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## **Research and Promotion of Administrative Procedures for Facilities and Applications for Administrative Agencies in Vietnam**

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### *Abstract*

For current agencies and organizations in Vietnam, office equipment is one of the fundamental factors playing an important role, ensuring productivity, quality and operational efficiency of office work. . At the same time, the office equipment is an effective arm, helping cadres and civil servants to fulfill their office administrative tasks. Thanks to the application and equipping of machines and equipment for the office, it has contributed to reducing labor force, reducing the burden for office workers. Technical equipment improvements are primarily aimed at stages, such as the word processor table that often goes up to use electronic keyboards, from computer tables to electrical and computer computers for accounting work. Especially since the 70s of the previous century, the stage of document processing has been supported by computers and continuously advanced until now. Computers are indispensable devices in the process of implementing the guaranteed functions. Information security for management activities of a modern office. At the same time, other office equipment thanks to the application of modern scientific and technical achievements that have initiatives and models suitable to each type of work, suitable application for different target groups, Make work performance enhanced. Since then, it will contribute to improving the effectiveness of management workers.

**Keywords:** *Office, facilities, office equipment, office administration, office administration.*

## **1. The Theoretical Framework for Office Facilities Administration**

Any agency, organization or business that meets the needs of the job, they must equip office equipment to suit their specific characteristics. In the development process of agencies and organizations, the number of equipment is increasingly equipped and improved. Office equipment is one of the important factors to ensure productivity and quality of office work, and is also one of the factors that help cadres and civil servants to fulfill their tasks. Therefore, the management of office equipment is essential. That not only works for work but also improves management efficiency, avoids loss of equipment, is easy to find, search and conduct statistical reports.

Office equipment is the general in general that the machines, tools and spare parts necessary for the operation of the office are the supporting factors or replacing the manual labor of office staff to Help them to get the job done effectively. Office equipment including equipment is assigned to each cadre and civil servant to use (desk, file cabinet, computer, recorder ...) and equipment used for common use in the application taste (copier, shared phone, fax machine ...).

It can be said that thanks to the office equipment, office workers such as typing, writing or enlarging documents, printing, etc. can manage the work smoothly, quickly and promptly. Time, work efficiency is enhanced. Good and adequate office equipment not only helps to facilitate the work but also contributes to maintaining the health of employees working for a long time, the quality of work is guaranteed. Office equipment is one of the important factors that helps individuals perform their tasks well. Because the office staff through the office administrative office has used office equipment to process and provide information quickly, promptly and accurately to improve productivity and work to improve quality. The amount of information provides more information for leaders, while office equipment contributes to reducing the cost of manpower and public with other costs attached.

For the management of office equipment, it is necessary to pay attention to the following basic requirements:

- Office equipment management must be in line with development plans of agencies and units;

The management of office equipment must be specified and detailed from the subject to the management object;

- Office equipment management must be associated with the responsibility of individual managers. This requires the head of the unit to have a specific assignment and arrange and

transfer office equipment within the unit to suit the needs and job positions. Arranging and assigning people to manage, use and monitor shared office equipment, make books, keep records of equipment delivery records and monitor all equipment office of the unit. For office equipment that no longer needs to be used, it must inform and request the Office (Administration - Administration Department) to transfer or liquidate. To direct the handover of public properties and dossiers of management and use of public properties under their management when there is a change of organization or change of unit heads.

- Office equipment management must meet public requirements, all members of the organization must understand the functions and tasks of the departments and be equipped with equipment suitable for love. the demand and position of the work I undertake, in accordance with the financial conditions and the ability of the units and superiors.

## **2. Current Situation of Management of Facilities at Enterprises Today**

Usually, in each agency, to ensure necessary conditions for the implementation of professional jobs, they often equip office equipment such as desks and chairs, computers, printers, file cabinets, electric phone, fax machine, ... Depending on the practical conditions of the unit, the equipment will have investment, replacement and manifest diversity to meet the work needs. Most equipment is used, preserved and managed in a systematic way. However, currently, the management of office equipment in administrative agencies is also carried out by manual method, by books and almost no standardization process has yet been applied yet. achievements of science and technology in the management of office equipment to manage management to achieve science and efficiency.

In units, usually, based on practical needs in office work, the equipment management department has procured, equipped with necessary machines and equipment in the office to serve the public work, general activities of the whole unit.

For the procurement of office equipment: before implementing the procurement of office equipment, the device management department has made specific and detailed plans for the procurement of office equipment. service for general affairs and activities of the company in office work as well as other activities.

The exploitation and use of office equipment of administrative and non-business agencies shall be carried out for the right purposes and strictly according to the State's regulations on asset

management and use. In the process of using equipment, the company has methods, methods of preserving office equipment that are durable, economical and efficient.

Every year, at the concerned agencies and perform maintenance and maintenance of office equipment on time and promptly repair the damage of equipment to ensure the equipment is preserved. , keep it in the best way.

The process of managing office equipment at the company is still by hand-written method and archival logbook. Thus, the application of measures to manage records is still outdated, the management by this method takes time, effort, costly and not really bring about work efficiency. high. It is no longer relevant to the modernization process of the country, there is no progress along with the development of information technology today.

The process of computerizing the activities of state agencies has been implemented, but until now most agencies have not been able to computerize the process of managing records and documents as required. . Computerization still mainly stops at the exchange of e-mail, drafting of documents and sending and receiving of documents over the network, building a number of databases, exploiting information on the network. Leadership in handling work is mainly on paper documents, so it is necessary to put in place measures to computerize the jobs in the work to solve the task more promptly and quickly.

Application of information technology in administrative agencies in general and businesses in particular is essential, it enhances the positive in state management. We need to come up with solutions to computerize in the management by the application of appropriate information technology to meet the needs of businesses and units that bring results as well. higher workload and catch up with the trend of industrialization modernizing the country along with the development of information technology.

### **3. Contents of Office Facilities Management**

Normally, in small and medium enterprises in Vietnam, the management of working equipment consists of three basic contents: the first is managing the process of forming equipment, and the second is managing the equipment. the process of exploiting, using and preserving equipment. Finally, liquidation of equipment that has been fully depreciated.

First of all, for the content of managing equipment formation process. The equipment, after being imported, may be issued or procured and will be managed according to the regulations set by the agency, on the basis of the State regime and the specific operation of the agency. In

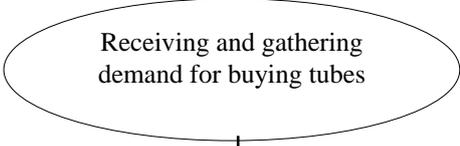
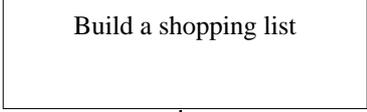
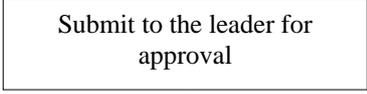
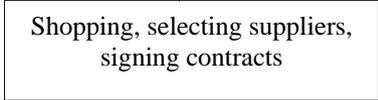
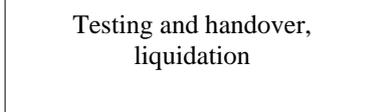
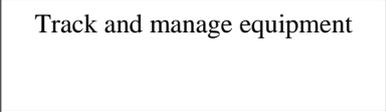
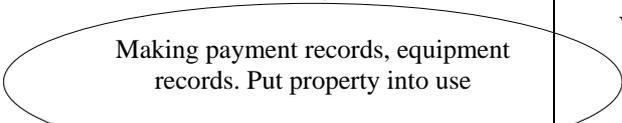
addition, every year the agency also implements additional procurement of equipment derived from actual use needs and that will be done through the unit's annual plan.

After completing the stage of collecting working equipment, the unit will manage the process of exploiting and using equipment. This work includes steps such as assigning equipment to units and individuals responsible for directly managing, exploiting, using and preserving. After that, build and issue rules and regulations on the use of public assets. Form a mechanism of irregular and periodical self-inventory for equipment in the agency, thereby assessing the quantity and quality of equipment. In the process of using and preserving equipment and pans, regularly conducting inspections to detect equipment failures and errors, if any, to handle cases of risks related to equipment. being offices in agencies and organizations.

Finally, the end of the process of using equipment. Equipment that has expired, has depreciated its value or technical innovations, needs to be liquidated. The liquidation of the units' assets must comply with the provisions of law. The agency needs to set up a liquidation committee. Based on the technical characteristics and value of the equipment to choose the appropriate liquidation method, it is possible to choose the auction and public valuation. At the same time, strictly follow the financial management regime of the State.

#### **4. Propose a Process to Standardize Management for Office Equipment**

Diagram of procurement process and management of office equipment:

Responsibility	Sequence of execution steps	Documents, bases
Specialist Administration Department serves		Annual plan
Specialist Administration Department serves		
Specialist Administration Department serves		
Leadership agency		
Head of Service Administration Department, Leadership agency		
Administration service, Finance Department Relevant units Leader		
Head of Service Administration, Leadership		
Administration Department, Department of Finance		Windows, software support

The relevant departments		
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***Figure 1. Designing and managing office equipment use procedures***

***Explain the process***

The process of managing and using office equipment is carried out in the following steps:

**Step 1.** Receiving the demand for asset procurement: This is done by the Service Manager, based on the annual proposal of the units in the unit. They will then gather and report to the Administration Manager for consideration.

**Step 2.** Building a shopping list: The Manager of the Administration Department shall coordinate with the Head of the Finance Department based on the assigned budget estimates and the procurement plan to adjust the unit's annual asset procurement list. suitable to the practical situation and specific work needs.

**Step 3.** Submit to the leader for approval: The Head of Administration Department will submit to the leaders for consideration and approval of the estimated equipment items.

**Step 4.** Approving the shopping list: The unit leader signs and approves the shopping list.

**Step 5.** Shopping, selecting suppliers; signing sales contract:

- Based on the list of assets approved by the leaders, according to the unit's plan and the recommendations of the concerned departments. The Head of Administration serves the proposal of procurement, submitting to the leaders for approval.
- After the proposal is approved by the leader; The administrative service department contacted to find quotations of different suppliers of assets intended to buy, in coordination with the Finance Department, to make a minutes to select the supplier.
- Administration Department informs the supplier selected to draft the contract; The contract is checked and signed by the Head of the Finance Department before submitting to the leadership. Based on the signed contract, the Department of Investment and Equipment is responsible for monitoring the implementation of contracts with suppliers, promptly reporting arising problems.

**Step 6.** Contract acceptance, handover, liquidation:

- Based on the contract and notice of the supplier: the Administration Department serves the organization of checking and taking over the properties and components including: Service Administration Representative, supplier representative, representative unit suffer from property.
- The property handover must ensure the following requirements: full use of the conditions for asset installation; Fully receiving the instructional materials and accessories attached to machines and equipment. The Department of Investment and

Equipment shall coordinate with the Finance Department in carrying out procedures for warehousing, ex-warehousing and handover of properties to the units for use.

**Step 7.** Monitoring and management of equipment: Relevant departments conduct the management of units' assets, if any problems arise, they must report back to take appropriate measures.

**Step 8.** Prepare payment documents, put the assets to use: Administration department to prepare payment documents as prescribed. Asset-using units shall record books for asset tracking at their units.

## **5. Conclusion**

Thus, in administrative agencies, the management of office equipment needs to improve and organize the management of equipment in a scientific and effective manner. The management of office equipment is the work to ensure productivity and quality of office work, and is also one of the factors that help cadres and civil servants to fulfill their tasks. , serving management and administration activities of agencies and organizations. The article has deeply explored and proposed the process to re-standardize the facilities management practices for the units, contributing to further improving the work efficiency and management efficiency at the current agencies.

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## **The Effect of *Customer Relationship Management* on the Satisfaction to Build Customers' Loyalty (Study Case of Go-Jek's Transportation Service Users)**

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### *Abstract*

This study aims at explaining the effect of the CRM (continuity marketing, one to one marketing, and partnering programs) on customers' satisfaction and loyalty. This research was conducted on Go-Jek transportation service users in Denpasar city with a total sample of 100 respondents determined based on non probability sampling method namely purposive sampling. The application of CRM is measured by using questionnaires. The analytical tool used in this study is descriptive statistical test and inferential statistical test in the form of path analysis test. The results of the study show that continuity of marketing, one to one marketing, and partnering programs have a positive and significant effect on customers' satisfaction. One to one marketing is the variable that most influences customers' satisfaction. Customers' satisfaction also has a positive and significant influence on customers loyalty, so it can be concluded that forming customer loyalty can be done by improving the customers' satisfaction.

**Keywords :** *Customer Relationship Management (CRM), Customer Satisfaction, Customer Loyalty*

### **1. Introduction**

The rapid development of business and technology has made competition even tighter so that businesses need to innovate to provide the best service for customers, ranging from the availability of diverse services, competitive pricing, to the application of distribution which in

the past days were in conventional systems but now to online systems. One of them that is developing in Indonesia is the application of an online system on wheels.

Ojek is a mode of public transportation in the form of a motorcycle. Before the existence of an online system, motorcycle taxis can only be obtained at certain points of a region. Over time, motorcycle taxi bookings are made online through a special application via mobile that connects the driver and the customer. This phenomenon began to shift the culture of society, especially in the city of Denpasar, related to the lifestyle of the people through easy access to transportation modes.

Based on the results of a survey of users of online transportation services, it can be seen that online transportation is more attractive for public because it is safe, inexpensive and faster instead of conventional transportation mode. The survey also showed that Go-Jek is in the highest rating for the category of customer choice online transportation, followed by Grab, Uber, and My Bluebird (ylki.or.id). But, these reasons have not been able to direct the public to think positively about online transportation services. Based on the results of the pre-survey of 15 respondents who are users of Go-Jek transportation services among students, it appears that there are still various complaints that arise in online transportation services such as the drivers are unfriendly, the lack of drivers' ability to apply technology, the availability of supporting facilities who have not been able to meet customer needs, and driving skills that are considered poor.

Complaints are very vulnerable to creating negative perceptions of online transportation services, so it is important for businessmen to build good relationships among customers. The variable of customer relationship management (CRM) is one of the strategic approaches in building good relationships with customers (Kotler and Keller, 2012). Sheth et al. (2015) divide the CRM into three types of programs, namely *continuity marketing, one to one marketing and partnering programs* that aim to improve customers' satisfaction which will continually create customer loyalty. Customers' satisfaction must be fostered from time to time to build loyalty in the minds of customers (Setyaleksana et al., 2017). Kotler and Keller (2012) define customer satisfaction as one of the factors that determine customer's loyalty. In other words, customers will not be loyal to a product before they feel satisfied with the product (Koduah and Farley, 2016).

Even though the Go-Jek has implemented the continuity marketing, one to one marketing and partnering program through the features in the application, Go-Jek has not been able to obtain

maximum results from the implementation of the program. In other words, even though the CRM program has been done, there are still some customers who are not satisfied with the services provided so that they are reluctant to be loyal to the Go-Jek transportation service.

The empirical studies of similar phenomena have been done before, some studies have shown significant results, but some have shown conflicting results. One research conducted by Adha and Bramantory (2013), Bhaskara et al. (2014), Maldi and Suwitho (2014), Sutrisno (2015), and Supar and Suasana (2017) stated that CRM has a positive and significant effect on customers' satisfaction. These results contradict Iriandini's research et al. (2015) which states that CRM does not significantly influence customers' satisfaction. Contradictory results were also found in several studies regarding the effect of customers' satisfaction on customer loyalty. Arokiasamy (2013), Mardikawati and Farida (2013), Ariff et al. (2013), and Sutrisno (2015) stated that customers' satisfaction has a positive and significant effect on customer loyalty. However, Oktariana et al. (2012), and Iriandini et al. (2015) stated the opposite which is customer satisfaction does not significantly influence the customer loyalty.

Based on the problems faced by Go-Jek transportation services in Denpasar and the inconsistency of the results of previous research, this study was prepared with the aim of explaining the effects of *continuity of marketing*, *one to one marketing* and *partnering programs* on customers' satisfaction with Go-Jek transportation service users and to explain the effect of customers' satisfaction on customer loyalty to Go-Jek transportation service users.

## **2. Theoretical Review and Research Hypothesis**

CRM is a group of corporate information systems, one of which is through technology management to create customer relationships and collect, store and analyze customer data to provide a comprehensive view of their customers (Khodakarami and Chan, 2014; Paliouras and Sirakas, 2017).

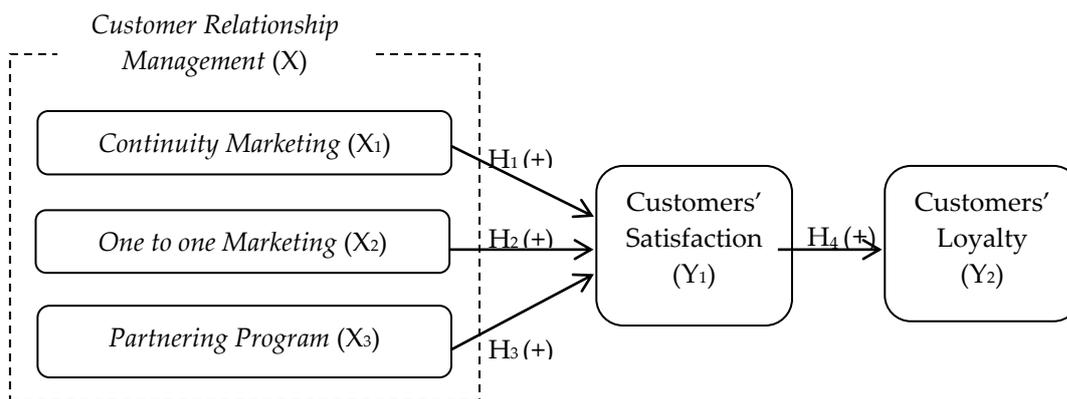
Sheth (2015) states that there are three types of programs in building CRM, namely continuity of marketing, one to one marketing, and partnering programs. Continuity marketing is a marketing program to sustain and improve customer value continuously by applying 1) membership card; 2) reward points; 3) discounts; 4) vouchers that are useful in building extensive customer databases to enable companies to truly understand customers and anticipate their needs (Mokodongan, 2010; Oesman, 2010; Indah, 2013; Sheth et al., 2015; Felix et al., 2016; Supar, 2017; Sirait, 2018). One to one marketing is a program carried out individually aimed at meeting the unique needs of customers. The application of this program can be seen

from 1) employee friendliness and politeness; 2) employee speed and skills; 3) complaint handling by employees; 4) giving greeting cards to employees; 5) greetings by employees to customers (Indah, 2013). Partnering program (partnership program) is a cooperative relationship between marketers and other companies to serve customer needs. The partnership program implemented by the company will be able to create relationships with customers, grow and maintain relationships with customers both short and long term (Ardiyhanto, 2011). Oesman (2010) states that partnerships are the most dominant strategy in an effort to build customer satisfaction. Kotler and Armstrong (2014) state that most companies have networks that are highly dependent on partnerships with other companies. Based on a brief description of the three programs, in broad outline it can be understood that CRM programs foster short-term relationships, namely improving customer satisfaction and a long-term relationship that is forming customer loyalty.

Customer satisfaction is a feeling of one's pleasure or disappointment which appears after comparing the products' performance that is thought of the expected performance (Kotler and Keller, 2012: 177). Customer satisfaction is measured through three indicators, including: 1) general or overall satisfaction; 2) price suitability, namely the level of conformity between actual performance and price; 3) comparison with ideal situations, namely product performance compared to ideal products according to customer perceptions (Saputra et al., 2015). Companies with satisfied customers have a high chance to turn them into loyal customers (Mohsan, 2011).

Customer loyalty is a relationship between customer engagement with the brand of a product or service, or other entities based on favorable attitudes and behavioral responses such as repeat purchases (Zakaria et al. 2013). Griffin (2005: 31) states that customers can be said to be loyal if they meet several indicators including: 1) making repeated purchases regularly; 2) buy another product line or service in the same business entity; 3) referring to others.

A description of the relationships between variables in this study can be described visually through the conceptual framework presented at Picture 1.



**Figure 1. The Conceptual Framework**

Based on the conceptual framework, the hypothesis can be formulated as follows.

- H<sub>1</sub>** : *Continuity marketing* has a positive and significant effect on customer satisfaction.
- H<sub>2</sub>** : *One to one marketing* has a positive and significant effect on customer satisfaction.
- H<sub>3</sub>** : *Partnering program* has a positive and significant effect on customer satisfaction.
- H<sub>4</sub>** : *Customers' satisfaction* has a positive and significant effect on customer loyalty.

### 3. Research Methods

This research is a type of quantitative research because its findings are achieved by using statistical procedures. This study is associative because it aims to determine the effect of independent variables on the dependent variable. This research was conducted in Denpasar city.

There are two types of variables in this study, namely 1) independent variables: continuity marketing (X<sub>1</sub>), one to one marketing (X<sub>2</sub>), and partnering (X<sub>3</sub>); and 2) dependent variable: customer satisfaction (Y<sub>1</sub>) and customer loyalty (Y<sub>2</sub>).

The population in this study were all customers who had used Go-Jek transportation services in Denpasar city. This study involved 100 respondents as samples in a study that was determined

based on non probability sampling techniques with a purposive sampling method (Sugiyono, 2017: 144). Respondents were determined based on several criteria, namely 1) live in Denpasar; 2) the education level of the respondent is at least high school / equivalent; 3) respondents have used the services of Go-Jek at least twice in the last three months.

Data was collected through survey methods by distributing questionnaires. The indicators of each variable in this study were measured based on the perceptions of respondents as users of the Go-Jek transportation service; using a 5-point Likert Scale, including: 1 = strongly disagree; 2 = disagree; 3 = quite agree; 4 = agree; 5 = strongly agree.

Testing instruments in the form of validity and reliability tests was carried out on 30 respondents and it is important to do it as a condition to obtain results of the relevant research as primary data is obtained through questionnaires. Validity testing is carried out on all indicators with Pearson's Product Moment correlation technique provided that the correlation coefficient ( $r$ ) > 0.3 and significance < 0.05. Reliability testing is carried out by all variables by calculating Cronbach's Alpha reliability coefficient with Alpha Cronbach coefficient > 0.6 (Ghozali, 2016: 55; Sugiyono, 2017: 215).

The data analysis technique used in this study are 1) descriptive statistics are used to provide an overview of data in general; and 2) inferential statistics are used to answer the hypothesis. Inferential statistics used in this study are path analysis tests.

#### **4. Results and Discussion**

Research data obtained through questionnaires that have been distributed to 100 respondents. After the data is tabulated, an analysis of the data obtained using descriptive statistical analysis and inferential statistical analysis in the form of path analysis. Through these data, it is known that the survey was dominated by respondents with an age range of 17 to 21 years at 75 percent. The survey was also dominated by female respondents at 55 percent and the majority of respondents were students at 73 percent.

##### **The Result of Hypotesis' Testment**

Based on the hypothesis that has been proposed previously, there are two regression equations in this study. Regression equation 1 is used to answer hypotheses 1,2 and 3, while regression equation 2 is used to answer hypothesis 4. The results of path analysis for the two regression equations are presented in Tabel 1.

**Table 1. Result of the Path Analysis**

Independent Variable	Dependent Variable	Path Coefecient	$\rho$ value	Remark
<i>Continuity marketing</i> (X <sub>1</sub> )	Customers' Satisfaction (Y <sub>1</sub> )	0,350	0,000	Accepted
<i>One to one marketing</i> (X <sub>2</sub> )	Customers' Satisfaction (Y <sub>1</sub> )	0,373	0,000	Accepted
<i>Partnering program</i> (X <sub>3</sub> )	Customers' Satisfaction (Y <sub>1</sub> )	0,182	0,020	Accepted
Customers' Satisfaction (Y <sub>1</sub> )	Customers' Satisfaction (Y <sub>2</sub> )	0,667	0,000	Accepted

**H<sub>1</sub> : *Continuity marketing* has a positive and significant effect on customers' satisfaction.**

The results of the path analysis on the effect of *continuity marketing* on customers' satisfaction indicate that the path coefficient value is 0.350 with  $\rho$  value of 0.000. Because the path coefficient > 0 and  $\rho$  value  $\leq$  0.05, so H<sub>1</sub> is accepted. This result means that *continuity marketing* has a positive and significant effect on customers' satisfaction.

**H<sub>2</sub> : *One to one marketing* has a positive and significant effect on customer satisfaction.**

The results of path analysis on the effect of *one to one marketing* on customers' satisfaction indicate that the path coefficient value is 0.373 with  $\rho$  value of 0.000. Because the path coefficient > 0 and  $\rho$  value  $\leq$  0.05, H<sub>2</sub> is accepted. This result means that *one to one marketing* has a positive and significant effect on customers' satisfaction.

**H<sub>3</sub> : *Partnering program* has a positive and significant effect on customer satisfaction.**

The results of path analysis on the effect of *partnering program* on customers' satisfaction indicate that the path coefficient value is 0.182 with  $\rho$  value of 0.020. Because the path coefficient > 0 and  $\rho$  value  $\leq$  0.05, so H<sub>3</sub> is accepted. This result means that *partnering programs* have a positive and significant effect on customers' satisfaction.

**H<sub>4</sub> : *Customers' satisfaction* has a positive and significant effect on customers' loyalty.**

The results of path analysis on the effect of *customers' satisfaction* on *customers' loyalty* indicate that the path coefficient value is 0.667 with  $\rho$  value of 0.000. Because the path coefficient  $> 0$  and  $\rho$  value  $\leq 0.05$ , so H4 is accepted. This result means that *customers' satisfaction* has a positive and significant effect on *customers' loyalty*

### ***Research Discussion***

Based on the results of the calculation of validity and reliability, it can be concluded that each indicator is able to measure variables. This research model also fulfills the *Goodness of Fit's* requirements through the F test which means that overall this model is good at explaining the causal relationship between variables in the research model.

### **The Effect of *Continuity Marketing* on the Satisfaction of Go-Jek Transportation Service Users in Denpasar city**

Table 1 shows that continuity marketing has a significant influence on the satisfaction of Go-Jek transportation service users. It is evidenced by the value of 0,000 which is less than 0.05. The results also show the relationship between *continuity marketing* and *customer satisfaction*. With a path coefficient whose value is greater than 0 which is equal to 0.350, it is known that the relationship between these variables is positive.

This result means that the better the application of the *continuity marketing* program to the Go-Jek transportation service company, the higher the level of customer satisfaction with the services offered by Go-Jek. This result is in line with the actual conditions that occur in the field. The results of the respondents' assessment indicate that the respondents' assessment of the continuity marketing program is in a good category, resulting in a level of satisfaction in the good category. Respondents were satisfied with the implementation of the *continuity marketing* program such as reward points, discounts, and vouchers which given to Go-Jek's customers. The strategy of Go-Jek in implementing the continuity marketing program succeeded in increasing customer satisfaction with the services provided.

### **The Effect of *One to One Marketing* on the Satisfaction of Go-Jek Transportation Service Users in Denpasar city**

Table 1 shows that *one to one marketing* has a significant influence on the satisfaction of Go-Jek transportation service users. It is evidenced by the value of 0,000 which is less than 0.05. The results also show the relationship between *one to one marketing* and *customer satisfaction*. With a

path coefficient whose value is greater than 0 which is equal to 0.373, it is known that the relationship between these variables is positive. This result means that the better the application of *one-to-one marketing* programs to Go-Jek transportation services companies, the higher the level of customer satisfaction with the services offered by Go-Jek. This result is in line with the actual conditions that occur in the field. The results of the respondents' assessment indicate that the respondents' assessment of the *one to one marketing* program is in a good category so that the satisfaction level is in the good category. Respondents were satisfied with the implementation of a *one-to-one marketing* program by Go-Jek by serving customers in friendly way, fast, good-skilled driving, and responsive in handling customers' complaints. Go-Jek's strategy in implementing a *one-to-one marketing program* succeeded in increasing customer satisfaction with the services provided.

#### **The Effect of *Partnering Program* on the Satisfaction of Go-Jek Transportation Service Users in Denpasar city**

Table 1 shows that partnering programs have a significant effect on the satisfaction of Go-Jek transportation service users. It is evidenced by the value of 0.020 which is less than 0.05. The results also show the relationship between partnering programs and customer satisfaction. With a path coefficient whose value is greater than 0 which is equal to 0.182, it is known that the relationship between these variables is positive. This result means that the better the implementation of partnering program in the Go-Jek transportation service company, the higher the level of customer satisfaction with the services offered by Go-Jek. This result is in line with the actual conditions that occur in the field. The results of the respondents' assessment indicate that the respondents' assessment of the program partnering is in a good category so that the satisfaction level is in the good category. Respondents were satisfied with the implementation of partnering programs by Go-Jek, namely by partnering with other parties. Go-Jek's strategy in partnering the program succeeded in increasing customer satisfaction with the services provided.

#### **The Effect of *Customers' Satisfaction* on the Users' Loyalty in Using Go-Jek Transportation Services in Denpasar City**

Table 1 shows that customer satisfaction has a significant effect on the satisfaction of Go-Jek transportation service users. It is evidenced by the value of 0,000 which is less than 0.05. The results also show the relationship between customer satisfaction and customer loyalty. With a path coefficient whose value is greater than 0 which is equal to 0.667, it is known that the

relationship between these variables is positive. This result means that the higher the level of customer satisfaction in the Go-Jek transportation service company, the higher the level of customer loyalty to the Go-Jek transportation service. This result is in line with the actual conditions that occur in the field. The results of the respondents' assessment indicate that the respondent's assessment of the level of customer satisfaction is in a good category resulting in a loyalty level in the good category. Respondents were satisfied with the implementation of partnering programs by Go-Jek, namely by partnering with other parties. Go-Jek's strategy in partnering the program succeeded in increasing customer satisfaction with the services provided. The Go-Jek strategy in increasing customer satisfaction by implementing continuity of marketing, one to one marketing, and good partnering programs can create customers' loyalty.

## **5. Research Implications**

As stated in the results and discussion, in terms of this research theory can provide additional information about how the application of *continuity marketing*, *one to one marketing*, and *partnering programs* affect the satisfaction that can build customers' loyalty.

This research can also provide tangible benefits in creating customers' satisfaction and loyalty so that the results of this study can be a consideration for Go-Jek's transportation services going forward.

## **6. Research Limitations**

There are some limitations encountered in this study, including: 1) The scope of the research is only carried out in the city of Denpasar, while the Go-Jek transportation service network is spread throughout almost Indonesia and even extends to the Southeast Asian region. So the results of this study cannot be generalized to customers in other cities; 2) The research subject is in the form of Go-Jek transportation services, so the results of this study cannot be generalized for other brands of transportation services; 3) This study still cannot reveal the overall factors that affect customers' loyalty to Go-Jek transportation service users in Denpasar City because there are still 24 percent of other factors which are not examined yet.

## **7. Conclusion**

Based on the results and discussion of the influence of the CRM (*Customer Relationship Management*) on customers' satisfaction to build the customers' loyalty of Go-Jek transportation service users in Denpasar city, it can be concluded as follows: 1) *continuity marketing* has a

positive and significant effect on customer satisfaction; 2) *one to one marketing* has a positive and significant effect on customer satisfaction; 3) *partnering program* has a positive and significant effect on customer satisfaction; 4) *customers' satisfaction* has a positive and significant effect on customer loyalty. Based on the results of the path analysis it can be seen that the *one to one marketing* variable is the most influential variable on customer satisfaction. Friendliness, speedy, skills, and responsiveness in handling customer complaints affect customers' satisfaction. In the second position, the variable *continuity marketing* is a variable that can affect customers' satisfaction such as the provision of reward points, discounts, and vouchers. In the last position, *partnering program* variables affect customer satisfaction. Partnerships with other parties can create customers' satisfaction. These three variables can create customer satisfaction in the Go-Jek transportation service company. More impact, this satisfaction shapes customer loyalty. Implementing the CRM can be a strategy for Go-Jek company so that customers feel satisfied with the services provided that will create customers' loyalty. The company can create customer loyalty to its services through increasing customers' satisfaction.

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## **Identifying the Factors Affecting the Competitiveness of Rice Industry in Vietnam**

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### **Abstracts**

This research was conducted to identify the factors affecting the competitiveness of rice industry in Viet Nam. Research findings show that there are five groups of factors affecting the competitiveness of rice industry, including: the conditions of production factor group; household characteristics; State support; Market signals; and support of enterprises and traders. Based on the analysis results, the author has proposed some recommendations to improve the competitiveness of the rice industry in Vietnam.

*Keywords: Competitiveness, rice, Vietnam*

### **1. Introduction**

In recent years, agricultural production in our country has achieved remarkable achievement which including the rice industry. Vietnam's rice always has high rankings in the world. Currently, Vietnamese rice has been exported to 135 countries and territories around the world; and for the first time Vietnam surpassed Thailand to become the top rice exporter in the world. However, the rice industry is still facing many challenges and competition in both domestic and international markets. In addition, when the level of integration of Vietnam becomes more and more extensive, bilateral and multilateral agreements signed and implemented will open up great opportunities for Vietnam's rice industry to penetrate into difficult markets like the US, Japan, EU ...But it also face many challenges such as: concerns about quality, food safety and the

level of product positioning in the markets of countries, technical barriers in the developed countries.

Improving capacity of rice industry competitiveness is an urgent requirement in the current period when competitive market is increasingly fierce. If not improving competitiveness, the rice industry is at risk of failure at domestic market. To improve the rice industry's competitiveness, the identifying of the factors affecting and quantifying the impact of those factors on the competitiveness of the rice industry is issues should be top priority. At the same time, this study approached the competitiveness of producers.

## **2. Research overview**

Competitiveness of rice farming households is affected by many different factors. In particular, the characteristics, knowledge and skill level of the head of household are the first basic factors affecting the production decisions and business of the household. Next, resources (land area, labor, and other household assets) directly affect competitiveness. The accessibility to capital resources to production and business of households, seed starting supplies from trusted organizations such as enterprises, Research Institute, Extension agency also have greatly affects to the productivity and quality of products of household production. Market access to consume products is also a factor affecting household competitiveness.

### ***Factor group of agricultural production conditions***

Agricultural production conditions have a great influence on the competitiveness of the rice industry. Because to comply with these standards, in addition to requirements for household production conditions play important role deciding the competitiveness of the sector. Production conditions include natural conditions such as climate, land, soil and socio-economic conditions such as technical infrastructure, cultivated areas, human resources and initial capital. Vu Thi Minh (2004), Nguyen Sinh Cong (2004) and Mwanza (2011), Zhou and Jin (2009), Nguyen Huu Tin and Phan Thi Giac Tam (2008).

### ***Factor group of household characteristics***

Households play a very important role in agricultural production in Vietnam. In order to improve the competitiveness of the rice industry, it is necessary to carefully study the household's characteristics to have reasonable methods to encourage and changing investment thinking of households, persuade them to invest in rice production ensuring quality and safety. Characteristics of households include: age, education level, experience, gender, household

size,etc. Nguyen Trong Hoai (2010), Bui Quang Binh (2008), Nguyen Quoc Nghi et al (2011), Pham Anh Ngoc (2008), Okurut et al (2002), Dinh Phi Ho (2006), Huynh Thanh Phuong (2011) etc.

#### ***Factor group of market signals***

According to Vu Thi Minh (2004), "The market is the most important factor which has a great impacting to all activities of commodity production in general and producing and trading agricultural crops in particular. The market in agricultural production of households consists of two types: the output market and the input market.

#### ***Factor group of support of enterprises and traders***

Restrictions of households such as market access is weak, little capital, scientific and technological knowledge is still limited, ability to take risk still low, etc. These limitations are becoming major barriers to the investment process of agricultural production and improve the competitiveness of the rice industry. The support of enterprise, trader may be good complement households which many shortcomings areas. It is necessary symbiosis to improve the efficiency of investment and development in agricultural production in general and the rice industry in particular. Investment of enterprises, traders and household ' investments will become a combination of complementary values for each other, in which enterprises's investment, traders will supplement capital and input materials which responsible for searching output markets and households will be responsible for the main production to producing quality products. According to Jayasinghe-Mudalige and Henson (2007), large enterprises have the capacity to implement food safety controls, whereas most small enterprises do not want to do. Small enterprises have afford and capacity is still not really interested in food safety control competence, wherewithal it is even more and more difficult for households to implement food safety control. This has a great effect to the competitiveness of the rice industry.

#### ***Factor group of government support***

According to Nelson (1987), government intervention is largely an empirical issue that is not a theoretical issue because there is no normative theory meets the requirements of the appropriate role of government in a mixed economy and no theories about the diversity of institutional arrangements to resolve common problems.

Can see the role of the government in promoting and enhancing rice sector competitiveness is expressed in two dimensions.

Management roles: Henson and Caswell, 1999; Ogus, 1994

Supporting role: In addition to the function of issuing and controlling compliance with food safety standards, in developing countries, the state plays an important role in supporting production facilities apply food safety standards including GAP (Hanak et al., 2002; Wannamolee, 2008). State support policies for other actors in the production chain as consumers are also mentioned (Srimanee and Routray, 2012).

### 3. Research Methodology

#### 3.1. Data collection methods

Primary data was collected through direct interviews with questionnaires for 350 rice farming households. The results after removing unreliable observations left 329 observations (a good response rate of 94%), specifically:

**Table 1: Statistics Survey Samples**

Stt	Research areas	Number of observations	Structure
1	Northern (Red River Delta)	119	36,2%
2	South (Mekong Delta)	121	36,8%
3	Central (Central Coast)	89	27,0%
Tổng		329	100%

*Source: Survey results from 329 rice farming households in Vietnam*

#### 3.2. Data Analysis Methods

The study uses exploratory factor analysis (EFA) to perform this analysis. After performing data analysis, the author performed data analysis using the method of comparing and interpreting research findings.

### 4. Research findings

Before analyzing the exploratory factor, the author performs a scale test, the results are as follows:

**Table 2: Quality test of scale**

Factors	Item	Cronbach's Alpha
Production conditions	DKSX1, DKSX2, DKSX3, DKSX4, DKSX5, DKSX6, DKSX7	0,944
Household characteristics	DDNH1, DDNH2, DDNH3, DDNH4,	0,938

	DDNH5	
Market signals	THTT1, THTT2, THTT3	0,763
Support of enterprises and traders	DNTL1, DNTL2, DNTL3	0,719
Government support	HTNN1, HTNN2, HTNN3, HTNN4, HTNN5,	0,863
Competitiveness of rice industry	NLCT1, NLCT2, NLCT3, NLCT4, NLCT5,	0,833

*Source: Analysis from survey results*

One factor is rated well when the Cronbach's alpha coefficient is greater than or equal to 0.8, the Cronbach's alpha coefficient of 0.6 or higher is usable (Peterson, 1994). Thus, through the table we see Cronbach's Alpha of the factors are greater than  $0.719 > 0.6$ , so the scale quality is good. After that, the author performed the exploratory factor analysis:

**Table 3: Exploratory factor analysis**

**Rotated Component Matrix<sup>a</sup>**

	Component				
	1	2	3	4	5
DKSX5	0,918				
DKSX4	0,906				
DKSX2	0,905				
DKSX3	0,903				
DKSX7	0,896				
DKSX6	0,830				
DKSX1	0,636				
DDNH4		0,936			
DDNH2		0,914			
DDNH5		0,879			
DDNH3		0,869			
DDNH1		0,869			
HTNN4			0,822		
HTNN3			0,811		
HTNN2			0,797		
HTNN1			0,780		

HTNN5			0,756		
THTT1				0,970	
THTT2				0,769	
THTT3				0,739	
DNTL2					0,808
DNTL1					0,792
DNTL3					0,785
Eigenvalues	5,774	4,346	2,769	2,036	1,840
Cumulative (%)	25,103	43,997	56,036	64,887	72,888
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0,793
Bartlett's Test of Sphericity	Approx. Chi-Square				5979,124
	Df				253,000
	Sig.				0,000

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

*Source: Analysis from survey results*

According to the results in the table above, KMO = 0,793 factor analysis is appropriate. Testing the hypothesis H0 Bartlett review: correlation between the observed variables equal zero in the overall. If this test is statistically significant (Sig 5 0.05), the observed variables are correlated with each other overall (Hair et al., 2006). Accordingly, the sig of the above test is 0,000 <0.05, so the variables are correlated with each other in the overall. With the results of KMO coefficient and Bartlett testing in the above table, it shows that there are enough conditions to conduct factor analysis.

Five factors have Eigenvalues (the amount of variation explained by the factor) greater than 1 is extracted from the original 25 items; and Cumulative with a value of 71.1% tells us that these 5 factors explain 71.1% of the variability of data (Gerbing and Anderson, 1988).

Thus, based on Rotated Component Matrix from EFA analysis 5 factors have been created from 23 items are: Factor 1 includes 7 items, named DKSX: Production conditions; Factor 2 includes 5 items, named DDNH: Households characteristics; Factor 3 includes 5 items, named HTNN: Government support; Factor 4 includes 3 items, named THTT: Market Signals; Factor 5 includes 3 items, named DNTL: Support of enterprises and traders

## **5. Recommendations**

To enhance the competitiveness of Vietnam's rice industry, from research findings, the authors propose a number of recommendations as follows:

First, the government should open further training courses on techniques of rice for the people care to help people gain access to more modern techniques.

Secondly, for households, they also need to access market requirements for rice products.

Third, households also need to improve more specialized knowledge, techniques to meet the production requirements, thus creating quality products, meeting the requirements of the market.

## **6. Acknowledgement**

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## **Humble Leadership and Employee Creativity: The Mediating Role of Knowledge Hiding**

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### *Abstract*

Based on the perspective of resource conservation theory, this paper adopts the questionnaire survey method and takes 345 enterprise employees as samples to discuss the impact of humble leadership on employee creativity and how the perceived organizational support has a moderating effect on the relationship between humble leadership and employee creativity. The results show that humble leadership has a positive influence on employee creativity, and this relationship is mediated by knowledge hiding. Perceived organizational support positively moderates the relationship between humble leadership and employee creativity.

**Keywords:** *Humble leadership; employee creativity; perceived organizational support; knowledge hiding*

### **1. introduction**

With the rapid development of social economy and the science and technology continue to update iteration, innovation has gradually become the internal driving force for the development and progress of enterprises. In order to adapt to the changing environment and maintain their competitive advantages, enterprises can only rely on innovation to stand out in the increasingly fierce competitive environment. However, the innovation of enterprises *cannot* be separated from the creativity of employees. Research shows that the employee creativity is

the starting point of enterprise innovation and the survival basis of improving enterprise performance (Zhou S J, 2003; Gong Y, Huang J C & Farh J L, 2009). How to improve the employee creativity has become an urgent problem for enterprises.

There are many factors affecting employee creativity, the leaders who are in close contact with their employees have a profound influence on employees' words and deeds. At present, many scholars explain the internal influence mechanism of employee creativity from the perspective of leadership and find that different leadership styles have different influences on employee creativity (Qiufeng Huang & Ningyu Tang 2016). As a new "bottom-to-top" leadership style, humble leadership is highly valued by scholars. The cultural characteristics of eastern and western organizations are different to some extent, which also leads to the different reactions of employees to humble leadership in different organizations. Therefore, humble leadership may have different influences on the eastern and western organizations. Especially in the context of traditional Chinese culture, the study of humble leadership has become crucial. How humble leadership affects employee creativity has become a hot topic in the field of organization and management.

In the era of iterative innovation, enterprise competitiveness has shifted from traditional resources (such as land, machinery and equipment, etc.) to knowledge resources, as the carrier of knowledge resources, employees may not willing to share their resources, which leads to the ineffective use of resources in the organization. Some scholars have studied the relationship between humble leadership and employee creativity from the perspectives of social cognition, power distance and personality traits (Jinlian Luo et al., 2016; Yunna Luo & Gaosheng Yang, 2019; Yanzi Wang et al., 2016), but ignored the impact of knowledge hiding on employee creativity from the perspective of resource conservation theory. Knowledge hiding is the behavior of an individual in an organization to deliberately hide or conceal knowledge in the face of other people's knowledge requests (Connelly C E et al., 2012). At present, there are many papers research on the antecedent variables of knowledge hiding, but few empirical studies on the outcome variables of knowledge hiding. The study found that in order to make the most of

their knowledge resources, employees can simultaneously improve knowledge sharing and reduce knowledge hiding (Kang S W, 2014), and knowledge sharing can promote employee creativity (Yunna Luo & Gaosheng Yang, 2019), so the relationship between knowledge hiding and employee creativity is worth further discussion.

Based on the theory of conservation resource theory, on the basis of literature review, this paper using the theory of psychology, organizational behavior and other fields to build the conceptual model of the role of humble leadership on employee creativity, knowledge hiding as the mediation variable, perceived organizational support as the moderator variable, using hierarchical regression analysis and other empirical methods for hypothesis test, delves into the humble leadership impact on employee creativity and knowledge hiding in the intermediary role, provide a theoretical basis for enterprises to further improve their innovation ability.

## **2. Literature Reviews and Research Hypothesis**

### **2.1 Humble Leadership and Employee Creativity**

Humility is the core of humble leadership and it has a long history in China. It can be seen from the Taoist and Confucian cultures that the importance of humility in the development of China's history. For example, the spirit of "Highest excellence as water" advocated by Taoist and the spirit of "One should be fond of learning and not feel ashamed to ask and learn of his inferiors." advocated by Confucianism that both show the humble mentality of being diligent in learning. But now the connotation of humility is more complex than our previous cognition. From the perspective of psychology, humility is not the negation of oneself, but the objective evaluation of oneself. It is known that modesty is the traditional virtue of the Chinese nation, while humility and modesty are similar but not the same. Modesty is an external behavior, while humility is an internal quality. Modest leaders maybe not humble in heart, but humble leaders always show the modest behavior. Owens (2012) pointed out several connotations of humble leadership, such as having the courage to admit their shortcomings, appreciating the strengths and efforts of subordinates, and constantly learning.

Creativity is the ability to come up with new ideas, and discover and create new things. Employee creativity is an important part of enterprise innovation, but innovation is a behavior with high uncertainty and high risk (Zhang X et al., 2010). The ability of appreciate subordinates and the trait of modest learning of humble leadership will promote the psychological security of employees, and humble leadership can also improve the dedication and self-efficacy of employees (Nielsen R et al., 2010). In addition, humble leaders dare to admit their shortcomings, which can tolerate the shortcomings of subordinates and reduce the psychological pressure and burden of employees in the process of innovation. Besides, the trait of the humble leader that praises the efforts and the advantages of the subordinates will give the employees confidence and motivation to innovate. In the process of employee innovation, the humble leader actively puts forward his own ideas and suggestions so they can provide the employees with a relaxed working atmosphere, thus reducing the obstacles in the process of innovation. Thus:

**Hypothesis 1: Humble leadership is positively related to employee creativity.**

## **2.2 The Mediating Role of Knowledge Hiding**

Knowledge hiding is the behavior of employees in an enterprise who intentionally hide or conceal knowledge in the face of knowledge requests. It includes three aspects of hiding behaviors: rationalized hiding, playing dumb, and evasive hiding (Connelly C E, 2012). Knowledge hiding is not the opposite of knowledge sharing, nor is it the same as the lack of knowledge sharing (Ford D P, 2008). One of the reasons for the lack of knowledge sharing may be that employees are not clear about the questions that asked by their colleagues so they unable to answer them. Knowledge hiding means that employees know the information that consulted by colleagues, but deliberately conceal it. Resource conservation theory holds that individuals have the motivation to acquire, maintain and protect resources. Therefore, when employees' knowledge information is infringed or employees perceive that the ownership of knowledge will change, they will maintain and protect knowledge resources. As a result, the

behavior of knowledge hiding will be happened.

Research shows that knowledge is a major component of human resources, and individuals will choose knowledge hiding when they feel that their ownership of knowledge is not fixed or their rights and interests may be infringed (Yiming He,2014). Humble leadership has an inhibitory effect on employees' knowledge hiding (Ling Yuan,2018), and knowledge hiding is not conducive to the exchange of knowledge among members. In addition, when employees choose knowledge hiding, they will lose the trust of others in the organization, resulting in a vicious circle where others are unwilling to share knowledge, and the creativity of knowledge hiders will also decline (Cerne M, 2014). However, new knowledge is the basic condition for new ideas, and employee creativity often requires the integration of different resource information and the identification of their internal relations (Dyne L V, 2002). Therefore, we propose:

**Hypothesis 2: Knowledge hiding partially mediates the relationship between humble leadership and employee creativity.**

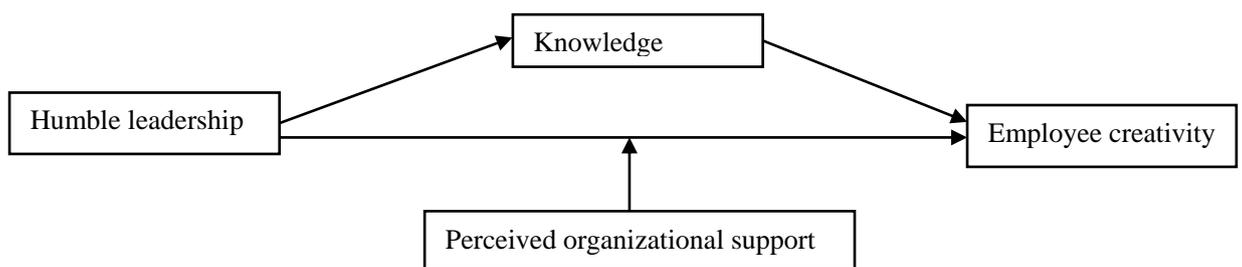
### **2.3 Perceived Organizational Support as Moderators**

Perceived organizational support was first proposed by Eisenberger, an American social psychologist. It is a comprehensive subjective perception of the organization by employees, including the evaluation of the employee's work and the focus on the well-being of employees by organization (Eisenberger R et al., 1986). When employees have a high sense of perceived organizational support, the incentive from the organization will urge employees to perform better in work (Eisenberger R et al., 1986). Research has shown that perceived organizational support has a positive role in promoting employee satisfaction and corporate performance (Kraimer M L & Wayne S J, 2004), and when employees feel the support from the organization, they would to strengthen their commitment to the organization (Jihua Lu et al., 2013), which is good for generating innovative behavior.

Social exchange theory emphasizes that there is an element of exchange in the relationship between people. In social exchange, people are willing to give positive feedback to those who

have made positive behaviors towards them, as the same in organization. When the organization provides more support to employees, the harvest and preferential treatment from the external environment make employees more willing to pay and create in the work. The perceived organizational support can be regarded as a kind of resource from the organization, which may alleviate the pressure that generated in the process of individual entrepreneurship. When employees perceive the support of the organization, they will stimulate their work vitality and enthusiasm, so they are more willing to make beneficial behaviors to the organization. Hence, we propose our final hypothesis:

**Hypothesis 3: Perceived organizational support positively moderates the relationship between humble leadership and employee.**



**Figure1. The conceptual model of the study**

### **3. Research Methods**

#### **3.1 Research Sample**

This study mainly selects the enterprise employees in Shandong, Chongqing, Shanghai, Henan and Hebei as samples, and adopts the form of online survey, 380 questionnaires were distributed, of which 356 were recovered, the recovery rate was 93.68%. Eleven unqualified questionnaires were removed, and 345 valid questionnaires were left, with an effective recovery rate of 90.79%. Among the subjects, female employees account for 55.35% and male employees 44.64%. Employees under 25 years old account for 46.09%, employees from 26 to 30 years old account for 29.57%, employees from 31 to 35 years old account for 15.07%, employees from 36 to

40 years old account for 6.38%, and employees over 40 years old account for 2.9%. The proportion of employees with high school education or below is 5.22%, that of junior college education is 22.9%, that of bachelor degree is 52.75%, and that of master degree or above is 19.13%. In terms of working years, employees with less than one year account for 34.78%, those with 1-3 years account for 31.3%, those with 4-6 years account for 20%, those with 7-10 years account for 9.28%, and those with more than 10 years account for 4.64%. Employees of state-owned enterprises accounted for 15.65 percent, private enterprises 39.71 percent, foreign-funded enterprises 11.88 percent, Sino-foreign joint venture 3.77 percent, public institutions 13.91 percent, and other enterprises 15.07 percent.

### **3.2 Variable Measurement**

In order to ensure the effectiveness of measurement tools, the scales used in this study are mature scales developed by international top journals. In the process of translation, individual wording would be appropriately modified according to China's national conditions. Likert scale was used for all items in the study, from 1 for complete disagreement to 5 for complete agreement.

Humble leadership. This variable is measured by the scale developed by Owens (2013), which contains 9 items, an example item is "my leader will focus on the strengths of employees". The Cronbach's of the scale in this study was 0.872.

Knowledge hiding. This was measured using the 12-item identification scale developed by Connelly (2012), which including three dimensions: Playing dumb, such as "pretending do not know even if you know"; Rationalized hiding, such as "my boss won't let me share this information with anyone"; Evasive hiding such as "agreeing to help but providing information that is different from what others want". The final Cronbach's coefficient of the scale was 0.956.

Employee creativity. The scale developed by Zhou (2001) is adopted in this paper. It has a total of 13 items, including "show your creativity in work when given opportunities" and "often find new ways to solve problems". The Cronbach's coefficient of the scale was 0.920.

Perceived organizational support. Eisenberger (2002) developed the scale for the measurement of this variable, with a total of 8 items, such as “even if I do my best, my organization will not notice” and “my organization cares about my welfare”. The Cronbach's coefficient of this scale is 0.779.

Control variables. This study takes employees' gender, age, education background, working years and work unit as control variables. These controls were necessary because these variables may affect perceived organizational support, knowledge hiding or employee creativity. The Cronbach's coefficient of the variable is shown in Table 1.

**Table 1. The Cronbach's coefficient of the variable**

Variable Name	Mean	SD	Cronbach's	Items	Sample quantity
Humble leadership	3.845	0.688	0.872	9	345
Knowledge hiding	2.877	1.101	0.959	12	345
Employee creativity	3.946	0.597	0.920	13	345
Perceived organizational support	3.633	0.621	0.779	8	345

#### **4. Research Results**

##### **4.1 Correlation Analysis**

As is shown in table 2, including standard deviation and the correlation coefficient of all variable, it can be found that there is a significant positive correlation between humble leadership and employee creativity ( $r = 0.507, P < 0.01$ ), the humble leadership and knowledge hiding is significant negative correlation ( $r = -0.142, P < 0.01$ ), and knowledge hiding and employee creativity is significantly negative correlation ( $r = -0.179, P < 0.01$ ), perceived organizational support and employee creativity significantly positive correlation ( $r = 0.396, P < 0.01$ ). These results provide a possibility for further verify the hypothesis.

**Table 2. Descriptive statistics and correlations among the study variables (N=345)**

Variables	Mean	SD	Gender	Age	Educational	Working years	Work unit	HL	EC	KH	POS
Gender	1.554	0.498	1								
Age	1.904	1.059	-.103	1							
Educational	2.858	0.781	-.014	-.206**	1						
Working years	2.177	1.144	-.167**	.811**	-.352**	1					
Work unit	3.058	1.726	.078	-.148**	.125*	-.147**	1				
HL	3.845	0.688	-.009	.137*	-.020	.118*	-.064	1			
EC	3.946	0.597	-.077	.164**	-.092	.220**	-.035	.507**	1		
KH	2.877	1.101	-.115*	.118*	-.077	.046	-.054	-.142**	-.179**	1	
POS	3.633	0.621	.027	.353**	-.149**	.313**	-.168**	.542**	.396**	.211**	1

Note: the results were controlled by gender, age, educational background, working years and work unit. HL = humble leadership; KH = knowledge hiding; EC = employee creativity; POS = perceived organizational support. \* $p < 0.05$ , \*\* $p < 0.01$ .

#### 4.2 Hypothesis Testing

This paper uses hierarchical regression to analyze the impact of humble leadership on employee creativity and examine the moderating effect of perceived organizational support. In the hierarchical regression analysis, the control variables (gender, age, education background, years of work and work unit) are first entered, then the independent variables (humble leadership) are entered, and finally the interaction terms between humble leadership and organizational support are entered. The results are shown in table 3.

**Table 3. Results of hierarchical regression analysis (N=345)**

Variables	EC				KH		
	M1	M2	M3	M4	M5	M6	M7
1、controls							
Gender	-0.05	-0.057	-0.040	-0.054	-0.043	-0.277*	-0.280*
Age	-0.02	-0.051	-0.067	-0.082	-0.076	0.280**	-0.265**
Educational	-0.013	-0.020	-0.011	-0.006	-0.003	-0.145	-0.148
working years	0.123*	0.116**	0.129	0.124**	0.118**	-0.025*	0.229*
Work unit	0.000	0.008	0.09	0.013	0.038	-0.016	-0.012
2、 Main effect							
HL		0.429**	0.416**	0.360***	-0.403*		-0.209*
3、 Mediating effect							
KH			-0.059*	0.051*	-0.081*		
4、 Moderating effect							
POS				0.129*	-0.685		
HL x POS					0.210**		
R <sup>2</sup>	0.051	0.290	0.301	0.312	0.351	0.045	0.061
▲R <sup>2</sup>	0.037	0.277	0.287	0.296	0.323	0.031	0.045
F 值	3.647	23.019**	20.762**	19.045**	18.039**	3.177**	3.691**

Note: HL = humble leadership; KH = knowledge hiding; EC = employee creativity; POS = perceived organizational support. \*p<0.05, \*\*p<0.01.

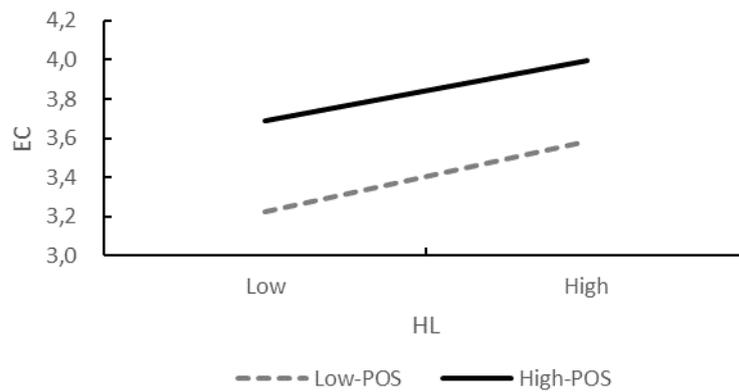
We used the analyses of hierarchical regression to test Hypotheses 1. As can be seen from table 3, humble leadership has a significant positive impact on employee creativity (M2,  $\beta=0.429$ ,  $p <$

0.01), so Hypotheses 1 is supported by data.

Next, we tested mediating effect. Based on the analysis steps designed by Baron (1986), this paper uses the stepwise hierarchical regression method to verify the mediating effect of knowledge hiding between humble leadership and employee creativity. According to the results in table 4, humble leadership has a significant negative impact on knowledge hiding (M7,  $\beta = -0.209$ ,  $p < 0.05$ ). Humble leadership has a significant positive impact on employee creativity (M2,  $\beta = 0.429$ ,  $p < 0.01$ ). After the addition of mediating variable (knowledge hiding), humble leadership has a significant impact on employee creativity (M3,  $\beta = 0.416$ ,  $p < 0.01$ ), but the regression coefficient becomes smaller, indicating the relationship between humble leadership and employee creativity. Thus, Hypotheses 2 received support.

Finally, we examined Hypothesis 3. It can be seen from table 3 that the interaction between humble leadership and perceived organizational support has a significant positive impact on employee creativity (M5,  $\beta = 0.210$ ,  $p < 0.01$ ), indicating that the higher of perceived organizational support, the stronger the positive relationship between humble leadership and employee creativity. Therefore, H3 is supported by data.

In addition, this paper further describes the relationship between the humble leadership and employee creativity with different level of perceived organizational support (as shown in figure 2). The results show that the perceived organizational support enhances the positive influence of humble leadership on employee creativity. In other words, the higher the perceived organizational support, the better the effect of humble leadership on employee creativity. In conclusion, H3 is valid.



**Figure2. Interaction of humble leadership and perceived organizational support on employee creativity**

## **5. Conclusion**

### **5.1 Research Conclusions**

(1) Humble leadership has a significant positive impact on employee creativity. This conclusion is consistent with the existing literature, indicating that humble leadership is generally applicable to Chinese enterprise employees. The trait of humble leadership is an effective precondition to promote the improvement of employee creativity. By being honest about their shortcomings, humble leadership can reduce the pressure of employees in the entrepreneurial process and enable them to face the difficulties in the entrepreneurial process, which is conducive to the improvement of employee creativity. Humble leaders often praise the merits of their subordinates and recognize their efforts, which not only gives employees confidence in the process of starting their own businesses, but also helps them realize their personal value, make them perceive the pleasure and the meaning of innovation, and motivate them to make more efforts. In addition, the learning attitude of the humble leader provides employees with a good learning atmosphere. Humble leadership encourages employees to speak up and be open and inclusive to their opinions, which stimulates the intrinsic motivation of employees to innovate.

(2) Knowledge hiding is partially mediated between humble leadership and employee creativity. Humble leaders' willingness to learn and inclusive and open attitude create a good learning

atmosphere for employees, thus reducing their knowledge hiding behavior. In addition, humble leaders often praise the advantages of employees, which will enable them to perceive the realization of their own value, motivate them to do more things beneficial to the organization, promote the sharing of knowledge among employees, and thus inhibit their behavior of knowledge hiding. Low knowledge hiding of employees in an enterprise can improve the effective utilization of knowledge resources and the innovation ability of employees.

(3) Perceived organizational support positively moderates the impact of humble leadership on employee creativity. The higher of the perceived organizational support, the more effective the positive impact of humble leadership on employee creativity. As a kind of internal resource, perceived organizational support alleviates the pressure generated by employees in the innovation process. The higher of the perceived organizational support perceived by employees, the stronger the social exchange psychology between employees and the organization, and the individual creativity would more likely to improve. The emotional identity of employees brought by a high perceived organizational support can reduce the pressure that generated in the entrepreneurial process, thus making the mechanism of humble leadership more effective for employee creativity.

## **5.2 Theoretical Significance**

First of all, as a new leadership style in recent years, the mechanism of humble leadership on employee creativity has not been deeply empirical analysis and effective verification. Based on the leadership style perspective of employee creativity, this paper constructs and tests a conceptual model between humble leadership and employee creativity. This study verifies the effectiveness of humble leadership in Chinese enterprises, shows the positive impact of humble leadership on the creativity of employees, and reveals the impact of humble leadership on employee creativity. Secondly, this study introduces knowledge hiding as a mediating variable from the perspective of resource conservation theory, which helps explain the influence of humble leadership on employee creativity from multiple perspectives and expands the

theoretical research on the relationship between leadership and employee creativity. Finally, this paper introduces the perceived organizational support as a moderating variable to explore the effect between humble leadership and employee creativity. The results show that the different degree of perceived organizational support has different results for humble leaders, which enriches the discussion on the mechanism of the humble leadership on employee creativity.

### **5.3 Practical Significance**

The research results show that humble leadership has a positive impact on employee creativity, in other words, the more humble the leader is, the higher the employee creativity will be, which provides new ideas for managers to further stimulate employee creativity in the enterprise. Managers should give employees more autonomy and promote employees to share knowledge so as to improve the utilization of resources. Enterprises need to provide a variety of support for employees to further stimulate the creativity of employees so as to improve the innovation ability of the whole organization. The results of this study show that the perceived organizational support, to a certain extent, moderated the relationship between humble leadership and employee creativity. Therefore, organizations should adopt a variety of management measures and management means to improve the perceived organizational support of employees and thus improve the employee creativity.

### **5.4 Research Deficiencies and Prospects**

The study in this paper has the following deficiencies: (1) The data used in this study are cross-sectional data, and the causal relationship between variables cannot be further explored. In the future, longitudinal study or experimental method can be selected for verification. (2) Due to limited research conditions, the evaluation of variables in this paper comes from the same subject, and the results may be affected by the common method deviation. In the future, the leader-employee pairing method can be selected to enhance the effectiveness and credibility of measurement data. (3) The mediating variables in this study only play a partial mediating role, indicating that there are other influencing factors on the influence process of humble

leadership on employee creativity. In the future, other boundary conditions that influence humble leadership can be further explored.

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