

**蒙台梭利教学法在中国的本土化应用****THE LOCALIZATION APPLICATION OF MONTESSORI TEACHING  
METHOD IN CHINA**许丹<sup>1\*</sup>**Dan Xu<sup>1\*</sup>**<sup>1</sup>焦作工贸职业学院<sup>1</sup>Jiaozuo Vocational College of Industry and Trade

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**摘要:** 幼儿教育作为教育教学的基础和初级阶段，在教育教学中占有重要地位，尤其是对幼儿未来的全面健康发展来说极为关键。因此本文以蒙台梭利教学法为例，对其在中国的发展历史以及在实际应用案例中存在的问题和措施进行分析，从而促进蒙台梭利教学法在中国幼儿教育教学中的发展。

**关键字:** 蒙台梭利教学法，中国的应用，本土化，问题，建议。

**Abstract:** As the foundation and primary stage of education and teaching, early childhood education occupies an important position in education and teaching, especially for the comprehensive and healthy development of children in the future. Therefore, this paper takes Montessori teaching method as an example to analyze its development history in China and the problems and measures in practical application cases, so as to promote the development of Montessori teaching method in China's early childhood education teaching.

**Keywords:** Montessori Pedagogy, Chinese Application, Localization, Problem, Suggestion.

**引言**

蒙台梭利教学法是现今为止国际上最为著名的幼儿教育模式之一。由意大利最为著名的幼儿教育家蒙台梭利发明创立。该教学法是在独特的时代背景下产生的，最初是针对智障儿童设计的教学方案，后来经过改进后也广泛应用于健康的学龄前儿童教育。蒙台梭利的一生都在研究科学的教育学，并且创立了自己独特的幼儿教育方法和理论，这对促进世界学前教育的发展作出了突出的贡献。中国引入该教学法的时间虽然短暂，但是国人对其推广的热情极高，

在 20 世纪 80 年代以后出现了很多推崇此教学法的幼儿园，但是想要更好的发挥蒙台梭利教学法在中国幼儿教育中的价值，还需要考虑它是否真正与中国本土文化相适用，这就要求我们要选择性地吸收她的教育理念，并将其适用部分融入到中国的幼儿教育实践中去，形成符合中国幼儿教育的模式，从而更好地促进幼儿身心健康发展和多元化素质的培养。

## 1. 蒙台梭利教育法的简单分析

### 1.1 蒙台梭利教育法的形成和概念

蒙台梭利教学法是蒙台梭利经过长期的实践和研究逐步形成的。1907 年，蒙台梭利在罗马创立了“儿童之家”，并且以此为实验之园，进行了多年的幼儿教育实验。她将原来用于智障儿童的教学方法经过改进调整以后用于早期正常的儿童，在此实验的基础之上创建了蒙台梭利教育体系，从此在全世界得到了广泛传播。1909 年，蒙台梭利对长达 3 年的教育实验进行了总结，她用母语意大利语编写了《运用于“儿童之家”的幼儿教育的科学教育方法》一书，此书的完成标志着蒙台梭利教学法的正式形成，1912 年，英文版《蒙台梭利方法》出版。这一教育法的主要内容包括：儿童的发展观、教师观、有准备的教育教学环境、工作材料（教具）四个方面，是当前世界上最科学、最完善的学前启发式教育模式之一。

### 1.2 蒙台梭利教育法在中国的历史

清朝末年，中国的教育工作者开始进行教育改革，研究探索世界各国的教育方法。学前教育作为一个新兴的教育领域，因其所处的教育阶段为人生启蒙阶段，所以其成效将会影响重大，但是应该如何科学地发展这一新兴的领域还需要不断探索。从 19 世纪末世界幼儿教育家福禄培尔教育理论开始传入中国后，蒙台梭利的教育理论也开始引入中国。“从总体上看，蒙台梭利教育思想在近代中国的传播有一个很大的特点，即是时间集中而短暂。”。其传播的主要途径有三种：教育刊物及专业著作、教育社团组织的推动、国际蒙台梭利运动的影响。对于蒙台梭利教学法在中国的介绍，最早见诸于 1913 年刊登在《教育杂志》第 5 卷第 1 期上的两篇文章：《蒙台梭利女史（士）之新教育法》和《蒙台梭利新教育法之设施》。20 世纪初，中国著名幼儿教育家陈鹤琴对《蒙台梭利教育法》极为推崇，这就极大地推动蒙台梭利教学法在中国传播与应用。最为有效的证明就是江苏省 1914 年成立的蒙台梭利教育法研究会和 1923 年国立北平女子示范大学附属蒙养园创办的 2 个蒙氏教育班。但是由于 20 世纪前半期中国实际的经济政治环境，不能满足蒙台梭利教学法的进一步开展，直到 20 世纪中期，我国对全面学习苏联的方针，使得蒙氏教育受到严重的诋毁和扭曲，进一步破坏了蒙台梭利在中国的推广

和发展<sup>[9]</sup>。直到 1985 年，北京师范大学卢乐山教授编写的《蒙台梭利的幼儿教育》一书的发布，标志着蒙台梭利教学法开始真正的进入中国。1998 年，隶属于北京师范大学的实验幼儿教育研究中心成立，这是蒙台梭利师资培训在中国最早开办的基地，主要面向全国培训蒙台梭利教师及相关专业人员。据统计，到 2020 年底，我国共有一万余所幼儿园（分布在 20 个省）将全部采用或部分采用蒙台梭利教育理念开展幼儿园的教育教学活动，或将蒙台梭利理论与其他方法相结合。书籍的出版、蒙台梭利思想在报刊杂志上的介绍、蒙台梭利师资培训基地的成立和蒙台梭利教学实验的发展，都极大的推动了蒙台梭利学前教育理念在我国的引进。

## 2. 蒙台梭利教育理念在中国的应用现状（以上海市 A 幼儿园为例）

### 2.1 上海市 A 幼儿园基本情况介绍

随着国内教育环境的改变与影响，蒙台梭利教育法在中国的应用逐渐广泛传播，主要分布在东部沿海地区。本文选取了上海市 A 公办幼儿园为研究对象，蒙台梭利教育理论在该幼儿园已进行了二十余年，也是本世纪 90 年代蒙台梭利教育在中国的实验幼儿园之一。该幼儿园共有 12 个教学班级（其中包括 4 个蒙氏教学专班），配备有专门的蒙氏教学教室，蒙氏专班采用混龄的形式进行编班，主要招收 3 至 6 岁幼儿，每个蒙氏班级由 30 名幼儿组成。该园的蒙氏班共有 12 名教师，且全部参加了岗前培训，获得了国家认定的蒙台梭利教师资格证。对于教师的培训，该园采取的是月训、暑期培训和寒假培训，为了调动教师的积极性，每学期都会进行优秀教师评选活动，并有一定的奖励。

### 2.2 上海市 A 幼儿园教育理念

幼儿教育不是为了幼儿上学做准备，而是为幼儿将来的生活做准备。上海市 A 幼儿园秉承着蒙台梭利教育的核心理念。“幼儿是成人的老师”，当成人能够耐心聆听幼儿的心声时，当成人能够怀着谦卑的心态与幼儿平等交流和沟通时，当成人能够细心观察并协助幼儿的成长时，幼儿才能获得真正的爱和尊重。“幼儿的一百种语言”，每个幼儿都是一个不同的个体，发现每个幼儿的亮点，张扬每个幼儿的个性，幼儿有与生俱来的好奇、探索和创新精神，幼儿会有许许多多稀奇古怪的想法和问题，给幼儿提供成长和发展的空间，让幼儿自己去探索和发现，幼儿才能获得真正的自由和独立。

### 2.3 幼儿园办园宗旨

幼儿教育不是以学多少知识来衡量的，而是要注重幼儿的心理、习惯和能力的培养，

A 幼儿园就是为幼儿提供这样教育理念的快乐成长的家园。A 幼儿园秉承着“传承百年幼儿教育，培养具有国际视野的中国幼儿”的办园宗旨，让幼儿具有乐观、爱心、坚强、宽容、谦虚、独立、博学、责任、秩序等健全高尚的品格，让幼儿能够充满自信地迎接未来全球化社会带来的竞争与挑战。A 幼儿园将蒙台梭利主体教学及多元化课程与每月的主题活动相衔接，与家长共同努力为幼儿园创造适合幼儿生命发展的成长环境。

#### 2.4 上海市 A 幼儿园的活动环境及教学实施状况

蒙台梭利教育思想来自西方，在中国实践这种体系，需要与当地传统文化的精髓相结合，有选择性的吸收与运用蒙台梭利教育体系，注重幼儿完整人格的培养，真正理解和形成尊重幼儿的教育观，促进有着中国文化底蕴的幼儿教育体系的建设<sup>[10]</sup>。通过以蒙台梭利教育法为依托，结合上海市的当地文化，上海市 A 幼儿园对园区环境、教育内容和教育方法等方面进行优化与规划设计，在室内设置了五个工作区：日常生活练习区、文化教育区、数学教育区、语文教育区、感觉教育区。

蒙台梭利提倡要为幼儿提供“有准备的环境”，这里的有准备的环境就包括精神环境和物质环境。

精神环境方面，蒙台梭利提倡的教育原则是：自由、平等、和谐。在 A 幼儿园的蒙氏班教学中，孩子们可以自由地选择自己喜欢的材料操作，如果出现因为操作不当而造成的麻烦时，教师不会批评指责，而是耐心的提醒和引导。在调研过程中，我曾看到有一位幼儿（三岁），在做完“穿珠”工作后，端着托盘准备放回柜子里，但是由于小手没有将托盘端稳，小珠子撒的遍地都是，孩子急得不知道该怎么办了，此时老师正好看见，就走过来，没有生气也没有指责，而是蹲下来温柔的对幼儿说：“我们一起来捡珠子好不好？”这时候原本惶恐的幼儿也蹲下来和教师一起认真地捡起珠子来。在这个实例中，教师不但没有批评幼儿，反而帮助了幼儿，消除了幼儿的紧张情绪，这样是有利于建立幼儿和教师之间的和谐关系的。

物质环境方面，上海市 A 幼儿园的室内外的设施和用具的布置都非常适合儿童的发展需要，是一个安全、整洁、美观的工作环境。整体的色调选用了浅黄色和浅绿色，使得整个环境显得清新而又温馨。在室外的环境设计中，该园的走道以及大厅的屋顶上都挂满了教师亲手制作的装饰物，而且这些装饰物都是根据不同时期的主题随时更换。走道的墙壁上贴着各个班级孩子的生活照片，也有一些常用的英语对话卡片，在走道的中间区域还专门设置了盆景区，有各种绿色的植物盆栽，孩子们可以自己为这些植物浇水。A 园还有一个比较大的塑胶操场，供幼儿进行课间操等室外活动。在幼儿园的南面，还专门有一片小种植园，这是蒙台梭利教学班所特有的。从整体上看，上海市 A 幼儿园的环境优美，活动场地宽阔。下面的例子可以很好

的证明 A 园的环境是经过精心准备的。

(1) 小种植园。A 幼儿园将南面的小种植根据班级进行了合理的划分，并且种上了易于生长的蔬菜，花草，幼儿可以在每个季节都观察到不同植物的生长过程，播种，发芽，开花，结果，通过观察植物的生长过程，来解了生命力的成长。因为种植园在幼儿园门口，放学的时候幼儿都会路过去看看，尤其是那些特别感兴趣的幼儿，观察的很仔细而且时间也很长。在这里，你会经常听到孩子们喊“种子发芽了”、“小黄瓜长出来了”、“樱花开啦”。这片小小的种植园贯穿了幼儿对科学教育的启蒙。

(2) 主题墙设计。A 园的 4 个蒙氏教育班都在同一个楼层，在这个通往各个班级的走道墙上，展示了幼儿根据不同主题所做的手工和绘画作品。比如：中秋节的时候，主题墙上会出现很多的绘画作品，孩子们会站在自己的作品面前向其他孩子讲述自己创意，你会听到幼儿说：“我画的是嫦娥奔月的故事，圆圆的这个是月亮，因为十五的月亮最圆，这个是月饼，吃了月饼我们就能团团圆圆！”幼儿们都在自己布置的环境中向别人分享自己的喜悦，同时也对中国的传统节日有了了解，充分感受到了中国传统文化的魅力以及带给幼儿们的快乐。孩子们在这里不仅激发了他们探索的欲望，同时也能大胆地交流，自由地观察。在布置主题墙的过程中，老师们也会考虑到孩子们的身高，选择适合孩子的高度，把装饰物进行分类装扮，让主题墙真正发挥孩子们探索求知的作用。

(3) 室内环境的准备。上海市 A 幼儿园的蒙氏班级室内是浅黄色的色调，幼儿在这里会感受到如沐浴阳光般的温馨。教室里面按照五个工作区来划分，整洁干净，每样东西都按照适合幼儿工作的原则布置的恰到好处。在数学教育区，摆放了像小木棒、小珠子和小卡片等教具，孩子们运用这些教具理解了抽象的数学，通过幼儿自主的活动解决了从易到难的问题，循序渐进的理解数学知识，培养了孩子的创造能力。在语言教育区，教师引导幼儿学习字母的发音，然后使用活动字母教具进行拼字，最后写出一个完整的故事，并将社会知识与语言进行有效结合，通过分类卡片的形式，将各类动植物名称进行总结，拓展幼儿词汇和创造能力。在不同活动区，教师会让幼儿通过走线的形式舒缓情绪，创造安静的氛围，使幼儿能够尽快进入学习状态。之后，教师会组织集体手指操和孩子一起做一个小律动，然后将孩子们进行分组，每一组有一个教师进行指导，集体自由选择工作时间和工作内容，然后铺设工作毯，选择自己喜欢的工作自由探索，这些实践教学都培养了幼儿的创造能力。在感觉教育区，教师开展了创造性操作活动，让幼儿自主操作，在色板上进行涂色练习，很好的培养了幼儿认识红黄蓝等颜色的能力，也使感官视觉能力得到了提升。在材料工作区，教师让幼儿结合生活实际，开展了给彩虹涂颜色的活动，让幼儿从众多颜色中选出与彩虹相符的颜色，并填涂到彩虹区域内，然后由教师展示彩虹图片，由幼儿进行色彩对比，从而在联系生活实际的同时，提升幼儿对色彩的

认知和感觉。在文化教育区，教师利用构成三角形的原理，设计等分的操作活动，让幼儿进一步明确生活中有许多等分的原理，教师还借助圆的等分，在生活中对饼的等分、苹果等分、方形的等分等等，设计有关情境，通过游戏的方式，使幼儿在感受分享的社会性交往中学习等分的操作，结合日常生活实例，培养幼儿的手眼协调能力和动手操作能力，这样不仅能够增强幼儿的同伴协作能力，也能够培养幼儿的灵活思维，起到举一反三的教育效果。

(4) 园本特色活动。上海市A幼儿园有着创新意识极高的课程，并且能够将地方传统文化融入到幼儿教育中，教师结合蒙台梭利教学法的特点，设计出了体现在每天生活的各个环节中的形式多样的园本特色主题课程。例如：教师结合蒙台梭利的“三段式”教学法并且根据教具的“错误订正”特点，制作了美食地图、风景地图等原创性教具用在幼儿园的工作中。A园还开展了游戏化课程来作为园本特色课程，将幼儿一天活动中有代表性的教育事件形成一个游戏化课程教学，以此来代替以往的下午走班教学。在这样的游戏化课程中，教师成了真正的导师，改变了以往常规的教学内容和理念，同时也给幼儿提供了丰富的环境，使他们积累了生活经验。在蒙台梭利班的试验中，游戏化课程也充分利用了蒙台梭利混龄教学模式的优势<sup>[3]</sup>。例如：在“秋天的秘密”的游戏化主题中，教师带领孩子到公园中游玩，幼儿表现出对秋天大自然的向往，也对利用叶子作画产生极大的好奇，教师就借此机会布置了利用树叶拓印的新任务，并且由浅入深的分层次布置任务，将任务布置为用油画棒涂和用彩色铅笔作画两个不同的难度。小班的孩子可以选择用油画棒进行拓印，因为油画棒画比较粗而且容易握住，很容易的就能涂出不同的树叶形态。中大班幼儿可以选择用彩色铅笔涂，彩铅笔杆较细，每次涂画只能涂出很小的面积，所以需要幼儿很有耐心和细心，反复涂才能完成任务并且将叶子的形态完全呈现。在这项游戏中，教师也在不经意间将中国传统的拓印技术融入到了幼儿教育中。上海市A园还进一步设计了小组游戏课程。例如，教师为小班小组活动带来了“中国传统乐器的欣赏”，将中国传统的箫、竹笛和快板三种竹制乐器放在教室的地板上，利用三段式教学方法进行教学。总之，上海市A园灵活的运用蒙台梭利提倡的“有准备的环境”这一理念来合理开发游戏化课程。例如：教师提前查看天气预报，察看公园的地理环境、准备好秋天相关的公园游玩的生活经验，接着带领幼儿来到公园体验大自然的秋天，使幼儿能够在“有准备的环境”中积累生活经验。同时，游戏化课程也使得蒙台梭利教学法拥有了更丰富的教具，例如：树叶画、竹制古乐器的认识，并且使用了蒙台梭利的“三段式”教学方法。从园本特色课程来看，可以看出教师在本土化教学过程中符合蒙台梭利教育理念，并适时合理的将本土特色课程揉合到日常教学工作中，这也充分创新了蒙台梭利教学法在中国的应用。

幼儿园课程的目的是通过理解和学习不同的文化知识来培养儿童的多元文化素质。以下是上海市A幼儿园的周计划表：

表 1: 上海市 A 幼儿园周计划表 (2021 年 9 月 6 日-9 月 10 日)

| 星期       | 上午活动  |                                      | 下午活动             |               | 亲子工作  |                  |  |
|----------|---|--------------------------------------|------------------|---------------|---|------------------|--|
|          | 室内活动  | 目标                                   | 室外活动             | 拓展课堂          | 目标  | 室外活动             |  |
| 一        | 蒙氏生活<br>汤勺舀水  | 锻炼幼儿用勺子能力                            | 升旗<br>小乌龟        | 创意美劳          | 1.培养幼儿的想象力、<br>创造力及动手能力<br>2.利用废旧材料制作玩<br>具, 增强环保意识 | 散<br>步<br>游<br>戏 | 在家中练习做力<br>所能及的事<br>情, 培养幼儿独<br>立性                                 |
|          | 启蒙阅读<br>《滑滑梯》   | 能描述从滑梯上滑下<br>来的感觉, 抒发玩滑<br>梯的快乐心情    | 间<br>操<br>游<br>戏 | 外教            | 与外教进行游戏互动   |                  |  |
| 二        | 蒙氏感官<br>实体认识袋<br>(干果分类)   | 培养幼儿分类能力                             | 间<br>操<br>游<br>戏 | 绘本阅读<br>外教    | 培养幼儿喜欢阅读的好<br>习惯<br>与外教进行游戏互动                       | 散<br>步<br>游<br>戏 | 陪同幼儿阅读,<br>让幼儿养成良好<br>的阅读习惯  |
|          | 启蒙阅读<br>《滑滑梯》   | 1.在滑滑梯的游戏中<br>学习轮流等待 2.有初<br>步的安全意识  |                  |               |   |                  |  |
| 三        | 蒙氏数学<br>认识天气<br>(雨天、晴<br>天、阴天、<br>雪天)   | 让幼儿初步了解天气<br>的变化                     | 间<br>操<br>游<br>戏 | 奥尔夫音乐<br>咕呱呱  | 1.能够跟着音乐进行律<br>动<br>2.培养幼儿对音乐游戏<br>的兴趣              | 散<br>步<br>游<br>戏 | 在家中陪同幼儿<br>进行“小小气象<br>员”的游戏, 巩固<br>幼儿对气象名称<br>的认识                  |
|          |   |                                      |                  | 创意绘画          | 培养幼儿想象力及动手<br>能力                                    |                  |  |
| 四        | 蒙氏生活<br>照顾自己—<br>—穿衣服   | 培养幼儿的自理能力                            | 间<br>操<br>游<br>戏 | 启蒙阅读<br>《滑滑梯》 | 1.感知认识滑梯<br>2.能以快乐的心情朗读<br>《滑滑梯》学习生字<br>“滑滑梯”       | 散<br>步<br>游<br>戏 | 在家中分享食物<br>的时候请让幼儿<br>做到大的给长<br>辈、小的留自<br>己, 培养幼儿孝<br>敬长辈的传统美<br>德 |
|          | 礼仪分享食<br>物  | 培养幼儿愿意与他人<br>分享的良好品格                 |                  | 搭 建           | 挑战幼儿的空间思维   |                  |  |
| 五        | 主题活动<br>《弯腰行<br>动》  | 了解什么是可回收垃<br>圾, 什么是不可回收<br>并且到操场上拾垃圾 | 间<br>操<br>游<br>戏 | 体能训练          | 通过游戏培养幼儿身体<br>的平衡能力和竞争意识                            | 散<br>步<br>游<br>戏 | 复习本周<br>所学内容   |
|          | 蒙氏语言<br>小小主持人<br>(表演训练)<br>《老鼠和<br>猫》   | 培养幼儿的语言表达<br>能力                      |                  | 奥尔夫音乐<br>咕呱呱  | 1.演唱《咕呱呱》用刮<br>胡进行演奏练习<br>2.喜欢乐器演奏活动,<br>在活动中体验欢乐气氛 |                  |  |
| 每周<br>英语 | Warm up:<br>Walking, walking, hop, hop, hop. Running, running, now let's stop.<br>Walking, walking, hop, hop, hop. Running, running, now let's stop.<br>Vocabulary: daddy mommy sister brother<br>Sentence: My daddy. (mommy sister brother) .<br>Daily English: I love you, mommy. |                                      |                  |               |   |                  |  |

从上表可以看出,上海市 A 幼儿园的课程计划主要以周计划为基础,它由经验丰富的管理者和主管设计,分发到每个班级,然后由教师根据具体的实际情况实施。如果在实施过程中有变化,可以根据孩子的需要和兴趣进行修改,但上周的总体计划不变,教师只能做出适当的调整。在选择课程内容时,“课程的关键概念、指南和示例应具有丰富的文化基础”。课程中选择的知识应适应儿童发展和学习所需的社会和文化环境,并且是能够反映社会文化最具特色内容的知识。该课程侧重于不同的文化内容,无法为儿童提供充分的机会了解不同的文化。幼儿园 A 将传统蒙台梭利课程与多元文化和主题课程相结合,并将其安排在一个反映课程对多元文化主义观点的每周儿童计划中。这三类课程的布局和设置并不是孤立的。例如,在主题课上,我们可以看到这样的主题:如何在不同的国家庆祝新年,引导孩子发现并关注风俗习惯;美味的水果,将独特的水果介绍到中国不同的地区,拓宽孩子们的视野。在主题活动实施的一周内,主题的各个方面都可以渗透到其他课程中,在基础课程中,孩子们可以看到不同水果的质地、形状、颜色和香气。

### 3. 我国幼儿园蒙台梭利思想的建议

#### 3.1 理论创生——扎实蒙台梭利理论基础

首先,树立儿童为本的教育观。蒙台梭利教育以人本主义心理学和存在主义哲学为根基,关注儿童的主体性和存在性,这就决定了在蒙台梭利教育中儿童占有重要的地位,一切教育活动要以儿童为中心,教育的最终目的是如何为儿童的发展提供良好的环境和指导,发现儿童的能力,并促进儿童的能力发展。因而,在引进蒙台梭利课程的过程中,要将这一以“儿童为中心”的教育理念贯穿始终。在课程本土化的过程中,要将其作为蒙台梭利课程的“灵魂”,紧紧围绕这一核心理念进行课程的设计、实施以及指导评价。

(1) 以“儿童的发展”为教育目标。蒙台梭利课程应从儿童的认知、情感、行为三个方面构筑其教学体系。认知、情感、行为是儿童成长过程中缺一不可的发展构成要素,三者互相协调,促进儿童个体性的发展。在认知方面,要从儿童的能力入手,帮助儿童形成学会生活、学会学习、学会做事的能力,培养儿童运用所学的知识正确理解、对待和处理生活学习中问题的能力。在情感方面,蒙台梭利课程要把儿童学习中面临的情感困惑和问题作为关注点,让儿童乐学、爱学、想学,促进儿童积极乐观的全面发展。

(2) 以“儿童的经验”为教育内容。蒙台梭利课程内容要关注儿童的成长经验,在课程内容的安排与选择时,要遵循适切性原则,课程内容的安排要让幼儿有亲切感和经验感。在传统的课程内容的安排上,往往忽略儿童对课程的接受程度,而以学科知识的系统性和逻辑性为编排原则,



这使课程内容往往过于偏、难、繁,不利于儿童主动投入到课程内容的学习当中,无法建立主动学习经验。因而,蒙台梭利课程内容更要关注儿童的生活和情感经验,激发儿童的兴趣和好奇心。在儿童的学习过程中,挖掘与儿童的生活情感经验密切联系的内容,更易于调动儿童学习的积极性。

(3) 以"儿童的自由"为教育核心。蒙台梭利课程在实施的过程中,强调发挥儿童自主性和能动性,即给儿童以自由。学习是儿童的学习,离开了儿童的主观能动性的学习,只是徒劳。因而在课程实施中,教师要保持和谐的师幼关系,调动儿童的学习兴趣,为儿童产生良好的学习情绪创设环境。不仅要为儿童提供一个良好的外部环境空间,还要为儿童提供一个愉悦的内部心灵空间,这种内部心灵空间就是给予儿童精神自由,让儿童成为独立的有思想的人而存在,使其自我价值得到肯定。其次,注重建构生成的课程观。蒙台梭利课程本土化的过程中,不能照搬照抄,要从课程接受、学习、理解的内部角度来建构一套新的课程体系,要从课程目标的生成、课程内容的确定来构建适合我国幼儿发展的课程体系。蒙台梭利课程要求在教学过程中,教师是幼儿课程学习的观察者和引导者,教师作为观察者和引导者的角色意味着教学中没有确定的目标,只是一种模糊的探索、寻找、发现的过程。课程目标隐藏在儿童自身社会生活经验与蒙台梭利教具材料的互动过程中,教师在教学中,通过观察儿童、与儿童的交互作用,课程目标会逐一生成,但是这种生成离不开教师给予儿童自由选择的环境和教师细心地观察和引导。在对儿童的观察过程中,依据不同儿童的活动体验而生成具体的目标。蒙台梭利课程虽然其内容相当广泛,几乎涵盖了儿童时期,儿童所能涉及到的社会生活中的大多数经验感受,但仍需要根据本土特点进行补充和完善。这也符合建构主义课程观的要求。课程内容选择的主体应包括不同的课程主体,如家长、园长、教师与儿童等,而儿童具有的选择课程内容生成很大程度的决定权经常被忽视。学什么、怎么学都是预先设计好的,儿童只是以观众的身份参与即可,此时儿童的主体性并没有体现出来。在确定的课程内容之后,还要通过观察这些内容是否能进入儿童的经验世界,是否让儿童对其产生意义建构,才能确定这些内容成为课程内容。

### 3.2 文化适应—消除蒙台梭利思想的"水土不服"

在对外学习的问题上,教育家陈鹤琴认为:针对外国的课程,因为两国国情不同,有些不应该完全模仿,虽然其他国家有很好的教材和教学方法,但在我国其实还有很多不合适的地方。我们需要知道我们的孩子不是外国孩子。我们的历史和环境不同于其他国家,我们的国情也不同于其他国家。因此,如果我们使用它,他们认为好的东西可能并不总是好的。在这里我们可以看出,陈鹤琴对于借鉴学习西方的文化,不能照搬照抄,应该结合本国的特点、本国幼儿的特点,有选择地学习。也就是说蒙台梭利体系的引入首先需要本土化过程,要从中国的实际出发,挖掘蒙台

梭利教育中有利于我们的儿童发展的地方,而剔除与我们的文化、与我们的儿童不相适宜的理念及做法。

### (1) 积极推进蒙台梭利体系的本土化进程

鉴于文化与课程的天然联系,在引入蒙台梭利课程时,首先要以中国文化为依据,对蒙台梭利课程进行本土化改造。尽管蒙台梭利课程诞生于意大利这样的西方文化背景之下,与我们的东方文化有着极大的差异,但经过合理的本土化,"水土适应"之后,蒙台梭利教育在我国同样可以绽放光彩。蒙台梭利教育法与我们的素质教育理念正相吻合,在我们大力推行素质教育的今天,解放儿童、发展儿童、把自由还给儿童的呼声也越来越高,蒙台梭利的教育方法,在某种程度上能够实现我们对素质教育的诉求。但是在借鉴引入蒙台梭利教育法及其课程的过程中,一定要避免机械地照搬照抄的问题。一方面,要借鉴蒙台梭利课程中的一切优秀因子服务于我们的儿童教育。另一方面,要让蒙台梭利课程适应中国的土壤、中国的儿童,对其进行本土化的改造,使其在中国文化下"本土化"。蒙台梭利课程的引入及实施发展都应该是为我们的教育、我们的儿童服务,而不是装饰,更不能是幼儿园"吸金"的手段。基于这两个思路在借鉴和引入蒙台梭利教育法及其课程中应秉承两个基本宗旨:在蒙台梭利课程的引入中,我们要借鉴蒙台梭利教育中的优秀思想、吸取它一切好的东西,为我们的幼儿教育。蒙台梭利教育法已在世界多个国家和地区广泛"确立",蒙台梭利教育机构层出不穷,国际蒙台梭利协会不断参与多个国家的教育工作。所有这些都证明了蒙台梭利教学法的内在吸引力。蒙台梭利教育虽然以西方文化为基础,但在东方一些国家和地区也受到青睐。例如,在日本和台湾,蒙台梭利教学法很普遍。《蒙台梭利教育法》及其课程在许多国家和地区对育儿的影响和成就不容忽视。蒙台梭利教育法不仅应该是发达国家和地区儿童的"专利",在我国的幼儿教育体系中也应该有一席之地。作为我们幼儿教育的有益补充,它弥补了我们幼儿教育中缺乏自我赋权、秩序和专注训练的不足。

### (2) "以他为主,他我结合"

在将蒙氏课程跨文化地引入中国时,应该结合中国的文化、中国儿童的实际将课程进行"中国化"的改造,应把中华民族的特点和中国儿童的认知特点渗透其中。蒙台梭利教育法源自于意大利,不可避免的带有意大利文化的缩影,每个国家在引入的过程中都要经历"本土化"的过程,以美国为例,在引进蒙台梭利教学法的过程中,它有起有落。有繁荣的时候,也有衰落的时候。"衰败"的根源在于"盛世"时代的不合理"崇拜"和难以消化的"吸收"。美国蒙台梭利教学法在1960年代和1970年代的复兴,是因为它解决了早期的问题,实施了理性的"本土化"过程。"从中国教育的现实问题出发,让它在中国成功。任何一种课程的引进,如果不能有效地本土化,就不能在这里生根发芽,只能是一个过客,她可能会长期停留,但她最终会消失,也可能是稍纵即逝的痕迹。为了让蒙台梭利课程不成为匆忙的过客,蒙台梭利课程必须跨文化地从国家的现实中"拉进来"。落

实到某一所幼儿园还要进行园本开发,这是确保蒙台梭利课程扎根发芽的基础。许多园所在蒙台梭利课程的引入中都进行了积极的尝试和探索,也有有机地结合中华民族的文化和语言特征发展出了一些"有中国特色"的蒙台梭利教育方案和教具。比如蒙台梭利课程中的生活常识教具"刀叉"改为了我们中国人习惯使用的"筷子",这种本土化的改造更能确保蒙氏教育在我国幼儿教育中长久地占有一席之地。

## 总结

蒙台梭利教育思想在世界上的传播已经有一百多年历史了,从 1913 年传入中国,便引起了众多教育学者的关注和研究。在经历了一系列曲折反复的教学实践后又陷入了沉寂中,直到 20 世纪 80 年代才又重新获得认可。在对蒙台梭利教育法在中国的实践进行思考时,不仅要了解蒙氏教育法,还需要针对当前我国的实际应用案例,对其中存在的实际问题以及影响因素进行深度剖析,通过具体问题具体分析的方式,对蒙氏教育法的局限性进行规避,同时,不断优化蒙氏教育法在中国实践的效果,促进蒙氏教育法中国本土化特色实践的优化与发展。

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**基于双边市场理论的体育服务综合体运营研究****A STUDY ON THE OPERATION OF SPORTS SERVICE COMPLEX BASED ON THE THEORY OF TWO-SIDED MARKET**朱文雁<sup>1\*</sup>, 咎胜锋<sup>2</sup>Wenyan Zhu<sup>1\*</sup>, Shengfeng Zan<sup>2</sup><sup>1</sup>山东工程职业技术大学, <sup>2</sup>山东大学体育学院<sup>1</sup>Shandong Vocational and Technical University of Engineering<sup>2</sup>School of Physical Education, Shandong University

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**摘要:** 体育服务综合体作为具有双边市场特征的体育发展新形态, 正在成为引领文化和体育产业快速发展的重要平台。服务综合体运营公司作为双边市场中的平台方和运营主体, 需要召集并平衡好入驻商户、体育消费者不同用户需求。研究表明, 从体育场馆(单边市场)发展而来的体育服务综合体(双边市场), 其建构过程符合双边市场的交叉网络效应和多产品定价等特征, 竞争策略主要表现为差异化发展和非对称多层次定价。

**关键词:** 体育场馆, 体育服务综合体, 双边市场, 交叉网络效应。

**Abstract:** as a new form of sports development with the characteristics of two-sided market, sports service complex is becoming an important platform to lead the rapid development of sports industry. As a platform and operator in the two-sided market, the operation company of a sports service complex needs to convene and balance the different user needs of the merchants and sports consumers. The Research shows that, from the stadium (unilateral market) the development of sports service complex (two-sided market), the construction process with cross network effect of two-sided market and multi product pricing characteristics, competitive strategy mainly for differentiated development and asymmetric multilevel pricing.

**Keywords:** Stadiums and Gymnasiums, Sports Service Complex, Two-Sided Market, Cross Network Effect, Multi Product Pricing.

## 引言

近年来，欧洲、北美等国家地区出现了一批较为成熟的体育服务综合体运作模式，多业态的融合使得场馆的盈利点变得日趋多元。随着我国体育产业快速发展以及居民体育休闲需求日益旺盛，体育与文化旅游、新型城镇化等加速融合，国内如江苏、广东等地也出现了一些由体育场馆衍生出来的体育服务综合体雏形，在丰富体育产品供给、培育新的消费增长点、完善提升城市功能等方面发挥着重要作用，同时这些变化对体育场馆的商业化运营提出了新要求。《国家体育发展“十三五”规划》提出，“增强大型体育场馆复合经营能力，拓展服务领域，延伸配套服务，打造城市体育服务综合体”。2020年，国家体育总局在全国范围内遴选出49个体育服务综合体典型案例，应对新冠肺炎疫情对体育产业的影响，促进体育消费回补和潜力释放。本文结合双边市场理论，探讨交叉网络外部效应和多产品定价条件下，体育场馆升级为体育服务综合体，所应遵循的业态筛选、空间布局以及双边定价机制。

## 1. 文献综述

我国体育场馆现状是体育场馆数量严重不足和长期闲置并存，长期闲置主要的原因就是维护费用太高，一旦重新投入使用就出现亏损的问题。国内大部分体育服务综合体都是由体育场馆发展演变而来，体育服务综合体是在一定空间范围内，以体育大中型设施为基础，突出体育产品提供的服务功能，坚持存量资源功能拓展延伸和增量功能资源融合，融合健康休闲、文化娱乐、餐饮商贸等多种服务业态，业态融合互动、功能复合多元、运行高效集约的体育产业聚集区和城市功能区。以体育运动休闲为主要定位的新型综合体，既能满足人们对体育功能设施和产品服务的高标准要求，也能满足消费者吃住行游购娱，极大地方便了人们运动与休闲。

梳理体育场馆到服务综合体的2007-2017年的研究脉络，CNKI期刊文库搜索“体育场馆”或“体育综合体”关键词，CSSCI期刊共137篇文献。霍建新、李芾（2007）提出，在场馆建设与管理发展上，体育场馆设施功能呈现“运动、公园、旅游、休闲、办公”多样化和一体化趋向。缪建奇、胡震宇（2008）提出，大型体育场馆设施应当从城市经营角度综合考虑赛后利用的运营方案，组织以各种专业体育比赛为主体的体育活动，开展以全民健身为主的各种体育健身休闲活动，组织以综合娱乐为主体的大型文娱活动，尽可能实现“以场养场、以馆养馆”目的。张仁寿（2009）提出，体育场馆作为体育产业的前置产业载体，其投资建设的“一次产出”、经营管理的“二次转化”的特征显著，必须走多功能开发的道路，实现体育场馆的集约化综合经营管理。以2010年为时间界限，之前的研究还停留在传统场馆的多元化运营，2011年开始，学者开始注重解读体育场馆运营后面的理论逻辑。

张振刚、田帅（2011）采用圈层延伸理论将亚运场馆赛后利用功能定位于传统基础型

和发展支撑型，传统基础性功能主要包括竞赛多元功能、教育教学功能、全民健身功能和现代服务功能，发展支撑型功能主要包括辐射传播功能、汇聚整合功能和策源创新功能。蒲毕文（2012）发现体育场馆冠名权开发主要受市场经济发展水平、制度和体育产业市场发展的制约。建议树立市场经济为主导的开发模型。李震、陈元欣（2013）提出体育场馆服务外包有利于提高运营绩效，降低运营成本，促进管理规范化，精简人员，建议政府积极推进服务外包模式在场馆运营中的应用。杜朝辉（2015）构建了基于模糊层次分析法的体育场馆运营绩效评价指标体系。张强、陈元欣（2016）提出，城市体育服务综合体将为体育服务市场注入催化剂，能够通过功能定位满足各收入阶层的体育消费需求，并提供超强的感官体验和一站式体育服务，形成特色鲜明的体育消费生活圈，产生协同效应。郭艳华(2017)指出，发展不同类型的体育赛事拓展赛事资源是解决场馆闲置的主要方法。陈元欣、黄昌瑞、王健（2017）提出，俱乐部应当建立与场（馆）之间的产权关系，即近似于血缘纽带的“圈内关系”，通过降低俱乐部的交易成本为俱乐部获得稳定场（馆）资源提供渠道。王家宏、蔡朋龙（2017）提出，我国城市体育服务综合体发展模式分为“大型体育场馆导向型”、“三边工程导向型”和“特色体育资源导向型”三种。

相对以上直观学理研究，双边市场理论是解释体育服务综合体运营的更为合适理论。Evans (2003)、Armstrong (2004) 等开创了双边市场理论，构建了双边市场基本概念及研究框架。Evans (2003) 通过实证分析将双边市场分为市场制造型、受众创造型、需求协调型三种类型。其中，市场制造型的主要功能是降低交易对象相互搜寻成本和买卖双方配对成功的效率，方便双边用户通过中介平台打成交易。石奇、岳忠刚 (2008) 指出，大型零售企业充分发挥提高交易频率、增加交易对象、扩大交易范围的市场创造作用，提高了商品分销和纵向结构的效率。国内的研究开始主要集中在银行卡、互联网平台、媒体产业等领域，近年应用双边市场理论解读和分析实体经济的平台运作，逐渐引起了国内学者的关注。按照双边市场理论，体育服务综合体具有类似电商网站、超市商场的双边市场特征，它为入驻商户、体育消费者双边用户提供了匹配服务和平台价值。

## 2. 交叉网络效应下的体育服务综合体运营

作者认为，体育场馆服务接近于单边市场，主要提供基础的运动服务买卖。体育服务综合体是新型的双边市场，通过平台运作吸引商户入驻和体育消费，实现场馆公益性定位和市场化运营的有效结合。可以认为，体育服务综合体与我们常规理解的直接买卖，或者单边市场特征不同，这对综合体的平台构建、双边用户获取等具有显著影响，提出了新的命题。作为连接体育消费者和入驻商户的市场创造型平台，体育服务综合体的双边市场特征主要表现在：

(1) 交叉网络效应。综合体平台两端的消费者和商户存在显著的市场间交叉网络外部性，商户的数量受体育消费者数量影响，体育消费者越多，综合体的商户锚定效应越高，并呈现强烈的马太效应。(2) 多产品定价。体育服务综合体为它提供的运动类或非运动类产品服务同时进行定价，其中两类各自涵盖的产品服务，还需要根据成本、竞争等因素，进行差异化定价。

表 2.1 对单边市场和双边市场进行了比较。

**表 2.1：单边市场和双边市场比较**

|      | 单边市场（体育场馆）                               | 双边市场（体育服务综合体）                                  |
|------|--|--|
| 定价策略 | 产品价格水平由生产该产品的单位边际成本决定，产品价格的变动应该反映边际成本的变化 | 双边价格不反映产品或服务的边际成本                              |
| 倾斜定价 | 高于边际成本属于对消费者施加了垄断势力，低于边际成本属于掠夺性定价行为      | 非对称价格策略反映了双边市场特征，解决了双边用户参与问题                   |
| 交叉补贴 | 属于不正当竞争策略性行为，应予禁止                        | 交叉价格补贴是由平台价格结构决定的，不属于不正当竞争行为                   |
| 捆绑销售 | 减少了消费者的选择，损害了消费者福利和社会总福利                 | 尽管减少了消费者选择，却有利于平衡双边用户需求，提高平台交易量，进而增加了消费者和社会总福利 |

资料来源：作者根据 Rochet & Tirole、Armstrong、等研究成果整理

传统的单边市场中，由于销售量增加带来的客户增加，部分原因来自口碑宣传，也会存在网络效应，即市场内的买卖双方具有相互依赖性的同边网络效应。双边市场包含了同边网络效应、交叉网络效应两种类型，在交叉网络效应作用下，平台对于任何一个用户群体的价值，在很大程度上取决于平台另一边用户的数量。这样的效应结构在体育服务综合体也会导致类似的结果。

为简化研究，我们将体育服务综合体的入驻商户分为两类：运动类商户和非运动类商户。运动类商户提供运动项目服务，如游泳、篮球、网球、羽毛球、乒乓球、瑜伽、跆拳道等，以及体育训练培训、健身康复指导等服务。非运动类商户提供配套功能服务，如餐饮、购物、娱乐、会展、酒店、办公、居住等。同理，我们把体育服务综合体的消费者也可以分为两类：运动类消费者和非运动类消费者。

基于双边市场特征及其建构条件，我们可以发现：（1）体育服务综合体属于双边市场

的平台方，运动类商户和非运动类商户属于这个平台的一边，这两类商户相对独立，同时又相互依存。运动类消费者和非运动类消费者则彼此独立。（2）运动类商户和非运动类商户的入驻会形成组内的网络外部性。运动类商户增多，会吸引更多的运动类消费者，非运动类商户能够承接更多的配套服务。非运动类消费者搜寻成本降低，也会主动接受非运动类商户提供的服务。非运动类商户数量增加，运动类消费者更容易匹配到合适的延伸需求。由于体育服务综合体平台的服务类型多样化、响应能力便利化，运动类商户可以提供更多运动项目和服务，其高昂固定运营成本可以持续分摊，提高商户经营效益。（3）体育服务综合体的平台收益来自入驻商户的租赁收益、自营业务的业务收入。因为综合体提供的一系列配套和服务措施，使得综合体的入驻商户更容易产业链合作，平台可以把运动类商户和非运动类商户的组内网络外部效应内部化，内化为综合体自身收益从而有利于综合体可持续发展。

假设某城市有 2 个体育服务综合体 E 和 F（体育服务综合体 E 的硬件设施和基础服务优于综合体 F）。进驻综合体的运动类商户分别为  $n_e^a$ 、 $n_f^a$ ，非运动类商户为  $n_e^b$ 、 $n_f^b$ 。运动类和非运动类商户对体育服务综合体的选择，取决于给其带来的期望收益，期望收益简化函数为： $\pi_i^a = g_i^b n_i^b$ ， $\pi_i^b = g_i^a n_i^a$ ， $i=e, f$ 。其中  $\pi_i^a$  和  $n_i^b$  为运动类、非运动类商户入驻体育服务综合体的期望收益。 $g_i^b$  为运动类商户组内交叉网络外部性系数，即入驻体育服务综合体的运动类商户增加 1 个，非运动类商户的期望收益增加  $g_i^b$ ； $g_i^a$  为非运动类商户的组内交叉网络外部性系数。由于体育服务综合体 E 的硬件设施和基础服务优于综合体 F，现有运动类商户  $s$  入驻体育服务综合体，选择发现  $n_e^a > n_f^a$ ，由此可得  $\pi_i^a > \pi_i^b$ 。 $\pi_i^a > \pi_i^b$  使得商户  $s$  选择体育服务综合体，从而体育服务综合体 E 的商户数量增加为  $n_e^a + 1$ 。同理可得，如果有一非运动类商户  $t$  准备在体育服务综合体 E 和 F 中选择入驻时候，由于相同的原因，非运动类商户  $b$  也会选择入驻体育服务综合体 E，入驻综合体 E 的非运动类商户数量变动为  $n_e^b + 1$ 。以此类推，体育服务综合体 E 和 F 的入驻商户数量差距将持续拉大，直至达到体育服务综合体 E 的入驻极限。平台搭建之初，如果场馆规划设计合理，可利用空间较多，能够较为容易打造体育服务综合体。

基于上述分析，体育服务综合体属于双边市场的市场创造型平台，由体育场馆单边市场发展而来的体育服务综合体，为入驻商户和体育消费者提供了一个崭新平台。综合体的入驻商户既有自营类型，比如体育场馆的赛事服务，又有招商配套商户，比如餐饮服务、体育培训等。这些商户聚焦体育消费者的链条式需求，其创新产品、贴心服务可以适应体育消费相匹配的消费者，相互之间可以实现无缝合作。

### 3. 多产品定价下的体育服务综合体运营

双边市场的多产品定价是体育服务综合体竞争呈现的新特点，综合体发展必须考虑平



台经营成本的最优最小化，还要综合考虑价格高低和调整对双边用户的俘获和影响。

### 3.1 体育服务综合体初创发展期

一般而言，从体育场馆的单边市场形态过渡到体育服务综合体的初创时期，综合体对于运动类商户不仅不收取高价租金，在招商政策中还会给予诸多优惠，这随着从单纯租赁交易到搭建平台，经营策略的转换日趋明显。在体育服务综合体初创期，场馆服务转型而来入驻的大部分商户为运动类商户，这些运动类商户需要非运动类商户提供餐饮娱乐等配套功能服务，使得体育消费者能够尽可能得到需求链满足。虽然非运动类商户需要运动类商户引流而来的消费者，但由于体育消费者人群消费的间断性特征（主要集中在周末和晚上消费），其餐饮娱乐等配套服务对运动类商户的外部效应更为显著，其最大压力来自其提供的配套服务能否满足体育消费者短时需要，以及周边居民的日常需要。综合体平台的优惠政策应该给予交叉网络外部性大的这一方，通过优惠政策吸引非运动类商户入驻，利用其较大的交叉网络外部性进一步吸引运动类商户。

假设体育服务综合体 E 处于初创期，平台上有  $n_e^a$  个运动类商户和  $n_e^b$  个非运动类商户，此时运动类商户数量少于非运动类商户数量，即  $n_e^a < n_e^b$ 。  $g_i^b$  为运动类商户组内交叉网络外部性系数，即入驻体育服务综合体的运动类商户增加 1 个，非运动类商户的期望收益增加  $g_i^b$ ；  $g_i^a$  为非运动类商户的组内交叉网络外部性系数。此时，非运动类商户数量变化对于运动类商户的影响，要大于运动类商户数量变化对非运动类商户的影响，即  $g_i^a > g_i^b$ 。由于综合体在初创发展期，平台经营实施租金补贴策略，收取运动类商户空间租金为  $f_a$ ，收取非运动类商户空间租金为  $f_b$ ，此时  $f_a > f_b$ ，入驻商户对平台的贡献也可以忽略。为简化分析，假设运动类商户数量和运动类商户的期望效用函数关系为： $n_e^a = k_1 U(n_e^a)$ ，非运动类商户数量和非运动类商户的期望效用函数关系为： $n_e^b = k_2 U(n_e^b)$ 。

运动类商户的期望效用函数为： $U(n_e^a) = g_i^b n_i^b + f_a$ 。

非运动类商户的期望效用函数为： $U(n_e^b) = g_i^a n_i^a + f_b$ 。

体育服务综合体的期望效用函数为：

$$\Pi(E) = n_e^a f_a + n_e^b f_b = k_1 U(n_e^a) f_a + k_2 U(n_e^b) f_b = k_1 (g_i^b n_i^b + f_a) f_a + k_2 (g_i^a n_i^a + f_b) f_b。$$

通过导数求解，我们可以得到，体育服务综合体的效用最大化条件为： $f_b = \frac{g_i^b n_e^a}{2}$ ，  $f_a = \frac{g_i^a n_e^b}{2}$ 。由于体育服务综合体处于初创发展期，即非运动类商户享受的租金补贴应该大于运动类商户享受的租金补贴。商户享受的租金总补贴与商户的网络外部性系数、商户入驻数量和租赁空间面积有关。因此，对于租金补贴的优惠应该倾向交叉网络外部性大的一方。

### 3.2 体育服务综合体日趋完善期

随着体育服务综合体提供的产品和服务日趋完善，入驻商户和消费者良性互动，服务链延长和多业态融合成为体育服务综合体的主要特征。对于综合体运营平台而言，此时如何最大化平台的效益成为最重要事项。综合体的收益主要包括场地空间租金（主要针对运动类商户、非运动类商户，根据其业态和面积不同，相当于固定收费）、日常增值服务费（主要针对运动类商户，根据单位服务成本和活动人群数量，相当于可变收费）。租金由补贴到收取主要来自于非运动类商户，这是由于其更多受益于平台给予的足够消费者，单位坪效也获得了更多经济效益，同时占用了综合体更多的场地空间及品牌资源。

假设体育服务综合体 E 处于完善期，平台上有  $n_e^a$  个运动类商户和  $n_e^b$  个非运动类商户，平台为运动类商户提供服务，收取空间租金  $f_a$  和日常增值服务费率  $\beta$ ，平台为非运动类商户提供服务，收取空间租金  $f_b$ ，此时，平台经营实施非对称收费策略，给运动类商户收取的费用为  $f_a$ ，给非运动类商户收取的费用为  $f_b$  ( $f_a < f_b$ )。平台为运动类和非运动类提供服务的成本为  $c_a$  和  $c_b$ 。 $g_i^b$  为运动类商户组内交叉网络外部性系数，即入驻体育服务综合体的运动类商户增加 1 个，非运动类商户的期望收益增加  $g_i^b$ ； $g_i^a$  为非运动类商户的组内交叉网络外部性系数。此时，运动类商户数量变化对于非运动类商户的影响，要大于非运动类商户数量变化对运动类商户的影响，即  $g_i^a > g_i^b$ 。运动类商户和非运动类商户年利润都在  $[0, T_t]$  上正态均匀分布，其年利润期望值为  $\frac{T_{at}}{2}$  和  $\frac{T_{bt}}{2}$ 。

运动类商户的期望效用函数为： $U(n_e^a) = \frac{T_{at}}{2} (1 - \beta) + g_i^b n_e^b - f_a$ 。

非运动类商户的期望效用函数为： $U(n_e^b) = \frac{T_{bt}}{2} + g_i^a n_e^a - f_b$ 。

体育服务综合体的期望效用函数为： $U(E) = n_e^a (f_a + \frac{T_{at}}{2} \beta - c_a) + n_e^b (f_b - c_b)$ 。

为简化分析，假设运动类商户数量和运动类商户的期望效用函数关系为： $n_e^a = k_1 U(n_e^a)$ ，非运动类商户数量和非运动类商户的期望效用函数关系为： $n_e^b = k_2 U(n_e^b)$ 。将  $n_e^a = k_1 U(n_e^a)$ 、 $n_e^b = k_2 U(n_e^b)$  分别代入体育服务综合体的期望效用函数，可得： $U(E) = k_1 U(n_e^a) (f_a + \frac{T_{at}}{2} \beta - c_a) + k_2 U(n_e^b) (f_b - c_b)$ 。对其一阶偏导可得体育服务综合体期望效用最大化条件为：

$$\beta = 0.5 + \frac{c_a + g_i^a n_e^b}{T_{at}}, \quad f_b = \frac{c_b + g_i^b n_e^a}{2}$$

由此可见，一方面，体育服务综合体收取的空间租金与平台提供服务的成本、运动类商户数量、运动类商户的交叉网络外部性系数相关。体育服务综合体的租金收益是在自身收益最大化基础上，向入驻商户，特别是非运动类商户收取租金，进而实现平台中组内交叉网络外部效应的再均衡。综合体向非运动类商户收取空间租金中，平台只收取服务成本的一半，即  $\frac{c_b}{2}$ ，

可见平台的设施投入的收益放为非运动类商户。由于综合体平台的建立，通过收取非运动类商户的空间租金，将运动类商户产生的交叉网络外部性效用内部化，即 $\frac{g_i^b n_e^a}{2}$ ，另一部分交叉网络外部性效用仍然由非运动类商户获得，这样就继续激励非运动类商户继续留在综合体平台，并保证了体育服务综合体成熟完善。

另一方面，综合体向运动类商户收取日常增值服务费率，与平台提供服务的成本、非运动类商户数量、非运动类商户的交叉网络外部性系数、运动类商户的期望收益相关。该服务费率主要由两部分组成， $\frac{c_a}{T_{at}}$ 为单位利润服务成本，另一部分为 $\frac{g_i^a n_e^b}{T_{at}}$ ， $g_i^a n_e^b$ 非运动类商户得交叉网络外部性效用，园区内化了其中一部分。当非运动类商户的交叉网络外部性效用越高，综合体平台对运动类商户收取的增值服务费率越高。当运动类商户的期望收益越高，收取的增值费率越低。

这种非对称的收费策略将综合体平台的总体福利进行了内部转移，运动类商户和非运动类商户的一部分外部性效用，转移到综合体平台，这种平台获得外部性效用并可以再分配，是实现体育服务综合体运营和完善双边市场的内在机制。

#### 4. 案例分析

济南奥体中心于 2009 年第十一届全国运动会时投入使用，是山东省投资规模最大、功能最完善的体育场馆。济南奥体中心在“以体为主、多元发展”理念指引下，取得了较好的社会效益和经济效益，逐步建设成为涵盖体育竞赛、健身休闲、文化娱乐、餐饮购物等业态的城市体育服务综合体，并于 2018 年 1 月获评国家体育产业示范单位。

(1) 遵循双边平台构建的基本要求。从体育服务综合体转型构建看，奥体中心具备非常好的基础。第一，选址考虑。奥体中心位于济南东部新城，总占地面积 81 公顷，总投资约 30 亿元、总建筑面积约 35 万平方米，包括一场三馆（体育场、体育馆、游泳馆、网球馆）。向东延伸济南新区中轴线，周边聚集建成了以奥体中心、龙奥大厦、省博物馆、省立医院东院等公共活动核心建筑，以及一批大体量商业综合体、办公写字楼和高档住宅，使其成为体育休闲商业中心类型的新地标。第二，功能设计。按照平台效益最大化原则，功能分区既考虑到体育比赛要求，又充分考虑开放运营需要，打造功能齐全、产业链完善的公共体育服务设施。第三，融入城市。奥体中心充分融入地方文化特色、融合周边生态景观，在坚持体育服务为主的基础上，充分兼顾配套服务功能。经数年的平台培育，奥体中心发展成为凸显体育休闲、文化会展等功能的城市重要功能区。

(2) 实行“交叉补贴”双边匹配策略。济南奥体中心既提供公共体育服务、场馆日常

维护管理和服务工作，又提供赛事演出会展业务运营、配套场地租赁等市场化业务，具有采取交叉补贴策略、推动体育服务综合体运营的基本条件。第一，政府实行差额补贴。济南奥体中心每年支出的费用大约在 3600 万元至 3800 万元，济南市以财政补贴形式，分别拨付 2300 万元（2010 年）、1500 万元（2011 年）、600 万元（2012 年），用于全运会赛后奥体中心运营支出，从 2013 年起奥体中心基本实现收支平衡。第二，场馆实施优惠价格和免费策略。游泳、网球、羽毛球、乒乓球、器械健身等十余个健身场馆或项目，收费标准普遍低于同区域市场价格 30%。室外篮球场、笼式足球场、乒乓球桌等室外场地全部免费，以普惠群众和集聚人气为主，对体育消费者开放。

（3）发挥平台“多产品”范围经济优势。从体育服务综合体双边用户来看，奥体中心充分利用不同类型两边的组间交叉网络外部效应，构建双边平台。第一，施行“体育竞赛+全民健身+教育培训+会展演出”策略。室内场馆设施以满足大型赛事活动和促进体育消费为主，室外空间建设体育公园、健身步道、笼式球场、拓展营地等。积极开展体育训练、休闲健身等教育培训，吸引中超鲁能足球俱乐部、乒超鲁能乒乓球俱乐部、CBA 山东男篮等国内顶级体育联赛，以及国内外体育赛事、大型会展、商业演出进驻奥体中心。第二，全面完善“吃住行游购娱”配套服务。在各场馆空闲空间配套餐饮、会务、展览等文化服务业态，完善健身体育装备、食品饮料、汽车等产品销售业态。经数年的业态升级，奥体中心的商业开发面积超过 7 万平方米，现已集聚餐饮休闲、汽车销售、商务办公、商业零售等四类主力业态，入驻商家 100 多家。

## 5. 建议与展望

发展建议：（1）准确挖掘与满足潜在消费需求。运动类和非运动类人群的消费需求不同，让运动休闲、健身娱乐变得充满乐趣，满足群众日益增长的多元化文化服务需求，交叉网络外部效应不断增强，体育场馆才可能从场馆的单边市场转型为体育服务综合体双边市场。

（2）提供多种体育产品或服务。提供更多一站式服务，开展场地开放、健身服务、体育培训、竞赛表演、运动指导、健康管理等多种体育经营服务，支持发展体育商贸、体育会展、康体休闲、文化演艺、体育旅游等多元业态。（3）平台多产品倾斜定价。要根据双边用户进行倾斜性定价和交叉补贴，保持两边用户对体育服务及延伸需求的动态平衡。体育场馆可以采用年卡计费、单次计费、交通班车补贴、商户租赁补贴等形式，不断制定和更新最优价格结构，达到两边用户的相对均衡。

体育服务综合体具有的双边市场特性，使其获得可持续市场竞争力的成长过程与内在机制更加复杂。我们的研究表明：消费者到体育服务综合体进行消费体验，其获得的效用不仅

和自身的体育消费习惯和偏好有关，还和体育服务综合体平台及其双边不同类型用户有关，即受交叉网络效应、多产品定价等有关。可以说，双边市场理论为研究体育场馆、体育服务综合体提供了一种全新分析工具。需要注意的是，本文只从数理模型重点探讨了体育消费者、入驻商户和综合体平台均衡等产业组织层面，体育服务综合体的双边市场竞争涉及的因素还有很多，如消费者习惯性偏好、相关支持产业、优惠扶持政策等，这有待于我们将这些因素融入双边市场理论，进一步拓展体育服务综合体研究。

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## 中国民办高等教育现代化发展的优化路径研究

**A STUDY ON THE OPTIMIZATION PATH OF THE MODERNIZATION  
DEVELOPMENT OF PRIVATE HIGHER EDUCATION IN CHINA**田博<sup>1\*</sup>**Bo Tian<sup>1\*</sup>**<sup>1</sup>郑州工商大学<sup>1</sup>Zhengzhou Business and Technology University

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**摘要:** 中国高等教育的规模和质量都在逐步提升, 民办高等教育的地位也不断攀升, 其当前发展的步伐也由追求发展规模效益步入对发展高质量高内涵的孜孜求索。民办高校在管理体制方面呈现出的高效率、灵活度、多样化、现代化和在办学模式层面表现出的市场化、时代化、国际范等是其成长发展的最大优势, 中国民办高校与国外私立大学最大的不同在于其具备的社会主义本质属性, 再加上非营利性、法人属性等特殊属性, 导致中国民办高校发展的出路既不能仿照公办高校的发展模式, 也不能照搬国外私立大学的管理经验。面对“十四五”时期经济社会高质量发展发展的长远目标, 尤其是建设高质量高等教育体系的紧迫任务, 以及 2021 年政府工作报告明确提出的“发展更加公平更高质量的教育”要求, 本研究从认知层面、生源与培养、政府支持、内部治理和师资队伍五个维度对中国民办高等教育的现代化发展进行优化路径探索。

**关键词:** 中国民办高等教育, 现代化发展, 优化路径。

**Abstract:** The scale and quality of higher education in China are gradually improving, and the status of private higher education is also rising. The pace of its current development has also shifted from the pursuit of economies of scale to the pursuit of high quality and high connotation. The high efficiency, flexibility, diversification, modernization of private colleges and universities in the management system, and marketization, modernization, and internationalization in the school-running model are the biggest advantages of their growth and development. Chinese private colleges and foreign private colleges. The biggest difference between universities is that they possess the essential socialist attributes, coupled with the particularities of non-profit, legal person attributes, etc., the way out for the development of private universities in China can neither imitate the development model of public universities nor the management of foreign private universities. experience. Facing the long-term goal

of high-quality economic and social development during the "14th Five-Year Plan" period, especially the urgent task of building a high-quality higher education system, and the requirement of "developing a fairer and higher-quality education" clearly put forward in the 2021 government work report, This study explores the optimization path of the modernization development of private higher education in China from five dimensions: cognitive level, student source and training, government support, internal governance and teacher team construction.

**Keywords:** Private Higher Education in China, Modernization Development, Optimization Path.

## 引言

目前国内外形势变化日新月异、高科技研发硕果累累，经济全球化之路不断走实走深，全世界各个国家各个地区展开了一场前所未有的人才大战，面对如此复杂激烈的人才抢夺战，高等教育作为人才培养的重要基地，其地位不言而喻，不仅承担着教育的基础使命，更承载了为实现中华民族伟大复兴中国梦提供不竭人才动力的光荣任务。放眼中国高等教育现实，民办高等教育的地位不断攀升，其当前发展的步伐也由追求发展规模效益步入对发展高质量高内涵的孜孜求索。2019年9月27日，中国民办教育协会会长王佐书在中国民办教育协会民办教育研究分会成立大会暨首次学术沙龙上对中国民办教育的未来提出了新方向，新要求，即发展高水平民办学校。对于高水平民办学校的特点与内涵，他强调“高水平”要高在功能、高在贯彻教育方针、高在坚持、高在精益求精、高在特、高在前、高在适、高在与时俱进、高在创新、高在服务、高在精神以及高在教育质量。放眼国际国内其他国家或地区民办高等教育发展的国内外经验借鉴，进行地方性知识、实践经验的学术提升以及国外经验的中国对接与践行，对中国民办高等教育发展的优化升级会有着积极的指导意义。面对“十四五”时期经济社会高质量发展的长远目标，尤其是建设高质量高等教育体系的紧迫任务，以及2021年政府工作报告明确提出的“发展更加公平更高质量的教育”要求，结合可持续竞争优势理论在产教融合的改革背景下，本研究从认知层面、生源与培养、政府支持、内部治理和师资队伍建设五个维度对中国民办高等教育的现代化发展进行优化路径探索。

## 一、民办高等教育现代化发展的认知优化路径的对策

当前民办高校大多以培养应用型人才作为自身现代化发展转型的目标和定位，这种背景下如何精准定位，首要的是在发展观念和认知上扭转落后的思想，因为思想是行动的先导，思想决定行为，必须时刻坚持在党的领导下，坚定政治方向，站在学校可持续发展的高度，准确把握当前新形势和民办高校发展的新特点，遵循教育规律，剖析眼下学校发展的机遇和挑战，



以全局和长远的战略谋划、创新思维，精准定位，把握高等教育发展规律，积极适应新时代的形势变化趋势，打破常规，探索革新，才有出路。

### **（一）坚持正确方向，重塑价值取向**

首先，坚持社会主义办学方向。一定要牢牢守住政治红线，坚持完善高校党建工作，强化党对学校各项决策的指导，坚持社会主义办学方向，为社会经济建设和发展提供人才保证。其次，坚持以质量求生存的价值取向。民办高校经历 40 年的发展征程之后，以规模和数量求生存的发展已经不能适应时代的发展需要，在未来的发展理念中必须树立坚持以质量求生存的价值取向。把高质量发展作为办学的宗旨和核心价值追求，抓住国家创造的有力政策环境，用高质量换得政府的资金支持，用优质服务获得家长、学生和社会支持，努力把学校朝着高品质人才培养基地的方向迈进。再次，坚持以特色谋发展的价值取向。由于民办高校在学生专业选择上的自由度比较高，尤其是针对学生入校后调换专业的问题比较开放和灵活，经常会造成市场上时下热门专业的快速饱和与扎堆。创新战略驱动各个行业的变革，高等院校作为人才培养的重要组成，中国民办高等院校“只有坚持需求导向、找准办学定位、注重错位发展，重塑以特色谋发展的价值取向，主动与地方经济建设融合对接，找到适合自身的发展路径，才能赢得更为广阔的发展空间（黄达人，2015，p5）。”无论形势如何变幻，民办高校的本质属性是教育，永远都不能偏离公益性这个属性，这是教育的终极价值。为此，民办高校在发展过程中要从各个方面的协调中兼顾经济收益和社会效益，由于它的公共产品属性和公益性，社会效益要摆在首位，只有办出特色、形成品牌，才能吸引到更多学生，只有全心全意为学生着想，一心一意为社会培养人才，才能赢得社会赞誉，才能在激烈的竞争浪潮中长风破浪、披荆斩棘，找到属于自身的一片天地，实现经济效益和社会效益的双赢。

### **（二）更新办学理念，准确自身定位**

中国民办高等教育发展势头良好，作为高等教育的补充，民办高校在专业调整、学校教师聘用、优化调配资源、主动对接就业市场等方面具备更多自主性和优势。市场对人才的需求是多元化的，公办高校和民办高校在人才培养方面应相辅相成，只有协调发展，才能为社会培养更多优秀人才。民办高校必须充分认识自身的特长和优势，准确自身定位，实事求是、量身定做制定学校的发展规划。民办高校办学过程中必须时刻在科学正确的办学理念下运营，才能符合高等教育发展的规律，才能实现办学水平的不断提升，这个正确的办学理念就是要坚持以学生为本为办学的核心，人才培养是学校存在的重要意义，时刻以办学质量为首要任务，在营利性和公益性之间寻求平衡和统一。民办高校如果偏离了正确的办学理念，对经济利益过度

追逐，会丧失教育的本质，违背教育的规律，偏离培育人才的初衷。为此，民办高等教育必须要尊重教育的发展规律，时刻做好准确定位，不断发展以适应社会和人民日益增长的各种各样的需求，培育自己的校园文化和精神，注重内涵式发展。

### **（三）校地有效对接，承担时代使命**

民办高等教育应该发挥为区域经济服务的职能，根据地方经济发展特点，加强学校人才培养和地方人才需求的有效衔接，同时，要加大人才引进力度，尤其是高学历和高职称人才，充实学校专业队伍，强化特色专业优势，全面提升学生综合素养，培养德才兼备的应用型人才，只有这样才能不断适应经济发展需要，获得企业认可，为毕业生提供更宽广的就业渠道，进一步提升学校的知名度、品牌效应。面对社会对人才的新需求和呈现出来的新特点和有利的地域优势，民办高校要做到因地制宜，本着服务地方经济建设的责任和使命，为当地提供高质量应用型和职业型人才；同时，结合中国的省情和经济发展特色，尤其是科技创新、自贸区、国家级中心城市建设等新特点，各大城市都在为发展积极储备人才，高校应契合经济发展，完善人才培养方案，为社会、经济发展提供人才支撑。

## **二、中国民办高等教育现代化发展的生源与培养优化路径**

### **（一）多种措施提升生源质量**

第一，用物质激励学生报考。第二，在有条件的情况下建设留学生基地或开展研究生学历教育。第三，针对新生报到率低的困境，民办高校应该采取更加以人为本的方式留住学生，针对录取考生实施精准家访，新生录取结果出来后，学校立刻对新生进行了分班，配备了辅导员，建立了班级联络群，搭起家校联系的桥梁，了解新生情况，掌握学生动向，对家庭困难、明确不报到或在犹豫中的学生进行精准家访，将国家、学校的关怀送进困难学生家庭，用满腔爱心诠释真教育。利用智慧化方式和大数据的平台，为学生完善安排线上报名、网上选宿舍等各种便于新生报到的方式，为新生和家长有力的提供了更便捷的服务。第四，设置双学位激励学生报考。

### **（二）创新人才培养方式**

人才培养是学校的终极任务和存在的意义，对于民办高等教育来说，人才培养的方式方法、培养的质量决定了学校的社会评价和生源的多寡以及生存状况。学生的道德修养、专业能力、语言表达、社会实践能力、管理和组织能力等一系列素质以及学生、家长、社会对学校

的评价，还有学生的就业质量，这些都是衡量人才培养质量的指标，民办高校必须从这些方面入手，对人才培养方案进行完善和调整，培养对社会真正有用的人才，使他们能够拥有一技之长，在社会中能谋得一席之地，用奋斗书写自己的人生。

### （三）开拓多元化、现代化教育教学模式

第一，大胆创新模式达到机制优化。第二，采取强力措施确保教育教学高效运转。第三，开展调查反馈及时做到改进。第四，加大评价教学和质量监控力度。第五，通过积极探索深入挖掘和总结经验。

### （四）不断优化学科专业结构

民办高等教育要及时根据市场需要调整学科专业构成，也要主动学习国内外优秀民办院校的发展经验，在学科专业建设创出一条符合自身特点的新路子。学科专业的构成不能局限于热门行业，也应该聚焦行业发展前沿；专业结构要合理，保证每届毕业生的权益。

## 三、民办高等教育现代化发展的政府支持优化路径

### （一）加大民办高校发展的政策支持

第一，严格政策落实。政府除了要在法规、政策上给予民办高校适当倾斜，也应在配套资金上给予适当照顾，民办高校办学资金自筹，与公办高校相比已经处于劣势，所以应该严格民办高校各项法规、政策的落实落地，在保障办学质量的前提下让民办高校高质量发展，补充公办高校教育力量的不足，从而带动中国高等教育的蓬勃发展，为区域经济发展提供人才保障。第二，优化办学环境。民办高校在发展中势必会出现一些临时解决不掉的困难和问题，社会上难免会有批评的声音，个别媒体会将问题放大报道，从而产生负面影响；总体来说，民办高校的发展已成为人才培养的重要力量，社会应该给予耐心和支持，客观看待发展中的问题，积极建言献策，帮助民办高校解决问题，不断优化办学环境。其三，合理吸纳社会资本。民办高校除了积极从政府方面获得资金支持外，可以积极尝试吸纳社会投资，通过社会资金来加强学校基础建设，完善教学设施，为学生提供更好的学习平台，为毕业生寻求待遇优厚的工作岗位，发掘优秀毕业生，发动校友的力量，通过社会资助、捐助，优秀校友支持等筹措资金，从而更加适应现代化发展的需求。

## （二）完善相关扶持民办高校发展的制度体系建设

第一，民办高校法律地位的进一步明确。作为高等教育的重要组成部分，民办高校对社会和区域经济发展的贡献不容忽视，在法律框架内应着力明确民办高校的地位。第二，试点推广分类管理。民办高校办学经验试点推广、分类管理，有助于国内其他民办高校在发展中少走弯路，有利于民办高校健康发展。第三，保障教师的合法权益。民办高校教师推行的是合同制，没有“编制”，在工作中的话语权容易被忽视，教师又是人才培养的基础，政府部门应考虑民办高校教师的权益保障问题，尤其是工会组织设立情况、教职工集中反映问题的处理情况等给予重点关注，保障民办高校教职工薪资待遇、发展晋升等合法权益，营造良好的用人环境，同时为民办高校教师的发展提供走出去学习的机会，给予他们更多展示的平台，向公办院校、同类院校其他优秀教师取长补短，如此才能提高全体教职员工的幸福感和忠诚度。第四，切实保障民办高校的法人权利。第五，健全民办高校风险防范机制，提高民办高校风险应对能力。

## （三）构建有益于民办高校良好发展的外部环境

一方面，给予民办高校更多自主权。民办高校应具有更多的招生自主权，增大专业申报和设置自主权，建议不断优化完善评估方案，对于民办高等院校进行分类，进而制定科学的评估办法，进一步促进民办高校完善基础建设、充实教师队伍、重视学生发展等。另一方面，重视利益相关者对学校治理的参与。社会力量、校友、教职员工、学生等利益相关者都在关注学校的发展，民办高校应主动畅通反馈渠道，调动利益相关者的积极性，采纳合理化建议，配合做好年度审计、办学评估等，逐步规范办学发展。

# 四、民办高等教育发展内部治理优化路径

## （一）完善学校董事会制度

其一，修订规范大学章程。建立符合本学校校情和特色的董事会章程，让办学行为有法可依，符合规矩，对各种权力实施制衡，在内部管理结构上科学架构，分工明确，实现各个利益相关者的利益诉求，共同为学校的发展贡献力量。其二，强化党委的主体作用。突出党委在学校法人治理结构中的重要作用，尤其是对学校重大决策、重要事项安排、重大干部任免中发挥监督作用，监督依法治校，维护广大师生权益；党委要在董事会和校长之间当好协调员和润滑剂。其三，丰富学校董事会成员结构。让真正对民办高等教育比较在行，管理和实践经验很丰富的专业人士加入董事会，再从教师中选择学识渊博、威望很高、学术带头人等任董事。使董事会成员有更多利益相关者代表的参与，构成更加多元，在决策时能够听取各方的意见和

建议，促进董事会决策更符合学校发展实际。其四，规范董事会的运行程序。“目标”是决策的核心，一定要强调整体利益至高无上，要求多元化利益主体协同发展；“信息”是决策的依据，决策的产生要建立在对方信息的分析论证上，以此来保证决策的科学有效；“民主”是决策的基础，更多利益相关者的代表进入董事会，才更有助于优化内部治理结构。

## （二）严格落实校长负责制

其一，制定科学合理的校长选聘制度，择优选择一个为学校一心一意谋发展，兢兢业业谋求长远发展的教育家型领头人。其二，建立严格的校长核准制。其三，建立利益共享制，高校要更加解放思想，抱着开放的胸怀和姿态开创性地探索激励校长积极性的更为多元化的渠道和途径，尤其是加强精神激励，情感留人。其四，引入动态股权制管理模式，为关键人分配在岗期间的相应比例的动态股权权益，激励的对象面向全体教职工，但重点激励对象是学校的高层管理人员、骨干教师、招生业绩突出的个人，通过动态股权细节的完善和设计让学校的关键人与学校发展紧密相联，使关键人与学校命运捆绑起来，一荣俱荣、一损俱损。其五，优化组织结构。一方面，成立各类专家委员会，搭建纵横交错又错落有致的内部监督网络，促进内部治理的民主化和高效性。另一方面，推行校、院二级扁平化管理体制。

## （三）建立健全高校内部监督机制

一方面，发挥监事会的监督职能。首先应明确监事会的主体地位，保障其监督职权的独立性，以便监事会公平、规范的对学校的事项进行监管。其次是给予充分支持，保障监事会运行。另一方面，成立教代会、学代会。首先，根据法律要求和高校章程教，选举产生教职工代表和学生代表，尊重教职工和学生的利益诉求，构建教职工、学生问题的反馈机制。其次，要保障教代会、学代会的规范运行，不能仅仅是一个“机构”，要能够切实在日常收集相关意见和建议，真正让教职工、学生参与到学校事务的管理中。最后，重视信息公开事项清单中列举的应依法公开的事项，保障师生的知情权。

## （四）完善学校内部运行机制

其一，完善教职员工的奖惩制度。教职工作为学校建设的基础，学校在发展过程中需要不断完善管理制度，建立科学的考评机制，从聘用的校长、中层干部到普通员工，应在明确工作目标的基础上，制定科学、全面的考核方案，对工作给予客观评价，既要激励先进也要鞭策后进，保障年度规划的顺利实施，达到预期。其二，建立冲突处理机制，完善教职工参与治理保障机制。校园民主管理，强化教职工的责任意识、主动意识、参与意识，规范工作流程，

减少不可控因素，激发教职工的工作热情和积极性。其三，建立学生淘汰机制。严格落实回归教育本质的要求，从严把控校内教育质量。不仅仅关注教师教学过程、授课质量，打造优质课程，而且关注学生听课质量、学习掌握深度，加大课程考核的力度，设置一定的课程不及格率，促进学生转变学习作风。此外，严格审核毕业资格，对于学业成绩不达标学生延迟毕业，提高出口质量。通过建立淘汰机制，形成良好的学风，提升治理效果。

## 五、中国民办高等教育发展的师资队伍建设优化路径

### （一）强化“利益共享”的共同认知机制

其一，营造被尊重和有尊严的优良环境，尊重教师的主体地位、维护教师的知情权、话语权，重视教师的教学科研工作。其二，遵循教学规律，尊重教师的隐性工作。其三，健全决策机制，树立教师的主人翁地位。

### （二）完善开放民主的教师管理体制

建立“民主式”的管理模式，就要树立教师的主人翁地位，在政策制定过程中，充分考虑教师的利益，听取教师的意见，尊重教师的自主权和自由选择权。尊重教师，关爱教师，真正把尊重人、关心人、发展人和成就人作为民办高校管理工作的出发点和归宿。

### （三）构建民办高校教师资源共享平台

首先将所有民办高校教师的资料，比如专业、职称、业绩、所擅长的教学科研领域等录入系统，再按照专业或者职称等重要指标进行分类管理，等于建立一个中国民办高校教师的公共电子档案库，加强“双师型”教师培养的力度。

### （四）提高民办高校教师待遇和地位

其一，薪酬设置合理化。教职工的薪酬既要符合工作身份，也要符合教职工的劳动付出。其二，绩效考核差异化。进行岗位细分，差异化考核。其三，晋升渠道公平化。健全教职工晋升通道，促进教职工成长。高校教职工包含教师和行政，教师的晋升可以走学术发展路线，通过职称晋升实现薪酬和地位的提升，当然也可以通过竞争上岗走行政路线；行政的发展路线相对单一，如果常年工作得不到晋升，最后可能被迫离职或者出现职业倦怠。民办高校可以优化教职工的晋升渠道，开放行政的职称评定、校内转岗等，实现教师、行政职员从学术或职务的双线晋升，既激发了教职工主动提升专业技能进而获得晋升机会的积极性，又盘活了校内的

人力资源，让有经验、有职称的教职工有序流动，实现人力资源的最优配置。

### （五）产教融合，着力培养应用型人才

产教融合是民办高等院校培育应用型人才的关键点，通过人才培养供给侧改革，达到人才技能水平、专业构成、人才质量等方面符合市场需求侧要求的标准，为区域乃至社会经济发展提供合格人才，打通学校培养、社会需求、企业使用的重要环节。民办高等院校应该借助自身灵活的经营优势。民办高校盘活内外资源，强势推进产教融合，可以从以下几方面着手。一是明确学校办学定位，在保证办学规模的基础上，科学制定发展规划，结合地方经济发展特点，发展具有自身特色的办学模式。第二，主动了解各个专业的行业、企业、新兴产业特点，立足经济社会发展需求，适时调整学科专业结构，打造高校自身特色专业。在人才培养体系中，应注重培育学生“站起来能讲、坐下来能写、走出去能干”的动手实践能力；以需求为导向，积极寻求合作，建立校外实习基地，真正把校内培养和企业实习、就业紧密联系起来，通过实习实践加深学生对专业知识的理解。第三，敢于创新探索，摸索符合自身特点的产教融合模式。民办高校应加大产教融合资金投入，改善校内实习实践环境，为各专业建设配套的实验室，利用区块链、大数据等新技术，既要让学生“走出去”，又要把企业“请进来”，把毕业生中创业成功的典型、区域经济领域、专业行业领域的专家请进来为学校专业建设“把脉问诊”，促进人才培养更加符合社会需求。

## 六、小结

“高等教育是一个国家发展潜力的重要标志；党和国家事业发展对高等教育的需要，对科学知识和优秀人才的需要，比任何时候都紧迫”（习近平，2021）。民办高校在高等教育发展事业中发挥了越来越重要的作用，对区域经济发展也做出了重要贡献。随着新时代的到来，经济结构不断升级，知识生产模式也开始慢慢转型，这些新情况为民办高校的发展带来了严峻的挑战。总而言之，面对国内外环境的复杂变化形势以及教育部2019年工作要点提出“落实和扩大高校办学自主权，推动完善高校内部治理结构”的明确要求，党的十九届四中全会提出的“坚持和完善共建共治共享的社会治理制度，必须加强和创新社会治理，完善党委领导、政府负责、民主协商、社会协同、公众参与、法治保障、科技支撑的社会治理体系，建设人人有责、人人尽责、人人享有的社会治理共同体”（中国共产党第十九届中央委员会第四次全体会议公报，2019）。当前全国上下致力于提升国家治理体系和治理能力现代化，这种社会环境下，加强民办高校内部治理现代化已迫在眉睫。民办高校应对内部治理危机和完善内部治理结构的能力大小，直接关系到民办高校的教育质量、办学效益和综合竞争力。

面对新时代、新形势和新变化，民办高校发展必须实现五个方面的新转变：其一，在发展理念层面，民办高校必须增强质量意识、责任意识、竞争意识、危机意识，树立把对接产业升级需求、全面培养人才质量、优化内部治理作为学校发展的生命线，在理念上改变以往追逐利益、规模扩张、浮躁投机的不良表现，积极朝着注重内涵、热心公益、求真务实、长远现代化的发展理念上转变；其二，在发展定位方面，紧紧围绕供给侧改革的指导思想，把人才供给的主动权从高校供应方的视角转向企业需求的角度，把民办高校对市场敏锐的嗅觉优势充分发挥出来在专业设置上改变以往综合全面、同质化明显的定位，积极朝着突出地方特色、适销对路、强调专业设置的合理性和应用性方向转变；其三，在发展方式方面，伴随高等教育大众化时代的到来，内涵式、高质量发展逐步取代了外延式、规模化发展，民办高校发展的中心必须改变以往“数量+规模”、“外延+粗放”的思路，积极朝着“质量+内涵”、“内涵+集约”的发展方式上转变；其四，在发展动力方面，伴随人民对满意教育需求的日益增长，深化改革和注重创新成为全民全行业发展的动力源，民办高校应该借助于灵活的办学体制，积极投身于系统化、全面化的改革浪潮中，在学校的发展动力方面改变以往“追加投资+抢夺生源”的“投资+资源”驱动，积极朝着“面向市场+深化改革”的“改革+创新”驱动转变；其五，在发展保障方面，伴随着国家治理体系和治理能力现代化的不断推进，依法治校和提升治理能力成为民办高校实现现代化发展的重要保障，优化内部治理结构，完善内部治理体系，全面激发所有利益相关者的积极性和创造力成为民办高校发展的工作重点，推动内部治理由以往的“集权+家族”管理朝着“民主化+法治化”方向转变。新时代民办高校的发展必须把握呈现出来的新特点，努力实现华丽转变。

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## **TO ANALYSE THE IMPACT OF TECHNOLOGICAL LEADERSHIP AND INNOVATION IN THE UK AUTOMOBILE INDUSTRY**

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**Abstract:** The gradual development and advancement of technology is influencing the automobile industry of the UK in developing and expanding to a significant level. The current technologies that are being used in the industry include the introduction of self-driving cars, automated parking, presence of sensors, and many others. These technologies and innovations are mainly incorporated for providing superior driving experience to the consumers as well as ensure the high business performance of the automobile industry. Use of these technologies has a strong positive impact on the automobile industry. The effective innovation and technological leadership is helping the UK automobile industry in generating high profits but also contributing to benefit the environment by reducing the levels of pollution to a great extent. Considering the future implications of the innovative technologies, the emergence of blockchains, IoT, internet connectivity, and others will contribute to the enhanced business growth and sustainability of the UK automobile industry.

**Keywords:** Automobile, Innovation and Technology.

### **Introduction**

This part of the research will be focusing on providing a broader overview of the selected research topic. The background of the study will be provided along with the problem statement of the same.

### **Background of the Study**

The automobile industry is considered to be a vital contributor in the UK economy and is worth more than 78.9 billion pounds, hence, adding more than 15.3 billion pounds for the development of the UK economy. In 2020, the total number of people employed in this sector is more than 864,000. The innovation and technological leadership within this industry Statista Research Department (2022). According to Statista Research Department (2022), the UK automobile industry has projected to gain more than 6.9 billion pounds by embracing digitalization by 2035. Radio Frequency Identification (RFID) technology has helped the chosen sector in connecting the sensors and devices for allowing

physical systems like vehicles in replicating in digital as well as visualized form. In addition to these, AI, cognitive computing, and predictive analysis done through algorithms have helped in enhancing the sophistication and validation of the vehicles of the UK automobile industry. The ability of producing from a digital construct like 3D printing, intelligent robotics, and others have assisted the automobile industry to reach a new flexible system of production. The study will be focusing on the impact of technological leadership and innovation in the UK automobile industry.

### **Problem Statement**

Innovation and technological leadership are taking over the UK automobile industry by ensuring efficient connectivity, fuel efficiency, safety and many others. However, in spite of all these, the original equipment manufacturers (OEMs) tend to face various challenges. With the rapidly increasing pace of innovation and technology, the manufacturers of the automobile industry have to acquire additional capabilities with respect to software's and electronics Kirkland (2019). Moreover, the overall design and development processes can be considered to be complicated the development and design processes that can be identified to be major issues. As a result, the selected sector will also be experiencing unfamiliar sets of strategies and approaches for the application and development of the innovative technologies. As per Maxcy and Silberston (2017), in modern times, consumers tend to expect a fast pace of innovation. This expectation will make it difficult for the UK automobile industry to maintain and perform on product design and development within 3 to 5 years. This study will highlight the basic challenges that are being faced by the UK automobile industry while incorporating innovation and technological leadership in an effective manner.

### **Research Objectives**

The major research objectives that have ensured the successful completion of the research project are stated below.

- To provide an overview of the innovation and technological leadership within the UK automobile industry
- To identify the impact of these innovative technological leadership within the industry
- To identify some upcoming new technologies that might help in developing the overall automobile industry in the UK

### **Literature Review**

This part of the research project will be reviewing the literature extracted from the secondary sources like online available journals, books, articles, and others.

### **Innovation and Technological Leadership in The UK Automobile Industry**

The rapid advancement of technological innovation has always influenced the automobile industry in an immense manner. Starting from the use of engines to power transportation, the innovation and technological leadership has been contributing to the development of the automobile industry. The rapid growth of digital technology has also helped in implementing autonomous driving leading to accident prevention characteristics. As per Kirkland (2019), self-driving systems help in eliminating the human need. Brands like Audi have a cruise control system with the special stop and function feature. This system plays a significant role in detecting vehicles ahead of an automobile, thereby, automatically adjusting the speed from 0 to 155 miles per hour. Two radar sensors are also incorporated for maneuvering the automobiles. Autonomous driving systems also help in automatic parking of vehicles by calculating the space available. These innovative technologies help in determining the various parameters of a vehicle including total number of passengers and weight in the vehicle. Predictive technology and machine learning have also contributed to the development of the UK automobile industry in an effective manner. As per Schilling and Shankar (2019), this innovative technology has helped in providing a highly personal driving experience to the customers. One can easily set up infotainment systems and application preferences of vehicles through suitable algorithms.

In modern times, technology has upgraded the vehicles as they are able to understand voice commands as well. Kirkland (2019) stated that the use of augmented reality has helped the automobile industry in transforming the windshield as a screen for display to the driver. The screen is capable of showing relevant information like vehicle speed, gas mileage, current weather, RPM, and others. The technology used for navigation also helps in the following of directions through holographic symbols, hence, facilitating the drivers to a great extent. The innovative technology has allowed the UK automobile industry to incorporate tire pressure sensors along with collision control sensors and lane change sensors for preventing any kind of accidents. The anti-lock braking system helps the drivers to stay in control of their automobile while driving. In some cases, the internet connection is also provided within the vehicles that enables the connection of up to 7 devices at a time.

### **Impact of The Innovation and Technological Leadership in The UK Automobile Industry**

The implementation of innovation and technological leadership has a strong positive impact on the overall UK Automobile industry. According to Dodgson (2018), with the gradual rise in customer demand for electric vehicles, the owners are able to cut down the overall transportation costs by one third. These vehicles operate on alternate fuels, hence, contributing to environmental wellbeing. Burning of fossil fuels is said to contribute extensively to polluting the environment. The UK automobile industry has been able to implement these innovative technologies that reduce the harmful gas emissions in the environment, hence, also changing the overall lifestyle of people to live an

environmentally friendly life. The new Autonomous Emergency Braking (AEB) system has helped the UK automobile industry in using certain cameras, radars, and lidar technology for identifying the possibility of potential collisions. This system also informs the driver about the solutions to prevent collisions (Wilberforce et al., 2017). As a result, it reduces the chances of traffic accidents in a significant manner, facilitating the automobile industry with high business growth opportunities. The Google car has an autonomous system that helps in interpreting the road behaviour of the other drivers. As a result, the drivers are able to make crucial decisions on the basis of the movement of other drivers on the road.

### **Future Trends of The UK Automobile Industry**

The rapid advancement of technology and science is said to bring revolution within the automobile industry with effective leadership. According to Hoffman and Kaplinsky (2019), AI based autonomous vehicles are considered to be the future through the automotive innovative technological solutions. The modern self-driving cars are enabling AI to incorporate innovative transport methods. As a result, these vehicles will only move with the help of sensors and softwares. This innovation will also facilitate mankind by focusing on safety and eliminating the number of traffic accidents. 3D printing can be considered as another futuristic innovation for the next gen automobile industry. As opined by Maxcy and Silberston (2017), the gradually rising demand for innovative vehicles have led the manufacturers in competing for better performing vehicles. With the help of the 3D printing technologies, the modern automobile industry will be able to ensure fast prototyping along with the quick manufacturing of end parts and tools. In addition to these, electrification will be a patent futuristic need for the industry. Walrave and Raven (2016) stated that electric automobiles will be a future trend that will make use of batteries for operating. It will also involve low fuel usage and ensure an improved level of energy efficiency.

## **Methodology**

### **Research Philosophy**

This research philosophy is referred to as the process through which the desired data is being collected, examined, and utilized in an effective manner. The different types of research philosophies are pragmatism, realism, positivism, and interpretivism. The researcher has chosen interpretivism philosophy for conducting this research. As per Chilisa (2019), interpretivism research philosophy mainly focuses on the principles that assist the researchers in performing particular roles for gaining data. However, as opined by Coy (2019), possibility of bias can be considered as the major limitation of this philosophy. The researcher has justified the use of interpretivism philosophy as it helps in gaining

data that are accurate, relevant, and leading to desired outcomes.

### **Research Approach**

Research approach is referred to as the procedure and plan that enables the consideration of broader assumptions associated with the data collection and analysis. Inductive and deductive are the two types of research approach. The researcher has chosen the inductive research approach. As per Askarzai and Unhelkar (2017), inductive approach helps in focusing more on developing an existing theory. On the contrary, lack of proper implementation might lead to incorrect conclusions. The researcher has justified the use of an inductive research approach as it helps in allowing adequate flexibility and supporting the exploration of new theories.

### **Research Design**

Research design is referred to as the framework consisting of different methods and techniques chosen by the researcher. The different types of research designs are descriptive, explanatory, correlational, experiment, and diagnostic. The researcher has chosen descriptive research design for conducting this research project. As per Coy (2019), descriptive design helps in gaining information in a systematic manner by describing the situation, phenomenon, and population. However, Naepi (2019) opined that descriptive design does not verify the research problem in a statistical manner. The researcher has justified the use of descriptive research design as it helps in collecting the desired data within a natural and unchanged environment.

### **Data Collection**

Data collection is referred to as a method of gathering desired data and measuring the information related to variables of interests. The two types of primary data collection method are namely qualitative and quantitative. Whereas, secondary data is mainly gained by accessing secondary sources like articles, journals, and others. The researcher has chosen the collection of secondary data. According to Askarzai and Unhelkar (2017), secondary data provides in depth insights of the selected research topic. On the contrary, secondary data does not provide statistical presentation of data. The researcher has justified the collection of secondary data as additional information can be obtained.

### **Data Analysis**

Data analysis can be considered as the process of cleansing, transforming, modelling, and inspecting data with the major objective of discovering the desired information, informing conclusion, and leading to ultimate decision making. The researcher has chosen thematic analysis for conducting this research project. According to Chilisa (2019), thematic analysis helps in identifying, analyzing, and

reporting similar patterns of data. On the contrary, this type of data analysis results in inconsistency leading to lack of coherence. The researcher has justified the use of thematic analysis as it helps in providing deep insights about the research project.

## Results

**Table 1: Thematic Table**

| Themes  | Author                     | Article name  | Year |
|---|----------------------------|---|------|
| Impact of the current innovation and technological leadership in UK automobile industry | B. Walrave, & R. Raven     | Modelling the dynamics of technological innovation systems  | 2016 |
| Future opportunities in the UK automobile industry                                      | K. Hoffman, & R. Kaplinsky | Driving force: The global restructuring of technology, labour, and investment in the automobile and components industries | 2019 |

### **Impact of The Current Innovation and Technological Leadership in UK Automobile Industry**

The current innovation and technological leadership in the UK automobile industry involve the increase in autonomous and user interactivity features. As per Walrave and Raven (2016), the prevailing autonomous system within the vehicles has helped the customers in ensuring user friendly operations while driving. The major concept of autonomous vehicles is to provide less driving time to the consumers and focusing more on interacting with the onboard technologies. Hence, improving and developing autonomous technologies in cars helps in developing the UK automobile industry. Smart car technologies have been incorporated within the industry that has enhanced the overall operational efficiency. Innovations like Apple CarPlay and Google Android Auto helps the users to access the functionality of a phone without even picking it up. As a result, people tend to spend less time on phones and interact with “large user interfaces”. Gesture control is another innovative technology that assists the users in taking control of their radios with the help of hand gestures. The cruise control system in Audi plays a significant role in detecting vehicles ahead of an automobile, thereby automatically adjusting the speed from 0 to 155 miles per hour. Two radar sensors are also incorporated for maneuvering the automobiles.

### **Future Opportunities in The UK Automobile Industry**

Blockchains is an upcoming innovation that will contribute in sharing vehicle data for connection purposes and providing shared mobility solutions like urban transportation, secured delivery, and ride hailing. A verification process is also involved that will help in ensuring the improved back office and supply chain efficiency. Big data and data analytics are the future of the UK automobile industry that will help in the ideal decision-making process within the entire lifecycle of a vehicle. Hoffman and Kaplinsky (2019) opined that all the data obtained from gathered vehicles will help in predicting factors like maintenance, alerts regarding any accidents, fleet management, and others. Moreover, automotive customer data will also be used for boosting sales, optimizing supply chains, and improving the overall product design for newer automobiles within the industry. Connected automobiles and self-driving cars are said to change the mindset of the drivers while engaging effectively with the vehicles. The new automobiles will make use of new innovations within the automobile industry that include human machine interfaces including virtual assistants for managing the vehicles, thereby, ensuring the improved operation of the automotive tasks. Considering the future perspectives, vehicles will come with tamper evident digital identifiers, thereby, making them unique in their own way. Enhanced connectivity will also help the future vehicles in tracking down the vehicle data for different applications like driver safety, fleet management, insurance, and predictive management. Sharing of vehicular data helps in facilitating the customers as well as the entire mobility ecosystem. According to Walrave and Raven (2016), the emergence of Internet of Things (IOT) will be the next new innovation in the UK automobile industry. This innovative technology will help in allowing safer communication between the vehicles and infrastructure components and between the automobile.

### **Discussion**

It can be discussed that the researcher has been able to collect adequate secondary data for mitigating the requirements of the research project. On the basis of the data obtained, modern innovation and technological leadership have helped in developing the UK automobile industry to a significant level. The major aim of these technologies is to provide user friendly driving experience to the customers and reduce the overall transportation costs. This in turn also contributes to the enhanced profit margins for the development and growth of the automobile industry. This data has been justified by the statement of Schilling and Shankar (2019) who said that these innovative technologies help in providing high personal driving experience to the customers.

The implementation of technologies like AI, augmented reality, automation, and others contribute in benefitting the environment by reducing the emission of harmful gases and eliminating the use of fossil fuels. This helps in creating high value for the UK automobile industry in the market,

thereby, attracting consumers and leading to enhanced business growth. This data has been justified by the statement of Dodgson (2018) that indicates that the UK automobile industry has been able to implement these innovative technologies that reduce the harmful gas emissions in the environment, hence, also changing the overall lifestyle of people to live an environmentally friendly life. Considering the future of the UK automobile industry, the emergence and implementation of new and innovative technologies like blockchains, IoT, internet connectivity, and others have the potential of bringing revolution to the automobile industry.

## **Conclusion**

In conclusion, it can be said that the researcher has been able to complete the research project by obtaining relevant and desired sets of information. The introduction provided an overview of the UK automobile industry along with the emergence of new and innovative technologies. The objectives and research question determined acted as the main measures for analyzing the successful completion of the research project. The researcher has been able to access adequate sources for extracting secondary data through literature and reviewing the same. All the methodologies used for conducting this research project have been defined with proper justification of the same. The results obtained have been able to mitigate all the objectives determined.

### **Conclusion Linking Objective 1**

The collected data has been able to mitigate the first objective of the research project that is providing an overview of the innovation and technological leadership within the UK automobile industry. The prevailing autonomous system within the vehicles has helped the customers in ensuring user friendly operations while driving. The major concept of autonomous vehicles is to provide less driving time to the consumers and focusing more on interacting with the onboard technologies.

### **Conclusion Linking Objective 2**

The collected data has been able to mitigate the second objective of the research project that is identifying the impact of these innovative technological leadership within the industry. The UK automobile industry has been able to implement these innovative technologies that reduce the harmful gas emissions in the environment, hence, also changing the overall lifestyle of people to live an environmentally friendly life

### **Conclusion Linking Objective 3**

The collected data has been able to mitigate the third objective of the research project, which is identifying some upcoming new technologies that might help in developing the overall automobile



industry in the UK. Use of blockchains, IoT, internet connectivity is some of the major technological changes that will have a strong impact on the industry in future.

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## 中国优秀传统文化在现代企业管理中的应用体现

**APPLICATION OF CHINESE EXCELLENT TRADITIONAL CULTURE IN  
MODERN ENTERPRISE MANAGEMENT**李帅<sup>1\*</sup>Shuai Li<sup>\*</sup><sup>1</sup> 泰国斯坦福国际大学<sup>1</sup>Stamford International University

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**摘要:** 在社会主义市场经济革新发展中,我国传统历史文化对人们的行为规范和价值观念产生了深远影响。尤其是对现代企业管理工作而言,管理者与被管理者之间的矛盾冲突,可以基于中国优秀传统文化得到有效处理,这样不仅能整理出更多有价值的管理文化和思想精神,还可以充分融合传统文化与现代企业,构建具有深厚文化底蕴的企业管理环境。本文在了解基础概念后,明确了现代企业管理与中国优秀传统文化之间的关系,深层探讨了现代企业管理应用中国优秀传统文化的步骤和效果,提出系统化的应用策略,这样不仅能为企业革新构建良好的文化环境,还可以为企业发展奠定基础保障。

**关键词:** 中国传统文化, 现代企业管理, 儒家思想, 感恩文化。

**Abstract:** In the reform and development of socialist market economy, China's traditional history and culture have had a profound influence on people's behavior norms and values. Especially for modern enterprise management, the conflicts between managers and managed ones can be effectively dealt with based on China's excellent traditional culture, which can not only sort out more valuable management culture and ideological spirit, but also fully integrate traditional culture with modern enterprises and build an enterprise management environment with profound cultural background. After understanding the basic concepts, this paper clarifies the relationship between modern enterprise management and Chinese excellent traditional culture, deeply discusses the steps and effects of applying Chinese excellent traditional culture to modern enterprise management, and puts forward systematic application strategies, which can not only build a good cultural environment for enterprise innovation, but also lay a foundation guarantee for enterprise development.

**Keywords:** Chinese Traditional Culture, Modern Enterprise Management, Confucianism, Thanksgiving Culture.

## 引言

企业作为我国社会经济建设发展的主体，在新时代革新背景下，要想继承发扬中国优秀的传统文化，积极吸收深厚的文化底蕴和独特的人文素养，充分融合国外先进的管理经验和科学技术，需要结合自身可持续发展的基本目标，从提升核心竞争力入手，系统总结实践发展管理累积的理论和丰富经验，正确认识中国传统文化核心价值，基于企业与传统文化之间的关系，提出有效的建设管理对策。系统了解企业的发展历程，从管理制度、人力资源、文化建设等方面入手综合运用中华优秀传统文化的知识，构建独特的经营理念，既能依据智慧思想和优秀精神让企业发展得更好更强，又可以在不断创新中获取更多发展机遇。因此，现代企业管理要在重视中国传统文化的同时，根据自身发展需求制定有效的建设管理对策。

## 1. 概述

### 1.1 现代企业管理

在我国改革开放以来，大批量西方经济学思想和管理模式被应用到国内企业管理工作中，其中现代企业管理理念也得到了中国企业的广泛学习和应用。换句话说，现在世界上常用的企业管理思想主要源自于西方经济思想。从整体发展角度来看，企业管理思想主要经过三个阶段：首先是指企业的科学管理阶段，其中最具代表的就是 19 世纪初出版《科学管理原理》的弗雷德里克·泰勒，此时管理人员会关注基层员工的办事态度及规则意识，更加注重呈现管理工作的规范性和科学性；其次是指人际行为阶段，此时企业管理思想更为关注管理人员和基层员工的人性理念与行为激励；最后是指现代企业管理阶段，此时不管是管理方式还是管理理念都更加专业，会经过细化处理，常见的理论包含企业文化、战略管理、质量管理等。

### 1.2 中国传统文化

我国历史文化发展久远，在不同时期受当时社会环境、自然资源等因素的影响，形成了多种思想文化，其中主流思想有儒家、道家、佛家，而墨家、名家、兵家等都属于非主流思想。在我国传统历史环境中，各类思想文化或多或少地渗透在人们的言行举止和行为规范中，其中影响最深的就是儒家提出的“仁爱”思想，将其运用到我国企业管理中，能构建更为优质的企业运行环境。

## 2. 现代企业管理与中国优秀传统文化之间的关系

传统文化思想作为我国社会环境、经济文化、军事政治等方面的集中表现，在实践发展中可以看作呈现居民生活和历史进程的一面镜子。而从西方经济管理思想中提出的现代企业管理理念，则呈现了西方社会和自由平等的发展观念。换句话说，两者源自于不同的社会环境和生活状态，因此在相互融合中必然会出现各自的社会特征。从当前企业建设管理情况来看，充分融合现代企业管理与中国优秀传统文化，既要明确彼此独特的发展经历，又要在应用中相互补充。一方面，从对立角度来看，两种文化思想的产生背景存在较大差异。中国优秀传统文化是基于我国几千年历史文化和政治环境发展起来的，更加注重对基层社会人民的精神掌控；而西方是崇尚自由民主的社会环境，结合现代资本主义企业提出的管理思想，更加提倡科学管理理念，会关注实际投入产出与应用效果的比例。由此可见，两种思想是存在矛盾冲突的。另一方面，从互补角度分析发现，虽然西方现代企业管理思想更加提倡科学的管理体制，但企业管理的最终目标是人，参与管理的同样也是人，因此在实践建设发展中必然会出现人性的弱点。充分融合现代企业管理理念和中国优秀传统文化，科学处理市场经济发展中存在的盲目性，全面掌握运营期间存在的不合理问题，不仅能充分发挥我国古代文化思想的应用价值，还可以持续优化现代企业管理环境。

## 3. 基于现代企业管理的传统文化分析

### 3.1 明确传统文化的应用价值

从本质上讲，文化是在群体经历中产生的，经由代代相传的思维意识和信仰方式，可以看作是一种社会生活方式和适用于所有成员的知识技能、信仰习俗等内容。而企业文化是在长期经营管理中构成的核心文化，在现代企业管理中的价值功能在于充分调动员工的创造性、积极性和自主性，可以看作是保持活力的主要源头，能为企业建设管理创造更多效益。同时，企业文化也是内部员工共同遵守的价值观念和行为规范，如果企业在建设管理中提出文化理念，那么领导层的决策交接将会失去连贯性。在上千年的历史文化背景下，我国优秀的传统文化思想一直在影响并指导着人们的行为准则，因此在现代企业经营管理中积极学习借鉴优秀的传统文化，不仅能提高内部员工的综合素养，优化员工的自我管控力度，还可以加强企业文化建设的影响力度，提升企业整体管理水平。

### 3.2 应用传统文化的具体方法

根据实践调查研究显示，只有企业领导人重视文化建设工作，真正理解传统文化的重

要性，才会在自我反思中形成全新的世界观和人生观。有的企业领导认为，如果企业没有融入中国优秀传统文化，那么就没有存在的必要；而有的企业领导认为，要利用潜移默化的方式来渗透呈现中国优秀传统文化的应用价值。不管选用哪种方式，从实践发展角度来看，企业领导人都是文化变革的主要原动力。在明确改革方向后，企业领导者要针对当前建设发展方向，基于中国优秀传统文化制定有效的操作步骤。具体涉及到以下几点：

第一，人类构成的三部分。由于文化建设发展的主体是人类，所以在现代企业管理应用中国优秀传统文化前，要充分认识人类的构成。根据道学的思想观点分析发现，人类构成分成三部分：首先是指有形躯体，其次是指智力体，最后是指精神体，具体内容如下图 1 所示：



图 1：基于道学思想的人类构成图

三者之间的顺序关系可以按照下图内容来呈现：

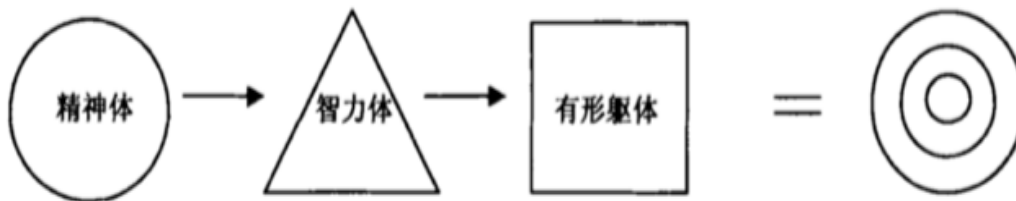


图 2：基于道学观点的顺序图

根据上图分析发现，精神体会结合宇宙规律和事物直觉，在是非判断中指令智力体；智力体在获取指令后，会充分考虑实际情况，并在得到解决方法后，让人类的有形躯体去执行。由此入手分析现代企业管理模式可知，重新建设企业文化的目的在于重新塑造精神体，以此解决实践发展中遇到的各类问题。

第二，企业文化的三层次。阅读分析沙因教授编写的《组织文化与领导力》发现，企业文化主要分为三个层次：首先是指人工饰物层，代表可见的组织结构和操作流程，通常情况

下很难理解；其次是指信奉信念和价值观，代表企业策略、发展目标、文化哲学等内容，属于信奉的理由；最后是指基本假设层，代表无意识的信念知觉、想法感受等，属于价值观和行动的最终源头。具体构成如下图 3 所示。结合分析发现，现代企业的文化建设最终要解决深层次的基本假设问题。



图 3：企业文化的深层次结构图

第三，模式分析。根据上述研究分析发现，现代企业管理要想科学解决文化问题，必须要系统了解人类的精神体和基本假设问题。由于人类的行为会受到精神所影响，所以人类的行为依据就是自我的价值判断，更深层次的内容就是基本假设。在继承学习传统文化时，大部分人都是从儒家的孝道入手，其中最具代表性的就是《弟子规》。而后再导入佛学因果，了解立命之学、改过之法、积善之方、谦德之效，这样不仅能改变企业员工的人生价值观，还可以让他们在构建和谐家庭环境的同时，保障身心健康发展，最终形成爱岗敬业和以司为家的优秀精神。由于大部分企业在推广中国优秀传统文化时，并没有选择正确的切入点和应用方法，所以这样既无法达到预期的应用效果，又会产生相反的作用。

企业组织内部员工参与以传统文化为主题的研修班，要设计四个阶段的教育指导工作，具体分为以下几点：首先，让员工真正理解学习传统文化的重要价值，接受以孝道为核心的伦理道德教育。比如说，在全员背诵阅读弟子规的基础上，逐字逐句解释引用课本上的传统文化，每周组织员工分享自己的学习心得，针对他们的学习过程设计多样化的传统文化课程，像观看节目、参加论坛等；其次，在认真理解的基础上运用到现实生活和工作环境中，真正感受到传统文化对企业建设管理产生的积极影响。比如说，每周组织基层以上管理干部总结学习，每月定期组织全员集中学习，构建封闭式的研修班学习环境，安排管理干部参与了解其他企业学习传统文化的过程；再次，引导员工认识因果规律，感悟人生命运。在上一阶段的基础上继续深

入学习，安排管理干部参与传统文化的强化研修班，不断提升他们的思想意识和认知感悟；最后，引导员工认识宇宙，揭示人类生活的真相，让他们构建正确的人生观、价值观、生命观。在这一阶段，企业渗透传统文化要从员工的长远发展角度入手，让他们学会认真关爱身边的每一个人，深入学习和应用中国传统文化思想<sup>[2]</sup>。

第四，文化教育。现代传统文化教育观是基于人性本善的假设提出的，认为人类既可能被教坏也可能被教好，因此企业在渗透应用优秀传统文化时，也要重点关注教育问题。根据近年来企业调查结果显示，大部分企业都非常重视教育问题，会依据企业员工发展需求构建专门的工作场所，设计优质的培训平台，并聘请国内知名的传统文化教授参与知识讲座。同时，企业还会组织管理团队和基层员工参观其他企业的文化培训机构。在这一过程中，教学作为企业宣传学习传统文化的主要形式，当前已经逐渐成为一项长期工作。

第五，儒学孝文化。从汉武帝开始，独尊儒术就成为统治阶级统一政权的核心思想，在几千年的时间里，儒家思想逐渐成为指导人类思想行为的重要准则，其中不管是孝悌仁义还是以人为本、修身齐家等优秀思想，都可以在现代企业管理中产生积极作用。比如说，孟子提出的“天时不如地利，地利不如人和”，在现代企业管理中要求企业管理人员在重视经济利润的同时，充分考虑员工、客户以及企业之间的双赢关系；曾子提出的“自天子以至于庶人，壹是皆以修身为本”，要求管理人员注重强化自身的综合素质，不断优化企业员工的职业素养。在现代企业管理中结合儒家文化进行优化创新，既能保障企业持续健康发展，又可以提升企业的竞争优势<sup>[3]</sup>。

第六，家文化。由于企业和家庭都是社会发展的基础内容，而员工又属于构成两者的重要单元，具体关系如下图 4 所示，所以在企业建设管理中渗透中国传统文化，必须要创造优质的家文化，只有这样才能保障后续企业工作可以稳步落实。在传统文化教育引导下，将孝道文化和实践工作融合到一起，一方面可以让企业员工感受到亲情的温暖，另一方面可以将企业其他成员看作自己的亲人，在家庭遇到困难时，可以彼此相互帮助，这样不仅能消除员工的后顾之忧，还可以让他们对企业管理产生归属感。

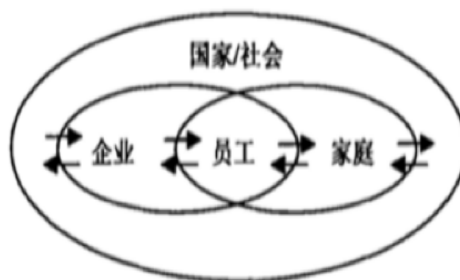


图 4：企业、员工、家庭之间的关系结构图

第七，学习《弟子规》。这一内容作为儒家文化思想的经典代表，作者结合儿童学习需求和实践教学要求，将复杂难懂的思想观念转变成通俗易懂的内容，不仅音律谐美，还方便背诵，将其运用到现代企业管理中，可以看作是一种行为规范，对培养员工优秀的人格品行具有重要作用。在初期渗透传统文化时，企业要先向员工详细讲述了《弟子规》的主要内容，让员工在背诵理解中产生学习兴趣；其次要在生活工作中体会分享《弟子规》的温馨和睦，逐渐调动他们对传统文化的学习积极，并乐于接受传统文化的传承；最后将《弟子规》和工作结合到一起，要求员工在日常工作中严格规范自己的行为举止，正确对待上级领导和身边同事，注重构建和谐愉快的工作氛围。比如说，某企业根据《弟子规》提出了以下行为规范准则：其一，对待公司和上级领导要以集体利益为重，团结同事爱护下属；其二，对待本部门的同事要心存敬爱，时时刻刻关心爱护，彼此之间和睦相处；其三，个人言谈举止要做到不迟到不早退，不旷工不脱岗等。

第八，佛学因果。现在企业管理在融入佛学因果，可以选择明朝袁了凡先生创作的戒子家训《了凡四训》进行教育学习，其中涉及到立命之学、改过之法、积善之方、谦德之效。结合这些内容对企业员工进行优化管控，不仅能提高员工的职业素养，还可以引导他们逐渐认识到父母对子女无限的关爱，从而感受到佛家的因果关系<sup>[4]</sup>。

第九，感恩文化。有研究学者提出，中国优秀传统文化主要包含两方面内容，一方面是指改过，另一方面是指感恩。在现代企业管理中向员工传递感恩文化，引导他们认识其中的因果关系，反省自己的过错，改正自己的过错，感谢别人的恩德，由此逐渐形成伟大的人格。

第十，仁爱和平。以儒释道为核心的传统文化教育工作，就是向人们讲述仁爱与利他，比如说先天下之忧而忧、恻隐之心、推己及人等，都属于仁爱教育。现如今，大部分企业在应用渗透传统文化时，都会侧重于两方面内容，一方面是指仁爱和平，另一方面是指利他精神。通过调查访问各行企业发现，大部分领导者会针对内部员工的基本需求组建互助小组，或成立专业的爱心基金平台，在员工或社会需要帮助时伸出援手，可以让企业内部充满关怀。

第十一，文化营销。大部分企业在应用中国优秀传统文化时，最早是由领导者接受并提出的，从上到下逐步影响企业内部，在向外部传播推广。从实践发展角度来看，企业在应用传统文化对外宣传时，也属于一种独特的文化营销方式。在这一过程中，企业既向外部传递了优秀的传统文化，又重新塑造了自己的外在形象和生活理念。常见的文化营销方式分为以下几种：其一，储备大量传统文化书籍和影像资料。企业在应用渗透中国优秀传统文化时，要购买印刷有关传统文化的专业书籍和影像制品，摆放在企业内部明显位置，让员工或访客随意阅读获取用。同时，在拜访客户或组织培训时，也可以主动赠送相关资料；其二，组织参与公益培训活动或论坛<sup>[5]</sup>。比如说，自主组建或积极参与以传统文化为核心的研修班益培训活动，不仅



提供免费食宿，为员工设计培训交流平台，还会邀请中国传统文化论坛界知名教师进行演讲交流；其三，向合作方传播传统文化。企业在应用渗透传统文化时，最关键的实践活动就是将深厚文化和优秀思想传递给客户。比如说，企业可以针对自身的服务产品设计为期一个月的“感恩服务活动”，一方面要在全国范围内回访客户，现场维修他们购买的产品，另一方面要赠予他们有关传统文化的书籍和音像资料，这样不仅能加深企业与客户之间的联系，还可以让传统文化真正落实到用户家中；其四，注重参与社会公益活动。企业在积极参与社会公益活动时，既要积极响应国家政府的战略方针，又要结合可持续发展目标制定推行方案；其五，合理运用新媒体技术平台。企业可以利用网络技术构建以传统文化为核心的宣传平台，设定专门的企业文化栏目，定期更新企业文化的文字和影像资料<sup>[6]</sup>。同时，也可以运用电视媒体传播传统文化知识，或利用手机微信传播文化思想。在多样化的传播手段中，企业可以从中实施文化营销，这样不仅能提高企业品牌的知名度，还可以在市场环境中增强企业发展的核心竞争力。

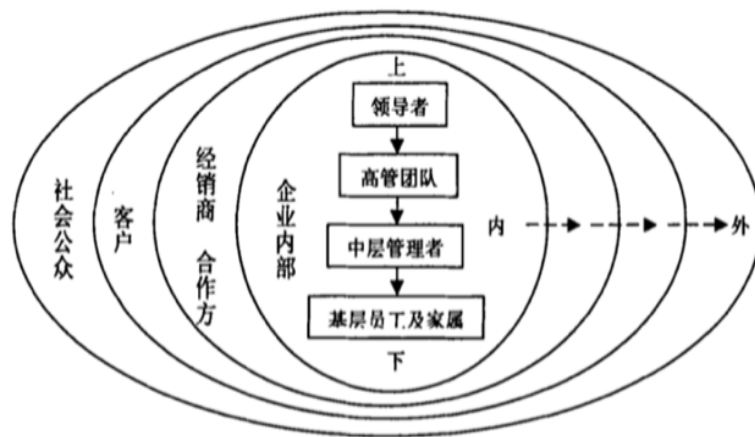


图 5：应用传统文化的顺序

### 3.3 应用传统文化的具体效果

将传统文化看作企业文化建设的主要内容进行推广应用，不仅要基于实践发展需求提出有效的推广方案，还要深层探究优秀文化对企业构成的影响。具体体现在以下几点：

第一，企业家。根据实践调查研究显示，企业领导虽然决定着文化建设革新步伐，但也会在变革期间会受此影响。首先，在工作授权方面，领导者会从原本的亲自管转变为重点抓企业文化，逐步下放管理权利；其次，在心境方面，领导者会从原本空虚、烦躁、紧张等情绪转变为快乐、充实、放松，原因在于领导者受传统文化熏陶，逐渐形成了睿智的发展思维，不管是心态还是性格都变得更加随和；最后，在人生价值观方面，领导者逐渐认识到自我活着的意义和企业存在的意义，逐渐提高了自身的心性<sup>[7]</sup>。

第二，秩序环境。由于企业在学习中国优秀传统文化的过程中，将更多内容与员工的

言行举止融合到一起，所以最为显著的特征就是员工秩序变得井然有序。其中，最具代表性的就是企业员工离职率。以某地制造业的 A 和 D 两家企业为例，对比分析他们在推行传统文化前后的员工离职情况，可以得到推行传统文化前离职率为 30%，推行后为低于 5%。由此可知在企业渗透中国优秀传统文化，可以有效控制员工的离职率，改变员工的人生价值观念。

第三，经营绩效。研究当前企业在应用中国优秀传统文化后的经营状况发现，各家企业的经济利润呈现总体上升趋势。比如说，某企业在渗透传统文化的过程中，基于产品质量制定了“产品就是人品”的宣传口号，这不仅抓住了消费者的心理，还向社会呈现了良好的品牌形象。虽然这家企业经营的是夕阳产业，对生态环境会造成不良影响，在当前社会政策影响下并不能在市场环境中占据主导地位，但在结合中国优秀传统文化进行推广销售后，上升企业的销售业绩开始按照超过 14% 的速度逐渐上升，最高可以达到 30% 的增长率<sup>[9]</sup>。由此可知，应用传统文化对增加企业经济效益具有积极影响，尤其是文化营销，其既可以对企业经营管理产生促进作用，又能构建具有深厚文化底蕴的企业环境。

第四，其他方面。研究企业成本支出、产品服务质量、实践工作效率、客户满意度等内容发现，除了客户满意度在不断提升外，其他方面呈现出的效果并不一致。比如说，某企业在应用中国传统文化时，内部员工的工作热情得到提升，企业内部关系和员工家庭关系得到改善，因此实践安全事故的发生概率得到控制；但其他企业则认为并没有过多影响<sup>[10]</sup>。由此可见，在现代企业管理中应用中国优秀传统文化，需要根据具体情况科学调整，只有这样才能充分展现中国优秀传统文化的应用价值。

## 4. 结论

### 4.1 明确传统文化的应用价值

根据近年来现代企业管理应用中国优秀传统文化累积经验显示，我国传统文化虽然经历了上千年的沉淀累积，但依旧可以在企业建设管理中发挥积极作用。从理论角度来看，中国优秀传统文化不仅包含对人性的深层理解，还涉及到非常多的思想精神，比如说天人合一、以人为本、以和为贵等，都可以看作是现代企业建设管理的基础内容<sup>[11]</sup>。一方面，以亲情为主导的家文化，可以帮助企业员工缓解自身过度追求物质而产生的隔阂；另一方面，儒家文化精神可以改善企业员工的管理体制，引导大门构建良好的行为意识和自律习惯<sup>[12]</sup>。由此可见，基于传统文化进行企业文化营销，不仅能帮助员工形成良好的价值观念，还可以构建和谐稳定的企业环境和家庭环境，这对现代化社会建设发展而言具有积极影响。

#### 4.2 了解传统文化的消极因素

在现代企业管理中渗透中国传统文化，并不能全面继承，要根据企业自身的经营理念和发展方向有针对性地进行调整优化，明确传统文化中包含的消极因素，具体分为以下几点：一方面，等级观念。传统儒家思想非常注重社会等级制度，而这一内容并不符合现代企业管理需求，因此可以被摒弃；另一方面，压抑个体。传统儒家思想更加注重群体意识，限制了个体人格的独立和创造性，并不利于现代企业的创新发展<sup>[13]</sup>。现如今，高新科技产业很少会渗透中国传统文化，传统文化更加适合劳动密集型产业，因此创新型产业要根据自身产品服务特征和发展方向，继续研究传统文化思想的内涵，由此继承宣传更多优秀的中国传统文化。

#### 4.3 协调发展文化与制度资源

为了让企业健康稳定发展，要保障文化层、制度层、资源层彼此相互配合，只有这样才能为企业经营管理奠定基础保障，由此可见企业在重视文化核心作用的同时，要注重根据自身发展方向加强资源累积和制度建设。根据实践经验显示，大部分优秀企业在应用中国传统文化知识时，并没有忽视制度和资源的重要性<sup>[14]</sup>。比如说，有三家企业同时设定绩效考核，管理人员主要结合员工的岗位职责制定明确的考核制度，但在融入传统文化之前，大部分员工并不愿意考核，但在结合传统文化制定制度后，充分考虑了员工与企业岗位之间的关系，最终取得了优异结果。

### 5. 建议

#### 5.1 关注社会效益

根据上文分析发现，我国传统文化中包含的儒家文化思想主要涉及到仁义礼智信等价值观念，将其运用到现代企业管理中，最常见的就是以义为先，取财有道。仁义作为儒家思想的核心内容，充分体现了儒商精神，要求企业对社会发展有责任感。虽然企业追求利润才能长远发展和生存，但其作为社会经济建设发展的重要组织，并不能离开社会和人，因此要提出以义为先的管理理念，儒商相比一般商人最大的差别在于，前者更加注重商业道德，不会谋取不义之财<sup>[15]</sup>。在当前社会发展中，企业各项经济活动经常会面临多种选择，此时领导者要以义为先，在关注社会效益的基础上，优先选择利于社会和企业长远发展的方案。虽然目前社会不再利用“重义轻利”来约束市场经济行为，但社会在某些情况下也会要求市场经济主体为了社会公益而牺牲部分利润，换句话说资本主义国家企业也会为了保障社会效益而牺牲自身的经济权益。对社会主义国家的企业主体而言，严格遵守以义为先的发展原则，保障企业所有决策行

为都是在关注社会利益后提出的，这样不仅体现了现代企业管理的儒家思想，还可以有效平衡企业利益和社会公众利益之间的关系。

## 5.2 关注人本管控

儒家作为我国传统文化思想的组成部分，其中包含的人本理念是现代企业文化建设的核心内容。由于企业文化的优劣性会受核心价值观念的影响，所以在现代企业管理中要从员工、顾客、股东对三方面入手，在关注企业利益的同时提出以人为本的核心思想。现如今，我国企业在西方管理思想的影响下，将人看作资源管理的核心，但从实践发展角度来看，人力资源管理并没有展现出其本质含义，且进一步限制了企业员工的自主意识。由此可见，企业领导者要在明确儒家思想的影响作用后，学会尊重理解员工，只有这样才能真正调动员工的积极性。

## 5.3 调整经营理念

现代企业管理结合中国传统文化中的和谐理念来调控人们的经济行为，不仅能形成良好的经济关系，还可以构建优质的市场经济秩序。具体内容涉及到以下几点：第一，现代企业管理提出了和气生财的经济理念，这不仅展现了儒商精神，还体现了一种管理原则，能在实践发展中强化企业的吸引力和亲和力。在现代市场经济环境下，为企业发展构建良好的竞争环境，基于彼此的发展需求构建相互合作的关系网络，这就是“和气生财”呈现的道德价值；第二，现在企业在处理人际关系时提出了和谐稳定，要创造和睦有趣的家庭是企业环境；第三，现在企业在服务管理时提出了和蔼可亲的发展理念，不仅要为顾客提供细致入微的微笑式服务，还要和他们构建互惠互利的社会关系<sup>[6]</sup>。现如今，国内外企业在遵循以和为贵的儒家思想中，将“羁矩之道”转变成“角色互换”的管理模式，以此实现企业和谐发展的建设目标。

## 结语

综上所述，在现代企业管理发展中，继承传播中国传统文化，构建具有中国特色的现代企业管理制度和发展模式，积极吸取优秀的管理思想，不仅能优化企业运营模式，改善企业经济发展水平，还可以在市场环境中构建良好的企业外在形象，获取社会群众的支持和认可。由于中国上下几千年的传统文化和思想理念，一直在影响国人的价值理念和行为意识，所以企业领导者要在重视传统文化的基础上，根据自身发展方向深层探索实践管理内容和形式，持续加强自身的文化建设力度，不断调整现代企业经济发展方向，以此真正实现企业可持续发展的建设目标。同时，还要基于企业建设管理制度和多元化的传统文化思想，加强专业人才的培养力度，积极学习继承优秀的文化理念，充分融合现代企业管理内容和中国传统文化，

依据企业长远发展目标深层探索如何在竞争越发激烈的市场环境中，构建具有中国特色的企业管理模式，进而充分展现传统文化的应用价值。

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# **AN EMPIRICAL STUDY OF THE IMPACT OF ARTIFICIAL INTELLIGENCE TECHNOLOGY ON EMPLOYMENT QUANTITY AND INCOME**

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**Abstract:** Along with the arrival of the era of high-quality development, artificial intelligence, as the combination of the new round of industrial revolution and innovation-driven strategy, has become an important symbol of the era of digitalization, networking and intelligence, which can contribute to the construction of a new pattern of domestic and international dual cycle and play an increasingly important role in optimizing the employment structure, transforming the growth momentum and accelerating the integration with the real economy. From the perspectives of government, market and universities, the study provides insights into the formulation of reasonable labor force employment policies by government departments, the optimization of resource allocation by the market, and the rational use of educational resources by universities to improve the comprehensive quality of labor force.

**Keywords:** Artificial Intelligence, Employment Quantity, Employment Income.

## **Introduction**

After we human beings have experienced the three industrial revolutions represented by the steam technology revolution, the electrical technology revolution, the computer and information technology revolution, we are now entering the fourth industrial revolution with artificial intelligence, quantum information technology, unmanned control technology, clean energy, virtual reality and biotechnology as the mainstay, and the major disruptive and alternative technologies represented by artificial intelligence are constantly emerging, making the development has entered a new stage, in which new features such as deep learning, human-machine coordination, cross-border integration, autonomous control and group intelligence development have emerged, and various aspects of production, distribution, exchange and consumption in the economic field will be replaced and reconfigured by a new generation of AI technologies, giving rise to new economies, new models, new business models and new industries, and accelerating the leap from digitalization and networking to intelligence in the economy and society. This is an unprecedented impact, thus changing the way of

production, lifestyle and way of thinking.

Through the combing and analysis of previous industrial revolutions, it is found that technological progress has simplified and automated the production mode that used to consume human and material resources, and also exposed human beings who used to rely only on manual labor to make a living to the risk of unemployment. However, every technological progress will eliminate a number of backward posts. At the same time, new technologies also require new innovative talents to apply and improve. From a practical point of view, if the old skills of employees fail and it is difficult to mobilize their learning ability to obtain other skills, they are likely to face the risk of being replaced by artificial intelligence and fall into "structural unemployment"(Qingjiang Li, & Shishuang Liu, 2021). If structural unemployment lasts for a long time, it will lead to uneven labor distribution, lower social labor production efficiency, and more and more labor forces are idle. Over time, it tends to widen the distance between the poor and the rich, thus causing social unrest. Therefore, in the era of high-quality development, how to scientifically and reasonably apply artificial intelligence to labor employment, so as to promote the continuous expansion of employment and further increase employment income has become the key.

### **Research Objective**

With the advent of the era of transition economy and the fourth industrial revolution, high-quality development terms such as new business forms and new models have increasingly become an important guiding concept for the development of social civilization in the era of intelligence. As a typical representative and important manifestation of the intelligent era, technological progress represented by artificial intelligence has attracted extensive attention from different main departments such as government departments and enterprises in transforming growth power, improving social productivity, changing employment mode and promoting high-quality development(Zao Sun, & Yulin Hou, 2019). However, in the process of changing the employment structure and expanding the employment mode, artificial intelligence may have an impact on the number of employment and employment income. Social employment is related to the people's livelihood of the country, to the development and stability of our society, and to the high-quality development of our economy. Therefore, exploring the impact of artificial intelligence on employment quantity and employment income is a very important and needed problem at this stage.

Human capital employment theory emphasizes that fully exploiting the intrinsic potential of employed people is the key to achieving high-quality employment. In-depth analysis of the changes in labor force employment and deeper exploration of effective solutions to coordinate labor force employment in China will provide references for labor force employment policies and reform programs in China. We should upgrade the industrial structure to match the enterprises and labor employment, or

guide the transformation measures of "interpersonal coordination" between enterprises and workers, so as to realize the labor market transformation from demographic dividend to high-tech training and upgrading.

## **Literature Review**

### **The Impact of Artificial Intelligence on Salaries and Wages**

Specifically, on the one hand, in terms of AI leading to higher unemployment, The widespread use of robots in manufacturing firms can significantly reduce workers' pay levels and benefits (Acemoglu, & Daron,2011). Based on the optimal scenario, AI can bring wealth to each individual; in the suboptimal scenario, AI can reach a win-win situation with workers' pay packages only if redistribution plays an optimal role; in the complete market scenario, workers' short-term pay packages are reduced but eventually achieve relative equity; and in the incomplete market scenario, AI can negatively affect workers' pay packages. In terms of returns to labor effectiveness, Brown and Campbell (2002) argue that inequality in pay due to skill differences will continue to grow in a high uncertainty environment as a result of higher demand for highly skilled workers due to the development of AI, and that in the long run, the return on investment in education will only increase if individuals continue to improve their education or professional skills. In the long run, the return on their investment in education can only be continuously increased when individuals' education level is continuously improved or their professional skills are continuously upgraded; in this case, the maximum benefit of resource utilization can be achieved by means or ways such as upgrading workers' salary and benefits and introducing artificial intelligence, with a view to reducing the loss caused by the increase in unemployment due to artificial intelligence (Acemoglu D,2011) . Artificial intelligence is an important manifestation of enhanced innovation, and in the process of innovation, government departments have made important contributions to the introduction and diffusion of AI in industries such as education and training, employment training, and specialized services. On the other hand, as far as the salary package in the same industry is concerned, the phenomenon of serious polarization of employment positions indicates significant differences in individual skill levels, and the rapid development of AI has inadvertently widened the salary gap between different employment groups, and this gap may expand over time (Brown C,& Campbell B A 2002) ; leading companies in industries where AI technology is more popular are motivated by reducing management costs and increasing corporate The economic gap between different employment groups is also widened by the fact that leading companies in industries where AI technology is more prevalent tend to contract out low-skilled jobs to third-party companies, while incentivizing their own technicians and R&D staff with high pay packages. For pay packages in different industries, there is a large variability between industries and employment positions, so a direct



comparison of their pay and benefit packages is not meaningful. However, the magnitude of change in pay packages is an important indicator of the pay packages of jobs in different industries, as the empirical study by Autor and Dorn (2013) shows that the growth of pay and benefits packages of most low-skilled workers and those employed in industries related to them have shown a slight decline or stagnation over the past decades (Cerina F, & Moro A, 2017). It is worth noting that the development of the service sector is a special case, where the pay packages of low-skilled workers working in the service sector increased by just under 15% in the three decades after 1980, when their working hours increased by more than half, but this figure is much higher than the increase in pay packages of low-skilled workers in other industries during the same period.

### **The Impact of Artificial Intelligence Development on Job Opportunities**

The rapid development of artificial intelligence technology will not only have an impact on the scale of employment, industrial structure and employment structure, but also on the change of jobs, playing a pivotal role in accelerating job polarization, accelerating job replacement, promoting job creation and empowering job cooperation. First, the development of artificial intelligence accelerates the rate of job polarization. Job polarization is manifested as an increase in the scale of employment in lower-level skill positions, and it is particularly obvious in labor-intensive industries (Yaozhou Cai, & Nan Chen, 2019). With the advent of the era of intelligence, the rapid development of artificial intelligence has caused a decrease in the number of jobs and employed persons in medium skills, and subsequently caused an increase in the number of jobs and employed persons in higher and lower levels, and the phenomenon of job polarization in China has intensified. Some researchers believe that the rapid development of intelligence will have a certain limit to the phenomenon of job polarization, the phenomenon of job polarization is only limited to the lower level of employment, and by reallocating the lower-skilled workers to other jobs after secondary learning and training, the phenomenon of job polarization will not be expanded. Second, there is an obvious substitution effect of AI on jobs (Qi Zhu, & Hongying Liu, 2020). In the era of intelligence and rapid development of AI, employed people in the transportation industry, clerical industry, logistics sector, and manufacturing and production industry will face the risk of unemployment. It should be noted that there are significant differences in the job substitution effects faced by employed people in different industries or different sectors, and the study of Jiang Jinqiu and Du Yohong showed that the job substitution effects brought about by the development of AI have significant differences on the short-term development, medium-term development, and long-term development of enterprises (Qi Zhu, & Hongying Liu, 2020). Jing Cao and Yalin Zhou asserted that the rapid development of artificial intelligence does not necessarily reduce the number of jobs and total employment, and that its specific utility still depends on the differential application of AI development uses by different individuals or firms (Jing Cao, & Yalin Zhou, 2018).

Again, the rapid development of AI also plays an important role in the process of job creation. There is an obvious substitution effect of AI on jobs, but its creation effect is still obvious, and the job creation brought by it consists of two parts, one part is the birth of a series of new jobs generated by the rapid development of AI industry, which causes a significant increase in the number of labor force employment, and the other part is manifested by the application of AI to generate a large amount of business, which in turn promotes the labor market. The other part is the application of AI to generate a large volume of business, which in turn boosts the speed of job matching. Wang Jun and Yang Wei emphasize that the rapid progress of AI technology can expand the total scale of employment in China and promote the improvement of employment quality and employment structure, and AI can greatly liberate surplus labor while improving labor efficiency, thus creating more social benefits. Finally, artificial intelligence can also promote the cooperation of different sectors of employment. With the gradual introduction of robots within companies, more and more people are beginning to see AI as an important partner in their work or life fields. In the process of machine learning, the predictive ability of AI in high uncertainty environments is increasing, and human-machine cooperation and machine learning based on the development of AI have accelerated our pace of seeing AI as a partner (JinQiu Jiang, & Yuhong Zhou, 2015).

By carefully reading and combing the relevant literature at home and abroad in the fields of artificial intelligence, employment quantity and employment income, we can see that although the relevant theoretical research on how technological progress affects employment in economic theory has existed, it is not perfect at present. Most scholars express their opinions and do not form a unified conclusion.

As for the research on the impact effect of artificial intelligence, scholars have conducted a lot of research on the relationship between artificial intelligence and employment from different angles, but the research in the field of artificial intelligence mainly focuses on the industrial level, industrial level and workers' employment structure at the macro level. Few researchers have discussed the relationship between artificial intelligence, employment scale and employment income at the meso level. In the era of high-quality development, the field of artificial intelligence is gradually becoming the focus of researchers, but the existing relevant artificial intelligence research is mainly descriptive research and theoretical analysis, and there are relatively few empirical research. Technological progress represented by artificial intelligence is not only creating a large number of jobs, but also replacing old and traditional industries and jobs. Technological progress has both "creation effect" and "substitution effect" on employment. Due to the different ways in which technological progress promotes industrial development in different industries, the complexity of technological progress brought by artificial intelligence makes the existing economic theory unable to comprehensively solve the relationship between artificial intelligence and labor employment. The impact of artificial

intelligence on jobs and employment patterns has not yet reached a consensus in the academic community, and the complex relationship between them has attracted the attention of scholars again. Based on this, this study takes the data of 31 provinces in China in recent five years as the research sample for empirical analysis, and systematically discusses the impact of the rapid development of artificial intelligence technology on the current employment quantity and employment income in China, in order to improve the theoretical research of artificial intelligence technology on employment quantity and employment income in China, and put forward countermeasures and suggestions to further accelerate the development of artificial intelligence technology in China, It provides decision-making reference for our government to reasonably formulate labor employment policies, alleviate employment pressure and optimize China's labor employment structure.

## **Methodology**

Literature research method. Combined with the current hot spots, through reading a lot of literature and books, collect information related to the influencing factors and functions of artificial intelligence on employment, so as to lay a relevant theoretical foundation for the study of the impact of AI technology on labor employment in China.

Inductive Deductive Method. On the basis of clarifying the research theme, that is, the possible impact of AI on workers' employment, and based on the impact of three technological revolutions on employment in history, this study calculates the law of labor force changes between different industries under the influence of previous technological revolutions through induction and deduction, and deduces the logical structure of the application of artificial intelligence technology on labor force employment.

Data statistical analysis. This study mainly uses STATA and other software for statistical analysis and empirical test. This study uses STATA to make an empirical analysis on the relationship between AI development, employment quantity and employment income, and makes descriptive statistics and correlation analysis on different variables such as AI development, employment quantity and employment income.

## **Findings &Results**

### **1. Model Building**

In this paper, we select data from China Statistical Yearbook for the last five years from 2017 to 2021 and data from thirty-one provincial and municipal statistical yearbooks, made into short panel data used to do empirical research, and analyze the impact of AI on labor force employment based on the results. In order to ensure the stability of data selection and to consider the influence of other irrelevant variables, this thesis finally chooses to use a short panel fixed effects model. The model

formula is shown in (1.1).

$$E_i = \eta_0 + \eta_1 A_i + \eta_2 Z_i + \varepsilon_i \quad (1.1)$$

Among them,  $I = 1, 2, 3, \dots, 31$ , used to indicate the number of 31 provinces, cities and regions;  $E_i$  represents the employment level of labor market in 31 provinces and cities;  $A_i$  represents the level of artificial intelligence technology in 31 provinces and cities, and  $Z_i$  represents the control variable.

## 2. Data Source

After reading the authoritative journals in the field of AI and labor employment in detail, combined with relevant measurement indicators at home and abroad, and aiming at the objectives of this paper, this study selects 31 provincial and municipal administrative units in China from 2017 to 2021 as the analysis samples. The five-year statistical panel data of 31 provinces and cities obtained from China Statistical Yearbook and China Science and technology statistical yearbook constitute the core data of this study.

## 3. Variable selection

### 3.1 Explained variable: Labor Force Employment

The two indicators studied in this paper are employment quantity, employment income, and as a measure of labor force employment. The impact of technological progress on labor force employment is mainly manifested as the substitution of technology for labor jobs, the creation effect or by affecting labor efficiency and thus the income compensation of workers. The former is manifested as the change in the number of labor employment and the latter as the change in the level of labor income. In the process of statistical analysis, the number of labor force employed in 31 provinces and cities in the China Statistical Yearbook is selected as the measure of employment quantity, and the average wage income level of laborers in 31 provinces and cities is selected as the measure of employment income. Both of these variables are continuous type variables.

### 3.2 Explanatory Variable: AI Technology Level

This study mainly draws lessons from the practices of Rongjie LU and others, and selects the index of "computer service, information transmission and software industry's total social fixed asset investment" in China Statistical Yearbook (2017-2021) to measure the development level of AI technology (Jiqiang Guo, & Ping Lin, 2020). The reason why the whole society's fixed asset investment in computer services, information transmission and software industry is selected as the proxy variable of the development level of AI is that artificial intelligence technology is really implemented as the landing policy of each country in recent years, the development and application time is also short, and

there is no unified standard to measure the development level of AI, so the relevant empirical analysis data of artificial intelligence is more scarce. In order to solve this problem, we decided to choose proxy variables. Combined with a large number of literature on artificial intelligence employment at home and abroad, among the variables selected for empirical analysis, there are two proxy variables recognized by many scholars, namely, the number of industrial robots and the amount of social investment in IT industry. However, a large part of the use of industrial robots in China is in the secondary industry, so it is difficult to measure the employment situation of the overall labor market. Moreover, the technical level of artificial intelligence depends on the infrastructure of IT technology, and the level of IT technology is just presented in the amount of fixed asset investment of the whole society in computer services, information transmission and software industry. Therefore, This chapter selects the proxy variable of "computer service, information transmission and software industry fixed asset investment" in China's statistical yearbook to measure the technical level of artificial intelligence.

### 3.3 Control Variables

Throughout the previous studies, the level of economic development of different regions may affect the labor force's perceptions and attitudes toward employment, which in turn may have an impact on their actual employment behavior. Therefore, in order to avoid the influence of these variables on the research results, this study set the regional economic development level and income level as control variables. All data for the study were obtained from the China Statistical Yearbook (2017-2021). In particular, the regional development level can be expressed by the annual gross product of each province and city, and the income level is expressed by the per capita disposable income of provincial residents.

According to the information collation and data filtering, descriptive statistics were obtained as Table 1. The information can be obtained from the data in the table, the maximum value of AI investment amount is 715202.7, the minimum value is 927, and the average value is 17531.27. The difference between the maximum and minimum values reflects well that there is an uneven development level of AI technology in China between 31 provinces and cities; at the same time, combined with the division of the three industries as a whole, the number of employment in the labor market in 31 There is also a very large gap between provinces and cities, and by comparing the standard deviation values of the variables, it can be seen that the standard deviation value of the tertiary industry is the smallest and the standard deviation value of the secondary industry is the largest; among the control variables, there are regional differences in the regional development levels and income levels in 31 provinces and cities, and the developed regions have more obvious development levels. Experience produces errors, but the data is the best example, and the analysis of the results derived from the descriptive statistics of the data further verifies that the use of a fixed-effects model is reasonable for the selection of this study.

**Table 1: Descriptive Statistics of Variables**

| Variable  | Number | Mini.   | Max.     | Average  | Standard Deviation |
|---|--------|---------|----------|----------|--------------------|
| Development level of artificial intelligence (trillion) | 160    | 927     | 71202.7  | 17531.27 | 12136.27           |
| Total employment level (10000 persons)                  | 160    | 313.47  | 6275.9   | 2774.25  | 1568.06            |
| Employment level of primary industry (10000 people)     | 160    | 37.09   | 2712     | 928.86   | 686.77             |
| Employment level of secondary industry (10000 people)   | 160    | 28.92   | 2563.50  | 781.11   | 714.88             |
| Employment level of tertiary industry (10000 people)    | 160    | 83.80   | 2439.85  | 1024.73  | 587.36             |
| Income level (yuan)                                     | 160    | 654.64  | 8054.91  | 2056.48  | 1610.29            |
| Provincial income level (100 million yuan)              | 160    | 9740.40 | 58988    | 22001.82 | 9394.34            |
| Provincial development level (100 million yuan)         | 160    | 815.67  | 89705.23 | 23668.86 | 18690.29           |

#### 4. Empirical Analysis of AI Technology on Employment Quantity

Combining the available relevant data and using Equation 1.1, the regression analysis of the short panel data can obtain the results shown in Table 2. On the whole, the development of AI technology in China will promote the increase of labor force employment level. For every 1% increase in the level of AI technology, the total employment in the labor force job market will rise by 0.46%, which is consistent with the findings of Rongjie Lu et al (Jiqiang Guo, & Ping Lin, 2020). However, the depth of the impact varies between different industries due to the more obvious disparity in the amount of use of machines.

Included among these, the higher the development level of AI technology, the employment level of primary industry will be reduced. From the regression results, we can see that for every 1% increase in the level of AI employment, the number of people employed in the primary industry will decrease by 0.56%. In the primary industry, its productivity mainly comes from rural labor, the utilization rate of machines, and large-scale production methods have not been effectively improved, This has changed due to the arrival of AI technology. The application of this technology has driven a significant increase in agricultural productivity and a large portion of the rural labor force has been forced to migrate to other industries.

The higher the level of artificial intelligence development, the higher the level of employment in the secondary industry will also increase, for every 1% increase in the level of artificial intelligence development, the number of people employed in the secondary industry will increase by 0.28%. If artificial intelligence technology is applied in the secondary industry, the productivity of the secondary industry will be further increased. With the further development of China's industry, the use of the number of robots in the secondary industry is also increasing year by year, and the development of

automation is more obvious, and the type of employment included in the secondary industry is more diverse, and the employment is more resistant to the impact of new technology, and the integration and development of new technology at the same time gives The development of integration with new technologies brings more opportunities for employment.

The relationship between AI development level and employment in the tertiary industry also changes positively. For every 1% increase in AI development level, employment in the tertiary industry will increase by 1.29%. Compared with the coefficient of the primary and secondary industries, The variable coefficient of employment in the tertiary industry is relatively large. This shows that the application of AI technology has the greatest job creation effect in the tertiary industry in the impact of the labor market. If AI technology is applied to the tertiary industry, it will increase the employment types of the tertiary industry more. This is because the developed countries are all formalized and large-scale agricultural economic models, while the overall development level of China's tertiary industry is currently low, but the foundation of our tertiary industry is very solid, and the creative effect of the era of intelligent revolution is large, but Relative to the secondary industry, it is still relatively low. However, jobs in the tertiary sector account for the majority of jobs in emotional and non-regular types of labor, and thus employment is resilient to the impact of new technologies.

**Table 2: Regression Results of Artificial Intelligence Technology Level Affecting Employment Number**

| Variable                               | Total Employment Level | Employment Level of Primary Industry | Secondary Industry Employment Level | Employment Level of The Tertiary Industry |
|--|------------------------|--------------------------------------|-------------------------------------|---|
| AI Development Level                   | 0.0045*<br>(0.0134)    | -0.0056***<br>(0.0013)               | 0.0027***<br>(0.0009)               | 0.0129*<br>(0.0138)                       |
| Income Level by Province               | 0.0486***<br>(0.0120)  | -0.0005<br>(0.0016)                  | 0.0008<br>(0.0011)                  | -0.0371<br>(0.0281)                       |
| The Development Level of Each Province | -0.0634***<br>(0.0118) | -0.0024*<br>(0.0014)                 | -0.0042***<br>(0.0010)              | 0.00380<br>(0.0182)                       |
| Constant Term                          | 2,919***<br>(266.7)    | 1,071***<br>(89.93)                  | 805,6***<br>(14.78)                 | 1,143***<br>(258.0)                       |

Note: Values in ( ) are p values, \*\*\* means significant at  $p < 0.01$  level, \*\* means significant at  $p < 0.05$  level, \* means significant at  $p < 0.1$  level.

### 5. Empirical Analysis of Artificial Intelligence Technology on Employment Income

We are going to empirically demonstrate whether the increase in the level of AI technology contributes to the increase in workers' income wages. The regression model is again constructed using the average wage income of workers in 31 provinces and cities as the explanatory variable, and the results are shown in column (2) of Table 3. Controlling for the level of regional development and regional income level, the effect of the improvement of AI technology on the employment income of workers is positively proportional. This indicates that along with the improvement of AI technology,

there is a continuous trend of increasing the wage income level of labor employment. This is mainly due to the fact that the use of AI technology not only enhances labor productivity but also raises the income level of workers' employment, both of which demonstrate the improvement of workers' living standard by the improvement of technology.

The degree of dependence of different industries on technological progress is very different, and the development of AI technology will inevitably have a different impact on the employment income of different industries when it is applied to different scenarios. Therefore, this study further divides the data into three groups according to the three major industries, and builds regression models to test the impact of artificial intelligence technology level on employment income in different industries. The results are shown in columns (3)-(5) of Table 3. . The results show that there are obvious industry differences in the impact of AI technology level on employment income. Under the premise of controlling for other variables, the impact of artificial intelligence technology level on the employment income of the primary industry is significantly negative, the impact on the employment income of the secondary industry is positive but not significant, and the impact on the employment income of the tertiary industry is significantly positive. And the coefficient is greater than that of the secondary industry. Overall, from the primary industry to the tertiary industry, the level of AI technology has an increasing effect on employment income. Among them, the contrast between the primary industry and the tertiary industry is particularly obvious. The development of AI technology has significantly reduced the employment income level of the primary industry, while increasing the employment income level of the tertiary industry. This may be related to the differences in labor characteristics of the two types of industries. Most of the primary industries are labor-intensive industries, and labor is mainly characterized by simple repetition and low technical content. The development of AI will have a substitution effect on these low-skilled laborers, putting them in a more disadvantageous position in income distribution, resulting in The level of wage income has dropped significantly. The tertiary industry is mainly based on modern service industry, and labor is characterized by high technology content and intensive knowledge and technology. The data results indicate that with the development of AI technology, the employment income of tertiary industry workers has increased significantly, which shows that the development of AI technology will increase the demand for knowledge and technology-intensive talents in the tertiary industry and compete in the labor market. to increase their wages. The data results show that in the process of AI technology development, the employment income of low-skilled workers will continue to decrease, and the income gap between them and high-tech talents will continue to expand. The development of AI technology has a clear driving effect on income inequality. From the data results, the impact of AI technology development on the employment income of secondary industry workers is not significant, that is, it is impossible to judge the overall impact of AI technology development on the employment income of secondary industry workers in a short period



of time. This is also related to the labor characteristics of the secondary industry. Part of the labor in the secondary industry belongs to low-skilled production labor, and the other part belongs to R&D labor with higher technical content. On the one hand, the development of AI technology reduces the employment income of low-skilled workers in the production field, and on the other hand, it increases the employment income of high-skilled R&D personnel.

**Table 3: Regression Model of Artificial Intelligence Technology Level Affecting Employment Income**

| Variable                               | Total Employment Income | Primary Industry Employment Income | Secondary Industry Employment Income | Tertiary Industry Employment Income |
|--|-------------------------|------------------------------------|--------------------------------------|-------------------------------------|
| AI Development Level                   | 0.1630**<br>(0.0776)    | -0.0646**<br>(0.0143)              | 0.0358<br>(0.0875)                   | 0.1254*<br>(0.0458)                 |
| Income Level by Province               | 0.3640***<br>(0.0206)   | -0.0754<br>(0.1678)                | 0.0259<br>(0.0071)                   | -0.0074<br>(0.0871)                 |
| The Development Level of Each Province | 0.1320***<br>(0.1040)   | -0.0135*<br>(0.0967)               | -0.0581***<br>(0.0987)               | 0.0083<br>(0.0176)                  |
| Constant Term                          | 2,003***<br>(140.06)    | 2,113***<br>(29.14)                | 823,5***<br>(89.65)                  | 2,004***<br>(169.08)                |

Note: \*\*\* means significant at  $p < 0.01$  level, \*\* means significant at  $p < 0.05$  level, \* means at  $p < 0.1$  level Significantly.

## Discussions

This paper uses empirical analysis on whether the development of artificial intelligence will have an impact on the number of employment and employment income, this study is to find data from the China Statistical Yearbook and the China Science and Technology Statistical Yearbook, using 31 provincial and municipal administrative units in China from 2017-2021 as a sample to analyze the relationship between artificial intelligence and employment in China in terms of both employment number and employment income. detailed analysis and discussion. The research results show that there is a significant impact of AI development on employment quantity and employment income: firstly, the development of AI technology in China will promote the improvement of labor force employment level, and for every 1% increase in the level of AI technology, the total employment in the labor force employment market will rise by 0.46%, i.e., for every 1% increase in the level of AI development, the number of primary industry employment will decrease by 0.56%. For every 1% increase in the level of AI development, the number of people employed in the secondary industry will increase by 0.28%; for every 1% increase in the level of AI development, the number of people employed in the tertiary industry will increase by 1.29%. Secondly, AI development also has a positive impact on the employment income level of workers, i.e., the impact of AI development level on the employment income of primary industry is significantly negative, the impact on the employment income of secondary industry is positive but not significant, and the impact on the employment income of tertiary

industry is significantly positive and the coefficient is larger than that of secondary industry.

The development level of AI has a significant positive impact on the number of jobs and employment income in general, but it should be noted that: first, the development laws of the first three industrial revolutions have given us more historical experience. The degree of impact of each new technology on employment in the labor market is different. Whether it is a change in the type of jobs or an increase or decrease in the number of laborers, the overall trend presented by the previous revolutions is the same, that is, regular labor is changing to irregularity. Physical labor is changing to intellectual labor, and non-emotional labor is changing to emotional direction. However, the revolution of artificial intelligence technology is slightly different from the previous three revolutions. The speed of artificial intelligence revolution is faster and the scope of influence is wider. When the maturity of artificial intelligence technology is high enough, it may completely replace human labor. Secondly, artificial intelligence is a double-edged sword for workers in the labor market. It has both a creative effect and a substitution effect. The changes brought about by the creative effect are the better development of artificial intelligence itself. The new jobs derived from itself, and the auxiliary jobs created in order to satisfy the new jobs; the substitution effect mainly refers to the occupation in the labor market. The part of skills that can be replaced by AI technology, and according to the previous article, most of the positions in the northern strip are regular physical and intellectual labor(Xu Cheng,&Dangchen Sui, 2021). Finally, from an empirical point of view, although the impact of artificial intelligence in the primary, secondary and tertiary industries is different, on the whole, it has played a role in promoting the number of labor employment in my country. The occupations of laborers in the primary industry are mostly regular physical and intellectual labor, and less emotional labor, so the effect of labor substitution in the primary industry is relatively large; in the secondary industry, because my country is a manufacturing industry. The use of machines has also been developed for many years in a country with a large industry. There are fewer workers with regular labor in enterprises than those with irregular labor, and the demand for workers with irregular labor will increase year by year. Therefore, in the secondary industry , the net effect is to promote employment(Xiang Deng,& Zhi Huang, 2019); the tertiary industry involves more labor employment positions, and irregular labor and emotional labor account for more of these positions, so the net effect in the tertiary industry is to promote employment.

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## **ROLE OF INNOVATION IN FOSTERING SUSTAINABLE DEVELOPMENT BY DRIVING CHANGES IN ORGANIZATIONAL DOMAINS LIKE PRODUCTS/SERVICES**

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**Abstract:** The primary aim of this business organisation is to evaluate the need of deliberating business organisations from focusing merely on short-term shareholders. In this regard, the paper has presented the detrimental impact of focusing on shareholders for the societies and the business itself, by evaluating two case studies that detail the negative impact of business practices on society when organizational leaders focused on making a maximum profit over a short-term. The paper outlines the role of using innovative practices and ESG models for attaining sustainable development by business organisations. It has also been evaluated in this paper that even though it can be difficult for an organisation to manage all the stakeholders while attaining a competitive advantage in the modern era, it is important that businesses organisations should take the interests of all the stakeholder groups into consideration for making the business truly sustainable. Overall, has been deduced in this paper that there is ample scope for a business organisation to use ESG systems and processes for benefitting society and the environment along with making sustainable revenue.

**Keywords:** Innovation, Sustainable Development, Sustainability as Opportunity, Role of Leaders, Sustainability in Organizational Culture.

### **Introduction**

Business organizations nowadays are an extremely vital part of society as they produce and deliver goods/services for people whenever and wherever they're needed. Businesses also help in creating jobs, improving efficiency, and building wealth (Krammer & Porter, 2011). At the same time, the members of the society also look for business organizations for seeking jobs and for purchasing products/services. This eventually increases the interdependence of businesses and society on one another. As such, when business organizations fail to consider and act upon in the best interest of the society, community, and the environment, it leads to certain issues as businesses are accused of having a short-sighted and narrow approach that focuses only on the maximization of benefits for the

shareholders rather than a wide variety of stakeholders (Rathninde, 2015). Moreover, when companies don't address environmental and social issues, it may also result in the governments introducing tighter laws and regulations. Such regulations eventually lead to the businesses losing the competitive edge, impacting the financial returns for the shareholders both in the short-term and the long-term.

For accomplishing the desired returns on the investments made, the shareholders and investors attempt to influence the decisions taken by the business leaders via the board. As per Rathninde (2015), when the CEOs of business organizations fail to deliver the expected returns to the shareholders, the investors may use their power for firing such executives. As per a survey, during the 2009 financial crisis, the average tenure of the CEOs of companies belonging to the S&P 500 index was around 7 years while they were underperforming financially (Feintzeig, 2015). However, by 2014, as the companies began to recover from the crisis and started to deliver better financial results to the shareholders, the average tenure of those CEOs rose to nearly 10 years. Hence, since business leaders are under immense pressure to distribute enhanced financial returns to the shareholders year after year, the long-term financial investments may be sacrificed for meeting the short-term financial targets (Erkens et al., 2009).

In addition to offering enhanced financial returns for shareholders, business leaders are increasingly facing other challenges for functioning effectively in the extremely demanding business environment. In wake of the increasing pressure of simultaneously considering the environmental, societal, and economic problems, business leaders can no longer focus on just the shareholders as their only stakeholders. Rather, they need to consider a comprehensive group of stakeholders including the people, enterprises, institutions, other living creatures as well as ecological systems (Waddock, 2011). Though one might argue that it is unmanageable for businesses to consider all the stakeholders while still making a competitive edge. Nonetheless, to be truly sustainable, businesses must cogitate the interests of all the stakeholder groups.

### **Research Objective**

Against the above background, this paper aims to deliberate the transformation of business organizations from a short-term shareholders' perspective and how it can be detrimental for businesses as well as societies. For this, the paper shall first discuss 2 case examples of real-world companies to demonstrate the adverse business and societal impacts when leaders base their business decisions focusing on short-term profit maximization. The concept of sustainability as a business opportunity and corporate design and structure will then be discussed. Finally, this paper will deliberate how innovation can be used as a tool for fostering sustainable development by driving changes in products, services, technologies, culture, leadership, and business models.

## Literature Reviews

### **Obstacles in Innovation for Sustainability**

As mentioned, leaders that have a short-term profit orientation are likely to make decisions that maximize immediate profits for investors rather than guaranteeing longer-term returns. Decisions with such narrow orientation, such as low/no investments in long-term research and development, product and process improvement, and safety have a negative influence on the investors, eventually resulting in loss of value for the shareholders over time (Eccles et al., 2011). Besides losing shareholder value, the other drawbacks include lack of employee well-being and safety, poor quality of products, reduced sales, tarnished company image, and damaged brand value. The following two case studies demonstrate the adverse impacts of short-term thinking of business leaders.

#### Case 1: Collapse of the Rana Plaza Textile Factory

The Rana Plaza tragedy occurred on 24<sup>th</sup> April 2013, wherein the textile factory building “Rana Plaza” in Savar near Dhaka, Bangladesh collapsed taking over 1120 lives and injuring more than 2500 factory workers (Reinecke & Donaghey, 2015). Brand name clothes for western companies were produced in the factory. A day before the collapse, the workers observed cracks in the building, felt shaking, and hence evacuated the building themselves. Even after an engineer diagnosed the building and tagged it as unsafe and incapable of bearing the operating load of electric generators, the factory and building owners coerced the workers to return to the workplace (Yardley, 2013). Consequently, as soon as the generator was switched on, the building collapsed.

Hence, it can be gauged that the employees were forced by the managers to start production in the unstable building structure in the greed of maintaining low-cost operations. Even though the business owners jeopardizing workers' safety for monetary benefits faced significant penalties/charges, this incident had greater societal implications, including loss of life, parents without children, and children without parents in a country with low income. Moreover, in the case of such social damages, the trust between the government, society, and foreign investors is also shaken (Rathninde, 2015).

#### Case 2: Oil Spill at the Gulf of Mexico

In April 2010, the Macondo well, in the Gulf of Mexico, owned by the British Petroleum (BP) lost its hydro-static control which resulted in the hydrocarbons entering the Deepwater Horizon (a drilling rig) causing an explosion (Griggs, 2011). This incident left 11 workers dead and over 15 injured. Moreover, the oil leakage took around 3 months to stop completely. During this time, over 5 million barrels of oil leaked in the Gulf of Mexico (Ingersoll et al., 2012). Besides, for preventing any further leakage, it took nearly 48000 people, 127 aircraft, 9700 vessels, and 2 million gallons of contaminated dispersants (Muratova et al., 2013). BP reported having spent around \$41 billion to manage the oil-spill event.

It was reported that this event took the lives of 82000 birds, 25000 marine animals, and 6000 sea turtles; and affected over 20 ecosystems surrounding the Gulf including fisheries, coastal wetlands, hurricane protection, and climate regulation. Gravitz (2011) argues that the social and environmental costs of this incident are still beyond quantification as the deadly effects like coating birds, oil beaches, dead marsh grass, and wildlife poisoning would be visible for many years to come.

After this incident, BP confessed about its poor design, weak testing, quality control, and supply chain issues, and admitted that the company managers overlooked the warning signs right before the explosion took place (Rathninde, 2015). Even though there was no conclusive reporting on the cause of such ignorance on the part of the managers, it was speculated that lacking training, discipline, and low awareness of disaster management caused such behaviour (Ingersoll, 2012). Such low investment in safety, system robustness, quality, and process design is expected to impact the company adversely in the long term.

Overall, in both the above cases, short-term and narrow thinking of the business leaders led to grave damages which hampered long-term business success. The economic charges as faced by BP and Rana Plaza should encourage business leaders to operate sustainably. However, the constant pressures for increased ROI from the investors force the business leaders to make decisions that may not be beneficial for the organizations' future, society, or the environment.

### **Sustainability as A Business Opportunity**

Between 1959-1999, the world population doubled from 3 billion to 6 billion (World Population Balance, 2015). It is forecasted to reach over 9 billion by 2044. With this population growth rate, there'll be 30% more people living on Earth compared to the current population. For companies, this means 30%, new consumers, enlarging the size of the novel market. As per WBCSD (2010), to enable the global population to live well, they need to have the ability to afford and access healthcare, education, mobility, and fundamentals like food, shelter, water, and other goods. This is an opportunity for businesses to offer these products/services worldwide. At the same time, however, the problem of limited natural resources is intensifying. As per the World Population Balance (2015), while Earth's resources can sufficiently serve only 2 billion people, this planet inhabits more than 7 billion people. Moreover, in this globalized information era, people's aspirations/expectations for a better life are also growing, further complicating the situation.

It is apparent that the existing organizations can't satisfy the needs of 7 billion people with their products/services. By 2050, for meeting the food-related needs of the existing and new population, the agricultural output needs to be doubled without increasing water and land use (WBCSD, 2010). Identically, for offering accessible and affordable mobility for the total population by 2050, more automobiles need to be developed in the transportation sector. Nevertheless, the carbon emissions in

the environment can't be allowed to rise any further for increased mobility. Due to such restraints, businesses can't continue to offer the same products/services going forward (Rathninde, 2015). As such, population growth, resource scarcity, and better living standards are expected to become key drivers of generating greater business opportunities. These opportunities range from creating zero-waste, low-carbon cities/infrastructures to effectively managing ecosystems, bio-diversities, livelihoods, and lifestyles (Elkington, 2012). Therefore, innovative organizational cultures and leaderships should direct organizations towards innovating new products/services and business models.

### **Design and Purpose of Organizations**

The conflict between the economic and social goals of an organization has been a topic of debate for many years in the sustainability discourse. As per Crane et al (2014), by design, companies ought to make decisions in favour of the most profitable/efficient business functions. However, general public and legislative regulations are continuously exerting pressure on companies to make socially beneficial decisions. Kelly and White (2007) argue that the early design of companies, having limited liability, was conceptualized in the 19<sup>th</sup> century when there was no scarcity of natural resources and when employee competencies/knowledge was not considered a source of competitive advantage. However, given the changed scenario today with limited resources, and significance of employee knowledge, there have been no considerable changes in corporation designs.

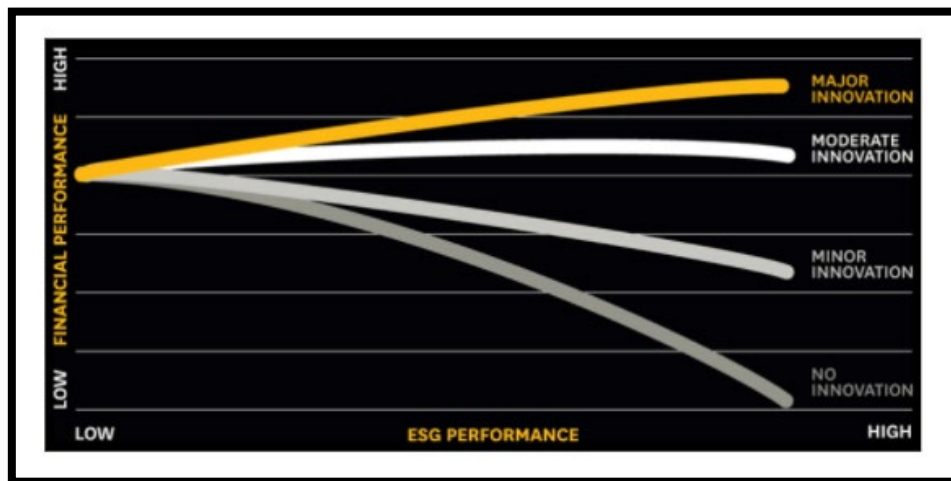
As powerful societal institutions, companies govern our lives in numerous ways, including providing products/services and creating jobs. However, the societal opinion about organizational purpose has undergone a drastic change; corporations are expected to serve the interests of the public and communities (Rathninde, 2015). Lest such expectations are addressed and internalized, the purpose of organizations in the next few years will default, resulting in an undesirable future of the planet, people, and companies themselves (Kelly & White, 2007). For instance, the issues in the aforementioned case studies (Rana Plaza and BP oil spill) were caused because the decision-making of companies prioritized short-run costs and profit maximization more than long-term economic, environmental, and social sustainability. These issues can be mitigated when companies adopt a broader purpose that focuses on shareholder value along with the integration of environmental and social considerations in the company's mission and vision. Having understood the significance of corporation design and purpose, it would now be meaningful to explore the transformation process of companies that contribute towards sustainable development via innovation.

### **Sustainable Development through Innovation**

With increasing awareness about sustainability, companies are facing increasing pressure to incorporate ESG (environmental, social, and governance) investments along with maximization of



shareholder value. However, when sustainability is not integrated as an integral part of organizational mission and culture, companies tend to undertake special programs/projects to earn a noble reputation even if such programs are not related to the business strategy (Eccles & Serafeim, 2013). For instance, firms use costly solar panels for boosting their eco-friendly image while the costs of installing such panels could be unfavorable for their profits. In such cases, shareholders can compel companies to cut down on sustainability investments for better financial results. In this context, research suggests that innovation is the only tool that can allow firms to deliver financial and ESG performance simultaneously (Eccles & Serafeim, 2013). As depicted in figure 1 below, as ESG investment increases, the financial performance of a firm keeps declining if there is no major investment in products/services, business models, or processes.



**Figure 1: Financial and ESG Performance**

(adapted from Eccles & Serafeim, 2013)

Typically, companies can undertake three kinds of innovation for delivering high financial and ESG performance. The first one is *sustaining or performance-improving innovation*, which is defined by Christensen (2013) as the replacement of old products/services with new and better ones. By continuously upgrading products/services, firms can stay ahead of their competitors. However, performance-improving innovation might not enhance market size customers purchasing new products aren't likely to buy old ones. Further, *efficiency innovation* is the second kind of innovation that aids firms to sell the same products/services to the same group of consumers at lower prices. When products mature and their demand rises, prices are expected to drop over time (Christensen, 2013). To compete with such established, mature products, companies need to continuously lower their cost structures. Companies that use efficient innovation to achieve minimum costs, improve quality, and reduce lead times. Finally, the third type of innovation is *market-creating innovation*, which helps in radically transforming products/services which are costly or inaccessible to customers, into more accessible and

affordable products (Christensen, 2013). By generating a new class of customers, this type of innovation is capable of creating a new market. Rathninde (2015) argues that sustaining innovations are not adequate for companies to thrive since there is a persistent risk of customers moving to a new market due to a disruptive innovation idea. For instance, when Apple entered the smartphone market, other players like Nokia were displaced. However, a greater number of products also mean more resource use and wastage. Nonetheless, firms can avoid this through innovation, by making small products having low resource use and low costs.

Gaining an understanding of all these kinds of innovation is essential for business leaders. However, leaders who claim to have created innovative companies by selecting just one type of innovation are often short-lived. For instance, efficiency innovation lacks innovation for new products/services and has a risk of getting replaced by rivals applying identical cost-cutting initiatives (Rathninde, 2015). Identically, while sustaining innovation improves existing products/services, there is a risk of getting disrupted by novel technologies. While market-creating innovations offer a first-mover advantage, there is a high requirement for capital and skills, as well as high risk for investors (Christensen, 2013). Therefore, a successful leader and business create a balance amongst these innovations depending on the circumstances for fostering sustainable development.

### **Sustainable Development Through Leadership and Culture**

Various governments, non-government organizations, and business tycoons continue to aware the world of the significance of the overall social responsibility of the corporates. Nonetheless, handling financial performance along with achieving social and environmental goals is still a challenge for many organizations. Despite various business leaders knowing the need and urgency of sustainable development, their commitment and investment in sustainable actions differ significantly (Holliday, Schmidheiny & Watts, 2017). While a sustainable business is more likely to survive in this competitive era, many businesses do not possess a strategic vision to accomplish a sustainable business model. It was in the year 1992 with the Rio Earth summit that various organizations adapted to sustainable organizational objectives. Many big organizations' names have a set example of sustainable operations to resolve the serious global sustainable issues that the world faces today.

To exemplify, Mitsubishi, a renowned Japanese automobile manufacturer, has a mission to 'make positive contributions to the sustainable development of our society (Mitsubishi Motors Corporations, 2021). To realize their mission, Mitsubishi has heavily invested in Electric Vehicles to contribute towards a carbon-neutral society. The organization is working towards product innovation to replace fuel cars with EVs. Besides, the company has partnered with various local communities, supply chain partners, NPOs, and NGOs for recycling and biodiversity preservation initiatives (Mitsubishi Motors Corporations, 2021). Such commitment to environmental sustainability and

collaboration with various stakeholders reflects how the leadership of Takao Kato, President, and CEO of Mitsubishi, has transformed the culture of the organization to make it more innovative and sustainable. Hence, it is relevant to interpret that leadership, culture, and businesses require innovation to achieve sustainable development. Innovative vision allows leaders to combat sustainability challenges affecting the world at large today.

Leadership plays a vital role in transforming the organizational vision and bringing sustainable development (Sa & Serpa, 2020). Various organizations have developed an Administrative Heritage, i.e., with years of experience in industrial operations help organizations develop various core competencies, managerial skills, and cultural understanding. Although Administrative Heritage is a source of competitiveness for most businesses, it can also sometimes act as a liability for the business as it resists required changes (Bartlett, Ghoshal, & Beamish, 2013). Hence, in such situations, leaders can act as catalysts of the change via their transformational capabilities, influence, and charisma (Sa and Serpa 2020).

## Conclusions

Overall, this paper discussed the role of innovation in driving changes in organizational domains like product/service, business models, culture, and leadership, eventually facilitating sustainable development. Innovative leadership and culture make it possible to convert sustainability from a burden due to external pressures, into an integral way of conducting business. Although many existing companies have ESG processes/systems, they've not penetrated deep enough to the core for accomplishing sustainable development for the mutual benefit of humanity, the environment, and the firm's economic performance. Studies in the future could explore the subject of innovation leadership and culture for building truly sustainable and innovative organizations.

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## **THE PROBLEMS AND COUNTERMEASURES OF CHINESE INTERNET CELEBRITIES FULFILLING THEIR SOCIAL RESPONSIBILITIES**

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**Abstract:** With the rapid development of Internet celebrity live streaming platforms and e-commerce in China, the organic combination of Internet celebrity live streaming and e-commerce has formed a new sales model, and Internet celebrity live streaming with goods emerged at the right moment. Good product marketing methods and reasonable sales prices are conducive to product sales and realize the common benefits of Internet celebrities and e-commerce merchants. However, in order to maximize sales and profits, some Internet celebrities sell "low-quality" goods to customers. Some net red in order to attract the audience to buy, net red publicity of the product performance and characteristics of the customer is not consistent with the actual goods. In order to attract viewers' attention and increase sales, some Internet celebrities use vulgar behaviors such as insulting other Internet celebrities or audiences. This violation of social responsibility by Internet celebrities has seriously affected the ethos of China's live streaming platforms and brought negative impacts to China's network environment. Therefore, it is extremely important to discover the problems existing in the fulfillment of social responsibilities by Chinese Internet celebrities and to promote them to actively fulfill their social responsibilities. Through literature review, this paper sorted out the concepts related to social responsibility of Internet celebrities, Internet celebrities live broadcasting with goods, social responsibility, and Internet celebrities. Through expert interview, it sorted out the specific social responsibility that Chinese Internet celebrities should fulfill and the problems that Internet celebrities have in fulfilling their social responsibility, and finally proposed solutions.

**Keywords:** Internet Celebrity, Live with Goods, Social Responsibility, Expert Interview Method.

### **Introduction**

In China, with the rapid development of live streaming platforms such as TikTok and Taobao, online celebrities live streaming with goods has become a hot topic of concern from all walks of life. Net red positive energy of product introduction, honesty-based sales style, quality and quantity of product quality, reasonable product price, etc., help promote customers to actively buy and buy again. However, in order to increase the sales quantity and profit of products in a short period of time, some

Internet celebrities attract consumers by lowering the quality and price of products and adopting vulgar livestreaming methods. Such behavior violates social responsibility and has greatly affected China's Internet environment and has been resisted by all sectors of society. The National Internet Office of the People's Republic of China (2020) in "promoting the sustainable and healthy development of" net red with goods "pointed out that net red should not carry out false publicity of products, should not sell goods with defective quality, net red should be complete to introduce products and ensure product quality, Livestream platforms should strictly supervise Internet celebrity publicity, livestream, commodities, payment methods, logistics and after-sales services to ensure the vital interests of Internet users. Therefore, Chinese government departments should formulate a corresponding supervision and management system for Internet celebrities to realize a three-aspect supervision system involving the government, platforms and the public, urge Internet celebrities to actively fulfill their social responsibilities and promote the sustainable and healthy development of the Internet environment.

### Literature Review

Through literature review, this paper sorted out concepts related to online celebrities, online celebrities live streaming with goods, social responsibility, and immoral behaviors of online celebrities, and defined relevant concepts, as shown in Table 1. In addition, the unethical incidents of Chinese Internet celebrities in recent years are sorted out and summarized, and the social responsibility problems of Chinese Internet celebrities are roughly sorted out through the unethical incidents of Chinese Internet celebrities, as shown in Table 2.

**Table 1: Summary of Concepts Related to Social Responsibility of Internet Celebrities**

| No. | The Name of The Concept                    | Concept Proposer      | Put Forward the Time | The Specific Content   |
|-----|--|-----------------------|----------------------|--|
| 1   | Internet celebrity                         | Anne Hammock          | 2008                 | People who have made a name for themselves online, and made a career out of it.  |
| 2   | Internet celebrity live with goods         | Qi Yan                | 2020                 | Internet celebrities cooperate with e-commerce merchants, and finally sell products, so as to realize the common benefits of Internet celebrities and e-commerce merchants                                       |
| 3   | Social responsibility                      | Jensen, Derrick       | 2006                 | Individuals have the obligation to ensure that the interests of other individuals and organizations are not destroyed by themselves, and social responsibility is the responsibility that everyone must fulfill. |
| 4   | Unethical behavior of Internet celebrities | People's Daily online | 2021                 | The Internet environment is deteriorating due to unethical behaviors for profit such as exposing oneself in red clothing, broadcasting obscene language, invading others' privacy and spreading vulgar culture.  |

### **1. Internet Celebrity**

Internet celebrity refers to someone who has become famous on the Internet, or who makes a career out of raising their profile through live streaming or social networking sites. The Internet enables Internet celebrities to contact audiences all over the world, and thus accumulate popularity and gain fame on one to several network broadcast platforms (Anne Hammock, 2008).

### **2. Internet Celebrity Live with Goods**

Internet celebrity live with goods refers to the web celebrity and electricity businessman cooperate, web celebrity merchants live through online platform to show the audience electricity product characteristic, and adopt to introduce the audience to interact with the audience, increase product discounts, stimulate the audience's purchase desire, and ultimately sales of the products, realize the web celebrity and common benefit of electricity trade (Qi Yan, 2020).

### **3. Social Responsibility**

Social responsibility belongs to the moral category, which means that individuals have the obligation to ensure that the interests of other individuals and organizations are not damaged by themselves. Individuals should serve the interests of other individuals and the collective in work and life, and other individuals should learn from those who actively fulfill their social responsibilities. Social responsibility is a responsibility that everyone must perform in order to maintain a balance between economy and work life (Jensen ed,2006).

### **4. Unethical Behavior of Internet Celebrities**

People's Daily online (2021) pointed out that part of the network in the live exposure, foul language, violation of privacy, the spread of the vulgar culture live chaos emerges in endlessly, this in order to benefit the unethical behavior caused the worsening of the network environment, should be through the establishment of information sharing blacklist system to prevent illegal web celebrity through transformation status again.

### **5. Unethical Cases of Chinese Internet Celebrities**

In recent years, Unethical behaviors of Chinese Internet celebrities such as vulgar livestream, sale of fake goods and fake traffic are common. This paper sorted out the unethical incidents of Chinese Internet celebrities in recent years, as shown in Table 2. At present, no scholar has summarized the immoral behaviors of Chinese Internet celebrities and summed up the social responsibility problems of Chinese Internet celebrities.



**Table 2: Unethical Cases of Chinese Internet Celebrities**

| No. | Disclosure of The Time | Act Against Socially Responsible Persons | Breach of Social Responsibility  | Event Attributes  |
|-----|------------------------|--|--|---|
| 1   | 2021/10/15             | Luo Xiaomaomaizi                         | Live drinking pesticides   | The vulgar live   |
| 2   | 2021/9/17              | Tie Shankao                              | Swearing in dialect on live broadcast  | The vulgar live   |
| 3   | 2020/8/28              | Liao Moumou                              | Live streaming sales of fake luxury goods  | Live broadcast sales of fake goods                                |
| 4   | 2019/10/21             | Zhang Yuhan                              | Fake product views and product reviews   | Product flow and product evaluation fraud                         |
| 5   | 2021/4/29              | Xiao Xiandun                             | The use of raw materials and production areas are inconsistent with the actual publicity | The product description is inconsistent with the actual situation |

Source: Network unethical incident disclosure

On October 15, 2021, Luo Xiaomaomaizi, an Internet celebrity who had emotional problems with her boyfriend, committed suicide by drinking pesticide during a live broadcast. Such behavior of "live broadcast selling tragedy" and "attracting eyeballs" in order to attract the audience's attention has resulted in a bad atmosphere of online live broadcast. For example, some viewers urge Internet celebrities to commit suicide. Poor supervision of livestreaming platforms is also the main reason why Internet celebrities commit suicide by drinking pesticides, so it is imperative to regulate livestreaming platforms (Xiao Qiao, 2021).

On September 17, 2021, the platform account of Tie Shankao, a dialect anchor in Shandong, China, was permanently banned. The online star, who has 12.69 million followers, attracts traffic by swearing in shandong dialect, a vulgar and malicious behavior that has been repeatedly warned by livestreaming platforms. After repeated warnings failed and the online celebrity continued to swear, the livestreaming platform permanently banned her account. Therefore, live streaming platforms should resolutely resist vulgar "Internet celebrities" and create a good environment for live streaming (Lu Xiangyong Ed, 2021).

On August 28, 2020, Liao Moumou, a female Internet celebrity, was arrested by Shanghai Public Security authorities for selling fake luxury goods through livestreaming. More than 50 suspects were involved, with a total amount of more than 5 million yuan. Such behavior of selling fake luxury goods not only infringes the rights and interests of consumers, but also causes serious economic and reputation losses to the trademark owner (Beigua Net, 2021).

On October 21, 2019, Zhang Yuhan, an online celebrity anchor, was shut down by livestreaming platforms for creating fake product views and reviews. The State Administration for Market Regulation of China requires live streaming platforms and e-commerce platforms to seriously deal with behaviors such as "brushing orders", "brushing traffic" and "false comments" of online celebrities, so as to ensure fair competition of online streaming e-commerce businesses and the legitimate rights and interests of consumers (He Dingding,2019).

On April 29, 2021, the Internet celebrity bird's nest brand " Xiao Xiandun " was identified as false publicity by the Market Supervision Administration of Chaoyang District, Beijing, China, as the use of raw materials and production areas did not comply with the actual publicity. Xiaoxianstew was fined 200,000 YUAN for deceiving and misleading consumers with false content in its advertisement (Lu Yanfei,2021).

Through the literature review of red live web celebrity, mesh belt, social responsibility, the web celebrity immoral behavior of related concepts, and the red is immoral behavior, found that social responsibility problem existing in current Chinese red including pulp live, live selling fake goods, product flow and comments do not tally with the actual fraud, product introduction. At present, no scholars have defined and summarized the social responsibilities of Chinese Internet celebrities and the specific social responsibilities they should fulfill. Therefore, this paper will adopt the expert interview method to interview experts who have related research on Internet celebrities and social responsibility, and sort out in more detail the existing social responsibility problems of Chinese Internet celebrities and the social responsibilities that Internet celebrities should fulfill.

## **The Social Responsibility of Chinese Internet Celebrities**

### **The Research Methods**

In this paper, Delphi method is adopted to select 30 experts who have in-depth research on Internet celebrities and social responsibility to form an expert group. The basic information of the members of the expert group is shown in Table 3.

The question to be studied and the relevant requirements were presented to the experts, together with all background information on the question. Details are as follows:

Q1: What social responsibility problems do you think Chinese Internet celebrities have?

Q2: What social responsibilities do you think Internet celebrities should fulfill?

The experts put forward their own opinions according to the research problems, and the opinions of the experts were summarized and distributed to the experts, so that the experts could compare their different opinions with those of others and modify their own opinions and judgments. The opinions of all experts for modification were collected, summarized and distributed to the experts

again for the second modification. The opinions of the experts were summarized through the collection of opinions and information feedback in three rounds. The summary table of expert opinions is shown in Table 4.

**Table 3: Basic Information Sheet of Expert Panel Members**

| No. | Gender | Professional | Professional Qualifications | Major                 |
|-----|--------|--------------|-----------------------------|-----------------------|
| 1   | Male   | Teacher      | Associate Professor         | Electronic Commerce   |
| 2   | Male   | Teacher      | Associate Professor         | Electronic Commerce   |
| 3   | Male   | Teacher      | Associate Professor         | Electronic Commerce   |
| 4   | Male   | Teacher      | Associate Professor         | Electronic Commerce   |
| 5   | Male   | Teacher      | Associate Professor         | Electronic Commerce   |
| 6   | Female | Teacher      | Associate Professor         | Electronic Commerce   |
| 7   | Female | Teacher      | Associate Professor         | Electronic Commerce   |
| 8   | Female | Teacher      | Associate Professor         | Electronic Commerce   |
| 9   | Female | Teacher      | Associate Professor         | Electronic Commerce   |
| 10  | Female | Teacher      | Associate Professor         | Electronic Commerce   |
| 11  | Male   | Teacher      | Associate Professor         | Ideology and Morality |
| 12  | Male   | Teacher      | Associate Professor         | Ideology and Morality |
| 13  | Male   | Teacher      | Associate Professor         | Ideology and Morality |
| 14  | Male   | Teacher      | Associate Professor         | Ideology and Morality |
| 15  | Male   | Teacher      | Associate Professor         | Ideology and Morality |
| 16  | Female | Teacher      | Associate Professor         | Ideology and Morality |
| 17  | Female | Teacher      | Associate Professor         | Ideology and Morality |
| 18  | Female | Teacher      | Associate Professor         | Ideology and Morality |
| 19  | Female | Teacher      | Associate Professor         | Ideology and Morality |
| 20  | Female | Teacher      | Associate Professor         | Ideology and Morality |
| 21  | Male   | Teacher      | Professor                   | Electronic Commerce   |
| 22  | Male   | Teacher      | Professor                   | Electronic Commerce   |
| 23  | Male   | Teacher      | Professor                   | Electronic Commerce   |
| 24  | Female | Teacher      | Professor                   | Electronic Commerce   |
| 25  | Female | Teacher      | Professor                   | Electronic Commerce   |
| 26  | Male   | Teacher      | Professor                   | Ideology and Morality |
| 27  | Male   | Teacher      | Professor                   | Ideology and Morality |
| 28  | Female | Teacher      | Professor                   | Ideology and Morality |
| 29  | Female | Teacher      | Professor                   | Ideology and Morality |
| 30  | Female | Teacher      | Professor                   | Ideology and Morality |

Source: Summary of basic information of expert group members

**Table 4: Summary of Expert Opinions**

| No. | Problem  | Feedback Summary   |
|-----|--|--|
| 1   | What social responsibility problems do you think exist among Chinese Internet celebrities? | Internet celebrity’s description of the product does not match the product the customer actually received                            |
|     |  | Internet celebrities fail to check the quality of products, resulting in poor quality products received by customers                 |
|     |  | Internet celebrities broadcast negative or vulgar content  |
|     |  | Internet celebrities cheat on the number of sales, inventory and audience in live broadcast rooms                                    |
|     |  | Internet celebrities create fake customer product reviews  |
|     |  | Internet celebrities hurled insults at viewers and peers   |
| 2   | What social responsibilities do you think Internet celebrities should fulfill?             | Internet celebrities should be objective to introduce the product  |
|     |  | Internet celebrities should guarantee the quality of products and check the quality of products in stock before live-streaming sales |
|     |  | Internet celebrities should be positive in their live content  |
|     |  | Internet celebrities should ensure that the data in the broadcast room is objective and effective                                    |
|     |  | Internet celebrities should ensure that customer product reviews are authentic and reliable  |
|     |  | Internet celebrities should improve their own quality  |

Source: Experts' final opinions are summarized

### Existing Problems

This paper collected expert group opinions through the Delphi method, and through the continuous modification of experts' opinions, it found that Chinese Internet celebrities have five aspects of social responsibility problems after the summary of opinions. The specific problems are as follows.

#### 1.1 The product description is inconsistent with the actual situation

At present, some web celebrity in order to attract consumers to buy their products, web celebrity in studio show the product is used in high-end and colorful products, or by light irradiation and zoom in with the product from illusion, the audience to mislead consumers to buy their products, customers receive products and web celebrity introduction of product information, such behavior of Internet celebrities violates social responsibility.

### 1.2 The quality of the product is not up to standard

In order to attract consumers to buy, Internet celebrities pursue sales volume and lower sales price. Therefore, Internet celebrities choose the lowest price suppliers in order to reduce costs. However, blindly reducing costs will most likely lead to product quality can not be guaranteed or products are fake. Some net celebrities do not check the quality of goods on the sale, it damages the interests of the majority of consumers, in violation of social responsibility.

### 1.3 The live broadcast content is negative and vulgar

Some Internet celebrity mammal hopes to attract the audience eye way to promote the popularity, thus improve product sales, therefore adopted a negative or low performance or for the audience to insult negative comments to attract audience attention, such as web celebrity this behavior to network environment has brought very bad influence, is the behavior of negative to fulfill social responsibility.

### 1.4 Live broadcast data falsification

In order to attract the audience to buy their products, some Internet celebrities create false data to attract the audience to buy their products by falsely increasing the number of viewers in the live broadcast room, leaving messages from the audience in the live broadcast room, selling the number of products, and reducing the number of products in stock. Such deception violates social responsibility.

### 1.5 Product evaluation fraud

Many viewers like to judge whether they need to buy the product by referring to previous customers' comments on the product while watching the introduction of the product by Internet celebrities. Internet celebrities seize the psychological characteristics of the audience, buy products through a large number of accounts, and then make false comments on the products, so as to deceive customers into buying the products, which violates their social responsibility.

## **Countermeasures to Improve the Social Responsibility Consciousness of Internet Celebrity**

### **1. Government Departments Are Stepping Up Supervision of Platforms and Internet Celebrities**

At present, in order to improve their popularity and attract more viewers to watch live broadcast on their platforms, some platforms allow Internet celebrities to conduct vulgar live broadcast on their platforms or turn a blind eye to their inappropriate remarks, which has brought adverse effects on the network environment. Therefore, the government should formulate relevant laws to strengthen the supervision of live streaming platforms, and strictly punish or shut down those platforms that connive at Internet celebrities' improper behaviors.

In addition to the supervision of platforms, government departments should also focus on the

supervision of influential and well-known Internet celebrities, so as to prevent improper remarks and bad behavior of Internet celebrities from having a direct negative impact on the audience. The government should also formulate relevant laws and regulations, require Internet celebrities to actively fulfill their social responsibilities through the authority of the law, and severely punish Internet celebrities for their immoral behavior and speech.

## **2. Livestreaming Platforms Strengthen Supervision of Online Celebrities**

On web celebrity and platforms in the government regulation and law at the same time, live online platform for web celebrity, formulate relevant rules and regulations and punishment mechanism, to the broadcast content negative pulp, sales, product quality is unqualified, inflated air flow rate and the false product evaluation violation of social responsibility to take a fine, confiscate the illegal income derived therefrom and titles, such as strict measures, Put an end to the negative performance of social responsibility of Internet celebrities.

## **3. The School Offers Courses on Social Responsibility Awareness**

In elementary school, middle school and university in the learning process in various stages, such as, schools should actively carry out social responsibility consciousness of training courses, education students to be honest and trustworthy, respect teachers, help the students, well-spoken, help the students from set up the correct outlook on life, values, world view and form a good sense of social responsibility, In the long run, it will help reduce the breach of social responsibility of Internet celebrities.

## **4. The Media Strengthened Publicity of Social Responsibility Awareness**

In daily life, newspapers, magazines, TV advertisements, news programs and online media should also strengthen the importance of social responsibility to carry out publicity. The media should positively publicize, commend and give material rewards to individuals and enterprises who actively fulfill their social responsibilities, and call on others to learn from those who actively fulfill their social responsibilities. The media should expose the individuals and enterprises who passively fulfill their social responsibilities and serve as negative teaching materials to warn the public to prevent the occurrence of negative behaviors.

## **5. Complaints from Audiences about Negative Social Responsibility of Internet Celebrities**

Government, media and network broadcast platform should be open, letters of complaint telephone complaints, network and other complaints channels, establishing the system and the complaint form of real-name system, encourage the audience to vulgar comments, selling products of

inferior quality low price, such as negative to fulfill social responsibility web celebrity, criticism and complaints, the complaint is true of the audience to give material reward and encourage others to learn, Online celebrities are encouraged to fulfill their social responsibilities through the supervision of the audience.

### Conclusions

After summarizing expert opinions through Delphi method, it is found that the social responsibility problems of Chinese Internet celebrities include inconsistent product introduction, unqualified product quality, negative and vulgar live broadcast content, fake live broadcast data and fake product evaluation. Therefore, the Chinese government should formulate a strict legal system for Internet celebrities, and the government, media, livestreaming platforms and the public should strengthen supervision over Internet celebrities to promote them to actively fulfill their social responsibilities. The media and schools should also strengthen the publicity and education of social responsibility awareness to enhance the public's sense of social responsibility and reduce the occurrence of online celebrities' negative fulfillment of social responsibility.

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## **RESEARCH ON THE PROMOTION STRATEGY OF THE LEADERSHIP OF COUNSELORS IN PRIVATE COLLEGES IN HENAN PROVINCE OF CHINA**

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**Abstract:** With the rapid popularization of Chinese higher education, with comprehensive university students' ideological and political level and life skills to get the attention of the whole society, college counselor is the university students' ideological and political education and daily life of the main manager, counselor rapid ascension to student's ideological and political level of leadership and life skills level play a crucial role. Therefore, this paper determines the elements of counselor leadership through literature review, takes private colleges and universities in Henan Province of China as the research object, uses open questionnaire survey method to determine the problems existing in private colleges and universities in Henan Province, puts forward solutions and draws relevant conclusions according to the existing problems.

**Keywords:** Henan China, Private Colleges and Universities, The Counselor, Leadership.

### **Introduction**

With the rapid popularization of higher education in China, people from all walks of life have paid great attention to the ideological and moral character, skill improvement, knowledge level and life skills of college students in their study and life. Among them, college counselors play an important role in students' ideological and political work and daily life management. Chinese private colleges as the use of state financial education funds for admissions and enrollment than public colleges and universities started running time is late, as a result, most of China's private colleges students in such aspects as ideological and moral and knowledge skills improve space is larger, the school teachers and counselor's leadership is to improve students' ideology and moral character and scholarship to the key. In college students' life, counselors are mainly responsible for all aspects of students' life, and their leadership level directly determines the improvement of students' ideological morality and life skills. To sum up, this paper takes private colleges and universities in Henan Province of China as an example to explore the problems existing in the leadership of college counselors and the solutions, and finally

puts forward conclusions.

### Literature Reviews

In this paper, the relevant concepts of Henan Province, private colleges and universities, leadership and college counselor leadership are elaborated, and the components of college counselor leadership are summarized, as shown in Table 1.

**Table 1: Summary of Concepts and Elements Related to The Leadership of Counselors in Henan Private Colleges and Universities**

| Previous Studies                 | The Research Content            | Specific Research Findings   |
|----------------------------------|---------------------------------|--|
| Song Xu & Min Gao, 2012          | Henan Province, China           | Located in central China, Henan province covers an area of 167,000 square kilometers, ranking 17th in China. Zhengzhou is the capital of Henan Province.   |
| Ministry of Education, PRC, 2020 | Private Colleges                | Privately-run colleges and universities refer to institutions of higher learning and other educational institutions run by enterprises, institutions, social organizations and other social organizations as well as individual citizens with non-state financial educational funds. |
| Chemers, M.1997                  | Leadership                      | Leadership refers to the ability to improve the efficiency of the whole group by making full use of human resources within the scope of jurisdiction and achieving the required things at the lowest cost under objective conditions.  |
| Chin, Roger.2015                 | College Counselor Leadership    | Counselors teach students to set up correct outlook on life and values through their own power as teachers and their ideological and political knowledge and noble moral character.  |
| Guoying Hu, 2011                 | Institutional Leadership        | The ability of college counselors to implement the efficient management system and norms to control and influence students, and college students to unconditionally obey the counselors' compulsion control behavior.  |
| Shengnan Li, 2019                | Knowledge, Morality, Leadership | College counselors have a positive influence on students' ideological and moral character, life style and professional skills through their own excellent ideological and moral character, positive life style and rich knowledge and education ability.                             |

### **1. Henan Province, China**

Henan Province, located in central China, is a first-class administrative region of the People's Republic of China with an area of 167,000 square kilometers, ranking 17th in China. Zhengzhou, the capital of Henan Province, is located in the north of the central part of Henan Province (Xu Song & Gao Min, 2012).

### **2. Concept of Private Universities**

Private colleges refers to the enterprises, institutions, social organizations and other social organizations and individual citizens using the state financial education funds, geared to the needs of society at the institutions of higher learning and other institutions of education, the education level including specialized subject, undergraduate and graduate education, contains independent set of private higher schools and colleges (Ministry of Education of the People's Republic of China, 2020).

### **3. Concept of Leadership**

Leadership refers to the ability to improve the efficiency of the whole group by making full use of human resources within the scope of jurisdiction and achieving the required things at the lowest cost under objective conditions. Leadership is the ability of an individual or organization to lead other individuals, teams or the entire organization. It is a research field in sociology as well as a practical skill (Chemers, M.1997).

### **4. The Concept of College Counselors' Leadership**

The leadership of college counselors means that the counselors educate students to establish correct outlook on life and values through their teachers' power, ideological and political knowledge and noble moral character. Help students establish correct ideological and moral consciousness in life. Academically, students should be urged to master professional skills with high quality and better apply the professional skills they have learned to their future jobs. Promote students to set short - and long-term career planning goals and achieve life value (Chin, Roger.2015).

### **5. Components of College Counselors' Leadership**

#### **5.1 Institutional leadership**

Institutional leadership refers to the ability of college counselors to implement efficient management systems and norms to control and influence students, and college students to unconditionally obey the behavior of counselors' mandatory control (Hu Guoying, 2011).

#### **5.2 Knowledge, morality, leadership**

Intellectual and moral leadership refers to that college counselors exert a positive influence on

students' ideological and moral character, life style and professional skills through their excellent ideological and moral character, positive life style and rich knowledge and education ability (Li Shengnan, 2019).

### Problems Existing in The Leadership of Counselors in Private Colleges in Henan Province, China

This paper adopts the method of issuing open questionnaires to conduct a sample survey on the counselors in 12 private colleges and universities in Henan Province of China. The sampling method adopts the cluster sampling method, that is, the 12 private colleges and universities in Henan Province, randomly distribute questionnaires to 5 counselors in each private college, and a total of 60 questionnaires are issued. The questionnaire questions are as follows:

Q1: What problems do you think exist in the leadership of counselors in private colleges in Henan Province?

Q2: How do you think the problems of guidance counselor leadership should be solved?

**Table 2: Problems and Solutions of Counselors' Leadership**

| <b>Problems Existing in Counselor Leadership</b> | <b>The Number of People Who Present the Problem</b> | <b>Percentage of The Number of Valid Questionnaires</b> | <b>Countermeasures</b>   |
|--|---|---|--|
| Guidance counselor management is too coercive    | 34  | 60.71%  | To establish a scientific and effective management system for counselors; Strengthen the training of counselors; We will improve the assessment standards for the management of counselors |
| Counselors abuse their power                     | 28  | 50.00%  | To establish a scientific and effective management system for counselors; Strengthen the training of counselors; Carry out supervision activities for counselors                           |
| Counselors lack moral awareness                  | 23  | 41.07%  | To establish a scientific and effective management system for counselors; Strengthen the training of counselors  |
| Counselors have a low level of knowledge         | 19  | 33.93%  | Strengthen the training of counselors  |
| Lack of emotional care for students              | 15  | 26.79%  | To establish a scientific and effective management system for counselors; Strengthen the training of counselors; Clarify the promotion mechanism for counselors                            |

Source: Summary of questionnaire results

A total of 58 questionnaires were recovered from the 60 questionnaires issued. Two invalid questionnaires were removed and a total of 56 valid questionnaires were collected. The 56 valid questionnaires were sorted out and summarized, and the results were shown in Table 2.

### **1. Counselors' Management of Students Is Too Coercive**

At present, counselors in private colleges in Henan province interfere with students' schedules, entertainment activities, love affairs, etc., or force students to participate in various activities. In terms of participating in activities, counselors did not provide students with correct guidance and encouragement, but only to complete activities assigned by superior leaders. Students could not improve their communication skills, practical ability and comprehensive quality in activities, and the class could not get a sense of collective honor and pride. In daily life, counselors do not carry out psychological counseling for students, do not mediate the internal contradictions of students, and do not carry out correct guidance to students' love view. Counselors' coercive or negligent management of students in activities and life leads to students' negative emotions towards counselors' management methods, which has a negative impact on counselors' leadership.

### **2. Counselors Abuse Their Power**

Part of counselors in order to increase their income, tissue make-up examination fees charged to students or professional training courses training fee, is more serious charge students' money to modify the final examination results, this kind of abuse behavior a serious breach of the school and the relevant provisions of the state, the side also reflects the school regulation of counselors. Some counselors organize students to participate in social practice activities such as factories and companies without the consent of superior leaders. Students work in factories or companies, and counselors cooperate with factories or companies and earn income from them. Such abuse of power and violation of school rules and regulations by counselors will have a negative impact on counselors' leadership.

### **3. Counselors Lack Moral Awareness**

Due to not learn knowledge about psychology counselors and school nor a professional training of instructors, as instructors facing students make mistakes, often using relatively rough way to punish students, undertake to the student to abuse, for example, punish students too much labor, or will be his life brings her release in the student body, they did not correct the mistakes made by the students, nor did they guide the students how to correct the mistakes actively. Counselors' harsh parenting style can have a negative impact on counselors' leadership.

#### **4. Counselors have low knowledge level**

Some instructors because just graduated from college, the students learn professional in-depth understanding, not on students' ideological education work without a valid value, the counselor's management level and the low level of learning, not effective management of life and learning guidance to students, students of simple life or moral issue put forward by the counselor, counselor can't effectively answer, These problems also reflect that the school's training for counselors before taking up the post is not in place, and the school's lack of detailed guidance on how counselors carry out students' work on learning and life leads to a significant decline in counselors' leadership.

#### **5. Lack of Emotional Care for Students**

Part of counselors is only focus on things on the work, for students in learning and living things indifferent, not to the student of class situation, dormitory accommodation, relationship between students and students collective activity, employment prospects and intend to positive attention and guidance, students cannot feel the counselor to student's positive attitude, The counselors' negative work attitude and lack of emotional care for students will reduce students' favorable impression on the counselors, thus reducing the counselors' leadership.

### **Countermeasures to Improve the Leadership of Private College Counselors in Henan Province, China**

#### **1. Establish A Scientific and Effective Management System for Counselors**

College counselors play a vital role in the success or failure of ideological and political education for contemporary college students, who have problems such as Internet loans, Internet addiction, truancy, and not listening carefully in class. In addition to the student work, the counselor needs to give feedback to the college leaders, deal with the instructions given by the college leaders, and coordinate with other departments of the school. Therefore, counselors are the backbone of the operation of colleges and universities. When schools and students encounter difficulties, counselors should rush to the scene to solve problems. In dealing with busy affairs, if the counselors lack the corresponding management norms or the management norms are not perfect, it is inevitable that there will be adverse consequences. Therefore, colleges and universities should further clarify the responsibility and scope of the work of the counselors, avoid the work that does not belong to the counselors to be handled by the counselors, resolutely safeguard the interests of the college counselors, improve the salary of the counselors, and stimulate the counselors' leadership power to the students.

## **2. Improve the Assessment Standard of Counselor Management**

First of all, colleges and universities should have a correct attitude to assess instructors. In the process of assessment, we should focus on observing whether the measures taken by counselors are effective and whether the process and results are recognized by students and school leaders. The assessment process should not be too rigid, and the requirements for counselors should not be too harsh, or even deliberately difficult.

Second, schools should be scientific and reasonable formulation of the counselor, the assessment index should not be don't belong to the counselor's work to a counselor for processing, large and complex work will lead to the counselor will only work for work and won't go to pay attention to the quality of work, will not go to think more before whether there was a mistake at work and in need of improvement. Therefore, before formulating assessment indicators, the school should hold a meeting and invite counselors to attend the meeting so that counselors can put forward relevant opinions on the formulation of assessment indicators. For reasonable opinions, the school should actively adopt them. After the assessment indicators are established, they should not be implemented in a rush. Before implementation, another meeting should be held to invite counselors to discuss whether the assessment indicators are feasible. If feasible, the assessment indicators should be implemented, and if not, they should be modified.

Finally, we should actively implement the counselor's reward and punishment system. At present, most colleges and universities reward and punish counselors according to their assessment indicators and length of service, and pay little attention to their performance in other aspects. As a result, counselors are more utilitarian and pay little attention to humanistic care for students and colleagues. Therefore, when implementing the reward and punishment system for counselors, the school should pay more attention to the evaluation of students and colleagues on counselors' working attitude, enthusiasm, work achievements, student care and colleague relationship, and reward counselors with good performance to promote their enthusiasm for work.

## **3. Clarify the Promotion Mechanism for Counselors**

At present, the leaders of many colleges and universities in China do not pay enough attention to the construction of the counselor team, and the policy formulation is not in place. Some colleges and universities even have the strange phenomenon that the documents formulated by the previous leaders are no longer implemented once the new leaders take office. At the grass-roots level at the same time, because the counselor for a long time, the contact object is mainly college students and college leaders, contact with school leaders and some power department is relatively small, for school leaders, leaders of the counselor's work is not very familiar with, the leading cadres in universities in the process of making is often a disadvantage, greatly influenced the counselor's work enthusiasm. Colleges and

universities should try their best to straighten out the promotion and development mechanism of counselors, protect their enthusiasm for work, and promote the leadership of counselors. For the promotion of counselors, colleges and universities should encourage counselors to be based on the long-term development of their positions and clarify the maximum benefits counselors can enjoy. For the promotion of professional title, colleges and universities should specify that counselors can participate in the promotion of administrative positions and participate in the evaluation of professional titles as teachers of ideological and political education, and the evaluation indexes should be listed separately, not accounting for the evaluation indexes of professional teachers. Taking these measures can help to enhance the work enthusiasm of counselors, motivate them to work hard and achieve excellent results.

#### **4. Strengthen the Training of Counselors**

In the work of counselors, we need to face all kinds of problems and difficulties existing in students, and organize activities to improve students' practical ability and ideological morality according to the requirements of the school and the actual situation of students. Therefore, in order to improve students' practical ability and ideological morality and become the talents needed in the society, counselors themselves need to have high ideological morality and educational ability. However, most college counselors in China have just graduated from college, and their ability to manage and educate students is limited. If the counselors' working ability is weak, students will naturally question their leadership. In terms of ideological and political education of counselors, no matter whether the counselor for the ideological and political fields, its mastery of the knowledge reserve is limited, when students ask questions instructors cannot answer or ideological and political education is too extreme, hard to avoid can let students thought education level question of counselor, counselor to better education of students in the next work. As a result, the school should actively develop counselor training education work, enhance counselors related knowledge in the field of pedagogy, management, etc, should be more aware of social hot spots as well as the students learn professional knowledge, the social hot spots and studies the combination of relevant professional students, the instructor of knowledge level and professional reserves have substantially improve, Only in this way can students more firmly believe in the leadership of counselors and follow the guidance of counselors.

#### **5. Carry Out Supervision Activities on Counselors**

At present, some counselors to student's education work there are still problems, such as beat and scold students, forcing the students to do things, bad working attitude, work style is low, and poor motivation wrongdoing, students in the face of the counselor's tough stance often take tolerance, in the long term, however, the counselor's leadership will not be convinced by the students, Students' ideological and political level and practical ability will not be substantially improved, which will



eventually lead to negative behaviors of students, thus forming a vicious circle. Therefore, school students and college should be taken to "double supervision" the leadership of the supervision mechanism, for misconduct counselors, students can use the way such as network anonymous complaints to report, to college or school leaders for verification report, the school and college leaders in criticizing to the counselor education and urged it to apologize and to correct, Schools should take the more serious problems committed by counselors more seriously.

### **Conclusions**

The improvement of leadership can help the members of the organization gain confidence in the leader, and the correct use of leadership by the leader can help other members of the organization firmly follow the strong determination of the leader, and promote internal unity and development in a better direction. In college work, the instructor is the closest position to the students, but also the key position to determine the success or failure of students' ideological education and study practice. Therefore, in order to realize the goal of education in the country having both ability and political integrity, counselors need according to the responsibilities and requirements of college students' education work, continuous learning ideological and political and management knowledge, improve the management ability and professionalism, with communication and exchanges between students, give students humanistic care, so as to promote the counselor's leadership.

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## **HOW DO ACCEPTANCE OF GREEN ADVERTISING IMPACT GREEN PRODUCT PURCHASE INTENTION? THE MEDIATING ROLE OF CONSUMER TRUST**

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**Abstract:** The aim of this study is to test the relationship between acceptance of green advertising on social media and consumer green product purchase intentions, along with the mediating role of consumer trust. This research employed an empirical study using online questionnaire survey method to verify the hypotheses. Data were obtained from 427 Chinese consumers who know and are interested in buying green products, aged over 18 years old and have a minimum high school education using a snowball sampling method. The hypothesized relationships were tested using structural equation modeling (SEM) procedure. The results showed that (1) acceptance of green advertising on social media had a significant positive impact on green product purchase intention; (2) acceptance of green advertising on social media had a significant positive impact on customer trust; (3) consumer trust had a significant positive impact on green product purchase intention, and (4) consumer trust had a partial mediating effect on the relationship between acceptance of green advertising on social media and green product purchase intention. The findings of this study provided theoretical guidance for green advertising by enterprises and the establishment of customers' trust in the green attributes of products.

**Keywords:** Advertising, Green Products, Purchase Intention, Social Media, Trust.

### **Introduction**

Nowadays, green consumption has become a focus for consumers and businesses to address environmental issues (Lacy & Hayward, 2011; Gonçalves et al., 2016; Tariq et al., 2019). Increasingly, consumers are now taking environmental considerations into account when making consumption decisions, changing the competitive landscape of the contemporary marketplace and prompting companies to think green (Grinstein & Nisan, 2009). More and more companies are aware of the promising market for green products and are willing to promote them (Kotler, 2011; Akehurst et al., 2012; Gonçalves et al., 2016). To promote green products, companies have increased their investment in green marketing and have highlighted the importance of social media (e.g., WeChat, Weibo, Twitter)

in promoting green products. Social media plays a considerable important influence in shaping consumers' attitudes and purchase intentions towards green products (Huang, 2016; Zhang et al., 2018. Zhao et al., 2019). Green advertising is one of the important ways of green social media marketing, where the green features and characteristics of green products are a persuasive selling point. Previous research has shown that the green selling points of products could attract consumers to purchase these green products (Hartmann & Apaolaza-Ibañez, 2009). Although many companies are trying to gain market share by posting green advertising campaigns on social media, consumers' reactions to green advertising are complex.

For consumers, the idea of green consumption is hampered by a general lack of trust in green advertising among many people. In addition to companies using green advertising to promote green products, green label certification is one of the common means by which companies promote green products. Green labelling is a way for advertisers to attempt to provide accurate, relevant and important information about green products, which allows purchasers to make purchasing decisions taking into account human health and environmental factors. Green labels are an easy way for individuals to identify green products from ordinary products, and are therefore essential for consumers to understand the environmental context of green-labelled products or services, which allows them to differentiate green products and change their preferences for green-labelled products at this stage (Göçer & Sevil Oflaç, 2017). Therefore, green labelling is not only essential for the protection of the environment, but also for green purchasing behavior (Gallastegui, 2002).

Although green advertising on social media promotes green purchasing behavior, consumers do not make green purchases immediately after receiving a green ad, and acceptance of green advertising varies from person to person. Signaling Theory is a popular theory for understanding the cognitive factors that consumers use to purchase green products (Atkinson & Rosenthal, 2014). Based on Signaling Theory, the main factor consumers consider when making rational decisions is the level of information and trust they have when choosing a green labelled product. In the case of information deficiencies, consumers will evaluate green products and services based on misleading or otherwise incomplete green information or advertising (Boulding & Kirmani, 1993). Signals are only effective if consumers perceive them to be both useful and trustworthy (Boulding & Kirmani, 1993). Consumer trust in green products was undermined by early misleading environmental propaganda (Chen & Chang, 2013), commercial scandals (Choi et al., 2007) have been undermined. As a result, consumers fear being deceived by green advertising (Peattie & Crane, 2005). Therefore, on the one hand, consumers have to obtain effective information from green advertising to make decisions, and on the other hand, they are afraid of being deceived by green advertising because of some misleading propaganda in green advertising. Due to the ambivalent nature of trust in green advertising, it is significant to understand how consumers respond to green advertising. This study will attempt to discuss the impact of green

advertising acceptance in social media marketing on consumers' green product purchase intention, and consider the mediating effect of consumer trust to examine how green advertising influences consumers' green purchasing behavior.

## **Literature Reviews**

### **Signaling Theory**

Signaling theory provides an explanatory mechanism for an identity seal or green label to confirm the credibility of an advertiser's environmental claim, thereby improving the source of the claim and the consumer's willingness to purchase the product (Erdem & Swait, 1998). Research in information economics mention (Spence, 1973) that individuals (buyers) in the marketplace are at a disadvantage compared to manufacturers (sellers) and thus that consumers, faced with information deficiencies, are bound to evaluate products and services based on incomplete and misleading information. Often, sellers have more or better information and consumers inevitably rely on cues or signals to assess the quality of a product in this asymmetrical information environment (Kirmani & Rao, 2000).

Signal represents a piece of information that is controlled by the marketer and can be easily accessed by consumers outside of the product itself to infer the quality or value of the product (Bloom & Reve, 1990). Signals such as product warranties, green advertising and the like may be the behavior or strategy of the seller (Kirmani & Rao, 2000). Advertising is a signal because it minimizes risk and reduces consumer ignorance (Stigler, 1961), but consumers are less likely to use signals as a repository of important information when they question their credibility (Boulding & Kirmani, 1993). The form of green labeling or certification allows consumers to have some confidence in the credibility of these claims and helps build consumer trust (Hansen & Kull, 1994). Ultimately, consumers rely on signals for internal cognition and finally decide whether to purchase a green product or service in this asymmetrical information environment.

### **Acceptance of Green Advertising on Social Media and Green Product Purchase Intention**

Green advertising refers to advertisements that typically emphasize the overall environmental benefits associated with the purchase of a specific product, such as reducing greenhouse gas emissions, reducing water pollution, and promoting biological interpretation (Nyilasy et al., 2014). Green advertising acceptance in this study refers to the extent to which consumers accept green advertising in social media. When consumers are exposed to green ads on social media, their feelings and judgments are formed, which will influence consumers' attitudes toward the green ads themselves and their beliefs about green brands or green products (Bailey, Mishra, & Tiamiyu, 2016). Green advertising can enhance consumers' understanding of green products, promote green products, and increase their

willingness to buy green products. According to Irwin and Naylor (2009), when consumers form product considerations by excluding alternatives, they place more emphasis on green attributes. When consumers are aware of the green attributes of products from green advertisements, they are more likely to purchase these products (Hartmann & Apaolaza-Ibáñez, 2013). Previous research has shown that green advertising aims to influence consumers' purchasing behavior by encouraging them to purchase products with green labels and making them aware of the positive impact of their purchases on themselves and the environment (Rahbar & Wahid, 2011). Therefore, the higher consumers' acceptance of green advertising, the higher their understanding of green products is likely to be and the higher their willingness to purchase green products (Chang et al., 2015). Therefore, we propose the following hypothesis:

H1: Acceptance of green advertising positively affects consumers' green products purchase intention.

#### **Acceptance of Green Advertising on Social Media and Consumer Trust**

Trust is willingness to rely on another party based on the expectation of the other party's ability, reliability, and kindness (Ganesan 1994). Trust refers to the belief that the other party's words, deeds, or promises are reliable, and that they perform their obligations in an exchange relationship (Leonidou et al. 2011). Trust consists of three beliefs: integrity, kindness, and competence (Schurr & Ozanne, 1985). Rousseau, Sitkin, Burt and Camerer (1998) noted that trust was a psychological state with an intention to accept vulnerability based on the positive expectation of the behavior or intention of another party, and that trust was a direct driving force of consumers' purchase intention. In general, companies build trust in green products through green advertising in social media, which are the primary source of information that influences consumers' green products purchase intention. When individuals are more receptive to green advertising in social media, they are more likely to trust green products. If a company can provide evidence of a green product in its green advertising in social media, such as a green label, then it will have more credibility with consumers than it claims. Previous studies have shown that green labels certified by third parties are reliable, especially those certified by public institutions (Janssen & Hamm, 2012; Noblet & Teisl, 2015). Some companies use green labels to distinguish their green products from ordinary products, which can lead to a higher level of consumer trust in these green products. Therefore, the following hypotheses are proposed:

H2: Acceptance of green advertising positively affects consumers' trust towards green products.

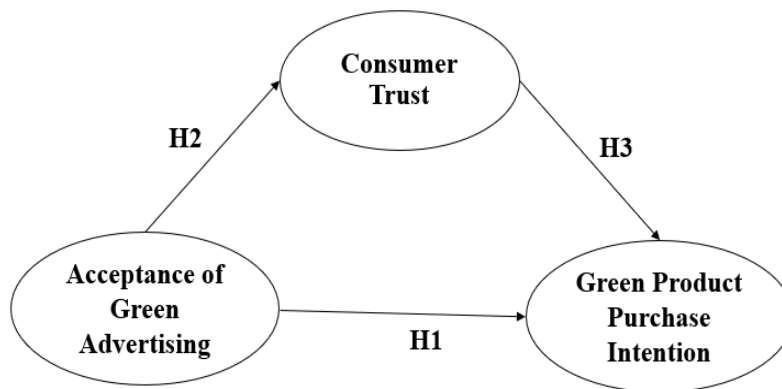
#### **Consumer Trust and Green Product Purchase Intention**

As indicated by Chen (2010), green product purchase intention expressed as “the likelihood

that a consumer would buy a particular product resulting from his or her environmental needs.” To the extent green consumption is the concern, many prior works have depicted associations between trust of green products and purchase intention (Chen & Chang, 2013; Kang & Hur, 2011). Everard and Galletta (2005) presented the positive relation of trust in online store and consumers’ intention to buy from an online store. Lu et al. (2010) indicated a positive relation of customer trust and buying intention. Lee and Lii (2012) showed that perceived fairness would lead to building strong consumer trust that would result in higher purchase intention. Gil and Jacob (2018) revealed that green trust can promote consumers’ green product purchase intentions. Thus, consumer trust is a determinant factor of purchase intention (van der Heijden et al., 2003). Hence, the following hypothesis is proposed:

H3: Consumer trust has a positive impact on green product purchase intention.

Based on the literature review and hypotheses, this research framework is illustrated in Figure 1.



**Figure 1: Conceptual Framework**

## Methodology

### Population and Sampling

The population comprises individuals in Zhengzhou City, Henan province, China, who know and are interested in buying green products, aged over 18 years old and have a minimum high school education. The reason is that individuals over this age are well known for purchasing products and are also able to make their decision to choose the right item among the many options available. Individuals with at least a high school education are expected to know the importance of using environmentally oriented products. The sample size was calculated using Cochran’s formula at a confidence level and error term of 95% and 5 %, respectively (Cochran, 1977). The sample size was 385 after calculating.

### Data Collection

The type of research is quantitative research. A web-based online survey was used to collect the data. The questionnaire was developed based on the comprehensive literature review. Since the

target respondents in this study belong to relatively hard-to-reach populations in Zhengzhou, after a pilot test with 30 respondents, the snowball sampling technique was used to collect the data. At last, 456 questionnaires were returned. After eliminating incomplete or questionnaires with inaccurate data, 427 valid questionnaires were obtained.

### **Measurement Development**

The questionnaire was divided into two parts. The first part of the questionnaire contains demographic information, including questions such as: gender, age, education, occupation, and monthly income. The second part contained 12 items designed to measure three constructs including acceptance of green advertising, consumer trust and green product purchase intention. Each construct was rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The items in the questionnaire were developed by adapting measures validated by other researchers or by converting the definitions of the constructs into the form of a questionnaire. There are four items used to measure the acceptance of green advertising and they are adapted from do Paço et al. (2012). There are four items used to measure consumer trust and they are adapted from Thøgersen et al. (2015), Nuttavuthisit and Thøgersen (2017). There are four items used to measure the green product purchase intention and they are adapted from Sun et al. (2017) and Wang et al. (2018).

### **Research Findings**

#### **Descriptive Analysis**

A majority of the respondents was females. More than 70 percent of the respondents were aged between 18 and 40 years with regard to age group. Most respondents are single, with bachelor's degrees or higher and have relatively low levels of income.

#### **Reliability and Validity Analyses**

Reliability is “an assessment of the degree of consistency between multiple measurements of a variable” (Hair et al., 2013, pp123). The Cronbach's alpha was used to measure reliability of the measures. As per Hair et al. (2013) the value of Cronbach's alpha coefficient of 0.7 was taken as the threshold level in order to ensure the stability and consistency of the instruments. According to Table 1, the Cronbach's alpha value of all constructs were above 0.7. Hence, the reliability of the construct is established.

Validity focuses on identifying, extent to which the research concept is correctly represented by the measures (Hair et al., 2013). Construct validity was measured by utilizing convergent validity and discriminant validity. Convergent validity was assessed with Composite Reliability (CR), Factor

Loadings and Average Variance Extracted (AVE). If the value of CR reached 0.7 or above, and the value of factor loadings and AVE both reached 0.5 or above, the measurement model has good convergence validity ((Hair et al., 2013). As per Table 1, all indicators met the standard, indicating that the measurement model in this study had good convergent validity. In order to determine discriminant validity, square root of AVE of each construct was compared to the squared correlations of other constructs. From Table 2, it is evident that square root of AVE value of each construct is greater than the squared correlations of this construct to any other construct. Hence, the discriminant validity is established (Hair et al., 2013).

**Table 1: Results of Validity and Reliability Analysis**

| Factors                                | Indicators | Factor Loadings | AVE   | CR    | Cronbach's Alpha |
|--|------------|-----------------|-------|-------|------------------|
| Acceptance of Green Advertising (AGA)  | AGA1       | 0.813           | 0.595 | 0.854 | 0.772            |
|  | AGA2       | 0.723           |       |       |                  |
| Consumer Trust (CT)                    | AGA3       | 0.717           | 0.626 | 0.870 | 0.801            |
|  | AGA4       | 0.827           |       |       |                  |
|  | CT1        | 0.774           |       |       |                  |
|  | CT2        | 0.830           |       |       |                  |
| Green Product Purchase Intention (GPI) | CT3        | 0.791           | 0.715 | 0.909 | 0.867            |
|  | CT4        | 0.770           |       |       |                  |
|  | GPI1       | 0.848           |       |       |                  |
|  | GPI2       | 0.865           |       |       |                  |
|  | GPI3       | 0.867           |       |       |                  |
|  | GPI4       | 0.839           |       |       |                  |

**Table 2: Discriminant Validity of Scale Test**

| Construct | Mean | S.D. | AGA    | CT     | GPI   |
|-----------|------|------|--------|--------|-------|
| AGA       | 4.14 | 0.54 | 0.771  |        |       |
| CT        | 3.71 | 0.75 | 0.37** | 0.791  |       |
| GPI       | 3.87 | 0.65 | 0.57** | 0.38** | 0.846 |

\*p < .05; \*\*p < .01; \*\*\*p < .001

### Measurement Model Analysis

If the implied covariance structure of the model is similar to that of the sample data, as implied by the acceptable value of the goodness of fit index (GFI), the model is considered appropriate (Cheung & Rensvold, 2002). We firstly verified and evaluated the measurement model and then analyzed and fitted the structural model. According to the data in Table 3, all the required values of fit indexes were



within the recommended range. The value of  $\chi^2/df$  in the current study measurement model was 2.801, which is less than 3. The value of goodness of fit index (GFI) should be higher than 0.90, and in this case its value was 0.935, which was within the range of the recommended value. RMSEA is 0.047, which is smaller than the minimum standard of 0.05. The value of AGFI was 0.836, which within the recommended range. CFI is 0.941 and NFI is 0.920, both of which are greater than the minimum standard of 0.9 (Kline, 2011). Therefore, all the resultant values were significant and above the acceptable range, and the model was a good fit.

**Table 3: Fit Indices of Measurement and Structural Models**

| Fit indices       | $\chi^2/df$ | GFI   | AGFI  | CFI   | NFI   | RMSEA |
|-------------------|-------------|-------|-------|-------|-------|-------|
| Recommended       | <3          | >0.9  | >0.8  | >0.9  | >0.9  | <0.05 |
| Measurement Model | 2.806       | 0.934 | 0.837 | 0.943 | 0.922 | 0.047 |
| Structural Model  | 2.801       | 0.935 | 0.836 | 0.941 | 0.920 | 0.047 |

### Results of Hypotheses Testing

Path coefficients demonstrate relationships among factors within the research model as shown in Table 4. All relationships are statistically significant in the final structural model. Concerning H1, a significant positive relationship was observed between acceptance of green advertising on social media and green product purchase intention ( $\beta = 0.648$ ,  $p < 0.001$ ), thus, supporting H1. Similarly, a significant positive relationship existed between acceptance of green advertising and consumer trust ( $\beta = 0.604$ ,  $p < 0.001$ ), Hence, H2 was supported. In addition, consumer trust was significantly correlated with green product purchase intention ( $\beta = 0.221$ ,  $p < 0.01$ ), which was consistent with the theoretical expectations and provides preliminary support H3.

**Table 4: Test Results of Research Hypothesis**

| Hypothesis | Path    | Path Coefficient ( $\beta$ ) | T value | P   | Results   |
|------------|---------|------------------------------|---------|-----|-----------|
| H1         | AGA→GPI | 0.648                        | 9.60    | *** | Supported |
| H2         | AGA→CT  | 0.604                        | 9.56    | *** | Supported |
| H3         | CT→GPI  | 0.221                        | 6.18    | **  | Supported |

\* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$

### Mediation Analysis

Hayes' process was used to test the mediating effect of consumer trust, and bootstrap method was used to test the significance of the mediating effect. Under the 95% bias-corrected bootstrapping confidence interval, 5000 samples were used to determine whether there was a mediating effect. The mediating effect was formed if there was no zero between the upper and lower limits of the bias-corrected confidence interval (Hayes, 2009). The mediating effect of consumer trust is presented in

Table 5. The results revealed that consumer trust plays a significant partially mediating role in the impact of consumer trust on consumer acceptance of green advertising on social media on consumer green product purchase intention, with 95% confidence interval of (0.151, 0.327), excluding zero.

**Table 5: Test Results of Mediating Effect**

| Paths            | Effect | Bootstrapping 95% Confidence Interval |       | Effect Proportion |
|------------------|--------|---------------------------------------|-------|-------------------|
|                  |        | Lower                                 | Upper |                   |
| Mediating effect | 0.33   | 0.151                                 | 0.327 | 41.77%            |
| Direct effect    | 0.46   | 0.326                                 | 0.564 | 58.23%            |
| Total effect     | 0.79   | 0.528                                 | 0.761 |                   |

## Conclusions

### Discussions

The aim of our study was to examine the relationship between acceptance of green advertising on social media and consumer green product purchase intentions, meanwhile, we also examine the mediating role of consumer trust in the relationship between acceptance of green advertising and green product purchase intentions. The results show that the acceptance of green ads on social media has a positive impact on green products purchase intention, as green advertising highlight that green products can be beneficial to the environment. Furthermore, although many previous studies have mentioned that consumers are skeptical of green advertising in social media, this study demonstrates that consumers' acceptance of green advertising on social media has a significant positive impact on consumer trust. The results are consistent with the findings of Nuttavuthisit and Thøgersen (2017). Green advertising plays an important role in promoting green products. Consumers who are influenced by green advertising are more likely to be aware of environmental issues and believe that their behavior has an effect on the environment. Green advertng on social media contain content about where to buy green products and how to differentiate these products from regular products. Thus, the acceptance of green advertising on social media is positively correlated with consumer trust. Finally, this study also confirms that consumer trust is significantly and positively related to green purchase intentions, and the results are consistent with the findings of Nuttavuthisit and Thogersen (2017). The current consumer understanding of green products is still narrow. When confronted with actual choices in stores, consumers may be less willing to make green purchases if they lack trust in the green products. This distrust may be directed at merchants or, more controversially, may be directed at the systematic certification and labeling of certified green products (Castka & Corbett, 2014). Some consumers are skeptical of products with green labels because they see no benefit in these products and believe that it is only an environmentally friendly product that the company claims. In this case, we can imagine that

consumers' willingness to buy green products may increase when they gain a higher level of trust and a better understanding of green labels and green products, especially their advantages in terms of environmental protection.

### **Implications**

First, this study confirms that acceptance of green advertising on social media positively affects consumers' green products purchase intention. This finding could motivate companies to appropriately focus their green campaigns and initiatives on consumers. For example, companies can take steps to target green advertising to specific consumers on social media to develop and educate consumers about green labels and green products so that they can clearly see the unique benefits of green products and further increase consumer understanding and acceptance of green advertising on social media.

Furthermore, the acceptance of green advertising on social media positively affects consumer trust, which means that companies should provide consumers with more educational knowledge about green labels and green products in their green advertising. Companies should pay more attention to educating their target customers through social media green advertising and communicate more specific rather than general messages, such as how to distinguish green labels and the knowledge and skills to buy green products. Companies should understand that consumers appreciate genuine corporate behavior. Companies should communicate effectively with its customers, trying to demonstrate and convince them that the company's sincere efforts in sustainability. To increase consumer trust, the company should promote a positive image of green products to consumers. More importantly, companies should disclose all information necessary to support the environmental benefits and performance of their green products in existing resources (e.g., product packaging, promotional materials) or other resources (e.g., environmental and corporate social media accounts) to achieve a truly green positioning for their products.

Finally, the role of government is also critical to further promote the development of green products. First, to encourage the development of green products, the government should develop more relevant policies and regulations. For example, the government should provide companies with easier access to information about how to certify green labels. As long as companies meet the certification criteria, they can effectively complete the certification. In addition, the government can provide more subsidies for companies to encourage them to develop green products and give appropriate incentives to consumers to encourage them to buy green products. Moreover, the government should use public platforms to promote a positive image of green products to potential consumers. The government can emphasize the benefits of green products for the environment and individuals to encourage consumers' desire to purchase green products. Meanwhile, the government could also consider introducing appropriate, straightforward and consistent green labels so that consumers have a clear reference point

for the environmental characteristics of each green product. In this way, consumers may begin to alleviate some of their doubts about green products and trust them.

### **Limitations and Recommendations for Further Research**

This study has several limitations. Firstly, this study lacks a specific qualification of green product categories. Future research could investigate specific green products and compare consumer purchase intentions among different green products. Secondly, this study focuses only on green products purchase intention; further research could investigate the actual purchasing behavior of green products to gain more insight into trends in actual purchasing decisions. Lastly, this research samples are all from Henan Province, China. For future studies, data can be collected in a broader scope and empirical analysis can be conducted with a larger sample to further enhance its generalizability.

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**MANAGEMENT AND LEADERSHIP IN SOCIALLY RESPONSIBLE  
BUSINESSES REALITY IN VIETNAM****Tran Anh Dung<sup>1\*</sup>**<sup>1</sup>Van Hien University, Vietnam

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**Abstract:** From the 1960s onwards, the issue of corporate social responsibility has increasingly attracted attention not only from social organizations, governments, researchers, but also by entrepreneurs. and customers, even ending users. More and more people around the world in general and Vietnam in particular, think that companies must be responsible for morality for their employees and the whole society. This article presents the results of practical research on social responsibility implementation at Vietnam Dairy Products Joint Stock Company (Vinamilk), thereby giving some suggestions to promote the implementation of social activities of the company in a sustainable way.

**Keywords:** Leadership, Management, Vietnamese Enterprises, Social Responsibility.

**Introduction**

In Vietnam, corporate social responsibility is becoming a content of interest, it will bring businesses the added benefits and opportunities such as the ability to increase new contracts and renewal contracts from foreign ordering companies; the labor productivity of companies increases as workers are healthier and more satisfied with their work. When the advantage of cheap labor or abundant resources is no longer in Vietnam alone, the implementation of social responsibility is especially meaningful for these businesses because it is an effective tool to help domestic firms gain advantages over competitors in the region. However, the important issue here is the need to understand correctly and uniformly what is the social responsibility of enterprises. In fact, it is easy to misunderstand the concept of social responsibility in the "traditional" sense. that is, enterprises perform social responsibility as an activity to participate in solving social issues of humanitarian charity. The concept of corporate social responsibility is relatively new to Vietnam, so the implementation so far is still limited. Since there is no important role or benefit from the implementation of social responsibility, many Vietnamese enterprises have not fulfilled their responsibilities to society, such as infringing upon rights and legitimate interests. of workers, consumers, polluting the environment. An example is related with the phenomenon of inflation. When inflation increases, input costs increase sharply, businesses often tend to raise prices of goods to protect full profit. This makes inflation worse and makes businesses

more difficult in business. In fact, many businesses have chosen to share the burden with consumers. However, there are still many businesses deliberately increasing prices, speculating to profit in the context of inflation economy. As of November 2019, the rate of inflation growth has been slowing, but, despite consumer reactions and the Government's requirements, prices of essential goods and services still "stand" or rise higher. In addition, many businesses and business households took advantage of flood events in central provinces and natural disasters the northern and even the Coronavirus Disease 2019 pandemic, to increase prices and, or not to reduce prices. It can be clearly seen that most ordinary people with average or low incomes are greatly affected by the high price level. In the issue of environmental pollution, in order for businesses to compete in the global economy, businesses must ensure their operations do not cause harm to the ecological environment, that is, it must be show environmental friendliness in its production process. This is a very important criterion for consumers, the businesses that pollute the environment are becoming sore and causing social discontent. To better understand the implementation of corporate social responsibility, we choose Vietnam Dairy Products Joint Stock Company Vinamilk. to learn and analyze in this discussion.

### **Theoretical Framework**

The term of corporate social responsibility officially appeared 50 years ago when H.R Bonwen published its book entitled "Corporate Social Responsibility" for the purpose of propagating and calling on people to manage their talents. Production does not harm the rights and interests of others, calling for charity to reimburse the damage caused by businesses that harm the society. However, since then, the term of corporate social responsibility is being understood in many different ways. In 1973 Keith Davis introduced a broad concept: "CSR is the interest and response of the business to the problems beyond satisfying legal, economic and technological requirements". Archie Carroll (1999) argues that CSR has a greater scope: "CSR includes social expectations of economic, legal, moral and charitable expectations for organizations at a given time". According to Matten and Moon (2004), "CSR is a concept that includes many different concepts such as ethics, business, career, charity, corporate citizenship, sustainability and environmental responsibility. It is a dynamic concept and is always challenged in every particular socio-economic and political context". Thus, corporate social responsibility is defined by economic experts in many different ways based on each person's recognition and evaluation. But no matter what the original level, the social responsibility of the business must first be for the benefit of the workers and the entire community in society.

### **Characteristics of Businesses in Society**

- CSR: A new concept that entered the market about 10 years
- CSR: A new game rule in the context of globalization and trade liberalization

- Social responsibility should be applied as mandatory conditions in trade
- Do not consider CSR as a charity but a "duty of business to the community"
- Business is also a factor of society as well as a citizen having rights and obligations as a part of society because of living in society.
- CSR is a binding condition for export contracts to developed economies, it is compulsory to comply when signing labor contracts.
- CSR is an important factor like other traditional factors in business: quality, payment and delivery. CSR is integrated into the business strategy of enterprises and becomes a starting condition for businesses to survive and develop.

### **Content for Implementing Social Responsibilities**

In order to raise the behavior of enterprises to a level consistent with the rules of value and the social cycle that is turning. Currently there are two different types of views on corporate social responsibility. Supporters of the first point of view are that enterprises have no responsibility to society but only to shareholders and employees of enterprises. And the state must be responsible to society, because businesses have been responsible for paying taxes to the State. On the other hand, others have the view that as one of the subjects of the market economy, enterprises use social resources, exploit natural resources and in the process, they cause bad damages to the natural environment. Therefore, in addition to paying taxes, businesses have social responsibility to the environment and the local community. In other words, businesses that want to develop sustainably must always follow the standards of environmental protection, gender equality, labor safety, labor rights, fair pay, training and human development and contribution to community development. Corporate social responsibility is expressed specifically on factors such as:

- External responsibility of the business: Environmental protection; Contribute to the social community; Perform good responsibility with suppliers; Ensuring benefits and safety for consumers;
- Internal responsibility of the business: Good relationship with employees; Ensure benefits for shareholders;

Of course, the division into external responsibility and internal responsibility is only meaningful and cannot say which responsibility is more important than what responsibility.

### **Research Results and Discussions**

The study has clarified the rationale for CSR including a number of categories, concepts, and elements about highlighting the benefits of CSR for businesses and assessment methods. At the same time, the study has given a scientific analysis of resources and capacities of Vietnamese enterprises to

implement CSR from 2 main directions: internal resources (1) and external resources of enterprises (2). In addition, the study also emphasized that enterprises need to advocate the development of internal resources because it has more important meaning but on the other hand also need to take advantage of opportunities provided by external resources. Research on the status of CSR implementation in Vinamilk has shown positive results on the implementation of CSR in this company. CSR that Vinamilk performs basically brings benefits to both businesses and society. Finally, through the analysis, the research team has compiled a group of solutions from the comprehensive framework including: state, society and business. Thereby, the business community is the most important component in building and implementing solutions to develop CSR in Vietnam. Besides, the state and society will participate in this work with extremely practical solutions.

### **Policy Recommendations**

Facing such a situation, Vietnam needs to have a complete and thorough system of solutions to improve the implementation of CSR. Moreover, by analyzing in the case of Vinamilk, the research team realized that enterprises seem to be too alone in implementing CSR. Moreover, as stated in the case of Vinamilk, quite a lot of advantages or difficulties that businesses face in the process of implementing CSR come from state management and social community. Therefore, in order to achieve this goal, it is necessary to have the participation of all parts of society such as the state, businesses and communities. Therefore, the research team analyzed and made recommendations for solving this situation by a solution framework of 3 groups: solutions from the state (1), solutions from the social side (2) and solutions from enterprises (3). Hereafter, we present some of the recommendations for policy makers. First, we need to strengthen research issue of policies on CSR and regulatory activities. Specifically, develop and promote further research on CSR (1); develop laws and regulations on CSR (2); improve the quality of legal regulations by RIA (tool to assess the impact of legal documents) (3); more implementation of regulatory activities (4). Build and promote Social Responsibility projects and programs. Second, we need to enhance the relationship and support to relevant objects of CSR. In addition to the above activities, in order to perform well for supporting the development of CSR, there is one thing that our government should do is contacting activities, direct support for those with organic relationships with CSR:

- Consumers: The Government promulgates policies to support and ensure consumers' rights. Support the operation of associations representing consumers' interests.
- Workers: Regularly adjust and revise the Labor Code so as to keep abreast of the situation and changes of the business environment as well as the development of the country. At the same time, there are timely and appropriate interventions to ensure labor rights and policies to promote and support the activities of the Trade Union.

- Environment: Adjusting environmental laws and policies. At the same time, improve the quality of environmental projects.
- Enterprises: Policies to do to support businesses such as: revising the Enterprise Law on the basis of progressive learning from CSR studies (1); presiding over the evaluation and setting up of rankings (or lists) of enterprises that well implement CSR (2); implementing tax incentives (exemption and reduction) for enterprises in the above rankings (3); implementing investment incentive policies for investment items for social environment (4).

### **Standards and Tools for Managing Social Responsibility**

The responsibility of the business to the employees and to the environment is nothing more than quality issues similar to the quality of products that businesses are familiar with: the quality of labor and the quality of life. In European countries, people have the concept of QSE (quality of safety environment, quality of labor safety and quality of environment). The aim is to expand corporate management policy beyond the concept of quality to include social responsibility, expand quality manuals (Quality Manual) into QSE (QSE Manual) notebooks and corporate certification. at the same time according to all three standards of quality, safety and environment. Full implementation at the same time these three policies will have additional support and cost reduction effects compared to individual implementation of each policy. Standards and tools for quality and environment are well known. ISO (International Organization for Standardization, International Organization for Standardization) has announced the ISO 9000 standard for quality management systems and ISO 14000 on environmental management systems. The two ISO committees that specialize in these standards have agreed on practical methods that facilitate businesses to establish a general policy for both quality and environmental management systems. As for human resource management, this problem is complicated because it is not a technical issue. Each country has different conception: (a) occupational safety is a personal responsibility or collective responsibility, (b) the minimum rights of workers on dignity and democracy by the employer voluntarily giving or following state regulations and collective bargaining.

### **Conclusions and Recommendations**

#### **Conclusions**

Ethics and social responsibility are indispensable issues in business. Many strategic opportunities and benefits will come when businesses see ethics and social responsibility as the focus of business activities. The existence of businesses comes not only from the quality of the products and services themselves but also from the business style of the business. Business behavior reflects the status of the business, and it is that character that directly affects the success or failure of the

organization. Business ethics in that direction has become a strategic factor in the development of businesses, reflecting the value of the thousands of good lives of the Vietnamese people, showing the responsibility of each person to society. It is too difficult that first of all depends on the attitude and awareness of each specific person. This is very easy if every person in any position, working in any field, just sacrificing a little of his personal interests for the common interest of the community, we will surely build a good society that brings happiness to the people for the nation. For a good society, for the prosperity of the country, for the happiness of the people, it all depends on the thoughts, attitudes and actions of each person, first of all the spirit of solidarity, above under unity for the country, for the people. In summary, social responsibility in Vietnam has been realized and initially implemented. Certainly, along with the development process of the country, that responsibility will be enhanced along with the perfection of the legal framework, the state apparatus, the market economy institution and institutions of civil society.

### **Recommendations**

The important and first thing is to strengthen information and propaganda to understand all the nature of the problem of social responsibility. It is necessary to have basic studies on actual surveys at enterprises. We need further research on mechanisms and policies of the state to help businesses get favorable conditions in the market and non-market competition. The research on mechanisms for mutual support for the business with organic relationships with CSR and how to apply the standards and tools for managing social responsibility.

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## **GREEN HRM PRACTICES ON SUSTAINABLE DEVELOPMENT IN VIETNAMESE GREEN HOTELS**

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**Abstract:** This research aims to find out the connection between the green human resource management practices (GHRMP) with sustainable organizational development in Vietnamese green hotels through studying 6 case studies in hotel industry in Vietnam. Data from 6 hotels were collected these organizations were operating in hotel industry which were applied green human resource management practices to their own organizations successfully.

### **Introduction**

Researches on green human resource management (GHRM) are significant as it is a branch of green management philosophy which explores the role of human behavior in environmental management (Jackson and Seo, 2010) and sustainable development (O'Donohue and Torugsa, 2016). Opatha and Arulrajah (2014) have explained GHRM as the policies, practices and systems of an organization green that make its employees green for the benefit of the individuals, society, natural environment and business. The theme of green human resource management (GHRM) has got attention among researchers and professionals due to its potential to pacify environmental needs and simultaneously allowing firms to have win-win situation, hence achieving sustainable competitive edge over their rivals though many studies have emphasized the importance of GHRM in promoting environment-friendly behaviors among employees, it is still a less-researched area (Del Brío et al., 2007; Jabbour and Santos, 2008; Jabbour et al., 2010; Jackson et al., 2011; Ones and Dilchert, 2012; Rimanoczy and Pearson, 2010).

### **Research Objectives**

- To provide basic understanding and objectives of Green HRM
- Research 6 case studies in hotel industry that applied GHRM for their hotels
- Framework for HRM (Further, it proposes a theoretical framework to fill the identified gaps and build a sustainable organization)
- Recommended for future research about GHRM & sustainable development
- Finally, it suggests an interdisciplinary framework to build a green hotel based on ASEAN

Green Hotel Standard includes 11 criteria agreed by member's countries i.e. environmental friendly policies and activities for hotel operation; use of green products; collaboration with local community organizations; energy efficiency; water efficiency; air quality management (indoor and outdoor); noise pollution control; wastewater management and treatment; toxic and chemical substance disposal management.

## **Literature Reviews**

### **Green HRM Practices**

Green Human Resource Management (GHRM) can be defined as a set of policies or use of human resource management policies to promote the sustainable use of resources at interval business organizations and more generally, promotes the reason for environmental sustainability (Mandip, 2012). The term of "GHRM" is usually often used to refer to the contribution of people management policies and practices towards the broader corporate environmental agenda. Moreover, GHRM also refers to an increase employee's awareness and commitment on the issues of environmental sustainability and reinforce environmentally sustainable practices by using Human Resource Management (HRM) practices. Today, GHRM has become a business strategy for the numerous organizations wherever Human Resource Department play an active part in going "green". The purpose of going green is to use products and methods that would not easily impact the environment through pollution or depleting natural resources (Goudie, 2018). Thus, GHRM involves undertaking environmentally friendly human resource policies initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention. Furthermore, it will help organizations achieve its monetary goal through environmental branding and in another way to protect the environment from any negative impacts that might be caused by the policies and actions by the organizations.

### **Sustainable Development**

Sustainability concerns have rapidly gained importance in practice and in academic discussions over the last several years, and more recently with the UN publication "The Future We Want" one of the outcomes of the World Conference on Sustainable Development (Rio+20) held in 2012 (Leal Filho, Manolas, Pace, 2015). According to Park et al. (2015), concerns about the planet's sustainability have grown after the United Nation's Conference on the Human Environment (a.k.a. Stockholm Conference) in 1972, which initiated the concept of sustainable development as a pathway for improving the quality of life for future generations. Recently, the majority of organizations are looking for achieve sustainable development with respect to "green" concepts and one of the main criteria for assessing green performance is eco-efficiency (Rashidi and Farzipoor Saen, 2015).

### Green Hotels

Consumers no more accept just linen and towel reuse programs as being enough green practices in the green hotel concept. It was proved that consumers expected more from green hotels and required their practices to be even more socio-environmentally responsible. They wanted kind of things as energy efficiency, a proper waste division, procurement, and water conservation (Heisterkamp, 2009; Wolff, 2008). While the green building was a fairly new concept to the hospitality industry, it had become a goal for many hoteliers and others in charge of building hotels.

Another phenomenon about the green hotel concepts in Scotland is the belief that environmental action was not only the responsible thing to do, but it was also “the right thing to do” from both an individual and a business perspective (Tzschentke, et al., 2004). Some investors that becoming a “green” hotel was more of a cultural change that needed to be embedded in the culture of the hotel (Wolff, 2008). According to Tzschentke, et al. (2004), one of the reasons behind the adoption of sustainable measures appeared to be ethics. By hotels using energy efficient light bulbs; low flow shower heads, faucets, and toilets; and asking customers to reuse linens and/or towels, they were saving energy, water, and money while slowing the destruction of the earth’s resources and perhaps extending the time in which to find better alternatives.

**Table 1: Benefits of Green HRM Practices**

| <b>Base</b> | <b>Benefits to Employer</b>  | <b>Benefits to Employee</b>   |
|-------------|--|---|
| Green HRM   | <ul style="list-style-type: none"> <li>• Pool of Satisfied Employees.</li> <li>• Enhances Productivity &amp; sustainability.</li> <li>• Enhances quality of production.</li> <li>• Enhances motivation of employees in the organization.</li> <li>• Improvement in the quality of product.</li> <li>• Enhance goodwill.</li> <li>• Harmonious relationship between Employer &amp; employee.</li> <li>• Stronger public image through mouth publicity.</li> <li>• Increased consumer/ customer retention rate.</li> <li>• Enhances financial position in the market.</li> <li>• Increased employee loyalty towards the organization,</li> <li>• Increased brand recognition</li> <li>• Position at top as an employer of choice,</li> <li>• Gained competitive advantage</li> <li>• Increased employee productivity</li> <li>• Increased employee retention rate</li> <li>• Attracts competent candidate from outside the organization to join.</li> <li>• Improvement in attracting better employees,</li> <li>• Improvement in productivity and sustainability,</li> <li>• Reduction in environmental impact of the company.</li> <li>• Improved overall performance.</li> <li>• Increase sed employee loyalty.</li> <li>• Recognized as Brand name</li> <li>• Enhances creativity</li> <li>• Enhances profit.</li> </ul> | <ul style="list-style-type: none"> <li>• Enhances morale &amp; desire to do work.</li> <li>• Enhances job satisfaction.</li> <li>• Feeling of being sense of participation.</li> <li>• Increases confidence level.</li> <li>• Building competence &amp; skills to handle various problems for the completion of the assigned task.</li> <li>• Ready to work for better supervisory positions.</li> <li>• Enhances team spirit in the workplace</li> <li>• Reduces "I" Attitude.</li> <li>• Creates healthy environment at work place.</li> <li>• Enhances creativity</li> </ul> |

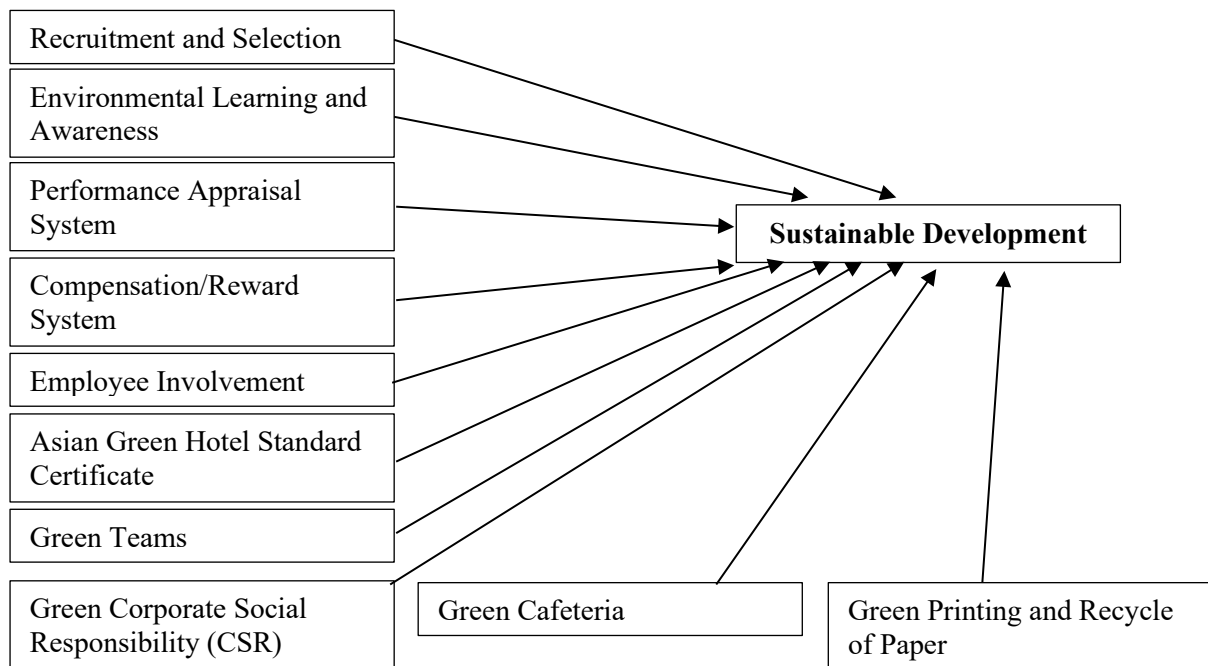
Source: Ms. Poonam Likhitkar1, Dr. Priyanka Verma

**Methodology**

Multimethod approach was used as follows:

- Case study technique was employed in the research. The data is collected from 06 hoteliers through magazines & internet.
- An extra literature review was carried out to gather insights on prevalent green human resource activities and their link with sustainable organizational development

With the understanding from the literature review, 10 GHRM practices were identified including recruitment and selection, environmental learning and awareness, performance appraisal system, compensation/reward system, employee involvement, Asian Green Hotel Standard certification, green teams, green corporate social responsibility (CSR), green cafeteria, green printing and recycle of paper based upon the above discussed literature, our conceptual framework is demonstrated below in Figure 1.



**Figure 1: Proposed Conceptual Framework**

**Results**

Data From 6 Hotels Were Collected. These Organizations Were Operating in Hotel Industry as Following:

*Caravelle hotel:* John Gardner, General Manager of the Caravelle, who is proud of his world-class hotel's own progressive ideas about green issues that meet the high standard of green travelers, he says “The two abovementioned achievements are just one example of how the Caravelle believes that

five-star luxury needs not cost the earth, literally. In addition to the obvious “Reduce, Reuse, recycle” policy seen in many pioneering hotels with a pledge to sustainability, which we diligently adhere to, we also adapt our own “Renew” and “Reinforce” commitment.

*InterContinental Hanoi Westlake:* Mr. Adam McDonald, General Director of InterContinental Hanoi Westlake shared, “InterContinental Hanoi Westlake always pays special attention to activities related to the environment and community. This is also the core culture of InterContinental Hotels Group (IHG). Every year, the hotel responds to many programs for the community and the environment built by IHG Group, such as the "IHG Green Week" program with environmental protection activities and staff awareness training. Tablets; "Race Around the world" charity week with the aim of contributing to victims affected by natural disasters; or as the association with major universities in Hanoi under the program "IHG Academy" to create opportunities to develop local human resources. In addition, InterContinental Hanoi Westlake also cooperates with NGOs, such as REACH in the program "Youth Start-up Initiative" to train and provide job opportunities for young Vietnamese. In addition, the hotel management also applies the system of environmental protection program GREEN ENGAGE of IHG Group to minimize the negative impacts of the hotel on the environment, minimize fuel use and direct to sustainable development”

*Six Senses Ninh Van Bay Resort:* on September 2020, Six Senses Ninh Van Bay Resort (Ninh Van Commune, Ninh Hoa Town, Khanh Hoa Province) is voted by Euro news to be in the group of 11 leading sustainable eco-resorts in the world. Six Senses Ninh Van Bay is highly appreciated by travel experts for its majestic landscape, preservice of the pristine beauty of nature, fresh air and high-quality service. Six Senses Con Dao built 50 sea-view villas, all made from wood and environmentally friendly materials. The villas are designed with roofs in the shape of butterfly wings, with large door frames to receive natural light to make the most of natural energy, helping air to circulate better, creating comfort for guests. products while ensuring environmental factors. Along with that, each villa at Six Senses Con Dao is equipped with a solar energy system to save electricity. Use recyclable and replaceable materials: Six Senses Con Dao has installed a system to treat and produce drinks for customers and employees according to the special standards of the Six Senses system, which are packed in bottles made from recycled glass. Along with that, the use of lemongrass straws grown in the resort's organic garden instead of plastic straws not only contributes to minimizing the impact on the environment but also brings a new taste and experience. delight for guests when enjoying drinks at Six Senses Con Dao.

In the kitchen area, staff also only use biodegradable food wrappers, say no to plastic bags. In addition, in order to reduce the use of other chemicals, Six Senses Con Dao reduces the amount of chlorine in the swimming pools, instead using locally produced mineral salts. Organic vegetable garden: One of the things that makes Six Senses Con Dao special is the organic vegetable garden built to reduce carbon emissions. With an area of more than 200m<sup>2</sup>, the garden grows a variety of green vegetables

and plants. In particular, Six Senses Con Dao built a mushroom growing house on the premises of an organic vegetable garden to provide this nutrient-rich food source for the resort's restaurants, bringing health benefits to the guests. customers staying at Six Senses Con Dao. Gallery "Earth Lab": In order to contribute to environmental protection, Six Senses Con Dao designed the "Earth Lab" room to display recycled products, creative products recycled from used items, that is, old towels. After dipping in cement, used as small vases for green plants; old bamboos are recycled to make a small hanging garden... Visiting the "Earth Lab" gallery, visitors will experience the process of Six Senses Con Dao recycling items and would love to have more knowledge to apply at home.

Community activities to protect the environment: visitors to Six Senses Con Dao will be provided with knowledge about environmental protection and guided on a lifestyle close to nature through green activities such as planting trees, growing vegetables. In addition, every month, Six Senses Con Dao organizes the activity "Cleaning the beach", calling on local people, staff and guests staying at Six Senses Con Dao to participate in the common goal. environmental protection hand, clean the beaches around 16 islands of Con Son archipelago. Training Employees: all staff working at Six Senses Con Dao participate in the training program "Reducing waste" and "Effects of climate change" to raise awareness and help better understand the meaning of environmental protection, thereby taking positive actions to contribute to the protection of nature here. With a harmonious, environmentally friendly architecture, and at the same time applying the strictest standards for sustainable tourism, Six Senses Con Dao has created a prestigious brand, an outstanding eco-tourism destination. of Vietnam.

*Mango Bay Resort*: located on a regenerated forest planted by local people with mango and coconut, 10 hectares wide, on Ong Lang beach, the highlight of Mango Bay Resort is developing tourism in the direction of being close to nature. Responsible for the environment and people, using local materials, strongly supporting the conservation of biodiversity. With a focus on sustainable development, Mango Bay focuses on preserving the land and nature to benefit the environment. When building bungalows, restaurants and other facilities, the resort restricts the removal of trees. The wooden houses are built with low density and are largely shaded by the forest, thus reducing the need for electric fans and other cooling systems. Mango Bay is the first resort in Vietnam to use "rammed earth" technology to build the walls of some wooden houses in order to be eco-friendly. The interior design materials in the resort are all purchased locally, in order to reduce transportation, energy use and pollution. To further enhance the forest cover in the resort and many other parts of Phu Quoc Island, Mango Bay has planted thousands of trees over the years. Along with that is the reduction of fishing boats and fishing on the coast of the resort area managed to restore coral reefs. The resort also allows villagers to graze cows on the resort's lawns to replace gasoline-powered lawn mowers, adding to the resort's appeal. In addition, each month, the resort spends 1 day for staff to carry out environmental sanitation activities.



Water conservation is also part of Mango Bay's eco-friendly orientation. Fresh water from wells is treated before being put into use; use water-saving toilets and have built septic tanks for waste treatment to avoid discharging dirty water or sewage into the ocean, polluting water and beaches. Mango Bay even uses tablecloths that can be wiped clean without washing. Mango Bay also focuses on waste treatment and recycling. Fresh food is purchased every day in bulk to reduce packaging and emissions from transportation. Every morning, the resort provides thermos of cold and hot water in the chalet to reduce the use of plastic bottles. The resort also recycles paper, glass and organic materials or uses organic materials to make animal food. Reduce paper by keeping paper marketing and office paper to a minimum, breakfast menu boards printed on wood to last in hot and humid weather, listings of beauty services and resort information (provided in the rooms) printed on brown paper - paper that can withstand moisture... are activities carried out by Mango Bay to protect the environment sustainably.

In order to reduce electricity use, Mango Bay does not equip televisions, air conditioners, refrigerators, and phones in the bedrooms, but instead provides fans, mosquito nets and freezers. The water in the outdoor bathroom is heated through a rooftop solar heater. Bathrooms use large pumps instead of small bottles of skin care products, shampoos, and soaps, to reduce plastic materials. In the resort's premises, low wattage bulbs are used to provide lighting. Facilities are designed to make the most of sunlight, while limiting the use of energy-consuming vehicles, machinery and equipment. In particular, guests coming to Mango Bay will not find a swimming pool because they have to use a lot of electricity and fresh water to operate. Mango Bay Resort promotes nature-based tourism by listing tree species and offering tours of the rainforest in the resort and surrounding areas. In addition, the resort also established a butterfly garden, a herb garden to serve the needs of educational tourism for students at local schools. With the goal of developing tourism for nature, environment and people, Mango Bay resort has attracted many international tourists to visit, relax and experience. The benefits obtained from visitors, Mango Bay reinvested and shared with local people to turn the coastal strip at Ong Lang beach into a famous beach and resort place on Phu Quoc island and improve livelihoods. welfare, quality of life for people. With its actions, Mango Bay resort can provide lessons for many localities owning sea and island tourism resources in Vietnam towards the sustainable and responsible tourism development. environment and community.

*Mu Cang Chai Eco Lodge:* Staying at the Mu Cang Chai Eco Lodge is not only an unforgettable experience, but also a positive contribution to nature preservation and wildlife conservation. The eco lodge is surrounded by tranquility and luscious green scenery. As beautiful as the local wildlife is, the sustainable resort does its best to protect the environment and the beautiful nature Vietnam has to offer. Its aim is to deliver genuine nature immersive experiences that support wildlife conservation and create economic opportunities for local communities.

*Community Support activity:* Mu Cang Chai promises an authentic Vietnamese experience, and

fulfills this while helping the local communities. By supplying training and work opportunities to the local workforce, they contribute to the local economy’s progression and provide a much more authentic guest experience. Furthermore, their menu offers an extensive range of Vietnamese dishes, all cooked with locally grown and raised ingredients such as grilled fish, vegetables, or smoked wild boar. Considering the abundance of nature life around the eco hotel, the resort ensures safety for interactions between humans and wildlife. Staff members receive training to understand potential threats in nature and have a chance to deepen their knowledge on problem solving.

*Environment Sustainability activity:* Throughout the resort, there is a strict policy to reduce, reuse, and recycle all materials whenever possible. To reduce gas emissions from transportation, the team strategically plans routes and tour itineraries to minimize commute distances and frequency. In addition, all guests are encouraged to take public transportation or the resort’s collective transfer services. By doing so, guests can experience the local transportation experience and even get the chance to make new friends during their rides. Commuting on the waters around the island requires boats which could be damaging to the marine environment. To combat this, Mu Cang Chai equips their boats with electric engines with rechargeable batteries that use clean hydro-power energy. While batteries still have a significant impact on the environment, the eco lodge is able to reduce battery usage and rely on natural hydro power.

**Table 2: The Data on The Status of 6 Organizations in Respect to These GHRM Practices**

| No | Green HRM Practices                           | Caravelle Hotel | Intercontinental Hanoi Westlake | Six Senses Ninh Van Bay Resort | Topas Ecolodge | Mango Bay Resort | Mu Cang Chai Eco Lodge |
|----|---|-----------------|---------------------------------|--------------------------------|----------------|------------------|------------------------|
| 1  | Recruitment and Selection                     | √               | √                               | √                              | √              | √                | √                      |
| 2  | Environmental training and Learning           | √               | √                               | √                              | √              | √                | √                      |
| 3  | Performance appraisal system                  |                 |                                 | √                              | √              | √                | √                      |
| 4  | Compensation/reward system                    | √               | √                               | √                              | √              | √                | √                      |
| 5  | Employee involvement                          | √               | √                               | √                              | √              | √                | √                      |
| 6  | Green teams                                   |                 | √                               | √                              | √              | √                | √                      |
| 7  | Pro-environment CSR                           | √               | √                               | √                              | √              | √                | √                      |
| 8  | Green cafeteria                               |                 |                                 |                                | √              | √                | √                      |
| 9  | Asian Green Hotel certification               | √               | √                               | √                              | √              | √                | √                      |
| 10 | Green printing and paper optimization/recycle | √               | √                               | √                              | √              | √                | √                      |
| 11 | Green commitment                              | √               | √                               | √                              | √              | √                | √                      |

## Discussion

This study in the light of management theory, has addressed the effect of GHRM practices on sustainability development of hotels in Vietnam. This research also works examined how green HRM practices contribute towards sustainability development in the context of Vietnamese hospitality under point of view of hoteliers who applied Asian Green hotel standard. It was interesting to see how the industry perceives GHRM practices as important factors for sustainability development of hotel industry.

The research was found several implications for theory and practice. First, the study contributes to the limited literature of GHRM practices and sustainability development by increasing the understanding of their nexus. Second, the findings of the research help organizations by addressing the broad agenda of sustainable productions by adopting GHRM and sustainable development practices particularly in hotel industrial sectors.

Similarly, the findings of study bring practical implications for the hotel sector as the regulator issued a policy towards the implementation of green hotel practices. Likewise, the findings also helpful to inform the education sector, particularly the universities, on the adoption of the broad agenda of education for sustainable development in the future, the studies should be directed towards quantitative aspects of the GHRM practices, and their role in the implementation of sustainable development.

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