THE KEY FACTORS INFLUENCING THE ORGANIZATIONAL INNOVATIVE BEHAVIOR OF INTERNATIONAL ENTERPRISES IN CHINA

YANMEI LUO

**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 KRUNGTHEP
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ABSTRACT

In the context of globalization, the internationalization of Chinese enterprises has become a crucial means to promote national economic growth and enhance international competitiveness. The purpose of this study is to examine, in depth, the impact of external and internal factors on the internationalization strategies of Chinese enterprises, providing a scientific basis for formulating effective internationalization strategies through theoretical analysis and empirical research. The study combines a questionnaire survey and quantitative analysis to collect a large amount of firsthand data, revealing the specific mechanisms of different factors in the internationalization strategy. This study enriches the theory of enterprise internationalization and provides practical guidance for enterprise managers, thereby having great theoretical and practical significance.

Keywords: Internal Factors, External Factors, Organizational Innovative Behavior

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CHAPTER I
INTRODUCTION

1.1 Background and Statement of the Problem

Since the 1990s, the pace of globalization has accelerated significantly, and multinational corporations have become the primary drivers of the world's economic integration. In China, as the world's largest developing country, rapid economic growth and improvements in enterprise competitiveness have prompted Chinese enterprises to turn their attention to the international market (Wang, 2023). From initial resource and market seeking to later technology and brand seeking, the evolution of Chinese enterprises' internationalization strategy reflects their active adaptation and positive progress amid the tide of globalization.

However, the complexity and uncertainty of the international market have brought unprecedented challenges to the internationalization of Chinese enterprises. External factors, such as political risks, economic fluctuations, cultural differences, the legal environment, and market competition, as well as internal factors, such as the enterprise's own resources, capabilities, and organizational structure, all significantly impact the formulation and implementation of the enterprise's internationalization strategy. In this context, how to formulate an international strategy that not only addresses international environmental challenges but also leverages their own advantages has become a significant issue for Chinese enterprise managers.

This study focuses on the three key factors affecting Chinese enterprise internationalization strategy- demographic factors, internal factors and external factors- to explore how these factors affect the formulation and implementation of enterprise internationalization strategy and how enterprises, through scientific methods and strategies, effectively cope with these factors to achieve the success of the internationalization strategy (Ding, 2023). Through in-depth analysis, we expect to provide theoretical support and practical guidance for enterprises' internationalization strategies and help them secure a favorable position in global competition.

1.2 Research Questions

This study mainly focuses on the following issues:

QR1: How do demographic factors such as workforce diversity and educational background influence the level of innovative behavior within organizations?

QR2: What is the role of internal factors like organizational culture, leadership styles, and resource allocation in fostering innovative behavior?

QR3: In what ways do external factors, including market dynamics and technological advancements, impact an organization's ability to innovate?

QR4: How can organizations effectively leverage their innovative behavior to achieve a competitive advantage in the global market?

1.3 Research Objectives

(1) To investigate the relationship between demographic factors and organizational innovative behavior.

(2) To assess the impact of internal organizational factors on the propensity for innovation.

(3) To examine the influence of external environmental factors on organizational innovative behavior.

(4) To develop a comprehensive framework that integrates these factors to enhance understanding of organizational innovative behavior.

1.4 Research Framework

The research framework is developed to capture the dynamic interaction among demographic characteristics, internal conditions, and external influences, and how these elements shape organizational innovation behavior. It offers a comprehensive perspective on the way these factors collectively drive and determine an organization’s capacity for innovation.

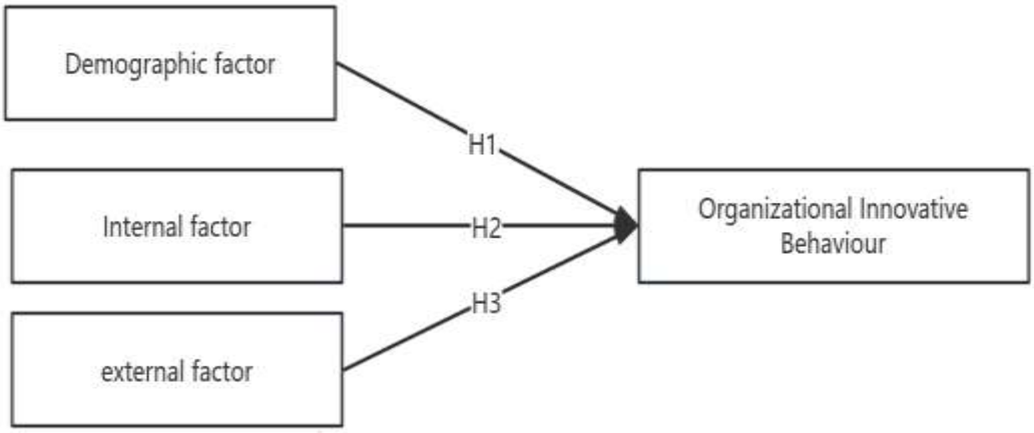

Figure 1.1 Research Framework

1.5 Research Hypothesis

Based on an in-depth literature review and theoretical analysis, this study proposes a series of hypotheses to reveal the complex effects of external and internal factors on the internationalization strategy of Chinese enterprises. These hypotheses constitute the theoretical framework for this study and guide our analysis and interpretation of the data.

Hypothesis 1: Demographic factors have a significant influence on innovative organizational behavior.

Hypothesis 2: Internal organizational factors are positively associated with the level of innovative behavior.

Hypothesis 3: External environmental factors are determinants of the capacity for innovation within organizations.

1.6 The Scope and Limitation of the Study

The focus of this study is on Chinese manufacturing enterprises, especially those active in international markets, aiming to explore the roles of demographic, internal, and external factors, and their interactions, in the formulation and implementation of their internationalization strategies. Given the important position of China's manufacturing industry in the global industrial chain and its unique challenges in internationalization, choosing this field as the research object is of great theoretical and practical value.

In terms of data collection, this study primarily relies on samples from China's eastern coastal areas, which are at the forefront of China's opening to the outside world and home to many successful manufacturing enterprises. Their internationalization experience is representative of understanding the internationalization strategy of Chinese enterprises (Shen, 2023). Enterprises in the eastern coastal areas not only have advantages in numbers but also have accumulated rich experience in technology, management, market expansion, and other regions, which can provide detailed data support for research.

However, the scope of this study also imposes some limitations. First of all, enterprises in China's eastern coastal areas may exhibit peculiarities in terms of resources, capacity, and market selection, which may limit the universality of the research results. For example, enterprises in the eastern region may be more competitive in terms of technology, capital and talent, which may affect the external validity of the research results, that is, the generalizability of the research results in other regions or industries. Second, sample selection bias may also affect the study's conclusions. Although enterprises in the eastern coastal areas are representative, they may not fully reflect the broader picture of Chinese manufacturing enterprises, especially compared with those in the central and western regions; differences in market environments, policy support, resource access, and other factors may exist.

1.7 Definitions of Key Terms

To ensure clarity and accuracy, this section defines the key terms in detail to avoid conceptual confusion and to ensure a thorough study.

1.7.1 Demographic Factors

This concept refers to the demographic characteristics that influence corporate decision-making, including, but not limited to, age distribution, sex ratio, education level, income status, and occupational structure (Wu, 2023). External factors can profoundly affect market demand, consumption behavior and market trends. For enterprises, an accurate understanding and analysis of the target market's demographic characteristics is the basis for formulating effective market strategies, product positioning, and marketing programs. Enterprises need to flexibly adjust their internationalization strategies in response to changes in external factors to meet the needs of different markets and improve market competitiveness.

1.7.2 Internal Factors

Internal factors refer to the resources, capabilities, and advantages of the enterprise, including its financial position, technical capabilities, brand influence, management structure, and human resources (Zhu, 2022). These internal factors constitute the enterprise's power for internationalization and serve as the basis for achieving its strategic goal of internationalization. For example, strong financial strength can provide the necessary support to meet the high risk and high cost of the international market; advanced technical capabilities and rich brand experience can help enterprises gain a competitive advantage in the global market. Enterprises need to evaluate and optimize their internal resources to improve the implementation effectiveness of their internationalization strategy.

1.7.3 External Factors

This term covers the industry macroenvironment in which the enterprise operates, as well as the international market, including the policy environment, economic conditions, market competition, technological trends, cultural differences, and other factors. External factors constitute the external constraints that must be faced in the process of enterprise internationalization (Li & Du, 2021). They not only affect the selection of the target market but also determine the feasibility and effectiveness of the enterprise's internationalization strategy. For example, the stability of the policy environment, the quality of the economic conditions, the intensity of market competition, and the size of cultural differences may all become key factors in the success of the enterprise's internationalization strategy. Enterprises need to closely monitor changes in the external environment and adjust their strategies promptly to address various external challenges.

1.7.4 Organizational Innovative Behavior

Organizational innovation behavior is the strategic approach companies adopt to foster creativity and innovation within their operations. It encompasses generating new ideas, developing novel products and services, and implementing innovative processes that can lead to competitive advantage. Scholars like Amabile (1988) emphasize the importance of an environment that supports creativity, one that encourages employees to take risks and explore new concepts. Schein (1992) highlights the role of organizational culture in shaping innovative behavior, suggesting that cultures that value and reward innovation are more likely to succeed. The integration of technology and data analytics further accelerates this process, enabling organizations to identify opportunities and optimize their innovation efforts (Davenport & Prusak, 1998). For sustainable innovation, organizations must align these efforts with their strategic goals, ensuring that innovation is not an isolated activity but an integral part of their long-term vision (Nonaka & Takeuchi, 1995).

1.8 The Benefits of the Study

This study not only enriches and extends the existing theoretical framework of enterprise internationalization but also has significant practical significance, providing valuable guidance for decision-making and helping enterprises succeed in the process of globalization.

1.8.1 Theoretical Significance

This study focuses on the internationalization strategy of Chinese enterprises. By analyzing the influence of external and internal factors on the enterprise internationalization strategy, this study enriches the theory of enterprise internationalization. It provides a new perspective on the mechanism of its formation (Zhu, 2020). The traditional theory of enterprise internationalization often focuses on internal or external factors. In contrast, this study aims to construct a comprehensive framework that organically combines internal and external factors and to explore their interactions and influences. This thorough analysis not only fills a gap in existing theory but also provides a new idea and direction for the development of enterprise internationalization theory. Through this study, we can gain a more comprehensive understanding of the complexity of enterprise internationalization strategy and make contributions to deepening and expanding the theory of enterprise internationalization.

1.8.2 Practical Significance

The practical significance of this study lies mainly in providing decision-making reference for enterprise managers, helping enterprises adjust their internationalization strategy in response to internal and external factors, and improving the success rate of internationalization. In the context of globalization, Chinese enterprises are facing unprecedented opportunities and challenges. Formulating and implementing effective internationalization strategies in the complex, ever-changing international environment has become the key to enterprise success. Through empirical analysis, this study reveals how external and internal factors affect enterprises' internationalization decisions and how enterprises adjust their strategies in response to changes in these factors. The research results provide specific operational suggestions for enterprises. For example, enterprises can optimize product positioning and marketing strategy by deeply analyzing the demographic characteristics of the target market, enhance enterprise competitiveness by strengthening the integration and management of internal resources, and reduce the internationalization risk by establishing effective external relationships. These strategies can not only help enterprises overcome challenges in internationalization but also help them seize opportunities to achieve sustainable international development.

CHAPTER II
LITERATURE REVIEW

2.1 Related Theories

2.1.1 Demographic Factor

Demographics are just numbers that tell us about a group of people and what they are like. These numbers are usually grouped by age, gender, occupation, education, and income. These are called population-based factors because they are based on how many people there are and what they are like (Van, 2020). Demographic data have been widely used in all types of social science studies. Demographic data refers to socioeconomic information presented statistically, including personal characteristics such as gender, age, marital status, family size, occupation, educational background, income level, nationality, ethnicity, race, religion, location, home ownership, and so on (Ashraf, 2020). This research study identifies gender, age, educational background, monthly net income, and city as important factors that can describe populations and their characteristics. Below, you can view the details of these five classifications.

2.1.1.1 Gender Difference

Gender differences play an important role in consumption behavior, and men and women have distinct product and service preferences (Wang, 2019). Female consumers may be more concerned with health and beauty products. In contrast, male consumers may be more interested in technology and sports products, and this gender difference requires enterprises to differentiate themselves in product design and marketing strategies to meet the needs of different gender consumers.

2.1.1.2 Age Distribution

Trendy, cutting-edge, and unique items may attract younger shoppers more. At the same time, older customers might emphasize the quality, dependability, and usefulness of the products they buy (He, 2019). This age difference requires enterprises to adjust product design, marketing strategy, and sales channels to align with the target market's age distribution, thereby improving the product's attractiveness and competitiveness.

2.1.1.3 Educational Background

A person's level of education is closely linked to how much they can spend, how aware they are of different brands, and how they get information. People with much education tend to prefer buying high-end goods and services; they know a lot about various brands, stick to the ones they like, and use all sorts of modern and fancy ways to gather information (Li & Xi, 2013). Therefore, enterprises need to formulate product and marketing strategies tailored to the educational backgrounds of their target markets to meet the needs of consumers with high levels of education.

2.1.1.4 Monthly Income

The net income level, or monthly take-home pay, is a direct and essential factor in determining how much money people can spend. It serves as a crucial foundation for businesses to assess the market's potential and subsequently devise pricing strategies that are both competitive and aligned with consumer affordability. By understanding this financial aspect of consumers' lives, companies can make more informed decisions, ensuring their offerings are appealing and financially accessible to their target audience (Yang, 2011). High-income groups may be more inclined to buy luxury goods or high-end services, with higher expectations for product and service quality. In contrast, low-income groups may pay more attention to product cost performance. Therefore, enterprises need to adjust product positioning and pricing strategies to the income levels of the target market to improve product competitiveness and market share.

2.1.1.5 Urban Living Conditions

Urban environments serve as a mirror, reflecting consumers' diverse lifestyles and consumption patterns and thereby profoundly influencing demand dynamics for a myriad of products and services. The intricate interplay between these living conditions and individual preferences shapes the market landscape, affecting what is being purchased and how and why these choices are made (Fan, 2005). Urban residents may have higher purchasing power and a faster pace of life, and they may have higher requirements for the convenience and speed of products and services. In contrast, rural residents may pay more attention to the practicality and cost-performance of products. Therefore, enterprises need to adjust their product design, marketing strategies, and sales channels to align with the urban living conditions of their target market and meet the diverse needs of urban and rural consumers.

2.1.2 Internal Factor

Internal factors reflect the advantages and disadvantages of the enterprise itself, including financial status, technical capabilities, management structure, and human resources. Internal factors are the key to the success of an enterprise's internationalization strategy. Enterprises need to evaluate and optimize internal resources to improve the implementation effect of the internationalization strategy.

2.1.2.1 Risk Management

Enterprises face various risks, including market, exchange rate, and political risks. They can hedge exchange rate risks through exchange rate hedging and insure against political risks through political risk insurance, thereby reducing uncertainty and improving the success rate of internationalization. For example, enterprises can diversify market risk and reduce dependence on a single market; minimize exchange rate risk and improve financial stability through exchange rate hedging; and mitigate political risk and improve investment safety through political risk insurance. Effective risk management strategies can help enterprises reduce risks and improve the success rate of internationalization (Kogut, B. & Singh, H., 1988). N.E. & Sloman, A.M. (2000) discuss the role of risk management in the internationalization of enterprises.

2.1.2.2 Technological Innovation and Knowledge Spillover

By establishing a research and development network and technology alliance, enterprises can accelerate technological innovation and knowledge absorption, thereby enhancing product competitiveness. Technological innovation can provide enterprises with new products, technologies, and markets, improving their market competitiveness and share. Knowledge spillovers can promote the diffusion and application of technological innovation and improve enterprises' technological innovation ability and competitiveness. For example, enterprises can strengthen cooperation with universities, research institutions, and other enterprises; enhance their technological innovation capabilities and competitiveness; establish technical alliances; share technical resources and information; reduce technological innovation costs; and improve technological efficiency. The research by Lall (1985) and Cantwell (1995) emphasizes the centrality of technological innovation in the internationalization of enterprises.

2.1.2.3 International Human Resource Management

International enterprises need human resource management strategies with a global perspective, including talent recruitment, training, motivation, and cross-cultural communication. Effective human resource management can improve employees' international adaptability and teamwork efficiency, and promote the smooth implementation of the enterprise's internationalization strategy. The studies by A.W. & Pinnington, H. (2001) and Brewster (1997) explored the importance of international human resource management. For example, enterprises can attract international talent, enhance international adaptability and intercultural communication skills, and accelerate internationalization through global training.

2.1.3 External Factors

External factors are components that cannot be ignored in enterprises' internationalization strategies. They constitute the macro background of the business environment, including the policy environment, market structure, cultural environment, and technological trends. The complexity and uncertainty of external factors require enterprises to be adaptable and to exercise strategic foresight to cope with a changing business environment and market challenges.

2.1.3.1 Strategic Alliances and Partnerships

By establishing strategic alliances and partnerships, enterprises can share resources, share risks, expand market influence, and improve the success rate of internationalization. For example, by collaborating with local enterprises, multinational companies can leverage their market knowledge and networks to enter new markets quickly, reduce entry costs, and improve market adaptability and competitiveness. In addition, strategic alliances and partnerships can also help companies acquire important resources such as technology, brands, channels, and talent and improve their competitiveness and influence in the global market. Many scholars (Porter, 1985; Hennart, 1993) have emphasized the importance of strategic alliances in the process of enterprise internationalization.

2.1.3.2 Government Support

Governmental initiatives, such as supportive policies, financial subsidies, and tax breaks, are key to shaping enterprises' international aspirations. They effectively lower financial barriers to market entry for companies, facilitating market entry and providing crucial technical know-how and support. This holistic approach cushions the costs of international expansion and ensures that enterprises have the resources and guidance needed to succeed on the global stage (Zhang, 2022). For example, China's "Belt and Road" initiative has provided a broad international market and government support for enterprises, thereby promoting the internationalization of Chinese enterprises. By formulating policies and measures conducive to the internationalization of enterprises, such as providing financing support, tax incentives, facilitating market access, and providing information consultation services, the government can reduce entry costs and risks for enterprises and improve the success rate of their internationalization.

2.1.3.3 Cultural Adaptation

Companies need to understand and respect the target market's cultural customs and adjust their product design and marketing strategies accordingly. Cultural differences can affect how well consumers accept and enjoy products and services, as well as a company's brand image and its ability to compete in the market. Therefore, enterprises need to make cultural adaptations, including product, marketing, and human resource localization, to improve product adaptability and competitiveness in the target market. In addition, enterprises also need to conduct cross-cultural communication and management to improve their adaptability and competitiveness in the global market. The studies of Hofstede (1980) and Hall (1976) revealed the influence of cultural differences on international business and emphasized the importance of cultural adaptation.

2.1.4 Organizational Innovative Behavior

Organizational Innovative Behavior is a strategic orientation in which enterprises continuously seek to generate new ideas, develop novel products and services, and implement creative processes to gain a competitive advantage (Amabile, 1988). This behavior is not just a one-time event but a continuous journey that requires a supportive culture that encourages and rewards creativity (Schein, 1992).

West and Anderson (1996) emphasize that an organization's innovative behavior is deeply rooted in its culture, which should foster an environment that not only tolerates but actively seeks out new ideas. Leaders have a significant impact on this culture; they must endorse and embody innovative thinking, creating structures that facilitate the expression and implementation of novel concepts (Schein, 1992).

Experts identify the integration of advanced technologies and data analytics as a key driver of innovation. Davenport and Prusak (1998) highlight how leveraging digital tools can expedite the innovation process by facilitating the generation and application of new knowledge. Organizations that effectively harness technology can identify opportunities and develop informed, strategic approaches.

However, an organization's innovative behavior is also significantly influenced by external environmental factors. Competitive pressures can compel organizations to innovate to maintain or achieve a competitive edge (Porter, 1990). Adapting to changes in consumer preferences and leveraging new technological advancements are paramount for organizations aiming to stay relevant in the market.

One critical challenge for organizations is balancing the exploration of new opportunities with the exploitation of existing capabilities, a concept known as the exploration-exploitation dilemma (March 1991). This balance ensures that organizations capitalize on their current strengths and resources while innovating.

In essence, organizational innovative behavior is a multifaceted phenomenon shaped by internal cultural support, leadership, technological integration, and strategic responses to external environmental demands. Scholars have contributed valuable insights into understanding how organizations can cultivate an innovative mindset and leverage innovation for sustainable success.

2.2 Related Studies

2.2.1 Demographic Factor

The importance of demographic factors in enterprise internationalization strategy has been widely discussed by scholars from many perspectives. Zhu’s (2020) research reveals the profound impact of demographic changes on consumer demand, noting that, with an aging population and a trend toward family miniaturization, companies need to re-examine and adjust their product and service offerings to meet market demand. Zhu (2023) further emphasizes the core role of demographic diversity in market segmentation and marketing strategy formulation, and argues that enterprises must develop differentiated marketing plans for distinct demographic groups, such as age, gender, education level, and income level, to better meet consumer needs. In addition, several scholars (Li, 2021 and Li & Du, 2021) analyzed the influence of external factors on consumer behavior from a cultural perspective. They believed that different cultural backgrounds and values would significantly affect consumers' behavior patterns and preferences, requiring enterprises to deeply understand the target market's cultural characteristics and make appropriate cultural adaptations to improve product and service market acceptance.

2.2.2 Internal Factor

Internal factors are key to the success of an enterprise's internationalization strategy, as Shen (2020) discusses in depth, emphasizing the importance of risk management. This point indicates that enterprises need to be risk-aware and take effective measures to reduce uncertainty, thereby improving the success rate of internationalization. The influence of technological innovation and knowledge spillover on the internationalization of enterprises has also been widely discussed. The research by Wang (2019) indicates that technological innovation is an important way for enterprises to gain a competitive advantage, while knowledge spillovers promote the diffusion and application of technological innovation and enhance enterprises' product competitiveness. At the same time, He (2019) emphasized the role of international human resource management strategy in improving the success rate of enterprise internationalization. He believed that an effective human resource management strategy could improve employees' international adaptability and teamwork efficiency, and promote the smooth implementation of the enterprise's internationalization strategy.

2.2.3 External Factor

External factors significantly influence enterprises' internationalization strategies, which scholars have studied from many dimensions (Wang, 2023). This research focuses on the role of strategic alliances in enterprises' internationalization. They point out that by establishing strategic alliances, enterprises can share resources and risks, accelerate market entry, and improve the success rate of internationalization. At the same time, scholars have widely discussed the impact of government support on enterprise internationalization. Wu (2023) emphasizes the importance of government policies, subsidies, and tax incentives for promoting the internationalization of enterprises and argues that these policies can significantly reduce the cost of entering new markets and provide the necessary market access and technical support to facilitate internationalization. In addition, the influence of cultural differences on enterprises' internationalization is a hot research topic. Moreover, Yu (2023) reveals the necessity and importance of cultural adaptation in the internationalization of enterprises, pointing out that enterprises need to deeply understand the cultural customs of the target market, adjust product design and marketing strategies to adapt to the local culture and improve the adaptability and competitiveness of products in the target market.

2.2.4 Organizational Innovative Behavior

Organizational Innovative Behavior has emerged as a critical dynamic for enterprises to sustain a competitive edge in the ever-shifting landscape of global markets. Scholars within the last five years have shed light on the multidimensional character of this phenomenon and its strategic implications. The underpinning culture of an organization, as posited by Schein (2017), is fundamental in nurturing an environment where innovation can thrive, especially one that encourages risk-taking and values creativity. The influence of leadership on fostering an innovative spirit is undeniable, with Day and Schleicher (2018) advocating for transformational leadership that inspires and propels teams toward novel ideas and approaches.

As Huang and Newell (2019) highlight, structural configurations that facilitate flexibility and cross-functional collaboration are essential in creating spaces where innovation can flourish. The role of technology in catalyzing innovation cannot be overstated, with Davenport and Prusak (2018) underscoring how digital platforms and tools can expedite the generation, dissemination, and application of innovative ideas.

As Kirca et al. (2020) suggested, a market-oriented approach is vital for aligning innovation efforts with market demands and trends, thereby ensuring the relevance and impact of new initiatives. As emphasized by Nonaka and Takeuchi

(2019), the knowledge-creating capacity of individuals within an organization is a crucial resource that, when harnessed, can lead to innovative insights.

As proposed by Zhou and Li (2018), strategic orientation towards innovation is imperative for organizations aiming to integrate innovation into their core strategic planning, fostering a commitment to continuous improvement and breakthrough thinking. The outcomes of innovative behavior, discussed by Amabile and Kramer (2019), extend beyond the development of new products and services, enhancing an organization's adaptability, resilience, and long-term viability.

The collective body of recent scholarly work illustrates the importance of cultivating a culture that supports innovation, providing leadership that inspires creativity, and establishing structures that enable collaborative efforts. The integration of technology, a market-oriented approach, and a focus on human capital are all pivotal in developing a robust innovation capability within an organization.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Design

This study focused on the organizational innovative behavior of international enterprises in China as the research subjects. Based on the research motivation, background, and objectives of this study, the researcher investigated the effects of demographic, internal, and external factors on the organizational innovative behavior of international enterprises in China. This study employed a quantitative method using questionnaires.

3.2 Samples and Sample Size

3.2.1 Population

The target population of this study was employees at the junior manager level and above in three innovative sectors of Chinese enterprises. Thus, the study's respondents were employees of Chinese enterprises across various industries known for their innovative practices.

In the questionnaire design, the researcher included demographic variables such as gender, age, education, occupation type, years of work experience, and salary level to explore whether differences in these characteristics affect work performance (Zhang, 2011). Collecting these basic demographic data is also beneficial because it provides an explanatory framework for subsequent analysis.

3.2.2 Samples

According to Yamane (1967), at a 95% confidence level, the sample size is 405 units if the population is infinite.

3.2.3 Sampling Methods

This study employed convenience sampling. This method not only ensured the diversity and representativeness of the samples but also provided a solid foundation for the reliability of data analysis and conclusions.

3.3 Data Collection

Data for this study were collected through an online survey. The survey questionnaire was designed to gather information on various aspects, including demographic factors, internal factors influencing internationalization strategies, external factors affecting internationalization strategies, and organizational innovative behavior. To distribute the questionnaire, the “WeChat” online survey platform was used. Potential participants accessed the survey via a web link or other convenient online methods, allowing respondents to complete the questionnaire electronically.

3.4 Research Instrument

This study aims to explore the relationships between demographic factors, internal factors influencing internationalization strategies, external factors affecting internationalization strategies, and organizational innovative behavior.

This study employed questionnaire surveys as a research tool. A questionnaire survey is a research method in which researchers utilize controlled scales to investigate issues and acquire reliable information. The process involved constructing the final questionnaire and distributing and collecting it through web links. The questionnaire comprised 5 main sections: demographic factors (part 1), internal factors influencing internationalization strategies (part 2), external factors affecting internationalization strategies (part 3), and organizational innovative behavior (part 4). The details of these questionnaires are shown in Appendix 1.

3.5 Content Validity and Reliability

3.5.1 Content Validity

The questionnaire's validity was tested using IOC (Item-Objective Congruence), a quantitative method that measures content experts' judgments of the items to assess the fit between the test items and the normative table. Three experts, including university professors from three different colleges, examined the content validity. The content and measurement of the questions were evaluated to ensure they covered the study and were completed. Experts were assigned to rate the questionnaire as follows.

+1 - The question is consistent with the content of the measurement objective.

0 - I am unsure whether the question is consistent with the measurement objective's content.

-1 - The question is inconsistent with the content of the measurement objective.

The results of all expert evaluations were used to calculate the IOC index according to the formulas of Rovinelli and Hambleton (1977) as follows:

IOC = ΣR/N

ΣR = total rating score from all experts for each question

N = number of experts

If the calculated IOC index is greater than or equal to 0.5, the questions are considered to be measured in accordance with the research objectives. Therefore, the questions were chosen. If any question fails to meet the 0.5 criterion and must be used, it was revised again based on expert advice.

3.5.2 Reliability

Before the formal distribution of the questionnaire, a reliability test was conducted with 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. Appendix 3 displays the details of this reliability test.

3.6 Data Analysis

This study applied both descriptive and inferential statistical methods. The study provides the following details.

3.6.1 Descriptive Statistics

This study used absolute and percent frequencies to present the demographic factor. To analyze data on demographic factors, internal factors influencing internationalization strategies, external factors affecting internationalization strategies, and organizational innovative behavior. This study introduced the absolute frequency, the percentage frequency, the arithmetic mean, and the standard deviation.

For the arithmetic mean, the results for emotional labor, self-resilience, social support, and work fatigue do not precisely match the discrete values (1, 2, 3, 4) used in the questionnaires. It is calculated as a continuous number with a decimal point and interpreted in relation to the questionnaires' objectives. According to Best (1970), the criteria for interpreting these means are as follows.

The arithmetic mean of 1.00–1.50 is in the strongly disagree level.

The arithmetic mean of 1.51–2.50 is in the disagree level.

The arithmetic mean of 2.51–3.50 is in the neutral level.

The arithmetic mean of 3.51–4.50 is in the agree level.

The arithmetic mean of 4.51–5.00 is in the strongly agree level.

However, in this study, the criteria for interpreting the means were designed to cover all possible results, including values with an infinite number of digits, not just two, as mentioned above. To calculate the mean of the continuous data, there was no gap between the upper-class limit of the first class and the lower limit of the second class. That is, the upper limit of the first class should be the same as the lower limit of the second class (Weiers, 2008).

The arithmetic mean is 1, but less than 1.5, which is strongly disagreeable.

The arithmetic mean is 1.5, but less than 2.5 is at disagree level.

The arithmetic mean is 2.5, but less than 3.5 is at the neutral level.

The arithmetic mean is 3.5, but less than 4.5 is at the agreed level.

The arithmetic mean of 4.5 but less than or equal to 5 is strongly agree.

3.6.2 Inferential Statistics

In inferential statistics, numerous tests were applied depending on the hypothesis.

H_1: Differences in demographic factors generate differences in organizational innovative behavior.

- The independent samples t-test is used for gender.

- One-way ANOVA is applied for age, educational background, monthly income, and location.

H_2: Internal factors influence innovative organizational behavior.

- Multiple linear regression analysis is applied.

H_3: External factors influence organizational innovative behavior.

Multiple linear regression analysis is applied.

CHAPTER IV
ANALYSIS RESULT

This chapter presents the analysis of data collected to achieve the research objectives outlined earlier in this study. A total of 405 participants completed the survey, providing a robust dataset for statistical analysis. The research instrument's reliability and validity, as demonstrated in Chapter 3, guarantee that the findings are credible and significant.

The analysis is structured into two main sections: Descriptive Statistics and Inferential Statistics. The descriptive analysis explores participants' demographic characteristics and summarizes their perceptions of the key research constructs: demographic factors, internal factors, external factors, and sociocultural influences on organizational innovative behavior. Measures such as the mean, standard deviation, absolute frequencies, and percentage frequencies are used to provide a clear overview.

Inferential statistics were used to test the study's hypotheses and to determine relationships among variables. Independent-samples t-tests and one-way ANOVA were conducted to analyze differences among demographic groups. Multiple linear regression was used to assess the predictive impact of demographic, internal, and external factors on organizational innovative behavior, as well as the roles of sociocultural influences and adaptation practices.

This chapter presents the results clearly and in a structured manner, supported by detailed explanations and statistical outputs that comprehensively interpret the findings.

4.1 Descriptive Statistics

4.1.1 Demographic Factors

One-factor analysis

Table 4.1 Frequency and Percent Distribution of Respondents by Demographic Factors

Demographic Factor	**Classification**	**Frequency**	**Percent (%)**
Gender	Male	192	47.4
	Female	213	52.6
	Total	405	100.0
Age	Under 20	78	19.3
	20–25	123	30.4
	26–35	108	26.7
	36–45	96	23.7
	Total	405	100.0
Educational Background	High School	139	34.3
	Diploma	60	14.8
	Bachelor's Degree	80	19.8
	Master's Degree	74	18.3
	Doctoral Degree	52	12.8
	Total	405	100.0
Net Income per Month	Under 6,000 RMB	150	37.0
	6,000–8,000 RMB	55	13.6
	8,001–10,000 RMB	66	16.3
	10,001–12,000 RMB	76	18.8
	Above 12,000 RMB	58	14.3
	Total	405	100.0
City of Residence	South China	125	30.9
	North China	92	22.7
	East China	106	26.2
	Central China	82	20.2
	Total	405	100.0

A total of 405 respondents participated in the survey, with a slightly higher proportion of females (n = 213, 52.6%) than males (n = 192, 47.4%). This nearly equal gender distribution ensures balanced representation in the analysis of gender-related factors.

The age distribution revealed that the largest group of participants was aged 20–25 (n = 123, 30.4%), followed by those aged 26–35 (n = 108, 26.7%). Participants under 20 accounted for 19.3% (n = 78), while those aged 36–45 accounted for 23.7% (n = 96). This breakdown highlights a strong representation of young adults, which could influence organizational innovation behavior through generational dynamics.

Educational attainment among respondents was diverse, with high school graduates comprising the largest group (n = 139, 34.3%). This was followed by bachelor's degree holders (n = 80, 19.8%), diploma holders (n = 60, 14.8%), and master's degree holders (n = 74, 18.3%). A smaller proportion of participants held doctoral degrees (n = 52, 12.8%). Educational diversity suggests a varied knowledge base and skill set among the respondents, potentially impacting their perspectives on innovation.

Income levels varied across the sample, with the highest proportion earning under RMB6,000 per month (n = 150, 37.0%). Respondents earning between RMB10,001 and RMB12,000 formed the second largest group (n = 76, 18.8%), followed by those earning RMB8,001–10,000 (n = 66, 16.3%), RMB6,000–8,000 (n = 55, 13.6%), and above RMB12,000 (n = 58, 14.3%). These figures provide insight into the economic diversity of the participants, which could influence their perspectives on organizational strategies and innovation.

Regarding city of residence, respondents were primarily from South China (n = 125, 30.9%) and East China (n = 106, 26.2%), with fewer participants from North China (n = 92, 22.7%) and Central China (n = 82, 20.2%). This geographic distribution reflects representation across different regions, contributing to the study's comprehensive analysis of organizational behavior in various cultural and economic contexts.

The demographic data demonstrate a diverse and balanced sample, with significant representation across gender, age groups, educational backgrounds, income levels, and geographic regions. This diversity provides a strong foundation for analyzing the factors influencing organizational innovative behavior.

Table 4.2 The Frequency and Percent Frequency Classified by Gender and Age

			Age				**Total**
			Under 20	**20-25**	**26-35**	**Above 35**	
Gender	Male	Count	37	57	51	47	192
		%	19.3%	29.7%	26.6%	24.5%	100.0%
	Female	Count	41	66	57	49	213
		%	19.2%	31.0%	26.8%	23.0%	100.0%
	Total	Count	78	123	108	96	405
		%	19.3%	30.4%	26.7%	23.7%	100.0%

The analysis of gender and age shows that male respondents (n = 192, 47.41%) are predominantly distributed in the age group of 20-25 years (n = 57, 29.7%), followed by the 26-35 years group (n = 51, 26.6%) and the age group above 35 (n = 47, 24.5%). The smallest group was males under 20 (n = 37, 19.3%).

For female respondents (n = 213, 52.59%), the majority were in the 20-25 years group (n = 66, 31.0%), followed by the 26-35 years group (n = 57, 26.8%), with slightly smaller proportions in the above 35 years (n = 49, 23.0%) and under 20 years (n = 41, 19.2%).

These findings indicate that both genders are most concentrated in the 20-25 age group, while male respondents show a more balanced distribution across all age groups than females.

Table 4.3 The Frequency and Percent Frequency Classified by Gender and Educational Background

			Educational Background					**Total**
			High School	**Diploma / Certificate**	**Bachelor's Degree**	**Master's Degree**	**Doctoral Degree**	
Gender	Male	Count	73	25	40	32	22	192
		%	38.0%	13.0%	20.8%	16.7%	11.5%	100.0%
	Female	Count	66	35	40	42	30	213
		%	31.0%	16.4%	18.8%	19.7%	14.1%	100.0%
	Total	Count	139	60	80	74	52	405
		%	34.3%	14.8%	19.8%	18.3%	12.8%	100.0%

Male respondents (n = 192, 47.41%) were most represented in the high school education level (n = 73, 38.0%), followed by bachelor’s degree (n = 40, 20.8%) and master’s degree (n = 32, 16.7%). The smallest groups were diploma/certificate (n = 25, 13.0%) and doctoral degree (n = 22, 11.5%).

Female respondents (n = 213, 52.59%) showed a similar trend, with the majority having a high school education (n = 66, 31.0%), followed by a master's degree (n = 42, 19.7%) and a bachelor's degree (n = 40, 18.8%). The smaller groups were doctoral degree (n = 30, 14.1%) and diploma/certificate (n = 35, 16.4%).

Overall, the data indicate that respondents with a high school education constitute the largest group across both genders, while doctoral degree holders are the smallest.

Table 4.4 The Frequency and Percent Frequency Classified by Gender and Net Income per Month

			Net Income per Month					Total
			Under 6,000 RMB	**6,000-8,000 RMB**	**8,001-10,000 RMB**	**10,001-12,000 RMB**	**Above 12,000 RMB**	
Gender	Male	Count	71	22	33	35	31	192
		%	37.0%	11.5%	17.2%	18.2%	16.1%	100.0%
		Count	79	33	33	41	27	213
	Female	%	37.1%	15.5%	15.5%	19.2%	12.7%	100.0%
	Total	Count	150	55	66	76	58	405
		%	37.0%	13.6%	16.3%	18.8%	14.3%	100.0%

For male respondents (n = 192, 47.41%), the largest group reported a monthly income under 6,000 RMB (n = 71, 37.0%), followed by income levels of 10,001-12,000 RMB (n = 35, 18.2%) and above 12,000 RMB (n = 31, 16.1%). Smaller proportions were seen in income levels of 6,000-8,000 RMB (n = 22, 11.5%) and 8,001-10,000 RMB (n = 33, 17.2%).

Among female respondents (n = 213, 52.59%), the largest group also earned under 6,000 RMB (n = 79, 37.1%), followed by 10,001-12,000 RMB (n = 41, 19.2%) and above 12,000 RMB (n = 27, 12.7%). Other groups included 6,000-8,000 RMB (n = 33, 15.5%) and 8,001-10,000 RMB (n = 33, 15.5%).

In general, most respondents across both genders earned under 6,000 RMB, indicating a trend of lower-income representation.

Table4.5 The Frequency and Percent Frequency Classified by Gender and Living Location

			City Location				Total
			South China	North China	East China	Central China	
Gender	Male	Count	55	41	54	42	192
		%	28.6%	21.4%	28.1%	21.9%	100.0%
	Female	Count	70	51	52	40	213
		%	32.9%	23.9%	24.4%	18.8%	100.0%
	Total	Count	125	92	106	82	405
		%	30.9%	22.7%	26.2%	20.2%	100.0%

Male respondents (n = 192, 47.41%) were relatively evenly distributed across all regions, with slightly higher concentrations in East China (n = 54, 28.1%) and South China (n = 55, 28.6%). Smaller proportions resided in North China (n = 41, 21.4%) and Central China (n = 42, 21.9%).

For female respondents (n = 213, 52.59%), the majority resided in South China (n = 70, 32.9%), followed by North China (n = 51, 23.9%), East China (n = 52, 24.4%), and Central China (n = 40, 18.8%). Overall, South China had the highest representation among all respondents, while Central China had the lowest.

Table 4.6 Descriptive Statistics of Internal Factors

Variables	**Mean**	**Std. Deviation**	**Meaning**	**Ranking**
Risk Management Strategies for Enterprises	2.2227	.83706	Neutral	1
Technological Innovation and Knowledge Spillover	2.1817	.78182	Neutral	2
International Human Resource Management	1.9432	.83621	Disagree	3

Most respondents indicated neutral opinions regarding internal factors, with a slight tendency towards disagreement for International Human Resource Management (M = 1.9432). Among the components, Risk Management Strategies for Enterprises ranked highest in terms of mean value (M = 2.2227), followed closely by Technological Innovation and Knowledge Spillover (M = 2.1817). The International

Human Resource Management had the lowest mean, suggesting a more critical perspective on this aspect.

Table 4.7 Descriptive Statistics of External Factors

Variables	Mean	Std. Deviation	Meaning	Ranking
Strategic Alliances and Partnerships	2.0010	.70725	Neutral	3
Government Support in Internationalization	2.0227	.78770	Neutral	2
The Adaptation Strategy in International Business	2.2657	.79773	Neutral	1

The descriptive statistics for external factors revealed that most respondents expressed neutral opinions across all variables. The Adaptation Strategy in International Business scored the highest mean (M = 2.2657), indicating its perceived importance relative to the other factors. This was followed by Government Support in Internationalization (M = 2.0227) and Strategic Alliances and Partnerships (M = 2.0010), which had the lowest mean value among the three components.

Table 4.8 Descriptive Statistics of Organizational Innovative Behavior

Variables	Mean	Std. Deviation	Meaning	Ranking
Organizational Innovative Behavior	2.3328	.89886	Neutral	1

The descriptive statistics for Organizational Innovative Behavior reveal a mean of 2.3328 and a standard deviation of 0.89886. This suggests that respondents generally had a neutral attitude toward organizational innovative behavior, indicating neither strong agreement nor disagreement with its role or impact.

4.2 Hypothesis Testing Result (The Inferential Statistics)

4.2.1 Differences in Demographic Factors Generate Differences in Organizational Innovative Behavior

(1) Differences in gender generate differences in Organizational Innovative Behavior

H_0: $\mu_1 = \mu_2$

H_a: $\mu_1 \neq \mu_2$

Table 4.9 The Independent Samples t-test of the Gender Factor

Factor	Gender	N	Mean	SD	t-test	df	Sig.
Organizational Innovative Behavior	Male	192	2.2927	.88071	-.853	403	.394
	Female	213	2.3690	.91547			

Table 4.9 presents the results of the independent-samples t-test examining the impact of gender on Organizational Innovative Behavior. Male respondents (mean = 2.2927, SD = 0.88071) had slightly lower mean scores compared to female respondents (mean = 2.3690, SD = 0.91547). However, the t-test results (t = -0.853, df = 403, p = 0.394) indicate that the difference between the two groups is not statistically significant at the 0.05 level. This implies that gender does not have a significant impact on Organizational Innovative Behavior.

(2) Differences in age generate differences in Organizational Innovative Behavior

$H_0: \mu_1=\mu_2=\mu_3=\mu_4$

H_a: $\mu_i \neq \mu_j$ for at least one pair where $i \neq j$

Table 4.10 The One-Way ANOVA of Age

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.328	3	.109	.134	.939
Within Groups	326.085	401	.813		
Total	326.413	404			

Table 4.10 summarizes the results of a one-way ANOVA conducted to evaluate the impact of age on Organizational Innovative Behavior. The analysis shows a between-groups sum of squares of 0.328 and a mean square of 0.109. The within-groups sum of squares is 326.085, with a mean square of 0.813. The F-statistic is 0.134, and the significance value is 0.939. This indicates that differences in Organizational Innovative Behavior across age groups are not statistically significant at the 0.05 level.

(3) Differences in educational background generate differences in Organizational Innovative Behavior

H_0: $\mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5$

H_a: $\mu_i \neq \mu_j$ for at least one pair where $i \neq j$

Table 4.11 The One-Way ANOVA of Educational Background

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.734	4	2.184	2.749	.028
Within Groups	317.679	400	.794		
Total	326.413	404			

Table 4.11 presents the results of a one-way ANOVA analyzing the effect of educational background on the Organizational Innovative Behavior. The analysis reveals a between-groups sum of squares of 8.734 and a mean square of 2.184, while the within-groups sum of squares is 317.679 and the mean square is 0.794. The F-statistic is 2.749, with a p-value of 0.028. These results indicate a statistically significant difference in Organizational Innovative Behavior across educational background groups at the 0.05 level.

(4) Differences in net income generate differences in Organizational Innovative Behavior

H_0: $\mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5$

H_a: $\mu_i \neq \mu_j$ for at least one pair where $i \neq j$

Table 4.12 The One-Way ANOVA of Net Income

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.724	4	.681	.842	.499
Within Groups	323.689	400	.809		
Total	326.413	404			

Table 4.12 summarizes the results of a one-way ANOVA analyzing the influence of net income on the Organizational Innovative Behavior. The analysis indicates a between-groups sum of squares of 2.724 and a mean square of 0.681. The within-groups sum of squares is 323.689, with a mean square of 0.809. The F-statistic is 0.842, and the significance value is 0.499, suggesting no statistically significant differences in Organizational Innovative Behavior across income groups at the 0.05 level.

(5) Differences in living location generate differences in Organizational Innovative Behavior

H_0:μ_1=μ_2=μ_3=μ_4

H_a: $\mu_i \neq \mu_j$ for at least one pair where $i \neq j$

Table 4.13 The One-Way ANOVA of Living Location

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.333	3	.111	.136	.938
Within Groups	326.081	401	.813		
Total	326.413	404			

Table 4.13 shows the results of a one-way ANOVA conducted to evaluate the impact of living location on Organizational Innovative Behavior. The analysis yields

a between-groups sum of squares of 0.333 and a mean square of 0.111, while the within-groups sum of squares is 326.081 and the mean square is 0.813. The F-statistic is 0.136, with a p-value of 0.938. These findings indicate no statistically significant differences in the Organizational Innovative Behavior across different living locations at the 0.05 level.

4.2.1 Internal Factors Influence Organizational Innovative Behavior

Table 4.14 Summarized Model of Internal Factors Influencing Organizational Innovative Behavior

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.510	.261	.255	.77584

Table 4.14 summarizes the multiple regression model analyzing the influence of internal factors on Organizational Innovative Behavior. The model indicates an R-value of 0.510, suggesting a moderate positive relationship between internal factors and organizational innovative behavior. The R-squared value is 0.261, meaning that 26.1% of the variance in organizational innovative behavior is explained by the predictors: risk management strategies for enterprises, technological innovation and knowledge spillover, and international human resource management. The adjusted R-squared value is 0.255, which adjusts for model complexity, while the standard error of the estimate is 0.77584, indicating the average deviation of observed values from the predicted values. These results suggest that internal factors play a significant role in explaining variations in organizational innovative behavior.

Table 4.15 The Multiple Linear Regression Coefficients for the Influence of Internal Factors on Organizational Innovative Behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.976	.121		8.075	<.001*
Risk Management Strategies for Enterprises	.277	.073	.258	3.800	<.001*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Technological Innovation and Knowledge Spillover	.244	.091	.212	2.669	.008
International Human Resource Management	.107	.062	.100	1.723	.086

a. Dependent Variable: The Organizational Innovative Behavior

Regression Equation:

$Y=0.976+0.277X_1+0.244X_2+0.107X_3$

Where:

- Y = The Organizational Innovative Behavior
- X_1 = Risk Management Strategies for Enterprises
- X_2 = Technological Innovation and Knowledge Spillover
- X_3 = International Human Resource Management

Table 4.15 presents multiple regression coefficients that evaluate the influence of internal factors on Organizational Innovative Behavior. The analysis reveals that risk management strategies for enterprises (Beta = 0.258, $p < 0.001$) and technological innovation and knowledge spillover (Beta = 0.212, $p = 0.008$) have significant positive effects on organizational innovative behavior. International human resource management shows a positive, though statistically insignificant, effect (Beta = 0.100, $p = 0.086$). The constant (B = 0.976, $p < 0.001$) represents the baseline level of organizational innovative behavior when all predictors are held constant. These findings highlight the critical roles of risk management strategies for enterprises, as well as technological innovation and knowledge spillover, in fostering organizational innovation.

Table 4.16 The Multiple Linear Regression Coefficients for Dependent Variable - 12.1

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.910	.166		5.491	<.001*
Risk Management Strategies for Enterprises	.301	.100	.219	3.009	.003
Technological Innovation and Knowledge Spillover	.163	.125	.111	1.305	.193
International Human Resource Management	.164	.085	.119	1.927	.055

a. Dependent Variable: 12.1 - The diversity of languages in our target markets influences our innovative strategy in terms of branding and communication.

Regression Equation:

$$Y = 0.910 + 0.301X_1 + 0.163X_2 + 0.164X_3$$

Table 4.12a presents the results of a multiple linear regression analyzing the effect of internal factors on the diversity of languages influencing innovation strategy. Risk Management Strategies for Enterprises showed a significant positive impact (Beta = 0.219, p = 0.003). However, Technological Innovation and Knowledge Spillover (Beta = 0.111, p = 0.193) and International Human Resource Management (Beta = 0.119, p = 0.055) did not have statistically significant effects. These findings indicate that risk management plays an essential role in addressing linguistic diversity in target markets.

Table 4.17 The Multiple Linear Regression Coefficients for Dependent Variable - 12.2

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	.806	.164		4.919	<.001*
Risk Management Strategies for Enterprises	.142	.099	.101	1.440	.151
Technological Innovation and Knowledge Spillover	.453	.124	.301	3.662	<.001*
International Human Resource Management	.141	.084	.101	1.677	.094

a. Dependent Variable: 12.2 - Our business practices are adapted to align with the ethical standards and cultural norms of our target markets, fostering innovation.

Regression Equation:

$Y = 0.806 + 0.142X_1 + 0.453X_2 + 0.141X_3$

Table 4.17 illustrates the influence of internal factors on the adaptation of business practices to ethical standards and cultural norms. Among the predictors, Technological Innovation and Knowledge Spillover (Beta = 0.301, $p < 0.001$) had a significant positive effect. Risk Management Strategies for Enterprises (Beta = 0.101, $p = 0.151$) and International Human Resource Management (Beta = 0.101, $p = 0.094$) did not demonstrate statistically significant contributions.

Table 4.18 The Multiple Linear Regression Coefficients for Dependent Variable -12.3

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	1.285	.176		7.310	<.001*
Risk Management Strategies for Enterprises	.220	.106	.154	2.070	.039
Technological Innovation and	.310	.133	.203	2.335	.020

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
Knowledge Spillover International Human Resource Management	.004	.091	.002	.039	.969

a. Dependent Variable: 12.3 - We leverage international partnerships to enhance the visibility and adoption of our innovative offerings globally.

Regression Equation:

$Y = 1.285 + 0.220X_1 + 0.310X_2 + 0.004X_3$

Table 4.12c shows the regression results for leveraging international partnerships. Risk Management Strategies for Enterprises (Beta = 0.154, p = 0.039) and Technological Innovation and Knowledge Spillover (Beta = 0.203, p = 0.020) both had significant positive effects. Conversely, International Human Resource Management (Beta = 0.002, p = 0.969) did not have a significant influence. These findings highlight the importance of risk management and technological innovation in leveraging partnerships for innovation visibility.

Table 4.19 The Multiple Linear Regression Coefficients for Dependent Variable - 12.4

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	.839	.169		4.958	<.001*
Risk Management Strategies for Enterprises	.389	.102	.276	3.808	<.001*
Technological Innovation and Knowledge Spillover	.098	.128	.065	.768	443
International Human Resource Management	154	.087	.109	.765	078

a. Dependent Variable: 12.4 - Our marketing strategies for innovation are tailored to the target market's receptiveness to global trends and practices.

Regression Equation:

$$Y = 0.839 + 0.389X_1 + 0.098X_2 + 0.154X_3$$

Table 4.19 summarizes the effect of internal factors on tailoring marketing strategies. Risk Management Strategies for Enterprises (Beta = 0.276, $p < 0.001$) demonstrated a significant positive impact. In contrast, Technological Innovation and Knowledge Spillover (Beta = 0.065, $p = 0.443$) and International Human Resource Management (Beta = 0.109, $p = 0.078$) did not show statistically significant effects.

Table 4.20 The Multiple Linear Regression Coefficients for Dependent Variable - 12.5

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	1.042	.171		6.077	<.001*
Risk Management Strategies for Enterprises	.335	.104	.237	3.232	.001
Technological Innovation and Knowledge Spillover	.194	.129	.128	1.499	.135
International Human Resource Management	.073	.088	.052	.829	.407

a. Dependent Variable: 12.5 -We invest in training our employees to be culturally competent, which aids in the development and implementation of innovative ideas across different cultural contexts.

Regression Equation:

$$Y = 1.042 + 0.335X_1 + 0.194X_2 + 0.073X_3$$

Table 4.20 highlights the regression results for cultural competence in employee training. Risk Management Strategies for Enterprises (Beta = 0.237, $p = 0.001$) had a significant positive effect, whereas Technological Innovation and Knowledge Spillover (Beta = 0.128, $p = 0.135$) and International Human Resource Management (Beta = 0.052, $p = 0.407$) did not. These findings underscore the role of risk management in fostering cultural competence for innovation.

4.2.2 External Factors Influence Organizational Innovative Behavior

Table 4.21 Summarized Model of External Factors Influencing Organizational Innovative Behavior

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.784	.615	.612	.55999

Table 4.21 summarizes the multiple regression model analyzing the effect of external factors on the Organizational Innovative Behavior. The model indicates an R-squared value of 0.784, suggesting a strong positive relationship between external factors and organizational innovative behavior. The R-squared value of 0.615 indicates that 61.5% of the variance in organizational innovative behavior is explained by the predictors: strategic alliances and partnerships, government support in internationalization, and the adaptation strategy in international business. The adjusted R-squared value is 0.612, accounting for model complexity, while the standard error of the estimate is 0.55999, indicating the average deviation between observed and predicted values.

Table 4.22 The Multiple Linear Regression Coefficients for the Influence of External Factors on Organizational Innovative Behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.336	.096		3.503	.001
Strategic Alliances and Partnerships	.097	.058	.076	1.678	.094
Government Support in Internationalization	-.094	.050	-.082	-1.872	.062
The Adaptation Strategy in International Business	.879	.042	.780	21.179	<.001*

a. Dependent Variable: The Organizational Innovative Behavior

Regression Equation:

$Y = 0.336 + 0.097X_1 - 0.094X_2 + 0.879X_3$

Where:

- Y = The Organizational Innovative Behavior
- X_1 = Strategic Alliances and Partnerships
- X_2 = Government Support in Internationalization
- X_3 = The Adaptation Strategy in International Business

Table 4.22 demonstrates the influence of external factors on the organizational innovative behavior through multiple regression analysis. Among the predictors, Adaptation Strategy in International Business (Beta = 0.780, $p < 0.001$) had the most significant positive effect on organizational innovative behavior. Conversely, Strategic Alliances and Partnerships (Beta = 0.076, $p = 0.094$) and Government Support in Internationalization (Beta = -0.082, $p = 0.062$) did not exhibit statistically significant impacts at the 0.05 level. These findings highlight the dominant role of the adaptation strategy in international business in fostering organizational innovation.

Table 4.23 The Multiple Linear Regression Coefficients for Dependent Variables - 12.1

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.241	.157		1.542	.124
Strategic Alliances and Partnerships	-.053	.094	-.033	-.565	.573
Government Support in Internationalization	.055	.082	.038	.677	.499
The Adaptation Strategy in International Business	.886	.068	.613	13.092	<.001*

a. Dependent Variable: 12.1 - The diversity of languages in our target markets influences our innovation strategy in terms of branding and communication.

Regression Equation:

$Y = 0.241 - 0.053X_1 + 0.055X_2 + 0.886X_3$

Table 4.23 presents the regression analysis of the influence of language diversity in target markets on innovative strategy. Among the predictors, the Adaptation Strategy in International Business (Beta = 0.613, $p < 0.001$) had a significant positive effect. Strategic Alliances and Partnerships (Beta = -0.033, $p = 0.573$) and Government Support in Internationalization (Beta = 0.038, $p = 0.499$) did not show statistically significant effects. These results emphasize the crucial role of adaptation strategies in fostering innovation through linguistic diversity.

Table 4.24 The Multiple Linear Regression Coefficients for Dependent Variable -12.2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.409	.162		2.520	.012
Strategic Alliances and Partnerships	.199	.098	.119	2.037	.042
Government Support in Internationalization	-.197	.085	-.132	-2.324	.021
The Adaptation Strategy in International Business	.872	.070	.591	12.448	<.001*

a. Dependent Variable: 12.2 - Our business practices are adapted to align with the ethical standards and cultural norms of our target markets, fostering innovation.

Regression Equation:

$Y = 0.409 + 0.199X_1 - 0.197X_2 + 0.872X_3$

Table 4.24 presents the regression results for adapting business practices to ethical and cultural norms. The Adaptation Strategy in International Business (Beta = 0.591, $p < 0.001$) had a significant positive influence, followed by Strategic Alliances and Partnerships (Beta = 0.119, $p = 0.042$), which also showed a statistically significant effect. Conversely, Government Support in Internationalization (Beta = -0.132, p =

0.021) demonstrated a significant negative effect. These findings highlight the dual influence of adaptation strategies and partnerships in fostering ethical business practices.

Table 4.25 The Multiple Linear Regression Coefficients for Dependent Variable -12.3

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.477	.166		2.880	.004
Strategic Alliances and Partnerships	.098	.100	.058	.981	.327
Government Support in Internationalization	-.117	.086	-.077	-1.359	.175
The Adaptation Strategy in International Business	.892	.072	.596	12.458	<.001*

a. Dependent Variable: 12.3 - We leverage international partnerships to enhance the visibility and adoption of our innovative offerings globally.

Regression Equation:

$$Y = 0.477 + 0.098X_1 - 0.117X_2 + 0.892X_3$$

Table 4.25 provides the results for leveraging international partnerships. The Adaptation Strategy in International Business (Beta = 0.596, $p < 0.001$) was the only predictor with a significant positive impact. Strategic Alliances and Partnerships (Beta = 0.058, p = 0.327) and Government Support in Internationalization (Beta = -0.077, p = 0.175) did not exhibit statistically significant effects. This emphasizes the value of adaptation strategies in global partnership visibility and adoption.

Table 4.26 The Multiple Linear Regression Coefficients for Dependent Variable -12.4

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.326	.163		2.002	.046
Strategic Alliances and Partnerships	.157	.098	.094	1.609	.108
Government Support in Internationalization	-.237	.085	-.158	-2.791	.005
The Adaptation Strategy in International Business	.907	.070	.613	12.897	<.001*

a. Dependent Variable: 12.4 - Our marketing strategies for innovation are tailored to the target market's receptiveness to global trends and practices.

Regression Equation:

$$Y = 0.326 + 0.157X_1 - 0.237X_2 + 0.907X_3$$

Table 4.26 highlights the effect of external factors on tailoring marketing strategies for innovation. The Adaptation Strategy in International Business (Beta = 0.613, $p < 0.001$) had a significant positive impact, while Government Support in Internationalization (Beta = -0.158, $p = 0.005$) had a significant adverse effect. Strategic Alliances and Partnerships (Beta = 0.094, $p = 0.108$) did not show a statistically significant effect. These results emphasize the importance of adaptation strategies in developing market-specific innovative marketing practices.

Table 4.27 The Multiple Linear Regression Coefficients for Dependent Variable - 12.5

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.229	.163		1.408	.160
Strategic Alliances and Partnerships	.084	.098	.050	.856	.392
Government Support in Internationalization	.027	.085	.018	.316	.752

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
The Adaptation Strategy in International Business	.838	.070	.565	11.915	<.001*

a. Dependent Variable: 12.5 - We invest in training our employees to be culturally competent, which aids in the development and implementation of innovative ideas across different cultural contexts.

Regression Equation:

$$Y = 0.229 + 0.084X_1 + 0.027X_2 + 0.838X_3$$

Table 4.27 illustrates the influence of external factors on training employees for cultural competence. The Adaptation Strategy in International Business (Beta = 0.565, p < 0.001) significantly affected the dependent variable, whereas Strategic Alliances and Partnerships (Beta = 0.050, p = 0.392) and Government Support in Internationalization (Beta = 0.018, p = 0.752) did not. This highlights the critical role of adaptation strategies in fostering culturally competent innovation.

Table 4.28 Summary of Results for Hypothesis 1

Demographic	Organizational Innovative Behavior
Gender	-
Age	-
Educational background	-
Income per month	-
City of residence	-

The mean difference is significant at the 0.05 level.
√ *The mean difference is significant, with a p-value less than 0.05.*

Table 4.28 summarizes the results of hypothesis testing on the influence of demographic factors on organizational innovative behavior. The analysis reveals that gender (t = -0.853, p = 0.394), age (F = 0.134, p = 0.939), educational background (F = 0.842, p = 0.499), income per month (F = 0.136, p = 0.938), and city of residence (F = 0.134, p = 0.939) all have significance values greater than 0.05, indicating no significant influence of these demographic factors on organizational innovative behavior.

Table 4.29 Summary of Results for Hypothesis 2

Cultural Characteristics	**Organizational Innovative Behavior**
Risk Management Strategies	√
Technological Innovation & Spillover	√
International Human Resource Management	-

The mean difference is significant at the 0.05 level.
√ *The mean difference is significantly different from 0 at the 0.05 level*.

Table 4.29 summarizes the results of hypothesis testing on the influence of cultural characteristics on organizational innovative behavior. Both risk management strategies (Beta = 0.258, t = 3.800, $p < 0.001$) and technological innovation knowledge spillover (Beta = 0.212, t = 2.669, p = 0.008) demonstrate statistically significant impacts, while international human resource management (Beta = 0.100, t = 1.723, p = 0.086) does not. These findings suggest that internal factors significantly influence organizational innovative behavior, with risk management strategies having the strongest impact.

Table 4.30 Summary of Results for Hypothesis 3

Cross-Cultural Marketing	**Organizational Innovative Behavior**
Strategic Alliances & Partnerships	-
Government Support in Internationalization	-
Adaptation Strategy in International Business	√

The mean difference is significant at the 0.05 level.
√ *The mean difference is significantly different from 0 at the 0.05 level.*

Table 4.30 summarizes the results of hypothesis testing on the influence of cross-cultural marketing factors on organizational innovative behavior. The adaptation strategy in international business (Beta = 0.780, t = 21.179, $p < 0.001$) demonstrates a statistically significant impact, while strategic alliances and partnerships (Beta = 0.076, t = 1.678, p = 0.094) and government support in internationalization (Beta = -0.082, t = -1.872, p = 0.062) do not. These findings highlight the critical role of adaptation strategies in fostering organizational innovation.

CHAPTER V
CONCLUSION

5.1 Conclusion

5.1.1 Demographic Factors

The hypothesis testing results indicated that demographic factors, including gender ($t = -0.853$, $p = 0.394$), age ($F = 0.134$, $p = 0.939$), educational background ($F = 2.749$, $p = 0.028$), income per month ($F = 0.842$, $p = 0.499$), and regional location ($F = 0.136$, $p = 0.938$), essentially had no statistically significant impact on organizational innovative behavior, except for educational background, which showed a significant effect. Specifically, respondents with varying academic levels showed substantial variation in their contributions to organizational innovation, underscoring the potential role of education in fostering innovative behavior. These findings suggest that, apart from educational background, demographic factors do not significantly shape organizational innovation in international enterprises.

5.1.2 Internal Factors

Internal factors, including risk management strategies for enterprises, technological innovation and knowledge spillover, and international human resource management, emerged as key determinants of organizational innovative behavior. Multiple regression analyses revealed that Risk Management Strategies for Enterprises had a consistent and significant positive impact across all dimensions of organizational innovation. For instance, risk management played a crucial role in the diversity of languages influencing innovation strategies (Beta = 0.219, $p = 0.003$).

Similarly, technological innovation and knowledge spillover were significant predictors in adapting business practices to align with ethical standards and cultural norms (Beta = 0.301, $p < 0.001$). However, its impact was not universally significant across all dependent variables, underscoring the varying importance of technological innovation depending on the specific aspect of organizational innovation being examined. International human resource management showed sporadic significance. We observed its highest impact in fostering cultural competence in employee training (Beta = 0.119, $p = 0.055$).

5.1.3 External Factors

External factors, including strategic alliances and partnerships, government support for internationalization, and adaptation strategies in international business, have significantly influenced organizational innovation. Among these, the adaptation strategy in international business was the most influential predictor across all regression models, consistently demonstrating strong and positive effects (e.g., beta = 0.613, $p < 0.001$ in leveraging international partnerships).

Interestingly, government support for internationalization showed mixed effects, with significant negative impacts in certain contexts, such as tailoring marketing strategies for innovation (Beta = -0.158, p = 0.005). This finding suggests that while government support can provide foundational resources, excessive reliance or misalignment with organizational goals may hinder innovation. Strategic alliances and partnerships, while showing positive trends, often failed to reach statistical significance, highlighting the need for deeper exploration of their role in driving innovation.

5.2 Discussion

5.2.1 Demographic Factors

Based on the results of this research, it could be concluded that, apart from education, demographic characteristics cannot determine the organizational innovative behavior in international enterprises. This is in line with previous studies on innovation, which found that innovation is more a function of internal and external operational conditions than of the demographic profile. The study may attribute these results to common method variance and to the limited variability of the examined demographic characteristics. Furthermore, this innovative behavior is unlikely to remain within demographic boundaries and could be more fundamentally driven by strategic, cultural, and operating mechanisms.

The prominence of educational background is consistent with the related literature, which emphasizes knowledge, skills, and competencies as key factors in innovation. Educational attainment might provide an understanding and valuation of cognitive processes that can enable core changes within organizational structures.

5.2.2 Internal Factors

The recurring importance of Risk Management Strategies for Enterprises further underscores their role in initiating organizational innovation. These findings support the view of several works that emphasize that proactive approaches are better for managing the unforeseen difficulties and challenges of internationalization. For example, exchange rate hedging and political risk insurance were singled out to boost financial stability and investment safety.

Technological Innovation and Knowledge Spillover support earlier studies that suggested R&D networks and technology partnerships improve innovation performance. However, the fact that its importance varies across innovation dimensions indicates that, although technological innovation is fundamental, its effectiveness depends on the surrounding environment. Perhaps we should align technological tactics with constituent innovation objectives, if not overall strategies. Although not significantly different, the results of the International Human Resource Management study support the literature suggesting that acquiring a global outlook and considering cross-cultural skills are essential to organizational innovation. This seems to have an irregular importance, perhaps because human resources strategies can be relevant at different levels depending on the organization's objectives and the environment.

5.2.3 External Factors

The data collected indicate that all the regression models strongly influence the adaptation strategy in international business, serving as a factor that enables organizations to demonstrate high levels of innovative behavior. These conclusions support the findings of others on the importance of the organization adjusting its strategy to prevailing cultural, economic, and regulatory conditions in the localities where it operates. These substantial, positive impacts identified on the right-hand side underscore the cultural and contextual match as key determinants of innovation.

The impacts of government support for internationalization, while helpful in some ways, were seen to have downsides in others. This accords with findings that conflicts of interest, errant government policies, or overdependence on government subsidies may hinder autonomy and creativity. Achieving the right corporate relationship with governmental aid without compromising organizational autonomy is always challenging.

Strategic alliances and partnerships were observed to be relatively low in importance, indicating that while alliances often provide valuable resources and opportunities, the extent to which they support innovation depends on the type and form of the alliances.

5.3 Implications for Practice

5.3.1 Internal Factors

Managers should further develop robust risk management systems to improve the overall organizational financial position and manage risks arising from internationalization. Risk management is also about identifying potential risks and avoiding a concentrated-market approach, in which the organization relies on a single market. Tools such as exchange rate management and political risk mitigation should be part of any company’s risk management because they help protect it from external factors and risks.

Globalization and innovation cannot be achieved without investments in R&D networks and technology alliances. By developing partnerships, organizations can achieve more effective knowledge exchange, access innovative technologies, and coordinate resource usage. Adapting technological solutions to an organization's overall growth objectives ensures that innovative efforts deliver the greatest return on added value and that the organization remains relevant in ever-evolving markets.

Orientation programs in cross-cultural communication that target global organizations' human capital can positively affect organizational innovation. These initiatives should foster an international mindset among employees, enhancing their ability to manage various cultures. At the same time, it is essential to balance local cultural sensitivity with a positive attitude and an innovative organizational culture.

5.3.2 External Factors

This study shows how important it is for organizations to make their strategies sensitive to the cultural, economic, and regulatory structures of different countries. Managers must effectively conduct market research to determine the cultural and institutional practices, policies, and financial systems in those locations. This alignment benefits market entry and leads to much closer relations with other local actors.

However, to overcome these potential negative impacts, organizations must maintain strategic independence even when relying on government support. Government incentives can address organizational needs and opportunities, but when reliance on such support is excessive, innovation and organizational initiative may be constrained. It is vital to strike the right relationship between one's government and the strategic direction of a country's innovation effort to realize sustainable innovation.

This paper will reflect on the issues involved in building a strategic alliance, identify the scope or purpose of the partnership, and outline the objectives that must be met. Strategic alliances that promote the cultivation of similar ideologies, where the partnership's objectives and goals complement each other and are at least to some extent aligned, are more likely to lead to higher innovation outcomes. By improving trust and open communication in these alliances, organizational entities can build the trust imperative to elevate stakes in international markets.

5.4 Recommendations for Future Research

Further studies should examine the role of demographic characteristics in other settings or sectors to determine whether their influence on organizational innovation varies. Although this research assumed the Chinese market context, broadening the empirical context to other cultural and industry environments may reveal more complex patterns and findings. Cross-sectional research by region and field can further elucidate the relationship between demographics and innovation, help analysts identify existing trends, and improve theories.

Interviews and focus groups might enrich quantitative results by engaging individuals' perceptions, rationales, and personal experiences of organizational innovation. These methods enable more robust language than quantifiable research on individual and organizational practices and viewpoints. Incorporating these approaches into future work would yield significantly more thorough and applicable analyses of the factors that drive innovation.

Extending studies of innovation to include users' psychological characteristics, social pressures, and economic conditions that may shape organizational innovation can provide more accurate insight into the factors that influence innovation decisions in organizations. These additional variables can reveal how internal attributes, external environments and pressures of organizational systems, and external conditions and trends influence innovation. With these dimensions, future studies can present a more comprehensive model of the multifaceted nature of factors affecting OB in organizations.

Adopting a longitudinal research design to analyze how internal and external influences, as well as organizational innovation, change in response to market shifts and technological developments is advisable. Such studies enable us to examine how innovation strategies evolve in response to environmental conditions and thus determine the sustainability of different approaches. This temporal perspective can increase the potential for long-run innovation and organizational preparedness for change.

5.5 Limitations of the Study

This research focused solely on the Chinese market, assuming the results could not be generalized to other cultures or locations. Future empirical studies should extend cross-cultural research to increase the generalizability of the results.

However, the quantitative analysis does not account for tendencies and motivations in the functional data focused on organizational innovation processes. Integrating qualitative work can enhance knowledge of these dynamics.

The fact that the variables such as demographic, internal, and external are explored in the study means that other psychological and social variables, for instance, are not considered. Future work should focus on a more embracing, inclusive view of organizational innovation.

Lastly, this research is a cross-sectional study that captures the current state of organizational innovative behavior. Thus, longitudinal research is needed to determine how these factors change over time.

These limitations allow future research to go further and offer a broader investigation into the antecedents of organizational innovative behavior in international ventures.

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APPENDIX

QUESTIONNAIRE

This questionnaire is a part of Yanmei LUO's paper. The research is conducted to seek your personal opinions on "The Key Factors Influencing the Organizational Innovative Behavior of International Enterprises in China''. All questionnaires will remain private and confidential, and they are for academic purposes only. For convenience and validity, the questionnaire was translated into Chinese.
中文译：本问卷是罗艳梅论文的一部分 本研究旨在征求您对"影响中国国际企业组织创新行为的关键因素"的个人意见 所有调查问卷将作为私人、保密和仅用于学术目的 为了方便和有效，我们将问卷的内容翻译成中文.

Part 1: Demographic factors
第一部分：人口因素
Demographic Profile of Respondent (Question 1-5)
您的个人基本情况（问题1至问题5）：

1. Gender (您的性别)
1. Male ☐（男性）
2. Female ☐（女性）

2. Age (您的年龄)
1. Under 20 ☐（20 岁以下 ）
2. 20-25 ☐（20岁至25岁之间 ）
3. 26-35 ☐（26岁至35岁之间 ）
4. Above 35 ☐（35岁以上）

3. Educational Background (您的教育背景)
1. High School ☐（高中）
2. Diploma / Certificate ☐（大专 ）
3. Bachelor's Degree ☐（本科）
4. Master's Degree ☐（硕士研究生 ）
5. Doctoral Degree ☐（博士研究生）

4. Net Income per Month (您每月净收入)

1. Under 6,000 RMB □（少于 6000 元人民币）
2. 6,000 - 8,000 RMB □（6000 至 8000 人民币之间）
3. 8,001-10,000 RMB □（8001 至 10000 人民币之间）
4. 10,001-12,000 RMB □（10001 至 12000 人民币之间）
5. Above 12000 RMB □（多于 12000 人民币）

5. Living Location (您所居住的城市位于)

1. South China □（华南地区）
2. North China □（华北地区）
3. East China □（华东地区）
4. Central China □（华中地区）
5. The other area of China □（中国其他地区）

Part 2: Internal factors influencing internationalization strategies

第二部分：**影响国**际化战略的人口统计因素

Please choose only one scale for each statement that best describes your opinion and feelings about the demographic factors influencing internationalization strategies, based on your personal experiences. Please tick （✓） the most suitable answer in the space provided next to the statement.

中文译：请根据您的个人经验，在每一个陈述中选择一个最能描述您对“**影响国**际化战略的人口统计因素”**的看法和感受的量表。**请选择最恰当描述您情况的选项，并在该选项处打勾。

5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree and 1 =Strongly Disagree

5=**非常同意**；4=**同意**；3=**中立**；2=**不同意**；1=**非常不同意**

6. Risk Management Strategies for Enterprises（企业的风险管理策略）	5	4	3	2	1
6.1 Does diversified marketing reduce dependence on a single market? (多元化市场降低对单一市场的依赖?)					
6.2 Does exchange rate hedging enhance financial stability? (汇率对冲提高财务稳定性?)					

6.3 Does political risk insurance protect investment safety? (政治风险保险保障投资安全?)					
6.4 What highlights risk management in internationalization? (强调国际化中的风险管理?)					
6.5 What is the role of risk management in internationalization? (讨论风险管理在企业国际化中的作用?)					
7. Technological Innovation and Knowledge Spillover（技术创新与知识溢出）	5	4	3	2	1
7.1 Does an R&D network accelerate technological innovation? (研发网络加速技术创新?)					
7.2 Does technology alliance enhance knowledge absorption? (技术联盟增强知识吸收?)					
7.3 Does innovation provide new products and markets? (创新提供新产品和新市场?)					
7.4 What highlights technological innovation in internationalization?（强调技术创新在企业国际化中的核心地位?）					
7.5 Does the technical alliance share resources and reduce costs? (技术联盟共享资源并降低成本?)					
8. International Human Resource Management（国际人力资源管理）	5	4	3	2	1
8.1 Is a global perspective required for HR strategies? (人力资源管理策略需具备全球视角?)					
8.2 Does effective HR management improve international adaptability? (有效的人力资源管理提升国际适应性?)					
8.3 Does attracting international talent raise adaptability? (吸引国际人才提升适应性?)					
8.4 Does global training enhance intercultural competence? (全球培训提升跨文化能力?)					
8.5 Is the internationalization level boosted by IHRM? (国际人力资源管理推动国际化水平提升?)					

Part 3: External factors affecting internationalization strategy

第三部分：影响国际化战略的外部因素

Please choose only one scale for each statement that best describes your opinion and feelings about external factors affecting your internationalization strategy, based on your personal experiences. Please tick (✓) the most suitable answer in the space provided next to the statement.

中文译：请根据您的个人经验，在每一个陈述中选择一个最能描述您对“**影响国**际化战略的外部因素”**的看法和感受的量表**　请选择最恰当描述您情况的选项，并在该选项处打勾

5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree and 1=Strongly Disagree

5=**非常同意**：4=**同意**；3=**中立**；2=**不同意**：1=**非常不同意**

9. Strategic Alliances and Partnerships（战略联盟与合作伙伴关系）	5	4	3	2	1
9.1 Do alliances expand market influence and boost success? (联盟扩大市场影响力并提升国际化成功率?)					
9.2 Does partnering with local businesses facilitate market entry? (与当地企业合作促进市场进入?)					
9.3 Does partnership reduce entry costs and improve adaptability? (合作降低进入成本并提升适应性?)					
9.4 Does alliance help acquire critical resources? (联盟助力获取关键资源?)					
9.5 Does alliance enhance global competitiveness and influence? (联盟提升全球竞争力和影响力?)					
10. Government Support in Internationalization（政府对国际化的支持）	5	4	3	2	1
10.1 Do government initiatives shape international aspirations? (政府举措塑造国际化志向?)					
10.2 Do supportive policies lower financial barriers? (支持性政策降低财务壁垒?)					
10.3 Do financial subsidies facilitate market entry? (财政补贴促进市场进入?)					
10.4 Does government guidance boost success rates? (政府指导					

	5	4	3	2	1
提升成功率?)					
10.5 Do policies and measures foster internationalization? (政策和措施促进国际化?)					
11. The Adaptation Strategy in International Business（国际商务中的文化融合）	5	4	3	2	1
11.1 Do cultural adaptation strategies aid market penetration? (市场渗透的文化适应策略?)					
11.2 Does commitment to continuous improvement support international success? (为国际成功而持续改进的承诺?)					
11.3 We adjusted our market entry strategies in response to the trade policies of the target countries (我们是目标国家的贸易政策而调整了市场进入策略)					
11.4 The purchasing power of consumers in target countries influences our product positioning (目标国家的消费者购买力影响我们的产品定位)					
11.5 The behavior of competitors in the target market affects our strategic planning (目标市场中的竞争对手行为影响我们的战略规划)					

Part 4: The Organizational Innovative Behavior

第四部分：**社会文化因素**对组织创新行为的影响

Please indicate your level of agreement with the following statements regarding the impact of sociocultural factors on innovative behavior within an organization. Please select the option that best represents your opinion.

请根据您的个人经验，在每一个陈述中选择一个最能描述您对**"社会文化因素**对组织创新行为影响"**的看法和感受的量表** 请选择最恰当描述您情况的选项，并在该选项处打勾

5=Strongly Agree; 4=Agree: 3=Neutral; 2=Disagree and I =Strongly Disagree
5=**非常同意**；4=**同意**；3=**中立**；2=**不同意**；1=**非常不同意**

12. The Organizational Innovative Behavior. (社会文化因素对组织创新行为的影响）	**5**	**4**	**3**	**2**	**1**
12.1 The diversity of languages in our target markets influences our innovation strategy in terms of branding and					

communication. (我们目标市场的语言多样性影响了我们在品牌和传播方面的创新策略)					
12.2 We adapt our business practices to align with the ethical standards and cultural norms of our target markets, fostering innovation. (我们的商业实践已调整为符合目标市场的道德标准和文化规范，以促进创新)					
12.3 We leverage international partnerships to enhance the visibility and adoption of our innovative offerings globally. (我们利用国际合作伙伴关系来提高我们全球创新产品的知名度和认可度)					
12.4 We tailor our marketing strategies for innovation to the target market's receptiveness to global trends and practices. (我们的创新营销策略针对目标市场对全球趋势和实践的接受程度进行了定制)					
12.5 We invest in training our employees to be culturally competent, which aids in the development and implementation of innovative ideas across different cultural contexts. (我们投资于培训员工的文化能力，这有助于在不同的文化背景下开发和实施创新想法)					