



**THE IMPACT OF CONFUCIAN TRADITIONAL VALUES ON
THE COOPERATION BEHAVIOR OF EMPLOYEES IN
CHINESE AVIATION ENTERPRISES**

SAI FANG



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MANAGEMENT IN MANAGEMENT SCIENCE
INSTITUTE OF SCIENCE INNOVATION AND CULTURE
RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHAP
ACADEMIC YEAR 2023
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ABSTRACT

The prosperity and ability to compete of aviation firms are closely tied to the collaborative conduct of their personnel. In the aviation business, employee cooperation is crucial in ensuring safety and customer happiness, which are of utmost importance. The objectives of this study were to explore 1) the effects of employee demographics, including gender, age, educational level, marital status, and working duration, and 2) the influence of Confucian traditional values on the cooperative behavior of employees in Chinese aviation enterprises. The Confucian traditional values in this study were *obedience to authority, tolerance and altruism, acceptance of authority, and saving face*. The study adopts a quantitative research design utilizing online questionnaires distributed to 400 front-line employees of modern Chinese aviation enterprises. The data analysis statistics were descriptive (frequency, percentage, mean, and standard deviation) and inferential statistics, including an independent sample t-test, one-way ANOVA, and multiple linear regression. The results found that all demographic characteristics affect the employee's cooperative behavior. *Obedience to authority, tolerance, altruism, and saving face* influence employees' cooperative behavior with multiple correlations (R) = .510 and the ability to predict analytical equations of 25.40%.

Keywords: aviation enterprises, Confucian values, employee cooperation behavior

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CHAPTER I

INTRODUCTION

1.1 Background and Statement of Problem

Globalization and rapid economic development are dramatically reshaping the contemporary landscape of global business and society. This transformation affects virtually every industry, and one of the key players in this evolving landscape is the aviation industry. This industry is a critical hub for facilitating global business exchanges and logistics, making it an indispensable component of the modern world. The aviation sector is not only about transporting people and goods from one place to another; it represents the connective tissue of our globalized world. It enables international trade to flourish, driving economic growth and prosperity. The development of tourism, both for business and leisure, has been made possible by the accessibility and convenience that aviation offers. Moreover, aviation transcends geographical boundaries, connecting people from different cultures, backgrounds, and walks of life. It fosters the exchange of goods and services, cultures, knowledge, and resources.

In this era of intense global competition, aviation enterprises' success and overall competitiveness are deeply intertwined with their employees' performance and cooperation behavior. Employees within this industry are not just cog in a machine; they are the human capital that drives the complex operations of airlines, airports, and related service providers.

However, as the aviation industry experiences rapid expansion and development, employee cooperation behavior has become paramount. The significance of this behavior goes beyond mere productivity and quality; it directly impacts aviation safety and customer satisfaction. This importance is particularly accentuated in the aviation sector, where the safety and well-being of passengers and cargo are at the

forefront of concerns.

Research in this field has consistently underscored the pivotal role of employee cooperation behavior in shaping the performance and competitiveness of aviation enterprises. For instance, studies like those conducted by Cohen and Bailey (1997) emphasize the critical nature of teamwork in boosting productivity and fostering innovation within the industry. Katzenbach and Smith (1993) shed light on how effective teamwork can harness employees' full potential, creating synergies that exceed the sum of individual capabilities.

The aviation industry is at the crossroads of globalization and economic development, making it a linchpin in our interconnected world. The behavior and performance of employees in this sector are not only vital for business success. Still, they are also inextricably linked to the safety and satisfaction of passengers and the efficient movement of goods. Understanding and improving employee cooperation behavior in this dynamic and high-stakes environment is the focal point of this research.

1.2 Research Problems

Despite numerous studies focusing on employee cooperation behavior and its influencing factors, research into this aspect, especially in specific contexts such as the aviation industry characterized by high risk and pressure, demands more in-depth and specific exploration. In this context, the impact of cultural values, particularly Confucianism, on employee cooperation behavior becomes particularly intriguing.

In China, a nation with a profound history and cultural heritage, Confucian traditional values influence individuals' value orientations and behavioral guidelines and permeate organizational culture and employee behavior to some extent (Huang Sijing & Zhou Wei, 2019). Over the past several decades, China has undergone tremendous development and transformation, from the end of a millennia-old feudal society to accelerated industrialization and modernization. Consequently, Confucian

traditional values have been influenced to some degree. For instance, the conventional ruler-subject relationship has given way to a leader-subordinate relationship. Additionally, with the increasing education levels of women and the growing presence of female employees, male authority in the workplace has diminished in modern society.

Moreover, the impact of a market economy has made Chinese individuals more self-conscious, balancing individual needs with those of others. However, as mentioned earlier, Confucianism has a history of thousands of years in China, and although traditional values have weakened somewhat with industrialization and modernization, values like relationism, deference, and respect for authority remain prevalent and deeply rooted in various aspects of Chinese life. While the ruler-subject relationship has disappeared, familiarization continues manifesting in the relationship between leaders and subordinates. In many cases, Chinese individuals still show respect and deference to authority, prioritize interpersonal relationships, and maintain harmony in relationships with relatives, acquaintances, and strangers (Wang & Zhang, 2012).

Previous research has shown that Confucian values emphasize core elements such as interpersonal relationships, moral values, and social responsibility. For example, the concept of "*ren*" encourages individuals to care about the needs and interests of others, while the principles of "*li*" underscore respect and humility in social interactions (Sun Mingfeng et al., 2016). These values may significantly impact employee cooperation behavior in the aviation industry.

However, although the influence of Confucian values in Chinese organizations has received some attention, research in specific domains like the aviation industry remains relatively limited. In the context of modern aviation enterprises, the interplay and balance between these traditional values and modern management, international cooperation, and other factors are worth in-depth investigation. Therefore, this study explores how Confucian traditional values affect employee cooperation behavior in modern Chinese aviation enterprises. By drawing upon and applying relevant theories and concepts from Confucian conventional values, we intend to

uncover the role and influence of these values in the cooperation behavior of aviation enterprise employees.

Traditional Confucian values, as a vital part of Chinese culture, are reflected in multiple dimensions and significantly influence individuals' behaviors and attitudes. However, research on the impact of Confucian traditional values on employee cooperation behavior in specialized contexts like the aviation industry remains relatively underexplored. By conducting an in-depth investigation into this relationship, this study can enrich and expand the theoretical framework regarding the relationship between cultural values and organizational behavior and provide new perspectives for cross-cultural management, promoting cultural heritage and development.

The primary question of this research is: Do traditional Confucian values influence the cooperation behavior of employees in Chinese aviation enterprises, and if so, how? Furthermore, it is essential to delve into the relationship between different dimensions of Confucian traditional values and employee cooperation behavior in Chinese aviation enterprises. Additionally, the study will investigate the role of demographic variables such as age, gender, education background, length of service, and marital status in the relationship between Confucian traditional values and employee cooperation behavior, thus providing a more comprehensive understanding of this intricate influencing mechanism.

1.3 Research Hypotheses

The hypotheses proposed in this study are as follows.

H1: The difference in demographic factors, including gender, age, marital status, educational background, and duration of service, affect employee cooperation behavior differently.

H2: The Confucian traditional values influence employee cooperation behavior.

1.4 Research Objectives

The overall objectives of this study are to unveil the relationship between traditional Confucian values and the Cooperation Behavior of employees in Chinese aviation enterprises and to provide valuable strategies for human resource management in aviation enterprises. In specific, there are three research objectives:

Firstly, the researcher explores how these values manifest and influence employees in modern aviation enterprises by conducting an in-depth analysis of the core elements of traditional Confucian values.

Secondly, a profound theoretical framework that reveals the correlation between employee cooperation behavior and Confucian traditional values should be established by measuring and analyzing employee cooperation behavior.

Lastly, based on the research findings, practical management strategies will be proposed to help aviation enterprises better guide and stimulate employee cooperation behavior, thereby enhancing overall organizational performance and competitiveness.

1.5 Scope of the Study

1.5.1 Content

This study focuses on the impact of Confucian traditional values on the cooperation behavior of employees in Chinese aviation enterprises. The Confucian traditional values include obedience to authority, tolerance and altruism, acceptance of authority, and saving face.

1.5.2 Area of Study

This study focuses on the front-line employees of modern Chinese aviation enterprises, primarily focusing on their cooperation behavior in the workplace and whether traditional Confucian values influence these behaviors.

1.5.3 Sample and Population

Due to the large scale of aviation enterprises, the population of this study is relatively broad, encompassing front-line employees across all Chinese aviation enterprises. To ensure the representative of the population, the sample size of 400 samples was determined by using Yamane's sample size table at $\pm 5\%$ precision levels, where confidence level is 95% and $p=.5$, (Yamane, 1967).

1.5.4 Sampling Method

The research employed a convenience sampling method, making data collection inexpensive, efficient, and straightforward. This method was crucial for ensuring sample diversity and representation, thereby enhancing the credibility and universality of the study.

1.5.5 Duration

This study was conducted from August to November 2023.

1.6 Research Framework

Drawing from existing mature research (Wang & Zhang, 2012), four dimensions of traditional Confucian values are considered: *Obedience to authority*, *Tolerance and altruism*, *Acceptance of authority*, and *Saving face*. Each dimension represents essential values within Chinese conventional culture and may influence employee Cooperation Behavior to varying degrees. The dependent variable in this study was *employees' cooperation behavior*, reflecting the extent and quality of their collaboration with colleagues in the workplace. This model explored how different dimensions of traditional Confucian values impact employee cooperation behavior. Additionally, the study examined relevant demographic variables such as age, gender, educational background, work experience, marital status, and their influence on traditional Confucian values and Cooperation Behavior. The research framework is illustrated in Figure 1.

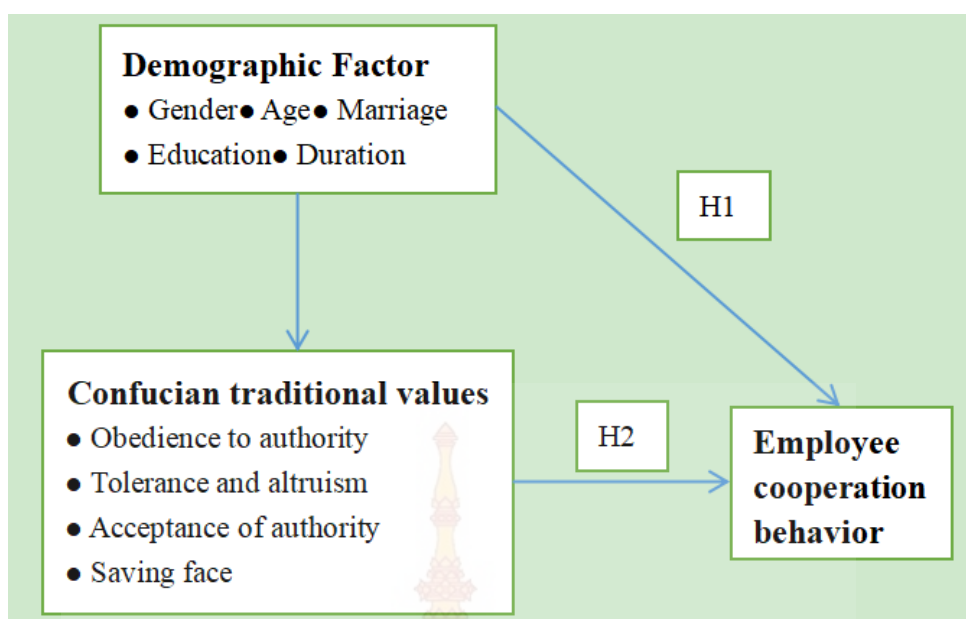


Figure 1. Research Framework

1.7 Definition of Key Terms

(1) Confucianism

Confucianism, also known as Ruism or Ruist thought, was an important philosophical and ethical system in ancient China, with Confucius (Kong Fuzi) as its representative figure. Confucianism originated during the spring, autumn, and Warring States periods (771-221 BC) and has profoundly influenced ancient and modern Chinese society. Confucianism emphasizes moral ethics, social order, individual cultivation, and political governance, making it a core shaping force of traditional Chinese culture.

Some key points of Confucianism include:

- Ren: Ren, often translated as "*benevolence*" or "*humaneness*", is a core concept in Confucianism. It emphasizes individuals' cultivation of benevolence, concern for others, and promoting social harmony through benevolent actions.
- Yi: Yi refers to the concept of righteousness and responsibility.

Confucianism emphasizes that individuals should adhere to moral principles to maintain social justice and fairness.

- Li: Li refers to social norms and rituals. Confucianism believes that following appropriate social etiquette helps maintain social order and harmony.

- Zhi: Zhi represents wisdom and learning. Confucianism encourages individuals to enhance their wisdom through learning, self-cultivation, and reflection to serve society better.

Confucianism has profoundly impacted various aspects of Chinese history, including politics, society, culture, and education. Traditional Confucian values continue to hold significant status in Chinese society and have also influenced the cultures and social systems of other East Asian countries.

(2) Traditional Confucian Values

In this study, traditional Confucian values are focused on their application in the workplace. According to Wang and Zhang (2012), conventional Confucian values are essentially a relation-oriented Confucianism, encompassing four dimensions: Obedience to authority, Acceptance of authority, Tolerance and altruism, and Saving face.

1. Obedience to authority: This dimension emphasizes individuals' respect and obedience to authority figures and superiors. In the workplace, employees may respect their leaders and be willing to follow their guidance and decisions.

2. Acceptance of authority: This dimension highlights individuals' recognition and acceptance of authority. Employees may be willing to accept their leaders' viewpoints and opinions in the workplace, considering them valuable.

3. Tolerance and altruism: This dimension emphasizes individuals' tolerance and concern for others. In the workplace, employees may demonstrate understanding and support for colleagues, a willingness to help others solve problems, and a focus on fostering a harmonious working environment.

4. Saving face: This dimension underscores individuals' concern for social

face and dignity. Employees may pay attention to maintaining personal and team dignity in the workplace, avoiding actions that could harm their or others' dignity.

(3) Employee Cooperation Behavior

Employee Cooperation Behavior refers to active interaction, collaboration, and communication among employees, team members, and other relevant parties in a work environment. It includes sharing knowledge, resources, and information, supporting others' work, collaborating on tasks, and providing assistance and feedback, among other actions. Employee Cooperation Behavior significantly impacts team cooperation efficiency, performance, and the overall harmony of the work environment.

(4) Demographic Variables

Demographic variables are factors used to describe individuals' characteristics and attributes, typically including age, gender, education level, work experience, and position. These variables help researchers understand the distribution and differences in sample characteristics and how they may influence critical variables in the study. In this research, demographic variables may be used to explore the relationships between different groups concerning traditional Confucian values and employee Cooperation Behavior.

1.8. Benefit of the Study

The study will have a positive impact on the practices of aviation enterprises. Firstly, managers of aviation enterprises can, based on the research results, gain a more accurate understanding of the specific role of Confucian traditional values in employee cooperation behavior, enabling the formulation of more precise human resource management strategies. Secondly, the research can guide constructing and maintaining effective teamwork within the enterprise, enhancing employees' collaborative efficiency and overall organizational performance. Furthermore, the study can help better integrate traditional cultural values with modern corporate management

in the context of globalization, offering new ideas for international cooperation in aviation enterprises. Regarding talent development and cultural construction, the research results can assist aviation enterprises in developing tailored training and development plans, helping employees better understand and practice Confucian traditional values, thereby enhancing their overall quality and comprehensive abilities. Additionally, the research results can promote the cultivation of a positive organizational culture, strengthening employees' sense of belonging and responsibility and providing a solid foundation for the sustainable development of enterprises.



CHAPTER II

LITERATURE REVIEW

2.1 Related Theories

2.1.1 Confucianism Thoughts

Confucianism Thoughts is a philosophical system centered on harmony, emphasizing "*benevolence*" and "*integration*". Its core moral values include nine aspects: benevolence, righteousness, propriety, wisdom, trustworthiness, forgiveness, loyalty, filial piety, and fraternal respect. Benevolence and righteousness are core values that guide the other seven, while the principle of benevolence guides the other seven. Confucian benevolence is built upon family ethics (Yang, 1993). Individuals are first expected to love their parents, family members, and siblings and then extend this love to social circles beyond the family, such as friends, classmates, and colleagues. In other words, filial piety and fraternal respect are the roots of benevolence, and the extension of interpersonal relationships expresses family benevolence. However, Confucian benevolence is not uncontrolled; it is a benevolence that emphasizes justice and moderation. Achieving benevolence with justice is the highest moral level in Confucianism, known as the "*Doctrine of the Mean*".

According to Confucian thought, these inner virtues have a decisive impact on individual career success, family happiness, and harmonious interpersonal relationships. Confucian moral principles and virtues are mainly reflected in the behavioral norms of "*propriety*". Although benevolence is central to all Confucian virtues, "*propriety*" becomes the external manifestation of these virtues. "*Propriety*" primarily covers ethical relationships and social and behavioral norms, forming a system known as the "*Five Relationships*". The "*Five Relationships*" stipulate five fundamental intrinsic ethical relationships: ruler and subject, father and son, husband and wife, elder and younger siblings, and friend-to-friend (Wang & Zhang, 2012). In

these relationships, individuals' social roles, corresponding duties, responsibilities, and virtues are clearly defined and regulated (Yang, 1993). Individuals start learning predetermined roles and associated virtues from childhood. This learning typically occurs through various socialization processes and corresponding control and punishment mechanisms (Gabrenya, 1996).

Under the influence of Confucian ethical relationships, the ideal self is expected to cultivate "*relation virtues*" that encompass various social virtues within the context of "*others and myself*". It emphasizes interdependent relationships rather than the "independent self," which emphasizes personal needs and expectations (Huang, 1996). The standards for assessing the ideal self are primarily based on "*relation virtues*" rather than business competence. This relationship orientation is reflected in five aspects: "*relation role differentiation*," "*relation reciprocity*," "*relation fatalism*," "*relation determinism*," and "*relation harmony*" (Yang, 1993). "*Relation role differentiation*" refers to the precise definition of individuals' responsibilities, obligations, and rights in the "*Five Relationships*", as exemplified by rules for hierarchical relationships, such as "*loyalty and faithfulness between ruler and minister*," "*filial piety and obedience between father and son*," "*harmony between husband and wife*," and "*courtesy between elder and younger siblings*." This definition also ensures mutual reciprocity in relationships, such as children should be respectful to their parents, and parents should care for their children; subordinates should respect their superiors, and superiors should nurture their subordinates. Spouses and friends should care for each other as well.

In summary, everyone should extend their love for their family to the people around them. Confucian thought also emphasizes "*relation fatalism*" and "*relation determinism*" to maintain these reciprocal relationships. The former suggests that relationships between people are predetermined and unavoidable. At the same time, the latter involves distinguishing between closeness and distance in interpersonal relationships, such as self-identity (family, strangers, acquaintances), and adopting

different interaction principles and methods based on different relationship levels (Yang, 1993). The "*Gaisu Grid*" concept described by Professor Fei Xiaotong (Fei, 1985) illustrates this: Chinese social relationships are like ripples on the water's surface after a stone is thrown in. The central stone represents the self, and the ripples symbolize the layers of relationships expanding outward with increasing intimacy.

Confucianism's essence is reflected in coordinating relationships with authority figures and extending benevolence to relationships with friends, classmates, organizations, and beyond. Confucianism advocates "*not imposing on others what you would not choose for yourself*", emphasizing self-discipline and kindness. It is embodied in the concept of "*forgiveness*". "*Forgiveness*" requires people not to impose their thoughts on others, to treat others with kindness, avoid conflicts, consider the needs of others, and be tolerant of others' mistakes during cooperation, all in the pursuit of "*tolerance and altruism*". The inclination toward altruism in Confucian thought includes three aspects: "*modesty and humility*," "*cooperation*," and "*tolerance*". First, in social interactions, the Chinese are very concerned about the impact of their own words and deeds on others. They are unwilling to inconvenience others and hope to avoid causing trouble. Second, the Chinese are willing to consider the needs and expectations of others and satisfy these needs and expectations.

Additionally, Confucian thought advocates being generous and tolerant toward others. Chinese people are skilled at thinking from the other person's perspective and considering others' needs. Even if someone makes a mistake, they are likely to forgive and repay with kindness, hoping to positively influence the other person's thoughts and behavior.

Finally, in both authority relationships and relationships with others, Chinese people adhere to the "*face*" principle to achieve the goal of harmony. In this relationship-intensive society, people care deeply about how others perceive them and are concerned about their image in others' eyes. If others show respect, care, concern, and fair treatment to an individual, the individual will gain a social reputation, and

"face" represents this social reputation (Hwang, 1987). *"Face"* is closely related to an individual's family and social status. Generally, the higher one's family and social status, the more important *"face"* becomes. *"Face"* can also accumulate over time. In daily interpersonal interactions, if the interests of both parties conflict, one party can give the other enough *"face"* at the right time, even if the praise contradicts the recipient's identity and behavior. The recipient usually accepts it willingly, without paying too much attention to the gains and losses.

In summary, authority-oriented and altruistic orientations describe two distinct types of relationships: those with authority figures and those with others. The ultimate goal of both types of relationships is to establish harmonious relationships with the relevant groups. Authority-oriented defines the fundamental principles by which Chinese people establish stable and harmonious relationships with authority figures. At the same time, altruistic orientation indicates how Chinese people interact with members of society beyond their families. Regardless of the relationship—whether with an authority figure or with others—Chinese people follow the *"face"* principle to achieve the goal of harmonious coexistence. Therefore, Confucian thought can be summarized as a value system with relationships, encompassing authority orientation, tolerance and altruism, and the principle of *"face"*.

2.1.2 Achievement Motivation Theory

Achievement Motivation Theory was proposed by psychologist David McClelland in 1961 and is a theory that explains an individual's motivation to achieve success and accomplishments. This theory suggests that an individual's intrinsic motivation plays a significant role in their pursuit of success, overcoming challenges, and achieving personal and career goals. McClelland divided achievement motivation into two types: personal orientation and social orientation.

Personal Orientation Achievement Motivation: Personal orientation achievement motivation emphasizes an individual's perception of their intrinsic worth and abilities. This type of motivation drives individuals to achieve success and

accomplishments through personal effort and self-challenge. Individuals with personal orientation achievement motivation typically seek personal feelings of achievement, recognition, and satisfaction. They tend to attribute success to internal factors such as effort and ability.

Social Orientation Achievement Motivation: Social orientation achievement motivation emphasizes an individual's status and influence within a social environment. This type of motivation encourages individuals to succeed by going beyond themselves, contributing to others, and completing a significant societal position. Individuals with social orientation achievement motivation usually focus on the evaluation and expectations of others. They tend to attribute success to external factors like social support and recognition.

Regarding the relationship with employee cooperation behavior, the Achievement Motivation Theory suggests that an individual's motivation impacts their positive behaviors and attitudes in the workplace. Individuals with high achievement motivation may translate their motivation to succeed and achieve into more proactive and cooperative behaviors at work. Individuals with high achievement motivation often seek to go beyond personal goals and contribute to the team and organization's success, thus fulfilling their social orientation achievement.

However, it is important to note that different types of achievement motivation may affect Cooperation Behavior differently. Personal orientation achievement motivation may motivate employees to focus more on personal success and performance. In contrast, motivation for social orientation achievement may make employees more focused on the team and organization's success. Therefore, when analyzing the impact of achievement motivation on Cooperation Behavior, it is essential to consider the balance between personal and social orientation.

In summary, Achievement Motivation Theory provides a framework for understanding how an individual's motivation can influence their Cooperation Behavior in the workplace. This theory has important implications for understanding employee

motivation and their performance in team collaboration.

2.2 Related Studies

2.2.1 Research on Confucian Traditional Values in the Workplace

In the workplace context, Confucian traditional values manifest primarily in individuals placing great importance on immediate and long-term relationships between themselves and the organization (Hwang, 2000). To maintain harmonious relationships with the organization and its members, individuals apply Confucianism's virtues by extending their love for their families to their colleagues, superiors, and the organization (Yang, 1993). They prioritize collective interests and willingly assist their colleagues. They are concerned about nurturing and supporting subordinates and avoiding actions that might damage relationships with colleagues or the organization, even when the organization's actions may appear unfair. To maintain harmony within these relationships, individuals must convince themselves not to dwell on perceived unfair treatment from the organization or its members. Sacrificing some personal interests is worthwhile as it contributes to and enhances the harmonious relationships with colleagues, superiors, and the organization.

Furthermore, in alignment with Confucian traditional values, organizations and their representatives (e.g., leaders) are regarded as authorities whose decisions and actions should be followed and accepted to the greatest extent, even if they are not in an individual's favor. Obedience to authority is demonstrated through respect and reverence for authority figures, seeking guidance from leaders in essential matters, and giving elder colleagues a say in decision-making. Significant decision-making authority typically rests with the leadership. Acceptance of authority entails adhering to hierarchical structures, even if there are deviations in the organization's and leadership's decisions and actions (Morris, 2000).

Additionally, the altruistic tendency in Confucian thought is prominently

expressed in the workplace, as individuals are highly attentive to the impact of their behavior on their colleagues. They consider the needs of their colleagues and strive to accommodate these needs. They are willing to cooperate with colleagues, superiors, and the organization and demonstrate tolerance and forbearance even when colleagues, superiors, or the organization may behave unreasonably (Chinese Culture Connection, 1987).

Lastly, the principle of "*face*" in the workplace implies the need to be mindful of one's own, colleagues', and superiors' social reputations. Individuals continuously strive to uphold and enhance these reputations through various means. Apart from being an excellent "*social self*", individuals should communicate concerns regarding colleagues and superiors privately rather than in public settings, attempt to maintain amicable relationships even when conflicts arise, and demonstrate an attitude of peaceful coexistence. If an individual experiences unfair treatment in practical terms from a superior or colleague but receives sufficient respect or compliments in public. In that case, they may be less concerned about the practical benefits and more focused on preserving "*face*".

2.2.2 Relevant Studies on Employee Cooperation Behavior

Employee Cooperation Behavior is influenced by many intertwined factors, encompassing team interpersonal relationships and individual psychological characteristics. These complex influencing factors shape employees' cooperation behavior in their work roles. A profound understanding of these influencing factors is important for organizations that manage teams better, enhance the collaborative atmosphere, and improve overall performance. In existing research, the focus has primarily been on antecedent variables that affect employee cooperation behavior. These studies emphasize the factors that influence an individual's willingness to cooperate. Drawing from existing research findings, employee cooperation behavior is mainly influenced by three categories of factors: personal factors, interpersonal factors, and organizational and environmental factors.

Personal factors encompass an individual's values and personality traits, among other characteristics, and impact cooperation behavior. Research by Han Jiaojie et al. (2014) indicates that individuals who highly advocate reciprocity and altruism are likelier to engage in cooperation behavior, underscoring the positive influence of an individual's moral orientation on their willingness to cooperate. Moreover, a study conducted by Dou Kai et al. (2018) demonstrates that persons with an enhanced awareness of social benevolence are inclined to experience pleasant feelings and have a diminished perception of negative emotions. As a result, they are more likely to engage in cooperative behaviors.

Interpersonal factors include status conflicts among team members and leadership behavior, which can also influence cooperation behavior. Research by Cai Di et al. (2018) demonstrates that status conflicts reduce the likelihood of cooperation among team members, emphasizing the significance of team-member relationships. Furthermore, Li Aimei et al. (2018) research suggests that in organizational conflict situations, authentic leadership positively influences employee cooperation behavior, highlighting the crucial role of leadership behavior in shaping team cooperation.

Organizational and environmental factors include team size, cultural background, leadership systems, and more, collectively affecting cooperation behavior. Studies suggest that the size of a team and the duration of its existence influence the strength of cooperation among team members (Xu et al., 2015). Research by Shao Wenbo et al. (2014) indicates that industries with a high degree of cooperation demand a highly skilled workforce, emphasizing the impact of industry context on cooperation behavior. Moreover, cultural backgrounds indirectly influence cooperation behavior by directly shaping cooperation behavior or influencing individual cognitive factors such as values and attribution traits (Song et al., 2018). Proper leadership systems and communication mechanisms facilitate the improvement of team cooperation quality.

Ma Weihua et al. (2018) found that in research project settings, well-structured leadership systems, effective communication, and incentive mechanisms

have a beneficial effect on improving the quality of team cooperation. Moreover, a study conducted by Zheng Junjun et al. (2017) reveals that decision frameworks impact an individual's inclination to collaborate, and the amount of collaboration within groups is influenced by psychological distance. When psychological distances are closer, cooperation levels tend to be higher.

These factors collectively influence employee cooperation, affecting team synergy and overall performance. However, comprehensive research on how Confucian cultural values impact employee cooperation behavior is lacking.

2.3 Research Hypotheses

(1) Demographic factors and employee cooperation behavior

In examining the relationship between Confucian traditional values and employee cooperation behavior, this study will also consider the potential influence of demographic variables.

Firstly, age is positively correlated with accumulated experience, and older employees may have accumulated more experience in both work and interpersonal relationships. They may better understand how to cooperate with colleagues and solve problems, possessing better interpersonal skills.

Secondly, employees with higher education levels usually received more education and training. They may have more potent communication abilities, problem-solving, and collaborative skills, all promoting cooperation and team effectiveness.

Thirdly, employees who have worked in the same aviation enterprise for many years may better understand the organization's culture, values, and ways of collaboration. They may have accumulated rich internal resources and social networks, making adapting and integrating into team cooperation easier.

Additionally, married employees may place more emphasis on family and interpersonal relationships. They may be more inclined to get along harmoniously with

colleagues to maintain a positive work atmosphere, promoting cooperation and teamwork.

Finally, research suggests that women tend to be more sensitive in social and emotional expression. They may excel in establishing rapport and trust with colleagues, contributing to developing positive cooperative relationships. Additionally, female employees may pay more attention to details and teamwork, enhancing cooperation behavior.

Based on the logical and commonsense analysis above, the following hypotheses are proposed:

Hypothesis 1 The difference in demographic factors, including gender, age, marital status, educational background, and duration of service, affect employee cooperation behavior differently.

(2) Confucian traditional values and employee cooperation behavior

Confucian traditional values, as one of the core elements of Chinese traditional culture, emphasize harmonious interpersonal relationships, moral cultivation, and the maintenance of social order. Concepts such as "*Ren*" (benevolence), "*Li*" (propriety), "*Xiao*" (filial piety), "*Zhong*" (loyalty), "*Cheng*" (sincerity), and "*Shu*" (forgiveness) constitute essential components of Confucian traditional values. "*Ren*" emphasizes caring and concern for others, "*Li*" emphasizes social norms and behavioral guidelines, "*Xiao*" emphasizes respect and filial piety towards parents, "*Zhong*" emphasizes loyalty to the country and organization, "*Cheng*" emphasizes honesty and truthfulness, and "*Shu*" emphasizes tolerance and understanding.

Employee cooperation behavior refers to actions taken by employees in the workplace that go beyond their job requirements and contribute positively to the organization's effectiveness. In contrast, work performance primarily focuses on an employee's performance in completing tasks and its impact on the overall organizational operational results. Employee cooperation behavior places more emphasis on positive behaviors and a spirit of mutual assistance in teamwork. In

existing research, the dimensions of employee cooperation behavior, based on Organ's (1988) framework, typically include helping others, team spirit, individual proactivity, mutual support, and humility.

While existing research has shown significant associations between cultural values and employee cooperation behavior, most of these studies have focused on cross-cultural validations of Western theories of employee cooperation behavior (Lin and Ho, 2010). There is limited research on how Confucian cultural values affect employee cooperation behavior. Furthermore, there has been little exploration of how cultural values may precondition Chinese employees, especially those in the aviation industry, regarding their cooperation behavior. Nevertheless, pioneering studies by some scholars have indicated that cultural values significantly impact Chinese employees' behavior. For example, Farh et al. (1997) confirmed the moderating effect of "obeying authority," a traditional value, on the relationship between perceived organizational fairness and organizational citizenship behavior (OCB) among Chinese employees. Farh and Hackett (2007) validated the moderating role of traditionality in the relationship between perceived organizational support and OCB in a sample of 163 superiors and subordinates in Beijing-Tianjin organizations.

Research by Guo Xiaowei (2006) with 188 Chinese corporate employees suggested that individualism-collectivism predicted OCB towards supervisors and colleagues independently of perceived fairness. More recently, Lin and Ho (2010) found significant relationships between Hofstede's five cultural value dimensions (power distance, uncertainty avoidance, individualism, masculinity, and long-term orientation) and Chinese employees' organizational citizenship behavior while demonstrating a positive predictive role of "*face*" in OCB. In summary, Confucian traditional values, as a form of relationship-oriented Confucianism, have shared principles with the basic concepts encompassed by employee cooperation behavior. In light of this background, this study aims to investigate how Confucian traditional values influence cooperation behavior among employees in modern Chinese aviation

enterprises, thus addressing a gap in the literature.

Drawing from McClelland's Achievement Motivation Theory (1961), individual achievement motivation can be divided into social-oriented and personal-oriented motivations. Under the influence of Confucian traditional values, Chinese employees often lean towards a social-oriented achievement motivation rather than a personal-oriented one (Yang and Zheng, 1987). It implies that employees are more concerned with the interests of others and their social reputation, placing the common good above personal gain. Guided by these values, employees may exhibit more cooperative behavior to maintain team harmony and overall benefits.

Hypothesis 2: The Confucian traditional values influence employee cooperation behavior.

Building on Wang and Zhang's (2012) theoretical and empirical research on Confucian traditional values in the workplace, this study adopts four dimensions. It explores the relationships between these dimensions of Confucian traditional values and employee cooperation behavior within aviation enterprises in China.

Precisely, employees who are more inclined to obey authority may place greater importance on and cater to the expectations of their leaders (Yang, Yu, and Ye, 1991). Leaders often hope that employees excel in their roles and go beyond task requirements to contribute more to the organization, displaying more citizenship behaviors that help advance team and organizational goals (Wheeler, 2002). Therefore, employees who obey authority may demonstrate more prominent cooperation behaviors.

Obedience to authority influences employee cooperation behavior.

Since accepting authority is a more profound manifestation of obeying authority, employees who are more inclined to accept authority may pay more attention to and cater to the expectations of their leaders (Yang, Yu, and Ye, 1991). Leaders often hope that employees excel in their roles and go beyond task requirements to contribute more to the organization, displaying citizenship behaviors that help advance team and

organizational goals (Wheeler, 2002). Therefore, employees who accept authority may demonstrate more prominent cooperation behaviors.

The acceptance of authority influences employee cooperation behavior.

Similarly, employees more inclined to be tolerant and altruistic may be more concerned with the needs and feelings of colleagues, leaders, and the organization and may be more willing to cooperate to meet their expectations (Chinese Culture Connection, 1987). Even if these expectations go beyond an employee's job scope, these employees may exhibit more cooperative behaviors.

Tolerance and altruism influence employee cooperation behavior.

Furthermore, employees more concerned with "face" may pay more attention to their own, their leaders', and their colleagues' social reputations. They may strive to establish excellent social images in the eyes of others, actively shaping their impressions (Lin, 2019). Therefore, they may go beyond their job scopes, put in more effort to help others, and exhibit more cooperative behaviors (Xu and Wang, 2012). Thus, the following hypothesis is proposed:

The concern for "face" influences employee cooperation behavior.

In summary, these hypotheses aim to reveal how Confucian traditional values influence employee cooperation behavior in Chinese aviation enterprises, deepening our understanding of this relationship. By validating these hypotheses, we will better understand how cultural values shape employee cooperation behavior, providing more effective management strategies and methods for aviation enterprises.

CHAPTER III

RESEARCH METHODOLOGY

This chapter begins with the research design, population and samples, data collection methods, research instrument, and data analysis used in this study, which is described in terms of statistical techniques and their interpretation.

3.1 Research Design

This study aimed to 1) explore how Confucian traditional values influence employee cooperation behavior in the context of front-line employees of modern Chinese aviation enterprises; 2) find the correlation between employee demographics, Confucian traditional values, and employee cooperation behavior; and 3) propose practical management strategies to help aviation enterprises better guide and stimulate employee cooperation behavior based on the research findings. The study was conducted through modern aviation enterprises in China. The research framework used two independent variables: demographic factors and Confucian traditional values. The demographic factors include gender, age, marriage, education, and duration. The Confucian traditional values include obedience to authority, tolerance and altruism, acceptance of authority, and saving face.

3.2 Research Population and Samples

3.2.1 Population

The population of this study were front-line employees of modern Chinese aviation enterprises. Determining the sample size involves considering factors such as research resources, time constraints, and the complexity of data analysis. The research subjects encompass front-line employees of modern Chinese aviation enterprises,

which constitute a large and diverse group.

3.2.2 Samples

Due to the large scale of aviation enterprises, the population of this study is relatively broad, encompassing front-line employees across all Chinese aviation enterprises. To ensure the representativeness of the population, the sample size of 400 samples was determined by using Yamane's sample size table at $\pm 5\%$ precision levels, where the confidence level is 95% and $p = .5$ (Yamane, 1967).

3.2.3 Sampling Method

The research employed a convenience sampling method, making data collection inexpensive, efficient, and straightforward. This method was crucial for ensuring sample diversity and representation, thereby enhancing the credibility and universality of the study.

3.3 Data Collection

Data collection was performed using the following steps.

1. Identifying Sample Sources: Select samples that are easily accessible, typically individuals from their immediate surroundings, such as friends, colleagues, family members, or participants obtained through social media and online survey platforms.
2. Contact and Recruitment: The researcher contacted potential participants and invited them to participate in the study. Recruitment was done through various means, including face-to-face, social media, telephone, and email.
3. Questionnaire distribution: The structured questionnaire survey was designed and distributed online through www.wjx.cn. The questionnaire link of the online survey platform was sent to target samples.

3.4 Research Instrument

The questionnaire was a research tool for collecting data and was developed as follows:

1. Study methods for developing questionnaires from related studies, research, documents, and textbooks.
2. Study-related concepts, theories, and research documents. By considering various details to cover the stated research objectives.
3. Draft the questionnaire in accordance with the conceptual framework and objectives of the research, which will be used as a data collection tool.
4. Three experts in the field evaluated the developed questionnaire for content validity, e.g., language understanding, and appropriateness of the content.
5. The adjusted questionnaire based on the experts' comments was used for a pretest, with data from 30 samples collected and a reliability test performed.
6. Take the completely edited questionnaire and pass the reliability test to collect data from the designated sample group.

The questionnaire consists of three parts, as follows:

Part I: Demographic Factor

This is in accordance with the characteristics of the study participants, who are front-line employees in the aviation industry. The participants were asked to provide their demographic information, including gender, age, marital status, educational background, and length of service. The questions in this part are the checklist type.

Part II: Confucian Traditional Values

The measurement of workplace Confucian traditional values is adapted from the research by Wang & Zhang (2012), who analyzed and defined the content and dimensions of "*workplace Confucian traditional values*" and empirically validated the reliability and validity of the scale through three studies. The questions comprise four variables: obedience to authority, acceptance of authority, tolerance and altruism, and

face principle, with 15 items, as detailed in Table 3.1. The measurement was conducted using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 3.1 Confucian Traditional Values Questions

Confucian Traditional Values in the Workplace

Obedience to Authority

1. Even if someone is wrong, they should be forgiven and tolerated as much as possible.
 2. Even if it is inconvenient for oneself, one should try not to inconvenience others.
 3. Employees should try to meet the requirements of the department and the organization.
 4. Although it may not benefit oneself, it is always good to help others.
 5. Personal interests should be subordinated to the interests of the department and the organization.
-

Acceptance of Authority

6. Even if the organization is wrong, employees should obey
 7. Compensation at work should prioritize seniority, with personal capability coming second.
 8. Even if the leader's demands are unreasonable, employees should follow them.
-

Obedience to Authority

9. To avoid making mistakes, one of the best ways is to follow the advice of seniors.
10. When disputes arise and cannot be resolved, the oldest colleague, in terms of seniority, should be asked to mediate.
11. The leader is like the head of a family, and significant matters in the organization should primarily follow his arrangements.

Confucian Traditional Values in the Workplace

12. Respecting and obeying the leader is a virtue.

Confucian Traditional Values in the Workplace

Face saving

13. As long as it does not hurt one's reputation, suffering a little loss is okay.
14. Mistakes should be discussed privately, while strengths should be acknowledged publicly.
15. Even if there is a conflict of interest with colleagues, one should not easily damage one's reputation.
-

Part III: Employee Cooperation Behavior (ECB)

The ECB was adopted by Du (2018) and was designed to assess employees' cooperation behavior in the workplace. It consists of five questions, each utilizing a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), as detailed in Table 3.2.

Table 3.2 Employee Cooperation Behavior Questions

Employee Cooperation Behavior
1. I proactively discuss issues with colleagues to find mutually acceptable solutions.
2. I actively integrate my opinions with my colleagues' opinions to make decisions.
3. I try to work with colleagues to identify the root causes of problems.
4. The relationships in my department are very harmonious.
5. There is good communication and exchange in my department.

From parts 2 – 3, the participants were asked to rate their level of opinion about the questions in terms of the degree of agreement or disagreement that the

following numbers can indicate: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; and 5: Strongly agree. The interpretation of the average values of the opinion is shown in Table 3.3.

Table 3.3: Score Level, Average Value, and Meaning

Score Level	Average Value
5	4.50 – 5.00
4	3.50 – 4.49
3	2.50 – 3.49
2	1.50 – 2.49
1	1.00 – 1.49

3.5 Content Validity and Reliability

3.5.1. Content Validity

The scales used in this study were adapted from well-established scales in previous research (Wang & Zhang, 2012; Du, 2018). They have undergone rigorous scientific development and validation processes, thus ensuring ideal content validity. It enhances the credibility and effectiveness of the research.

3.5.2. Reliability

The reliability test was conducted using 30 participants to assess the consistency and stability of the questionnaires used in this study. Cronbach's alpha coefficient was calculated to evaluate the internal consistency of the scales. Hair et al. (2010) state that a Cronbach's alpha value above 0.70 indicates acceptable reliability.

The pretest was completed using the developed questionnaires to perform a reliability test. The reliability test used Cronbach's alpha to assess the scale's stability and the measurement variables' accuracy. Table 3.4 demonstrates the Cronbach's alpha value of the pretest, and all Cronbach's alpha values are greater than 0.7. This indicates

that the questionnaire scale passed the reliability test and that the questionnaires can be used to collect data.

Table 3.4: Reliability Test-30 Test Samples

Factors	Variables	Cronbach's α Coefficient	Number of Items
Confucian traditional values	Obedience to authority	0.935	5
	Acceptance of authority	0.932	3
	Tolerance and altruism	0.830	4
	Face saving	0.883	3
Employee Cooperation Behavior		0.870	5

Table 3.4 presents the results of the reliability test for various variables. The reliability of a variable is assessed using Cronbach's α coefficient, which measures the internal consistency or reliability of the items within each construct. Here are the reliability test results: *Confucian traditional values: Obedience to authority* has a Cronbach's α coefficient of 0.935, indicating high internal consistency. *Acceptance of authority* has a Cronbach's α coefficient of 0.932, indicating high internal consistency. *Tolerance and altruism* have a Cronbach's α coefficient of 0.830, showing high internal consistency. *Face saving* has a Cronbach's α coefficient of 0.883, indicating high internal consistency.

Employee Cooperation Behavior has a Cronbach's α coefficient of 0.870, indicating excellent internal consistency.

Overall, the variables in this study demonstrate strong internal consistency, suggesting that the items within each construct are reliably measuring the intended concepts. This reliability enhances the validity of the research findings and suggests that the survey questions are consistent and dependable.

3.6 Data Analysis

In the process of data analysis, this study used the following methods:

1. Descriptive Statistical Analysis

Descriptive statistical analysis provides an overview of the data and an initial understanding of the data's characteristics. The descriptive statistical analysis used in this study is as follows:

1. Mean: The average value of the data used to measure the central tendency of the data.
2. Standard Deviation: A measure of the data's dispersion, indicating the variability in the data.
3. Frequency: The number of times each value appears in the dataset, applicable to categorical data.

2. Inferential Statistical Analysis

The inferential statistics used to test hypotheses at the statistical significance level 0.05 are as follows.

H1: The difference in demographic factors, including gender, age, marital status, educational background, and duration of service, affect employee cooperation behavior differently.

Independent sample t-test and One-way ANOVA were used to analyze data.

H2: The Confucian traditional values influence the employee cooperation behavior.

The multiple linear regression analysis was used to analyze data for hypothesis 2

CHAPTER IV

ANALYSIS RESULTS

Based on the study "*The Influence of Confucian Traditional Values on the Cooperation Behavior of Employees in Chinese Aviation Enterprises*", a statistical software package was used to analyze 400 samples. The independent variables involved in this study included *Obedience to authority*, *Tolerance and altruism*, *Acceptance of authority*, and *Saving face*. Demographic factors include gender, age, marital status, education, and years of employment. The dependent variable is *Employee Cooperative Behavior*.

4.1 Descriptive Statistics

The sample for this study was 400 employees of the Chinese airline. This part presents the descriptive statistic results, including demographic factors and descriptive statistics of variables.

4.1.1 Demographic Factors

Demographic issues cover five aspects, including gender, marital status, age, education level, and working hours, as shown in Table 4.1

Table 4.1: Analysis of Demographic Factors

Gender	Frequency	Percent
Male	203	50.7
Female	197	49.3
Total	400	100.0

Table 4.1: Analysis of Demographic Factors (cont.)

Marital status	Frequency	Percent
Single	120	30.0
Married	241	60.3
Divorced	39	9.8
Widowed	0	0
Total	400	100.0
Age	Frequency	Percent
26-30 years old	94	23.5
31 - 35 years old	136	34
36 - 40 years old	93	23.3
41 - 45 years old	54	13.5
46-50 years old	23	5.8
Total	400	100
Educational level	Frequency	Percent
High School or lower	45	11.3
Vocational School	135	33.8
College or Undergraduate level	171	42.8
Graduate level or higher	49	12.3
Total	400	100.0
Working duration	Frequency	Percent
Less than 1 year	44	11.0
1-3 year	112	28.0
4-6 year	108	27.0
7-9 year	74	18.5
More than 9 years	62	15.5
Total	400	100

Table 4.1 provides a descriptive analysis of demographic factors for airline employees. The sample of 400 people was reasonably balanced in gender, with 50.7 percent male and 49.3 percent female. Regarding marital status, most were married (60.3 percent), while 30.0 percent were unmarried, and the least were divorced (9.8 percent). In terms of age, the distribution is diverse, with the 31-35 age group having

the highest proportion (34.0%), followed by 26-30 years (23.5%) and 36-40 (23.3%). College/ Undergraduate level (42.8%), followed by Vocational School (33.8%). Working duration in the company is 1-3 years (28.0%), followed by 4-6 years (27.0%), and less than one year (11.0%). The sample diversity of these demographic factors provides a comprehensive basis for the study.

4.1.2 Descriptive Statistics of Independent and Dependent Variables

Table 4.2: Opinion Level on Confucian Traditional Values

Confucian traditional values	Opinion Level					Mean	SD	Meaning	Rank
	1	2	3	4	5				
Obedience to authority	4	84	158	97	57	3.30	.988	Moderate	2
Tolerance and altruism	2	76	119	133	70	3.48	1.006	Moderate	1
Acceptance of authority	17	100	120	111	52	3.20	1.086	Moderate	3
Saving face	10	88	136	103	63	3.30	1.058	Moderate	2
Overview Confucian traditional values	-	32	210	116	42	3.42	.784	Moderate	

Table 4.2 shows the percentage of traditional Confucian values based on a 5-point scale. Tolerance and altruism have an average score of 3.30 and a standard deviation of 1.006. The Obedience to Authority and Saving Face has an average score of 3.30 and a standard deviation of .988 and 1.058, respectively. Acceptance of authority has an average score of 3.20 and a standard deviation of 1.086. Overview of confusion: traditional values have an average score of 3.42 with a standard deviation of .784. It can be concluded that the respondents' opinion level of all variables in the Confucian traditional values was moderate.

Table 4.3: Percentage of Employees Who Engage in Cooperative Behavior

	Level of Opinion					Mean	SD	Meaning
	1	2	3	4	5			
Employees cooperation behavior	2	91	126	124	57	3.36	1.001	Moderate

Table 4.5 provides the employee cooperative behaviors as measured on a 5-point scale. Most respondents rate neutral (3) and agree (4) with frequencies 126 and 124 accordingly, with an average score of 3.36 and a standard deviation of 1.001.

4.2 Inferential Statistics

In this survey, gender is a two-point discrete variable. Age, marital status, educational level, and working duration are more than three discrete variables. Therefore, an independent sample t-test and a one-way ANOVA were used to test whether there are differences in demographic factors affecting employee cooperation behavior. Confucian traditional values and employee cooperation behavior are continuous variables. The multiple linear regression analysis was used to examine the impact of Confucian traditional values on employee cooperation behavior.

This part will present the results based on the research objectives by spitting into two parts as follows:

Part I, the analysis results of demographic factors affect employees' cooperation behavior

Part II analyzes the results of independent variables of Confucian traditional values, including obedience to authority, tolerance, altruism, acceptance of authority, and saving face that influences employees' cooperation behavior.

4.2.1 Demographic Factors Affect Employee's Cooperation Behavior

Hypothesis 1: The differences in demographic factors affect employees' cooperation behavior differently

H1a: The differences in gender affect employee's cooperation behavior differently

Independent sample t-test was used to analyze data to test the difference in mean values between 2 data groups at the statistically significant level of 0.05.

Table 4.4: The Independent Samples t-test of the Gender Factor

	Gender	N	Mean	SD	t-value	df	sig
Employees Cooperation Behavior	male	203	2.94	0.975	-9.447	398	<0.000*
	female	197	3.79	0.828			

Table 4.4 presents the results of an Independent Samples t-test analyzing the gender factor's impact on Employees Cooperation Behavior. The table shows two groups: male (n=203) and female (n=197).

The mean value for males is 2.94 with a standard deviation of 0.975, while the mean for females is 3.79 with a standard deviation of 0.828. The t-value is -9.447, and the degree of freedom is 398. The p-value is <0.000, indicating a significant gender difference affecting employees' cooperation behavior at the significance level of 0.05.

H1b: The differences in age affect the employees' cooperation behavior differently

One-way ANOVA was used to analyze data to test the difference of mean values among more than 2 data groups at the statistically significant level of 0.05.

Table 4.5: Age Affects Employee Cooperation Behavior

		Sum of Squares	<i>df</i>	Mean Square	F	Sig.
Employees Cooperation Behavior	Between Groups	78.147	4	19.537	23.986	0.000*
	Within Groups	321.731	395	0.815		
	Total	399.877	399			

From Table 4.5, the analysis results show that age differences affect employees' cooperation behavior. The table includes the following information between groups. The sum of squares between groups is 78.147 with 4 degrees of freedom, resulting in a mean square of 19.537. Within groups, the sum of squares within groups is 321.731 with 395 degrees of freedom, resulting in a mean square of 0.815. The total sum of squares is 399.877 with 399 degrees of freedom. The F-value is 23.986, and the p-value (Sig.) is 0.000, indicating that the differences in age group affect the employees' cooperation behavior differently. The analysis of multiple comparisons of different occupation groups using LSD is demonstrated in Table 4.6.

Table 4.6: The Multiple Comparisons of the Difference Age Group that Affects the Employees' Cooperation Behavior

		Mean Difference (I-J)				
Age group		Group J				
	$\bar{X}$	26-30 years	31-35 years	36-40 years	41-45 years	46-50 years
Group I		2.84	3.13	3.61	4.06	4.13
26-30 years	2.84	-	-0.292 (.016)*	-0.772 (.000)*	-1.215 (.000)*	-1.290 (.000)*
31-35 years	3.13		-	-0.481 (.000)*	-0.923 (.000)*	-0.998 (.000)*
36-40 years	3.61			-	-0.443 (0.004)*	-0.518 (0.014)*
41-45 years	4.06				-	0.075 (0.739)
46-50 years	4.13					-

* The mean difference is significant at the 0.05 level

Dependent Variable: employees' cooperation behavior

Table 4.6 presents the pair mean comparison of the employee age group that affects employees' cooperation behavior. The employees in the age group 26-30 years old have a lower mean than those who are in the age group 31-35 years old, 36-40 years old, 41-45 years old, and 46-50 years old, with the significant value equal of .016, .000, .000, and .000. The mean values for employees in the 31-35 age group are lower than those in the 36-40, 41-45, and 46-50 age groups. The significance values are equal to .000, .000, and .000 accordingly. The mean values of employees in the 36-40 age group were lower than those in the 41-45 and 46-50 age groups, and the significance values were equal to 0.004 and 0.014.

H1c: The differences in educational level affect the employees' cooperation behavior differently

One-way ANOVA was used to analyze data to test the difference of mean values among more than 2 data groups at the statistically significant level of 0.05.

Table 4.7: The Differences in Educational Level Affect the Employees' Cooperation Behavior

		Sum of Squares	<i>df</i>	Mean Square	F	Sig.
Employees Cooperation Behavior	Between Groups	85.481	3	28.494	35.89	0.000*
	Within Groups	314.396	396	0.794		
	Total	399.878	399			

From Table 4.7, the results of the educational level differences analysis affect employees' cooperation behavior. The table includes the following information between groups. The sum of squares between groups is 85.481 with 3 degrees of freedom, resulting in a mean square of 28.494. Within groups, the sum of squares within groups is 314.396 with 396 degrees of freedom, resulting in a mean square of 0.794. The total sum of squares is 399.878 with 399 degrees of freedom. The F-value is 35.89, and the p-value (Sig.) is 0.000, indicating no significant differences in employee cooperation behavior across different educational level groups. The analysis of multiple comparisons of different occupation groups using LSD is demonstrated in Table 4.8.

Table 4.8: The Multiple Comparisons of the Difference Age Group that Affects the Employees' Cooperation Behavior

		Mean Difference (I-J)			
Educational level group	$\bar{X}$	Group J			
		High School or lower	Vocational School	College or Undergraduate level	Graduate level or higher
Group I		2.49	3.04	3.64	4.06
High School or lower	2.49	-	-0.548 (.000)*	-1.149 (.000)*	-1.572 (.000)*
Vocational School	3.04		-	-0.600 (.000)*	-1.024 (.000)*
College or Undergraduate level	3.64			-	-0.424 (.004)*
Graduate level or higher	4.06				-

* The mean difference is significant at the 0.05 level

Dependent Variable: employees' cooperation behavior

Table 4.8 presents the pair mean comparison of employees' educational level group that affects employees' cooperation behavior. The employees in the educational level group graduate level or higher have higher mean than those in the educational level group high school or lower, vocational school, and college or undergraduate level with the significant value equal to .000, .000, and .004. The employees in the educational level group college or undergraduate level have higher mean than those who are in the educational level group high school or lower and vocational school with a significant value equal to .000 and .000. The employees in the educational level group vocational school has higher mean than those who are in the educational level group high school or lower with the significant value equal to .000.

H1d: The difference in marital status affects the employees' cooperation behavior differently

One-way ANOVA was used to analyze data to test the difference of mean values among more than 2 data groups at the statistically significant level of 0.05.

Table 4.9: The Differences in Marital Status Affect the Employees' Cooperation Behavior

		Sum of Squares	df	Mean Square	F	Sig.
Employees Cooperation Behavior	Between Groups	50.000	2	25.000	28.367	0.000*
	Within Groups	349.877	397	0.881		
	Total	399.877	399			

From Table 4.9, the analysis results of the marital status differences affect employees' cooperation behavior. The table includes the following information between groups. The sum of squares between groups is 50.000 with 2 degrees of freedom, resulting in a mean square 25.000. Within groups, the sum of squares within groups is 349.877 with 397 degrees of freedom, resulting in a mean square of 0.881. The total sum of squares is 399.877 with 399 degrees of freedom. The F-value is 28.367, and the p-value (Sig.) is 0.000, indicating no significant differences in employee cooperation behavior across different educational level groups. The analysis of multiple comparisons of different occupation groups using LSD is demonstrated in Table 4.10.

Table 4.10: The Multiple Comparisons of the Different Age Groups Affect the Employees' Cooperation Behavior

		Mean Difference (I-J)		
Marital status group		Group J		
	$\bar{X}$	Single	Married	Divorced
Group I		2.89	3.64	3.03
Single	2.89	-	-0.751 (.000)*	-0.134 (.439)
Married	3.64		-	-0.618 (.000)*
Divorced	3.03			-

* The mean difference is significant at the 0.05 level

Dependent Variable: employees' cooperation behavior

Table 4.10 presents the pair mean comparison of employees' marital status group that affects employees' cooperation behavior. The employees in the marital status group single have a lower mean than those who are in the marital status group married with a significant value equal to .000. The employees in the marital status group married have a higher mean than those who are in the marital status group divorced with the significant value equal to .000.

H1e: The difference in working duration affects the employees' cooperation behavior differently

One-way ANOVA was used to analyze data to test the difference of mean values among more than 2 data groups at the statistically significant level of 0.05.

Table 4.11: The Difference in Working Duration Affects the Employee's Cooperation Behavior

		Sum of Squares	<i>df</i>	Mean Square	F	Sig.
Employees Cooperation Behavior	Between Groups	74.113	4	18.528	22.466	0.000*
	Within Groups	325.764	395	0.825		
	Total	399.877	399			

Table 4.11 analyzes how different occupations affect employees' cooperation behavior. The table includes the following information between groups. The sum of squares between groups is 74.113 with 4 degrees of freedom, resulting in a mean square of 18.528. Within groups, the sum of squares within groups is 325.764 with 395 degrees of freedom, resulting in a mean square of 0.881. The total sum of squares is 399.877 with 399 degrees of freedom. The F-value is 22.466, and the p-value (Sig.) is 0.000, indicating no significant differences in employee cooperation behavior across different working durations. The analysis of multiple comparisons of different occupation groups using LSD is demonstrated in Table 4.12

Table 4.12: The Multiple Comparisons of the Difference Working Period Groups Affect the Employee's Cooperation Behavior Differently

		Mean Difference (I-J)				
Working Duration		Group J				
	$\bar{X}$	<1 year	1-3 years	4-6 years	7-9 years	>9 years
Group I		3.09	2.86	3.30	3.80	4.03
< 1 year	3.09	-	-0.234 (0.149)	0.205 (0.207)	0.706 (.000)*	0.941 (.000)*
1-3 year	2.86		-	0.439 (.000)*	0.940 (.000)*	1.175 (.000)*
4-6 year	3.30			-	0.501 (.000)*	0.736 (.000)*
7-9 year	3.80				-	0.235 (0.134)
> 9 years	4.03					-

* The mean difference is significant at the 0.05 level
 Dependent Variable: employees' cooperation behavior

Table 4.12 presents the mean comparison of employee working duration groups that affect employees' cooperation behavior. The employees in the working duration group of more than 9 years have a higher mean than those who are in the working duration group of less than 1 year, 1-3 years, and 4-6 years, with a significant value equal to .000, .000, and .000. The employees in the working duration group 7-9 year has higher mean than those who are in the working duration group less than 1 year, 1-3 year and 4-6 year with the significant value equal to .000, .000, and .000. The employees in the working duration group 4-6 year has higher mean than those who are in the working duration group 1-3 year with the significant value equal to 0.000.

4.2.2 The Analysis Results of the Factors that Influence Employees' Cooperation Behavior

Hypothesis 2: Confucian traditional values have influenced employee's cooperation behavior.

In this study, Confucian traditional values consist of obedience to authority, tolerance and altruism, acceptance of authority, and saving face. Therefore, the independent variables are obedience to authority, tolerance and altruism, acceptance of authority, and saving face. The dependent variable is the employee's cooperation behavior. Multiple linear regression is used to analyze data and develop the forecasting equation at the % confidence level of 95%. The analysis was conducted using stepwise regression to determine the best model. The forms of the estimating equations are as follows.

$$\hat{Y}_T = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Where Y_T = Employees' cooperation behavior

X_1 = Obedience to authority

X_2 = Tolerance and altruism

X_3 = Acceptance of authority

X_4 = Saving face

Through stepwise regression, the independent variable 'acceptance of authority' was excluded, resulting in the retention of three independent variables: obedience to authority, acceptance of authority, and saving face. The final data analysis results are as follows:

Table 4.13 Regression Analysis to Predict the Influence of Confucian Traditional Values on Employees' Cooperation Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Dubin-Watson
1	.409 ^a	0.167	0.165	0.915	
2	.480 ^b	0.230	0.226	0.881	
3	.510 ^c	0.260	0.254	0.865	1.851

a Predictors: (Constant), Obedience to authority

b Predictors: (Constant), Obedience to authority, Saving face

c Predictors: (Constant), Obedience to authority, Saving face, Tolerance, and altruism

d Dependent Variable: Employees' cooperation behavior

From Table 4.13, the analysis results show that the fitting index of Model 3 is the best: $R = .510$. The ability to predict the analytical equation is 25.40% at the statistically significant level 0.05. Durbin-Watson value = 1.851, which is in the range of 1.5-2.5, indicates no problems with autocorrelation in residuals for multiple regression.

From Table 4.14, the highest tolerance value of all independent variables is 0.839, which is not less than 0.2, and VIF values less than 2.0. It indicates that there is no correlation between independent variables.

Table 4.14 The Multiple Linear Regression Coefficients for the Influence of Confucian Traditional Values on Employees' Cooperation Behavior

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	1.152	0.193		5.982	.000		
Obedience to authority	0.251	0.050	0.248	5.018	.000	0.768	1.302
Tolerance and altruism	0.210	0.045	0.222	4.704	.000	0.839	1.192
Saving face	0.197	0.049	0.198	3.991	.000	0.762	1.312

a. Dependent Variable: employees' cooperation behavior

Table 4.14 consists of 3 predictor variables, including obedience to authority, acceptance of authority, and saving face, which developed the following prediction equation.

$$\hat{Y}_T = 1.152 + 0.251X_1 + 0.210X_2 + 0.197X_4$$

The equation can explain the event brand image and awareness coefficient. R square is equal to 0.260, adjusted R square is equal to 25.40%, and the independent variables are not related to each other.

In summary, the analysis results indicated that Confucian traditional values, including obedience to authority, acceptance of authority, and saving face, positively affect employees' cooperation behavior with a significant value of .000, .000, and 0.00 accordingly. However, the impact of acceptance of authority on employees' cooperation behavior was not supported.

4.3 Summary Results

Hypothesis 1: The difference in demographic factors, including gender, age, marital status, educational background, and duration of service, affect employee cooperation behavior differently.

From Table 4.15, the analysis results indicated that the difference in customers' gender, age, educational level, marital status, and occupation affect employees' cooperation behavior differently.

Table 4.15 Summary of Demographic Data Affects Employees' Cooperation Behavior

Demographic	Employees Cooperation Behavior	Results
Gender	✓	$t(398) = -9.447, p = 0.000^*$
Age	✓	$F(4,395) = 23.986, p = 0.000^*$
Educational level	✓	$F(4,396) = 35.890, p = 0.000^*$
Marital status	✓	$F(2,397) = 28.367, p = 0.000^*$
Working duration	✓	$F(4,395) = 22.466, p = 0.000^*$

- no different effects at the statistical significance of 0.05

✓ have different effects at the statistical significance of 0.05

Hypothesis 2: Confucian traditional values have influenced employee's cooperation behavior

Table 4.16 summarizes the analysis results of factors influencing customer purchasing intention for sponsored products. The results show the forecasting equation for the hypothesis test.

Table 4.16 Summary of Obedience to Authority, Tolerance and Altruism, Acceptance of Authority, and Saving Face Influence Employee Cooperation Behavior

Hypothesis	Result	Forecasting Equations
Confucian traditional values have influenced employees' cooperation behavior.	✓	$\hat{Y}_T = 1.152 + 0.251X_1 + 0.210X_2 + 0.197X_4$ $X_1 = \text{Obedience to authority}$ $X_2 = \text{Tolerance and altruism}$ $X_3 = \text{Acceptance of authority}$ $X_4 = \text{Saving face}$

- no significant effect at the statistical significance of 0.05

✓ have a significant effect at the statistical significance of 0.05

CHAPTER V

CONCLUSION AND DISCUSSION

This section presents the conclusions and discussions from the research and recommendations for the employees, enterprises, and future research. This research aimed to explore the influences of Confucian traditional values on modern aviation employees and employee cooperation behavior. Lastly, to propose practical management strategies to help aviation enterprises better guide and stimulate employee cooperation behavior based on the research findings, thereby enhancing overall organizational performance and competitiveness.

5.1 Conclusion

5.1.1 Demographic Variables and Employee Cooperative Behavior

The research findings suggest that gender, age, marital status, educational background, and working duration significantly affect employee cooperative behavior. Notably, female employees exhibited stronger cooperative behavior compared to their male counterparts. This observation may reflect differences in communication and interpersonal skills between genders. Furthermore, as employees' age and educational level increased, their cooperative behavior improved. It is plausible that older and more educated employees may possess better conflict resolution and communication abilities. Marital status played a role, with married employees displaying higher cooperative behavior than unmarried or divorced employees. Length of employment was also a contributing factor, as shorter and longer tenure employees showed stronger cooperative behavior.

5.1.2 Influence of Confucian Traditional Values

The study reveals that Confucian traditional values significantly influence employee cooperative behavior in Chinese aviation enterprises. Among the four dimensions of Confucian values, "*Tolerance and altruism*," "*Obedience to authority*," and "*Saving face*" were found to have an influence on cooperative behavior in the same direction. These findings align with Confucianism's cultural significance in China, where values such as respect for authority, tolerance, and maintaining harmony in relationships hold great importance.

5.2 Discussion

In the context of employee cooperation behavior, defined by actions surpassing job requirements and enhancing organizational effectiveness, the significance of cultural values becomes evident. While existing research has explored the relationship between cultural values and cooperation behavior, the focus has primarily been on cross-cultural validations of Western theories. This leaves a gap in understanding how Confucian cultural values uniquely influence Chinese employees, particularly in the aviation industry.

The study aligns with previous research highlighting the crucial role of Confucian traditional values in shaping employee behavior. Notable scholars, such as Farh et al. (1997), Farh and Hackett (2007), Guo (2006), and Lin and Ho (2010), have emphasized the influence of Confucian traditional values like "*obeying authority*" and "*face*" on organizational citizenship behavior (OCB) among Chinese employees.

In the aviation industry, where hierarchical structures and teamwork are paramount, employees exhibiting traits associated with Confucian values are likely to engage in more cooperative behaviors. The importance of "*obeying authority*" is underscored by the expectation that employees not only excel in their roles but also contribute beyond task requirements to advance team and organizational goals.

As a more profound manifestation of obeying authority, acceptance of authority further enhances the likelihood of employees demonstrating prominent cooperation behaviors. Those accepting authority tend to cater to leaders' expectations, aligning with the organizational ethos of encouraging citizenship behaviors that benefit the collective.

Moreover, the dimensions of "*Tolerance and altruism*" and "*Saving face*" play crucial roles. Employees displaying tolerance and altruism are more likely to cooperate with colleagues, leaders, and the organization to meet expectations, extending their efforts beyond job requirements. Similarly, individuals concerned with "face" actively shape positive social images, going beyond their job scopes to help others and exhibiting heightened cooperation behaviors.

The findings contribute to bridging the gap in the literature by exploring how Confucian traditional values specifically precondition employees in the aviation industry regarding cooperation behavior. The study's theoretical foundation, based on Wang and Zhang's (2012) research, and its empirical approach provide a nuanced understanding of the interplay between cultural values and employee behavior.

In conclusion, the study underscores the significance of Confucian traditional values in fostering cooperative behavior among employees in Chinese aviation enterprises. These findings offer practical implications for organizational management in leveraging cultural values to enhance teamwork, ultimately contributing to organizational success.

5. 3 Recommendation

Based on the research findings, the following recommendations can be made to enhance employee management in aviation enterprises.

5.3.1 Gender-Inclusive Policies

Given the observed gender differences in cooperative behavior, aviation

enterprises should implement policies and practices that promote gender inclusivity and equality. This includes initiatives to support and encourage female employees' participation in cooperative activities.

5.3.2 Age-Diverse Teams

Recognizing the positive correlation between age and cooperative behavior, aviation companies should consider building teams with diverse age groups. This diversity can foster a balance of experience and fresh perspectives, which may enhance overall cooperation within the organization.

5.3.3 Invest in Employee Education

The study's findings indicate that employees with higher educational qualifications exhibit stronger cooperative behavior. Aviation enterprises should invest in continuous education and development programs to empower employees and improve their cooperative skills.

5.3.4 Support for Married Employees

Acknowledging the role of marital status in employee cooperation, organizations should consider offering support mechanisms or benefits for married employees to help them maintain a work-life balance and sustain their cooperative contributions.

5.3.5 Mentorship Programs

Aviation enterprises could implement mentorship programs due to the link between longer tenure and enhanced cooperative behavior. These programs can facilitate knowledge transfer, peer support, and relationship building between experienced and newer employees.

5.3.6 Promotion of Confucian Values

Confucian values, deeply rooted in Chinese culture, emphasize respect for authority, tolerance, obedience, and the importance of maintaining social harmony. A recent study revealed that these values positively correlate with employee cooperative behavior. To translate these findings into actionable strategies, Chinese aviation

enterprises can consider the following recommendations:

1. Strengthening "*Tolerance and Altruism*" Values

Training Programs: Implement regular training programs, including lectures, group discussions, and role-playing, to help employees understand how "tolerance and altruism" can positively affect the work environment.

Case Studies: Collect and share success stories, highlighting achievements where employees have positively contributed through understanding and supporting colleagues. This helps inspire others to participate in teamwork actively.

Reward Mechanisms: Introduce reward mechanisms that encourage employees to exhibit tolerant and altruistic behaviors in their work. This could be through regular recognition events, bonuses, or other incentive measures.

2. Reinforcing the "*Obedience to Authority*" Culture:

Leadership Training: Provide leadership training for management, emphasizing the importance of open communication, motivating teams, and building trust.

Mentorship Programs: Establish mentorship programs to provide one-on-one coaching to help employees better understand and align with leadership expectations.

Team Building Activities: Regularly organize team-building activities to promote cooperation and mutual understanding among employees, strengthening the "*obedience to authority*" culture.

3. Advocating the "*Saving Face*" Culture

Recognition Systems: Establish recognition mechanisms to regularly acknowledge employees' outstanding performance, emphasizing their positive contributions to the team.

Social Events: Organize social events that provide opportunities to highlight individual social reputations, such as professional conferences or internal seminars.

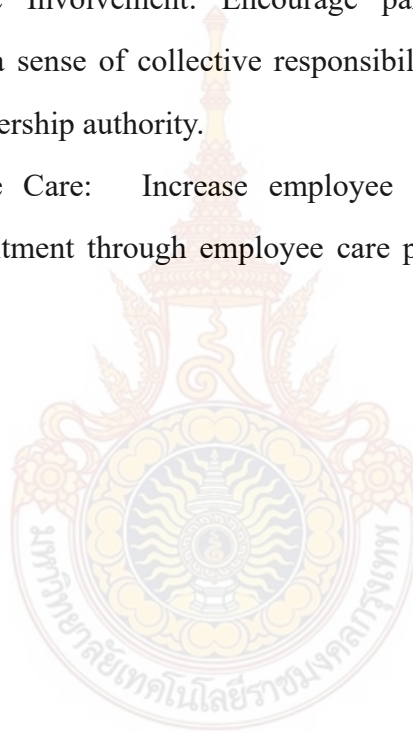
Internal Rewards: Develop internal reward systems to acknowledge employees' efforts in maintaining personal and team "face," whether in monetary or non-monetary forms.

4. Promoting the "*Acceptance of Authority*" Culture

Transparent Decision-Making Processes: Ensure organizational decision-making processes are transparent, explaining the rationale behind decisions and their positive impact on the team.

Employee Involvement: Encourage participation in decision-making processes, fostering a sense of collective responsibility that makes employees more willing to accept leadership authority.

Employee Care: Increase employee leadership care, reflecting the organization's commitment through employee care plans, health benefits, and other measures.



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APPENDICES

Appendix A

English Version Questionnaire

Questionnaire on Cooperation Behavior of Employees in Aviation Enterprises

Dear respondents:

I am a graduate student from ISIC, conducting a questionnaire survey aimed at front-line employees in the aviation industry. I assure you that this research is solely for academic purposes and does not collect personal information. Your participation is greatly appreciated and will contribute significantly to this study. Thank you for taking the time to participate!

Part One: Personal Information

Please answer the following questions regarding your personal information.

1. Your gender

☐ Male

☐ Female

2. Your age

☐ ≤ 25 years old

☐ 26 - 30 years old

☐ 31 – 35 years old

☐ 36 – 40 years old

☐ 41 – 45 years old

☐ 46 – 50 years old

☐ 51 – 55 years old

☐ ≥ 55 years old

3. Your marital status

☐ Single

☐ Married

☐ Divorced

☐ Widowed

4. What is your educational background?

☐ High School or lower

☐ Vocational School

☐ College/ Undergraduate level ☐ Graduate level or higher

5. How long have you been working at your current company?

☐ Less than 1 year ☐ 1-3 years
☐ 3 -5 years ☐ 6-10 years
☐ More than 10 years

Part Two: Measurement of Confucian Traditional Values in the Workplace

Please select the option that best describes your attitude based on the following statements, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Confucian Traditional Values in the Workplace	1	2	3	4	5
Obedience to authority					
6. Even if someone is wrong, they should be forgiven and tolerated as much as possible.					
7. Even if it is inconvenient for oneself, one should try not to inconvenience others.					
8. Employees should try to meet the requirements of the department and the organization.					
9. Although it may not benefit oneself, it's always good to help others.					
10. Personal interests should be subordinated to the interests of the department and the organization.					
Acceptance of authority					
11. Even if the organization is wrong, employees should obey					
12. Compensation at work should prioritize seniority, with personal capability coming second.					
13. Even if the leader's demands are unreasonable, employees should follow them.					

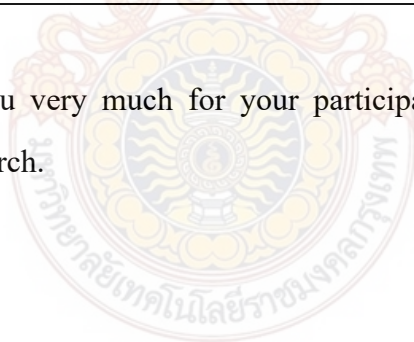
Confucian Traditional Values in the Workplace	1	2	3	4	5
Tolerance and altruism					
14. To avoid making mistakes, one of the best ways is to follow the advice of seniors.					
15. When disputes arise and cannot be resolved, the oldest colleague, in terms of seniority, should be asked to mediate.					
16. The leader is like the head of a family, and major matters in the organization should primarily follow his arrangements.					
17. Respecting and obeying the leader is a virtue.					
Face saving					
18. As long as it does not hurt one's reputation, suffering a little loss is okay.					
19. Mistakes should be discussed privately, while strengths should be acknowledged publicly.					
20. Even if there is a conflict of interest with colleagues, one should not easily damage one's reputation.					

Part Three: Measurement of Employee Cooperation Behavior

Please select the option that best describes your situation based on the following statements, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Employee Cooperation Behavior	1	2	3	4	5
21. I proactively discuss issues with colleagues to find mutually acceptable solutions.					
22. I actively integrate my opinions with my colleagues' opinions to make decisions.					
23. I try to work with colleagues to identify the root causes of problems.					
24. The relationships in my department are very harmonious.					
25. There is good communication and exchange in my department.					

Thank you very much for your participation! Your responses are highly valuable for my research.



Appendix B

Chinese Version Questionnaire

附录

问卷调查

航空企业员工合作行为调查问卷调查

尊敬的受访者：

我是 ISIC 的一名研究生，正在对航空业的一线员工进行一项问卷调查。我想向您保证，本研究仅出于学术目的，不收集任何个人信息。我们非常感谢您的参与，并将对本研究做出重大贡献。感谢您花时间参与进来！

第一部分：个人信息

请回答以下有关您的个人信息的问题。

1 你的性别

男

女

2 你的年龄

☐ ≤ 25 岁

☐ 26 - 30 岁

☐ 31 - 35 岁

☐ 36 - 40 岁

☐ 41 - 45 岁

☐ 46 - 50 岁

☐ 51 - 55 岁

☐ ≥ 55 岁

3 你的婚姻状况

单身

结婚

离婚

丧偶

4 你的教育背景如何？

高中或更低学历

职业学校

大学/大学毕业水平

研究生水平或更高的水平

5 你在你现在的公司工作了多久了？

1 年以下的时间

1-3 年

3 -5 年

6-10 年

10 年以上

第二部分：工作场所儒家价值观的测量

请根据以下陈述选择最能描述您的态度的选项，范围从 1（强烈不同意）到 5（强烈同意）。

在工作场所的儒家价值观	1	2	3	4	5
遵从权威					
6 即使有人错了，他们也应该尽可能多地被原谅和容忍。					
7 即使对自己不方便，也应该尽量不给别人带来不便。					
8 员工应尽量满足部门和组织的要求。					
9 虽然这可能对自己不利，但帮助别人总是好的。					
10 个人利益应服从于部门和组织的利益。					
接受权威					
11 即使组织是错误的，员工也应该服从					
12 工作报酬应优先考虑资历，个人能力居第二					
13 即使领导的要求是不合理的，员工也应该遵循它们					
服从权威					
14 为了避免犯错，最好的方法之一就是听从老年人的建议。					
15 当纠纷发生而无法解决时，应要求最年长的同事进行调解。					
16 领导就像一家之主，组织中的主要事务应该主要遵循他的安排					
17 尊重和服从领袖是一种美德。					
面子原则					
18 只要不损害一个人的声誉，就可以遭受一点损失。					
19 错误应该被私下讨论，而优势应该被公开承认。					
20 即使与同事存在利益冲突，也不应该轻易损害自己的名誉。					

第三部分：员工合作行为的测量

请根据以下陈述选择最能描述您的情况的选项，范围从 1（强烈不同意）到 5（强烈同意）。

员工合作行为	1	2	3	4	5
21 我主动与同事讨论问题，以找到双方都可以接受的解决方案。					
22 我积极地将自己的观点与同事的观点结合起来来做决定					
23 我努力与同事们一起努力，以找出问题的根源。					
24 我们部门的人际关系很融洽。					
25 在我的部门里有很好的沟通和交流。					

非常感谢您的参与！你的回答对我的研究非常有价值。



APPENDIX C

RELIABILITY TEST

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.935	5

Item Statistics

	Mean	Std. Deviation	N
Q6	3.77	1.455	30
Q7	3.33	1.322	30
Q8	3.40	1.102	30
Q9	3.17	1.053	30
Q10	3.27	1.363	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q6	13.17	18.420	.912	.904
Q7	13.60	19.559	.908	.904
Q8	13.53	22.395	.798	.927
Q9	13.77	23.013	.772	.932
Q10	13.67	20.437	.782	.930

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.93	31.926	5.650	5

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.932	3

Item Statistics

	Mean	Std. Deviation	N
Q11	3.27	1.363	30
Q12	3.23	1.104	30
Q13	3.10	1.094	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q11	6.33	4.299	.907	.876
Q12	6.37	5.689	.830	.926
Q13	6.50	5.569	.875	.895

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.60	11.283	3.359	3

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.830	4

Item Statistics

	Mean	Std. Deviation	N
Q14	3.20	1.064	30
Q15	3.17	.913	30
Q16	3.20	1.584	30
Q17	3.07	1.015	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q14	9.43	9.702	.566	.824
Q15	9.47	9.568	.741	.768
Q16	9.43	6.737	.649	.833
Q17	9.57	8.668	.818	.726

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.63	14.585	3.819	4

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.883	3

Item Statistics

	Mean	Std. Deviation	N
Q18	3.07	1.143	30
Q19	3.80	1.424	30
Q20	3.67	1.295	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q18	7.47	6.809	.683	.912
Q19	6.73	5.030	.803	.814
Q20	6.87	5.361	.858	.756

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
10.53	12.189	3.491	3

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.870	5

Item Statistics

	Mean	Std. Deviation	N
Q21	3.23	1.104	30
Q22	3.30	1.442	30
Q23	3.23	1.104	30
Q24	3.30	1.022	30
Q25	3.43	1.524	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q21	13.27	18.064	.706	.841
Q22	13.20	15.062	.784	.819
Q23	13.27	17.582	.768	.828
Q24	13.20	17.821	.817	.821
Q25	13.07	17.099	.515	.900

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.50	25.914	5.091	5

BIOGRAPHY

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WORK EXPERIENCE	None

