

How does Zhongyong Thinking Affect Employees' Innovative Behavior?

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Abstract. Through the literature review, this paper combs the related concepts of the Zhongyong Thinking and employee innovation behavior, the structural dimension and measurement scale of the research, the outcome variables of Zhongyong Thinking and the influencing factors of employee innovation behavior, and the correlation between the two. Based on understanding, we strive to fully explain the relationship between the two and finally put forward our own understanding.

Keywords: Zhongyong Thinking; employee innovation behavior; organization; innovation performance.

1. Introduction

In today's era, employee innovation is important to the organization's competitive advantage. Employee innovation behavior is a combination of innovative ideas and practice, so it is highly susceptible to the way of thinking. In the context of Chinese culture, the doctrine of Zhongyong is a typical example of the way employees think. As a mode of Thinking obtained from the doctrine of Zhongyong, the doctrine of Zhongyong has profoundly influenced and guided people's work and life practice, which invisibly affects people's behavior. Zhong Thinking finally settled in the "Zhong Xing", that is, the behavior of human beings. High-Zhong Thinking employees can consciously carry out self-cultivation, self-improvement, improve their own quality, in order to pursue the "Zhi De" (Super Noble) realm, to improve the level of organizational knowledge, for employees to lay the ideological foundation for innovative behavior.

The research on employee innovation behavior has made great progress abroad, but whether it is applicable under the special cultural background in China remains to be tested. Therefore, it is of great practical significance to explore the influencing factors of employee innovation behavior under the background of Chinese culture.

2. What is Zhongyong Thinking?

2.1 The Concept of Zhongyong Thinking

The doctrine of Zhongyong is a mode of Thinking obtained from the doctrine of Zhongyong, and is a unique way of Thinking of the Chinese [1]. Yang Zhongfang and Zhao Zhiyu argue that the doctrine of Zhongyong is a set of practical cognitive modes of metacognition, that is, the guidelines used to select, implement, and correct action plans when dealing with events [2]. Wu Jiahui and Lin Yizheng define the doctrine of Zhongyong as a multi-angle to think about the same thing [3]. After considering different opinions in detail, choose the behavior that takes care of the whole self and preserves the overall situation. Yang Zhongfang proposed a constructive diagram of the moderation of the mode of practice [4]. Yang Fei pointed out that the doctrine of Zhongyong is a set of Thinking modes that guide individuals in the specific handling of daily life events, that is, how do individuals understand the problem, what purpose to achieve, what points and factors to pay attention to, and what criteria should be used to select Best course of action, etc [5].

In summary, although scholars do not completely define the doctrine of Zhongyong, but generally believe that the doctrine of Zhongyong emphasizes multi-party considerations, weighs the contradictory opposites of things, takes care of the overall situation of harmony, and avoids extremes.

Zhongyong Thinking is a deep-rooted way of thinking that guides people to deal with problems, and has a major impact on people's behavior choices.

2.2 Dimensions and Measurement Scales of Zhongyong Thinking

2.2.1 Eight-dimensional Structure and its Measurement

Yang Zhongfang and Zhao Zhiyu have a total of eight dimensions and 16 forced selections [2]. Each question has two options that conform to Zhongyong and violate the middle, asking the respondent to choose one and express the degree of consent to the sentence, from "very disagree" to "very agree." If the selected item is against the middle of the item, it will be scored in reverse.

2.2.2 Three-dimensional Structure and its Measurement

Zhongyong Thinking Scale compiled by Zhao Zhiyu contains three measurement dimensions, namely: (1) taking "neutralization" as the action goal; (2) recognizing complex interactions and taking care of the overall situation; (3) Resign and avoid extremes [6]. There are 14 questions in the scale. Each topic has two expressions. The Likert 5-point scale is used. The first expression is positive measurement of Zhongyong, positive score, and the second is reverse measurement. To score.

Zhongyong Thinking Scale compiled by Wu Jiahui and Lin Yizheng includes three dimensions: multi-way Thinking (multi-faceted thinking), integration (integrating opinions when making decisions) and harmony (focusing on dealing with conflicts in a harmonious way) . There are 13 items in total, and the Likert seven-point scale is used.

In summary, the dimensional research on the doctrine of Zhongyong is derived from the constructs of the moderate mode of Thinking system of Yang Zhongfang and Zhao Zhiyu [2]. Each scholar has reduced and streamlined his research focus. There are still some measurement tools, but the scope of application is narrow and the frequency of use is not high [7]. It is difficult for Zhongyong Thinking to grasp its characteristics completely from a single measurement, and the differences in dimensions are also difficult to distinguish [8].

2.3 The Result Variable of Zhongyong Thinking

Zhongyong Thinking will be influenced by external characteristics, psychological traits, environmental factors, etc., which in turn will affect interpersonal relationships, social adaptation, organizational performance, innovative attitudes and behaviors. In terms of outcome variables, Zhong Thinking will affect both the group and the individual [8].

From an individual perspective, the influence of Zhongyong value orientation on the employee's change behavior is influenced by the environment in which it is located [9]; there is a positive correlation between Zhongyong Thinking and the Guquan-style suggestion, and a negative correlation with the self-motivation suggestion [10]; Zhongyong Thinking plays a regulatory role in the connection of "mood-behavior" [11]. From a group perspective, high-medium Thinking people can improve organizational performance, especially in the case of moderate leaders who can balance the forces of the parties and achieve high organizational performance through the organization of amphibious orientation [12].

3. What is Employee Innovation Behavior?

3.1 The Concept of Employee Innovation Behavior

Employee innovation behavior is a concept related to employee creativity. Employees' innovative behaviors are often manifested as extra-role behaviors, that is, innovative behaviors are not included in the organization's formal role expectations, and are individual activities of employees. In addition to generating creative ideas, employee innovation involves the successful implementation of creative ideas [13,14]. Domestic scholars believe that the emergence of individual innovation behavior is the result of the comprehensive influence of internal psychology and external support, and the psychological factors are getting more and more attention.

3.2 Dimensions and Measurement Scales of Employees' Innovative Behaviors

3.2.1 Single-dimensional Structure and its Measurement Scale

(1) Scott & Bruce's Employee Innovation Behavior Scale. The scale has a total of six items, including five specific items and one summary item, which are mainly used to measure the new technology, procedures, manufacturing processes, techniques or product ideas of the employees in the overall innovation process. Seek the level of performance of innovative supporters, implementation ideas, and more.

(2) Janssen's 9 item scale. Janssen believes that employee innovation behavior consists of three stages: the generation, promotion and realization of ideas. Therefore, he integrates the three stages of employee innovation into a single dimension and becomes a single-dimensional employee innovation behavior scale.

(3) Other scales. Oldham & Cummings 's 3-item employee innovation behavior scale, Tierney, Farmer & Graen 's 9-item employee innovation behavior scale. These two scales, usually provided by the superiors who are familiar with the employee's situation, provide their innovative performance information to evaluate the overall innovation level of the employees.

3.2.2 Multidimensional Structure and its Measurement Scale

(1) The two-dimensional structure scale adapted by Lu Xiaojun and Zhang Guoliang contains two dimensions: the creation of innovative ideas and the implementation of innovative ideas [15]. A total of 14 items are scored by the Likert five-point scale method.

(2) The four-dimensional innovation behavior scale compiled by Hocevar, including hobbies, consciousness, imagination, and attention.

(3) Kley-sen & Street summarizes the five dimensions of employee innovation behavior, namely opportunity seeking, conception generation, concept evaluation, concept support, and concept application.

3.3 Influencing Factors of Employee Innovation Behavior

Individual employee factors will influence their innovative behavior. Intrinsic motivation [13], employee learning goal orientation [16], psychological capital and other factors significantly affect employee innovation behavior [17] [18].

Organizational internal factors promote employee innovation [13]. Organizational culture, compensation, resources, structure and strategy, technology and other organizational characteristics [14], as well as leadership within the organization, support for innovation, leadership of personal attributes, interaction among members, resources, etc. can influence employee innovation [19]. Organizational culture influences employees' innovative behaviors subtly [14].

4. How does Zhongyong Thinking Affect Employees' Innovative Behavior?

The doctrine of Zhongyong has far-reaching influence on the individual actions and organizational activities of employees, and it is necessary to introduce the study of Zhongyong in the research of employees' innovative behaviors [20]. Regarding the influence of Zhongyong Thinking on employee innovation behavior, the research results all agree that Zhongyong Thinking has a positive predictive effect on employee innovation behavior. The existing research has more conclusions that Zhongyong Thinking has a positive impact on employees' innovative behavior by providing a multi-angle Thinking mode for individuals, and this positive influence can be divided into direct effects and indirect effects.

4.1 Direct Effect

Zhongyong Thinking can provide knowledge workers with a multi-position thinking point of view, not only to facilitate cooperation between employees, but also to expand the breadth of staff thinking, to avoid thinking about the singularity of the problem, to provide help for innovative behavior [21]. Zhongyong Thinking considers multi-facetedness, choice of integration and executive harmony, and

promotes employees to demonstrate positive behavior [17]. The pursuit of trade-offs and appropriate behaviors guided by the doctrine of Zhongyong can better focus on the overall goals of the organization and help employees demonstrate innovative behavior for the benefit of the organization [22].

Wu Jiahui and Lin Yizheng believe that leaders with Zhongyong Thinking can consider the views of employees on innovation work in different organizational cultures from a global perspective, and promote the cooperation of members, thus playing a positive role in innovation performance [3].

4.2 Indirect Effects

Some scholars believe that the doctrine of Zhongyong will not only directly affect the employee's innovative behavior, but also the influence of other variables. Organizational harmony variables play a partial intermediary role in the influence of Zhongyong Thinking on employee innovation behavior [21]. Zhongyong Thinking has a significant positive impact on organizational harmony. The doctrine of Zhongyong will make the members of the organization consider the psychological feelings and value tendencies of the members from a system perspective, to avoid the vicious conflicts in the organization and maintain a positive team atmosphere, thus improving organizational harmony [22].

5. Literature-based Understanding

At present, domestic scholars' research on the doctrine of Zhongyong is mostly at the level of theoretical explanation, and there is little empirical research. The research conclusions about the doctrine of Zhongyong and the innovative behavior of employees consistently point out that the doctrine of Zhongyong has a positive predictive effect on employee innovation behavior. The research points out that the moderation of Thinking affects employee innovation behavior from the individual and organizational levels, and puts forward its own suggestions on how to improve the innovation performance of enterprises, stimulate employees' innovative behavior and effectively manage personnel.

How to make Chinese traditional Zhongyong Thinking correct? It has practical guiding significance in the application of innovative behaviors to employees. However, the current research mainly focuses on the direct influence of Zhongyong Thinking on employee innovation behavior, and there are few studies on indirect influence, and there are many studies on the relationship between employee innovation behavior and other factors as the moderator or intermediary variable. It is of practical significance to enrich the empirical study of employees' innovative behaviors.

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