (2)

It can be seen from Table 5 that R is 0.995 and R^2 is 0.990, which shows that the dependent variable is likely to change with the independent variable. In this test, the significance level is 0.000, less than 0.05, which means that 9 of the coefficient values are all non-zero. As a result, the entire regression analysis could be proved as meaningful.

It can be seen from Table 7 that the significant levels of the independent variables including hobbies, learning and development, achievement, responsibility, salary and benefits, interpersonal relations, promotion, working environment, and fun at work are all less than 0.05, indicating that the work motivation of the new generation of employees who are born after 1995 and have a bachelor degree or higher educational background has a clear relationship with these 9 independent variables.

According to the model assumed in the previous section, the expression of the multiple regression equation is:

$$\begin{aligned} Y = 6.928 + 3.149X_1 + 3.483X_2 + 3.084X_3 + 2.248X_4 + 2.853X_5 \\ + 2.925X_6 + 2.078X_7 + 2.170X_8 + 2.496X_9 \end{aligned}$$

To conclude, this part provides the analysis results of the data collected by the questionnaire, and SPSS 24.0 is utilised to conduct the data analysis. Firstly, among the 201 questionnaires collected, there are a total of 179 valid questionnaires, with an effective rate of 89.05%, which indicates that the questionnaire collection process is reasonable and effective, and these data could be analysed. Secondly, descriptive analysis shows that the scores of the participants' answers to the questions about the description of the perception of working experience in the questionnaire are averagely between 3 and 4. It demonstrates that they have a positive attitude about these questions. Thirdly, correlation analysis proves that the 9 influencing factors are positively correlated with the work motivation of "post-95" highly educated employees, which validates the 9 hypotheses proposed previously. Last but not the least, multiple regression analysis derives the linear regression equation between work motivation and these 9 influencing factors.

4. Analysis and Evaluation

This section will analyse and evaluate the results of the data analysis in the previous part, and explore the connection between the data analysis results and the previous literature review, as well as the research questions and hypotheses raised before. Moreover, its practical significance for enterprise

HRM will be reveled, especially those companies whose employees are mainly "post-95" highly educated talents.

a) Evaluation of Data Analysis Results

Based on the data collected by the questionnaire survey, correlation analysis and multiple regression analysis are used to conduct an empirical analysis of the work motivation of the new generation of "post-95" high-educated employees in China. The results show that the work motivation of the new generation of "post-95" highly educated employees is affected by multiple factors, which can be divided into intrinsic factors and extrinsic factors. Their work motivation are positively correlated with 9 factors, including hobbies, learning and development, achievement, responsibility, salary and benefits, interpersonal relations, promotion, working environment, fun at work. In addition, the order of influence size is: learning and development > hobbies > achievement > interpersonal relations > salary and benefits > fun at work > responsibility > working environment > promotion.

Unlike the previous generations of employees, the work motivation of the "post-95" highly educated employees is affected by the working environment, which is related to their living environment. On the one hand, the "post-95" is the first batch of aboriginal people on the Internet. Data from the Physical Examination Report on Internet Development in China (China Internet Information Center, 2020) shows that as of March 2020, the average online time per person in China is 30.8 hours per week. Actually, "Post-95" are surrounded by the Internet all day long. They are used to contacting relatives and friends through the Internet, and the Internet is also widely used in all aspects of work, study, and life. On the other hand, during the period from birth to work of the "post-95", China's economy was just at the stage of rapid development. Most families attach importance to the living environment and decorate their houses to reflect individuality as well as the pursuit of comfort and beauty.

Additionally, the school's infrastructure has also become more complete. For example, more schools equip classrooms with fans, air conditioners and other electrical appliances, install water heaters in student dormitories, and reduce the number of students living in one dormitory (Glynne, 2019). All of the above suggests that this generation of people have lived in circumstances far superior beyond those of their predecessors. When the new generation of "post-95" employees who have been in a good living environment for a long time enter the workplace, they naturally have certain requirements for the physical environment for work. This finding can be explained by the two-factor theory, which has been mentioned in the literature review part. Herzberg (1968) argued that some factors are always related to job dissatisfaction, and working environment is such a factor that these new generation of employees concern a lot. When the working environment does not meet their expectations, it is very likely that they will choose to resign.

Compared to traditional employees, the motivations' order of importance for "post-95" employees has changed. In the study of previous generations of employees, the factors influencing their motivation varied across industries, but salary and benefits was always at the top of the list. However, in this study, it is found that salary and benefits is the fifth most important factor influencing the work motivation of "post-95" highly educated employees. Wier et al. (2007) pointed out that as the socio-economic development of the society and the employees' living standard continues to improve, monetary rewards have limited motivation and employees are increasingly concerned with spiritual pursuits. Previous generations of employees, who have less of a material base than the "post-95" generation of employees, place a higher value on compensation.

However, remuneration is not as attractive to the new generation of "post-95" employees as it used to be, and the new generation of post-95 employees are more interested in spiritual enjoyment. Moreover, the intrinsic needs of the "post-95" high-educated employees are stronger than the extrinsic satisfaction compared to non-New Generation employees. The study also found that intrinsic factors such as hobbies, learning and development, as well as achievement ranked in the top 3 of various factors. This indicates that the new generation of "post-95" employees are more focused on spiritual and inner satisfaction. The reasons for this might be also related to their better living environment. From the perspective of the background of these younger people, it is normal for them to quit or change jobs because they have more support from their parents, at least they do not have to worry about basic survival problems. With no pressure to survive, interest in the content of the job becomes one of the important conditions for them to choose their jobs. In addition, as the competition in the workplace intensifies, they are more interested in whether they can continuously improve their overall competitiveness in the workplace (Li, 2020). These two findings correspond to the Maslow's Hierarchy of Needs mentioned previously. Employees who are born after 1995 and have a bachelor degree or higher educational background have already satisfied lower-level needs, like food and safety.

Therefore, they are desired for meeting higher-level requirements, such as the sense of belonging, harmonious relationship with colleagues, self-achievement and even social recognition. That is to say, they are no longer motivated by external work motivation alone, but are more likely to be driven by internal work motivation.

b) Practical Implications of Findings

Based on the evaluation of data analysis results, there are three suggestions for enterprises to better motivate "post-95" high-educated employees. To improve the work motivation of them, enterprises firstly need to concentrate on the external environment. It is recommended that companies introduce or improve the application of digital technology at work and pay attention to the office environment. First of all, based on the high dependency of the new generation of employees on the internet currently, companies should pay attention to the quality of the digital network in the office and increase the speed of the office network to ensure that they can finish their jobs normally and efficiently. Secondly, digital office tools, such as DingTalk, Corporate WeChat and other applications, can be used to optimise work processes. This kind of online office tools could reduce unnecessary paper approvals and improve office efficiency (Lai and Huang, 2021). Especially when employees are unable to work offline, they can ensure the normal operation of the company. For example, during the outbreak of covid-19 pandemic, it is unable for employees to communicate face-to-face, most enterprise choose DingTalk and Corporate WeChat to hold meetings and maintain basic communication.

In addition, companies could combine their own values and corporate culture to create a lively and comfortable working atmosphere in the physical environment. Research shows that a good organisational culture can not only enhance the sense of mission, belonging and responsibility of employees, but also can enhance the cohesion of the company (Cabanillas, 2021). In view of the growth environment and psychological characteristics of the new generation of "post-95" employees, organisational culture needs to be changed accordingly to adapt to the growth and development of the new generation of employees. To achieve this objective, the enterprise should set up clear goals and missions, through which employees could have a clearer understanding of the value of the work they are engaged in. Moreover, the enterprise should cherish employees. A fair, just, innovative, and tolerant organisational culture as well as a comfortable and inspiring working environment are encouraged to be created to let them feel the corporate care.

Secondly, more non-material incentives could be utilised more to increase "post-95" highly educated employees' motivation to work. It is recommended that companies stop putting material motivation at the top of their list when designing incentive systems but rather focus more on non-material motivation of employees. In addition to monetary incentives, companies can use caring incentive, target incentive, promotion incentive, honour incentive and other various incentives to promote the new generation of "post-95" employees, especially those who are highly educated. For example, the company could offer continuous training and learning opportunities to employees.

That is because the new generation of "post-95" employees has strong learning ability, is willing to embrace new things, and has a strong need for self-growth (Li, 2020). First of all, in terms of training methods, it is necessary to develop new training models as the traditional lectures may not be recognised by the new generation o employees. Companies can carry out more training methods such as group discussions, scenario simulations, and outdoor training activities to enhance the fun and diversity of training. Secondly, with the development of network, enterprises can build a training platform for online learning, through which employees can study at home after work, totally according to their own time. Last but not the least, from the perspective of training content, some psychological training projects can be opened in addition to knowledge and skills training, in order to enable employees to better adjust negative emotions and release psychological pressure.

Thirdly, enterprises need to concentrate on the spiritual needs of their employees. In the process of management, companies should focus on meeting the spiritual needs of the new generation of post 1995 employees due to their higher level of requirements. The psychological requirements of the new generation of "post-95" high-educated employees are likely to be satisfied in the following three ways. Firstly, according to the principle of Person-Job Fit (Zhu and Li, 2018), when arranging the jobs for these employees, the work ability, career interests and personality traits of the employees should be given full consideration, in order to maximise the matching of people and jobs. In addition, in the subsequent work process, targeted training to corresponding employees should be provided, so that they can continue to learn, enhance their knowledge, skills and abilities to achieve self-improvement. Secondly, these employees should be given autonomy.

The organisation could pay more attention to result control rather than process control, giving employees more autonomy in working hours, work content, working methods and work teams. Lastly, it is important to enhance employees' sense of belonging in the organisation. A stronger sense of belonging can make employees feel more comfortable and happy in the organisation (Eren and Vardarlıer, 2013). It is possible to enhance the sense of belonging of employees by creating good interpersonal relationships, unblocking organisational communication channels, establishing a fairer mechanism, and creating a good corporate culture atmosphere.

c) Summary

Through evaluation, the results of the study have addressed the research question. Both intrinsic factors (hobbies, learning and development, achievement, responsibility) and extrinsic factors (salary and benefits, interpersonal relations, promotion, working environment, fun at work) could influence the work motivation of "post-95" highly educated employees. Moreover, it can be found that this group of employees have a higher demand for a better working environment, which is due to the fact that their living environment has improved considerably with the development of society in China. In addition, these employees place less value on monetary incentives and focus more on the spiritual and internal needs. According to these findings, there are three possible suggestions for companies to motivate "post-95" high-educated employees. They are improving external working environment, adopting non-material incentive policies, and concentrating more on the spiritual requirements of employees.

5. Conclusion

According to the previous literature, this research tries to explore the work motivation of Chinese new generation of post 1995 employees who have a bachelor degree or higher educational background, which is a research gap found by the researcher. There is a lot of extant research on work motivation and a number of scholars have listed the factors that influence employees' motivation. However, as a group of employees who are gradually entering the workplace and becoming the main force, the post-95s have richer personalities and characteristics, which makes the traditional HRM model no longer applicable. In order to find out the factors that influence the motivation of this particular group of employees, this study selects 9 factors, including hobbies, learning and development, achievement, responsibility, salary and benefits, interpersonal relations, promotion, working environment, as well as fun at work, which are widely considered to be the most representative of the factors influencing work motivation, and utilises questionnaire to verify the 9 proposed hypotheses by statistic tool.

The research results show that the 9 influencing factors summarised from the literature review all have a positive impact on the work motivation of "post-95" highly educated talents. Moreover, these elements are learning and development, hobbies, achievement, interpersonal relations, salary and benefits, fun at work, responsibility, working environment and promotion, which are ranked in descending order of influence. The findings highlight three points in total. Firstly, compared with the previous generations of employees, the new generation of employees has begun to pay attention to the working environment. Due to the strict implementation of national family planning in China, most of the post-95s are only children, and families mostly exist in the form of a family of three. Thus, the living environment of post-95s is better, and they can basically be satisfied in all aspects of their needs (Zhu et al., 2015). When their various needs can be basically met, it seems to be reasonable that the requirements for the working environment increase accordingly. As a result, enterprises should pay attention to the construction of working environment, like improving digital network and better utilising digital tools to improve work efficiency. Secondly, salary and benefits are not as attractive to the new generation of highly educated employees as before. They care more about the learning and development opportunities, whether this jobs is highly related to his/her hobbies, if the job could bring him/her a sense of accomplishment and whether the working relationship with colleagues and superiors is harmonious. Especially for those employees who are highly educated, a good educational background makes them work for a higher living standard, rather than staying at the stage of supporting themselves (Glynne, 2019). On the basis of this, companies should focus more on the non-material incentives, such as a special learning opportunity, a birthday card written by the leader and video greetings from colleagues. That is to say, companies should let them feel respect and love in the company while they are working. Last but not the least, for most "post-95" high-educated talents, intrinsic needs are more important than extrinsic needs. According to the research results, learning and development, hobbies as well as achievement are the top three influencing factors. Similar to the second point, enterprises should strive to seek measures that could motivate these special group of employees from the internal perspective. For example, "post-95" employees have independent thinking and innovation awareness, and do not like to act completely according to the regulations, so managers could give them trust and appropriate power to meet their needs for respect and self-realisation (Ren et al., 2018). However, this may also lead to the situation that problems could not be solved efficiently and effectively, as the self-centered characteristic of the new generation of employees make them dislike being ordered by others and like challenging authority. Therefore, managers should design specific solutions depending on different situations.

a) Limitations and Recommendations

Actually, there are some limitations existing in this study, which provides the opportunity and direction for further research. Foremost, due to the limited channels for distributing questionnaires, the sample size of the questionnaire survey is relatively small. Although the questionnaire collection efficiency seems to be high, the number of valid questionnaires is only 179, which may not be a good representative of all "post-95" high-educated employees. Moreover, this research studies the overall situation of work motivation among "post-95" highly educated employees, and is not broken down according to different regions, industries, positions and other related factors. These variables may cause some differences between the research results and the actual situation. On the basis of these two limitations of the questionnaire samples, further research could increase sample size and demographic variables to make the results more accurate. In addition, this study only adopts questionnaire method to conduct research, which usually leads to incorrect or undesirable results because of the problems in questionnaire design. For further research, multiple research methods are encouraged to selected to make up for the shortcomings of the questionnaire survey method.

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CHAPTER THREE

RESEARCH ON THE RELATIONSHIP BETWEEN CORPORATE VALUE, ORGANIZATIONAL IDENTITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR BASED ON THE NEW GENERATION OF EMPLOYEES

LUYANG JIANG

1. Background

With the rapid development of China's economy and the trend of economic globalization, companies need to possess core competitiveness to stand out in increasingly fierce market competition. Talent is the most important resource for obtaining core competitiveness. Different from the older generation of employees in the enterprise, the new generation of employees has unique personalities and differentiated values, which are not only the source and motivation of enterprise innovation and vitality, but also the challenges faced by the enterprise. Companies have more needs for the new generation of employees, and they need to generate a sense of organizational identity and perform OCBs outside of their roles. Corporate values play a guiding and standard role in the behavior of companies and employees, and are concepts accepted and recognized by companies and employees. If the new generation of employees accept and recognize corporate values, it will also form a sense of organizational identity and organizational citizenship behavior. This will not only help stimulate the new generation of employees' work enthusiasm and personal potential, improve work performance, and form healthy interpersonal communication relationships. It also urges employees and the company to develop in the same direction to achieve organizational goals.

a) The theoretical significance

Corporate values, organizational identity and organizational citizenship behavior have always been the focus of academic research. This paper studies the influence relationship among the three and establishes the influence model of corporate values and organizational identity on organizational citizenship behavior. There have been many academic studies on the effect of organizational identity on organizational citizenship behavior, but there are still few studies on the mechanism of the impact of corporate values on organizational identity and organizational citizenship behavior. This paper introduces a model of organizational values, organizational identity and organizational citizenship behavior. This new perspective enriches the research theory in this field and has certain research significance.

b) The practical significance

The core of every enterprise's talent competition strategy is how to acquire and manage talents so that they can provide contributions and values beyond their potential. As the fresh blood attracted by the company, the new generation of employees will inevitably gradually develop into the backbone of the company and become an important part of the company's value and culture. From entering the enterprise to accepting and recognizing the enterprise's values, and then to transform the enterprise's values, have a great impact on the development of the enterprise. Organizational citizenship behavior will promote the effective operation of organizations (Chan and Lai, 2017). This paper studies the influence of corporate values, organizational identity, and organizational citizenship behavior, and makes effective suggestions for enterprise management and improvement of the new generation of employees' organizational identity(Cheema et al., 2020).

c) Aim and outline

This research aims to study the relationship between corporate values, organizational identity, and organizational citizenship behavior, and provide certain theoretical and practical significance for the improvement of corporate management methods and quality. Based on previous research theories, this article will firstly review the relevant literature on organizational values, organizational identity, and organizational citizenship behavior. Secondly, propose a hypothetical model of the relationship between the three. Thirdly, design questionnaire and conduct survey. Fourthly, conduct data analysis and hypothesis testing. Finally, draw conclusions.

2. Theoretical Basis and Research Hypothesis

a) Social identity theory

Social identity theory studies the main process of social identity. It believes that social identity has gone through three basic processes: generalization, identification, and comparison. Specifically, it is from an individual's incorporation into a community, to an individual's ownership of the common characteristics of the members of that community, to an individual's evaluation of the strengths and weaknesses of the community with which he identifies with other communities. The core of social identity theory is the individual's identification with the group. It believes that people strive to pursue or maintain a positive social identity and enhance their self-esteem through favorable comparison between groups. Tafel defines social identity as individuals' commitment to a social group because of what they perceive to have significant affection and value belongs to that group(Pantaleoni, 2015).

b) Social exchange theory

Social exchange theory was founded by George Homans(1958) and later modified and developed in many ways by Blau(1964). Social exchange theory studies the phenomenon of exchange in human relations. Social exchange theory originates from social psychology. It studies the basic psychological process of social exchange and its relationship with exchange behavior. This theory analyzes rewards and costs in social interaction and believes that people tend to seek benefits and avoid disadvantages in interaction or tend to increase satisfaction and reduce dissatisfaction. The basic idea of social exchange theory is that (part of) human behavior is a kind of exchange, in which people interact with others in order to obtain some kind of reward.

c) Theory of planned behavior

The theory of planned behavior was proposed by Icek Ajzen(1991). Planned behavior theory can help us understand how people change their behavior patterns. The theory holds that belief determines people's behavior patterns by influencing individual behavior attitudes, subjective norms, and behavior control cognition. It pointed out that individual's actions are the result of deliberate planning.

d) Research hypothesis

The influence of corporate values on organizational citizenship Behavior

As an antecedent variable of organizational citizenship behavior, corporate values have a direct impact on OCB. If employees identify with the values of an enterprise, their attitudes and behaviors will be consistent with the connotation of corporate values, and they will conduct behaviors beneficial to the organization. The values of the organization in which employees work have a significant impact on OCB (Podsakoff). Lilly found that the difference between leaders would affect the OCB of employees to different degrees. Moorman and Blakey also found that corporate values significantly influence employees' OCB. Therefore, this paper makes assumptions:

H1: Corporate values have a positive impact on organizational citizenship behavior.

H1a: Economy-practical has a positive impact on individual-oriented organizational citizenship behavior.

H1b: Morality-ethics has a positive impact on individual-oriented organizational citizenship behavior.

H1c: Emotion-development positively affects individual-oriented organizational citizenship behavior.

H1d: Economy-practical positively affects organization-oriented organizational citizenship behavior.

H1e: Morality-ethics positively affects organization-oriented organizational citizenship behavior.

H1f: Emotion-development positively affects organization-oriented organizational citizenship behavior.

The influence of corporate values on organizational identity

In the literature research on antecedent variables of organizational identity, corporate values, as a variable at the organizational level, have a significant impact on organizational identity. Corporate values that match individual values can promote the identification of individual with the organization(Bergami and Bagozzi, 2000). Mael and Ashforth confirmed that the competitive environment within an organization is negatively correlated with organizational identity, and the higher the team culture is, the higher the employee's organizational identity is. Companies with similar values are more attractive to employees, and employees are more likely to feel a sense of belonging and responsibility to the values they identify with. Therefore, this paper makes assumptions:

H2: Corporate values have a positive impact on organizational identity.

H2a: Economy-practical positively affects organizational identity.

H2b: Morality-ethics positively affects organizational identity.

H2c: Emotion-development positively affects organizational identity.

The influence of organizational identity on organizational citizenship behavior

As an outcome variable of organizational identity, organizational citizenship behavior is significantly influenced by organizational identity. If employees have a sense of identity, belonging and responsibility for an organization, they will care about the development of the organization and stand on the side conducive to the development of the organization. When an employee establishes a psychological contract with an organization, the employee will link their own development with that of the organization. When employees change their identity from an individual to an organization person, they will unconsciously build a good relationship, help colleagues, protect the resources of the company, and care about the reputation and development of the company. Therefore, this paper makes assumptions:

H3: Organizational identity has a positive impact on organizational citizenship behavior.

H3a: Organizational identity positively affects individual-oriented organizational citizenship behavior.

H3b: Organizational identity positively affects organizational-oriented organizational citizenship behavior.

The mediating role of organizational identity

Based on the literature analysis, corporate values are the antecedent variable affecting organizational identity, and organizational citizenship behavior is the outcome variable affected by organizational identity. If there is a high degree of consistency between individual values and corporate values, individuals will identify with the organization and then reflect in their behaviors. According to the above research, corporate values have a significant positive effect on organizational identity, and organizational identity has a significant positive effect on organizational citizenship behavior. Therefore, this paper makes assumptions:

H4: Organizational identity plays a mediating role in the impact of corporate values on organizational citizenship behavior.

H4a: Organizational identity plays a mediating role in the influence of economy-practical on OCB-I.

H4b: Organizational identity plays a mediating role in the influence of morality-ethics on OCB-I.

H4c: Organizational identity plays a mediating role in the influence of emotion-development on OCB-I.

H4d: Organizational identity plays a mediating role in the influence of economy-practical on OCB-O.

H4e: Organizational identity plays a mediating role in the influence of morality-ethics on OCB-O.

H4f: Organizational identity plays a mediating role in the influence of emotion-development on OCB-O.

e) Theoretical model construction

According to the above analysis, it can be found that corporate values and organizational identity have a significant impact on organizational citizenship behavior, among which organizational identity plays a mediating role. This paper proposes the following theoretical model:

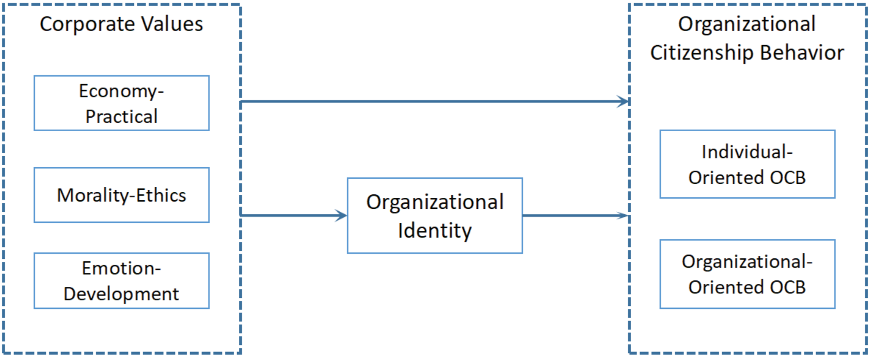

Figure 3-1. Initial theoretical model of corporate values, organizational identity, and organizational citizenship behavior

3. Questionnaire Design and Survey

a) Corporate value scale

The scale of corporate values is based on the three-dimensional framework proposed by Doron, integrating, and adopting the items in the scale of Doron, Schein and Li Xiaodong. There are altogether 14 items in three dimensions, including 5 items in the economy-practical dimension, 5 items in the moral-ethical dimension and 4 items in the emotion-development dimension.

Table 4-1 Corporate Values Scale

Dimension	Item	Content
Economy-Practical（VE）	VE1	Most of the people in the company are committed to their work.
	VE2	A company’s decision is usually made after it has enough information.
	VE3	Our customers directly influence our decisions.
	VE4	The company responds well to changes in competitors and the external operating environment.
	VE5	The company’s information sharing channel enables everyone to get the information they need.
Morality - Ethics（VM）	VM1	Company leaders and management act on their advice.
	VM2	The company has a code of conduct that tells us what’s right and what’s wrong.
	VM3	Working with people from other parts of the company feels like working with people from other companies.
	VM4	The company actively encourages cooperation between different departments.
	VM5	Teams are the most important form of our business.
Emotion-Development（VD）	VD1	Companies regard employee competence as an important source of competitive advantage.
	VD2	The company encourages employees to innovate.
	VD3	The company has long-term goals and missions.
	VD4	We share a common vision for the future of our company.

b) Organizational identity scale

The organizational identity scale of this study adopts the scale designed by Asheforth and Mael, including six items in total.

Table 4-2 Organizational Identity Scale

Dimension	Item	Content
Organizational Identity (OI)	OI1	When people blame my company, I want to blame myself.
	OI2	I care about what others say about my company.
	OI3	I often describe my company as “we” rather than “them.
	OI4	I see the success of the company as my own success.
	OI5	When someone compliments my company, I want to compliment myself.
	OI6	I would feel embarrassed if my company was criticized in the press for something.

c) Organizational citizenship behavior scale

The design of the scale of organizational citizenship behavior refers to the scale model of Scholars such as Organ, Podsakoff, Farh and Willian. Through integration, similar items are merged, and redundant items are deleted. The scale includes 5 items of the individual-oriented dimension and 5 items of the organization-oriented dimension.

Table 4-3 Organizational Citizenship Behavior Scale

Dimension	Item	Content
Individual-oriented OCB (BI)	BI1	I’m willing to help my absent colleague.
	BI2	I am willing to help my colleagues who are in difficulty in their work.
	BI3	I like to help new employees settle in.
	BI4	I like to show genuine concern and courtesy to my colleagues.
	BI5	I am willing to pass on work information to my colleagues.
Organizational-orientated OCB (BO)	BO1	Even if no one sees me, I follow the rules.
	BO2	I don’t mind new or challenging jobs.
	BO3	In order to improve the efficiency and quality of work, I keep studying.
	BO4	I often offer constructive suggestions for improving the department.
	BO5	I will care about the development of the company and make suggestions.

4. Questionnaire design

This questionnaire consists of four parts. The first part is the basic information survey, including the subjects' gender, age, marital status, education level, years of work and position rank. The second part is the corporate values measurement scale, which measures three dimensions of economy-practical, moral-ethical and emotion-development, with a total of 14 items. The third part is the organizational identity scale, a single dimension, a total of six items. The fourth part is the organizational citizenship behavior scale, which measures two dimensions of individual-oriented organizational citizenship behavior and organization-oriented organizational citizenship behavior, with a total of 10 items. The three variables of corporate values, organizational identity and organizational citizenship behavior were all measured using 7-level Likert scale.

5. Data Analysis and Hypothesis Testing

a) Data collection

The research object is the new generation of employees of the enterprise. As the backbone of the enterprise, they shoulder the task of inheriting the enterprise, leading the enterprise to continue to develop and achieve the ultimate goal. Therefore, it is very important to study the relationship between corporate values, organizational identity and organizational citizenship behavior based on the new generation of employees for the future development of enterprises.

This questionnaire was distributed through the network to collect information from the target group of the new generation of employees, mainly by sending it to colleagues, friends, and relatives, and then they sent it to their colleagues, friends, and relatives. A total of 217 questionnaires were collected.

b) Descriptive statistical analysis

The descriptive statistics of demographic variables at the individual level of the sample are shown in Table 5-1. In terms of gender, the proportion of males is 82.95% and that of females is 17.05%. It can be seen that the male sample is much higher than the female sample, and the total sample is not very balanced. In terms of age, 64.52% of the subjects were 25-29 years old, and 11.52% were 30-34 years old. It can be seen that about 75%

of the total samples are from 25 to 34 years old. This age group is just in the prime of their working life, which is the age class of the new generation of employees. The sample distribution of age meets the requirements of this paper based on the survey of the new generation of employees. In terms of marriage, 81.11% of the subjects were unmarried. In terms of educational background, 58.53% of the subjects have a bachelor's degree, and 9.68% have a master's degree. It can be seen that about 70% of the subjects are at an excellent educational level. In terms of rank, 71.43% of the subjects are at the rank of ordinary employees, and more than 20% of the subjects are at the management level. It can be seen that the overall rank of the new generation of employees is relatively low, but they have a certain potential for development and promotion. In terms of working experience, about 70% of the interviewees have less than 10 years of working experience. In general, the samples are in line with the characteristics of the new generation of employees, with a balanced distribution and good representation.

Table 5-1 Descriptive statistics of demographic variables at the individual level

Demographic Variable	Category	Code	Frequency	Percentage (%)
Gender	Male	1	180	82.95%
	Female	2	37	17.05%
Age	20 - 24	1	33	15.21%
	25 - 29	2	140	64.52%
	30-34	3	25	11.52%
	35 and above	4	19	8.76%
Marriage Status	Unmarried	1	176	81.11%
	Married	2	41	18.89%
Educational Background	High School/Technical Secondary School	1	3	1.38%
	College	2	66	30.41%
	Undergraduate Curse	3	127	58.53%
	Master's Degree	4	21	9.68%
	Dr.	5	0	0%

	Intern	1	11	5.07%
	Ordinary Employees	2	155	71.43%
Position Rank	Management at the Grass-roots Level	3	42	19.35%
	Senior Management	4	9	4.15%
	5 Years or Less	1	125	57.6%
Work Experience	6-10 Years	2	18	16.59%
	11 to 15Years	3	36	8.29%
	More Than 15 Years	4	38	17.51%

c) Statistical analysis methods

1. Reliability analysis

Reliability is a measure of the consistency of a measuring tool. The index with good reliability can be measured repeatedly on the same object under the same method or similar conditions, and the results obtained also have a high consistency. In empirical studies, the internal consistency coefficient (Cronbach α) is generally used to measure data reliability. In addition, Corrected Item-total Correlation (CITC) is adopted in this paper to delete garbage items, so as to obtain more accurate reliability results.

2. Validity analysis

Validity refers to the validity and accuracy of the scale, which is used to measure whether the item design is reasonable. Validity can be divided into content validity, structure validity and criterion validity. Validity analysis methods include item analysis, independent criterion measure validity analysis and factor analysis. The scale design in this paper refers to the mature scale developed by scholars and has high scale validity and structure validity. In addition, confirmatory factor analysis will be used to measure the structural validity of the scale on corporate values, organizational identity, and organizational citizenship behavior.

3. Difference analysis

The difference analysis is used to compare whether the difference between two or more samples is significant, mainly to analyze whether the demographic variables are different in each dimension of the scale. In order to exclude the influence of random errors in the experimental process, it is necessary to determine whether the differences between samples are mainly caused by random errors or by essential differences. In this paper, independent sample T test was used to analyze the differences of personality, marriage and organizational identity, and organizational citizenship behavior. One-way anOVA was used to analyze the differences of age, educational background, rank, working years, organizational identity, and organizational citizenship behavior.

4. Correlation analysis

Correlation analysis is a statistical analysis method to study the correlation between two or more random variables in the same status. Correlation analysis describes the closeness of the relationship between objective things and expresses it with appropriate statistical indicators. In this paper, bivariate correlation analysis method will be adopted to test the relationship between two variables and multiple variables, and Pearson correlation coefficient will be used to analyze.

5. Regression analysis

Regression analysis refers to a statistical analysis method to determine the interdependent quantitative relationship between two or more variables. On the basis of correlation analysis, this paper will further explore the causal relationship between variables and establish and test the regression model through regression analysis.

d) Reliability and validity analysis

1. Reliability analysis - Reliability analysis of corporate values scale

In this paper, CITC value and α coefficient were used to analyze the reliability of the scale to answer the reliability of the data.

Table 5-2 shows the reliability results of the corporate values scale. All the α coefficients of economic-practical scale, moral-ethical scale and emotion-development scale were greater than 0.8, indicating the high reliability of the data. For all the "α coefficients of item deleted" in the three subscales, the reliability coefficient does not increase significantly after any item is deleted, so it indicates that item should not be deleted. For the CITC values of the three subscales, all CITC values were higher than 0.6, indicating that there was a good correlation between the analysis items and a good reliability level. In conclusion, the reliability coefficient values of the three subscales of economy-practical, moral-ethical and emotion-development are higher than 0.8, indicating that the data reliability is of high quality and can be used for further analysis.

Table 5-2 Reliability analysis of corporate values scale

Variable	Scale	Item	CITC Value	The α Coefficient after Deleting the Item	Cronbach α Coefficient
Corporate Value (CV)	Economy-Practical （VE）	VE1	0.805	0.812	0.868
		VE2	0.667	0.845	
		VE3	0.65	0.85	
		VE4	0.614	0.86	
		VE5	0.731	0.83	
	Morality - Ethics （VM）	VM1	0.757	0.877	0.9
		VM2	0.714	0.888	
		VM3	0.789	0.87	
		VM4	0.809	0.866	
		VM5	0.701	0.889	
	Emotion-Development （VD）	VD1	0.642	0.904	0.892
		VD2	0.863	0.828	
		VD3	0.851	0.828	
		VD4	0.725	0.88	

2. Reliability analysis of organizational identity scale

Table 5-3 shows the reliability results of organizational identity. The α coefficient of the organizational identity scale was 0.924, greater than 0.9, indicating high reliability of the data. For all the “α coefficient of item deleted” in the scale, the reliability coefficient does not increase significantly after any item is deleted, so it indicates that item should not be deleted. For CITC values of the scale, all CITC values were higher than 0.7, indicating that there was a good correlation between the analysis items and a good reliability level. In summary, the reliability coefficient value of the study data is higher than 0.9, which indicates that the data reliability is of high quality and can be used for further analysis.

Table 5-3 Reliability analysis of organizational identity scale

Variable	Item	CITC Value	The α Coefficient after Deleting the Item	Cronbach α Coefficient
Organizational Identity (OI)	OI1	0.794	0.938	0.924
	OI2	0.817	0.905	
	OI3	0.795	0.909	
	OI4	0.848	0.901	
	OI5	0.868	0.898	
	OI6	0.805	0.907	

3. Reliability analysis of OCB scale

Table 5-4 shows the reliability results of OCB. All α coefficients of individual-oriented OCB and organization-oriented OCB subscales were greater than 0.9, indicating high reliability quality of research data. For all the “deleted α coefficients” of the two subscales, the reliability coefficients do not increase significantly after any item is deleted, so it indicates that item should not be deleted. For the CITC values of the two subscales, all CITC values were higher than 0.7, indicating that there was a good correlation between the analysis items and a good reliability level. The data reliability coefficient values of the individual-oriented OCB and organization-oriented OCB subscales are higher than 0.9, indicating that the data reliability quality is high and can be used for further analysis.

Table 5-4 Reliability analysis of OCB scale

Variable	Scale	Item	CITC Value	The α Coefficient after Deleting the Item	Cronbach α Coefficient
Organizational Citizenship Behavior (OCB)	Individual-oriented OCB (BI)	BI1	0.824	0.972	0.966
		BI2	0.95	0.95	
		BI3	0.932	0.953	
		BI4	0.919	0.956	
		BI5	0.905	0.958	
	Organizational-orientated OCB (BO)	BO1	0.843	0.915	0.933
		BO2	0.711	0.938	
		BO3	0.854	0.912	
		BO4	0.846	0.913	
		BO5	0.874	0.907	

4. Validity analysis

Confirmatory factor analysis (CFA) can be used to study convergent validity, discriminant validity, and common method bias (CMV). As can be seen from Table 5-5, the absolute values of standardized load systems are all greater than 0.6 and present significant significance, indicating a good measurement relationship. AVE (mean variance extraction) and CR (combined reliability) were used for aggregation validity (convergence validity) analysis. Confirmatory factor analysis (CFA) was performed for a total of 6 factors and 30 analysis items. As can be seen from Table 5-6, AVE values corresponding to a total of 6 factors are all greater than 0.5, and CR values are all higher than 0.7, indicating that the analyzed data has good convergence (convergence) validity.

Table 5-5

Scale		Item	Nonstandard Factor Loading	Std. Error	z (CR Value)	p	Std. Estimate
CV	VE	VE1	1.000	-	-	-	0.857
		VE2	1.094	0.058	18.915	0.000	0.919
		VE3	0.748	0.060	12.431	0.000	0.717
		VE4	0.997	0.068	14.652	0.000	0.797
		VE5	1.041	0.071	14.575	0.000	0.795
	VM	VM1	1.000	-	-	-	0.781
		VM2	0.897	0.059	15.101	0.000	0.864
		VM3	1.041	0.058	18.033	0.000	0.978
		VM4	0.764	0.072	10.653	0.000	0.655
		VM5	0.716	0.064	11.133	0.000	0.680
	VD	VD1	1.000	-	-	-	0.746
		VD2	1.182	0.076	15.539	0.000	0.967
		VD3	1.139	0.074	15.374	0.000	0.958
		VD4	1.216	0.083	14.571	0.000	0.916
OI		OI1	1.000	-	-	-	0.683
		OI2	1.617	0.133	12.152	0.000	0.894
		OI3	1.551	0.127	12.223	0.000	0.900
		OI4	1.755	0.154	11.394	0.000	0.832
		OI5	1.624	0.135	12.000	0.000	0.881
		OI6	1.543	0.136	11.355	0.000	0.829
OCB	OCB-I	BI1	1.000	-	-	-	0.844
		BI2	1.023	0.045	22.600	0.000	0.991
		BI3	0.999	0.048	20.691	0.000	0.953
		BI4	0.925	0.047	19.741	0.000	0.933
		BI5	0.885	0.053	16.779	0.000	0.857
	OCB-O	BO1	1.000	-	-	-	0.925
		BO2	0.979	0.055	17.919	0.000	0.823
		BO3	0.968	0.042	23.255	0.000	0.909
		BO4	1.055	0.051	20.701	0.000	0.873
		BO5	1.069	0.046	23.262	0.000	0.909

Table 5-6 AVE and CR index results of the model

Factor		Average Variance Extraction AVE Value	Combined reliability CR value
CV	VE	0.676	0.911
	VM	0.631	0.893
	VD	0.800	0.941
OI		0.717	0.937
OCB	OCB-I	0.834	0.961
	OCB-O	0.785	0.948

4.Difference analysis of demographic variables

Differences of gender and marital status in organizational identity and organizational citizenship behavior

In this paper, gender was divided into male and female groups, and marital status was divided into unmarried and married groups. Independent sample T test was used to analyze the differences between gender and marital status in organizational identity and organizational citizenship behavior. As shown in Table 5-7, samples of different genders show no significant difference in organizational identity and organizational citizenship behavior ($p>0.05$), which means that samples of different genders show consistency in organizational identity and organizational citizenship behavior without significant difference. As for marital status, it can be seen from Table 5-7 that marital status has significant effects on organizational identity and organizational citizenship behavior ($p<0.05$), which means that different samples of marital status have different effects on organizational identity and organizational citizenship behavior.

Table 5-7 T-test of independent samples divided by gender and marriage

Variable	Gender T-test		Marriage T-test	
	T	P	t	p
OI	-0.167	0.868	-2.626	0.012*
OCB-I	-0.630	0.532	-2.782	0.008**
OCB-O	-0.159	0.875	-3.034	0.004**

* p<0.05 ** p<0.01

Differences of age and educational background in organizational identity and organizational citizenship behavior

This paper uses one-way anOVA to examine the differences between age and educational background in organizational identity and organizational citizenship behavior. In terms of age, it can be seen from Table 5-8 that all samples of different ages have significant effects on organizational identity and organizational citizenship behavior ($p<0.05$), which means that samples of different ages have different effects on organizational identity and organizational citizenship behavior. Similarly, it can be seen from Table 5-8 that all samples with different educational backgrounds have significant effects on organizational identity and organizational citizenship behavior ($p<0.05$), which means that samples with different educational backgrounds have different effects on organizational identity and organizational citizenship behavior.

Table 5-8 One-way anOVA by age and educational background

Variable	Age		Educational Background	
	F Value	P	F Value	p
OI	4.617	0.004**	4.776	0.003**
OCB-I	4.588	0.004**	4.139	0.007**
OCB-O	6.563	0.000**	4.986	0.002**

* p<0.05 ** p<0.01

Differences of working years and ranks in organizational identity and organizational citizenship behavior

This paper uses one-way anOVA to test the differences of working years and rank in organizational identity and organizational citizenship behavior. At the level of working years, it can be seen from Table 5-9 that the new generation of employees with different working years have significant effects on organizational identity and organizational citizenship behavior ($p<0.05$), which means that the working years of the new generation of employees will have an impact on organizational identity and organizational citizenship behavior. In terms of rank, all samples of different rank have significant influence on organizational identity and organizational citizenship behavior ($p<0.05$), indicating that rank also has significant influence on organizational identity and organizational citizenship behavior.

Table 5-9 One-way anOVA by working experience and position rank

Variable	Working Experience		Position rank	
	F Value	P	F Value	p
OI	5.517	0.001**	7.323	0.000**
OCB-I	4.351	0.005**	8.531	0.000**
OCB-O	5.589	0.001**	9.677	0.000**

* p<0.05 ** p<0.01

e) Correlation analysis

This paper uses SPSS software and Pearson correlation coefficient to conduct bilateral significance test on the correlation among corporate values, organizational identity, and organizational citizenship behavior. According to the above analysis results, age, gender, marriage, educational background, rank, and work experience were taken as control variables to eliminate the influence of these variables on correlation analysis to avoid errors. Table 5-10 lists the related analysis results.

Table 5-10 Correlation analysis among variables

	1	2	3	4	5	6	7	8	9	10	11	12
1 Age	1											
2 Gender	-0.135*	1										
3 Marriage	0.725**	-0.031	1									
4 Education	-0.397**	0.006	-0.346**	1								
5 Rank	0.214**	0.007	0.241**	-0.261**	1							
6 Years	0.893**	-0.08	0.593**	-0.424**	0.154*	1						
7 VE	0.152*	0.01	0.157*	-0.069	0.067	0.153*	1					
8 VM	0.193**	0.044	0.242**	-0.126	0.161*	0.198**	0.877**	1				
9 VD	0.206**	0.015	0.224**	-0.161*	0.114	0.205**	0.810**	0.895**	1			
10 OI	0.157*	0.024	0.169*	-0.097	0.09	0.188**	0.855**	0.858**	0.823**	1		
11 OCB-I	0.210**	0.058	0.252**	-0.133	0.141*	0.182**	0.760**	0.905**	0.817**	0.706**	1	
12 OCB-O	0.244**	0.015	0.280**	-0.170*	0.201**	0.236**	0.713**	0.869**	0.803**	0.697**	0.911**	1

* p<0.05 ** p<0.01

1. Three-dimension correlation analysis of corporate values

As can be seen from Table 5-10, the three dimensions of corporate values, economy-practical, moral-ethical and emotion-development, are all significantly correlated in pairs at the level of 0.01, and their correlation coefficients are all above 0.8, reaching a high degree of correlation, indicating that the division of the three dimensions of corporate values is acceptable without collinearity or mutual substitution.

2. Analysis of corporate values and organizational citizenship behavior

As can be seen from Table 5-10, the three dimensions of corporate values, economy-practical, moral-ethical and emotion-development, are significantly correlated with OCB at the level of 0.01. The correlation coefficients between the three dimensions and OCB-I were 0.760, 0.905 and 0.817 respectively, which were all greater than 0.7, belonging to high correlation. The correlation coefficients between the three dimensions and OCB-O are 0.713, 0.869 and 0.803, respectively, which are also greater than 0.7, belonging to high correlation. Therefore, the three dimensions of corporate values, economy-practical, moral-ethical and emotion-development, and the two dimensions of organizational citizenship behavior, OCB-I and OCB-O, are highly correlated, and there is no collinearity problem.

3. Correlation analysis of corporate values and organizational identity

The three dimensions of corporate values, economy-practical, moral-ethical and emotion-development, are significantly correlated with organizational identity at the level of 0.01. The correlation coefficients of the three dimensions with organizational identity are 0.855, 0.858 and 0.823 respectively, all greater than 0.8, indicating that the three dimensions of corporate values are highly correlated with organizational identity. They don’t substitute for each other.

4. Correlation analysis of organizational identity and organizational citizenship behavior

Table 5-10 shows that organizational identity is significantly correlated with OCB-I and OCB-O at the level of 0.01. The correlation coefficient between organizational identity and OCB-I was 0.706, greater than 0.7, which was highly correlated without collinear problems. The correlation coefficient between organizational identity and OCB-O was 0.697, close to 0.7, indicating that the two were moderately correlated and acceptable.

In general, there is a significant correlation between organizational identity and organizational citizenship behavior, and there is no mutual substitution.

f) Regression analysis and hypothesis testing

SPSS software is used in this paper to conduct hierarchical regression analysis on each dimension of corporate values, organizational identity, and organizational citizenship behavior. On the basis of correlation analysis, each demographic variable is controlled to verify the relationship between each dimension, so as to test whether the theoretical model proposed in this paper is feasible and whether the hypothesis is valid.

1. Regression analysis of corporate values and organizational citizenship behavior

Table 5-11 shows the regression analysis of corporate values on individual-oriented organizational citizenship behavior. After controlling for demographic variables, economic-practical ($\beta=0.701$, $p<0.001$), moral-ethical ($\beta=0.254$, $p<0.01$) and emotion-development ($\beta=0.072$, $p<0.001$) of corporate values had significant positive effects on individual-oriented organizational citizenship behavior. The results of the regression analysis prove that the hypothesis of H1a, H1b and H1c in this paper is valid.

Table 5-12 shows the regression analysis of corporate values on organization-oriented OCB. After controlling for demographic variables, economic-practical ($\beta=0.42$, $p<0.001$), moral-ethical ($\beta=0.465$, $p<0.001$) and emotion-development ($\beta=0.089$, $p<0.05$) of corporate values had significant positive effects on organization-oriented OCB. The results of the regression analysis prove that the hypothesis of H1d, H1e and H1f in this paper is valid.

Table 5-11 Regression analysis of corporate values on individual-oriented organizational citizenship behavior

		Layer 1					Layer 2				
		B□	Std.er□	t□	p□	β□	B□	Std.er□	t□	p□	β□
Control variables	Gender	0.187	0.18	1.043	0.298	0.071	-0.013	0.049	-0.269	0.788	-0.005
	Age	0.041	0.175	0.235	0.815	0.042	0.049	0.048	1.023	0.308	0.05
	Marriage	0.474	0.254	1.865	0.064	0.186	0.004	0.069	0.051	0.959	0.001
	Education	0.015	0.128	0.115	0.908	0.018	-0.062	0.035	-1.749	0.082	-0.074
	Rank	0.13	0.117	1.111	0.268	0.078	-0.070*	0.032	-2.223	0.027	-0.042
	Years	-0.039	0.119	-0.326	0.745	-0.025	-0.063*	0.032	-1.976	0.049	-0.04
Independent variable - CV	VE						0.645**	0.031	20.727	0	0.701
	VM						0.243**	0.032	7.573	0	0.254
	VD						0.061**	0.021	2.935	0.004	0.072
	R^2	0.077					0.934				
Goodness of fit of model	Adjust R^2	0.051					0.931				
	F	F (6,210) =2.931, p=0.009					F (9,207) =325.400, p=0.000				
	$\triangle R^2$	0.077					0.857				
	$\triangle F$ □	F (6,210) =2.931, p=0.009					F (3,207) =895.442, p=0.000				

The dependent variable：OCB-I

* p<0.05 ** p<0.01

Table 5-12 Regression analysis of corporate values on organizational-oriented organizational citizenship behavior

		Layer 1					Layer 2				
		B□	Std.er□	t□	p□	β□	B□	Std.er□	t□	p□	β□
Control variables	Gender	0.059	0.177	0.333	0.739	0.022	-0.12	0.073	-1.645	0.102	-0.045
	Age	-0.077	0.172	-0.447	0.655	-0.079	-0.021	0.072	-0.294	0.769	-0.022
	Marriage	0.519*	0.25	2.077	0.039	0.204	0.061	0.104	0.581	0.562	0.024
	Education	0.128	0.126	1.014	0.312	0.154	0.009	0.053	0.169	0.866	0.011
	Rank	0.228*	0.115	1.991	0.048	0.137	0.05	0.048	1.051	0.294	0.03
	Years	-0.047	0.117	-0.4	0.689	-0.03	-0.063	0.048	-1.307	0.193	-0.04
Independent variable - CV	VE						0.386**	0.047	8.256	0	0.42
	VM						0.445**	0.048	9.206	0	0.465
	VD						0.075*	0.031	2.402	0.017	0.089
Goodness of fit of model	R^2	0.107					0.851				
	Adjust R^2	0.082					0.844				
	F	F (6,210) =4.199, p=0.001					F (9,207) =130.915, p=0.000				
	$\triangle R^2$	0.107					0.743				
	$\triangle F$ □	F (6,210) =4.199, p=0.001					F (3,207) =343.278, p=0.000				

The dependent variable：OCB-O

* p<0.05 ** p<0.01

2. Regression analysis of corporate values and organizational identity

Table 5-13 shows the regression analysis of corporate values on organizational identity. After controlling for demographic variables, economic-practical ($\beta=0.553$, $p<0.001$), moral-ethical ($\beta=0.242$, $p<0.001$) and emotion-development ($\beta=0.155$, $p<0.05$) of corporate values had significant positive effects on organizational identity. The results of the regression analysis prove that the assumptions of H2a, H2b and H2c in this paper are valid.

3. Regression analysis of organizational identity and organizational citizenship behavior

The regression analysis of organizational identity on individual-oriented organizational citizenship behavior is shown in Table 5-14. After controlling for demographic variables, organizational identity ($\beta=0.803$, $p<0.001$) had a significant positive effect on individual-oriented organizational citizenship behavior. The results of the regression analysis prove that hypothesis H3a in this paper is valid.

The regression analysis of organizational identity on organization-oriented organizational citizenship behavior is shown in Table 5-15. After controlling for demographic variables, organizational identity ($\beta=0.772$, $p<0.001$) had a significant positive impact on organization-oriented OCB. The results of the regression analysis prove that hypothesis H3b in this paper is valid.

Table 5-13 Regression analysis of corporate values on organizational identity

		Layer 1					Layer 2				
		B□	Std.er□	t□	p□	β□	B□	Std.er□	t□	p□	β□
Control variables	Gender	0.06	0.181	0.333	0.739	0.023	-0.053	0.08	-0.665	0.507	-0.02
	Age	-0.054	0.176	-0.308	0.759	-0.055	0.066	0.078	0.851	0.396	0.068
	Marriage	0.392	0.256	1.533	0.127	0.154	-0.057	0.113	-0.5	0.618	-0.022
	Education	0.109	0.129	0.845	0.399	0.131	-0.04	0.057	-0.692	0.49	-0.048
	Rank	0.087	0.117	0.744	0.457	0.052	-0.071	0.052	-1.377	0.17	-0.043
	Years	-0.096	0.12	-0.8	0.424	-0.061	-0.101	0.052	-1.931	0.055	-0.064
Independent variable - CV	VE						0.553**	0.089	6.211	0	0.553
	VM						0.242**	0.06	4.072	0	0.242
	VD						0.142*	0.058	2.46	0.015	0.155
Goodness of fit of model	R^2	0.066					0.823				
	Adjust R^2	0.039					0.815				
	F	F (6,210) =2.476, p=0.025					F (9,207) =106.969, p=0.000				
	$\triangle R^2$	0.066					0.757				
	△F □	F (6,210) =2.476, p=0.025					F (3,207) =295.146,p=0.000				

The dependent variable：OI

* p<0.05 ** p<0.01

Table 5-14 Regression analysis of organizational identity on individual-oriented organizational citizenship behavior

		Layer 1					Layer 2				
		B□	Std.er□	t□	p□	β□	B□	Std.er□	t□	p□	β□
Control variables	Gender	0.187	0.18	1.043	0.298	0.071	0.139	0.106	1.309	0.192	0.052
	Age	0.041	0.175	0.235	0.815	0.042	0.084	0.103	0.817	0.415	0.087
	Marriage	0.474	0.254	1.865	0.064	0.186	0.159	0.151	1.054	0.293	0.062
	Education	0.015	0.128	0.115	0.908	0.018	-0.073	0.076	-0.957	0.34	-0.087
	Rank	0.13	0.117	1.111	0.268	0.078	0.059	0.069	0.861	0.39	0.036
	Years	-0.039	0.119	-0.326	0.745	-0.025	0.038	0.07	0.541	0.589	0.024
Independent variable	OI						0.803**	0.041	19.782	0	0.803
Goodness of fit of model	R^2	0.077					0.679				
	Adjust R^2	0.051					0.668				
	F	F (6,210) =2.931, p=0.009					F (7,209) =63.085, p=0.000				
	$\triangle R^2$	0.077					0.601				
	$\triangle F$ □	F (6,210) =2.931, p=0.009					F (1,209) =391.326, p=0.000				

The dependent variable：OCB-I

* p<0.05 ** p<0.01

Table 5-15 Regression analysis of organizational identity on organization-oriented organizational citizenship behavior

		Layer 1					Layer 2				
		B□	Std.er□	t□	p□	β□	B□	Std.er□	t□	p□	β□
Control variables	Gender	0.059	0.177	0.333	0.739	0.022	0.012	0.109	0.114	0.91	0.005
	Age	-0.077	0.172	-0.447	0.655	-0.079	-0.035	0.106	-0.333	0.74	-0.036
	Marriage	0.519*	0.25	2.077	0.039	0.204	0.216	0.154	1.401	0.163	0.085
	Education	0.128	0.126	1.014	0.312	0.154	0.044	0.078	0.563	0.574	0.053
	Rank	0.228*	0.115	1.991	0.048	0.137	0.161*	0.071	2.279	0.024	0.097
	Years	-0.047	0.117	-0.4	0.689	-0.03	0.027	0.072	0.377	0.707	0.017
Independent variable	OI						0.772**	0.041	18.632	0	0.772
Goodness of fit of model	R^2	0.107					0.664				
	Adjust R^2	0.082					0.653				
	F	F (6,210) =4.199, p=0.001					F (7,209) =59.125, p=0.000				
	$\triangle R^2$	0.107					0.557				
	$\triangle F$ □	F (6,210) =4.199, p=0.001					F (1,209) =347.144, p=0.000				

The dependent variable：OCB-O

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

4. Testing the mediating role of organizational identity

Hierarchical regression analysis was used to examine the mediating effect of organizational identity. The mediating effect models can be divided into three regression models. In the mediating effect research model, c represents the regression coefficient of X to Y (when there is no mediating variable M in the model), namely, the total effect. a represents the regression coefficient of X to M, b represents the regression coefficient of M to Y, and a*b is the product of a and b, namely the intermediate effect. c' represents the regression coefficient of X to Y (when there is an intermediate variable M in the model), namely, the direct effect. If a and b are significant, and c' is significant, and a*b is the same sign as c', it is a partial mediation.

5. The mediating role of organizational identity in corporate values and organizational citizenship behavior

In Table 5-16, it can be seen that there is a significant positive relationship between corporate values and organizational citizenship behavior, with correlation coefficient B=0.835 ($p<0.001$). After adding the intermediate variable organizational identity, the correlation coefficient between corporate values and OCB decreased (B=0.467, $p<0.001$), indicating that organizational identity plays a partial mediating role in the relationship between corporate values and OCB. It can also be seen from Table 5-17 that a and b are significant, and c' is significant, and a*b has the same name as c', again indicating the partial mediating effect of organizational identity. Therefore, assume that H4 is supported.

Table 5-16 Analysis results of the mediating effect of OI on CV and OCB

	OCB			OI			OCB		
	B□	t□	p□	B□	t□	p□	B□	t□	p□
CV	0.835**	22.256	0	0.885**	27.832	0	0.467**	6.185	0
OI							0.416**	5.509	0
R^2	0.697			0.783			0.735		
Adjust R^2	0.696			0.782			0.732		
F□	F (1,215) =495.339, p=0.000			F (1,215) =774.641, p=0.000			F (2,214) =296.647, p=0.000		

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

Table 5-17 Summary of mediation tests 1

	C	A	b	a*b	a*b (95% BootCI)	c’
CV→OI→OCB	0.835**	0.885**	0.416**	0.368	0.121 ~ 0.589	0.467**
Conclusion	partial mediation					

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

6. The mediating role of organizational identity in economic-practical and organizational citizenship behavior

It can be seen from Table 5-18 that there is a significant positive relationship between economy-practical and individual-oriented OCB with correlation coefficient B=0.760 ($p<0.001$). After the addition of the intermediate variable organizational identity, the correlation coefficient between economy-practice and OCB-I decreased (B=0.284, $p<0.001$), indicating that organizational identity played a partial mediating role in economy-utility and OCB-I. It can also be seen from Table 5-19 that a and b are significant, and c' is significant, and a*b has the same name as c', again indicating the partial mediating effect of organizational identity. Therefore, H4a is assumed to be supported.

Table 5-18 Analysis results of the mediating effect of OI on VE and OCB-I

	OCB-I			OI			OCB-I		
	B□	t□	p□	B□	t□	p□	B□	t□	p□
VE	0.760**	17.134	0	0.810**	20.24	0	0.284**	4.424	0
OI							0.587**	9.137	0
R^2	0.577			0.656			0.696		
Adjust R^2	0.575			0.654			0.693		
F□	F (1,215) =293.567, p=0.000			F (1,215) =409.661, p=0.000			F (2,214) =244.848, p=0.000		

* p<0.05 ** p<0.01

Table 5-19 Summary of mediation tests 2

	C	A	b	a*b	a*b (95% BootCI)	c’
VE→OI→OCB-I	0.760**	0.810**	0.587**	0.475	0.331 ~ 0.621	0.284**
Conclusion	partial mediation					
* p<0.05 ** p<0.01						

It can be seen from Table 5-20 that there is a significant positive relationship between economy-practical and organization-oriented OCB, with correlation coefficient B=0.713 (p<0.001). After adding the intermediate variable organizational identity, the correlation coefficient between economy-utility and OCB-O decreased (B=0.183, p<0.001), indicating that organizational identity played a partial mediating role in economy-utility and OCB-O. It can also be seen from Table 5-21 that a and b are significant, and c’ is significant, and a*b has the same name as c’, again indicating the partial mediating effect of organizational identity. Therefore, assume that H4b is supported.

Table 5-20 Analysis results of the mediating effect of OI on VE and OCB-O

	OCB-O			OI			OCB-O		
	B□	t□	p□	B□	t□	p□	B□	t□	p□
VE	0.713**	14.927	0	0.810**	20.24	0	0.183**	2.678	0.008
OI							0.655**	9.595	0
R^2	0.509			0.656			0.657		
Adjust R^2	0.507			0.654			0.653		
F□	F (1,215) =222.820, p=0.000			F (1,215) =409.661, p=0.000			F (2,214) =204.636, p=0.000		
* p<0.05 ** p<0.01									

Table 5-21 Summary of mediation tests 3

	C	A	b	a*b	a*b (95% BootCI)	c’
VE→OI→OCB-O	0.713**	0.810**	0.655**	0.531	0.349 ~ 0.705	0.183**
Conclusion	partial mediation					
* p<0.05 ** p<0.01						

7. The mediating role of organizational identity in moral-ethics and organizational citizenship behavior

It can be seen from Table 5-22 that there is a significant positive relationship between moral-ethics and individual-oriented OCB, with correlation coefficient B=0.730 (p<0.001). After the addition of the intermediate variable organizational identity, the correlation coefficient between moral-ethics and OCB-I decreased somewhat (B=0.351, p<0.001), indicating that organizational identity played a partial mediating role in the moral-ethics and OCB-I. It can also be seen from Table 5-23 that a and b are significant, and c’ is significant, and a*b has the same name as c’, which again demonstrates the partial mediating effect of organizational identity. Therefore, H4c is assumed to be supported.

Table 5-22 Analysis results of the mediating effect of OI on VM and OCB-I

	OCB-I			OI			OCB-I		
	B□	t□	p□	B□	t□	p□	B□	t□	p□
VM	0.730**	17.193	0	0.678**	14.661	0	0.351**	7.352	0
OI							0.559**	11.227	0
R^2	0.579			0.5			0.735		
Adjust R^2	0.577			0.498			0.733		
F□	F (1,215) =295.602, p=0.000			F (1,215) =214.930, p=0.000			F (2,214) =296.791, p=0.000		
* p<0.05 ** p<0.01									

Table 5-23 Summary of mediation tests 4

	C	A	b	a*b	a*b (95% BootCI)	c’
VM→OI→OCB-I	0.730**	0.678**	0.559**	0.379	0.233 ~ 0.605	0.351**
Conclusion	partial mediation					
* p<0.05 ** p<0.01						

It can be seen from Table 5-24 that there is a significant positive relationship between moral-ethics and organization-oriented OCB, with correlation coefficient B=0.595 (p<0.001). After the addition of the intermediate variable organizational identity, the correlation coefficient between moral-ethics and OCB-O decreased (B=0.152, p<0.01), indicating that organizational identity plays a partial mediating role in the moral-ethics and OCB-O. It can also be seen from Table 5-25 that a and b are significant, and c' is significant, and a*b has the same name as c', which again demonstrates the partial mediating effect of organizational identity. Therefore, it is assumed that H4d is supported.

Table 5-24 Analysis results of the mediating effect of OI on VM and OCB-O

	OCB-O			OI			OCB-O		
	B□	t□	p□	B□	t□	p□	B□	t□	p□
VM	0.595**	11.888	0	0.638**	13.424	0	0.152**	2.97	0.003
OI							0.695**	12.84	0
R ²	0.397			0.456			0.659		
Adjust R ²	0.394			0.453			0.656		
F□	F (1,215) =141.326, p=0.000			F (1,215) =180.194, p=0.000			F (2,214) =206.955, p=0.000		
* p<0.05 ** p<0.01									

Table 5-25 Summary of mediation tests 5

	C	A	b	a*b	a*b (95% BootCI)	c'
VM→OI→OCB-O	0.595**	0.638**	0.695**	0.443	0.274 ~ 0.679	0.152**
Conclusion	partial mediation					
* p<0.05 ** p<0.01						

8. The mediating role of organizational identity in emotion-development and organizational citizenship behavior

It can be seen from Table 5-26 that there is a significant positive relationship between emotion-development and individual-oriented OCB, with correlation coefficient B=0.635 (p<0.001). After the addition of the intermediate variable organizational identity, the correlation coefficient between emotion-development and OCB-I decreased somewhat (B=0.177, p<0.05), indicating that organizational identity plays a partial mediating role in the relationship between emotion-development and OCB-I. It can also be seen from Table 5-27 that a and b are significant, and c' is significant, and a*b has the same name as c', which again demonstrates the partial mediating effect of organizational identity. Therefore, assume that H4e is supported.

It can be seen from Table 5-28 that there is a significant positive relationship between emotion-development and organization-oriented OCB, with correlation coefficient B=0.565 (p<0.001). After the addition of the intermediate variable organizational identity, the correlation coefficient between emotion-development and OCB-O decreased (B=0.168, p<0.05), indicating that organizational identity plays a partial mediating role in the relationship between emotion-development and OCB-O. It can also be seen from Table 5-29 that a and b are significant, and c' is significant, and a*b has the same name as c', again indicating the partial mediating effect of organizational identity. Therefore, it is assumed that H4f is supported.

Table 5-26 Analysis results of the mediating effect of OI on VD and OCB-I

	OCB-I			OI			OCB-I		
	B□	t□	p□	B□	t□	p□	B□	t□	p□
VD	0.635**	18.18	0	0.737**	30.966	0	0.177*	2.384	0.018
OI							0.622**	6.844	0
R^2	0.606			0.817			0.677		
Adjust R^2	0.604			0.816			0.674		
F□	F (1,215) =295.602, p=0.000			F (1,215) =214.930, p=0.000			F (2,214) =296.791, p=0.000		
* p<0.05 ** p<0.01									

Table 5-27 Summary of mediation tests 6

	C	A	b	a*b	a*b (95% BootCI)	c’
VD→OI→OCB-I	0.635**	0.737**	0.622**	0.458	0.343 ~ 0.833	0.177*
Conclusion	partial mediation					
* p<0.05 ** p<0.01						

Table 5-28 Analysis results of the mediating effect of OI on VD and OCB-O

	OCB-O			OI			OCB-O		
	B□	t□	p□	B□	t□	p□	B□	t□	p□
VD	0.565**	15.446	0	0.631**	20.296	0	0.168**	3.184	0.002
OI							0.628**	9.241	0
R^2	0.526			0.657			0.661		
Adjust R^2	0.524			0.655			0.658		
F□	F (1,215) =238.574, p=0.000			F (1,215) =411.908, p=0.000			F (2,214) =208.810, p=0.000		
* p<0.05 ** p<0.01									

Table 5-29 Summary of mediation tests 7

	C	A	b	a*b	a*b (95% BootCI)	c’
VD→OI→OCB-O	0.565**	0.631**	0.628**	0.396	0.348 ~ 0.671	0.168**
Conclusion	partial mediation					
* p<0.05 ** p<0.01						

9. Final research model

On the basis of existing studies, the final theoretical model of corporate values, organizational identity and organizational citizenship behavior is constructed through hypothesis testing and initial model verification, as shown in Figure 5-1.

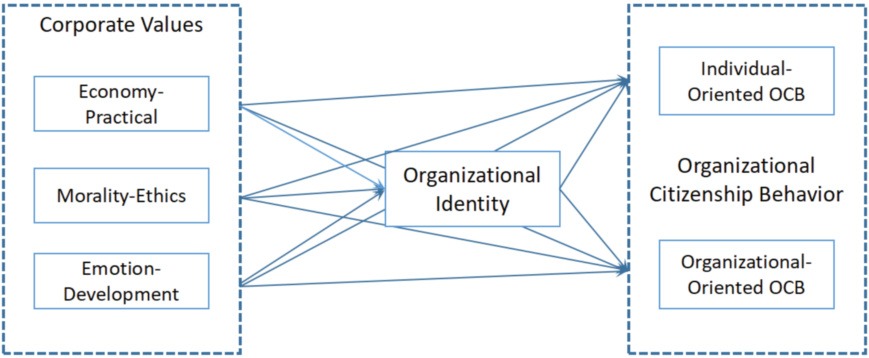

Figure 5-1 Final theoretical model of corporate values, organizational identity, and organizational citizenship behavior

6. Research Results and Prospects

Based on the above theoretical analysis and empirical test results, this section will summarize the research conclusions and put forward constructive suggestions on the basis of the conclusions. Finally, it will summarize the shortcomings of this study and put forward future research prospects.

1. Research conclusions

Demographic differences in organizational identity and organizational citizenship behavior

This paper studies the differences of demographic variables in organizational identity and organizational citizenship behavior, and finds that marital status, age, educational background, rank and working years have significant differences in organizational identity and organizational citizenship behavior, while gender has no significant impact on organizational identity and organizational citizenship behavior.

Gender and marital status

The independent sample T test for both gender and marital status shows that gender has no significant influence on organizational identity and organizational citizenship behavior, but marital status does. This conclusion is partially different from the research results of some scholars. The difference is that many scholars' research results believe that gender shows differences in OI and OCB. Specifically, female employees are more likely to perform OCB-I, while male employees are more likely to perform OCB-O. They also believe that married employees are more likely to perform OCB-O because of their preference for stability and a stronger sense of belonging. However, some scholars believe that gender and marriage show no difference in OCB, because the new generation of employees are more independent, and the biased treatment of gender and marriage status in organizations is gradually disappearing, and more organizations are treating each other equally.

Different age, educational background, rank, and work experience

In this study, through one-way anOVA, it can be seen that age, rank and work experience have significant effects on organizational identity and organizational citizenship behavior. The conclusion shows that the older the employee, the higher rank the employee and the more experienced the employee are more likely to have the sense of identity and belonging to the organization. Younger employees and lower-ranking employees showed weaker OI. The explanation for this conclusion can be that young employees, generally in a state of low rank, are in a state of passive acceptance of corporate values. They have less work experience and a less comprehensive understanding of corporate values. Low pay and benefits, low decision-making power, and frequent ordering are associated with low job satisfaction, low OI, and low OCB. The results show that educational background also has significant influence on OI and OCB. Highly educated employees are engaged in more complex and flexible work, while less educated employees are engaged in repetitive and boring work. In contrast, highly educated employees are more likely to be satisfied with their jobs and have higher OI.

Corporate values have a significant positive impact on organizational citizenship behavior

In the research on the impact of corporate values on organizational citizenship behavior, hypothesis H1, H1a, H1b, H1c, H1d, H1e and H1f are all supported. That is, economy-practice, moral-ethics and emotion-development all have a significant positive impact on the individual-oriented and organization-oriented OCB. This study excluded demographic effects and had a small margin of error. This conclusion is consistent with the previous research results of scholars. In the regression equation of corporate values and OCB, the correlation coefficient between VE and VM is much higher than VD, indicating that VD and VE have a more significant positive impact on OCB. The new generation of employees pay more attention to the ethics and morality in the organization, tend to the organizational atmosphere with high teamwork, and prefer the decision-making process with high participation. At the same time, the new generation of employees embody high achievement orientation and self-value realization orientation and are willing to make progress together with the organization. In a good organizational atmosphere, they are willing to help colleagues and protect enterprise resources.

Corporate values have a significant positive impact on organizational identity

The regression equation results of corporate values and organizational identity show that hypothesis H2, H2a, H2b and H2c are supported. That is, economy-practice, moral-ethics and emotion-development all have a significant positive impact on organizational identity. This conclusion is consistent with previous studies. VE, VM and VM all have moderate influence on OI. The new generation of employees' identification with the organization is based on the matching of personal values and corporate values. The organization's moral standards and code of conduct will affect the new generation of employees' identification with the organization. Organizational atmosphere, leadership style and team culture will affect employees' sense of belonging. Employees feel a sense of responsibility to the organization when they perceive a strong alignment between corporate and individual attitudes toward competition and pursuit of achievement.

Organizational identity has a significant positive impact on organizational citizenship behavior

The results of regression equation of organizational identity for individual-oriented and organization-oriented organizational citizenship behavior confirm that hypothesis H3, H3a and H3b are valid. That is, OI has a significant positive effect on OCB-I and OCB-O. This conclusion is consistent with the research results of scholars. The regression equation shows that organizational identity is highly influenced by OCB-I and

OCB-O coefficients. The stronger the psychological contract between the employee and the organization, the more spontaneous OCB the employee will exhibit. Based on the sense of identity and belonging, employees are willing to establish friendly relations with others in the organization and willing to help colleagues who are in trouble at work. If the mission and vision of the organization are matched with the personal goals of the employees, the employees are more willing to do things that improve the performance of the organization and promote the development of the organization. Employees regard the reputation of the organization as their own, so they will unconsciously maintain organizational resources and protect the image of the organization.

Organizational identity plays a mediating role in the impact of corporate values on organizational citizenship behavior

The mediating role of organizational identity is based on social identity theory and social exchange theory. According to the hierarchical regression analysis, we can see that after organization agreed to join the regression equation, the enterprise values three dimensions economy-practice, moral-ethics, emotion-development of individual-oriented and organization-oriented OCB of regression coefficients are reduced, that organizational identification plays a part in corporate values influence on organizational citizenship intermediary role. That is, corporate values can directly affect OCB, and can also affect OI first, and then affect OCB. Assume that H4, H4a, H4b, H4c, H4d, H4e, H4f are supported. This conclusion indicates that to improve organizational citizenship behavior, corporate values can be developed, or organizational identity can be enhanced.

2. Suggestions

Establish good corporate values

In short, corporate values are the choices made by decision makers on the nature, objectives, and operation mode of the enterprise, and are common concepts accepted by employees. Corporate values are the main values shared by all employees and dominate the spirit of employees.

Corporate values are the product of long-term accumulation, not sudden production, nor spontaneous generation. Enterprises need to cultivate values consciously. Only when employees agree with corporate values can they form a common pursuit and vision with the enterprise.

Economy-practical

In order to establish good values, enterprises should pay attention to the key driving factors of values at the economy-practical level. Establish correct goal-oriented, performance appraisal system, reward and punishment mechanism and promotion channel, guide and motivate employees to achieve high performance through correct methods and show rational thinking in the fierce competition environment. Let employees and the enterprise become a community of interests, improve work efficiency, constantly enhance the market resilience, form a good atmosphere of focusing on the development of the cause from top to bottom, contribute to the development of the company’s talent and energy. A positive, energetic, and efficient organization can make employees feel hopeful and psychologically safer. The new generation of employees have a high tendency of self-achievement, and they are willing to work together with the company on a level playing field. The values of the enterprise should inspire people, so as to gain recognition from more employees.

Morality-ethics

Corporate values are unique cultural elements that cannot be traded or imitated. Moral- ethics refers to the criteria for judging what is good or bad, or moral responsibility, and refers to how to choose what values and action provisions. Ethical values in enterprises influence decision-making styles. In an organization, employees’ ethical values are influenced by organizational culture and other people’s behaviors. Informal moral-ethical values are what companies advocate, what they favor, what they oppose, and what they criticize. The new generation of employees like teamwork, decision-making style with high participation, harmonious interpersonal relationship, and office atmosphere. They don’t like internal strife and autocratic power.

Companies need to identify and articulate the behaviors and practices that lead to a shift in corporate values toward the desired direction. Make sure to use simple and easy to understand language, clearly explain the enterprise’s sole criteria for judging right and wrong and form a long-term value system with distinct judgment characteristics. Corporate values must follow the general moral standards of the society, and effectively deal with a series of important relationships with human society and individual values.

Emotion-development

Human needs are hierarchical, including not only basic needs such as physiology and safety, but also high-level spiritual needs such as emotion, self-esteem, and self-realization. High spiritual needs are generally expressed through values. When the individual values are consistent with the enterprise values, employees will regard working for the enterprise as fighting for their own ideals. If the economic and practical aspects are the low-level needs, then the emotional development is to reflect the high level of spiritual needs. After getting material satisfaction, employees will think about spiritual fit. Therefore, the premise of establishing good emotion-development is to establish economic-practical and moral-ethical values. Employees and enterprises have the same mission and vision, to work together.

Corporate culture building

To build and develop the mission, vision, core values and business philosophy of the company. Provide common goals and direction to employees. And guide and restrain employee behavior, in order to form enterprise cohesion. In addition, the goal system of the enterprise should be established, and short-term, medium-term and long-term plans should be set according to the mission and vision of the enterprise. Divide the target tasks step by step and assign them to employees. At the same time, pay attention to the communication with employees, so that employees can understand the close relationship between their work and enterprise goals and enhance their sense of responsibility. It enables employees and enterprises to form a community of interests. When employees' sense of responsibility is enhanced, it means that they identify more with the enterprise.

Improve employees' sense of gain

The sense of acquisition is a sense of echo, the rationalization of enterprise employees can quickly get feedback and solution. The sense of gain is also a sense of benefit, that is, employees can share the fruits of the development of the enterprise, and their income and welfare continue to improve with the development of the enterprise. The sense of acquisition is also a sense of participation and dignity. Enterprise employees can participate in the operation and management activities of the enterprise, and also participate in part of the decision-making process.

Managerial support and role clarity

Employees' impressions of a company usually come from their immediate superiors, so it is very important to form an excellent and cohesive team as well as a proper leadership style and management philosophy. Employees who are supported by their leaders are more motivated. At the same time, leaders can stimulate employees' motivation and vitality by empowering them to a certain extent, such as the ability to push things to be accomplished and mobilize resources, reduce employees' negative emotions caused by being dominated and increase their self-efficacy. In addition, managers should clarify employees' roles and tasks, avoid issuing repetitive, vague, uninformed and contradictory orders, and reduce role pressure. These methods can make employees happier at work and thus feel a stronger sense of belonging to the organization.

Build incentives and promotion mechanisms

Fair, reasonable, and competitive salary incentive system and promotion channels can improve employees' satisfaction and recognition of the enterprise. It is very important to ensure that employees enjoy their work and get a sense of security from the organization. Only when they are satisfied with their work and have a sense of hope for the future, employees will identify with the organization more and reduce their leaving tendency.

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CHAPTER FOUR

EXPLORING THE STATUS AND IMPROVEMENT MEASURES OF EMPLOYEES' TRAINING AND DEVELOPMENT IN CHINA'S SMEs

MINGFENG ZHU

1. Background

According to Shin et al. (2017), the global recession, Brexit and other factors have made the market environment full of uncertainties and more complex. In this context, it is not enough to rely solely on the leverage of material and financial resources to maintain the existing market advantage, enterprises should also have flexibility, innovation, novel interpretation of market dynamics and timely grasp of business opportunities.

In this complex and changeable economic environment, more and more business managers are realising the important role that the LTD function plays in the practices related to human resources. This is in line with Noe and Kodwani (2018) who argued that LTD, as an integral part of HRM, is one of the important functions in HRM practice. Similarly, Dixit and Sinha (2020) also stated that LTD is used as one of the strategic tools for developing valuable human resources in the HRD field. In order to gain sustainable competitive advantage, Bai et al. (2017) and Senge (2014) both believed that an organisation needs to have a stronger learning ability than its competitors, and training is seen as a central part of the process in achieving this development goal. This means that for an organisation to enhance its competitiveness and accomplish its corporate goals, it needs to continuously learn and update their existing knowledge. In an enterprise, people are the only resource that possesses a wide range of knowledge, therefore, if the enterprise wants to create new value in a dynamic market environment, it needs to focus on the management and development of human resources and provide access to T&D opportunities for their employees (Voca & Havolli, 2019).

Most academics and business practitioners believe that the development and the strategic management of human resources have a significant positive impact on an organisation's position and competitiveness in the business marketplace, but in practice, the academic and industry focus only on multinational enterprises or large enterprises, neglecting the category of enterprises that generate rapid economic growth in industrialised countries – SMEs (Beaver & Hutchings, 2005).

In the view of Cardon and Valentin (2017), the presence of SMEs, both in established and emerging economies, has brought a large number of jobs to the labour market and has been a key driver to promote significant economic growth. In the United States, for example, about 99.5% of businesses are SMEs; also, since the late 1990s, about two-thirds of new jobs in the US have been generated by SMEs (Brown, 2017). Similarly, according to the latest data from the European Commission (2019) before Brexit, it can be found that SMEs account for over 99% of all businesses in the EU member states. In terms of employment opportunities, SMEs contribute more than 66% on average to the EU countries, with the lowest contribution being made by the UK at 47% and the highest by Malta with 85% of SME employment (EC, 2019). In addition, 56% of the EU's revenue is generated by SMEs (EC, 2019). As can be seen from this, the actual proportion of SMEs in the global commercial market is as high as 99% and not only that, but their presence also provides over 50% of the employment market (Short & Gray, 2018).

Although the importance of SMEs is increasingly recognized as a source of dynamism to economies everywhere, the area of employee training and development in SMEs often does not receive the attention it deserves (Cardon & Valentin, 2017). Short and Gray (2018) made the same finding when reviewing the literature on HRD in SMEs. They noted that the vast amount of extant literature and resources on HRD does focus on employees' LTD in the workplace. For instance, the Human Resource Development Quarterly and its website demonstrate a high level of interest and focus on topics related to HRD, with keywords mostly related to "workplace learning", "organisational learning", "organisational performance", "workplace issues", etc. (Short & Gray, 2018). However, it is worth noting that while the HRDQ and its website publish a large number of articles on employees' learning in a variety of workplaces, one area that is often overlooked is that relating to employees' LTD in SMEs.

According to Susomrith and Coetzer (2015), different scholars stated from different perspectives that the lack of T&D activities in SMEs is detrimental to business development. For example, Kotey and Folker (2007) pointed out that SMEs cannot gain a strong competitive advantage if organisations do not implement HR practices or development activities that are aligned with their development goals. Some scholars also believed that the lack of T&D for SMEs will lead to lower organizational commitment and job satisfaction of employees, making SMEs more difficult to manage proximal human resources (Pajo et al., 2010). In addition, according to Devins and Gold (2002), in the documents issued by the government, more and more policies point out that learning and knowledge play a pivotal role in economic games. Despite numerous policies emphasising the importance of learning, the T&D of employees in SMEs has encountered various obstacles in its practical application, resulting in its implementation not being as effective as expected or simply ineffective (Dixit & Sinha, 2020). Devins and Gold (2002) found that the introduction of new knowledge into SMEs by external agencies is often seen as unnecessary by SMEs' managers or administrators, even if the learning or training activities are funded by the government.

At the beginning of the 21st century, Beaver (2002) suggested that although thousands of SMEs were born every year, only a very few of them could survive in the fierce market competition and operate successfully for more than a decade. Beaver and Hutchings (2005) believed that this is because most SMEs lacked clear and firm development goals and plans, and they also lacked awareness of the management and cultivation of their own personnel. However, the management and development of employees also plays an important role in SMEs. In other words, if SMEs implement T&D programmes that are applicable to their strategic development, it can help them not only to take a competitive position in the market, but also to adapt to the complex and changeable business environment and to make changes when necessary (Beaver & Hutchings, 2005).

2. Research Design

After reviewing the literature related to the topic, this part mainly introduces the methodology of this study. This paper adopts qualitative research method, collects original data through interviews, and comprehensively analyses secondary data and primary data through combing literature. According to Collis and Hussey (2013), the collection of qualitative data in interpretivist research broadly involves the following processes: firstly, the identification of samples or cases; secondly, selecting the method of data collection; thirdly, determining what data are needed and designing the corresponding research questions; then, conducting a pilot study if necessary, and the research methods used can be modified in time; finally, completing the objective of collecting qualitative data. Based on this, this section gives a detailed description in three aspects, namely research questions, research aim and objectives, research method, data collection and analysis and trustworthiness and ethics, respectively.

Bai et al. (2017) pointed out that since the end of the 20th century, China has continuously carried out economic reform, and through the efforts of the recent decades or so, the industrial output value has achieved rapid growth, and gradually realized the transition to a stable economic development. During this phase of rapid economic development, the problem of the lack of skilled employees in SMEs has gradually come to light (Bai et al., 2017; Ng & Siu, 2004). Based on the overall research background mentioned above, I hope that this study will allow me to put forward some suggestions for improving the T&D programmes for the employees in China SMEs from the perspective of employees. In order to achieve this ultimate aim, the specific research objectives of this topic relate to the following three aspects:

- firstly, to investigate common patterns of learning and training as they apply to SMEs; and
- secondly, to identify the factors that influence the LTD of SMEs' employees, especially in Chinese SMEs; and
- thirdly, to explore employees' perceptions of existing T&D and their real needs in Chinese SMEs.

In response to the above research aim and objectives, the research questions in the study encompass the following three main ones:

1. What are the common patterns or characteristics of LTD in SMEs?
2. What are the factors that influence employees' LTD in SMEs in China?
3. What are the learning and training needs of SMEs' employees in China?

Based on the above content, on the one hand, I will conduct a preliminary analysis of the current situation and factors influencing employees' LTD in SMEs by critically reviewing the relevant literature (secondary data). At the same time, I will also collect first-hand data through interviews to verify and refine the influencing factors mentioned above, summarise the problems of employees' T&D in Chinese SMEs, and further analyse these data from the employees' perspective to understand their learning experience and training needs, so as to suggest improvements for employees' T&D programmes in China's SMEs.

a) Research Questions, Aim and Objectives

The ultimate aim of this study is to put forward suggestions for improving the T&D programmes for employees of Chinese SMEs from the perspective of the employees. Therefore, the specific research objectives of this project are as follows:

- the first one is to investigate the common learning and training patterns applicable to SMEs and the current situation of T&D in Chinese SMEs; and
- the second one is to identify the factors that affect the LTD of employees in SMEs, especially in Chinese SMEs; and
- the third one is to explore employees' views on current T&D and their real learning needs in Chinese SMEs.

In order to fulfil the above research aim and objectives, the research questions in this research comprise three main ones.

a) What are the common patterns or characteristics of LTD in SMEs?
b) What are the factors that influence LTD of employees in SMEs?
c) What is the evaluation of existing training activities by employees of Chinese SMEs? What are their learning needs and expectations of T&D?

b) Research Method

O'Gorman and MacIntosh (2014) argued that there is no single paradigm of research methods for various studies, but each research has a certain choice of research methods, and researchers should choose a research method that fits with the needs of their own research. Due to the wide range of subject areas involved in business and management, compared with purely conceptual research, most scholars or researchers will choose qualitative or quantitative research, both of which focus on using empirical data collected from real-life situations, namely empirical research (Myers, 2019). Collis and Hussey (2013) pointed out that it is necessary for undergraduate and postgraduate students studying business to understand what "qualitative research" and "quantitative research" really mean at the stage of collecting and analysing data, rather than simply and vaguely define their research methods as “qualitative” or “quantitative”. Therefore, I will explain the reasons for choosing qualitative research.

In modern society, people are more inclined to believe that science is absolutely reliable than other factors, and to dismiss the possibilities presented by other factors as fantasy, and thus excluded from the scope of research (O’Gorman & Macintosh, 2014). Particularly in the field of business and management, O’Gorman and MacIntosh (2014) noted that more and more researchers are focusing on the results brought about by statistical analysis of quantitative data, without considering the interpretation results of qualitative analysis of data. Bennis and O ‘Toole (2005) believed that for business students, an over-reliance on quantitative analysis of data is not effective in helping students to face the business problems in the real world. This is because in practical business environment, decision makers are often in an environment of limited and chaotic information, where they are faced with complex and unquantifiable problems. Quantitative research and statistical analysis can lead researchers to rely too much on and trust the results reflected in numbers, while ignoring other factors that cannot be quantified. In contrast to quantitative research methods, the focus of qualitative research is not to accurately quantify the collected data, but rather on the interpretation and generalisation of the data in a particular context (Collis & Hussey, 2013). The qualitative study of data can help us to identify factors that cannot be quantified and to understand the reasons behind complex phenomena.

At the same time, it is worth noting that in the field of business and management, the research of any nature needs to take into account both “Rigour” and “Relevance” (Myers, 2019). The research materials of the former are mostly from peer academic evaluations and academic journals, and so forth. It ensures the rigour of the research by meeting scientific research models and standards and focuses more on the academic nature of the research and its theoretical contribution to the relevant field, however, lacks application in practical work. The latter, on the other hand, is more concerned with the practical nature of the research, is often closely related to business practitioners. The research materials and data are mostly derived from real cases, and the research findings are timely. However, due to the lack of contributions to theory, their research conclusions are often not attained due attention in the academic circle. According to Myers (2019), the importance of qualitative research is that it does actually enhance relevance and brings together the academic and the practical, thus balancing rigour and relevance well, and further helping researchers and business practitioners to solve complex problems that exist in real business that are not easily quantifiable.

c) Data Collection and Analysis

According to Collis and Hussey (2013), whether data is available in any kind of research has a crucial influence on whether researchers can achieve successful findings. Walliman (2010) stated that research methods refer to a range of tools and techniques used in research, and that for different types of research, researchers need to select different tools and techniques to accomplish high quality data collection and analysis in order to achieve the ultimate research objectives. Therefore, after determining the research method suitable for this study, appropriate data collection techniques should be further determined (Royer & Zarlowski, 2001).

Yin (2009) pointed out that case study provides a broad framework for researchers to conduct in-depth explorations in real life and to describe and explain the phenomena discovered. In order to do a good job in case-based qualitative study, researchers need to delve into real life rather than artificially extrapolated results (Myers, 2019). This means that, on the one hand, researchers need to understand the organisational context of the research and the complexity of the research environment, which can help us to understand the complex and unquantifiable issues that exist; and secondly, researchers should also actively interact with the participants in the organisation of the research to understand their real thoughts and feelings. In addition, Collis and Hussey (2013) suggested that the collection of qualitative data should be combined with the use of interpretivist methodology. This is because qualitative data is time-sensitive, that is, researchers need to complete data collection, analysis and interpretation based on a certain context, in order to ensure that the findings of the study could reflect the phenomena present in the study as accurately as possible.

Based on the needs of the research topic, I decided to use interviews to collect primary data. Arksey and Knight (1999) stated that interview, as a method of data collection within the interpretivist paradigm, aims to help researchers to explore the ideas, opinions, attitudes, feelings, behaviors, and other aspects of respondents by asking them questions, and to find the commonalities and differences. Collis and Hussey (2013) also held the same view. They argued that interviewing is about asking questions, supplemented by verbal or visual prompts where necessary, to push the respondent to answer questions around a theme or main line of the interview guide, helping the researcher to gain insight into what the respondent is doing, thinking, or feeling. Interviews can generally be divided into structured, unstructured, and semi-structured interview (Robson, 2011). Compared with unstructured interview and structured interview, semi-structured interview not only has a flexible questioning component, but also is set some questions that may be involved in advance (Collis & Hussey, 2013). Therefore, this type of interview can not only help researchers guide interviewees to answer the topic according to the questions prepared in advance,

Therefore, this type of interview not only helps the researcher to guide the interviewees' responses around the topic based on questions prepared in advance, but also allows for flexibility in the order and content of the questions based on the participants' responses, thus allowing for better data mining for in-depth research.

Based on this, this interview set up two types of questions around the pre-prepared interview guidelines - closed-ended questions and open-ended questions (Collis & Hussey, 2013). The former requires respondents to answer questions quickly by answering "yes", "no" or by selecting a given option, for example, "What is your education?" or "Have you attended any training?" and so on. Its advantage is that it can enable researchers to collect short answers quickly, saving the time of interview, whereas the disadvantage is that it does not allow for an in-depth understanding of the questions.

On the other hand, the latter may involve questions, such as "Would you like to participate in the training of the organization? And Why?", "What are the factors that influence your participation in training?" and so on. This means that the interviewees need to give longer and more detailed answers. Although the latter takes longer to complete, it gives the interviewees enough time to think and give feedback, which is conducive to the collection of more detailed and sufficient information.

Secondly, there are a variety of interview methods such as face-to-face interview, telephone interview, and online interview. Collis and Hussey (2013) pointed out that each method has its own advantages and disadvantages, and as researchers we need to consider factors such as the cost of data collection, the size of the sample, and the current environment in which we are working and other factors. Considering our identities as student researchers and the impact of COVID-19, I decided to use one-to-one online interviews for this research and invited 15 participants from

Enterprises P, including ordinary staff as well as managers at all levels. Each interview was controlled to 30-45 minutes. Although online interviews may result in the researcher not being able to observe subtle changes in participants' actions or expressions, it is not only cost-effective compared with traditional face-to-face and telephone interviews, but it could also create a safer and more reassuring interview environment for respondents at a time when people are still struggling to overcome the impact of the epidemic.

There are also different methods of data analysis for different data sources. In general, research data consists of both secondary data and primary data: the former is generally derived from existing documents, reports, articles, images, etc.; while the latter, in the case of qualitative data studies, is generally derived from video or audio recordings such as interviews, fieldwork, and so forth (Collis & Hussey, 2013). This study contains both a review and analysis of secondary data, such as the literature review in the previous section and the literature support used in the data analysis in the following part, and the compilation and analysis of primary data collected through interviews.

Payne and Payne (2004) provided a more detailed definition of the use of documentation. Documentary methods, they argued, generally refer to limitations of physical sources used to investigate, classify, interpret, and identify existing ones, including personal, private, and public documents. In contrast to research in the sciences (like physics and chemistry), most social research aims to record and analyse how participants think and act in response to problems, and documents play a role as a vehicle for recording people's views, understandings, feelings, and attitudes in this process (Payne & Payne, 2004). In addition to sorting out and analysing the transcripts of the interviewees' material, I also used Google Scholar, the university's online library and other databases to search for keywords related to my topic. By reviewing and sorting out relevant literature, I formed the theoretical framework of the research , which could also provide some basis and support for the analysis in the latter part.

d) Trustworthiness

Collis and Hussey (2013) pointed out that as qualitative data collection and analysis needs to be contextualised, the researcher needs to be clear about the context of the study, which may involve a variety of factors, such as time, place, participants, or political, economic, social aspects. Clarifying this information can enhance the credibility of the study. Also, considering that qualitative research mainly relies on large length of narrative analysis of data, giving a clear account of the background information of participants or the organisation with the protection of their privacy and their consent, helps the researcher to effectively elaborate and analyse the collected qualitative data in detail in both the Findings and Discussion sections (Korstjens & Moser, 2018). Furthermore, Myers (2019) noted that the collection of primary data also provides the supplement of new evidence for secondary data, adding credibility to the overall qualitative data analysis.

e) Ethics

Nowadays, researchers are increasingly concerned with protecting the ethics of participants in the process of human-related research. Many scholars have identified the “Golden Rule” as the most basic and important rule of ethics to be considered when conducting research. Maylor et al. (2016) provided their definition of the “Golden Rule” in business and management research. As researchers, they argued, we should treat participants in the way we want others to treat ourselves. Myers (2019) held the same view. He emphasised the importance of the Golden Rule once again and stated that researchers should think from the participants’ perspective throughout the process of investigation and research. Therefore, although the application process may take some time, it is a prerequisite for all researchers to submit a research-related ethics application form and obtain permission from their institution prior to conducting research (Myers, 2019). The principle of voluntariness will be adhered to throughout the process of data collection. Before the interview, I will communicate with the interviewees via email, WeChat or other channels. After obtaining their consent, I will send the electronic consent to them for signature confirmation. During the interview, I will also respect the willing of the interviewees and sort out the written materials as soon as possible according to their narration.

f) Summary

To sum up, according to the research questions and research aim and objectives of the study, I decide to utilise the qualitative research approach and collect data through online semi-structured interviews. At the same time, in addition to analysing the original data, I will further use the existing literature to deepen my understanding of the findings obtained from the primary data. As qualitative research is mostly an iterative process of information (Petty et al., 2012), it may make the whole study more difficult. Furthermore, in the process of collecting primary data, I will abide by the requirements in the ethics application and put the willing and feelings of interviewees first. The outline of the interview questions used in this research will also be presented in the appendix.

3. Findings, Analysis and Implications

When soliciting companies willing to be interviewed via email and WeChat, I received a response from Enterprise P, a SME related to the wholesale of medical supplies, whose main business is to provide consultancy services to pharmaceutical companies and establish contact with terminal customers (such as clinics and health centers) for pharmaceutical company. Despite having been established for only about five years, Enterprise P is concerned with the area of staff T&D. The sample company has a workforce of around 50 employees and its departments are mainly divided into Administration Department, Finance Department, and Business Department. The research of this topic not only needs to identify the problems and influencing factors of employee T&D in Chinese SMEs, but also needs to explore appropriate measures to solve the problems. Based on this, this interview will not only interview managers at all levels of the organisation, but also interview ordinary employees. This section collates and analyses the primary data collected through interviews, and then compares and comprehensively analyses the influencing factors drawn from them with those mentioned in the previous literature review. I also attempt to understand and explain their feelings about participating in employees' T&D and explore their learning needs from the perspective of employees to further find effective improvement measures.

a) Research Findings

Taking Enterprise P as a case study, 15 respondents were invited to this interview, including the CEO, two middle managers, one teacher from an external training institution and 11 ordinary employees. As the Sales Department is the core department of Enterprise P, it also has the largest number of employees, accounting for about two-thirds of the total number of employees in the company. Therefore, out of the eleven ordinary employees interviewed, ten are from the Sales Department and one is from the Finance Department. The demographic data on the interviewees is shown in Table 1.

Table 1. Demographic Information of 15 Respondents from Enterprise P

Participant	Gender	Age Range	Position	Department	Educational Level
1	Male	40-50	CEO	CEO	Junior College
2	Female	40-50	Department Manager	Sales	Undergraduate
3	Male	30-40	External HR	Administration	Junior College
4	Female	40-50	Trainer Consultant	Administration	Junior College
5	Female	20-30	Ordinary Staff	Accounting	Undergraguate
6	Female	40-50	Ordinary Staff	Sales	Vocational High School
7	Male	30-40	Ordinary Staff	Sales	Undergraduate
8	Male	20-30	Ordinary Staff	Sales	Junior College
9	Female	20-30	Ordinary Staff	Sales	Undergraduate
10	Female	30-40	Ordinary Staff	Sales	Undergraduate
11	Male	30-40	Ordinary Staff	Sales	Junior College
12	Male	30-40	Ordinary Staff	Sales	Junior College
13	Female	30-40	Ordinary Staff	Sales	Junior College
14	Male	30-40	Ordinary Staff	Sales	Undergraduate
15	Female	40-50	Ordinary Staff	Sales	Junior College

b) Findings of Interviews

Firstly, by asking questions related to learning and training activities, it is possible to get a basic and clear understanding of employees' T&D in Enterprise P. Currently, Enterprise P adopts formal and informal learning methods and is dominated by informal learning and training activities. There are two main types of training offered by the sample company – one is pre-job training and the other is training within the organization. The former, also known as vocational training, is provided by product companies, professional institutions, or the organisation itself, whose purpose is to help employees understand product knowledge and work skills; the latter is organised and arranged by the company and individual departments themselves according to their needs and is designed to enable new employees to understand the general rules and regulations of the company and to learn some work experience.

However, an interesting phenomenon is that after interviewing 11 ordinary employees, I found that formal training activities provided by the organisation seem to exist only in the core department of the enterprise - Sales Department. As the Sales Department is the core part, its job is to find potential markets and sell products to customers. Therefore, the department will provide staff with product knowledge, marketing skills and other aspects of training. In general, product knowledge presentations provided by the pharmaceutical company and professional skills training activities provided by the enterprise are mandatory; additional training activities provided by training institutions are mostly voluntary. Both online and offline training activities are provided by the core department and all departmental staff are required to participate in each meeting. The online training sessions, which start at 20.30 every evening, are designed to summarise the work of the day and share experiences. The offline training is usually a formal learning event. For example, there is a 3-4 hour-length training session every Saturday, which focuses on weekly work summaries, product knowledge reviews, professional skills, and other contents. In addition, there is an additional training event provided by an external training provider once a quarter, which may cover communication skills, people management and so on. For instance, Participant 14 from the Sales Department mentioned:

> *"Due to the demands of the job, our company usually holds formal training related to product knowledge and sales skills once a month, which is required for all members of the department. At the same time, I will*

attend external training events related to vocational skills approximately once every six months, depending on my interests and what I need."

On the other hand, Participant 05 from the Finance Department said:

"So far, I have not participated in any other training activities organised by our enterprise, except the pre-job training provided by the department when I just joined the company, which is to understand the rules and regulations of the enterprise and the department, as well as my own job content and responsibilities. In terms of work skills, I mainly rely on the experience and guidance of my predecessors in the department. In order to keep up with the development of our company, I use my spare time to learn and consolidate my knowledge in finance and accounting through online courses."

As the interviews progressed, I learned about the attitudes that the interviewees placed on the T&D of employees. All interviewees gave positive responses, whether from managers or ordinary staff.

The CEO of Enterprise P said:

"As the chairman of the company, I believe that staff's T&D is important for the development of SMEs. Therefore, we have been emphasising the strengthening of staff training and the construction of a learning culture within the organisation. ... The government also has some policies to encourage SMEs to undertake staff training. ... In addition, although we prefer to hire employees with relevant work experience, we are willing to provide training activities for both new employees and experienced employees, which is a very necessary link."

The Department Manager stated:

"I have been in the sales field for over 20 years. At one time I worked for another SME. At that time, the company was in its infancy. Making the company profitable was the unifying and only goal, and no one was concerned with the T&D of staff. As the business grew and the workload gradually increased, we started to recruit more staff to share the huge workload. However, the lack of a systematic training process made it difficult for new staff to settle into their positions quickly, resulting in reduced work efficiency. Given my previous work experience, I realise the importance and necessity of staff T&D."

Ordinary employees have also expressed that they are willing to participate in staff training activities organised by the company. For example,

Participant 06 said:

> *"I am always willing to participate in training events organised by the company. Whether it is familiar knowledge or unknown areas, I am willing to learn."*

Participant 07 also expressed:

> *"Our company organises some training events on a regular basis. Although these internal training activities are mandatory, from the bottom of my heart, training events for employees are necessary. The activities allow me to constantly enrich myself and I am therefore very willing to participate in."*

Participant 10 stated:

> *"I think our company attaches great importance to staff training in Sales Departments, and I am willing to participate in it. When I was just transferred from finance to sales, I couldn't accept the online experience sharing meetings every night and the offline sessions in the company on weekends. However, as the business developed, I found that I still had a lot to learn about sales. Therefore, in addition to participating in training activities, I also choose to consult seniors or colleagues, which can solve my problems more quickly and directly. However, I do not participate in additional training activities because I want to spend more time with my children."*

When asked about the role that managers play in the process of employees' T&D, it can be found that the CEO and the department line manager dominate the decision-making power. The CEO showes that his role amounts to that of a guide in staff's T&D, building and providing a platform for employees' T&D. The overall organisational structure and staff's working methods are established and guided by the CEO. The department line manager regards herself as a designer in the T&D of the staff. She designs the training programme by assessing the work of the salesmen and decides on the content of the training activities and guides the staff to participate in and complete the training activities offered within the organisation.

Another mid-level manager, Participant 03 mentioned:

> *"Although I am also a manager, I am generally only responsible for the transmission of rules and regulations, as well as observing and understanding the working status of employees. ... An interesting phenomenon is that the department manager would ask employees for their learning needs and situation regularly, but no employee has ever given feedback to their department line manager that the training activities did*

not meet their expectations, which may be due to the consideration of the leaders' face and the relationship with leaders."

The views and comments given by the employees on the existing training activities are not very consistent. Some employees said that the current training content provided by the company can meet their learning needs and is in line with their career development goals. However, some employees said that the training activities can only meet part of their learning needs, or that the time and content of the training is not exactly what they expect. For instance, Participant 09 pointed out:

"At present, our company provides us with a lot of training activities, both for formal and informal learning, which is a good point. However, the training content is now repetitive. ... I feel that managers only seem to care about the ultimate performance targets and do not care about our work status or learning outcomes. We can rarely get encouragement and recognition from our leaders, whether at work or in training. I think members in our department are not very motivated to participate in training activities and most of us present a very tired state, and the learning atmosphere in the organisation is not very good."

Participant 10 said:

"I don't think the frequency and timing of training is quite reasonable. As we have to participate in the experience sharing meetings every night and go to the company for training activities on Saturdays, the amount of personal time I can spend with my family (especially my children) is very limited."

Participant 11 stated similarly:

"Compared to the SMEs I worked for before, the company now provides a lot of training activities, which I think is a good phenomenon. However, the training conferences such as daily experience sharing sessions and weekly summing-up meetings are scheduled too frequently, resulting in the content of each meeting being more or less the same. This also has an impact on my work and life."

The statement of Participant 12 is as follows:

"Our current training activities are based on group training involving all employees in our department. The company often organises training events, but most of them focus on the experience sharing of internal employees, and there are not many systematic courses for training."

In addition, as the more senior employees, Participant 06 and 15 indicated that they have accumulated many years of experience in the marketing field, have a stable career development and have no long-term plans or related learning needs for the time being. They are more interested in learning about unfamiliar areas than professional knowledge.

When asked about the factors or obstacles affecting employees' participation in T&D, it can be found that managers and ordinary employees answer this question from different levels and angles. From a manager's perspective, the CEO pointed out:

> *"Firstly, size is a huge influencing factor. Since we are an SME, it is difficult for us to develop a quite systematic and standardised training system that looks like that of a large corporation. Secondly, there is a limit to the cost we can invest and the internal and external resources we can access. As an SME, our cognition of the teaching resources and teaching capabilities of external training providers is limited. At the same time, there is a lack of people within the organisation who can be professionally responsible for employees' training, which in turn affects the content and training methods we provide to our staff. Thirdly, the perception of the business owner is important. If the owner does not take the T&D of his or her employees seriously, the possibility of employees receiving training activities provided by the organization is very low."*

The other two managers expressed similar views. The department line manager said:

> *"One of the things that we struggle with the most is the inability to balance work and training for our employees. The Sales Department is the core department of the enterprise, and the nature of its work requires employees to go deep into the market, communicate with customers and understand their needs. So, they rarely work in the company, which leads to the frequent absence of employees from the company's internal training activities in order to promote more orders."*

What's more, Participant 04 stated:

> *"According to my 20-year work experience in the business, I think the perception and attitude of SMEs' owners is important to the T&D of their employees. Those SMEs that place emphasis on staff training tend to run more successful businesses and survive longer. Not only that, but the cost is also a factor that SMEs' owners have to consider. The high cost of training makes them think carefully about the need to hire a professional trainer."*

From the perspective of the ordinary employees, in interviews with 10 employees in the Sales Department, most of them indicated that there were no obvious barriers to accessing training activities. However, some of the interviewees had the following statements.

Participant 07 said:

> *"Generally speaking, I will attend training activities on time unless I have urgent work to deal with."*

Participant 08 stated:

> *"For me, one of the main factors that affect my participation in training activities is the time schedule. On the one hand, the nature of our work requires us to be deep in the market rather than in the office, so work is my first choice once the time for training clashes with work. Also, as my child has just been born this year, I need to spend more time on my family."*

When asked whether the enterprise's rules and regulations contain explicit content related to employees' T&D, it can be observed that employees' responses would be ambiguous or, as the question went further, respondents was not able to answer accurately. Taking the Q&A between Participant 15 and me as an example, the details are as follows.

- *"Do you have the impression that the company or departmental rules and regulations contain clear references to staff T&D?"*
- *"The company has clear rules about this." (Affirmative tone)*
- *"Could you please recall and describe some of the relevant information?"*
- *"OK ...... (thinking, silence) ...... Sorry, I can't remember the specifics, just the impression that there are regulations in place." (Hesitant tone)*

4. Research Analysis and Implications

a) Analysis of Employees' T&D Status in China SMEs

When studying the T&D in SMEs, we should not only think from the perspective of managers or entrepreneurs, but also understand their T&D situation and learning needs from the perspective of employees (Cardon & Valentin, 2017). Interviews with the management of Enterprise P as well as with ordinary employees from different departments allowed us to identify and summarise the current situation and problems of employee

T&D in Chinese SMEs. According to the feedback of the employees, it could be found that there is a gap between the current training activities and the actual needs of employees.

First of all, there is a shortage and uneven distribution of training resources. On the one hand, Enterprise P does not have a dedicated HRM department in its organisational structure; at the same time, the number of professionals and training institutions that owner can find to train employees is quite limited. In this case, the interview evidence suggests that the sample enterprise invest almost all the available training funds and resources in the core department, which leads to an unequal distribution of training resources in other departments and a lack of professionals. For example, the departments of Enterprise P are mainly divided into administration, finance, and sales. As the Sales Department is the core part and has the largest number of employees, about three fifths of the total number of employees, the company currently only provides formal training activities related to the profession in this department, while employees in the finance department and other departments receive little or no formal professional training related to their positions.

Secondly, the training frequency and the time arrangement are unreasonable. According to respondents' feedback, informal training activities are scheduled too frequently. Whether it is the daily work wrap-up meetings starting at 8.30 pm or the Saturday wrap-up sessions, the purpose is to provide timely feedback on work problems encountered during the day or week, to share solutions and to learn from the experience. However, the length of the meetings is not regulated, and the content of the meetings is mostly repetitive. In the opinion of employees, participation in such informal training meetings cannot allow them to get enough rest, thus leading to the decline of their enthusiasm for learning and reducing their motivation and autonomy of participating in training activities.

Thirdly, there is a lack of a knowledge management system. In terms of the format of training activities, Enterprise P chooses to combine formal learning with informal learning. Both managers and employees are aware of the importance of formal training. However, in practice, the number of formal training events is minimal and most of them are held only at the beginning of an employee's employment. Second, the training content is monotonous and repetitive. Enterprise P provides formal training events for all staff, and the content of which focuses on the company's rules and regulations, safety standards, organizational culture and other aspects, which is necessary. As the core department, the training activities set up by the Sales Department, whether formal or informal, almost all focus on product knowledge and marketing skills, which lack novel knowledge. In addition, the professional knowledge and skills training provided by the enterprise lacks guidance from professional teachers, there is no systematic training content, and the knowledge is fragmented. As a result, although employees expressed that they are willing to participate in training activities, the lack of systematic knowledge management and the introduction of new knowledge has led to a gradual decrease in employees' satisfaction.

The fourth one is the choice of training methods. At present, the training provided by Enterprise P includes both online and offline methods. Feedback from respondents shows that most people prefer the offline training method, whether at the management level or at the ordinary staff. On the one hand, the current online training method does not require staff to turn on the camera, so participants are often distracted during the meetings; at the same time, the lack of recording of the meetings means that participants may miss important information if they are distracted. In addition, both online and offline training is currently based on a one-way output of information, that is, the trainer speaks and the trainees listen.

Fifthly, there is a lack of a well-developed training system. On the one hand, the training activities currently offered by Enterprise P, whether formal, informal, online, or offline, require all the Sales Department employees' participance and there is no standard for screening those who need to be trained, and therefore, the training activities are not targeted. In addition, interview evidence suggests that there is a lack of the post-training evaluation, and the learning satisfaction surveys in the sample enterprise. This is not conducive to managers making timely adjustments to training plans and strategies.

b) Influence Factors and Barriers to Employees' LTD in China SMEs

Based on the review of the influencing factors SMEs' employee engagement in T&D and the data obtained from the interviews, I will further analyse and summarise the factors influencing employee engagement in T&D programmes in Chinese SMEs. Compared with large enterprises, the size of SMEs can indeed be an objective factor that affects the development of a company. Therefore, the analysis of the influencing factors of employees' engagement in T&D should be based on the context of the size of SMEs.

Firstly, the costs and resources available for employee T&D are limited by the size of the enterprise. This is in line with Cardon and Valentin (2017) and Susomrith and Coetzer (2015). According to the interview evidence, it can be found that SMEs often need to pay high fees for the training service and the trainers hired from external professional organisations. As a result, the managers of SMEs only occasionally provide additional professional training courses for their employees when necessary. Not only that, but the systems, structures and personnel allocation of SMEs are relatively simpler than those of large enterprises. At the same time, in terms of organisational structure, there is a lack of a dedicated HR department in place. For those HR experts, with professional HRM ability, the target companies of their employment are often not SMEs. Meanwhile, SMEs are unable to offer such talents salaries that commensurate with their abilities and expectations. As a result, SMEs lack professional and strategic guidance when it comes to formal staff T&D. Taken together, both the purchase of professional training services and the recruitment of professional talents place significant financial pressure on SMEs.

Secondly, time is also an important factor in employees' T&D in SMEs (Kitching & Blackburn, 2002; Mitchell, 2007; Susomrith & Coetzer, 2015). For the sample enterprise, the Sales Unit is the core department, and the nature of its work requires employees to dig into the market, find potential customers and understand their needs. This means that employees need to spend most of their working time outside the company, rather than inside it. This creates a contradiction- employees need a lot of time to facilitate orders and create benefits for the organisation, which is what the company expects, therefore, employees have little time to participate in training activities; on the other hand, the long-term lack of training will make employees unable to update their knowledge and skills in time, which is not only detrimental to the staff's own development, but also further affects the long-term development of the enterprise. In addition, most of the existing literature emphasises the difficulty of balancing time between work and training, with not much attention paid to family factors. But for employees, time not only needs to be allocated to work and training and they also have families to take care of. Therefore, how to divide time reasonably among work, training and family is a key.

Thirdly, the perception and attitude of the enterprise owners and the managers play a key role in the employees T&D in SME. Different from the "ignorance" (Panagiotakopoulos, 2011), interviews with managers and external training consultant reveals that, despite the lack of quantifiable results of T&D programmes in terms of organisational performance, based on their own practical experience, an increasing number of SMEs' managers in China are realising that - for new employees to quickly find a sense of belonging in the organisation, it is necessary to introduce and build the concept of employees' T&D at the early stage of the company's establishment and to provide new employees with general knowledge-related training activities to help them become familiar with their job content and responsibilities as soon as possible, thus improving the overall efficiency of the organisation. In addition, the willingness of employees to participate in training activities is also affected by whether the employer provides sufficient care and encouragement to employees. According to the feedback from employees, managers lack support and encouragement to employees, and still over-focuses on the performance, which has gradually resulted in some employees' enthusiasm for work and learning declining.

Fourthly, the attitude and motivation of trainees are also important in training activities. On the one hand, age and educational level affect the trainees' perception of learning. And whether the respondents have a clear career plan or goal also has an impact on their motivation to learn. As can be seen from the table of demographic information, most of the interviewees have a junior college degree. The interviews reveals that employees with a bachelor's degree are more willing to seek additional learning and training activities for self-development in the face of limited opportunities and content of activities. Among ordinary employees with junior college education or below, the experienced and older employees indicate that their current employment status is stable, and there is no long-term career planning for the time being and their need to learn professional knowledge is no longer as strong; young people at the same level of education, on the contrary, have clearer career plans for themselves and are more eager to learn more new knowledge. It is worth noting that this interview also reveals a lack of policies in the SME system to support employees' participation in training and career development planning. This results in employees who lack a clear career plan working only to meet current performance goals rather than for long-term development, which in turn affects their initiative to participate in employee T&D programmes.

Fifthly, it is worth noting that the Chinese cultural context is a factor that cannot be overlooked. Unlike most studies on SMEs based on the background of western countries, the context of the research is Chinese SMEs. Therefore, national culture is a factor worth exploring. Compared with western countries, Chinese traditional culture has a profound influence on the organizational culture and interpersonal relationship of enterprises (Cunningham, 2010). In traditional Chinese culture, "guanxi" and "face" have a deep-rooted effect on the formation of interpersonal network, and further affect the practice of HRM in SMEs. The evidence of the interviews reflects the fact that trainees often choose to hide their true feelings when asked by their department line manager for suggestions on how to improve the training activities, even if they feel that the training arrangements do not meet their expectations or do not meet their learning needs. This is to maintain the authority and "face" of leaders, and to maintain harmonious interpersonal relations between the hierarchy.

c) Improvement Measurements of Employees' T&D in China SMEs

In the context of the knowledge economy, individual-based T&D can help organisations transform the competitive challenges they face into a competitive advantage (Csillag et al., 2019). Therefore, based on the analysis of the information obtained in this interview, this section attempts to put forward improvement suggestions for the employee T&D in SMEs from the perspective of employees.

To address the problem of resource shortages and uneven distribution, firstly, SMEs' managers should appropriately allocate some of the available learning resources to neglected departments. In the case of Enterprise P, for example, managers should allocate some of the resources to other departments, which means additional formal training activities can be volunteered not only by employees in the Sales Department, but also by employees in the Finance and Administration Departments. Secondly, SMEs can use the China Association of Small and Medium Enterprises (CASME) as a platform to access relevant services, thus alleviating the dilemma of small organisations, simple structures and lack of human resource experts and professional trainers. This online platform provides all the latest policies on SMEs, as well as the services related to HRM and talent training. SMEs can use the platform to find local training bases and centres, seek out suitable talent training and development programmes for their organisations and encourage their employees to participate in formal education and training activities.

Secondly, the planning process for training needs to be improved and training time needs to be reasonably planned. According to the interviews, employees need to balance the time allocation among work, family, and training. Although experience-sharing training sessions do not take up work time, employees often need to complete such informal sessions at the expense of their personal time (e.g., time with their families) as there are no criteria for participation, no fixed length and unclear training content. Therefore, firstly, for informal training activities, like experience-sharing sessions, managers or trainers should adopt a clear criterion to screen those who need to be trained before training. Secondly, designers of training events should specify the length of each training session. This is to help employees balance the needs of work and family, and to help them better identify their learning needs and motivate them to learn (Noe et al., 2014). Based on the feedback from employees, it is generally desirable to limit the length of daily sessions to around 30 to 45 minutes. At the same time, the trainer should formulate or provide clear training content that is tailored to the knowledge deficit of the staff, and the explanation of knowledge should be controlled within the specified meeting time. In addition, in the process of making training plans, the training designer or trainer should take into account Chinese unique culture of "guanxi" and "face", so the designer or trainer can use anonymous methods to collect employees' learning needs and the satisfaction surveys after attending the training.

Thirdly, improve the knowledge management system and add new training content. Formal learning is more concerned with the transfer of explicit knowledge, that is, information that can be easily transmitted, recorded, and accumulated between people, whereas tacit knowledge is more common in informal learning as it usually involves knowledge based on personal experiences that are difficult to be grasped and absorbed by learners in a short period of time (Noe & Kodwani, 2018). The interviews reveals that although Enterprise P has training courses or workshops, the training content is based on experience sharing and does not have a complete knowledge system. As a result, every training meeting is problem-solving, that is, managers mostly share their experience in solving problems with employees only after problems have arisen; rather than combining existing experience with professional knowledge and work skills to form the framework of a complete system of knowledge that can be passed on to employees during their training activities in order to help them prevent unexpected situations that they may encounter. SMEs should therefore integrate their existing work experience into different modules and set up scenario-based training to help employees better absorb and understand the application of professional knowledge and work skills in practice. In addition, according to the needs of employees, if time and money allow, SMEs can also provide employees with training content that is equally helpful to employee development in addition to professional knowledge, such as communication skills, interpersonal relationship building, people management and so forth.

The fourth one is to improve training methods. SMEs can continue to adopt the mode of combining offline and online training. On the one hand, enterprises can consider improving the way they conduct offline training. Traditional training methods often use the model of a trainer speaking and trainees listening. Despite the face-to-face delivery format, it is difficult to motivate learners. Therefore, the Scenistic Method (Lyons & Mattare, 2011) can be used to simulate real-life situations in offline training. In this type of training, trainees are often divided into groups and compete against each other through scenario setting, problem identification and scheme formulation to achieve the training goals (Lyons & Mattare, 2011). The scenario approach helps to enhance the interaction between the instructor and the trainees and between the trainees during the offline training process, stimulating their interest in learning, motivating them to think and enhancing their competitiveness.

As far as online training is concerned, SMEs should make full use of information communication technology. Xie et al. (2019) pointed out that the use of social media can help improve the limited learning resources of SMEs. In the era of knowledge economy, knowledge presents a state of fragmentation. In this context, the advantages of knowledge sharing, especially between clusters, are highlighted (Baskerville & Dulipovici, 2016). Different from the production and distribution of knowledge within a cluster, knowledge sharing among clusters forms a knowledge network that not only facilitates the transfer of knowledge capital between different clusters, but also leads to the formation of learning capital between clusters, thus helping to rapidly increase the skills and knowledge base of each cluster. As experience is generated on the job and is tacit knowledge, it takes time for trainees to learn and accumulate. Therefore, social media, like WeChat, can be used to set up online learning groups, where experienced managers or employees can share knowledge by uploading learning materials and work experience to the learning groups to achieve the goal of knowledge sharing. In addition, when having online experience-sharing sessions, participants can be asked to turn their cameras on to ensure that employees are focused. Alternatively, coaches can record online training sessions and have employees review them when necessary. It can be seen that making full use of online training can also help reduce the waste of time cost.

Fifthly, add policies on T&D to create a positive learning environment and learning culture for employees. In the context of the knowledge economy, more and more organisations are paying attention to the formation of their internal culture, especially the knowledge culture. Knowledge culture emphasises learning and creativity, which requires organisations to provide an opportunity for employees to learn, digest and reflect on new knowledge and apply what they have learned in the process of work (Baskerville & Dulipovici, 2016). For employees, the role of managers is not only to set development strategies and performance goals, but also to proactively identify employees' learning needs and link the two (Rodriguez & Walters, 2017). So, as leaders and decision makers in the enterprises, the owners can promote the addition of policies for employees at the organisational and departmental levels regarding their participation in T&D programmes. The relevant policies can give a clear guidance on employees' participation in formal learning activities related to their profession and regulates the allocation of resources within the organisation to meet employees' learning needs (Susomrith & Coetzer, 2015). In addition, influenced by Chinese culture, employees would usually voluntarily choose to maintain leaders' "face" and the "relationship" between superiors and subordinates, thus maintaining the dominance of the manager in the final decision. However, it is important to note that employees perceive management's encouragement and support as an important motivator for their learning and personal development (Xie et al., 2019). To meet the learning needs of employees, managers should create a positive learning environment and provide appropriate training content to help employees achieve self-development and further achieve organizational goals. In other words, when an employee fails to meet the performance targets, managers should encourage that employee to reflect, identify problems and help them regain confidence, rather than questioning them about the reasons for their failure.

5. Conclusion

The main aim of this is "Exploring the Status and Improvement Measures of Employees' Training and Development in China's SMEs". The research is divided into five sections. Part 1 covers the research background, an overview of the research design and the structure. According to the research background, although SMEs play an important role in economic development around the world, little attention has been paid to employee T&D in SMEs and China is no exception. Even where research related to T&D in SMEs is available, most of the literature is based on the manager's perspective rather than the employee's perspective. Therefore, I have chosen to take Chinese SMEs as the subject of my research and attempt to put forward some improvement suggestions for employee T&D programmes of Chinese SMEs from the perspective of employees. In order to achieve this ultimate aim, the study sets three research objectives and corresponding research questions, which are used as the overall research idea. The second section combines the first two key elements to discuss the importance of LTD in SMEs, as well as the factors and barriers that affect employee T&D programmes in SMEs. A review of the literature reveals that there are two main categories of common learning and training patterns - formal and informal. The informal pattern of learning and training is predominant in SMEs, which is due to the limited time, cost, and resources caused by the size of the enterprise. These factors affect the T&D of employees in SMEs. In addition, as decision-makers, the cognition of enterprise managers is also an influencing factor.

The third part is the methodology part of this research. This chapter elaborates on the overall idea of the research design, explains the reasons for choosing qualitative research method rather than quantitative research method, clarifies the approach of data collection and analysis, and emphasises the trustworthiness of the study and the importance of ethics in the research process. Through interviews with 15 participants from sample Enterprise P, I collected first-hand data related to the research topic from both the perspective of managers and ordinary employees. Section four is an analysis and discussion of the primary data, also based on two perspectives. This interview reveals that the current problems in employees T&D in Chinese SMEs involve the following aspects: resources, time, knowledge management system, training methods and training systems, etc. Combining the influencing factors and the interview data, it can be found that in addition to the influencing factors mentioned above, trainees' learning attitudes, policy guidelines and the Chinese cultural context also have an impact on employee T&D in Chinese SMEs. Based on this, I attempt to propose corresponding improvement measures from the perspective of employees, taking into account the current problems and influencing factors of employee T&D in Chinese SMEs. Last part is a brief review of the full text and analyses the limitations of this study and suggestions for future research.

a) Limitation of the Research and Suggestions for Future Research

There are still some limitations and shortcomings in the research of this topic. First, due to the impact of the epidemic, this interview was all completed online. Although online interviews can save time and cost and protect the safety of both parties in the interview, respondents mostly preferred to be interviewed through the audio format in this way. Therefore, for the researcher, there is a lack of opportunities to judge the thoughts and moods of respondents when answering questions by observing their facial expressions and body movements. Second, due to the constraints of time, cost, and the epidemic, only Enterprise P was used as a case study for this research. However, SMEs from different industries and regions have different growth environments, development patterns and characteristics. Therefore, to some extent, this study is not broadly generalisable. Thirdly, this study is exploratory in nature, with only qualitative analysis of primary data collected through interviews, summarising and concluding the current situation and influencing factors of employee T&D in Chinese SMEs, and proposing improvement measures to address the existing problems. However, there is a lack of quantitative results on the influence degree of each influencing factors. At the same time, compared with those mature SMEs, Enterprise P has a shorter time of operation, so there may still be some potential influencing factors worth exploring.

Based on the limitations of this study mentioned above, future research could choose to further narrow the scope of the study, for example, by studying the T&D of SMEs' employees in a specific industry or in a particular region, or by selecting more sample enterprises in the study on a related topic to enhance the depth of the study by comparing different SMEs. In addition, future research can further analyse the extent of the impact of each factor on SMEs employees' participation in T&D programmes through quantitative methods while exploring and refining the influencing factors in order to make clearer and more targeted suggestions for improvement.

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CHAPTER FIVE

THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEES' ORGANIZATIONAL IDENTIFICATION

QING ZHENG

1. Background

The term organisational culture has been around for almost 70 years and was first introduced into the organisational context by Jaques in 1952. Organisational culture is considered to be history-based because it is difficult to separate from its history and cannot be created overnight (Trice and Beyer, 1993). In the 1980s, when the Japanese economy took off, scholars used Japanese companies as case studies and eventually found that companies with a competitive and entrepreneurial spirit had better business performance (Deshpandé, Farley and Webster Jr, 1993). Similar cases are not confined to Japan. One scholar surveyed over a hundred Pakistani companies and concluded that organisational culture has a positive impact on organisational performance (Shahzad, 2014). Shahzad, Luqman, Khan and Shabbir (2012) found the balanced scorecard to be a useful tool for measuring organisational performance in order to understand the role of organisational culture on performance, and ultimately concluded that employees who have the quality of loyalty and whose values and behaviours are compatible with the organisational culture will have a positive impact on organisational performance. Shareholder primacy theory assumes that the goal of the firm is to maximise the interests of shareholders (Friedman, 2020).

It is therefore not surprising that a great deal of research has focused on the impact of organisational culture on organisational performance, which is only a small part of the many aspects that organisational culture influences. The importance of organisational culture is not limited to this, according to Lund (2003), the different styles of organisational culture will have a profound effect on employee job satisfaction. A hierarchically strict organisational culture will reduce employee job satisfaction, while an authoritarian organisational culture will increase employee job satisfaction.

Uddin, Luva and Hossian (2013) find that organisational culture has a significant impact on employee performance and productivity in dynamic emerging markets, using the case of a subsidiary of a leading communications company in Bangladesh. Some scholars have focused the influence of organisational culture on a more niche area, according to Al-Adaileh and Al-Atawi (2011), organisational culture has a relevant effect on knowledge exchange and when it consists of traits such as trust, rewards will have a (2011), organizational culture has a relevant effect on knowledge exchange. Also, organisational culture in combination with other factors can influence third parties, according to Mehta and Krishnan (2004), when organisational culture is strong and leaders use soft influence strategies, leaders are perceived to be more transformative.

Organisational culture is a key word in this research, and another key word is organisational identification. There are similarities between organisational identification and organisational commitment, with some scholars seeing the two concepts as synonymous (Riketta, 2005) and others seeing organisational identification as another aspect of organisational commitment (Mael and Ashforth, 1992), one of the reasons being that both concepts demonstrate the psychological attachment that employees have to the organisation (Harris and Cameron, 2005), but it is worth noting that this research will distinguish between the two concepts and will only do the research from the perspective of organisational identification. Organisational identification has been studied more recently than organisational culture, but it is also an important variable that influences many organisational outcomes.

Similarly to the influence of organisational culture, organisational identification has a positive effect on organisational performance and employee satisfaction (Efraty and Wolfe, 1988). Harris and Cameron (2005) therefore suggest that organisational identification can be used as a predictor of employee well-being and turnover intentions. Also, the importance of organisational identification is reflected in mergers and acquisitions of firms, where those running family businesses are more likely to choose external investors with organisational identification (Neckebrouck, Manigart and Meuleman, 2017).

In line with what has been mentioned before, most scholars on organisational culture and organisational identification in Chinese firms have concentrated on the influence of these two concepts on other factors respectively, rather than combining the two concepts themselves, so that research on the influence of organisational culture on organisational identification is only at the theoretical level rather than at the empirical level, and the research will focus on one Chinese state-owned enterprise, which is also special to the presence of a relatively large number of private firms. These are the implications of the choice of topic for this research.

Nowadays, large and medium-sized state-owned enterprises and private enterprises in China are paying more and more attention to the construction of organisational culture, trying to build a cultural system with their own characteristics from their own perspectives. However, whether such a cultural system can improve the efficiency of members' work and enhance employees' organisational identification and adapt to the needs of the company's future development is still a process that many Chinese enterprises need to explore and confirm in the process of development. As employees' organisational identification influences their own work attitudes and behaviours, in the current socio-economic environment, employees' identification with the organisation has become a valuable asset for companies to develop and cope with fierce competition. So how to improve the organisational identification of employees in state-owned enterprises, this research will provide a detailed analysis from the perspective of organisational culture and put forward targeted comments and suggestions on the case.

2. Shape and scope of the research

The main objective of this research is to examine the influence of organisational culture on organisational identification in a Chinese state-owned enterprise. The respondents of this research are employees of a large state-owned enterprise group in China. There are 71 questions in this questionnaire, consisting of the organizational culture questionnaire developed by Denison and Neale (1996) and the recognition scale developed by Mael and Tetrick (1992), this research will also adopt likert five-point scoring method. SPSS software will be used to analyze the valid questionnaires, such as factor analysis, credibility analysis, difference analysis and correlation analysis.

3. Methodology

This section will show the purpose of this research and how it is designed in terms of methodology. It includes research purposes, research questions, research hypotheses, and research design. Research design includes measurement methods, online questionnaires and so on.

a) Research Purposes, Questions and Hypotheses

The main purpose of this research is to examine the influence of organisational culture on organisational identification in a Chinese state-owned enterprise.

The main question of this research is: How does organisational culture influence organisational identification in a Chinese state-owned enterprise?

The specific hypothesis is made as follows:

H1: There is a positive correlation between organisational culture and organisational identification in a Chinese state-owned enterprise.

b) Research Design

Online questionnaires

This research will use an online questionnaire to collect data. According to Wright (2005), online surveys have a number of advantages over traditional surveys. Firstly it can take advantage of the ability of the internet to provide access to groups and individuals that are difficult (or even impossible) to reach through other channels (Jones, 1998). Secondly its internet-based research can save researchers time (Wright, 2005). On the one hand, online surveys allow researchers to reach thousands of people with common characteristics in a short period of time (Yun and Trumbo, 2000). On the other hand, online surveys also save time by allowing researchers to collect data while working on other tasks, and finally online surveys save money compared to paper-based formats (Healey, Baron and Ilieva, 2002). In addition to this, according to Mohammadi (2020), questionnaires have other advantages, such as the simplicity and clarity of the questions, which help the respondents to understand them, and the widespread usefulness of questionnaires, which are used in many factories. Thus, web-based surveys combine the advantages of online surveys with those of questionnaires.

c) Questionnaire design

This questionnaire is divided into three parts. The first part contains the basic personal information of the respondents, including gender, age, position level, education level and years of experience in the company, the second part contains 60 questionnaire questions related to organisational culture and the third part contains 6 questionnaire questions related to organisational identification, which are detailed in the appendix. As there are many questions on organisational culture, the table below shows the dimensions corresponding to each question on organisational culture and their question numbers.

Table 3-1 Organizational culture questionnaire scale structure and question numbers

Characteristics	Sub-dimensions	Question number
Involvement	Empowerment (Em)	6-10
	Team orientation(TO)	11-15
	Capacity development(CD)	16-20
Consistency	Core Values(CV)	21-25
	Agreement(Ag)	26-30
	Coordination and integration(CI)	31-35
Adaptability	Create and change(CC)	36-40
	Customer Focus(CF)	41-45
	Organizational learning(OL)	46-50
Mission	Strategic Directions(SD)	51-55
	Goals(Go)	56-60
	Vision(Vi)	61-65

d) Likert scale

According to the Likert five-point scoring method, the points are scored from completely inconsistent to completely in line with the direction. The score principle is 1, 2, 3, 4, and 5. The reason for adopting Likert scale is that it is the most commonly used tool in the field of social sciences (Joshi, Kale, Chandel and Pal, 2015), mainly used to measure affective variables, and it is convenient for researchers to collect data (Nemoto and Beglar, 2014).

e) Measuring instruments

To ensure the validity of the questionnaire, the research instruments for this study were drawn from the existing literature and the instruments selected have been applied by previous scholars.

This research will use the organizational culture questionnaire developed by Denison and Neale (1996) to examine the four dimensions of invovlement, adaptability, consistency, and mission. It is also known as the DOCS, according to Sult et al. (2013), this model is the most comprehensive and business-focused, as well as being well known and widely used, and easy to understand.

The recognition scale was developed by Mael and Tetrick (1992). The Denison Organizational Culture Model was chosen for its integrative nature and its focus on internal and external factors (Poku, Owusu-Ansah and Zakari, 2013). The Mael scale was chosen because it is the most commonly used organisational identification scale by various scholars (Riketta, 2005).

f) Data collection and analysis

The implementation methods and procedures are (1) It is estimated that 100 questionnaires will be issued (2) The IP address of the returned questionnaires and the length of time they have been filled in are checked to prevent any haphazard or double filling, and the unanswered items will be deducted (3) SPSS software will be used to analyze the valid questionnaires, such as reliability analysis, validity analysis, difference analysis and correlation analysis.

4. Analysis of the DR Group

a) The Historical Background of the DR Group and its Current Situation

Founded on 1 October 1954, DR Group started from handling and managing national capital construction investments and has been committed to the development of the national economy and the improvement of people's livelihood, based on tradition and pursuing innovation, with its business constantly developing and improving its functions. DR Group not only has advantages in traditional business areas such as capital construction loans, working capital loans, real estate finance, engineering cost consulting and project financing, but also continues to develop new marketing channels and accelerate the pace of business transformation to achieve long-term sustainable and stable growth in banking efficiency. In recent years, the DR Group has been vigorously promoting the development of strategic businesses such as personal banking, investment banking, wealth management and private banking, international business, credit card business and e-banking, resulting in a series of service brands gaining popularity.

DR Group has set out its strategic vision of "becoming the most competitive bank in Shanghai in terms of efficiency, effectiveness, share growth, customer satisfaction, staff motivation", and is steadily advancing its business transformation, adjusting its business structure, strengthening product and service innovation, and moving towards the goal of building an international first-class commercial bank.

b) Characteristics of the DR Group's Organisational Culture

As a large state-owned enterprise, DR Group's corporate culture is relatively standardized, and the group's corporate culture can be found in a few steps on its official website, and its corporate culture contains vision, mission, core values, philosophy, style, motto and propaganda phrases.

To briefly introduce the following aspects, DR Group's vision is to build the most value-creating international first-class banking group, the mission is to provide better services for customers, create greater value for shareholders, build a broad development platform for employees, and assume full corporate citizenship for society, the core values are honesty, fairness, stability and creativity. From this, we can see that the DR Group, after decades of practical development, has excellent cultural characteristics, a strong sense of social responsibility and a sense of the overall situation, not only to pursue its own development, and adhere to the customer responsibility, employee responsibility, social responsibility.

5. Data Analysis

a) Analysis of Questionnaires

The respondents of this study were the employees of DR Group. A random sampling method was used to conduct a questionnaire survey on all levels of employees in the Group, 105 questionnaires were distributed and 105 questionnaires were returned, no invalid questionnaires existed, the questionnaire return rate and effective rate were 100%, 104 respondents were from Shanghai, China and 1 from Hong Kong, China. The basic profile of the respondents is shown in the table below.

Table 5-1 Basic data of the sample

Variables	Options	Number of people	Percentage
Gender	Male	51	48.57%
	Female	54	51.43%
Age	Under 25	5	4.76%
	25-35	42	40%
	36-45	46	43.81%
	Over 45	12	11.43%
Educational background	Below high school	0	0%
	Above high school and below undergraduate level	12	11.43%
	Above undergraduate and below postgraduate	83	79.05%
	Postgraduate and above	10	9.52%
Working age	Under 1 year	2	1.90%
	1-3 years	22	20.95%
	3-5 years	59	56.19%
	Over 5 years	22	20.95%
Position level	Grassroots staff	68	64.76%
	Grassroots managers	24	22.86%
	Middle Management	12	11.43%
	Senior Management	1	0.95%

The numerical characteristics of the demographic variables can be seen from the results of the above analysis and reflect the distribution of the respondents to this survey. Based on the results of the frequency analysis of the individual variables, it can be seen that the distribution basically meets the requirements of the sample survey. The gender survey results show that the proportion of males is slightly lower than that of females, but overall it is a more even result in terms of gender representation. The age distribution, on the other hand, is relatively less even, with more than 80% of the respondents concentrated in the age range of 25 to 45, and the educational level of the respondents is high, with nearly 90% of them having a bachelor's degree or above, and the majority of the respondents' working experience is concentrated in three years or more, which is necessary for this research because the longer the working experience, the higher the level of understanding of the organisation's culture, which further contributes to organisational identification.

b) Reliability Analysis

After the valid questionnaires have been processed by SPSS 25.0 statistical software, this research will conduct a reliability analysis of the questions corresponding to organisational culture and its various dimensions and organisational indentification, which is to verify the reliability of the questionnaires. The results of the reliability analysis of the organisational culture questionnaire are as follows.

Table 5-2 Results of the reliability analysis of the organisational culture

Characteristics	Sub-dimensions	Title number	Average of scales if item deleted	Scaled variance if item deleted	Corrected item to total correlation	Squared multiple correlations	ClonBach Alpha if item deleted	Alpha after standardisation
Invovlement	Empowerment (Em)	Em1	15.7143	9.898	0.573	0.414	0.845	0.852
		Em2	15.8476	10.188	0.632	0.428	0.825	
		Em3	15.219	10.442	0.682	0.485	0.813	
		Em4	15.7905	10.321	0.629	0.431	0.825	
		Em5	14.9905	9.317	0.8	0.646	0.779	
	Team orientation (TO)	TO1	15.4857	9.656	0.56	0.324	0.84	0.848
		TO2	15.5714	9.978	0.639	0.428	0.816	
		TO3	14.6952	9.349	0.748	0.616	0.787	
		TO4	15.3524	9.692	0.692	0.571	0.802	
		TO5	15.1619	9.483	0.636	0.417	0.817	
	Capability development(CD)	CD1	14.9048	8.779	0.642	0.432	0.743	0.807
		CD2	15.0286	8.605	0.546	0.315	0.776	
		CD3	14.4762	9.656	0.635	0.419	0.754	
		CD4	14.7524	8.246	0.627	0.425	0.747	
		CD5	15.0095	9.24	0.503	0.255	0.786	

Consistency	Core Values(CV)	CV1	15.2	9.662	0.751	0.591	0.817	0.866
		CV2	16.3429	10.689	0.574	0.375	0.859	
		CV3	15.4571	9.174	0.779	0.614	0.808	
		CV4	15.4	10.165	0.712	0.524	0.828	
		CV5	16.1143	9.275	0.626	0.439	0.854	
	Agreement(Ag)	Ag1	15.6	10.3	0.685	0.485	0.838	0.866
		Ag2	15.1238	10.956	0.754	0.599	0.823	
		Ag3	15.8571	11.701	0.565	0.331	0.865	
		Ag4	14.8952	9.71	0.797	0.654	0.807	
		Ag5	15.4762	10.675	0.649	0.433	0.847	
	Coordination and integration(CI)	CI1	12.019	5.903	0.565	0.335	0.797	0.823
		CI2	11.1048	5.806	0.691	0.482	0.745	
		CI3	11.819	4.803	0.635	0.425	0.779	
		CI4						
		CI5	11.0571	5.804	0.688	0.478	0.746	
Adaptability	Create and change(CC)	CC1	10.8857	5.391	0.524	0.342	0.705	0.757
		CC2	10.4381	4.768	0.531	0.303	0.708	
		CC3	10.5238	5.271	0.623	0.418	0.657	
		CC4						
		CC5	10.7238	5.24	0.527	0.283	0.704	
	Customer Focus(CF)	CF1	11.4476	5.288	0.617	0.399	0.75	0.81
		CF2	10.9048	5.722	0.64	0.418	0.743	
		CF3	11.7619	5.779	0.643	0.436	0.743	

		CF4						
		CF5	11	4.846	0.594	0.362	0.772	
	Organizational learning(OL)	OL1	10.5333	5.136	0.603	0.382	0.749	0.797
		OL2	10.6667	5.455	0.575	0.354	0.762	
		OL3						
		OL4	10.4381	5.499	0.594	0.358	0.753	
		OL5	10.4762	4.79	0.663	0.448	0.717	
Mission	Strategic Directions(SD)	SD1	11.5048	5.733	0.439	0.24	0.761	0.759
		SD2	11.5905	4.936	0.608	0.443	0.67	
		SD3	11.781	5.307	0.539	0.32	0.709	
		SD4	11.2095	5.167	0.644	0.444	0.654	
		SD5						
	Goals(Go)	Go1	14.7238	9.702	0.773	0.616	0.775	0.843
		Go2	15.7619	11.241	0.615	0.385	0.82	
		Go3	15.3619	10.137	0.668	0.503	0.805	
		Go4	15.1143	10.66	0.575	0.337	0.831	
		Go5	15.381	10.334	0.62	0.405	0.818	
	Vision(Vi)	Vi1	14.9429	8.92	0.776	0.616	0.824	0.87
		Vi2	15.2	10.085	0.611	0.42	0.864	
		Vi3	14.4667	9.059	0.746	0.583	0.832	
		Vi4	14.2952	9.46	0.7	0.522	0.843	
		Vi5	15.1905	9.867	0.654	0.431	0.854	

From the above table, it can be seen that there are five sub-dimensions with missing items, this is due to the fact that when this missing item is added, the results show that the reliability model will be violated and therefore this missing item needs to be adjusted. The reasons for the need to adjust will be mentioned in the last part of the analysis of the limitations of this research. Based on the results of the reliability analysis of each sub-dimension in the four dimensions of organisational culture above, it can be seen that the standardised reliability of each sub-dimension is above 0.7, the ClonBach Alpha if item deleted is less than the Alpha after standardisation, and the overall standardisation coefficient of the organisational culture scale questionnaire Alpha is 0.971, as shown in the table below. The overall reliability of the questionnaire is good.

Table 5-3 Results of the reliability analysis of the organisational culture questionnaire

ClonBach Alpha	Alpha after standardisation	Number of items
0.971	0.971	60

This research will next conduct a reliability analysis of organisational identification, as shown below, the overall standardised reliability coefficient of the organisational identification scale questionnaire is 0.876, the ClonBach Alpha if item deleted is less than the Alpha after standardisation, Therefore, the questions related to organisational identificaiton do not need to be adjusted and the questionnaire has a good reliability.

Table 5-4 Results of the reliability analysis of the organisational identification

Title number	Average of scales if item deleted	Scaled variance if item deleted	Corrected item to total correlation	Squared multiple correlations	ClonBach Alpha if item deleted	Alpha after standardisation
VAR00066	18.5524	14.865	0.684	0.477	0.847	0.876
VAR00067	19.181	15.707	0.656	0.475	0.853	
VAR00068	18.5238	14.886	0.609	0.421	0.863	
VAR00069	18.7238	14.356	0.668	0.474	0.852	
VAR00070	19.019	15.269	0.697	0.503	0.846	
VAR00071	17.8571	15.508	0.761	0.588	0.838	

c) Validity Analysis

This will be followed by an analysis of the validity of the questionnaire on the organisational culture module. The following table shows that the KMO test has a coefficient of 0.93, which is statistically close to 1, indicating that the validity of the questionnaire is good. According to the significance of the sphericity test, the significance of this test is infinitely close to 0. The original hypothesis is rejected, indicating that the questionnaire has good validity.

Table 5-5 Organisational culture KMO and Bartlett's test

KMO Measure of Sampling Adequacy		0.93
Bartlett's test of Sphericity	Approx. Chi-Square	5435.885
	df	1770
	Sig.	0

This will be followed by an analysis of the validity of the questionnaire on the organisational identification module. The following table shows that the KMO test has a coefficient of 0.883, which is statistically close to 1, indicating that the validity of the questionnaire is good. According to the significance of the sphericity test, the significance of this test is infinitely close to 0. The original hypothesis is rejected, indicating that the questionnaire has good validity.

Table 5-6 Organisational identification KMO and Bartlett's test

KMO Measure of Sampling Adequacy		0.883
Bartlett's test of Sphericity	Approx. Chi-Square	278.443
	df	15
	Sig.	0

d) Test for Differences

Gender

Table 5-7 Analysis of gender differences

Variables	Gender	Number of cases	Average	Standard Error	Standard Error of Mean	t	Sig
Organsational culture	Male	51	214.9608	35.7004	4.99906	-0.097	0.923
	Female	54	215.6296	34.97023	4.75885		
Organisational identification	Male	51	22.0784	4.70677	0.65908	-0.632	0.529
	Female	54	22.6481	4.53147	0.61666		

According to the results of the independent sample t-test above, it can be seen the differences of organizational culture and organizational identification in terms of gender. The results of both significance tests are greater than 0.05, indicating that there is no significant difference in the cognitive evaluation of organisational culture and organizational identification among employees of different genders, and according to the mean value, it can be seen that the cognitive scores of females on both are slightly higher than those of males.

Age

Table 5-8 Analysis of age differences

	Age	Number of cases	Average	Standard deviation	F	Sig
organsational culture	Under 25	5	207.6	50.81142	0.192	0.902
	25-35	42	217.6429	31.69967		
	36-45	46	213.4783	37.63376		
	Over 45	12	217.3333	33.79439		
organsational indentification	Under 25	5	20	6.67083	0.653	0.583
	25-35	42	22.1905	4.36303		
	36-45	46	22.5435	4.56414		
	Over 45	12	23.3333	4.92366		

Based on the results of the above one-way ANOVA, it can be seen that there is no significant difference in the cognitive evaluation of organizational culture and organizational identification in terms of age.

Educational background

Table 5-9 Analysis of educational background differences

Variables	Educational background	Number of cases	Average	Standard deviation	F	Sig
organisational culture	Above high school and below undergraduate level	12	206.8333	45.11769	0.402	0.67
	Above undergraduate and below postgraduate	83	216.1928	33.20978		
	Postgraduate and above	10	218.1	40.44049		
organisational indentification	Above high school and below undergraduate level	12	21.6667	5.21071	0.19	0.827
	Above undergraduate and below postgraduate	83	22.506	4.51116		
	Postgraduate and above	10	22.1	5.04315		

Educational background

Table 5-10 Analysis of working age differences

Variables	Working age	Number of cases	Average	Standard deviation	F	Sig
organisational culture	Under 1 year	2	219.5	6.36396	0.496	0.686
	1-3 years	22	209.3636	42.1726		
	3-5 years	59	214.8136	36.2032		
	Over 5 years	22	222.1818	25.1446		
organisational indentification	Under 1 year	2	23	0	0.161	0.923
	1-3 years	22	21.8182	5.37752		
	3-5 years	59	22.4237	4.74597		
	Over 5 years	22	22.7273	3.65385		

Based on the results of the above one-way ANOVA, it can be seen that there is no significant difference in the cognitive evaluation of organizational culture and organizational identification in terms of working age.

Position level

Table 5-11 Analysis of position level differences

Variables	Position level	Number of cases	Average	standard deviation	F	Sig
organisational culture	1	68	214.2647	36.18923	0.546	0.652
	2	24	221.75	25.1556		
	3	12	207.1667	46.9019		
	4	1	229	.		
organisational indentification	1	68	22.2941	4.82549	0.65	0.585
	2	24	23.0417	3.01416		
	3	12	21.1667	5.9823		
	4	1	26	.		

Based on the results of the above one-way ANOVA, it can be seen that there is no significant difference in the cognitive evaluation of organizational culture and organizational identification in terms of position level.

e) Analysis of the influence of organisational culture on organisational identification

This section focuses on the four characteristics of organisational culture, namely invovlement, consistency, adaptability and mission, as a starting point for a biased analysis of the organisational identification of the DR Group. Demographic information is known to have a non-significant effect on both organisational culture and organisational identification, so demographic information need not be considered as a control variable. Using the histogram it is clear that the data does not satisfy a normal distribution, so the Spearman correlation coefficient will be used for the correlation analysis. Before further deepening the study, the initial hypothesis analysis of the impact of organisational culture on organisational identification in the broad direction was first completed, with the following results.

Table 5-12 Bivariate correlation analysis of organisational culture on organisational identification

Name of factors		organisational culture	Organisational identification
Organisational Culture	Correlation coefficient	1	.265**
	Sig.(double tail)	.	0.006
	N	105	105
organisational identification	Correlation coefficient	.265**	1
	Sig.(double tail)	0.006	.
	N	105	105

From the analysis results of the above table, it can be concluded that the correlation coefficient of organizational culture to organizational identification is 0.265**, and its correlation is significant at a level less than 0.01, which indicates that DR Group should attach importance to the construction of corporate culture to improve the organizational identification of employees, which is further conducive to improving the working status of employees. And the result is in line with the original hypothesis set in the methodology.

f) Analysis of the impact of invovlement on employees' organisational identification

Bivariate correlation analysis is conducted between organisational identification and the three sub-dimensions of invovlement in the DR Group, namely empowerment, team orientation and capability development, the results of which are presented in the table below.

Table 5-13 Bivariate correlation analysis of invovlement on organisational identification

Name of factors		Empowerment(Em)	Team orientation (TO)	Capability development(CD)	Organisational identification
Empowerment(Em)	Correlation coefficient	1	.268**	.269**	.303**
	Sig.(double tail)	.	0.006	0.006	0.002
	N	105	105	105	105
Team orientation□(TO)	Correlation coefficient	.268**	1	.319**	.284**
	Sig.(double tail)	0.006	.	0.001	0.003
	N	105	105	105	105
Capability development(CD)	Correlation coefficient	.269**	.319**	1	0.169
	Sig.(double tail)	0.006	0.001	.	0.084
	N	105	105	105	105
Organisational identification	Correlation coefficient	.303**	.284**	0.169	1
	Sig.(double tail)	0.002	0.003	0.084	.
	N	105	105	105	105

From the results of the analysis in the table above, it can be concluded that, firstly, for the DR Group, there are two sub-dimensions of the invovlement that are significantly correlated with organisational identification, these two sub-dimensions are empowerment and team orientation, and the three sub-dimensions are empowerment, team orientation and capability development when judged by the magnitude of the absolute value of the correlation coefficient to organisational identification. Secondly, within the DR Group, the correlation coefficients of capability development and empowerment on organisational identification are 0.303** and 0.284** respectively, both significant at less than 0.01 level and positively correlated. This indicates that on the one hand for the DR Group, if the leader of the organisation can trust the employees enough, give them more authority and fully empower them, this will increase the employees' identification with the organisation; on the other hand for the group, if the leader attaches great importance to the mutual cooperation among the team, works more as a team and deepens the importance of the team, this will also increase the employees' identification with the organisation. Thirdly, the table above shows that the correlation coefficient between capability development and organisational identification is 0.169, which indicates that for the DR Group, there is no significant correlation between capability development and employees' organisational identification.

g) Analysis of the impact of consistency on employees' organisational identification

Bivariate correlation analysis is conducted between organisational identification and the three sub-dimensions of consistency in the DR Group, namely core values, agreement and coordination and integration, the results of which are presented in the table below.

Table 5-14 Bivariate correlation analysis of engagement on organisational identification

Name of factors		Core Values(CV)	Agreement(Ag)	Coordination and integration(CI)	Organisational identification
Core Values(CV)	Correlation coefficient	1	.341**	.215*	.319**
	Sig.(double tail)	.	0	0.028	0.001
	N	105	105	105	105
Agreement(Ag)	Correlation coefficient	.341**	1	.224*	.253**
	Sig.(double tail)	0	.	0.021	0.009
	N	105	105	105	105
Coordination and integration(CI)	Correlation coefficient	.215*	.224*	1	.277**
	Sig.(double tail)	0.028	0.021	.	0.004
	N	105	105	105	105
Organisational identification	Correlation coefficient	.319**	.253**	.277**	1
	Sig.(double tail)	0.001	0.009	0.004	.
	N	105	105	105	105

From the results of the analysis in the table above, it can be concluded that, first, from the above table, it can be seen that the correlation coefficients of core values, agreement, and coordination and integration on organizational identification within the DR Group are 0.319**, 0.253**, and 0.277**, respectively, and their correlation significance levels are less than 0.01, all of which are significantly correlated. Judging from the absolute magnitude of the correlation coefficients to determine the correlation with organizational identification, then the three sub-dimensions are core values, coordination and integration and agreement. Secondly, from the above table, it can be seen that for DR Group, core values, agreement and coordination and integration have a significant positive relationship with organisational identification, which means that on the one hand, if DR Group has a set of core values that are widely accepted and agreed by employees and can guide employees' behaviour, it will increase employees' sense of organisational identification; On the other hand, if the DR Group can reach a consensus between staff and managers, or fully respect and accept staff's opinions and suggestions, it will greatly improve the staff's sense of identification with the Group; in addition, the organisation's business approach should be organised and consistent, with consistent objectives between departments and easy coordination between staff in different departments, it will also greatly improve the staff's sense of identification with the Group.

h) Analysis of the impact of adaptability on employees' organisational identification

Bivariate correlation analysis is conducted between organisational identification and the three sub-dimensions of adaptability in the DR Group, namely create and change, customder focus and organizational learning, the results of which are presented in the table below.

Table 5-15 Bivariate correlation analysis of adaptability on organisational identification

Name of factors		Create and change(CC)	Customer Focus(CF)	Organizational learning(OL)	Organisational identification
Create and change(CC)	Correlation coefficient	1	.224*	.308**	0.16
	Sig.(double tail)	.	0.022	0.001	0.103
	N	105	105	105	105
Customer Focus(CF)	Correlation coefficient	.224*	1	.322**	.264**
	Sig.(double tail)	0.022	.	0.001	0.006
	N	105	105	105	105
Organizational learning(OL)	Correlation coefficient	.308**	.322**	1	.326**
	Sig.(double tail)	0.001	0.001	.	0.001
	N	105	105	105	105
Organisational identification	Correlation coefficient	0.16	.264**	.326**	1
	Sig.(double tail)	0.103	0.006	0.001	.
	N	105	105	105	105

From the results of the analysis in the table above, it can be concluded that, first, from the above table, it can be seen that the correlation coefficients of customer focus and organizational learning on organizational identification within the DR Group are 0.264** and 0.326** respectively, and their correlation significant levels are less than 0.01, both have significant correlation, from the absolute value of the magnitude of the correlation coefficient to determine the correlation with organizational indentification, then the three sub-dimensions are organizational learning, customer focus and create and change . Secondly, from the data in the above table, we can see that if the leaders can pay attention to the learning opportunities in the organisation and help the employees to build a learning organisation, the employees can get more opportunities to learn and improve, which will greatly improve the DR Group employees' identification with the organisation; on the other hand, the DR Group should pay attention to the interests and opinions of the customers and train the employees to understand the needs of the customers as much as possible, which will also help the employees to improve their identification with the organisation. Thirdly, the sub-dimension of create and change is not significantly correlated with organisational identification.

i) Analysis of the impact of mission on employees' organisational identification

Bivariate correlation analysis is conducted between organisational identification and the three sub-dimensions of mission in the DR Group, namely strategic directions, goals and vision, the results of which are presented in the table below.Table 5-16 Bivariate correlation analysis of mission on organisational identification.

Table 5-16

Name of factors		Strategic Directions(SD)	Goals(Go)	Vision(Vi)	Organisational identification
Strategic Directions(SD)	Correlation coefficient	1	.343**	.220*	.249*
	Sig.(double tail)	.	0	0.024	0.01
	N	105	105	105	105
Goals(Go)	Correlation coefficient	.343**	1	.392**	.316**
	Sig.(double tail)	0	.	0	0.001
	N	105	105	105	105
Vision(Vi)	Correlation coefficient	.220*	.392**	1	.287**
	Sig.(double tail)	0.024	0	.	0.003
	N	105	105	105	105
Organisational identification	Correlation coefficient	.249*	.316**	.287**	1
	Sig.(double tail)	0.01	0.001	0.003	.
	N	105	105	105	105

From the results of the analysis in the table above, it can be concluded that, firstly, from the above table, it can be seen that the bias correlation coefficient of strategic orientation on organisational indentification within the DR Group is 0.249*, whose correlation significant water is less than 0.05, and the correlation coefficients of vision and goal on organisational indentification are 0.287** and 0.316** respectively, whose correlation significant level is less than 0.01, and all three sub-dimensions are significantly correlated, and from the absolute value of the magnitude of the correlation coefficient to determine the relevance to organisational indentification, then the three sub-dimensions are goals, vision and strategic direction. Secondly, from the above table, we can see that for DR Group, if there is a common vision between employees and employees, between employees and leaders, and between employees and the company itself, and if employees can work hard for it, it will greatly enhance the employees' sense of identification with the organisation, and if DR Group has a clear goal in its future development, and this goal can be known by the employees, employees can work hard to achieve the goal, and will be fully committed to work, proud of achieving the goal, this will greatly enhance the staff's identification with the organisation, in addition to short-term goals, long-term and clear strategic direction is also important, the DR Group should develop a long-term strategy to guide the staff, and let the staff know, and strive to be a pioneer in the industry.

j) Summary

Many data tests have been conducted in this section. First, it shows the basic information data of the questionnaires. Secondly, reliability tests and validity tests was carried out, and personal information data was tested for difference and finally found not to have significant individual differences, so all types of personal information are not regarded as control variables. Finally, it verifies the assumptions set by the methodology, and divides the organizational culture into four characteristic elements, revealing in depth how organizational culture affects organizational identification.

6. Conclusion

The purpose of this study is to investigate the influence of DR Group's organisational culture on employees' organisational identification, and its findings are as follows.

(1) Organisational culture and organisational identification have some individual variability, but the effects of gender, age, education, working age and position level on employees' organisational culture and organisational identification in DR Group are not significant.

(2) The empirical analysis of the dimensions of organisational culture and employees' organisational identification in DR Group found that all dimensions have a significant positive correlation with employees' organisational identification, except for individual dimensions which do not have a significant correlation.

(3) Organisational culture has a significant impact on employees' organisational identification. The empirical analysis of DR Group shows that this significant influence is mainly manifested in the following three aspects: firstly, the core values of the organisation have a significant influence on employees' organisational identification. On the other hand, its core values can promote the individual values of the employees in the group, so that individuals and the organisation have an ever-increasing consistency, which also promotes the identification of individuals with the organisation. Secondly, different cultural characteristics also have a significant impact on employees' organisational identification. In this research, the organisational culture of empowerment, team orientation, core values, agreement, coordination and integration, and goals and vision have a significant positive relationship on employees' organisational identification. If the organisational culture characteristics of DR Group include the above sub-dimensions, then the organisational culture of DR Group will enhance employees' identification with the organisation. Conversely, organisational culture may somewhat hinder employees' organisational identification.

a) Implications

From the findings of the empirical study, it is clear that certain characteristics of organisational culture have significant relevance to employees' organisational indentification. This study will present several insights into the construction of the organisational culture of DR Group from the perspective of improving the organisational indentification of DR Group employees.

1. Internalising the organisation's core values is the key to organisational culture building

The results of the empirical study show that the organisation's core values are one of the antecedent variables of the DR Group employees' organisational identification. The extent to which its core values are internalised directly affects the extent to which employees identify with the organisation.

Core values are the core of the organisation's culture and are the cornerstone and key to the construction of the organisation's culture. They not only serve as a code of conduct for employees in their daily work life, but also provide a common goal for employees to strive for. However, in the process of building an organisational culture, in order for it to take root, the core values of the organisation must be internalised so that they become a common code of conduct that is understood and accepted by all employees.

In the process of building the organisational culture of the DR Group, in order to make the organisational culture enhance the employees' identification with the organisation, the core values of the group must first be internalised, the intangible ideas concretised and integrated into the surface of the organisational culture, and gradually extended to the daily management of the organisation, forming a series of standardised cultural phenomena, such as systems, cultural environments, rituals and norms. Systems enable the organisation's core values to be embedded in a written format, cultural environments provide favourable conditions for the dissemination of the organisation's values, rituals express the organisation's core cultural philosophy and norms regulate the behaviour of employees. Through the internalisation of core values, employees' personal values will change in line with the organisation's core values, and will eventually be aligned with the organisation's core values. Secondly, long-term planning and perseverance are required, as core values are not formed overnight, but rather over a long period of time, so the introduction of new values must also go through a long-term development process. If deficiencies are identified, measures must be taken to adjust or remedy them.

2. Complete the content of organisational culture development

The results of the empirical study show that the four dimensions of organisational culture - empowerment, consensus and goals - have a significant positive correlation with the organisational indentification of DR Group employees. Based on this, the author proposes that DR Group should vigorously build the following aspects of organisational culture from the perspective of enhancing the organisational indentification of DR Group's employees.

First, build an organisational culture of trust.

The results of the empirical study show that the higher the empowerment in DR Group, the higher the employees' identification with the organisation, so to improve the employees' identification with the organisation, DR Group needs to build an organisational culture of trust. Trust is the basis of empowerment, without trust there is no need to talk about empowerment. At this stage, the social and economic environment in which the organisation is located and the career planning of the employees have made the credit level between the employees and the organisation become lower and lower, as a large and medium-sized state-owned DR Group is no exception, however, if the DR Group wants to stand out in the fierce competitive environment, it is important to establish an organisational culture worthy of the employees' credit. The author believes that DR Group can build an organisational culture of trust from the following aspects. Firstly, DR Group should pay attention to the construction of institutional culture and establish a set of institutional system that makes employees creditable. The construction of various systems should strive to be fair, reasonable, just and transparent. Secondly, the DR Group's senior leaders should set an example to make credit their own code of conduct and properly guide all employees to make credit their own code of conduct. Thirdly, the DR Group should integrate the connotation of credit into the management of the organisation and build a culture of credit between employees and employees and between employees and leaders within the organisation.

Second, establish a democratic decision-making culture.

The results of the empirical study show that the more the DR group can fully respect the opinions of employees and the more the employees and leaders can agree, the more the employees can improve their sense of identification with the organisation, and there is a significant positive correlation between agreement and employees' identification with the organisation. Consensus is mainly reflected in the organisation's democratic decision-making management ideology, which aims to involve employees in the decision-making and management process, mobilise their enthusiasm, enhance organisational cohesion and promote organisational harmony and stability. At this stage, democratic decision-making is becoming increasingly important in the construction of organisational culture. With the development of the economy and society and the enhancement of personal values, leaders are gradually realising that democratic decision-making is becoming more and more important for the development of the organisation. The author believes that the DR Group should attach importance to employee participation in management, so that employees can also become managers of the organisation. The main purpose of allowing employees to participate in management is to allow them to put forward their opinions and suggestions in the management of the organisation, and leaders should fully respect the opinions and suggestions put forward by employees.

Third, establish a goal-oriented organisational culture.

The results of empirical research show that the clearer the goals are in a DR group, the more it can improve the employees' identification with the organisation, and there is a significant positive correlation between goals and employees' organisational identification. Goals are the direction of an organisation's development, and by implementing goal-oriented management for employees, the organisation not only achieves its intended work goals, but also improves employees' self-management skills. A goal-oriented organisational culture aims to incorporate goal management into the organisation's business management philosophy and into its own core values. The author believes that the DR Group should establish a goal-oriented organisational culture from the following aspects Firstly, the senior leaders of the Group should vigorously promote the idea of goal management and set an example by embodying goal management in their daily management activities, while the leaders should also provide their subordinates with the resources needed to achieve their goals. Secondly, when it comes to goal management, the formulation, allocation and implementation of goals should be thoroughly analysed and communicated. The goals should neither be too big nor too small; if the goals are too big, the limited ability of the staff will lead to the inability to reach the goals and will also frustrate the confidence and motivation of the staff; if the goals are too small, there will be no difficulty or challenge and the staff will be able to reach the goals without any effort; all goals too big and too small will not achieve the ideal role of the implementation of goal management. Third, DR Group should further improve the performance appraisal system and incentive mechanism system, a set of perfect performance appraisal system can scientifically assess the staff to achieve the target, can maximize the implementation of goal management, a set of perfect incentive mechanism system can maximize the incentive staff to take measures to achieve the goal. Fourth, the human resources department should vigorously promote the goal-oriented culture within the organisation, so that every employee has a goal management concept, and provide training to employees on goal management.

b) Limitations

There are several shortcomings in this research due to human and empirical factors.

Firstly, in doing the reliability test, this research found that the existence of five questions would violate the assumptions of the reliability model, i.e. these questions are not suitable for inclusion in the questionnaire, and this may be caused by the fact that the questionnaire itself is no longer adequate to meet the cultural status quo of today's society, but it is more likely that these five questions are not applicable to state-owned enterprises in the particular national context, or it may be due to the personal reasons of the respondents, as there are too many questions in this questionnaire, and when filling in the questions the respondents have misunderstood the questions themselves due to inattention and carelessness, or it may be that the respondents themselves are not sufficiently motivated to fill in the long questionnaire.

Secondly, this research only used questionnaires to collect information and data from all levels of the DR group, but did not use return visits and interviews, so there may be some bias in the information collected and the results of the research.

Thirdly, the representativeness of the questionnaire assessment sampling is still insufficient. The sample sampling of this research did not achieve stratified random sampling, and the validity of the findings will be affected.

Fourthly, the range of variables involved in this research is relatively small and needs to be expanded. Only four characteristics of organisational culture were selected as factors to be explored in this research, and no more antecedent variables were involved.

c) Recommendations

Although the research on organisational identification is still immature in China, especially when it comes to combining organisational culture and organisational identification, it is clear that more and more scholars will pay attention to the research on organisational culture and organisational identity in the near future. In view of the current status of scholars' research on organisational identification and the shortcomings of this research, further research prospects are proposed:

Firstly, in future empirical studies, information and data should not only be collected by questionnaires, but also by a combination of interviews, which will help to obtain fuller research information. Moreover, the design of the questionnaire should be more complete and universal. There are more or less differences between Eastern and Western cultures, so suitable questionnaires should be created in future research, taking into account the Chinese cultural background and the characteristics of the organisation.

Secondly, the sampling of questionnaire measures should be representative, while stratified random sampling should be achieved. In terms of statistical tools, the Amos tool can be used for statistical analysis of the data to make the results more accurate and easier for everyone to understand.

Thirdly, future research on the relationship between organisational culture and organisational identification should appropriately expand the range of variables studied, which can make the findings more comprehensive and accurate.

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CHAPTER SIX

THE IMPACT OF WORK-LIFE BALANCE ON THE FEMALE EMPLOYEE TURNOVER INTENTION IN IT INDUSTRY IN CHINA

JIAXUAN LI

1. The Theoretical Background and the Significance of the Problem

The study aims to shed light on the impact of work-life balance (WLB) on employee turnover among women in the information technology (IT) industry in China, which explores policies that can improve the WLB of women in the IT industry to reduce employee turnover.

In recent years, due to economic conditions and social demands (Delina and Raya, 2013), education has been expanding, and the number of economic benefits and childcare facilities has increased (Vasumathi, 2018). Evidence shows that this background has led to an increasing number of women joining the workforce in professional and family roles, both as a social requirement and a desire of female employees themselves.

The Internet technology industry in China is a fast-growing, highly competitive and employment-intensive sector. The labour market offers more career opportunities for IT professionals. In addition, due to globalisation and skills shortages, there is a strong tendency for employees in the IT industry to leave their jobs (Oosthuizen et al., 2016). Data shows that the average turnover rate in Chinese internet companies reached a staggering 36% in 2016(Partners, 2019), which is much higher than the average for other industries(Liyanaarachchi and Weerakkody, 2019).

Many tasks in the IT industry require a lot of time and effort from employees, but devoting more time to work means neglecting the family. Female employees in the IT industry tend to leave their jobs more than male employees(Bharathi and Mala, 2016). Similarly, Oosthuizen et al. (2016) argue that due to traditional perceptions of the gender division of labour, it is always assumed that women should spend more time doing household chores than men. Consequently, female employees are far more likely to have life and work conflicts and are more likely to leave their jobs than men.

It is worth noting that employee turnover has a high cost and negative impact on organisations, with companies spending significant amounts of money on recruiting and training new employees (Jaharuddin and Zainol, 2019). There is a high-level tendency for employees to leave when there is an imbalance between work and life. In the context of globalisation, talent shortages and talent wars, talent retention is a strategic issue for business survival, adaptation and competitive advantage(Oosthuizen et al., 2016).

To date, the exploration of employee turnover rates has been a popular research topic. Through reading and studying the existing literature, it is evident that Work Family Conflict (WFC) impacts employee turnover (Reddy et al., 2010; Sudha and Karthikeyan, 2014; Vasumathi, 2018). Ratnesh et al. (2019) argue that WFC reduces employee job satisfaction and increases the propensity to leave. In addition, some studies suggest that individual differences of employees, such as age and gender, also lead to a different propensity to leave(Jaharuddin and Zainol, 2019; Narayanan and Savarimuthu, 2015; Soomro et al., 2018).

Although several studies related to the impact of work-life on the propensity to leave exist in academia, most of the current literature focuses on the impact of WLC on the propensity to leave, and few studies have examined the correlation between WLB and turnover intention. Furthermore, in terms of the choice of the target group, most of the literature has chosen to compare the difference in the propensity to leave between male and female groups. Fewer studies have chosen to single out the female group. It is considering the increasing number of female employees joining the labour market, the high turnover rate, and the considerable cost of recruiting and training new employees in the Chinese IT industry.

It is crucial to study and propose policies to reduce the turnover rate of female employees in the Chinese IT industry. It will help organisations adopt the most rational and effective policies relevant to the talent retention mechanism in the IT industry. In addition, this research direction is relatively new and complementary to existing research and helps fill the gaps in the literature.

2. Shape and Scope of the Study

This study aims to determine whether the WLB of women in the IT industry in China impacts employees' turnover intention and make recommendations to reduce employee turnover rates.

According to the aim, three specific objectives are presented as follow:

1. To investigate the current situation of women WLB in the IT industry in China.
2. To investigate whether female employees in the IT industry in China have a high intention to leave.
3. To examine the relationship between WLB and female employee turnover intention.
4. To propose policies to improve the WLB of employees in order to reduce staff turnover.

In order to achieve the research aim and objectives, this paper will use a questionnaire to collect information from the respondents. Quantitative research methods are used to derive the relationship between WLB and IT. This paper will combine theoretical and practical approaches to propose policies to promote female WLB in China's IT industry and help organisations retain talent rationally while contributing to a gap in the literature.

The main questions of this study are as follows:

1. What is the level of WLB for women in the IT industry in China?
2. Is there a high turnover intention of female employees in the IT industry in China?
3. How does work-life balance for women in the IT industry in China impact the turnover intention?
4. What policies and recommendations can help the Chinese IT industry reduce female employees' tendency to leave?

Based on the research questions, the author proposed relevant hypotheses to explore the relationship between WLB female employee turnover intention. The author selected female workers in the Chinese IT industry as the primary research subjects, distributed an online questionnaire to obtain data and used SPSS to collate and analyse the data to test the proposed hypothesis further.

H1: Women in the IT industry in China are in a state of work-life imbalance.

H2: Female employees in the IT industry in China have a high turnover intention.

H3: There is a negative relationship between the WLB and the turnover intention of female employees in the IT industry in China.

3. Methodology

This section is divided into five main parts; the first part describes the study's methodology and viability. The second part explains the data collection methods. In contrast, the third part explains the tools for data collection and the methods used to process the data; the fourth part discusses the ethical concerns that may be involved in the conduct of this study.

This part of the study uses a questionnaire survey method. The survey target participants are female employees working in the IT industry. They are defined explicitly as full-time female workers who are engaged in paid labour within the IT industry.

After completing the questionnaire collection and data entry, the data was statistically analysed using SPSS statistical software. The study was conducted to explain the WLB situation of professional women in the IT industry, examine the relationship between WLB and the propensity to leave the workplace, and analyse and verify the factors that significantly impact the WLB of professional women.

a) Research Questions and Hypotheses

1. What is the level of WLB for women in the IT industry in China?
2. Is there a high turnover intention of female employees in the IT industry in China?
3. How does work-life balance for women in the IT industry in China impact the turnover intention?
4. What policies and recommendations can help the Chinese IT industry reduce female employees' tendency to leave?

b) Hypotheses

H1: Women in the IT industry are in a state of work-life imbalance.

H2: Female employees in the IT industry in China have a high turnover intention.

H3: There is a negative relationship between the WLB and the turnover intention of female employees in the IT industry in China.

Aims and objectives

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4. To propose policies to improve the WLB of employees in order to reduce staff turnover.

c) Research Design

Quantitative research is a method of describing data in mathematical terms and using mathematical models to analyse quantitative characteristics, relationships and changes in quantities(Dixon-Woods et al., 2005). Large amounts of data usually represent the results of quantitative analysis, and the most important tool for quantitative research is the design of questionnaires. In order to obtain helpful information from a large population, questionnaires are the best option to be effective, time-saving and inexpensive (Krosnick, 2018).

Liyanaarachchi and Weerakkody (2019) used a structured questionnaire as a research tool to collect primary data that was used to identify the factors affecting WLB among female IT professionals in Sri Lanka. Earlier to this study Mani (2013), in order to study the WLB of professional women in India, 500 professional women talents from different sectors were selected. The data was collected through a (whole group random) sample, semi-structured questionnaire. The findings revealed that role conflict, lack of awareness, time management issues and lack of appropriate social support were the significant factors affecting the workload of female professionals in India.

In contrast, qualitative research uses textual language for relevant descriptions and analyses the characteristics, features and developmental patterns of the object of analysis mainly based on intuition and experience (Dixon-Woods et al., 2005). Felstead and Henseke (2017) used a qualitative research approach to study the development of teleworking and its impact on effort, well-being and WLB. They mainly used semi- structured interviews. The study noted that although teleworking was associated with higher organisational commitment, job satisfaction and work-related well-being, these benefits came at the cost ofjob intensification and more incredible difficulty in stopping work.

Comparatively, quantitative research is more scientific and accurate (Dixon-Woods et al., 2005). For this research paper, a quantitative study is more appropriate to investigate the effect of causal relationships between variables. The purpose of the questionnaire study in this paper is to investigate a sample of women in the IT industry in terms of WLB, propensity to leave and their background information by constructing a structured questionnaire based on the literature review.

Literature support is essential to the research process. Secondary sources are also a crucial part of this research and provide the theoretical basis for this paper. Secondary sources include journals, literature, books, relevant professional websites. Relevant literature and books were searched mainly through two websites, Manchester University Library and Google Scholar. Secondary data is more readily available than primary data, is relatively inexpensive, and helps advance the research. Previous scholars have laid some research foundations and advanced theoretical frameworks for WLB and the propensity to leave. The judicious use of secondary sources and data can also enhance the scholarship of this study (Hox and Boeije, 2005).

d) Questionnaire Design

The questionnaire for this study was a structured questionnaire. It is divided into two main modules to collect information from the respondents in four main sections. The first module ofthe questionnaire is a primary profile survey, with the first module being: essential information.

The first module covers seven demographic variables related to the individual, family and works attributes of the sample, specifically: age, education, marital status, presence of children and length of service. The second module is divided into three parts. The first part is an 23-question questionnaire consisting of a Likert scale to investigate the WLB of employees.

The second part of the questionnaire is a Likert scale of propensity to leave, using the proven scales of previous scholars and containing five questions. The third part of the survey of relevant influencing factors is a multiple-choice question. The structured questionnaire is easy to quantify and generalise, the survey results are easy to calculate, and it is more time and effort efficient than unstructured questionnaires.

The questionnaire was initially designed in English, and the Chinese presentation was adapted to the HR context. As the author is a native Chinese speaker, the translation was first done by the author and wording changes were sought from fellow students before the pre-test.

e) Questionnaire Pre-test

In order to refine the questionnaire design, a pilot survey was conducted before the formal research was conducted. Ten professional women of different age groups working in the IT industry were invited to participate in the pilot survey and fill in the questionnaire. Based on the respondents' feedback, it was essential to understand whether the wording of the questions was concise, clear and unambiguous and whether any items were difficult to understand or ambiguous, and to design the questionnaire so that it was as short and concise as possible, with each question clearly stating the main points and avoiding dragging (Krosnick, 2018).

The wording and logic of the questionnaire were also further revised, and the official questionnaire was released after two revisions were made. The wording and logic of the questionnaire were also further revised, and the official questionnaire was released after two revisions were made. The pilot survey phase also ensured that the questionnaire response time was reasonable. Gillham (2008) suggested that the length of the questionnaire may lead to respondents not taking the questionnaire seriously, resulting in biased results. In order to avoid inaccurate questionnaire data due to respondent fatigue, this study limited the questionnaire to about eight minutes after taking into account the respondents' comments.

f) Questionnaire Scale Selection

(1) Work-Life Balance Scale

This paper draws on the Work-Life Balance Scale designed by Wong and Ko (2009). Chinese scholars have used this questionnaire many times, and the study supports its reliability and validity. The 23-item scale is considered comprehensive, and the factors taken into account are realistic, and it is basically in line with the study's investigation scenario. The scale was designed to consider various factors that affect WLB and is generally comprehensive (Allen and Seaman, 2007).

(2) Turnover Intention Scale

The scale was selected based on Mobley (1977) and modified for the applicability to this study by removing questions that did not fit the Chinese research context. The empirical study proved that the reliability and validity of the scale were good. A five- point Likert scale was also used, ranging from strongly disagree to strongly agree, with higher scores indicating a greater propensity to leave.

g) Data Collection

In order to test the hypotheses of this study, three IT companies in Beijing were selected as the distribution points for the questionnaire to achieve randomness and reliability in the selection of the sample for this study. Permission to administer the questionnaire was first obtained from these three companies; however, for ethical and moral reasons, these three companies were anonymised as Companies A, B and C for this study.

This study aimed to investigate the relationship between female WLB and propensity to live in the IT industry. In order to closely follow the objectives of this study and to test the hypotheses made, female employees of the three IT companies A, B and C, were the primary respondents. Krosnick (2018) proposed that any questionnaire with a sample size of 200 or more could meet the requirements of a quantitative study.

Therefore, this study set the sample size at 300, ensuring the sample size and avoiding the problem of having too large a sample size with not enough time. A random sample of 300 female employees ofA, B, C was selected. In order to ensure the reliability and randomness of the study, the sample needed to include married and unmarried women, with and without children, and to reflect diversity in terms of education.

Because of the impact of the new crown epidemic, offline distribution of questionnaires was challenging to achieve. The primary method used in this study was an online questionnaire. The advantages of the online questionnaire method are that it saves time, labour and effort. The results of online questionnaires are easier to process and analyse statistically (Krosnick, 2018).

The questionnaire is designed through sojump.com and distributed through the WeChat group, which can help this study reach a large number of target interviewers and can help obtain a certain number of actual samples. sojump.com is an official Chinese questionnaire platform that also supports WeChat. Emails and other multiple recall channels allow reliable data to be obtained in a relatively short period. The platform has a strict confidentiality mechanism for participants' information and meets ethical and moral standards.

h) Data Analysis

According to the purpose and framework of this study, the following statistical analysis was carried out on the collected data. The data analysis was mainly carried out using SPSS25.0 software for comprehensive analysis, and the following analysis methods were used.

1. Descriptive statistical analysis: By analysing the various characteristics of the survey data in this study, the relationship between the variables is further analysed by using commonly used measures to understand the characteristics of the sample and the overall situation reflected. Statistical analysis of the subjects' circumstances, including age, education level, marital status, presence of children.
2. Reliability and validity analysis: Cronbach's alpha reliability coefficient was used for internal consistency analysis to determine the stability and consistency of the two scales of WLB and propensity to leave, to determine the credibility of the two scales(Üçgül et al., 2017). The KMO test was used to test the validity.
3. Correlation analysis: Correlation analysis is used to determine whether there is some dependence between the two variables in this

study and to analyse the direction of the specific dependence, both positive and negative, and its degree.

4. Regression analysis: Through regression analysis, the specific form of correlation between the two variables in this study is further determined, as well as the degree of causality.

4. Findings

This section is divided into five main sections. The first part of the study presents the findings of the questionnaire survey and further analyses the findings using SPSS. The second part discusses the findings of the study and tests the hypotheses made in the previous section. The third and fourth sections explain the theoretical and practical value of this study. Furthermore, in the last part, relevant recommendations are made.

a) Overview of the Research Respondents and Settings

The three selected companies, A, B and C, are all IT companies in the Beijing area and have a certain degree of visibility and influence in China. The questionnaires were distributed mainly to the front-line departments of the IT companies, including the technical department, operation department, business department and general management department. A total of 316 questionnaires were received, excluding invalid questionnaires that were not qualified, leaving 305 valid samples.

A descriptive analysis of the demographic variables of the respondents is shown in Table 1.

As shown in Table 1, the age distribution of the sample in this survey was mainly concentrated between 31-40 years old (55.08%), followed by 21-30 years old with 32.46% and only (5.57+6.89) =12.46% of the respondents above 41 years old.

On the whole, the level of educational attainment of the respondents was high. Those with a bachelor's degree or above accounted for 82.63% of the respondents, with 32.79% of the total sample having a bachelor's degree and 49.84% having a master's degree.

Table 1. Descriptive Statistics of Demographic Variables of the Respondents

Item	Value	Freq	Percent
1. Age	21-30	99	32.46
	31-40	168	55.08
	41-50	17	5.57
	>=51	21	6.89
2. Academic Qualifications	High School Diploma	53	17.38
	Undergraduate Degree	100	32.79
	Master's Degree or Above	152	49.84
3. Marital Status	Unmarried	76	24.92
	Married	229	75.08
4. Availability of Children	Yes	175	57.38
	No	130	42.62
5. Working-age	1 -2 years	35	11.48
	3-5 years	93	30.49
	6-7 years	84	27.54
	8- 10 years	40	13.11
	More Than 10 years	53	17.38

In terms of marital status, it can be seen that married women account for a more significant proportion of the sample, at 75.08%. Among the working women who participated in the study, 57.83% had children, and 42.64% did not have children.

In addition, in terms of Working-age, the proportion of employees with 3-7 years of Working-age was relatively high, with a total of approximately 58%. Specifically, those with 1-2 years of Working-age accounted for 11.48%, while those with 3-5 years and 5-7 years accounted for 30.49% and 27.54%, respectively. The proportion of respondents who have been working for 8- 10 years and ten years or more is 13.11% and 17.38%.

b) Reliability and Validity of the Questionnaire

Table 2. Work-Life Balance Scale Questionnaire

6. I have enough time for personal affairs after work.
7. I have enough time to spend with my family.
8. I have enough time to spend with my friends.
9. I feel happy when I have a quality family life.
10. I have different responsibilities to fulfil at different stages of my life.
11. I want to spend more time fulfilling my aspirations/interests.
12. I find it easy to concentrate on my work because of the support of my family.
13. I look forward to a harmonious relationship with my colleagues
14. I can work extra hours every day because of my enthusiasm for my work.
15. My colleagues show support when I talk about personal or family issues affecting my work
16. My supervisor is supportive when I talk about personal or family issues affecting my work
17. I am able to take days off on the days I have chosen thanks to the support of my work team
18. I can complete my work within the contracted time (8 hours per shift)
19. I can spend my time as I please.
20. I can work remotely if special circumstances arise.
21. I can work overtime every day because it is a vital process in my career.
22. I accept working at least 10 hours a day to maintain my workload.
23 Overall I have a balanced work-life

It is shown in Table 2. The questionnaire is divided into five dimensions. Q6, Q7 and Q8 are quality of life dimensions. Q9, Q10, Q11, Q12 and Q13 are life orientation dimensions. Q14, Q17, Q22, Q21 and Q19 are work arrangement dimensions. q18 and Q20 are life-time needs dimensions. Q15 and Q16 are workplace support dimensions.

Table 3. Turnover Intention Scale Questionnaire

Part 2: Intention to leave the job

Please select the level of agreement based on the reality of the situation. (1 to 5 indicates a gradual progression from strongly agree to disagree, 1 for "Strongly disagree", 2 for "Disagree", 3 for "Neutral", 4 for " Agree" and 5 for "Strongly agree").

24. I will look for other job opportunities
25. I will accept other suitable jobs if they become available
26. I can find a suitable position in another company with my current qualifications
27. I have thoughts of leaving the business
28. My current job is no longer attractive to me

The propensity to leave scale has five questions numbered Q24-Q28.

The questionnaire in this study improves the questionnaires developed by domestic and international scholars, so it is necessary to test the reliability and validity of the questionnaire. The reliability and validity of the questionnaire were examined. The KMO test was used to test the validity. The Kaiser-Meyer-Olkin (KMO) test is an indicator used to compare simple and partial correlation coefficients between variables. Kaiser (1970) gives the following standard KMO measures: 0.9 and above for perfect fit, 0.8 for a good fit, 0.6-0.7 for proper fit and below 0.6 for inferior fit(Williams et al., 2010).

For the reliability of the questionnaire, this study focuses on the internal consistency coefficient (Cronbach alpha coefficient), which is calculated using the Reliability Analysis function of SPSS25. α measures the reliability of a sample. α values over 0.8 means high reliability; α values between 0.7 and 0.8 means good reliability; α values between 0.6 and 0.7 means acceptable reliability; if α values are less than 0.6, the reliability of the sample is poor(Bland and Altman, 1997).

The results of the reliability and validity calculations for the two scales are shown in Table 4.

Table 4. Results of Reliability and Validity Analysis

Variable	Item	KMO	A
Quality of Life	Q6 Q7 Q8	0.6930	0.8231
Life Orientation	Q9 Q10 Q11 Q12 Q13	0.8850	0.9294
Work Arrangement	Q14 Q17 Q22 Q21 Q19	0.8480	0.8784
Life-time Needs	Q18 Q20	0.5000	0.6137
Workplace Support	Q15 Q16	0.5000	0.7916
Averagevalue		0.8087	0.8072
Turnover intention	Q24 Q25 Q26 Q27 Q28	0.8710	0.8849

As can be seen from the above table, the validity of each dimension, except for Life- time Needs and Workplace Support, ranged from 0.69 to 0.89. (Note: Life-time Needs and Workplace Support only had two questions, so the maximum KMO was 0.5). The validity of the Propensity to Leave scale was 0.871. Therefore, the Work-Life Scale and the Propensity to Leave scale met the validity requirements and had good validity.

The reliability test of this study used the Cronbach alpha coefficient as a measure. As shown from Table 4, the mean value of the coefficients of the factors affecting the WLB of female employees in the IT industry in five dimensions is 0.80724. The coefficients of all dimensions are more significant than 0.6.

The propensity to leave is a factor with a coefficient of 0.871. Bland and Altman (1997)have concluded that a value of Cronbach α greater than 0.7 indicates a high reliability of the information. In practical studies, Cronbach's alpha is within the acceptable range of 0.6-0.7. Therefore, the questionnaire used in this study has excellent and stable reliability. Hence, the reliability and validity of the scales used in this paper are shown to meet the requirements.

c) Descriptive Statistics for Overall WLB Indicators

Table 5. Descriptive Analysis of WLB Scale Results

Variable	Sample	Max	Min	Mean	Std.	Median
Quality of life	305	1	5	2.742	1.142	2.67
Life Orientation	305	1	5	3.123	1.285	3
Work Arrangement	305	1	5	2.717	1.142	2.60
Life-time Needs	305	1	5	2.552	1.183	2.50
Workplace Support	305	1	5	3.085	1.250	3
Total WLB	305	1.67	4.47	2.899	0.631	2.84

It is shown in Table 5. Firstly, it can be seen that the mean and median values of the dimensions of quality of life, work arrangement and life-time needs of the surveyed professional women are less than 3. Therefore, on the whole, the degree of quality of life, work arrangement and life-time needs of professional women are at a slightly worse level than average. It means that the average female employee in the IT industry does not have a high quality of life, their working arrangements are not reasonable enough, and there is room for further optimisation. Some of their life needs are not met.

The mean and median of the life orientation and workplace support dimensions are more significant than 3, indicating that women's average life orientation and workplace support in the IT industry are high. Most women can be supported in their workplace with a good life orientation.

The above table shows that female employees' overall life and work balance level in the IT industry is low. Therefore hypothesis 1 was proved.

H1: Women in the IT industry in China are in a state of work-life imbalance.

d) Descriptive Statistics on Turnover Intention

Table 6. Descriptive Analysis of Turnover Intention Scale Results

Variable	Sample	Max	Min	Mean	Std.	Median
Turnover intention	305	1	5	3.147	1.160	3.20

As shown in Table 6, the median and mean of the propensity to leave are both slightly more significant than three, indicating that the propensity to leave among the professional women surveyed is at a slightly higher level than average. Thus, in general, professional women in the IT industry have a higher-than-average propensity to leave. In summary, Hypothesis 2 was proved.

H2: Female employees in the IT industry in China have a high turnover intention.

e) Correlation Analysis

The analysis of the correlation between each dimension of the Work-Life Scale and the propensity to leave is shown in Table 7

Table 7. Correlation Analysis

	Turnover Intention	Total WLB	Quality of Life	Life Orientation	Work Arrangement	Life-time Needs	Workplace Support
Turnover Intention	1						
Total WLB	-0.702**	1					
Quality of Life	-0.790**	0.847**	1				
Life Orientation	-0.483**	0.720**	0.439**	1			
Work Arrangement	-0.687**	0.640**	0.671**	0.372**	1		
Life-time Needs	-0.439**	0.641**	0.380**	0.341**	0.326**	1	
Workplace Support	-0.701**	0.790**	0.664**	0.479**	0.662**	0.360**	1

Note: N=305; ** indicates: significant correlation at 0.01 level (two-sided) (**p<0.01), * indicates: significant correlation at the 0.05 level (two-sided) (*p<0.05)(Zhang et al., 2018). The table above shows that correlation analysis was used to investigate the relationship between the turnover intention and six items: total work-life balance, quality of life, life orientation, work arrangements, life-time needs and workplace support. The specific analysis shows that the correlation coefficients were -0.702, -0.790, -0.483, -0.687, - 0.439, -0.701 and were significant at the 0.01 level. The correlation coefficients are all less than 0, which means that the turnover intention negatively correlates with whole life and work balance and the quality of life, life orientation, work schedule, lifetime needs, and workplace support.

f) Regression Analysis

To further test the relationship between the variables, regression analysis was conducted in this study.

	B	Std.Err	B	t	p	VIF
Constant	6.618	0.255	-	25.992	0.000**	-
Quality of life	-0.440	0.048	-0.433	-9.155	0.000**	2.412
Life Orientation	-0.066	0.033	-0.073	-2.019	0.044*	1.416
Work Arrangement	-0.204	0.046	-0.201	-4.446	0.000**	2.194
Life-time Needs	-0.106	0.033	-0.108	-3.166	0.002**	1.246
Workplace Support	-0.182	0.043	-0.196	-4.268	0.000**	2.280
1. Age	-0.092	0.046	-0.063	- 1.988	0.048*	1.100
2.Academic Qualifications	-0.015	0.047	-0.010	-0.310	0.757	1.025
3.Marital Status	-0.043	0.082	-0.016	-0.526	0.599	1.021
4.Availability of Children	-0.144	0.072	-0.061	-2.001	0.046*	1.014
5. Working Age	-0.063	0.028	-0.068	-2.216	0.027*	1.026

Note: R2= 0.727 Adj R2=0.718

In this study, the regression equation between the variables was derived from the regression coefficients and constant terms of the regression analysis.

Table 8 shows the quality of life, life orientation, work arrangement, life-time needs, workplace support, 1. Age, 2. Academic qualifications, 3. Marital Status, 4. Availability of Children 5. Working Age was used as an independent variable, and propensity to leave was the dependent variable for the linear regression analysis.

From the table above, the model equation is:

Turnover intention = 6.618 - 0.440* Quality of life - 0.066* Life orientation - 0.204* Work arrangement - 0.106* Life-time needs - 0.182* Workplace support - 0.092*1. Age - 0.015*2. Academic qualifications - 0.043*3. Marital status - 0.144*4. Availability of children -0.063*5. Working Age, model R-squared value of 0.727.

The model R-squared value is 0.727, meaning the quality of life, life orientation, work arrangement, life-time needs, workplace support, 1. Age, 2. Academic qualifications, 3. marital status, 4. Availability of children 5. Working Age. can explain 72.7% of the variation in the turnover intention.

The model passed the F-test ($F=78.394$, $p=0.000<0.05$), which means the quality of life, life orientation, work schedule, lifetime needs, workplace support, 1. Age, 2. Academic qualifications, 3. marital status, 4. Availability of children 5. Working Age, at least one of the following, affects the turnover intention.

The regression coefficient for quality of life is -0.440 ($t=-9.155$, $p=0.000<0.01$), which means that quality of life has a significant adverse effect on the turnover intention.

The regression coefficient value for life orientation was -0.066 ($t=-2.019$, $p=0.044<0.05$), implying that life orientation had a significant negative impact on the turnover intention.

The regression coefficient for work arrangement was -0.204 ($t=-4.446$, $p=0.000<0.01$), implying that work arrangement has a significant adverse effect on the turnover intention.

The regression coefficient for the life-time needs was -0.106 ($t=-3.166$, $p=0.002<0.01$), implying that life-time needs has a significant adverse effect on the turnover intention.

The regression coefficient of workplace support was -0.182 ($t=-4.268$, $p=0.000<0.01$), implying that workplace support has a significant negative influence on the turnover intention.

Combining the results of the above analysis, H3 was proved. The whole life and work balance of female employees in IT reverses to influence the turnover intention.

H3: There is a negative relationship between the WLB and the turnover intention of female employees in the IT industry in China.

Demographic variables predicting the turnover intention among female employees in the IT industry are summarised as follows.

1. The regression coefficient of Age is -0.092 (t=- 1.988, p=0.048<0.05), which means that Age has a significant adverse effect on the turnover intention.

2. Academic qualifications has a regression coefficient of -0.015 (t=-0.310, p=0.757>0.05), which means that Academic qualifications do not affect the turnover intention.

3. The regression coefficient value for Marital status is -0.043 (t=-0.526, p=0.599>0.05), which means that marital status: does not affect the turnover intention.

4. The regression coefficient of -0.144 (t=-2.001, p=0.046<0.05) means that the Availability of children: has a significant adverse effect on the turnover intention.

5. The regression coefficient was -0.063 (t=-2.216, p=0.027<0.05), implying that working-age significantly affects the turnover intention.

In summary, the analysis shows that: quality of life, life orientation, work arrangement, life-time needs, workplace support, 1. Age, 4. Availability of children, 1. Working-age have a significant adverse effect on the turnover intention. However, 2. Availability of children, 3. marital status: does not influence the turnover intention.

5. Discussion

a) Relationship of the Findings to the Overall Research Objectives and Research Questions

This study aims to determine whether the WLB of women in the IT industry in China impacts employees' turnover intention and make recommendations to reduce employee turnover rates.

The research questions are as follows:

1. What is the level of WLB for women in the IT industry in China?
2. Is there a high turnover intention of female employees in the IT industry in China?

3. How does work-life balance for women in the IT industry in China impact the turnover intention?
4. What policies and recommendations can help the Chinese IT industry reduce female employees' tendency to leave?

In order to answer the above research questions, this study examined and analysed the relevant literature. Subsequently, to further address the research questions, this study conducted an online questionnaire survey of female employees in the IT industry in China. The aim was to collect accurate information from the respondents to derive the overall WLB status of female employees in the industry and their propensity to leave. For how WLB affects employees' propensity to leave, this paper uses SPSS to conduct correlation and regression analysis. Secondly, this study also aims to identify policies that can improve the WLB of female employees in the IT industry to help IT companies retain their employees and optimise the quality of life and work for women in the IT industry. The research in this paper makes a practical contribution and fills a gap in the current literature, and provides a foundation for subsequent researchers.

Firstly, the findings point out that women in the IT industry in China have lower than average lifetime demands. Specifically, the lifetime demand dimension has the lowest mean. It indicates that women in the IT industry in China face more stress at work and that work and lifetime demands and how to balance the two is the primary challenge. The coefficients for the work time and quality of life dimensions are also below average, indicating that employees cannot balance work and life consistently. If they spend more energy on work, their quality of life will decrease accordingly. If a significant amount of time is spent on life and family friends, work arrangements negatively impact. The results of this study also support previous literature that has become the norm over time due to the rapid growth of the IT industry in China and the high level of pressure within the industry(Xian et al., 2016).

However, it is worth noting that the results of this study show above-average levels of workplace support, suggesting that some IT companies are now aware of the WLB situation and are taking steps and policies to help employees achieve it. As mentioned in the literature review, managers' understanding of employees' lives and support at work can improve employees' WLB and, to some extent, increase their productivity and their positive and rewarding attitudes towards the company(Smith, 2005).

Furthermore, this is in line with the implication that once employees perceive their employer as helpful and understanding in work-life conflicts, a psychological contract is created, likely to increase employee loyalty and thus reduce the propensity to leave (Bella and Chandran, 2019).

The second significant contribution of this study is the validation of the negative relationship between WLB and turnover intention. Previous literature and studies have mentioned a positive relationship between WFC and employees' propensity to leave, but the existing literature has been controversial about the relationship between WLB and employees' propensity to leave. This study fills a gap in the previous academic literature.

The study points out that employees in the IT industry have lower levels of WLB and a higher propensity to leave and further identifies an inverse relationship between WLB and IT through correlation and regression analysis.

When employees are at WLB, they are less likely to have the intention to leave their jobs. Consistent with the findings completed by Giauque et al. (2019) and Oosthuizen et al. (2016), this adds to the existing literature on WLB and turnover intention. In other words, when employees can achieve a good personal WLB and feel satisfied at work while maintaining their quality of life, they will reward the company with a lower propensity to leave.

Empirical studies have shown that for female knowledge workers in IT companies, companies need to provide not only attractive remuneration packages but also appropriate female care and training and development space for female employees (Pandu et al., 2013). As mentioned in previous literature, the lack of female leaders is a common phenomenon in the IT industry. Reddy et al. (2010) suggest that providing a larger platform and more equal opportunities for female employees is essential to build a psychological contract. They are less likely to have the intention to leave their jobs.

In addition, the findings found that years of experience and age were significant predictors of intention to leave, with high years of experience generating a sense ofjob stability. Furthermore, older people are more conservative and less accepting of frequent job changes than younger people (Bella and Chandran, 2019).

In previous literature (Cooke, 2019; Yavas et al., 2008), it was suggested that for female employees, that factor that has the most significant impact on WLB is raising children and that most married women are unable to balance work and family when they have children, so many women with children in China choose to quit their jobs and become housewives. However, the findings show that educational attainment and marital status do not affect the workplace's propensity to leave. This finding refutes the notion that married women have a higher propensity to leave their jobs. It differs from the findings of Xian et al. (2016), who suggested that women are too busy to combine their married and working lives and have a tendency to leave their jobs.

The author suggests that there may be two reasons for this. First, marriage does not necessarily create a tendency to leave a job because the employee has plans to raise children and wants to earn more money for them. Secondly, if the spouse provides adequate support when the woman is WFC and helps take care of the family when she is unable to do so, this will reduce the propensity to leave. However, it is impossible to predict whether the employees significant other will provide support, so marital status is also not a good predictor of the propensity to leave for female employees. In support of previous literature, Narayanan and Savarimuthu (2015) noted that marriage and family and family support would contribute to female employees' WLB.

Finally, this study identified several policies that promote WLB and reduce female employees' propensity to leave. The top-ranked policies were A: flexible working, H: providing training and development opportunities, G: creating personalised career development plans for women and D: companies providing appropriate childcare allowances. These policies can provide guidance and support to IT organisations.

b) Theoretical Value of this Study

WLB for employees in the IT industry has been receiving much attention. It is due to the rapid development of the Internet in China in recent years and the emergence of numerous IT companies. Moreover, scholars have also discussed IT companies for their high intensity and high density of work.

In the previous literature, the author found that most of the literature compared the different influencing factors of female and male WLB. Very few of the literature singled out female employees in the IT industry as the subject of study. Other than that, most studies have used the WFC scale to explore the relationship with the turnover propensity to infer the relationship between WLB and turnover propensity. The relevant conclusion is that there is a positive relationship between WFC and propensity to leave.

This paper differs from previous studies in that the WLB scale was used in this study. The scale is divided into five dimensions to investigate the effect of WLB on the propensity to leave for female employees in the IT industry. It is concluded that there is an inverse correlation between WLB and the propensity to leave among female employees in the IT industry in China. In addition, this study tries to identify the demographic characteristics that can predict the propensity to leave. Therefore, the research in this paper has theoretical implications. Furthermore, the academic contribution is to fill a gap in the previous academic literature.

Several significant findings were obtained from this study:

1. The findings point to the WLB status of women in the Chinese IT industry. For instance, the WLB of female employees in the IT industry is slightly unbalanced.
2. Female employees have a high tendency to leave their jobs.
3. WLB affects the propensity to leave, and the lower the WLB level, the higher the propensity to leave. The lower the degree of WLB, the greater the propensity to leave.
4. The personal characteristics of employees (years of work, presence of children, age) can predict employees' intention to leave to a certain extent.

Female knowledge workers in the IT industry currently reflect the delicate WLB in their propensity to leave. How companies can improve their employees' WLB or find the delicate balance between work and life has become critical in retaining talent. The findings of this study add to previous literature and guide future research in a new reverse direction.

c) Practical Value of this Study

Based on the study's findings, it has been concluded that demographic variables have a predictive impact on employees' propensity to leave. Companies should make use of demographic variables in their human resource management. For example, a management system should be developed for young women. For example, a management system should be established for young women and a management system for employees with children.

Based on the survey results, this paper identifies several most popular policies with female employees in the IT industry. For example, flexible working, training and development opportunities, individualised career development plans for women and appropriate company childcare allowances. If IT companies adopt these policies, they will further promote employee loyalty and increase organisational commitment.

The study also found that the current WLB situation for women in China's IT industry is not promising and is not taken seriously by companies. However, if companies want to reduce employee turnover and cut their losses, they need to intervene effectively on their employees' propensity to leave. A company's focus on employee WLB will improve the quality of life of its employees while increasing the company's competitiveness. Companies also need to consider demographic-related variables such as age, length of service, and children when assisting employees with WLB. Tailor policies to the individual to achieve better results and retain knowledgeable employees.

d) Retention Advice for Female Employees in the IT Industry

Firstly, according to the findings, demographic variables can predict the propensity of employees to leave. It is why companies should differentiate and stratify their employees. Different policies should be adopted for employees with different characteristics as a way to achieve better management.

Secondly, Companies can implement flexible working hours (flexitime). Flexible working hours increase the flexibility of working women's schedules. Working women can not only adjust their start and finish times to suit their circumstances, but they can also organise their work at the most productive times and be more productive. At the same time, flexible working hours can also improve WLB by reducing the frequency of conflicts between working women's work schedules and their life plans. In addition, flexible working hours allow working women to avoid the daily rush hour and save time commuting to and from work, thus increasing their free time and improving WLB. However, it is essential to note that flexible working also requires establishing relevant rules and regulations to discipline employees.

Finally, Establish a comprehensive training system. Use the gap between employees' current competencies and their ability to do the job as the basis for training. Research findings show that female employees believe that companies provide training and development opportunities that promote growth and development and strengthen their commitment to the organisation. In addition to providing opportunities for self-growth and career planning through various training and learning programmes and improving work efficiency, some of the WFC caused by work efficiency can be addressed, as well as increasing the intrinsic motivation and attitude of employees diversifying career development opportunities.

When Faced with a career plateau, female employees are encouraged to re-evaluate their new goals and development interests in the light of their circumstances and willingness to develop. Similarly, for pregnant female employees, the company can encourage them to explore their careers again. Companies can hire professionals to provide female employees with career planning, psychological support and guidance on work-family issues. These initiatives can help to reduce work-related stress and reduce WFC for women.

6. Conclusion

This part summarises the content and main findings of this study while pointing out the essential contributions and research implications. This one also mentions the limitations of this study and the outlook for future research directions.

a) Main Findings

This study aims to determine whether the WLB of women in the IT industry in China impacts employees' turnover intention and make recommendations to reduce employee turnover rates.

Firstly, after relevant literature studies and questionnaires, this study found that women in the IT industry in China have a slightly unbalanced work-life situation. Employees have a greater propensity to leave their jobs. These two findings provide a deeper understanding of the current work-life situation of women in the IT industry

Secondly, the paper identifies an inverse correlation between WLB and propensity to leave. This finding has the potential to increase the importance that companies place on WLB. It contributes to the retention of employees in companies. It also contributes to female WLB in the broader IT industry. It also fills a gap in the academic literature.

In addition, this paper identifies three demographic characteristics - length of service, age and presence of children - as crucial predictors of propensity to leave. This research can help companies personalise and stratify the management of different categories of employees and achieve efficient human resource management.

The most excellent value of this paper is that it finds that establishing flexible work systems, providing career development opportunities for female employees, offering maternity benefits and providing training for women can be suitable for providing WLB. It also provides a reference value for IT companies in general from the practical aspect.

b) Research limitations

This research focuses on female employees in the IT industry in China, and the sample size is small. The geographical location was chosen only for Beijing. Due to the different corporate cultures and development models of IT companies, the geographical location and questionnaire sample size may impact the generalisability of this study.

The WLB itself is dynamic and constantly changing. Employees' WLB may change over time. WLB is not a simple concept and covers a wide range of areas. To date, there are no standardised academic scales or measures to measure WLB, so there may be limitations to the dimensionality and completeness of this questionnaire. It is one of the limitations of this study.

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Chapter Seven

Motivation of Millennial Employees through HR Practices: A Case Study of the Chinese Public Sector

Xin Ping

1. Background and Importance of the Topic

“Motivation” is derived from the Latin word “movere”, meaning to move (Suciu et al., 2013). The most common form of motivation in organizations is work motivation. With work motivation, employees are likely to complete their work more efficiently. There are three components of motivation: direction, effort and persistence (Arnold et al., 1991). Fellenz and Martin (2017) referred to those components and described motivation as the force that initiates, directs and sustains behaviour. Whether employees are motivated can affect their performance and has an impact on the whole organization. When individuals are motivated properly, they are able to do work with a positive attitude and this increases their job satisfaction. In the public sector, Liu et al. (2008) found two dimensions of public service motivation, which are attraction to public policy making and self-sacrifice. These are both strongly and directly related to job satisfaction.

Employee performance also benefits from high motivation, as one of the most important factors influencing performance is the motivation to perform well on the job and those motivators are various (Van Knippenberg, 2000). In other words, well-motivated staff are more likely to work happily and efficiently as well as stay with the company. For organizations, their development and performance rely on the people within them. The improvement of productivity relies on more than technology, business re-engineering or organizational goals. Whether these approaches will be successful or fail, as Wright (2001) said, *"depends largely on the motivation of the employees who have been asked to implement them"* (p28). Therefore, many companies around the world have paid more attention and invest more money on employees' work motivation (Hitka et al., 2018).

Work motivation is a topic which has been mentioned a lot in human resource management (HRM). The concept of HRM is that it is composed of policies promoting mutuality which will elicit commitment and in turn yield both better economic performance and greater human development (Walton and Lawrence, 1985). HRM, as a strategic approach to managing people, can stimulate employees' motivation through a series of practices.

Ulrich (1997) has identified four roles of HR managers, which are strategic partners, administrative experts, employee champions and change agents. Especially as strategic partners and employee champions, HR practitioners have the responsibility to learn the needs of workers and come up with strategies to meet those needs in order to help employees reach their full potential. The implementation of HRM is related to a higher level of employee commitment and contribution, which in turn is associated with a higher level of productivity and service quality (Guest et al., 2000). Thus, it is important for HR departments to implement practices that create a work environment which is able to motivate employees to achieve the desired goals of the organization (Wilton, 2016). HR functions such as training and development, performance appraisal and reward can all facilitate a higher work motivation of employees.

a) Shape and Scope of the Study

Although work motivation is very important for the success of companies, there is a lack of attention in public sector organisations, which are under continuous pressure to improve their performance (Wright, 2001). Different people may be motivated differently according to age, gender, culture, social environment, etc. Age and nationality (culture) are two especially significant factors (Liu et al., 2008). Thus, one approach to motivation may not fit all employees. Millennials are now the largest living generation and the main workforce in the market (Cattermole, 2018), and China has the world's largest talent market. According to a survey of the famous Chinese recruitment company Zhaopin, there are over 65 percent of millennial employees holding important or mid-level management positions in companies, and millennial workers change their jobs frequently if they are not satisfied. Therefore, it is highly important to learn Chinese millennial employee motivators and execute HR practices correspondingly to satisfy these needs for the development of talents.

Herzberg's two-factor theory is used to facilitate the identification of employee needs. Studies have found that Chinese millennial workers demonstrate different behaviors compared with their older counterparts in China as well as millennials living in other countries (Zhao, 2018). So far, only a few articles have studied work motivation in the context of Chinese millennial employees, and therefore this paper tries to fill this gap. Furthermore, the paper will discuss how HR practices can promote employee motivation in order to help organizations develop and retain their talents, which is related to Expectancy Theory.

2. Methodology

This section mainly illustrates a few key aspects of the research, including research aim, objectives, questions, process and design. It outlines how the research will adopt a qualitative approach with in-depth and semi-structured interviews to examine the research questions.

a) Research Aim and Objectives

Based on the research background and the literature gap, the aim of this study is *to offer a deeper understanding about Chinese millennial employee motivation in the context of public sector organisations and to discuss how HR practices can promote employee motivation in order to help organizations develop and retain their talents.* Therefore, the paper hopes to bring both practical and theoretical values, whereby the objectives of this research can be generalized into four, namely:

1) To deepen the understanding of the current Chinese millennial employee motivators, especially in the public sector.
2) To offer an overview of the current incentive mechanisms in the Chinese public sector.
3) To evaluate the validity and contemporary practicability of the two-factor theory and Expectancy Theory.
4) To link work motivation with HR practices, in order to help public organizations better motivate, develop and retain staff.

b) Research Questions

To achieve the aim and objectives listed above, this study tries to answer the following four research questions:

Q1: What are the main motivators for millennial employees of the Chinese public sector?

Q2: Do these satisfiers and hygiene factors cause motivation and demotivation separately for Chinese millennial employees in the public sector?

Q3: Do Chinese millennial public workers place more value on intrinsic than extrinsic motivators?

Q4: What HR practices can be adopted to better motivate millennial employees in the Chinese public sector?

c) Data Collection

This study is based on a *qualitative research* method, which includes the use and analysis of primary data and secondary data. Qualitative research is able to help scholars understand human behaviour from informants' viewpoints and assumes a dynamic and negotiated reality (Minchiello at al., 1990). It is not necessary to have enormous research samples compared with the quantitative research method. The primary data in this study is gathered from semi-structured and in-depth *interviews*. The strength of primary data is that it is up-to-date and it gives conclusive results. Semi-structured and in-depth interviews allow interviewers to ask open-ended questions. More importantly, depending on the answers of the interviewees, questions may be expanded in order to gain a deeper understanding of employees' thoughts. This flexibility is another advantage of collecting primary data. All interviews were delivered through the communication APP in Chinese and have been audio-recorded with the consent of participants, because this has been more efficient and safer in the Covid-19 situation. Millennials are comfortable with technology (Erickson, 2012) and thus it has not been a problem for them to use technical tools. On the other hand, secondary data is also needed in this study to enrich the background information and enable the author to relate interview results with those secondary data to draw a comprehensive conclusion.

d) Research Design

The original research method used by Herzberg in his study is the critical incident method. The employees were asked about their exceptionally good and bad working experiences and how long they had lasted. This methodology was also employed by Kultalahti et al. (2014). Their study aimed to find out the contemporary relevance of Herzberg's two-factor theory, especially among Generation Y, but not in the context of China. They chose the method of MEBS which can be considered as passive role-playing. Two stories were provided to participants on Facebook. One was a positive story describing an employee feeling motivated and energetic after he or she came home from work and the other was a negative story describing the same employee feeling demotivated and extremely tired after he or she came home from work. TThe interviewers then asked respondents to imagine why that employee had positive and negative feelings. In order to answer the research questions 1 and 2, this study aimed to combine Herzberg and Kultalahti's interview questions and present two stories to the interviewees as follows:

(1) Positive story:

Imagine you go to work one day, and really look forward to the upcoming work and the day you will spend. At work, you have an emotional desire to actively complete tasks and are willing to do extra work. Generally speaking, you are passionate about your job and do not feel bored. After work, you will look forward to the second working day. Why do you think you are so motivated to work like this?

(2) Negative story:

Imagine that you go to work one day, and feel stressed or tired by the work to be done and the day to be spent. You feel very depressed at work and feel that you are doing work passively. You will only complete the tasks assigned by your manager, and will not take any initiative to complete more. After work you are happy and relieved. Why do you think you are so unmotivated to work like this?

Besides the two scenario imagination questions, a few other open-ended questions related to HR practices and the Expectancy Theory were also asked in order to answer research questions 3 and 4 (key interview questions can be seen in the Appendix). Depending on the answers of the interviewees, questions may be expanded in order to have a deeper understanding of employees' thoughts, which is a strength of conducting interviews. There were extra questions for HR practitioners too. All questions were translated into Chinese in accordance with the original meaning of English, so as to avoid possible problems in interview and communication.

e) Ethical Considerations

The relevant ethical issues of this research are mainly two: the information confidentiality and the participants' health considerations because of the Covid-19 situation. Before the interview process, all interviewees who were happy to participate in it completed and signed the consent forms and they had the right to withdraw at any time without giving a reason. Participants' personal information and the names of organizations were anonymous. For those interviewees who were willing to be recorded during the interviews, the recordings were only saved in the author's encrypted personal computers, and all the data will be retained for 1 year only. All information will not be shared with any other organization as it is only used for the academic purposes of this paper. In the special Covid-19 situation, the author first contacted them through WeChat app and had all the interviews through Tencent Meeting or WeChat without meeting interviewees in person, which followed the health instruction.

f) Research Process

The key research process can be summarized in a flow chart as below:

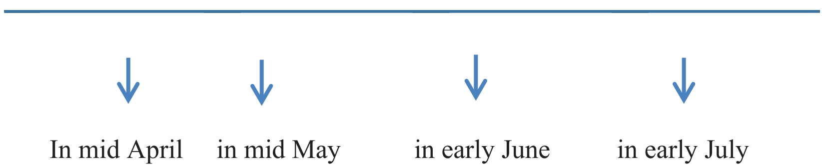


Figure 2 Key interview process

3. Data Analysis

In this part, the sample organizations' background and participants' profiles are elaborated. The interview data is analyzed and quoted to enable further discussion, which includes three parts: employee motivation factors, intrinsic and extrinsic motivation and work motivation related to

HR practices. This section provides the proof of research findings which will be discussed in the next part.

a) Organizational Background and Participants' Profiles

Three Chinese public sector organisations in three different industries provided the sample of this research. They are named organization A, B and C for reasons of confidentiality. The reasons those three organizations were chosen are that firstly, the more different types of public sector organisation are studied, the more comprehensive and rigorous the research results will be. Secondly, the author's personal network gave access to those three organizations, which made the interview process easier, and interviewees were able to answer questions more freely and honestly. However, the author does not have work experience, thus the employees who can be reached are limited. A total of 20 millennial employees were interviewed and there were 6 or 7 participants from each of the organizations. They were either invited through personal contacts or a snowball method. Among the interviewees there were 10 males and 10 females; 6 people's jobs involved direct contact with citizens, and 14 people were office workers. Broken down by age, 11 of the participants grew up in the 90s and 9 grew up in the 80s. There were both low-level and high-level staff as well as HR practitioners among the 20 respondents. The sample thus contained good variety and wide dispersion. Each interview lasted for 30 to 60 minutes, and included 17 to 21 open-ended questions in order to have a deeper conversation with each participant, and if necessary, the author contacted them for a second or third time to receive enough information.

b) Data Analysis

Thematic analysis or content analysis is a common way to analyze qualitative data. Considering the use of interviews, the thematic analysis method was applied in this article in order to further examine the data. Interviewees' statements were coded and summarized into themes through iterative comparison.

c) Employee Motivation Factors

Through the positive and negative scenario imagination questions, a few answers were repeated many times.

(a) The benefits of work, especially in terms of tangible pay, are extremely important motivators for the interviewees. When the salary cannot meet personal expectations, or cannot meet a certain level, part of the meaning of the job is lost for some people. A percentage of interviewers held the opinion that pay and return, especially the return of money, should be proportional. If they received a satisfying payment, they were likely to feel that their effort has paid off. Three of them even mentioned that material rewards were the only factor that could affect their positive or negative attitude towards work. This is especially true of millennial respondents who already have children and those who have just entered the workforce.

> *"To be honest, in real life, most people work hard for money, because they have to make a living or want to have a better life. The best way to motivate staff is to give them bonuses. For work, only positive slogans are useless. Most of the motivation comes from the material level."*

(b) The degree of devotion or interest in the work would affect the enthusiasm of the interviewees to a certain extent. Loving the job from the bottom of one's heart was the first factor many respondents mentioned. If there was a lack of love for the content of the job, it may cause people to complete tasks mechanically instead of completing a job more willingly and efficiently. The initiative of employees and the quality of work were likely to be lost in such cases.

> *"When I am engaged in work I am interested in, I will be very happy when I go to work every day, and I may even look forward to the next day's work."*

> *"If I do not love my job but have to choose it for some other reasons, such as family factors, salary considerations and so on, I will feel that I am not very motivated to work."*

The intensity of the work and the repetitiveness of the work content were also mentioned in the negative story. Some millennial employees chose to work in governmental services because they felt that compared with private companies, the intensity of work here would not be great. At the same time, the higher the repetition of work content, the faster the enthusiasm of employees will be exhausted.

> *"Excessive work intensity will make me unable to adapt physically or mentally, so I chose to come to governmental services......I have been working for 10 years and feel like my work is the same thing every day, and I'm already very skilled. As a result, this makes me less passionate about my job than when I first started."*

Another point is that when the work content is too difficult and makes employees feel that their personal abilities are inadequate, job motivation is sacrificed. On the other hand, they also value tasks that are varied and challenging, which can indicate that medium task difficulty is most motivating for millennial employees. This not only gives employees the will to complete their tasks, but also allows them to benefit from personal growth.

> *"If I find that my abilities are not sufficient for a task, my drive will be insufficient. But at the same time, I also hope that the work content of my organization will be challenging, so that I have room to learn."*

(c) It is inevitable that there will be collaboration and communication with colleagues and leaders at work, and this factor seems to be crucial for motivation. Three interviewees were colleagues in the same department in the same organization. When answering why they felt enthusiastic and motivated for work, they all said that the relationship between colleagues was very harmonious. They would look forward to the second working day because they could meet each other and they always supported one another at work. There were also three millennials who had just joined different organizations for about 3 years who pointed out that they currently had "tutors" to help them to complete the main work. Usually their tutors are colleagues who have more years of work experience than themselves. Thus, their relationship with their "tutors" affected their motivation for work as well. On the other hand it is important to get along with direct supervisors. It can be inferred from the interviewees' stories that millennials may have a more positive work attitude when a supervisor is willing to pass on his or her knowledge to employees and give them the necessary recognition for their work. In contrast, when the leader does not care about the work of the subordinates, does not provide support, puts great pressure on employees or abuses power, the employees may suffer from mental stress and lose their motivation to work. Eventually, they could even leave the organization for this reason.

> *"One of the reasons I go to work happily every day is that I can meet and chat with colleagues who work together. We are about the same age so we are also good friends in private."*

> *"I have changed a few jobs so far, and every time I change jobs, I leave because of the lack of coordination with the direct leader or the team, or a personality clash."*

(d) After the interview, it was discovered that millennials also valued personal development and growth in the future,for which one of the most direct factors was the promotion mechanism. Several respondents admitted that the biggest problem they faced now in the workplace was the difficulty in getting promotion. They believed that their organization's promotion was slow because there were fewer managerial positions with very low turnover, to which one can only get promotion once the leader retires. In addition, whether employees are able to learn new knowledge and skills in the work process and enrich their personal experience is also one of the motivations for work.

> *"The most troublesome problem for me at the moment is that there is no way to know when I can be promoted. This is not the same as the system of a private company. We will automatically 'be promoted' once every two years, but it has nothing to do with getting power. It is just about a little salary increase. Promotions depend on luck and opportunity, followed by personal abilities."*

> *"I have a strong self-learning expectation. In my current job, I can always learn new knowledge and improve my abilities through exposure to new fields. This is one of the reasons why I am motivated to work."*

(e) The word "sense of accomplishment" at work also appeared several times in some stories. A sense of accomplishment can be summarized into two aspects: The first is that the individual can see the results after putting in the hard work, whether it brings benefits to the institution or influences others. Such gains can give millennials a sense of accomplishment and motivation by considering their work meaningful and making a difference. In contrast, those respondents whose work involved serving citizens directly, believed that their motivation was severely reduced when they were not respected and understood by the people they served. The second aspect is the influence of the organization on society. This may be related to the nature of public institutions. Such organizations have a higher status in society and have certain powers. Millennial employees working in this type of organization are usually supported and affirmed by their family members in China. The higher the social influence of the organization itself, the easier it is for employees to feel a sense of accomplishment at work as part of it.

> *"I think my organization has contributed to the development of the country and has a certain degree of visibility and recognition in the society. This makes me proud to work in such an organization......However, sometimes citizens who come to ask questions may have disputes with our staff due to*

long queues or other reasons. If this kind of thing happens, I will be in a bad mood all day."

(f) Almost all respondents agreed that red tape and hierarchy exist in their public institutions, which streamlined their work. According to participants' responses, due to the nature of the organization, most employees were just ordinary members of the organization and had no ability to make major decisions. In addition, there was not much room for flexibility in the workplace, including work method or work time, etc. Although some interviewees mentioned that these factors could affect their work motivation, for example, they thought that their work was too limited, there was no room for development, and the project approval process was too cumbersome and time-consuming. However, it is interesting to note that some of the respondents did not feel this had an impact on their motivation to work, for they knew from the start that this job would take on this form, and they became more accustomed to it after working in the company for a long time.

"All business decisions of the organization are based on seeking stable development. Without innovation, everything must follow the instructions of superiors. This makes me feel helpless sometimes."

"Although reviewing a certain project requires multiple levels of approval by direct leaders, cross-level leaders, financial departments, etc., which may be troublesome, I also understand that this is the normal process of the organization, and no party will deliberately delay the approval process."

(g) It is a little unexpected that the work-life balance has not been mentioned repeatedly. However, some interviewees mentioned that personal life had impact on his or her state at work in some degree. When they were in good physical and mental state, emotionally stable, and everything is fine at home, it would be easier to feel motivated at work. It can be concluded that long-term or frequent overtime work at short notice can make millennials feel uncomfortable and resistant.

"If I come to work today in a very good state, I will work harder today with a positive attitude."

"I particularly hate to work overtime at short notice because it will disrupt my personal planning and arrangements. If things go on like this, I may have negative feelings about work."

(h) The stability of the job, or the sense of security at work, was derived in the context of lack of motivation. However, not many participants took the initiative to raise this point. Interestingly, most of the time respondents chose to work in public offices under the consideration of the advantage of its job stability, but when they have been working for a while, they found that they had a fixed upper salary level, and they almost never faced the risk of being laid off, which were all forms of job security. This kind of low work stress made them sometimes slack in their work.

> *"The salary level is hardly related to my work performance. The long-term easy working state makes me lazy at some point."*

The table below is the summary of those interview findings and a total of 8 themes can be generated. These 8 themes can also be understood as the main motivators of Chinese millennial employees in the public sector. The content of the table is displayed in the order from the most frequently mentioned topics to the least frequent topics mentioned by the interviewees, which means that the salary factor is the greatest source of motivation and job security factor is the lowest source of motivation.

Table 1 Main employee motivation (source: author's own analysis)

	Key words from interviews	Themes
1	High/low wages Tangible benefits	Salary
2	A boring job The love to my job Complexity of tasks The finish of an important project	Work content
3	The attitude of leaders Relationship with colleagues Cross-functional communication	Interpersonal relationships
4	Possibility of promotion The opportunity to learn new things	Personal growth and development
5	Be able to see the impact of a task The respect/disrespect of the public Social influence and status	Sense of achievement
6	Not able to make own decisions Flexibility in work methods	Autonomy
7	Work overtime Personal interests or hobbies Private life Personal status	Work-life balance
8	Stable pay levels Almost no risk of being fired	Job security

d) Intrinsic and Extrinsic Motivation

In addition, the results showed that *14 respondents tended to agree that extrinsic motivation has a greater impact on them than intrinsic motivation, while only 6 respondents tended to agree that intrinsic motivation is more important to them.* The reasons why a large proportion of participants placed more value on extrinsic motivation are:

(1) The main reason is the same as the above mentioned: that the most important work motivation of the interviewees is money. A lot of people mentioned that "my current pursuit of work is to make money", "other benefits are of no practical significance, and wages are the most tangible reward", "in reality, intrinsic motivation accounts for too little, and everyone needs money to support their families or for a better quality of life". There were many similar statements.

(2) Another reason given by some respondents was that they did not like their current job so much: "I do not work because I like the job but I have to". Or after many years of work, their freshness in the content of the work has gone. In addition, their motivation for work was also diminished by the unchanged content of their work: "my mindset is very different from when I first joined my organization. I am not as passionate about my job as I was before". This lack of internal motivation has made millennials more externally motivated.

(3) A small percentage of respondents also mentioned the importance of interpersonal relationships and work-life balance: "a large part of the reason I like working now is that I get along well with my colleagues", "the reason why people choose to work in a public sector instead of a private one is that there are few overtime hours here and the working hours are regular". Thus, many respondents considered extrinsic motivation to play a better role than intrinsic.

For a small number of interviewees who pay more attention to intrinsic motivation, they can be divided into the following two categories:

a. Individuals who have worked hard to reach middle or senior management positions, hence they are satisfied with the salary level and their families are stable, which make them pay more attention to self-sublimation and self-learning in the workplace. For example, one interviewee said: "I have been less likely to be influenced by the outside world now, and I do not only use work as a means of making money. I want to grow through constant innovation".

b. After having a long period of working experience, an individual still loves his or her job. This type of person thinks that the love of work is the most important source of motivation: “I like to help others, and I like to communicate with others which is exactly what I do now. If I receive credit and recognition for my work, it will make me more happy”. Conversely, respondents who engaged with clients in particular noted that once their work was not understood and respected by others, their motivation for work would suffer.

e) Work Motivation Related to HR Practices

According to Vroom’s expectancy theory, the ‘expectancy’ and ‘instrumentality’ elements are related to HR practices. Among the six HR functions, this study is focusing on three aspects which have a closer link with the Expectancy Theory: training, performance appraisal and reward management.

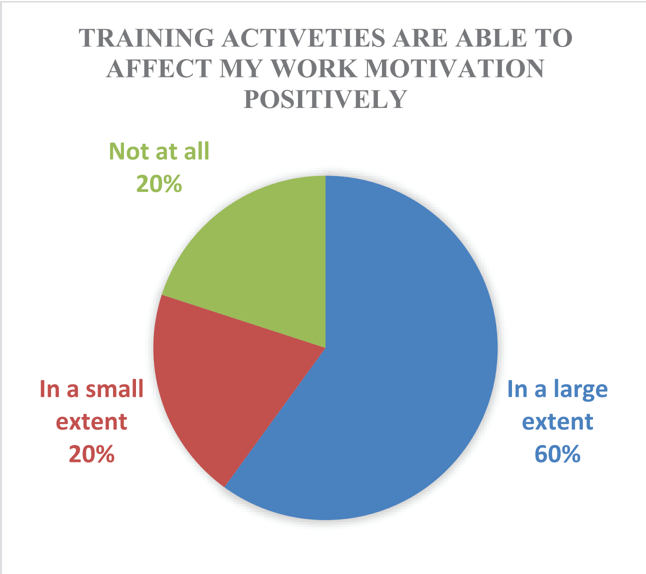
1. Training

Although the three case study organizations have different training programmes, they are similar and may be concerned with any of the following: professional skills, IT skills, interpersonal skills, personal skills, management training, training in organizational procedures and Communist Party history and political training. According to the interviewees, the training techniques usually take the forms of lecture or case study. During the interviews, the author asked several questions in order to find out whether the interviewees think training events in their organizations are useful and are able to promote employee motivation. *12 participants argued that training could boost their motivation greatly, 4 participants gave positive responses but thought its effect was not significant, and 4 participants did not think the training programmes provided could affect their work motivation at all (Figure 3).*

Those millennials who agreed that training has a positive relationship with work motivation provided several viewpoints:

Firstly, training can provide employees with opportunities to improve their professional skills, communication skills, leadership skills and other comprehensive skills. Especially when new learning skills actually improve their own work efficiency, personal work motivation is also enhanced: *“Through the training organized by the company, I have* *learned a lot of useful skills, which are very helpful to my work, so I am willing to participate in more similar training programmes".*

Figure 3 Respondents' opinion related to training activities



Source: Authors' own statistical analysis

Secondly, training has broadened the horizons of employees and increased their interest. Training lecturers are usually very experienced people. Through company training programmes, trainees can access knowledge that is not accessible to the outside world: *"The trainers who come to train us are people with strong professional abilities and even celebrities with certain social influence. Through their stories and novel cases, I have broadened my horizons and gained a new understanding about my work".*

Thirdly, training enables participants to gain work skills, which is of great help to the improvement of employees' self-confidence. Millennials will be more confident in completing tasks in the future, after their personal ability is improved, thereby generating stronger work motivation: *"When I first came to work, I did not understand anything, but I was able to accomplish more and more tasks by myself through a series of training courses".*

Fourthly, respondents believe that providing employee training activities is a sign that companies value their employees. In particular, the company may have the opportunity to go to other places for training, or provide employees with more learning platforms.

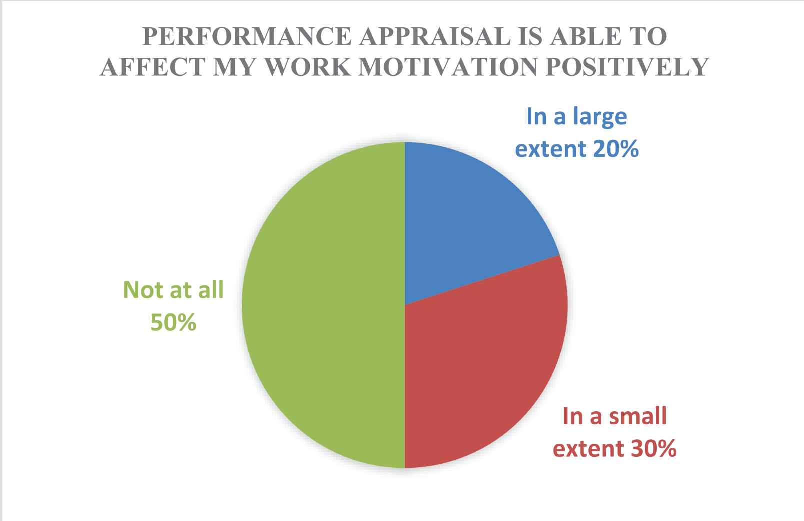
Finally, the Communist Party history and political training makes trainees more active and progressive in their thinking, and improves their political literacy, dedication and the spirit of serving the people.

The small proportion of the sample millennials who did not think the training programmes could affect their work motivation were dissatisfied with the training content or the training techniques or the time training took place. Some interviewees pointed out that the training in their organization was designed to benefit as many employees as possible, thus most of the teaching content was about improving personal communication, leadership and so on. In other words, it was not professional and targeted enough. They tended to think that there were only a few useful programmes, and that most of the knowledge delivered by lecturers had nothing to do with their daily work. On the other hand, even if there was training on professional knowledge, the form of training was mostly lectures. The trainees could only watch the screen and listen to the lecturer which turned it to a boring class and the trainees could absorb too little knowledge in a training session. One of the interviewees also said that the scenarios encountered in actual work vary so that the content of a Power Point presentation can rarely be applied to the actual work.

2. Performance Appraisal and Reward Management

The interview questions included asking millennial employees about their opinion on the relationship between performance appraisal and work motivation. The finding was a little unexpected: *10 participants argued that the performance appraisal in their organization could not affect their work motivation at all. 6 participants thought there was a positive relationship between the two factors but they thought the impact of performance appraisal on work motivation was small. Only 4 participants agreed that the current performance appraisal system could boost their motivation greatly (Figure 4).* Depending on the nature of different positions, there are quarterly evaluations, annual evaluations, or a combination of the two in the three sample organizations.

Figure 4 Respondents' opinion related to performance appraisal



Source: Authors' own statistical analysis

Those millennials who held a negative point of view on this question or did not think performance appraisal was able to affect employee motivation to a great extent gave similar reasons:

On the one hand, most people think that the performance appraisal in their institutions is a kind of process, which has no practical meaning. This is reflected in the fact that some employees pointed out that the way they were assessed was just a personal review, which was similar to writing a personal summary and reviewing their work in the first quarter or year. Some interviewees said that although the company implemented a 360-degree performance appraisal which included the evaluation from the leaders and colleagues, they all see each other as "face" which means they are compatible with each other. This phenomenon has also been found in other research studies in Chinese public services (Guo, 2016). Therefore, these performance appraisals are often not based on actual personal work performance: *"Our performance appraisal is very simple, it is to tick the questionnaire. The appraisal results of colleagues are almost the same."* In addition, most respondents working in public services do not have key performance indicators (KPI), hence their appraisals will not involve KPI assessment. Thus there is almost no difference in the performance appraisal results of employees.

On the other hand, the performance appraisal and reward mechanism are not well integrated. Even if the performance appraisal results of some employees are relatively better than others, they will not be rewarded much: *"better performers may receive a little more bonus but the amount is almost negligible"*. More than half of respondents believed that performance appraisal results have little or no effect on wages. 18 respondents out of 20 perceived performance appraisal results that were not or only marginally related to promotion. The main reason is still that there is too little variability in the results of performance evaluations, so it is unlikely to be a major factor affecting employee salary and promotion. The result of the appraisal has the most direct impact on the selection of the "Excellent Employee". Although employees of the three public organizations gave different names for this title, the selection of the best performer is a culture in all three organizations. However, regarding the significance of this honorary title, the interviewee said: *"It is more of a spiritual level of encouragement, and a small amount of rewards will be issued, but it will not have much impact on other aspects"*. Thus, this mechanism did not motivate most respondents to work hard either.

Two reasons were mentioned by 4 respondents who believed performance appraisal had a direct impact on job motivation. One reason was that their performance appraisal is directly related to KPI due to the special nature of their work, so the evaluation results are able to directly affect their bonus to a great extent. This allowed them to perform better in their daily work in order to get better assessment results. A secondary reason was that only two interviewees mentioned that the selection of the "Excellent Employee" was motivating for them. Although there were no tangible rewards, they wanted the title in order to gain the admiration of their colleagues.

4. Discussion on Findings

This part focuses on giving the answers and explanations for the four research questions. It has recognized that some findings are in line with previous studies and theories while some are not. By linking the Expectancy Theory and HR practices, the study also provides reference for organizations.

a) Employee Motivation (Research Question 1)

The first research question of this study was *"What are the main motivators for millennial employees of the Chinese public sector?"*. These research findings were generally in line with some earlier studies (eg Cennamo and Gardner, 2008; Wong et al., 2008; Kultalahti et al., 2014; Zhao, 2018): salary, work content, interpersonal relationships, personal growth and development, sense of achievement, autonomy, work-life balance and job security were important factors of motivation according to the stories of the millennials. However, the quantitative data of this research shows some views that are different from the previous research or are supplements to the existing research.

Firstly, the amount of salary was the most crucial factor for the sample of the Chinese public organisations' millennial employees in this study. Such emphasis on money was not commonly seen in many studies in the literature. However, it is easy to understand why people or millennials in this context are attracted to this factor. Money is *"a powerful force because it is linked directly or indirectly to the satisfaction of many needs"* (Armstrong and Taylor, 2020, p267). It obviously satisfies the need for survival and, as salary can also show that one is recognized and valued by the organization, the need for self-esteem is also satisfied. This is consistent with Maslow's hierarchy of needs theory, which requires money in exchange for the most basic physiological needs of human beings, after which there will be more advanced requirements (Maslow, 1954). In particular, the millennial generation includes the age group that has not been the workplace very long and also the age group that are raising their children. Thus, most of them are at a stage where they need money to provide what they need in life. Results also indirectly showed that a portion of the millennium generation employees in the Chinese public sector were not very satisfied with their salary level, leading many respondents to first think of extrinsic job motivation. Another point worth mentioning is that most public sector organisations pay a fixed salary. Therefore, if employees work very hard but their income does not increase accordingly, their work enthusiasm is easily affected. In some cases, employees may even intentionally reduce the quality of their work to match their salary level.

Secondly, Hofstede (2011) has recognized that China has a high power distance compared with other countries, which can slow the communication process, make the power more centralized and increase the red tape in an organization. This is especially true in governmental services and some of the employee motivation may be affected by this factor. Leadership in Chinese public organisations may be more powerful and authoritative; hence the boundaries between superiors and subordinates are clearer (Fisher and Yuan, 1998). This makes millennials pay more attention to the relationship with leaders. Leaders' praise and criticism may have a significant impact on employee motivation for work. Additionally, the leaders of such organizations have greater decision-making power, which reduces the flexibility of ordinary employees' work and makes it difficult for them to make their own decisions. This is coupled with the fact that Chinese millennials were born under the one-child policy, as a result of which they received undivided love from their parents. They are a little spoiled and may have a self-centered lifestyle. Therefore, the top-down order of command and the emphasis on regulations in governmental services generates a need for autonomy in millennials in order to work happily. Moreover, literature has indicated that millennials have a strong desire for self-realization. On the basis of completing their work, they also want to feel that they are making a difference (eg Parry et al. 2012; Zhao 2018). In such governmental services with high power distance, this demand may also be highlighted.

Thirdly, unlike some of the previous studies on millennial motivation which revealed that work-life balance was a key factor among all the motivators (eg Greig, 2009; Raina and Roebuck, 2014; Cattermole, 2018), the interviewees in this study did not focus too much on this issue. However, we can not draw the conclusion that Chinese millennials do not care about this factor. The author found that rather than saying that the interviewees did not have the need for work-life balance, it was better to say that the work in a public sector has usually met their needs in this regard, so few interviewees actively mentioned this point. 14 of the 20 interviewees said that they did not or rarely worked overtime and that they had plenty of time for their private life. Therefore, while work-life balance could affect their motivation to work, they rarely experienced the impact of it in person and had become accustomed to the regular working hours. To sum up, millennials' less emphasis on work-life balance is highly related to the organizational culture of the Chinese public sector.

A similar situation can be reflected in the aspect of job safety. All the 20 participants rated their organizations as having a high job security level. There was hardly any chance that employees could be dismissed unless they seriously violated company regulations and they also enjoyed a stable salary. During the pandemic, no one lost their jobs. Many millennials also took this for granted so they did not mention this factor very often either. Furthermore, this environment in the Chinese public sector may lead to a low employee turnover rate which may decrease the rate of promotion correspondingly. There are many capable employees in the organization but too few promotion positions and most of them can only wait for the leader to retire. This prompts millennials to demand better personal growth.

b) Satisfiers and Hygiene Factors in the Two-factor Theory (Research Question 2)

The second research question of this study was *“ Do satisfiers and hygiene factors cause motivation and demotivation separately for Chinese millennial employees in the public sector? “* In order to analyse this question, the author used a table to classify the main findings of interviewees’ stories into two categories (Table 2).

Table 2 Main findings of the stories (source: author’s own analysis)

	Positive, motivating stories	Negative, demotivating stories
Satisfiers (intrinsic motivation)	Love the job Interesting work content Possibility of learning and growing Sense of achievement Autonomy Recognized by leaders or customers	Do not like the content of the job Doing the job without a sense of achievement Being given too difficult tasks Feeling not being respected
Hygiene factors (extrinsic motivation)	Good pay Nice work community Job security Work-life balance	Poor salary Bad working environment Do not have chance to be promoted Not getting along well with colleagues and leaders Job security Often work overtime Something happened at home

It could be seen from the result that both satisfiers and hygiene factors could motivate or demotivate millennials. Some factors appeared in both motivating and demotivating stories. For example, good pay and a nice work community as hygiene factors could also positively motivate employees.

Job security for some millennials was the factor that could make them loyal to the organization and motivate them. For other millennials, the guarantee of job security may cause less chance of promotion and employees may become lazy and demotivated. Therefore, this study indicates that people construct their ideas of motivation at work differently from the analysis of Herzberg's two-factor theory, which suggested that separate factors cause motivation and demotivation. The results of this study are in line with the research of Kultalahti et al. (2014). However, it appeared that there were more satisfiers than hygiene factors in the motivating stories and more hygiene factors than satisfiers in the demotivating stories. This may indicate that satisfiers could have more impact on motivating millennials and hygiene factors are more likely to make people demotivated, but these two kinds of factors did not control motivation and demotivation separately.

c) Importance of Intrinsic Motivation versus Extrinsic Motivation (Research Question 3)

The third research question of this study was *“ Do Chinese millennial public workers place more value on intrinsic than extrinsic motivators? “* Depending on the research data, the answer seemed to be no. 14 respondents suggested that extrinsic motivation had a greater impact on them and 6 respondents placed more value on intrinsic motivation. This result is related to millennial respondents' emphasis on salary. In the first research question, salary was the most frequently mentioned motivator. This may be related to the culture of long term orientation in China (Hofstede, 2011). Chinese people generally like to save money, and in particular many people regard saving money to buy a house of their own as the goal of their work (Kirkman et al., 2006). Therefore, the goal of making money is the first reason why most millennial employees place more emphasis on extrinsic motivation.

Another reason is that when the interviewees were asked why they chose to work in a governmental service, the reasons they gave were mainly focused on two points: job security or stability and the ideas instilled by their elders. This caused some employees to work in the public sector not out of their own interests. At the same time, the need for job stability focused their attention on the balance between work and life, which is another extrinsic motivation. The interview sample consisted mostly of office workers who served citizens less directly, thus there was also insufficient internal motivation for self-sacrifice among the public sector's employees, as found in previous studies by Liu et al. (2008). After comprehensive consideration, it seems that the lack of these internal motivations makes millennials more likely to pursue external stimulation and incentives.

In contrast, the few millennials saying that intrinsic motivation was more important indicated that they had reached management positions in the organization, and the salary had also met their own needs. Some other people's goal was to do what they liked without caring about money and social status. But all in all, the millennial employees who pursue the richness of their inner world are not as numerous as the millennial employees who pursue the richness of the material world.

There are also differences in the answers to this question between millennials who grew up in the 80s and 90s. Among the 6 millennial respondents who believed that intrinsic motivation is more important than extrinsic motivation, five were born in the 80s and only one is born in the 90s. In the overall interview, the 80s generation also took the initiative to put forward more internal motivations, such as the need for self-growth, challenging work and a sense of achievement. This may be related to the different life stages of the 80s and 90s generations. The younger 90s generation have just entered the workplace, and there are not many opportunities for promotion and salaries are relatively low, especially in public services. Some other people born in the 90s are at the stage of forming a family with high life pressure. As a result, their focus of work may be more biased towards working hard to earn money to live. The 80s generation are relatively further on in their career and they may already be in a high position in the company. Their family situation is also more stable, hence they can pay more attention to the work content and the promotion of self-value through their job.

d) Suggestions on HR Practices (Research Question 4)

The final research question of this study was *"What HR practices can be adopted to better motivate millennial employees in the Chinese public sector?"* According to Vroom's expectancy theory: expectancy, instrumentality and valence are the three factors that are able to affect employee motivation.

e) Expectancy

Expectancy is the belief that effort will lead to performance. This factor is more closely related to the training function of HR. According to the interview result, 75% of respondents tended to agree that organizational training has a positive relationship with work motivation. They believed that training could improve their skills, including professional skills or general skills, etc. Training could also broaden the horizons of employees and expose them to more knowledge that is not accessible outside the organization. As employees explored new ways of working, there was a willingness to proactively apply these methods to their actual work scenario. The Communist Party history and political training also played a role in strengthening their work beliefs. Therefore, according to Expectancy Theory, training has improved the overall abilities of millennial employees and allowed them to see the rewards of the efforts from others' examples (lecturers). Furthermore, millennials will have more confidence in their work and are willing to apply the knowledge they have learned to practical work in the future. Eventually it has an impact on their expectations, making them more convinced that effort will lead to performance.

In contrast, the millennial employees who stated in the interview that training did not enhance their motivation at work did not think that training was not motivating, but the content and format of company training they were exposed to made them unable to learn and improve their skills, hence they doubted that training would affect their motivation. For example, some organizational training courses were not professional and had less relevance to the actual work scene. Most of the training was carried out in the form of lectures, and the trainees found it easy to accept knowledge passively, which made them less motivated to participate in training. Therefore, if it can help employees to actually improve their skills and abilities at the end of training, the "expectancy" factor can be enhanced, which is a contribution to the enhancing of employee motivation.

Although the majority of respondents found their current training useful, some issues have been identified by the study and certain HR practices can be carried out to deal with them：

First of all, training should not be a mere formality, but more content-rich training should be carried out so that employees can gain practical skills and knowledge. Decisions about whether or not to provide training and what type of training should be provided, have generally been based on the analysis of training needs in an organization (Taylor and O'Driscoll, 1998). There are a few theories guiding the process of training needs analysis. McGehee and Thayer (1961) suggested an organization-task-person analysis framework which indicates that before the training takes place, the HR department needs to analyse the needs from the perspective of organization, task and person. Therefore, an employee questionnaire survey can be conducted so that the training content is more in line with the actual needs of participants.

Second, since the research has found that the training methods of Chinese public organisations are relatively unvaried, providing more varied training techniques for employees may make more employees interested in participating in training and help them learn more efficiently. Different people have different learning preferences, for example, Lowell and Morris (2019) identified that millennials expect technology to be combined in training, they need reaffirmation and prefer self-directed learning. Thus, more training techniques such as tutoring, mentoring and e-learning can be used to provide trainees with more choice to participate in the training programmes that suit them.

Third, the evaluation of training also needs to be given sufficient attention. It is best to conduct separate evaluations during the training, after the training and some time after the training. The factors involved in the evaluation are: trainee, trainer, training department, supervisor, customer and the company. The dimensions of the evaluation may include satisfaction, learning, transfer, profitability, etc (Pineda, 2010).

f) Instrumentality

This factor stands for employees' perception that performance will lead to rewards. This explains how performance appraisal being linked with reward management can influence employee motivation. When an employee receives a poor performance appraisal after completing his or her work, it will make the employee feel that his or her work is not recognized by the organization, thus reducing their work motivation (Suciu et al., 2013). Especially when the performance appraisal is combined with the reward mechanism, the "instrumentality" factor will be directly affected. The data of this study are basically consistent with the expectancy, while another effect has been discovered in the Chinese public sector. Up to 85% of millennial respondents believed that there was no difference in their performance assessment results. In other words, no employee received a very good performance appraisal, and no one received a very poor one. They believed that the justification for the existence of the performance appraisal in Chinese public services is more the requirements of the organization or the legal system, rather than the assessment based on their actual daily work completion. Therefore, the assessment process is simple, and leaders who consider "face" important will score and evaluate employees almost the same. This makes it difficult for the appraisal results to be used as the main basis for any rewards such as promotion. In terms of relevance to salary, some governmental service employees receive fixed pay, so performance appraisal has nothing to do with their salary level. Although the bonuses of another group of employees are directly related to performance appraisal, the bonuses of employees in the same rank are almost the same because everyone's appraisal results are basically the same. These findings are mostly in line with what has been proposed by You (2020). This situation prevents employees from feeling that their performance leads to rewards. As a result, the majority of millennials are not motivated through performance appraisals or reward mechanisms.

From another perspective, because such stable performance appraisal results also brought stable salary levels, millennial employees did not appear to be demotivated by this. For millennials who noted in the interview that performance appraisal played a role in encouraging them to work hard, they mentioned that they were judged by KPI in the performance appraisal, and the appraisal results would have a great impact on their salary. It can be concluded that they experienced a direct connection between performance and rewards, which boosted their work motivation.

In general, although the performance appraisal mechanism in the Chinese public sector does not have a negative impact on the motivation of millennial employees, it also fails to actively promote the motivation of employees. Referring to the "instrumentality" factor, the following suggestions can be made from the perspective of human resources management:

Firstly, public sector organisations need to quantify performance appraisal indicators and pay attention to the variable key performance indicators, making the appraisal more based on personal performance, work attitude and so on. HR practitioners can help organizations to develop different assessment indicators for different departments (Li and Zhang, 2017). At the same time, the 360° assessment method needs to be more strictly promoted.

Secondly, governmental services can combine the performance appraisal results with the reward mechanism and eliminate egalitarianism so that so that employees who contribute more can obtain more rewards. Promotion mechanisms can also be linked to performance appraisal results to reduce the phenomenon of promotion being judged by the length of service factor (Guo, 2016). Meanwhile, according to changes in the work environment, the HR department can make timely adjustments and innovations to the performance appraisal mechanism.

g) Valence

According to Vroom's expectancy theory, valence refers to how much people value a reward which is based on employees' needs. Based on the analysis of research questions 1 and 3 above, it can be seen that the motivation valued by the millennials working in the Chinese public sector includes both external and internal factors for a total of 8 elements. These can be attributed to intrinsic motivations: work content, sense of achievement and autonomy; extrinsic motivations: salary, interpersonal relationships, personal growth and development (promotion), work-life balance and job security. This is why Herzberg argues that rewards need to come from not only tangible aspects but also intangible aspects. Although the research data in this study found that millennial employees pay more attention to extrinsic motivation, some people also raise the importance of intrinsic motivation. Therefore, for the HR department, it is necessary to take into account the needs of these two aspects to carry out reward management. When asked to what extent the rewards provided by their organization met their needs, 60% of respondents considered that their needs had been met to a certain extent, 30% considered their needs had not been fulfilled, and 10% of the respondents believed that all their needs had been met. Overall, they believed that the welfare in governmental services is good, there is little overtime and the stability of work is strong.

The needs that millennial employees think are not well met are mainly concentrated in four areas: salary, personal growth and development (promotion), work content and sense of achievement. So overall, the incentives for millennial employees need to be aligned with their specific needs (Herzberg et al., 1959)：

First of all, millennials value pay most. Although the salary system of public sector organisations cannot easily be changed and it is not determined only by the HR department, HR professionals can collect employees' views on the current pay system in order to improve and optimize it. For example, at present, the salaries of state-owned employees in China are mostly fixed salaries, and there is no difference between employees at the same level (He, 2019). This leads millennial employees to think that it does not matter whether they work hard or not, which may lead to a negative attitude. Therefore, a fairer and more transparent salary system needs to be designed, and at the same time, the salary gap between employees at the same level can be opened through performance appraisal and other means. On the one hand, the pay system should be perceived as being fair and equitable, so that employees do not receive less money than they deserve compared with other fellow workers (Armstrong and Taylor, 2020). On the other hand, compensation can only play a real incentive role when it reflects the differences in individual labor values. In many of the Chinese public sector organisations, the most popular reward for the the title of "outstanding employees" is only spiritual praise, but there is no bonus to encourage them. This ignores the importance millennium employees place on tangible rewards and therefore does not have an effective impact on millennium employee motivation.

Second, millennial employees in the Chinese public sector pursue personal development, mainly in terms of promotion, thus, organizations need to pay attention to the career development of employees. HR departments can flexibly use training, mentoring and other means to provide clear career planning for millennials and help them find their own career development path to realize their personal value. At the same time, it is also necessary to be open and transparent about promotion, linking it with employee performance in order to reduce the situation of "ranking by seniority" (Guo, 2016). By creating a fair corporate culture, talented young employees can gain more opportunity to be promoted.

Thirdly, both of the above are extrinsic motivations. We also need to pay attention to the inner desire of millennial employees to achieve a sense of accomplishment and their needs for rich work content and moderate challenges. This requires HR personnel to actively understand the needs of the employees, as well as their satisfaction with the current work content, in order to provide them with personalized and diversified incentives. Achievement incentives and honour incentives can be applied to millennial staff who value intrinsic motivation. At the same time it is possible to understand what employees are interested in, using content incentives as well as the rotation system to encourage them to engage in jobs they are good at, thereby enhancing their motivation to work.

5. Conclusion

This study has discovered the work motivation of millennials in the context of the Chinese public sector, which has advanced and reinforced the knowledge on motivation theories. In addition, it has identified practical values and implications for organizations that want to develop their millennial employees. The findings identified eight motivators of employees working in public sector: salary, work content, interpersonal relationships, personal growth and development, sense of achievement, autonomy, work-life balance and job security. These findings were generally in line with previous studies in the field of millennial motivation. However, when it came to the Chinese public sector context, there was some difference in emphasis. Respondents tended to place more value on extrinsic motivation rather than intrinsic motivation and this could explain why they put salary in first position. Most Chinese millennials' careers are still on the rise, and there are pressures from the family. Moreover, the average salary of employees in the Chinese public sector is lower than that of private enterprises, and Chinese people are more used to saving money (You, 2020), so their pursuit of money is obvious.

On the other hand, the main job characteristics of Chinese public services are stable work, little overtime, and less competition among employees. Therefore, employees' needs for job security and work-life balance have basically been met, and these two factors are mentioned less frequently, findings which are different from the research of other scholars. To generate intrinsic motivation, rich and flexible work content, tasks where employees can make their own decision, and a sense of accomplishment from the work may be instrumental for the millennial generation. Although both Vroom and Herzberg emphasise the importance of intrinsic motivation, because intrinsic motivation can be more easily changed by individuals, this study found that millennial employees in the Chinese public sector prefer direct and tangible incentives, such as salary, promotion, etc.

Herzberg's two-factor theory suggests that internal and external motivators influence motivation and demotivation respectively and separately. The author conducted research by analyzing interview data where the result did not support this argument. Results showed that there are many factors that can positively and negatively affect employee motivation at the same time. Internal motivation may be related to demotivation, and external motivation may also be related to motivation where different individuals have different perceptions.

The application of Expectancy Theory can guide the development of HR practices within the company to improve employee motivation. This paper matched expectancy, instrumentality and valence factors with the training, performance appraisal and reward management of human resources practice. The current public sector training courses have improved the skills of employees to a certain extent and broadened their horizons, thereby enhancing their perception that efforts can lead to performance, which is beneficial to motivating employees' work motivation. However, a small number of millennial employees argued that there was a lack of focus and professionalism in the content of the training. HR personnel also need to pay attention to training needs analysis and training evaluation processes in order to enable employees to better translate training knowledge into practical work and thus improve "expectancy". At the same time, multiple training techniques should be used.

Performance appraisal is one of the most effective ways to link performance with rewards, but most millennials in the sample did not find this mechanism facilitated their motivation to work. Thus, there are many ways to improve on this, such as making performance appraisals more dependent on employee performance and the KPI, so that there is individual variability in the results, rather than all people getting the same evaluation results regardless of what kind of performance they achieve. Additionally, the results of performance appraisal in Chinese public sector organisations were not related to reward mechanisms such as salary and promotion, so the purpose of stimulating "instrumentality" was not achieved.

Finally, according to Expectancy Theory, the organization should motivate employees from the perspective of employee needs. This study pointed out that the needs of millennial employees for increased salary, promotion opportunities, richness of work content and sense of achievement have not been met in Chinese public sector organisations. There was no difference in the salary of employees in the same position, which cannot reflect the difference in employee effort. The promotion process was slow and work failed to give millennials an inner sense of accomplishment or recognition. All this requires the HR department to actively promote an open and transparent pay system and promotion evaluation criteria. Meanwhile, HR specialists need to understand employees' confusion about their work, guide them or use the rotation system to motivate them. To sum up, this research has both theoretical and practical value.

a) Limitations and Future Research

Even though this research has been largely successful, there are a few limitations in this work. First is that given that the research background is Chinese public sector organisations, some official reports may involve confidentiality principles, so that relevant background information may be insufficient. Second, subsequent in-depth studies could have added quantitative research methodology to analyze the data more carefully and systematically. Third, if it were not for the limited resources available to the author, more Chinese public sector and respondents could have been used as samples. This could have made the research results more credible and at the same time explored more gender-specific or job-specific questions.

These mentioned limitations provides some recommendation for the future research. A broader range of sample sources and a more variety of participants can be included in the future research in order to reach generalizability. A quantitative research methodology can also be integrated into future studies to make the findings more solid.

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CHAPTER EIGHT

THE IMPACT OF WORKFORCE DIVERSITY ON MULTI-CULTURAL ORGANIZATIONS DURING A PANDEMIC IN CHINA

XUENING SHI

1. Background

Globalization and gender diversity are two important themes in global commercialization right now. Managers attempt to address this issue by focusing on differences in culture (Cox and Blake, 1991). Disparities and uniqueness may provide value to a company and have a comparative benefit, such as a cost advantage (Fitzsimmons and Eyring, 1993). The value of diversity cannot be overstated.

Additionally, diversity is an inherent characteristic of an enterprise that cannot be momentarily recreated (Copeland, 1988a, Cox and Blake, 1991). Diversification can also be represented in an organization's human resources, philosophy, and behaviour, as organizations modify their management practices and composition to convey diversity characteristics (Copeland, 1988b, Fitzsimmons and Eyring, 1993). Gender inequalities, ethnic background and racial background, organizational values, religious doctrine, citizenship, professional experience, education level, public persona, cognitive and behavioural habits, physical capabilities, intellectual capacity, socioeconomic status, language skills, intonations, work habits, vocation, and passions and interests are just a few of the staff variations (Joplin and Daus, 1997). Attracting and keeping brilliant individuals from diverse cultural backgrounds and motivating and retaining them may help decrease personnel expenses. Additionally, cultural variety may help organizations increase their inventiveness and ability to adapt to changing conditions (Cox and Blake, 1991).

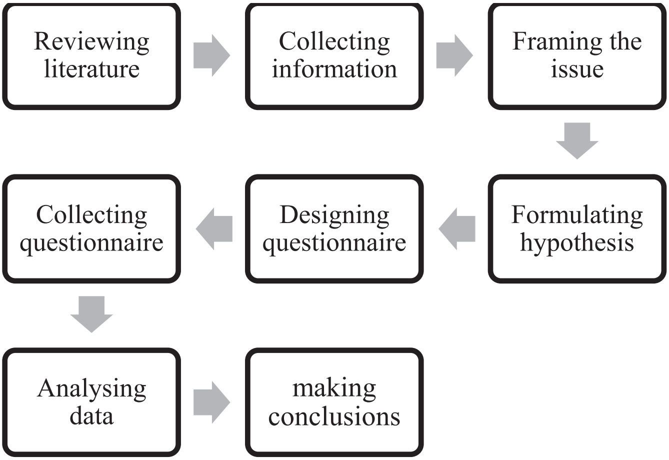
The disturbing influence which COVID-19 has on every element of the human world has been spreading and spreading throughout the globe since late 2019. Furthermore, business is most concerned about the economic consequences of the pandemic. There are symptoms of recession in every country, and the International Monetary Fund predicts that the global economy will continue to deteriorate in the coming months (McKibbin and Fernando, 2020). The current recession, aggravated by the COVID-19 epidemic, seems to have had a lengthy and detrimental effect on gender inequality. In the labour market, men and women have unequal access to jobs (Alon et al., 2020).

It is widely acknowledged that managing diversity well may boost an organization's productivity and provide a competitive edge (Joplin and Daus, 1997). Economic equilibrium, on the other hand, is interrupted during an epidemic. The precise relationship between managerial variety and organizational competitiveness is rarely obvious, while the actions taken by certain organizations can help acquire important data for the study. Due to the outbreak's unpredictable and uncontrolled elements, the problem of a fluid environment for organizational diversity is worth investigating. This is because it has ramifications for the prospective ability of organizations to adapt flexibly to unexpected public occurrences. Additionally, because an epidemic's influence might last years, managers can utilize the data in this study to adjust their diversity management practices.

a) Research scope

The purpose of this research is to see how transformative leadership affects knowledge employee turnover in China. The study examines the relationship between opportunity fairness, gender inequalities, and variety distinctive to China and the influence of employee diversity on Chinese organisations during the epidemic. The authors proposed nine hypotheses to investigate the role and impact of these elements based on the research topics. Questionnaires were used to collect data, and a statistical package for the social was used to evaluate quantitative data and validate these assumptions further. Following that, judgments were produced based on the data analysis results. The methodology will go over the specifics of the study.

The study's framework is depicted below:



b) Literature gaps

Previous researchers have conducted comprehensive empirical examinations of the relationship between diversity and organizations, but there is a lack of relevant research investigating how opportunity equity may change in a changing environment, and there is a lack of experience and long-term follow-up on how to minimize the adverse effects of diversity on businesses during the special period of ensuring a smooth transition to the new crown epidemic, which is less than two years old as of now.

Certain studies investigate either the gender gap or opportunity equality, despite the fact that both are inextricably connected to workforce diversity. Moreover, although most data on inequality have been reported statistically, this study will examine the connections shown by the questionnaire data in greater detail.

2. Methodology

This part attempts to build on the material and information covered in the literature review through further data collection. A structured questionnaire was mainly adopted, and this section will be divided into research questions, aims and objectives of the study, and research design, which will be used to explain the focus of the study and the research methods to be used for this study.

a) Research aims and objectives

The aims of this study are:

1) To explore the dynamics of workforce diversity in multicultural organisations under the influence of epidemics.
2) To emphasise the critical nature of diversity management inside businesses.

The preceding two aims is further subdivided into 4 research objectives:

a) To investigate the relationship between workforce diversity and equity of opportunity.
b) To analyse the relationship between workforce diversity and gender differences.
c) To analyse the relationship between China-specific diversity and equity of opportunity and gender differences.
d) Discuss which employee traits influence workforce diversity and opportunity equity and gender gaps.

b) Research questions

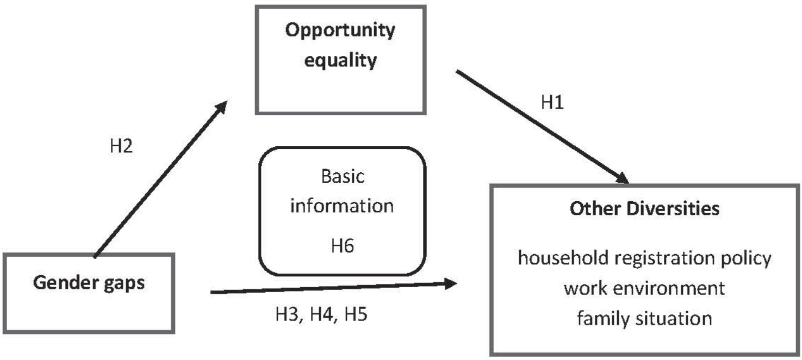
The specific research questions are:

1. Is there a correlation between workforce diversity during the epidemic and equity of opportunity in multicultural organisations?
2. Is there a negative correlation between equality of opportunity during the epidemic and the household registration system?
3. Is equality of opportunity during the epidemic positively correlated with changes in work status?
4. Is equality of opportunity during the epidemic negatively correlated with changes in household status?
5. Is the gender gap during the epidemic negatively correlated with equity of opportunity?
6. Is the gender gap during the epidemic negatively correlated with the household registration system?
7. Is the gender gap during the epidemic positively correlated with variability in work status?
8. Is the gender gap during the epidemic positively correlated with differences in household status?

9. Is there a difference between basic information and labour force diversity during the epidemic?

c) Research hypotheses

The conceptual research model designed for reflecting the impact on workforce diversity as shown below:



Through a review of previous literature and research, combined with the author's own research intentions and interests, this study presents the hypotheses for the six shown in the table. The context of the hypotheses is still established in multicultural organisations within China and the hypotheses are further tested through questionnaire results and data analysis. The following hypotheses and descriptions of the hypotheses are presented.

Table 3-1 hypothesis

Hypothesis	Description
Hypothesis 1	Workforce diversity during the epidemic is related to equity of opportunity in multicultural organisations.
Hypothesis 1-1	Equity of opportunity during the epidemic has a negative relationship with the household registration system.
Hypothesis 1-2	Equity of opportunity during the epidemic is positively related to variability in work situation.
Hypothesis 1-3	Equity of opportunity during the epidemic is negatively related to variability in household status.
Hypothesis 2	Gender gap during the epidemic is negatively related to equity of opportunity.

Hypothesis 3	Gender gap during the epidemic is negatively related to the household registration system.
Hypothesis 4	Gender gap during the epidemic is positively correlated with variability in work status.
Hypothesis 5	The gender gap during the epidemic is positively correlated with differences in household status.
Hypothesis 6	Basic information makes a difference to labour force diversity during the epidemic.

d) Research methods

Much of the research on diversity management in multinational corporations has relied on empirical work, with structured questionnaire and cross-sectional studies being common techniques (Egan and Bendick, 2003, Ohunakin et al., 2019). Acknowledging conceptual and data restrictions, including the context and purpose of the research, this paper suggests utilizing a mixed - method approach to ascertain the influence of diversity on cross - cultural situations functioning in China in during outbreak and to adapt to changing conditions. (Leavy, 2017).

For the purposes of credibility assurance, the goal of this work is to first understand the changing changes in the environment of global firms in China by assembling and gathering published papers on both regional and international source materials in ensuring the reliability of the findings. Then, utilizing information and statistics from the available research upon an allocation position of females, males, and families in occupational categories, along with period statistics on the partition of domestic work, this study will investigate and explain that how COVID-19 pandemic impacts diversity by influencing gender parity and recruiting procedures. To bolster this qualitative approach, both primary and secondary data will be analysed.

An in-depth study of the literary works would be used to obtain secondary data and identify potential gaps that may exist (Tranfield et al., 2003). Authorities, important parties, organizational declarations, and scholarly publications may all contribute to this body of knowledge.

A constructed questionnaire survey of staff and employers at multicultural firms in the China area will be employed for statistical analysis given the limited time allowed. Correlation analysis and regression analysis will be conducted and used the statistical software SPSS. (Weller, 1998)

e) Questionnaire

The questionnaire is designed to focus on the observations of work and life of staffs occupied by multicultural organizations during the epidemic, and some basic information will be collected, such as age, gender, job income, education, and other qualitative characteristics. The combined results of the questionnaire will be used to explain the current state of diversity in multinational organizations and how diversity may have been affected by the epidemic through channels such as work environment, living environment and other means.

The main participants in the questionnaire were employees who had worked or were working in multinational organizations during the epidemic and were collected by completing an electronic questionnaire online. It was found that organizational equity, gender differences, and some China-specific variability may be the main points of analysis and treatment in this research.

The survey was allocated into four sections, the first of which was basic data in the form of single choice questions. The other three sections are organizational equity, gender differences and other differences, and these are examined in the form of a scale, so that this questionnaire collects both quantitative and qualitative information. The advantage of this is that the results of the questionnaire can be processed using quantitative analysis. The results of the questionnaire were analysed for data through the statistical tool, which is a convenient statistical tool for processing data.

f) Online questionnaire

As the cost of using the Internet has fallen and its popularity has increased, more people in society have become Internet users (Nie *et al.*, 1975; Wright, 2000; Lenhart *et al.*, 2001). Online survey research has the following advantages over traditional survey methods. Firstly, the Internet facilitates the researcher's access to a wider range of groups and individuals and provides access to questionnaires for all possible respondents (Kiesler, 1997; Wright, 2002; Wellman and Haythornthwaite, 2008). The Internet can address some of the reluctance to answer straightforwardly due to sensitivity to information or disclosure (for personal reasons). A second advantage is that Internet-based survey research has the potential to save survey time (Wright, 2005). The ability of online questionnaires to target many people with common characteristics at the same time/in a short period of time helps to address situations where face-to-face surveys are not possible due to geographical distance (Bachmann et al., 1996, Taylor, 2000) and is therefore particularly suitable for studies affected by the inconvenience of visiting due to the epidemic (Yun and Trumbo, 2000).

g) Likert scale

The Likert scale is frequently used in research in education and social sciences and psychological measurement. There are several structural diversities in Likert scales and the analytical treatment and interpretation of Likert scales is mainly based on the variety of diversities. The scales are symmetrical in nature, as asymmetrical scales lack indifference/neutrality values (Joshi *et al.*, 2015).

On a scale, participants are asked to indicate their degree of agreement with a particular statement (item) ranging from strongly disagree to strongly agree. In a scale, all information is necessarily interrelated and the overall reveals specific dimensions of attitudes towards the issue (Singh, 2006).

Likert scales are determined by the purpose of the study, such that it is both possible to collect respondents' opinions/perceptions of an independent variable (Break, 2014). These mutually exclusive components can be combined to study a particular dimension of the subject, and multiple scales can be used in combination to measure the whole subject. When the data are analysed, the scores for each item on the scale are aggregated and a composite score is produced; in other words, this composite score can represent the characteristics of a single dimension (Malhotra, 2006, Tsang, 2012).

h) Questionnaire design

The first part of the questionnaire is divided into four sections, with nine questions asking for basic information concerning the participants such as oldness, gender, scholarship, job title and salary. The second part of the survey examines one of the dimensions of opportunity equity. The third part is a dimension of the survey on gender equity. The final section investigates other differences in one dimension of the study, such as household registration, family situation, etc.

i) Ethics

At the beginning of the questionnaire, it is stated that this questionnaire is academic in nature and is primarily used to explore the impact of workforce diversity on multicultural organizations/businesses during the COVID-19 pandemic in China and does not have any commercial purpose. Moreover, this questionnaire is completely confidential. All data will be kept absolutely anonymous and will be used exclusively for business purposes. And it is stated that there is no right or wrong answer, and answers are to be chosen according to the respondent's circumstances. This is to ensure that those who complete the questionnaire reflect their true wishes, to remove their concerns about information disclosure, and to ensure the validity of the questionnaire.

j) Data collection and analysis

This academic questionnaire was created in response to this study and other academic studies and was published and completed through the "WenJuanXing" platform. The reasons for using this platform are, firstly, the convenience of using it, given that most respondents live in China, where it is a frequently used platform for questionnaire collection. Secondly, the platform can be filled in via email, WeChat (a popular instant messaging app in China) and by sharing web links directly, making it easier to collect data.

After the data has been collected, it is also important to filter and analyse the data using SPSS, or Statistical Tool for the Social Sciences, which is a basic statistical and quantitative software suite (Nie *et al.*, 1975), and SPSS version 25.0, shared by the University of Manchester, was utilized to determine the reliability and validity, the descriptive analysis, the frequency analysis, the correlation analysis, the regression analysis and the factor analysis of the questionnaire.

k) Data analysis

This section contains the analysis of the questionnaire data, describing in detail the process and results of the statistics performed on the data using SPSS. Firstly, the first part of the questionnaire analysis is an overview of the overall survey as revealed by the questionnaire results, including the data for the defined categories. This is followed by the reliability test and validity test of the questionnaire scale sections. Additionally, a factor analysis of the questionnaire scale was then conducted using statistical tools to test whether the scale questions were reasonable for the subject of the study. Finally, correlation and regression analyses were conducted on the five scopes of the scale, and a model was derived that would test the hypotheses.

l) Analysis of questionnaire

For formal multicultural organisations, regular employees, and interns (internships of 6 months or more) generally go through a formal recruitment, training, induction, and formal working process, and are generally part of more formal communities (WeChat multi-person chats, Tencent QQ group chats) or are exposed to more regular people through social media networks (e.g., WeChat circle of friends). Therefore, to find the right respondents, the author asked the managers of the HR departments of companies where he had interned, as well as his family members and friends who work in multicultural organisations, to distribute the electronic questionnaire.

The questionnaire was screened, and 361 valid questionnaires were eventually collected. According to the statistics, 99.68% of the questionnaire source channels originated from WeChat and were validly completed from 10th August 2021 to 19th August 2021. The source of questionnaires came from several regions in mainland China, with Beijing accounting for the highest percentage at 22.15%, Shanghai at 8.54%, Shanxi Province at 6.33%, Guangdong Province at 6.01% and Zhejiang Province at 5.38%. The wide geographical distribution and the number of fills allow for a more representative sample.

3. Analysis of results

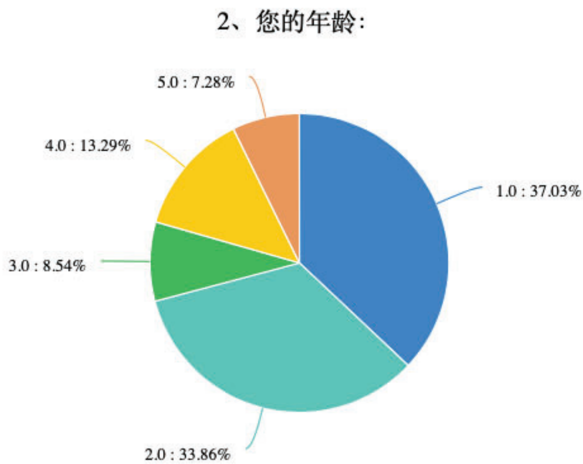
a) Basic information

Table 4-1 Q1: your gender:

1、您的性别:

Categories	Frequency	Percent	Cumulative Percent
1.0	139	43.99%	43.99%
2.0	177	56.01%	100.00%
Total	316	100.0%	

Figure 4-1 Q2: your age:



Frequency analysis describes the overall picture of the data by means or medians (Von Eye, 2003, Verma, 2012). Of these options for categorization, the results for the question on gender of respondents were 139 or 43.99% male and 177 or 56.01% female, an approximate balance between men and women. In the question on age, the largest number of respondents were under 25 years old, accounting for 37.03%, followed by the 25-34 years old range, accounting for approximately 33.86%. fewer people were over 35 years old.

Table 4-2 Q3: academic qualifications:

3、学历情况

Categories	Frequency	Percent	Cumulative Percent
1.0	29	9.18%	9.18%
2.0	115	36.39%	45.57%
3.0	105	33.23%	78.80%
4.0	59	18.67%	97.47%
5.0	8	2.53%	100.00%
Total	316	100.0%	

Table 4-3 Q4: your work position:

4、您的工作职务

Categories	Frequency	Percent	Cumulative Percent
1.0	226	71.52%	71.52%
2.0	90	28.48%	100.00%
Total	316	100.0%	

Table 4-4 Q5: your work type:

5、工作性质

Categories	Frequency	Percent	Cumulative Percent
1.0	105	33.23%	33.23%
2.0	111	35.13%	68.35%
3.0	52	16.46%	84.81%
4.0	32	10.13%	94.94%
5.0	16	5.06%	100.00%
Total	316	100.0%	

Table 4-5 Q6: your working years:

6、您的工龄:

Categories	Frequency	Percent	Cumulative Percent
1.0	79	25.00%	25.00%
2.0	58	18.35%	43.35%
3.0	115	36.39%	79.75%
4.0	24	7.59%	87.34%
5.0	40	12.66%	100.00%
Total	316	100.0%	

Table 4-6 Q7: your monthly income:

7、您的月收入:

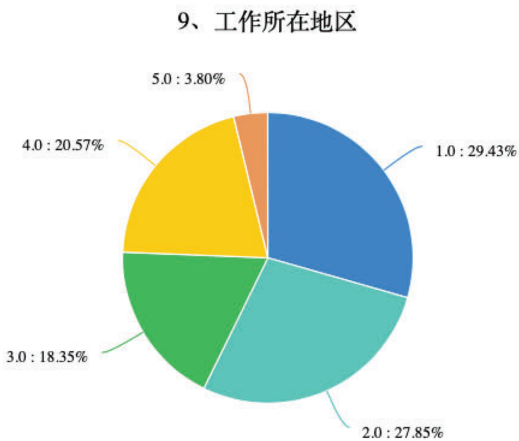
Categories	Frequency	Percent	Cumulative Percent
1.0	5	1.58%	1.58%
2.0	104	32.91%	34.49%
3.0	82	25.95%	60.44%
4.0	79	25.00%	85.44%
5.0	46	14.56%	100.00%
Total	316	100.0%	

Table 4-7 Q8: your marriage situation:

8、婚姻状况

Categories	Frequency	Percent	Cumulative Percent
1.0	95	30.06%	30.06%
2.0	2	0.63%	30.70%
3.0	124	39.24%	69.94%
4.0	95	30.06%	100.00%
Total	316	100.0%	

Figure 4-2 Q9: your working place:



In terms of education, the respondents were mainly composed of college, bachelor, and master's degrees, with college and bachelor groups being the most numerous, accounting for 36.39% and 33.23% respectively. There were fewer participants with PhDs and high school/junior secondary education. More than 70 per cent of the participants were general employees and less than 30 per cent were managers. The nature of the participants' work was basically in the two industry sectors of management and technology, accounting for more than 68% of the total sample, with a small number in sales (about 16.46%) and services (10.13%), a generally balanced distribution of industries. The highest proportion of the sample, 36.39%, chose 3-5 years as their length of service. In terms of monthly income, the highest percentage of respondents chose the option of RMB 1000-3000 (32.91%). 39.24% of the sample size was married with children. The proportion of unmarried people with no children was 30.06%. In terms of the region where they work, first-tier cities (Beijing, Shanghai, Guangzhou, and Shenzhen) account for the highest percentage at 29.43%, while second-tier cities are second only to first-tier cities at 27.85%. In summary, there are no outliers in the data, the sample is generally young, the wages are generally medium, and more interviewees are in the married stage.

b) Factor analysis

There are several forms of factor analysis to explore and in this paper this analysis is used to extract the quantitative data into several categories, with the categories representing the qualities that the items have in common (Rummel, 1988). Factor analysis follows a three-step refinement process. Firstly, the KMO value is calculated and analysed; when the KMO value is higher than 0.8 it means that these data are suitable for factor analysis; when this value is between 0.7 and 0.8 it means that these data are more suitable for enrichment; when this value is around 0.6 and 0.7 it means that factor analysis can be performed; factor analysis is not suitable for analysing data with a KMO less than 0.6. Secondly, a Bartlett's test is performed on the data, and if the data corresponds to a p-value of less than 0.05, then factor analysis is fairly reliable. Finally, if the analysis is carried out for two items with a constant KMO equal to 0.5 (Harman, 1976, Rummel, 1988).

Table 4-8 KMO and Bartlett test

KMO and Bartlett test

KMO		0.879
Bartlett test	Approx. Chi-Square	5481.126
	df	351
	p value	0.000

As can be seen from the table above, the KMO value for the quantitative data from the questionnaire was 0.879, which is greater than 0.8 and 0.6, meeting the criteria for the first test step of factor analysis, and therefore the data went on to be factor analysed. At the same time, the data passed Bartlett's sphericity test ($p<0.05$) which showed that the second test criterion was met, again confirming that the data could be subjected to factor analysis (Tobias and Carlson, 1969).

Table 4-9 total variance explained

Total Variance Explained

Factor	Eigen values			% of variance (Initial)			% of variance (Rotated)		
	Eigen	% of Variance	Cum. % of Variance	Eigen	% of Variance	Cum. % of Variance	Eigen	% of Variance	Cum. % of Variance
1	7.028	26.029	26.029	7.028	26.029	26.029	5.995	22.204	22.204
2	4.048	14.994	41.023	4.048	14.994	41.023	4.024	14.903	37.107
3	3.470	12.850	53.873	3.470	12.850	53.873	3.786	14.022	51.129
4	2.331	8.632	62.505	2.331	8.632	62.505	2.779	10.291	61.420
5	1.940	7.184	69.689	1.940	7.184	69.689	2.233	8.269	69.689
6	1.103	4.083	73.772	-	-	-	-	-	-
7	0.640	2.371	76.144	-	-	-	-	-	-
8	0.545	2.017	78.161	-	-	-	-	-	-
9	0.488	1.806	79.967	-	-	-	-	-	-
10	0.461	1.706	81.673	-	-	-	-	-	-
11	0.432	1.599	83.272	-	-	-	-	-	-
12	0.400	1.482	84.754	-	-	-	-	-	-
13	0.396	1.467	86.221	-	-	-	-	-	-
14	0.369	1.365	87.586	-	-	-	-	-	-
15	0.351	1.299	88.885	-	-	-	-	-	-
16	0.329	1.217	90.102	-	-	-	-	-	-
17	0.310	1.149	91.251	-	-	-	-	-	-
18	0.288	1.068	92.319	-	-	-	-	-	-
19	0.287	1.061	93.381	-	-	-	-	-	-
20	0.279	1.033	94.414	-	-	-	-	-	-
21	0.268	0.992	95.406	-	-	-	-	-	-
22	0.244	0.903	96.309	-	-	-	-	-	-
23	0.234	0.868	97.177	-	-	-	-	-	-
24	0.222	0.821	97.998	-	-	-	-	-	-
25	0.192	0.712	98.710	-	-	-	-	-	-
26	0.180	0.665	99.375	-	-	-	-	-	-
27	0.169	0.625	100.000	-	-	-	-	-	-

From the above table, we can see that there are five factors extracted from the factor analysis, all of which have a root value greater than 1. After rotation, the explained variance of these five factors is 22.204%, 14.903%, 14.022%, 10.291% and 8.269% respectively, and the cumulative explained variance after rotation is 69.689%. 69.689%. (Hint: If the number of factors extracted is not as expected, it can actively set the number of factors in the analysis). The data from this study were rotated using the maximum variance rotation method (varimax) to find the correspondence between the factors and the study items (Kaiser, 1958).

Table 4-10 factor loading

Factor loading (Rotated) 排序

Items	Factor loading Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Communalities
10、There is unfairness in the job application and interview process	0.770	0.027	0.062	0.131	0.054	0.617
10, My organisation is very inclusive	0.802	-0.043	0.007	-0.050	-0.049	0.650
10, I feel that there is an imbalance in the gender ratio in my current organisation	0.774	0.039	0.052	0.037	0.078	0.610
10, I think age has had an impact on my career development	0.762	0.071	-0.007	0.125	0.068	0.606
10, I think family life has affected my productivity	0.822	0.038	0.079	0.172	-0.000	0.714
10, I think the epidemic has had an impact on my productivity	0.790	0.117	0.118	0.047	-0.018	0.654
10. I think the epidemic has affected my income	0.852	0.036	0.118	0.008	0.125	0.757
10. I think the epidemic has had an impact on my family's standard of living	0.860	0.040	0.066	0.029	0.072	0.752
10. My organisation has a large age gap between employees	0.806	0.099	0.001	0.121	0.071	0.679
11. My organisation gives the same promotion opportunities to male and female employees	0.084	0.823	0.043	0.057	0.023	0.690
11. My organisation has a caring policy for employees with families	0.088	0.857	-0.012	-0.006	0.016	0.743
11. Prefers one gender in hiring	0.087	0.770	0.120	0.015	0.087	0.623
11. I think the work my organization places me in is rewarding	-0.016	0.828	0.022	-0.012	0.075	0.693
11. I think my organisation needs me	0.013	0.820	0.005	-0.066	-0.019	0.678
11. I think the epidemic has a greater impact on female employees	0.073	0.753	0.180	0.077	0.020	0.610
12. I am concerned about the availability of good educational and medical resources where I work and in my organisation	-0.004	-0.028	0.083	0.782	-0.046	0.621
12. The household registration system in my location	0.105	-0.048	0.038	0.844	-0.048	0.729
12. I considered leaving my job during the epidemic	0.215	0.078	0.223	0.779	0.076	0.715
12、I think the hukou is more important than salary	0.149	0.064	0.152	0.822	0.018	0.726
13、The epidemic has affected my income	0.066	0.123	0.845	0.097	-0.030	0.744
13. The epidemic has had an impact on my commute	0.097	0.003	0.849	0.104	-0.061	0.745
13、The epidemic has increased my workload	0.061	0.063	0.837	0.104	0.182	0.751
13、The epidemic has lowered my expectations of my job	0.085	0.106	0.843	0.188	0.133	0.781
13、The epidemic has made me get along better with my colleagues	0.057	0.058	0.858	0.034	0.044	0.745
14、The epidemic has made me focus more on about my family	0.025	0.040	-0.024	-0.059	0.819	0.676
14、The quarantine policy has made it impossible for me to combine family and work	0.088	0.068	0.157	0.053	0.856	0.773
14、My spouse will work with me to take care of my family	0.145	0.053	0.076	-0.008	0.839	0.734

Note: highlighted patterns indicate that the absolute value of loading is greater than 0.4.

The table above shows how well the factors extracted information from the study items, and how well the factors corresponded to the study items. After ensuring that the factors could extract most of the information from the research items, the correspondence between the factors and the research items was then analysed (A factor loading coefficient with an absolute value larger than 0.4 indicates that the component and the factor are related) (Harman, 1976). (If a research item corresponds to more than one factor, we should combine your expertise to determine which factor it belongs to; If a research item does not correspond to a factor at all, consider deleting the research item; If a factor does not correspond to a research item, consider reducing it by one; If a research item does not correspond to a factor, consider deleting the research item.) (Harman, 1976, Rummel, 1988)

c) Reliability and validity analysis

The reliability and correctness of replies to numerical methods are examined using reliability analysis, which is particularly useful for rating scale inquiries (Ohba, 1984, Melchers and Beck, 2018); the steps are shown in follow (Ohba, 1984):

First: when looking at the alpha coefficient, values above 0.8 indicate a high degree of reliability, while values between 0.7 and 0.8 indicate good reliability, coefficients between 0.6 and 0.7 indicate average but workable reliability, and values below 0.6 indicate very low reliability.

Second: if the CITC value is below 0.3, consider removing the item.

Third: if the value of "alpha coefficient of the deleted item" is significantly higher than the alpha coefficient, consider deleting the item and re-analysing it.

Fourth: summarise the analysis.

Table 4-11 reliability statistics (Cronbach alpha)

Reliability Statistics (Cronbach Alpha)

Items	Corrected Item-Total Correlation(CITC) ❓	Cronbach Alpha if Item Deleted ❓	Cronbach α ❓
10、 The following are all descriptions of your actual work situation, please choose the item that best fits your actual situation:1-->5 means strongly	0.544	0.870	
disagree --> strongly agree - I have unfairness in the application and interview process Happens	0.436	0.873	
10, My organisation is very inclusive	0.524	0.871	
10, I feel there is an imbalance in the gender ratio in my current organisation	0.534	0.871	
10, I think age has an impact on my career development	0.599	0.869	
10, I think family life affects my productivity	0.581	0.870	
10, I think the epidemic has had an impact on my productivity 10, I think the epidemic has affected my income	0.606	0.869	
10, I think the epidemic has had an impact on my family's standard of living	0.582	0.870	
10, There is a large age gap between employees in my organisation	0.573	0.870	
11、 The following are some descriptions of your organisation during the epidemic. Please select the most appropriate one according to your actual	0.396	0.874	
situation:1-->5 indicates strongly disagree --> strongly agree - My organisation gives the same promotion opportunities to male and female employees	0.364	0.875	
11、 My organisation has a care policy for employees with families	0.399	0.874	
11, My organisation prefers one gender when recruiting	0.320	0.876	
11, I think the work my organisation places me in is rewarding	0.284	0.877	0.878
11, I think my organisation needs me 11, I think the epidemic has had a greater impact on female employees	0.415	0.874	
12. I am concerned about the availability of good educational and medical resources in my place of work and in my organization	0.231	0.878	
12. I would be concerned about the domicile system when choosing a job 12. I considered leaving my job during the epidemic	0.288	0.877	
12. I consider the hukou more important than my salary	0.489	0.872	
13. The epidemic has affected my income 13. The epidemic has affected my commute	0.405	0.874	
13, The epidemic has increased my workload	0.439	0.873	
13, The epidemic has reduced my expectations of my job (salary, recognition, promotion, etc.)	0.414	0.874	
13、 The epidemic has made me get along better with my colleagues	0.460	0.873	
14、 The following are some descriptions of your family life, please choose	0.518	0.871	
the one that best fits your actual situation: 1-->5 indicate strongly disagree --> strongly agree - The epidemic has made me focus more on my family	0.413	0.874	
14、 The epidemic quarantine policy has made it impossible for me to balance family and work	0.160	0.880	
14. My spouse will work with me to take care of my family	0.319	0.876	
	0.296	0.877	

From the above table, we can see that the reliability coefficient is 0.878, which is greater than 0.8, thus indicating that the reliability of the data is of high quality. For the "alpha coefficient for deleted items", there is no significant increase in the reliability coefficient when any item is deleted, indicating that the item should not be deleted (Hinton *et al.*, 2014).

For the "CITC value", 11, the following are some descriptions of your organisation during the epidemic, please select the one that best matches your situation: 1 -> 5 means strongly disagree -> strongly agree - my organisation gives the same promotion opportunities to workers corresponding to a CITC value less than My organisation has a policy of caring for employees with families which corresponds to a CITC value of less than 0.4. 11. My organisation prefers a certain gender in recruitment, if this is a pre-test analysis, correct for this before collecting formal data (either remove this item or keep it if it is formal data).

I believe that my organisation needs me to have a CITC value between 0.2 and 0.3, indicating a weak correlation with the rest of the analysis. 12. The following is a list of your opinions about your job during the epidemic. Choose the item that best fits your situation: 1 --> 5 means strongly disagree --> strongly agree - I am concerned about the availability of good educational and medical resources in my workplace and in my organisation. If this is a pre-test analysis, correct for this item before collecting formal data, consider removing this item for formal data analysis.

The CITC value for I am concerned about the household registration system in my place of work is between 0.2 and 0.3, indicating a weak correlation with the rest of the items analysed. If the analysis is a formal data analysis, this item may be considered for deletion.

Since 14, the following are some descriptions of your family life, please select the item that best fits your actual situation: 1-->5 indicates Strongly agree - the epidemic made me pay more attention to my family, this question corresponds to a CITC value of less than 0.2, indicating that this item is not strongly related to other analysis items and can be considered for deletion if it is a formal analysis, but if it is a pre-test analysis, this item can be considered for analysis.

The CITC value for "My spouse is unable to reconcile family and work" is less than 0.4. If this is a pre-test analysis, you can correct for this item and collect formal data (if this is an analysis, either delete this item or keep it). The correlation between this value and the rest of the items analysed is weak and can be corrected for in the test analysis before collecting formal data (consider removing this item for formal data analysis).

Overall, the dependability coefficient for the research data is greater than 0.8, which reveals a high value and can be used for future investigation.

The soundness of the data structure of scale-based questionnaires is usually subject to validity testing analysis (Rourke and Anderson, 2004). Here is proposed steps for testing (Potter and Levine-Donnerstein, 1999, Rourke and Anderson, 2004):

First: when analysing KMO values, validity is high when the KMO is above 0.8; when it is between 0.7 and 0.8 it means good validity; if it is between 0.6 and 0.7 it means average validity; when the KMO is above 0.6 it means poor validity (the KMO is always 0.5 when only two items are tested).

Second: correspondence between operational problems and factors, with good validity correspondence being conditional on the correspondence being in general agreement with the predicted results of the study.

Third: when data results indicate that the correspondence between factors and questions deviates significantly from expectations, or when an item has a commonality value of less than 0.4 (sometimes 0.5), this indicates low validity, and the item needs to be considered for deletion.

Fourth: there are two common deletion criteria, a common value of less than 0.4 (sometimes 0.5) or a common value of less than 0.5 (sometimes 0.5).

Fifth: repeat the four steps from 1 to 4 above; the final validity is good if the KMO meets the standard and the correspondence between the items and the factors is consistent with the expectation.

Sixth: summarize the analysis.

The validity study was conducted using factor analysis, a data analysis method that uses KMO, commonality, variance, and factor loading coefficients to verify the validity of the data (Roberts and Priest, 2006). The KMO values explain the validity of the data and exclude unreasonable items through commonality values, variance explained values are used to differentiate the level of information extraction and factors measure the relationship between factors (dimensions) and items (Rourke and Anderson, 2004, Roberts and Priest, 2006).

Table 4-12 validity analysis

Validity Analysis 排序

Items	Factor Loadings						Communalities
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	
10、 here is unfairness in the job application and interview process	0.772	0.010	0.058	0.104	0.048	0.104	0.624
10, My organisation is very inclusive	0.799	-0.004	0.023	-0.007	-0.036	-0.338	0.755
10, I feel that there is an imbalance in the gender ratio in my current organisation	0.775	0.030	0.050	0.020	0.073	0.041	0.611
10, I think age has had an impact on my career development	0.764	0.067	-0.004	0.116	0.066	0.007	0.606
10, I think family life has affected my productivity	0.825	0.037	0.084	0.165	-0.001	-0.016	0.716
10, I think the epidemic has had an impact on my productivity	0.791	0.114	0.120	0.038	-0.019	-0.010	0.655
10. I think the epidemic has affected my income	0.853	0.023	0.115	-0.014	0.120	0.048	0.759
10. I think the epidemic has had an impact on my family's standard of living	0.861	0.026	0.062	0.004	0.065	0.074	0.756
10. My organisation has a large age gap between employees	0.809	0.080	-0.002	0.092	0.064	0.121	0.688
11. My organisation gives the same promotion opportunities to male and female employees	0.089	0.834	0.061	0.071	0.030	-0.036	0.715
11. My organisation has a caring policy for employees with families	0.092	0.863	0.002	0.000	0.021	0.008	0.753
11. Prefers one gender in hiring	0.093	0.721	0.110	-0.048	0.071	0.412	0.718
11. I think the work my organization places me in is rewarding	-0.012	0.846	0.041	0.010	0.084	-0.082	0.731
11. I think my organisation needs me	0.016	0.845	0.026	-0.034	-0.008	-0.147	0.738
11. I think the epidemic has a greater impact on female employees	0.080	0.698	0.169	0.006	0.002	0.457	0.731
12. I am concerned about the availability of good educational and medical resources where I work and in my organisation	0.005	0.017	0.118	0.839	-0.024	-0.289	0.802
12. The household registration system in my location	0.115	-0.028	0.062	0.869	-0.036	-0.098	0.784
12. I considered leaving my job during the epidemic	0.228	0.032	0.220	0.719	0.064	0.396	0.779
12、 I think the hukou is more important than salary	0.163	0.013	0.147	0.757	0.004	0.441	0.815
13， The epidemic has affected my income	0.069	0.106	0.846	0.074	-0.032	0.076	0.744
13. The epidemic has had an impact on my commute	0.099	0.014	0.860	0.117	-0.053	-0.147	0.788
13、 The epidemic has increased my workload	0.065	0.035	0.832	0.067	0.176	0.156	0.758
13、 The epidemic has lowered my expectations of my job (salary, recognition, promotion, etc.)	0.090	0.086	0.844	0.160	0.130	0.110	0.782

13、The epidemic has made me get along better with my colleagues	0.059	0.057	0.863	0.030	0.048	-0.054	0.758
14、The epidemic has made me focus more on about my family	0.026	0.083	-0.004	-0.006	0.835	-0.328	0.813
14、The quarantine policy has made it impossible for me to combine family and work	0.093	0.036	0.148	0.010	0.846	0.241	0.806
14、My spouse will work with me to take care of my family	0.148	0.044	0.075	-0.022	0.837	0.061	0.734
Eigenvalues (Initial)	7.028	4.048	3.470	2.331	1.940	1.103	-
% of Variance (Initial)	26.029%	14.994%	12.850%	8.632%	7.184%	4.083%	-
% of Cum. Variance (Initial)	26.029%	41.023%	53.873%	62.505%	69.689%	73.772%	-
Eigenvalues (Rotated)	6.034	3.941	3.813	2.669	2.224	1.238	-
% of Variance (Rotated)	22.349%	14.596%	14.121%	9.884%	8.236%	4.586%	-
% of Cum. Variance (Rotated)	22.349%	36.945%	51.066%	60.950%	69.186%	73.772%	-
KMO	0.879						-
Bartlett's Test of Sphericity (Chi-Square)	5481.126						-
df	351						-
p value	0.000						-

In addition, the KMO value was 0.879, which means that the data is valid. The variance explained values of the six factors were 22.349%, 14.596%, 14.121%, 9.884%, 8.236%, 4.586% correspondingly, and the collective variance clarified after rotation was 73.772% implying that the information of the research items could be extracted effectively. Finally, please check the relationship between the factors (dimensions) and the study items in conjunction with the factor loading coefficients to see if they are as expected, if they are, then the validity requests to be re-adjusted. There is a connection between the option and the factor if the factor loading coefficient has an absolute value larger than 0. (A study item corresponds to a dimension (factor) in a way that is not at all consistent with expectations, so consider deleting the study item; we consider removing a research item if there is no relationship between it and a dimension (factor).

If the validity is performed using only KMO and Bartlett's test, i.e., without regard to the correspondence between the dimensions and the analysed items, the variance explained, etc. Firstly, a comparison of the KMO values shows that validity is excellent when the value is above 0.8, if the value is between 0.7 and 0.8 it means that validity is okay, values between 0.6 and 0.7 indicate average validity and lower values indicate poor validity. The validity analysis also requires a Bartlett's test (corresponding to a p-value of less than 0.05). Furthermore, in line with what was mentioned earlier, the KMO for both factors tested only was 0.5.

As seen in the table above, the KMO value was 0.879, and a KMO value more than 0.8 indicates high validity.

d) Description of research variables

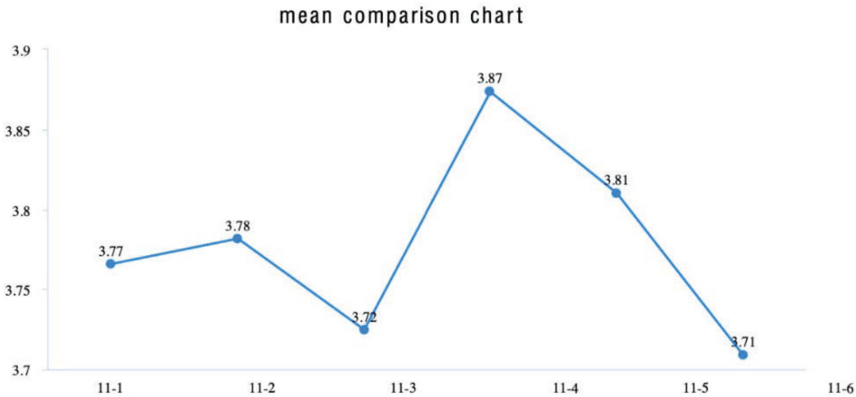
Table 4-13 descriptive analysis of opportunity equality

Descriptive Analysis 排序

Items	N of samples	Min	Max	Mean	Std. Deviation	Median
10、There is unfairness in the job application and interview process	316	1.000	5.000	3.620	1.265	4.000
10, My organisation is very inclusive	316	1.000	5.000	3.937	1.108	4.000
10, I feel that there is an imbalance in the gender ratio in my current organisation	316	1.000	5.000	3.858	1.147	4.000
10, I think age has had an impact on my career development	316	1.000	5.000	3.953	1.150	4.000
10, I think family life has affected my productivity	316	1.000	5.000	3.873	1.186	4.000
10, I think the epidemic has had an impact on my productivity	316	1.000	5.000	3.915	1.046	4.000
10. I think the epidemic has affected my income	316	1.000	5.000	3.854	1.239	4.000
10. I think the epidemic has had an impact on my family's standard of living	316	1.000	5.000	3.867	1.153	4.000
10. My organisation has a large age gap between employees	316	1.000	5.000	3.823	1.195	4.000

In the scale question on equity of opportunity, there are nine items and as can be seen from the table above. The average score of 3.620 for inequities occurring during the application and interview process (the lowest average score in this scale), the average score of 3.937 for my organisation being very inclusive, the I think my organisation has an imbalance in the gender ratio of 3.858, I think age has an impact on my career development with a mean score of 3.953 (the highest mean score on this scale), I think family life affects my productivity with a mean score of 3.873, I think the epidemic has an impact on my productivity with a mean score of 3.915, I think the epidemic has affected my income with a mean score of 3.854, I think the epidemic has had an impact on my family's standard of living with a mean score of 3.867, and my organisation has a large age gap between employees with a mean score of 3.823.

Chart 4-1 mean comparison chart of gender gaps



In the scale question on gender gaps, the results showed no outliers in the data. The descriptive analysis was therefore conducted directly against the mean. The mean values for the overall scores ranged from 3.70 to 3.90. The lowest mean score was for I think the epidemic has a greater impact on female employees, and the highest was for I think the work my organisation puts me through is valuable at 3.87.

Table 4-14 descriptive analysis of differences-1

Descriptive Analysis 排序

Items	N of samples	Min	Max	Mean	Std. Deviation	Median
12. I am concerned about the availability of good educational and medical resources where I work and in my organisation	316	1.000	5.000	3.972	1.167	4.000
12. The household registration system in my location	316	1.000	5.000	3.820	1.191	4.000
12. I considered leaving my job during the epidemic	316	1.000	5.000	3.608	1.354	4.000
12、I think the hukou is more important than salary	316	1.000	5.000	3.753	1.271	4.000

In the scale question on other variances, the table shows no significant outliers. In Other Differences-1, I had the highest mean score of 3.97 for concern about the availability of good educational and medical resources in my place of work and in my organisation, and the lowest mean score of 3.61 for having considered leaving my job during the epidemic.

Table 4-15 descriptive analysis of differences-2

Descriptive Analysis 排序

Items	N of samples	Min	Max	Mean	Std. Deviation	Median
13、 The epidemic has affected my income	316	1.000	5.000	3.585	1.251	4.000
13. The epidemic has had an impact on my commute	316	1.000	5.000	3.709	1.173	4.000
13、The epidemic has increased my workload	316	1.000	5.000	3.627	1.206	4.000
13、The epidemic has lowered my expectations of my job (salary, recognition, promotion, etc.)	316	1.000	5.000	3.715	1.212	4.000
13、The epidemic has made me get along better with my colleagues	316	1.000	5.000	3.693	1.228	4.000

On the Other Differences-2 scale, I had the lowest mean score of 3.585 for the impact of the epidemic on my income and the lowest mean score of 3.709 for the impact of the epidemic on my commute.

Table 4-16 descriptive analysis of differences-3

Descriptive Analysis 排序

Items	N of samples	Min	Max	Mean	Std. Deviation	Median
14、The epidemic has made me focus more on about my family	316	1.000	5.000	3.892	1.147	4.000
14、The quarantine policy has made it impossible for me to combine family and work	316	1.000	5.000	3.665	1.250	4.000
14、My spouse will work with me to take care of my family	316	1.000	5.000	3.851	1.174	4.000

Other differences-3 in the scale. The highest mean score was that the epidemic made me focus more on my family. The lowest score was that the epidemic quarantine policy made it impossible for me to balance family and work, at 3.665

e) Correlation analysis

Relationship among equity of opportunity, gender diversity and other diversity 1, 2, 3

The study of relationships between quantitative data is usually done using correlation analysis, such as whether there is a relationship between the data, or the closeness of the relationship, etc (Ezekiel, 1930). In analysing the data, we need to consider the following points. First, a detailed analysis of whether there is a relationship between each Y and each X, and whether there is a significant relationship between Y and X. Second, analyse what kind of relationship the relationship is, whether it is positive or negative. Also, we know the magnitude of the correlation coefficient to indicate the closeness of the relationship, so this closeness needs to be analysed specifically. Finally, the results of the data analysis are summarised. In addition, the correlation between the data can usually be shown through a scatter plot, while a normal distribution plot can be observed to see if the distribution of the data is normal, which can be used as a preparatory step before the correlation analysis (Ezekiel, 1930, Cohen et al., 2014).

Table 4-17 correlation analysis 1

Pearson Correlation			
	other diversity1	other diversity2	other diversity3
opportunity e uality	0.240**	0.170**	0.166**
gender gaps	0.059	0.165**	0.118*

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

The table above shows the correlations between Other Diversity-1, Other Differences-2 - Work, Other Differences-3 - Family Life and Equity of Opportunity, and Gender Differences, using Pearson to show the strength of the correlations. The correlation coefficient is 0.240, which is higher than 0 and less than 1. This indicates that there is a positive relationship between other differences-1 and gender differences-1. There is no correlation between Other Differences-1 and Gender Differences-1. All the other differences-2-work situation and equity of opportunity, and gender difference 2 are significant with correlation coefficient values of 0.170 and 0.165 respectively, and the correlation coefficient values are greater than 0, implying that there is a positive relationship between other diversity-2 and equity of opportunity, and gender diversity 2. All other differences-3-Family Life and Equity of Opportunity, Gender Differences were significant with correlation coefficients of 0.166, 0.118 and all correlation coefficients were greater than 0, implying a positive relationship between other differences-3 and Equity of Opportunity, Gender Diversity.

Table 4-18 correlation analysis 2

Pearson correlations

	opportunity equality
gender gaps	0.134*
differences-1	0.240**
differences-2	0.170**
differences-3	0.166**

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

The table above shows that the correlation between equity of opportunity and gender differences, other differences-1, other differences-2-work situation, and other differences-3-family life was investigated using correlation analysis and the strength of the correlation was determined using Pearson. The correlation between equity of opportunity and gender differences is 0.134 and is significant at the 0.05 level, as a result, a positive link exists between opportunity equity with gender disparities. Opportunities equality and other differences-1 have a correlation value of 0.240, which is significant at the 0.01 level, suggesting a substantial positive association between opportunity equity and other differences-1. The value of the relationship between opportunity equity and other differences-2-work situation is 0.170 and is significant at the 0.01 level, thus indicating a significant positive relationship between opportunity equity and other differences-2-work situation. The relationship between equity of opportunity and other differences-3-family life has a value of 0.166 and is significant at the 0.01 level, thus indicating a significant positive relationship between equity of opportunity and other differences-3-family life.

Research hypothesis validation analysis (regression analysis)

Regression analysis is used to investigate the relationship between X (quantitative or quantitative) and Y (quantitative), whether there is an influence relationship, the direction of influence and the degree of influence (Seber and Lee, 2012). Here are steps for this analysis (Draper and Smith, 1998, Seber and Lee, 2012):

First: the R-squared number is used to analyse the model fit, and the VIF value may be used to evaluate whether there is any covariance in the model.

Second: list the model equation.

Third: analyse the significance of X; if it is significant (p-value under 0.05 or 0.01); X has an effect relationship with Y, followed by a more detailed study of the direction of the impact relationship.

Fourth: combine with the regression coefficient B value, compare, and analyse the degree of influence of X on Y.

Fifth: summarise the analysis.

Table 4-19 regression analysis

linear regression analysis(n=316)

	non-standardised coefficient		standardised coefficient	t	p	VIF	R^2	adjustR^2	F
	B	standard deviation	Beta						
constant	2.038	0.330	-	6.170	0.000**	-			
gender gaps	0.095	0.056	0.094	1.712	0.088	1.037			
other differences-1	0.193	0.052	0.210	3.733	0.000**	1.089	0.098	0.087	F(4,311)=8.457
ohter differences-2	0.066	0.052	0.073	1.275	0.203	1.138			
other differences-3	0.128	0.051	0.137	2.495	0.013*	1.036			

dependent variableopportunity e uality
D-W value 1.932
* p<0.05 ** p<0.01

From the above table, we can see that gender difference, other difference-1, other difference-2 - work situation, other difference-3 - family life, for linear regression model, are used as independent variables, whereas opportunity equity is used as the dependent variable. As seen in the table above, the formula is: opportunity equity = 2.038 + 0.095*gender difference + 0.193*other difference-1 + 0.066*other difference-2 - work situation + The R-squared value of the model is 0.098, meaning that 9.8% of the variation in opportunity equity is explained by gender difference, other difference-1, other difference-2 - work situation and other difference-3 - family life. The model passed the F-test (F=8.457, p=0.00), which means that at least one of gender difference, other difference-1, other difference-2-work situation, and other difference-3-family life had an impact on opportunity equity. The D-W values are close to two, suggesting that the model is not autocorrelated and that no correlation exists among the sample data, and the model is valuable.

The gender difference regression coefficient was 0.095 (t=1.712, p=0.088>0.05), indicating that gender difference had no effect on opportunity equity. Other differences-1 has a regression coefficient of 0.193 (t=3.733, p=0.0000.01), indicating that it will have a substantial positive influence on opportunity equity. Other differences-2-work circumstance had a regression coefficient of 0.066 (t=1.275, p=0.203>0.05), indicating that it has little effect on opportunity equity. The value of the regression coefficient for other differences-3-family life was 0.128 (t=2.495, p=0.013<0.05), implying that other differences-3-family life would have a significant positive effect on opportunity equity. To summarise the analysis: Other differences-1, Other differences-3-Family life had a significant positive effect on equity of opportunity. However, gender differences and other differences-2-work situation did not have an impact on opportunity equity.

Table 4-20 R-squared value analysis

Model aggregation

R	R^2	adjust R^2	Model error	DW value	AIC value	B
0.313	0.098	0.087	0.905	1.932	838.561	85

The model's R-squared value indicates how well the model fits; for example, 0.8 indicates that the model fits to within 80% of the data (Gelman *et al.*, 2019). Adjusting the R-squared value is used to penalise arbitrary over placement of X and is usually used less frequently (Gelman *et al.*, 2019). As seen in the above table, a linear regression model with gender difference, other-difference-1, other-difference-2-work-status, other-difference-3-family-life as the independent variables and opportunity equity as the dependent variable shows a square value of 0.098, implying that gender difference, other-difference-1, other-difference-2-work-status, other-difference-3-family-life can explain of 9.8% of the variation is explained.

Table 4-21 F-test

ANOVA

	Sum of squares	df	Mean Square	F	p
regression	27.700	4	6.925	8.457	0.000
Residuals	254.651	311	0.819		
total	282.351	315			

The F-test is used to test whether the regression model is meaningful (Sanderson and Windmeijer, 2016). If the model passes the F-test (p0.05), it can be considered valid since at least one of the X variables has an influence on Y. Moreover, when a model fails to pass the F-test (p>0.05), it indicates that the model was not designed to be effective and neither of the X's have an influence on Y (Tiku, 1967). As can be seen from the table above, the model was found to pass the F-test (F=8.457, p=0.000<0.05) when the model was tested, which means that the model construction is meaningful.

f) Analysis of variances

ANOVA examines the difference between X (fixed category) and Y (quantitative) (Bewick et al., 2004). The steps in ANOVA are, first, to see if there is a significant difference between X and Y by arithmetic, at which point the condition p-value of less than 0.05 or 0.01 should be met. second, if significant, a comparison of mean sizes is performed to describe the specific difference. However, if the results do not show significance, this indicates that there is little variability between the various subgroups of X and Y (Hou Chan and Jianping, 2003, Zhifang, 2004).

Table 4-22 ANOVA

ANOVA

	8. marital situation (Mean±Std. Deviation)				F	p
	1.0 (n=95)	2.0 (n=2)	3.0 (n=124)	4.0 (n=95)		
other differences-3 - family life	3.56±0.97	3.17±0.24	3.98±0.99	3.82±1.06	3.336	0.020*
other differences-2 - work situation	3.54±0.89	2.90±0.99	3.82±1.06	3.61±1.15	1.806	0.146
other differences-1	3.61±1.00	2.25±0.35	3.96±1.02	3.78±1.03	3.753	0.011*
gender differences	3.56±0.87	3.08±0.59	3.92±0.95	3.83±0.96	3.198	0.024*
equity of opportunity	3.49±0.97	3.28±0.08	4.02±0.90	4.03±0.89	7.754	0.000**

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

Using ANOVA (known as one-way ANOVA) to examine the variability of 8, marital status for other differences-3 - family life, other differences-2 - work situation, other differences-1, gender differences, and equity of opportunity, the table above shows that: the different 8, marital status samples do not show significance (p>0.05) for other differences-2 - work situation, meaning that the different 8, marital status samples do not show significance (p>0.05) for other differences-2 - work situation, meaning that the different 8, marital status samples do not show significance (p>0.05) for other differences-1, gender differences, and equity of opportunity. 8, Marital status sample for other differences - 2 - all show consistency and there is no difference.

The other 4 items of the 8, marital status sample are significant for the other differences - 3 - family life, other differences - 1, gender differences, and equity of opportunity (p<0.05), which means that the 8, marital status sample has differences for the other differences - 3 - family life, other differences - 1, gender differences, and equity of opportunity. The specific analysis shows that: 8. Marital status is significant at the 0.05 level (F=3.336, p=0.020) for Other Differences-3-Family Life, and the specific comparison of differences demonstrates a greater degree of significance between the group mean scores of “3.0>1.0,” as seen in the illustration above.

8, Marital status for other differences-1 showed a 0.05 level of significance (F=3.753, p=0.011), as well as specific differences in comparisons can be seen in the comparison of group mean scores with more significant differences of “3.0>1.0; 3.0>2.0; 4.0>2.0”. 8. Marital status showed a 0.05 level of significance for gender differences (F=3.198, p=0.024), as well as specific comparisons of differences that showed a more significant difference in group mean scores comparing results of “3.0>1.0; 4.0>1.0”. 8. Marital status showed a 0.01 level of significance for opportunity equity The mean scores of the groups that showed a significant difference were “3.0>1.0; 4.0>1.0”, as evidenced by the 0.01 threshold of significance (F=7.754, p=0.000) and the comparison’s particular differences.

To sum up, there is no significant difference between the 8, marital status samples for the other differences - 2 - work situation - 1 item, while the other 8, marital status samples show significant differences for the other differences - 3 - family life, other differences - 1, gender gaps, equal opportunity- 4 items.

g) Summary

Based on factor analysis, correlation analysis, regression analysis and ANOVA, we tested all hypotheses:

Table 4-23 hypothesis test results

Hypothesis	Description	Test result
Hypothesis 1	Workforce diversity during the epidemic is related to equity of opportunity in multicultural organisations.	T
Hypothesis 1-1	Equity of opportunity during the epidemic has a negative relationship with the household registration system.	F
Hypothesis 1-2	Equity of opportunity during the epidemic is positively related to variability in work situation.	T

Hypothesis 1-3	Equity of opportunity during the epidemic is negatively related to variability in household status.	F
Hypothesis 2	Gender gap during the epidemic is negatively related to equity of opportunity.	F
Hypothesis 3	Gender gap during the epidemic is negatively related to the household registration system.	F
Hypothesis 4	Gender gap during the epidemic is positively correlated with variability in work status.	T
Hypothesis 5	The gender gap during the epidemic is positively correlated with differences in household status.	T
Hypothesis 6	Basic information makes a difference to labour force diversity during the epidemic.	T

Note: T indicates that the hypothesis is supported by validation and F indicates that the hypothesis is not fully supported by validation.

In summary, centred on the outcomes of hypothesis testing, we can confirm that workforce diversity is correlated with opportunity equity and gender gaps in multicultural organisations in China, and that opportunity equity is significantly and positively correlated with household registration system, work environment, and family situation. Gender gap and opportunity equity are positively correlated. The gender gap is positively correlated with domicile policy, work environment and family situation. And basic information also has an impact on labour force differentials. In the subsequent part, the findings of the statistics investigation will be summarised, and the implications will be discussed in terms of human resource management

Following the findings of the prior section's data analysis and given an in-depth analysis of the ramifications of the findings, this part draws a series of conclusions. It then discusses the potential contributions of this study to the academic field of workforce diversity and multicultural organizations, as well as some recommendations for multicultural organizations from the standpoint of human resource management. In addition, the section discusses the study's weaknesses as well as recommendations for further research.

4. Discussion

A review of the previous parts allow us to discuss the results obtained in conjunction with the literature review.

Firstly, the aims of the study are:

1) To explore the dynamics of workforce diversity in multicultural organisations under the influence of epidemics.
2) To emphasise the critical nature of diversity management inside corporations.

The preceding two objectives may be broken down into four distinct research objectives.:

a) To conduct an investigation on the relationship between workforce diversity and opportunity equity.
b) To analyse the relationship between workforce diversity and gender differences.
c) To analyse the relationship between China-specific diversity and equity of opportunity and gender differences.
d) Discuss which employee traits influence workforce diversity and opportunity equity and gender gaps.

In the table for testing the hypotheses, we found that all the hypotheses were confirmed except for hypotheses 1-1, 1-3, 2 and 3, which were not supported. Thus, taken together, the following conclusions can be drawn.

Although the world becomes more dynamic during an epidemic, organisations are at risk of constantly adapting themselves. Workforce diversity has always been a controversial factor, and while it may bring a degree of benefit to organisations, it also inevitably poses many risks. Workforce diversity is inextricably linked to the study of inequality. Workforce diversity is a perplexing organisational management issue.

As mentioned in the previous review, diversity can promote workplace equity and is strategically valued by many organisations. However, some studies have found that workforce diversity is negatively impacted by organisations. Organisations that do not take steps to manage diversity may experience low team cohesion or high levels of conflict. Women's empowerment and gender equality remain an ongoing topic of debate in today's society due to the impact of social and politicisation in the workplace. Equal opportunity does not mean diversity, as in volatile situations, organisations must work to eliminate the inevitable human issues associated with diversity. There is a strong positive link between gender disparities and equal opportunities in the analysis, which also suggests that the presence of a gender divide in the workplace affects fairness in employee organisations. However, gender differences did not significantly impact equal opportunities in the regression analysis, possibly because the epidemic had to destabilise the results, where other differences are more reflected.

In China, citizens will consider the issue of applying for their household registration when they work. Because of the influence of hukou on the education and health systems, employees may be more concerned about hukou policies when the employment situation is less optimistic during the epidemic. This is supported by the fact that, according to the analysis, we also found a clear positive relationship between hukou policy and equity of opportunity.

Sexuality differences and marital status are likely to be a focus for addressing workforce diversity issues. The epidemic may have led to difficulties in balancing work and family due to families with children to care for and the cooperative division of labour among family members. The data shows that whether respondents are married and have children has a significant impact on family situation, household registration policies, gender differences, and equity of opportunity. This may be due to the new impact of the epidemic. The global COVID-19 epidemic has prompted companies to modify their methods. Commuting has become a fundamental business change due to the extraordinary impact of the coronavirus epidemic on the unanticipated need to work from home (Savić, 2020). Telecommuting means working away from the office. Often this means working from home or nearby. Employees communicate electronically with their colleagues and bosses. Telecommuting increases job satisfaction and productivity while reducing office expenses and demands. However, there are some disadvantages such as isolation, long working hours and no distinction between work and home. Travelling by computer or other means requires discipline and reliance on personal IT equipment. Managers must rethink their approach to communication and management when dealing with a remote workforce.

a) Limitations

To begin, this study had limitations in terms of data collecting, as the organization’s data may have been gathered but not combined within a year following the outbreak, and the questionnaire design may have obscured respondents’ genuine attitudes.

Second, Since China is a high-context nation because of its geographic restrictions, several items on the questionnaire may have gone unnoticed by managers who are naturally reticent when it comes to addressing sensitive issues.

Thirdly, the sample size is limited, and the sample may be unrepresentative of the population.

Fourthly, this study focused exclusively on factors with a clear effect and did not include additional potential mediators.

Fifthly, this study may be lacking in discussion and analysis of national cultures, whereas multicultural organisations' cultures are overlooked.

b) Recommendations for future research

Managing workforce diversity can improve organisational effectiveness, especially in the context of rapid globalisation. The importance of managing worker diversity cannot be overstated, especially in the context of current global developments. Most definitions of organisational performance emphasise efficiency, effectiveness and meaningfulness, and that employee performance is a more important factor than efficiency and effectiveness. The main aim of managing workforce diversity is to maintain equality in the organisation and to overcome the issues of disparity that arise during an epidemic.

In light of this study's limitations, the following are some recommendations for future research. To begin, a sufficiently big sample size should be used. Covering all regions and industries is important, as this ensures that the study's findings are representative and have a broader application. Second, future research could classify employees in a variety of organisations according to underlying variables in order to acquire more accurate results. For instance, concentrating on respondents with families' differential performance would be an excellent strategy. Thirdly, researchers may concentrate their efforts on multicultural organisations within a single sector, or they could conduct surveys of employees across both organisational sectors and compare the results. Additionally, it would be prudent in the future to do research that are narrowly focused on a single dimension and omit other intervening variables. Finally, future research should consider potential moderating factors affecting workforce diversity, opportunity equity, gender inequalities, and other differences. Additionally, additional examination of cultural elements in the countries investigated is necessary.

The author expects that the findings and implications of these investigations will be beneficial to future scholars investigating comparable subjects.

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