

EMPIRICAL STUDY ON EMPLOYEE'S PSYCHOLOGICAL CAPITAL: BASED ON GUANGDONG TECHNOLOGY ENTERPRISES IN CHINA

¹Amiya Bhaumik, ²Kian Aun Law, ³Yanping Xu ⁴Valliappan Raju

Abstract-*This study focuses on the relationship between psychological capital structure, psychological capital and related factors of Guangdong Technology enterprises employees. It has important theoretical and practical significance for enterprises to understand, enhance their psychological capital and improve their core competitiveness. This study collected 1640 psychological capital initial response items from 301 technicians in Guangdong Province through personal interviews, group interviews and questionnaires. Concluded 30 initial psychological capitals from behavioral events. Entries; Obtain 65 initial capital capital entries through content analysis. The structure was further validated in the following 412 valid samples of 40 technology companies in Guangdong Province. The results was evident that the five-dimensional high-order psychological capital structure has good discriminant validity and convergence validity, and its reliability coefficient reaches the psychological measurement standard. After using correlation analysis, regression analysis, exploratory factor analysis, confirmatory factor analysis and other statistical methods, and using Excell, SPSS, AMOS and other statistical tools, we focus on the analysis and verification of the research models and related hypotheses proposed in this study. Innovatively analyzes the multiple mediating role of psychological capital in organizational support and emotional commitment, work input, and job performance, and provides important research conclusions for academic circles and management practices. The relationship between demographic variables and psychological capital is also reported in the study.*

Keywords: *Psychological capital, , Emotional commitment, Employee Performance*

I. INTRODUCTION

The rapid changes and spread of science and technology, the changing working environment, the dynamics of the organization become more obvious, and the cognition of economic capital (including economic and physical assets), even the recognition of human capital (sometimes called intellectual capital) and social capital, is not enough to constitute the driving force of enterprise competition. It is the key to realizing the organic integration of technology and economy, and also the long-term strategy for the future development of the country.

¹Lincoln University College

²Universiti Tunku Abdul Rahman

³Lincoln University College

⁴Limkokwing University

Chen Maoqing, 2014).As a major economic province in the country, Technology enterprises play a decisive role in the economic development of Guangdong.Moreover, Guangdong governments at all levels have implemented policy support for technology-based companies in terms of investment promotion and talent introduction policies.However, the human resources of Technology enterprises have the characteristics of “knowledge-type work is creative, work procedures are personalized, and work results are difficult to measure”.Meanwhile, in the individual employees, Their have the characteristics of “pursuit of autonomy and innovation, independent values, strong willingness to move and teamwork spirit” (Huang Xiaohe, 2004).So how does technology enterprises attract, retain, and develop their human resource advantages?Enterprise human resource managers can't meet the technical enterprise human resource management requirements in the information age from the perspective of human capital and social capital.

Table 1: Mean, standard deviation, loading, cronbach’s Alpha, CR and AVE

Constructs	Item	Loading (> 0.5)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Idealized Influence (II)	II1	0.921	3.13	1.25	0.934	0.953	0.834
	II2	0.917					
	II3	0.907					
	II4	0.907					
Inspirational Motivation (IM)	IM1	0.894	2.96	1.11	0.910	0.937	0.788
	IM2	0.896					
	IM3	0.891					
	IM4	0.868					
Intellectual Stimulation (IS)	IS1	0.874	2.94	1.12	0.918	0.942	0.803
	IS2	0.902					
	IS3	0.912					
	IS4	0.896					
Individualized Consideration (IC)	IC1	0.908	3.32	1.20	0.925	0.947	0.816
	IC2	0.909					
	IC3	0.915					
	IC4	0.881					
Power Distance (PD)	PD1	0.857	2.90	1.09	0.935	0.951	0.795
	PD2	0.893					
	PD3	0.885					
	PD4	0.907					
	PD5	0.914					
Learning & Growth (LG)	LG1	0.921	3.27	1.13	0.949	0.960	0.799
	LG2	0.915					
	LG3	0.902					
	LG4	0.906					

	LG5	0.851					
	LG6	0.865					
	LG7	Deleted					
	IP1	0.860					
	IP2	0.880					
Internal	IP3	0.854					
Process	IP4	0.839	3.10	1.17	0.910	0.931	0.693
(IP)	IP5	0.856					
	IP4	Deleted					
	IP5	0.692					

Note: M=Mean; SD=Standard Deviation, α =Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted.

- The measurement used is seven-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).
- All the factor loadings of the individual items are statistically significant ($p < 0.01$) except for the items LG7 and IP6 which eliminated from the scale due to low loadings.

Key: II: idealized influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individualized consideration, LG: learning & growth, IP: internal process, PD: power distance

From the perspective of business management practice, in the global economy and information economy today, enterprise human resource management is more complex. Excellent and effective human resource management should start from the relationship, emotion and psychological level to promote. Luthans and Youssef (2004) say that no one doubts the importance of human resources in competition. However, there are only a few exceptions. Most people just put this importance on the verbal, and less invested or managed. To a certain extent, this reflects the considerable awareness of the importance of human resource management in enterprises. However, in actual operation, there are many shortcomings. In other words, enterprise human resource managers have realized that human resources management involves all aspects of employees, but it is unclear which factors should be focused on. How to start? Most companies seem to be at a loss.

II. PROBLEM STATEMENT

The physical world has the characteristics of stability, but the psychological phenomena are different. Different ages and different cultural conditions have different psychological characteristics. And because people have the characteristics of self-awareness, they may show different behaviors when faced with different researchers. Characteristics (Ye Haosheng, 2006). Tayeb (1994, quoted from Jiang Dingyu et al., 2003) also pointed out that there are at least three cultural issues deserve the attention of researchers: First, there are differences between different societies in terms of cultural values and attitudes; Second, Due to the differences in hidden values and attitudes, different cultural communities, even in similar circumstances, will have different behaviors. Third, culture plays a considerable role in shaping working organizations and other social institutions. A heavy role must be discussed in greater depth. In view of the novelty of the theory of psychological capital, the current literature on psychological capital at home and abroad is basically based on the recommendations of

Luthans et al (2004) and Luthans & Youssef (2004).A series of theoretical discussions and empirical studies on the dimensions of this psychological capital structure.In addition to the research results of Luthans et al., domestic research has also achieved certain results for the independent development of the structure and psychological capital scale, such as Hui Qingshan (2009), KeJianglin, Sun Jianmin, Li Yongrui (2009), Hou Erxiu (2012).) et al.

III. LITERATURE REVIEW

How to value the positive attitudes and performance of employees has resulted in a lasting organizational resource under the background of organizing interpersonal relationships characterized by friendliness, loyalty, honesty, respect and tolerance.The research in this field is actually a kind of trend of thought, which stimulates people's exploration of human positive factors, such as organizational citizenship behavior, emotional commitment, psychological capital and other organizational behavior research. Based on active organizational behavior, Luthans et al. (2004, 2008a) proposed a core construct consisting of four psychological abilities: Hope, Efficacy, Resilience, and Optimism—Psychological capital.Interestingly, the first letters of these four elements are linked together by HERO. Luthans (2012) joked that psychological capital refers to who we are, "the hero of our heart."As a higher-level core construct, psychological capital is not only the accumulation of mental capacity contained in the construct itself, but also plays a role in a synergistic manner. At the individual level, psychological capital is an important factor in promoting individual growth and development and performance improvement;At the organizational level, psychological capital surpasses human capital and social capital, and it can help enterprises gain competitive advantage. Wang Yanfei and Zhu Yu (2007) believe that active organizational behavior research is the most important and direct driving factor in psychological capital research.

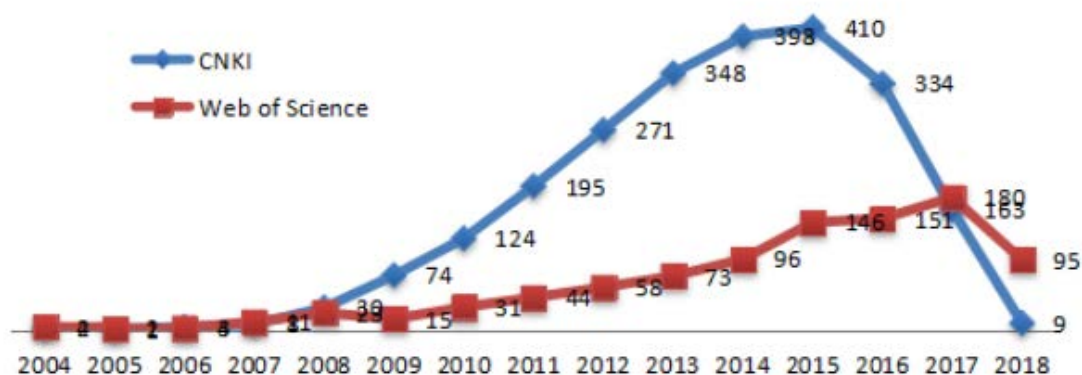


Figure 2: Distribution of Chinese and Foreign Psychological Capital Documents

Source: collation of this study

According to the viewpoint of Marxist economics (Wang Haijie, 2006). First, capital is a value, a value that brings surplus value; second, capital is a production relationship; again, capital is a movement, a power, a system;Finally, capital is a productive force, productivity is realized in the form of capital, and it is expressed as the productivity of capital. It becomes a key factor in determining economic growth and development.Among

them, as the capital connotation of productivity, it runs through the logic main line of capital theory in the history of western economics. The expansion of capital in extension is mainly reflected in the change of capital carrier. That is, the expansion of the non-material capital form from the tangible carrier to the intangible carrier, such as the expansion from physical capital to human capital, social capital, and psychological capital. Seligman (2003, P179) believes that capital is an unconsumed resource and expects a better return when investing in the future. Then, as a research category of capital extension, people's state-level psychological elements also have the characteristics of value-added. Therefore, the introduction of psychological capital as a concept is also a natural thing.

Table 2: Representative study of psychological capital Main Effect Model

Researcher	Year	Outcome variable	Outcome summary
Luthans et al	2005	Work performance	$r=0.26, p<0.01$
Avey et al	2006	1. Active absence 2. passive absence	$r1=-.25, p<0.05$; $r2=-.33, p<0.01$
Jensen & Luthans	2006	Real type leadership	$r=.48, p<0.01$
Larson & Luthans	2006	1. job satisfaction 2. Organizational commitment	$r1=-.373, p<0.01$; $r2=-.313, p<0.01$
Luthans et al	2007	1. job satisfaction 2. job performance	$r1=-.39, p<0.05$; $r2=-.25, p<0.05$
Youssef & Luthans	2007	Self-evaluation performance / organizational evaluation	The dimensions of psychological capital are significantly positively correlated with the outcome variables.
Zhong Lifeng	2007	Performance / job satisfaction / happiness / organizational commitment	Psychological capital and each dimension are significantly positively correlated with each outcome variable
Hou Erxiu et al	2012	Innovation performance	The various dimensions of psychological capital influence innovation performance through psychological contract
Ren Wei et al	2013	Career commitment / career success	Psychological capital has a significant predictive effect on employees' professional commitment and career success.
KeJianglin and Sun Jianmin	2014	1. job satisfaction 2. Organizational commitment	$r1=-.26, p<0.05$; $r2=-.37, p<0.05$ Only interpersonal psychological capital is negatively related to turnover intention.

3. Turnover tendency

Source: organized by this study based on literature

IV. RESEARCH METHODOLOGY

Professor Luthans and his colleagues from Gallup in the United States conducted in-depth theoretical discussions on the construction of psychological capital in 2002 (Luthans, 2002a, 2002b) and 2004 (Luthans and Youssef, 2004), including theoretical sources, Construct dimensions and human resource management practices. And in the subsequent empirical research process (Luthans et. al). The structure and measurement of psychological capital, in view of the collation of existing literature, we believe that it can be summarized into three types of types. That is, the psychological capital structure and measurement in the exploration phase, the psychological capital structure and measurement in the verification phase, and the psychological capital structure and measurement in the open development phase.

In the study of the antecedent variables of psychological capital, the researchers showed a special preference for leadership factors, and the number of studies was numerous. It covers real-life leadership (Malik and Dhar, 2017; Rego, Lopes, Nascimento, 2016; Peterson, Walumbwa, Avolio, Hannah, 2012; Han Yi and Yang Baiqi, 2011; Walumbwa, Luthans, Avey, 2011; Woolley et al, 2011), Transformational Leadership (Gooty, Gavin, Johnson, Johnson, Lance Frazier, Bradley Snow, 2009; McMurry et al, 2010; Yan Yang, Wang Hui, Yue Lu, Luthans, F., 2012; Zhong Lifeng, Wang Zhen, Li Mei, Li Chaoping, (2013), ethical leadership (Bouckenoghe, Zafar, Raja, 2015), Service Leadership (Coggins, Bocarnea, 2015), Authorized Leadership (Park, Kim, Yoon, Joo, 2017), Inclusive Leadership (Fang Yangchun, Wang Meijie, 2016), Spiritual leadership (Yang Zhenfang, Chen Qingwen, Zhu Yu, Zeng Baisen, 2016), humble leadership (Wang Yanzi, Bai Ling, Luo Wei, 2016) and abusive supervisor (Wu and Lee, 2016). Most of the above studies were conducted at the individual level, and Walumbwa et al (2011) conducted a team-level study showing that collective psychological capital mediates the relationship between real-world leadership and desirable team outcomes; Leadership research tends to study its positive characteristics, and Wu and Lee (2016) examine the impact of leadership behavior on psychological capital from a negative perspective. Chen (2015) found in his three-stage longitudinal study that leading psychological capital affects subordinate psychological capital across different levels.

V. DATA ANALYSIS

We first tested the sensitivity of the sample data for the 161 samples of Group A to support the factor analysis. The test result is a KMO value of 0.884, indicating that the data is suitable for factor analysis, Bartlett test $\chi^2(21) = 793.922$, the significance level is less than 0.001, reaching a very significant level. Explain that the correlation matrix is not an identity matrix. There is a possibility of sharing factors between variables, and factor analysis can be performed.

Next, we use the principal component analysis method to extract the common factor by combining the reference gravel map with the principle that the eigenvalue (Eigenvalucs) is greater than 1. After obtaining the initial factor load matrix, orthogonal rotation is performed using the maximum variation method (Varimax) to obtain a rotation factor load matrix. The results are shown in Table 4 and 5

Table 3: Proportion of Total Variance Interpretation of POS

Factor	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	4.367	62.391	62.391

Source: By this study

The data shows that we extracted a factor from the seven items in the organization support metric scale, which has an interpretation rate of 62.391% for the population variance.

Results of discriminant validity by the cross loading

	II	IM	IS	IC	PD	LG	IP
II1	0.921	0.619	0.621	0.633	-0.187	0.502	0.434
II2	0.917	0.592	0.627	0.640	-0.203	0.494	0.433
II3	0.907	0.569	0.644	0.597	-0.168	0.490	0.446
II4	0.907	0.597	0.634	0.657	-0.192	0.485	0.460
IM1	0.603	0.894	0.577	0.597	-0.141	0.457	0.430
IM2	0.572	0.896	0.532	0.567	-0.158	0.423	0.400
IM3	0.566	0.891	0.546	0.550	-0.162	0.431	0.379
IM4	0.569	0.868	0.539	0.536	-0.186	0.401	0.381
IS1	0.602	0.503	0.874	0.556	-0.169	0.462	0.437
IS2	0.628	0.568	0.902	0.659	-0.130	0.424	0.457
IS3	0.640	0.590	0.912	0.620	-0.193	0.465	0.437
IS4	0.608	0.552	0.896	0.618	-0.188	0.425	0.428
IC1	0.628	0.589	0.639	0.908	-0.146	0.480	0.433
IC2	0.609	0.559	0.630	0.909	-0.192	0.435	0.399
IC3	0.643	0.582	0.621	0.915	-0.175	0.478	0.360
IC4	0.620	0.562	0.586	0.881	-0.104	0.439	0.382
PD1	-0.182	-0.194	-0.170	-0.157	0.857	-0.326	-0.112
PD2	-0.209	-0.177	-0.195	-0.159	0.893	-0.325	-0.154
PD3	-0.185	-0.145	-0.159	-0.164	0.885	-0.334	-0.068
PD4	-0.156	-0.138	-0.153	-0.113	0.907	-0.307	-0.085
PD5	-0.181	-0.155	-0.167	-0.165	0.914	-0.356	-0.100
LG1	0.515	0.462	0.455	0.472	-0.335	0.921	0.323
LG2	0.482	0.442	0.446	0.448	-0.365	0.915	0.287
LG3	0.511	0.442	0.443	0.484	-0.307	0.902	0.330
LG4	0.464	0.423	0.446	0.452	-0.341	0.906	0.349

LG5	0.435	0.410	0.429	0.434	-0.340	0.851	0.339
LG6	0.485	0.407	0.435	0.429	-0.297	0.865	0.369
IP1	0.395	0.393	0.410	0.365	-0.131	0.352	0.860
IP2	0.396	0.383	0.408	0.352	-0.113	0.336	0.880
IP3	0.462	0.399	0.440	0.392	-0.128	0.284	0.854
IP4	0.406	0.383	0.411	0.352	-0.071	0.306	0.839
IP5	0.385	0.341	0.416	0.373	-0.107	0.287	0.856
IP7	0.372	0.335	0.360	0.338	-0.025	0.292	0.692

Key: II: idealized influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individualized consideration, LG: learning & growth, IP: internal process, PD: power distance

Table 4: POS factor load matrix after rotation

Items	Component : 1
Org2, my unit is very concerned about me.	.870
Org3 If there is a good chance, my unit will consider me.	.855
Org1 Our unit has given great support and help to my work and life.	.804
Org7 My unit considers my plans and my value a lot.	.777
Org6 My unit will always care about my welfare	.769
Org5 When I need special help, my unit will be happy to help me.	.729
Org4 My company attaches great importance to my opinions and suggestions	.711

Results of discriminant validity by HTMT

	Factors	1	2	3	4
		IP	LG	PD	TL
1	IP				
2	LG	0.402			
3	PD	0.125	0.392		
4	TL	0.577	0.615	0.228	

Key: TL: transformational leadership, LG: learning & growth, IP: internal process, PD: power distance

The analysis data shows that the load range of the POS 7 items on the factor is 0.711~0.870, indicating that these items are all describing the same trait. The reliability of the scale is analyzed. The value of the "Cronbach α " coefficient is 0.898, which far exceeds the standard of structural reliability of more than 0.6 recommended by Wu Minglong (2009), indicating that the intrinsic quality of the model is ideal. CFA and structural reliability. We used the 216 samples from Group B to conduct a confirmatory factor analysis for the employee support organization scale. We performed a sample analysis of the emotional commitment scale data of 216 samples in Group A for the factor analysis. The data results show that the KMO value = 0.825, indicating that the data is suitable for factor analysis. The Bartlett test $X(10) = 488.187$, the significance level is less than 0.001, reaching

a very significant level. It shows that the correlation matrix is not an identity matrix, and there is a possibility of sharing factors between variables, and factor analysis can be performed. Principal component analysis is used with the principle that the eigenvalues (Eigenvalucs) are greater than one. Combined with the reference gravel map, the common factor is extracted, and the initial factor load matrix is obtained. Then, the maximum variation method (Varimax) is used to perform orthogonal rotation to obtain the rotation factor load matrix. The results are shown in Table 4 and 5.

Table 5: Proportion of the overall variance of AC

Factor	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	3.291	65.811	65.811

Source: By this study

The data shows that one factor is extracted from the five items, and the factor's interpretation rate for the population variance is 65.811%.

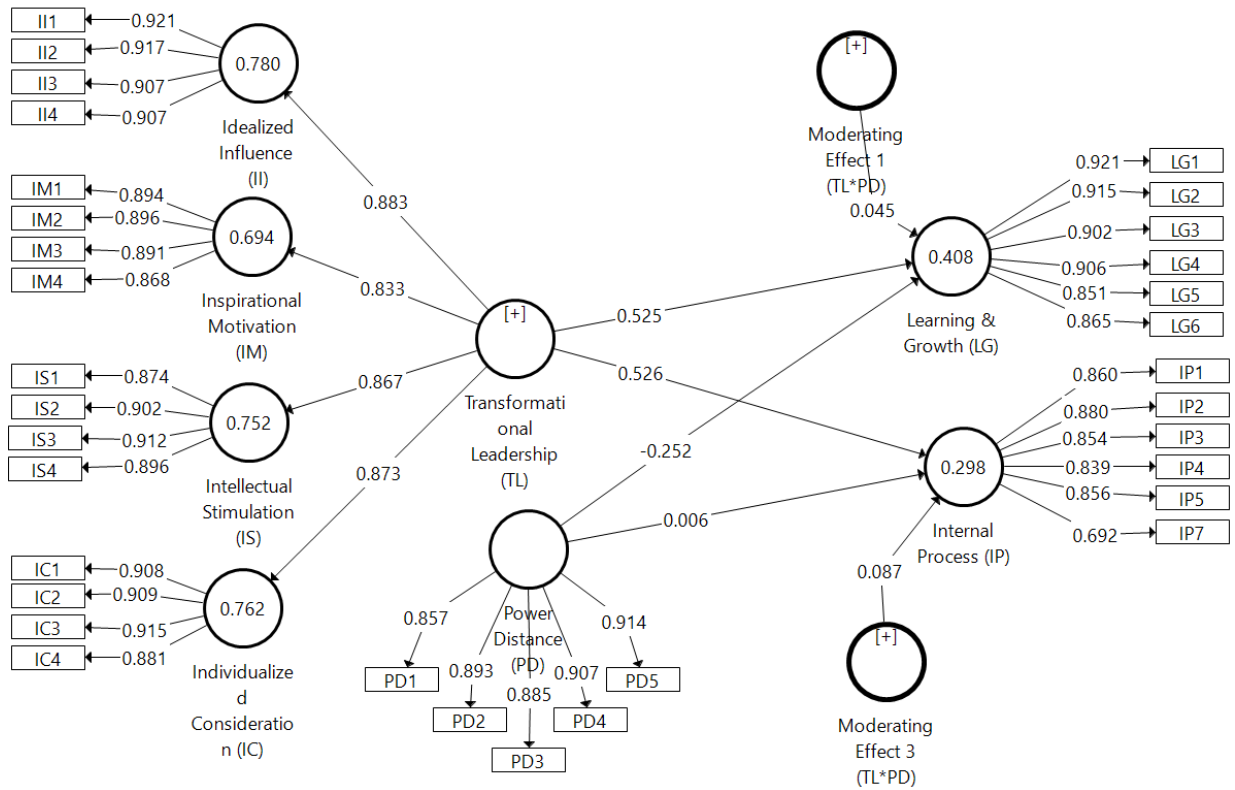
Table 6: AC factor load matrix after rotation

Items	Component 1
AC4 I am willing to contribute all my efforts to the company.	.859
AC2, I have a deep feeling for the company.	.856
AC3 I am willing to do anything for the company to do.	.796
AC1 Even if the company's efficiency is poor, I will not leave.	.781
AC5 I am willing to contribute my spare time to the company.	.759

Source: By this study

The results show that the load range of the five items on the factor is 0.759~0.859, indicating that these items are all describing the same trait. As a result of the reliability analysis of the AC scale, the "Cronbach α " coefficient value was 0.868. A standard far exceeding 0.6 indicates that the intrinsic quality of the model is ideal. 2.CFA and structural reliability. Using the 216 sample data of Group B, the confirmatory factor analysis work was carried out for the employee's emotional commitment scale

4.1 Structural Model Assessm The structural model can be tested by computing beta (β), R^2 , and the corresponding t -values via a bootstrapping procedure with a resample of 5,000 (Hair, Hult, Ringle, & Sarstedt, 2017). They also suggested looking at the effect sizes (f^2) and the predictive relevance (Q^2). While p -value ascertains the existence of the effect, the effect size is not shown (Sullivan & Feinn; 2012).



Key: TL: transformational leadership, II: idealized influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individualized consideration, LG: learning & growth, IP: internal process, PD: power distance

Figure 2: PLS algorithm results

VI. CONCLUSION

This study has achieved multiple intermediary effects in the concept, structure, and psychological capital of psychological capital in antecedent variables and outcome variables. Including innovative research results such as differences in demographic variables in the construction of psychological capital, as well as other valuable research conclusions. At the same time, there are some resource limitations and research methods. The theory of psychological capital is broad and profound, and needs to be further enriched and developed from more research groups, at different research levels, and adopting more scientific research methods. Moreover, psychological capital has considerable and research value for corporate practice and improvement of overall health and output

REFERENCE

1. Assoc. Prof. Dr. Valliappan Raju, Dr. Siew Poh Phung, Dr. Noraini, Exploratory Study on Aviation Sector's Decision-Making Process Pertaining to Marketing Information System, International Journal of Engineering and Technology, Vol 8, No 1.10 (2019), DOI: 10.14419/ijet.v8i1.10.28395

2. Assoc. Prof. Dr. Valliappan Raju, Dr. Siew Poh Phung, Dr. Sivashankar, Factors Determining Malaysian Smes Performance in Knowledge Management, International Journal of Engineering and Technology, Vol 8, No 1.10 (2019), DOI: 10.14419/ijet.v8i1.10.28396
3. Assoc. Prof. Dr. Valliappan Raju, Dr. Siew Poh Phung, Insights on Intellectual Property Rights: Determination of Strategic Management Strategies, International Journal of Engineering and Technology, Vol 8, No 1.10 (2019), DOI: 10.14419/ijet.v8i1.10.28397
4. Assoc. Prof. Dr. Valliappan Raju, Dr. Siew Poh Phung, Prof. Dr. Ramanathan Kalimuthu, Identifying Elements to Implement E---Governance: Role of Organizational Readiness, Authority Readiness, Customer Readiness, Competency Readiness and Technology Readiness, International Journal of Engineering and Technology, Vol 8, No 1.10 (2019), DOI: 10.14419/ijet.v8i1.10.28383
5. Assoc. Prof. Dr. Valliappan Raju, Prof Dr. Md Rom Bin Tamjis, Descriptive Study on Effects of Organizational Communication towards Organizational Citizenship Behaviour, International Journal of Engineering and Technology, Vol 8, No 1.10 (2019), DOI: 10.14419/ijet.v8i1.10.28384
6. Assoc. Prof. Dr. Valliappan Raju, Prof Dr. Md Rom Bin Tamjis, Role of Sustainability in Marketing Strategies: In the Context of Digital and Direct Marketing, International Journal of Engineering and Technology, Vol 8, No 1.10 (2019), DOI: 10.14419/ijet.v8i1.10.28012
7. Assoc. Prof. Dr. Valliappan Raju, Prof Dr. Md Rom Bin Tamjis, Role of Technology Management to Enhance Cognitive and Innovative Strategies in an Organization, International Journal of Engineering and Technology, Vol 8, No 1.10 (2019), DOI: 10.14419/ijet.v8i1.10.28386
8. Chen Yuping & K. A. LAW (2019) "THE DIMENSION OF KNOWLEDGE-BASED
9. Chetty, Dr. Valliappan Raju Karuppan, and Dr. Siew Poh Phung. "Economics Behind Education: Elements of Development Outcomes through Political Involvement". Eurasian Journal of Analytical Chemistry 13 no. 6 (2018): emSJAC181129.
10. Dr. Valliappan Raju KaruppanChetty, Phung, Dr. Siew Poh, "Conceptualizing the Application for Ethereum Blockchains: Front End Application Development". Eurasian Journal of Analytical Chemistry 13 no. 6 (2018): emEJAC181124.
11. Farooq, M. & Raju, V. Glob J Flex Syst Manag (2019) 20: 177. <https://doi.org/10.1007/s40171-019-00209-6>
12. GUANGDONG PROPERTY INSURANCE COMPANY ON CUSTOMER LEVEL " International Journal of Science Arts and Commerce, Vo.4, no.9. PP. 61-118.
13. Hui, C., Lee, C., Rousseau, D. ML Employment relationships in China: do workers relate to the organization or to people? [J]. Organization Science, 2004, 15(2):232-240.
14. Hwang, K. K. Chinese relationalism: theoretical construction and methodological consideration [J]. Journal for the Theory of Social Behavior, 2000, 30(2):155-178
15. Hwang, P., W., Burgers, Properties of trust :an analytical view [J]. Organization Behavior and Human Decision Processes, 1997, 69(1):67-73
16. Jarvenpaa, S.L., & Leidner, D.E.. Communication and trust in global virtual teams [J]. Organization Science, 1999, 10(6):791-815
17. Jarvenpaa, S.L., Knoll, K., Leidner, D.E.. Is anybody out there? antecedents of trust in global virtual teams [J]. Journal of Management Information System, 1998, 14(4):65-86

18. Johnson-George, C. E., & Swap, W. C.. Measurement of specific interpersonal trust:construction and validation of a scale to assess trust in a specific other[J]. *Journal of Personality and Social Psychology*, 1982,43(6):1306-1317
19. Jones, G R., George, J. M.. The experience and evolution of trust:implications for cooperation and teamwork[J]. *Academy of Management Review*, 1998, 23(3):531-546
20. K. A. Law & Teddy K. F. Lian (2019) “ How Confucianism Can Positively Influence the
21. K. A. Law, Teddy K. F. Lian & Y. Surahaya Binti Mohd Yusof (2019) “THE IMPACT OF FLOOD FROM THE NURSING PERSPECTIVE: A QUALITATIVE DISCOVERY”, *European Journal of Management and Marketing Studies*, Vo.3, Issue 4. PP 19-52.
22. Kanawattanachai, P., &Yoo, Y.. Dynamic nature of trust in virtual teams[J]. *Journal of Strategic Information Systems*, 2002, 11(3-4):187-213.
23. Kanfer R, Ackerman P L, Murtha T C, et al. Goal setting, Conditions of Practice, and Task Performance:a Resource Allocation Perspective[J]. *Journal of Applied Psychology*, 1994, 79(6):826-835
24. Kasper-Fuchrer,E.C.,Ashkanasy,N.M..Communicating trustworthiness and building trust in interorganizational virtual organizations[J]. *Journal of Management*, 2001,27(1):235-254
25. Keller, R. T.. Cross-functional project groups in research and new product development:diversity, communications, job stress, and outcomes[J]. *Academy of Management Journal*, 2001,44(3):547-555
26. Kholiqov, F., Ramzani, S., & Raju, V. (2017). Effect of Comparative Study of Payment System between Malaysia and Republic of Tajikistan. *Journal Of Accounting And Finance In Emerging Economies*, 3(2), 131-136. doi:10.26710/jafee.v3i2.88
27. LEADERSHIP AND ITS IMPACT ON ENTERPRISE PERFORMANCE IN CHINA'S SCIENCE AND TECHNOLOGY-BASED SMALL AND MEDIUMSIZED ENTERPRISES ” *International Journal of Science Arts and Commerce*, Vo.4, no.9. PP. 119-152.
28. Leadership of Organisation?” *International Journal of Science Arts and Commerce*, Vo.4, no. 4. Pp 35-59.
29. Qi De Guo & K. A. LAW (2019) “COMPETITIVENESS PROMOTION STRATEGY OF
30. Raju, Dr. Valliappan, and Dr. Amiya Bhaumik. "Relevance of Staff Engagement & Leadership towards Organizational Development: In the Context of Indian Banking Industry". *Eurasian Journal of Analytical Chemistry* 13 no. 6 (2018): emEJAC181160.
31. Raju, Dr. Valliappan, and Dr. Amiya Bhaumik. "Understanding the Role of Indian Banks – In Persective to Staff Engagement & Leadership". *Eurasian Journal of Analytical Chemistry* 13 no. 6 (2018): emEJAC181159.
32. Raju, Dr. Valliappan. "Theory of Lim Law: Leadership Style". *Eurasian Journal of Analytical Chemistry* 13 no. 6 (2018): emEJAC181127.
33. Reliability with and without response bias[J]. *Journal of Applied Psychology*, 1984, 69(1):85-98
34. Teddy Lian & K. A. LAW (2019) “The Impact of Human Resource Management Bundles on Innovation in Malaysia.” *Journal of Applied Economics and Business Research*, Vo.9, no. 2, pp.83-95
35. Valliappan Raju, Anggoro, Bambang, Burhanuddin Halimi, Siagian P.H., Junaidy Burhan, Tamjis M.R, Abu Bakar M, "Waste Power Generation Analysis Using Landfill Gas". *Eurasian Journal of Analytical Chemistry* 13 no. 6 (2018): emEJAC181148

36. Parijat Pandey, Mandeep Dahiya (2016) A Brief Review On Inorganic Nanoparticles. *Journal of Critical Reviews*, 3 (3), 18-26.
37. Karakostas, V. From atomism to holism the primacy of non-supervenient relations (2009) *NeuroQuantology*, 7 (4), pp. 635-656.
38. Boyer, R.W. Making room for mental space (2009) *NeuroQuantology*, 7 (3), pp. 457-481.