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Research on the Influence of Entrepreneurial Spiritual Capital on Independent Innovation Behavior: Cognitive Reappraisal and Positive Emotions as Chain Mediators

Yinyin Yang

School of Business, Nanjing Normal University, Nanjing 210023, China

Abstract: ***Starting from the cognitive evaluation theory and emotional cognition theory, this paper discusses the way in which entrepreneurial spiritual capital acts on employees' independent innovation behavior in an uncertain environment. The results show that cognitive reappraisal and positive emotions play a significant chain intermediary role, organizational climate plays an effective regulatory role in the model. It can be seen that entrepreneurial spiritual capital can play a positive role in guiding the internal psychological mechanism of employees, and then stimulate their independent innovation behaviors.***

Keywords: Entrepreneurial spiritual capital, Cognitive reappraisal, Positive emotions, Chain intermediary, Independent innovation behavior, Organizational climate**.**

1. Introduction

In an uncertain environment, what is certain is ourselves. The spiritual capital possessed by entrepreneurs, which is related to the needs of employees at the highest level, is precisely the certainty factor possessed in the uncertain environment. Existing studies have shown that employees' independent innovation motivation needs to be given different degrees of incentives under different circumstances in order to give better play to it[1]. Therefore, how to use entrepreneurial spiritual capital correctly and cultivate the thought sprout of employees' independent innovation has gradually become the key issue that scholars and entrepreneurs pay attention to. Some scholars believe that the organizational climate will have an impact on employees' independent innovation behavior. For enterprises at the same development stage, a looser organizational climate and less enterprise constraints can also better mobilize employees' positive emotions and stimulate their innovation vitality[2]. Therefore this paper takes organizational climate as a regulatory variable to explore the regulatory effect in the model and hope to enrich the concept and expanding the scope of entrepreneurial spiritual capital.

2. Theoretical Background and Assumptions

2.1 Entrepreneurial Spiritual Capital and Independent Innovation Behavior

Entrepreneurial spiritual capital is a noble spiritual force that can motivate employees to faithfully serve the enterprise, and is an important promoting factor for realizing the common vision of the organization[3]. Independent innovation refers to employees' initiative to effectively combine their innovative ideas and existing knowledge with the actual situation of the enterprise based on their own subjective initiative, and then put forward creative ideas and apply them to organizational practice to improve the productivity and performance of the enterprise[4]. As the leader of enterprise development, entrepreneurs are highly responsible for the innovation and development of enterprises. Their noble personal characteristics, sharp development vision, strong spiritual strength and bold innovative thinking are of great guiding significance for stimulating the innovative vitality of employees and promoting enterprise innovation. Therefore, this paper believes that entrepreneurs use their own spiritual capital to implement humanized management for employees within the organization, so that employees can feel love and warmth, serve the enterprise more satisfactorily, accelerate knowledge transfer, and stimulate independent innovation behavior.

H1: Entrepreneurial spiritual capital has a positive impact on employees' independent innovation behavior

2.2 Intermediary Role of Cognitive Reappraisal and Positive Emotions

Cognitive reappraisal is a socially adaptive emotion regulation strategy that reevaluates the situation or information in which the emotion is located, so as to change the emotional experience[5]. When it is applied to the employees of the organization, it is specifically shown that employees work in the organization and have their own ideas and attitudes towards certain things in the work or in the organization. These ideas and attitudes sometimes have one sidedness and view limitations. If things develop in line with employees' expectations, employees will produce positive emotional responses; If the development trend or results of things are contrary to expectations, employees will have a series of bad emotional reactions, which will lead to a series of behavioral results that are not conducive to the development of the organization. From the perspective of cognitive evaluation theory, individuals' views and judgments on objective things are affected by their intrinsic and extrinsic motives. Entrepreneurs can use their own spiritual capital to create good organizational climate, build a common organizational vision, and communicate with employees on values and emotions through their own beliefs, sense of

mission and other powerful spiritual forces[6], use the re understanding strategy in the cognitive reappraisal strategy to change the one-sided view of employees on things and conduct cognitive reappraisal, so as to form a correct understanding of the internal affairs of the organization, abandon negative emotions, stimulate positive emotions, enhance the willingness of independent innovation, and trigger independent innovation.

H2: Cognitive reappraisal positively affects entrepreneurial spiritual capital

H3: Cognitive reappraisal positively affects employees' independent innovation behavior

H4: Cognitive reappraisal plays an intermediary role between entrepreneurial spiritual capital and employees' independent innovation behavior

Positive emotion is a slight and short-lived psychological state of pleasure caused by internal and external stimuli and events meeting individual needs, which can improve people's enthusiasm and activity[7]. Fredrickson (1998, 2001) put forward the broad and build theory. The main idea is that positive emotions play an important role in improving an individual's observation, expanding the range of cognition and action, and making individuals have more behavioral choices. It not only reflects individual happiness, but also benefits individual growth and development[8]. By meeting the reasonable needs of employees to the maximum extent and to the maximum extent, giving full play to the role of entrepreneurial spiritual capital, enhancing employees' satisfaction with the enterprise, promoting employees to form a correct judgment on the organization, and then triggering one or more manifestations of their positive emotions, expanding thinking, finding more innovative points, and finally combining with organizational practice to trigger independent innovation, produce creative results, and improve enterprise performance.

H5: Entrepreneurial spiritual capital positively affects employees' positive emotions

H6: Positive emotions positively affect employees' independent innovation behavior

H7: Positive emotions play an intermediary role between entrepreneurial spiritual capital and employees' independent innovation behavior

From the perspective of emotional cognition theory, the generation of emotion originates from the internal psychological changes caused by the individual's cognition of the stimulating situation. The decisive factor of emotional nature is the cognitive transformation process of the stimulating situation in the brain. The individual's cognition and evaluation of things will affect their own emotional nature, and then affect individual behavior[9]. By effectively guiding and correcting employees' improper cognition and evaluation of internal events of the organization, employees' cognitive reappraisal can be formed, employees' organizational satisfaction can be improved, and their positive emotions can be stimulated to better serve the enterprise.

H8: Cognitive reappraisal positively affects positive emotions

H9: Cognitive reappraisal and positive emotions play a chain intermediary role in the relationship between entrepreneurial spiritual capital and employees' independent innovation behavior

2.3 Regulating Effect of Organizational Climate

The quality of an organization's climate depends more on the internal institutional constraints of the organization. The enterprise system is a binding regulation formulated based on the reality of the enterprise and aiming at maximizing the profit of the enterprise. It is where the fundamental interests of the enterprise lie and is also a boundary that employees can not cross. The application of the enterprise system directly affects the internal climate of the organization, and then affects employees' job satisfaction and knowledge transfer willingness. Taylor believes that the core of management is the authority of the organization. It standardizes the behavior of employees through strict rules and regulations, divides the work of employees in a streamlined manner, and then achieves standardized management. This is typical rigid management[10]. In the early stage of economic development, rigid management was very beneficial to the rational allocation and supervision of personnel; At present, the economy is in a mature period, and employees pay more attention to the ease of the organizational atmosphere and internal environment. An overly rigid management environment will consume employees' enthusiasm, imprison employees' thinking, and restrict employees' behavior in rules and regulations. The specific form of soft constraint in organizations is mostly the flexible constraint of enterprise culture on employees, which is a potential and invisible institutional constraint. In the subconscious of employees, because the corporate culture they share matches their own values, there is no constraint on them in the subconscious, so that employees can feel the comfort of the atmosphere given by the organization. Soft constraints can improve employees' satisfaction and knowledge transfer willingness, so that employees' thinking and behavior habits can reasonably roam freely, increase innovation points, and enhance independent innovation behavior.

H10: Organizational climate regulates the relationship between entrepreneurial spiritual capital and independent innovation behavior

H11: Organizational climate regulates the relationship between cognitive reappraisal and independent innovation behavior

H12: Organizational climate regulates the relationship between positive emotions and independent innovation behavior

The theoretical model is shown in Figure 1.

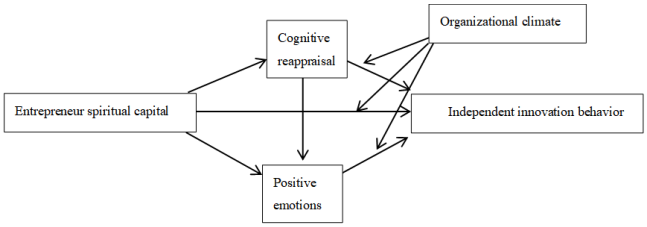

Figure 1: The theoretical model

3. Research Method

3.1 Sample Collection

This article investigates the enterprises in the Yangtze River Delta that won the title of outstanding young businessmen in 2017-2020. In order to reduce the homology deviation, the questionnaire was filled in by entrepreneurs and employees, and was divided into two stages, with an interval of two months. A total of 362 questionnaires were distributed in this survey. Excluding the situation that the questionnaire filling time was too short and the response attitude was not serious, 349 questionnaires were collected. Excluding the respondents who could not carry out the second questionnaire survey due to force majeure, 310 effective questionnaires were finally obtained, and the recovery rate of effective questionnaires was 85.64%. Among the respondents, 47.4% were male and 52.6% were female; In terms of age, 49.7% were under 25 years old, 30.3% were between 25 and 35 years old, 14.5% were between 35 and 45 years old, and 5.5% were over 45 years old; In terms of education, the proportion of undergraduate and postgraduate students is relatively high, of which 9.0% are junior college students and below, 48.7% are undergraduate students, 35.8% are master students and above, and 6.5% are doctor students and above; In terms of length of service, 30.3% are under one year, 41.3% are from one to three years, 21.3% are from three to five years, and 7.1% are from five years and above.
Variable measurement

Entrepreneurial spiritual capital. The spiritual leadership scale developed by Fry (2005)[11] is adopted. The 17 topics mainly include the following three dimensions: hope, vision and altruistic love. The example title is “my leader will actively safeguard the interests of employees”.

Cognitive reappraisal. The emotion regulation questionnaire ERQ developed by gross et al[12]. Starting from the research focus of this paper, six items related to cognitive reappraisal in the questionnaire were used, such as “I will control my emotions by changing my way of thinking about the situation”.

Positive emotions. The positive and negative emotion scale Panas developed by Watson et al. (1988)[13] was used. In combination with the research practice of this paper, 10 specific dimensions of positive emotions are taken, such as “happiness, self-confidence and concentration”.

Independent innovation behavior. The innovation behavior questionnaire prepared by Scott and Bruce[14] is adopted, with a total of 6 items, such as “I often try to improve my working methods”.

Organizational climate. The scale for measuring organizational climate[15] developed by Wang Xianya and others in combination with Chinese context is adopted, with 12 items in total, such as “the organization’s performance evaluation system is relatively fair and reasonable”

Control variables. In this paper, some potentially unrelated variables that may interfere with the effect are set as control variables, such as gender, age, education level, length of service, etc., so as to reduce the interference of potentially unrelated variables on the strength and direction of the causal relationship between variables.

3.2 Data Analysis

3.2.1 Homology variance test and exploratory factor analysis

This paper collects the questionnaire in two stages, following the principle of causality. At the same time, Harman’s one-way test was used to test the homology variance. From the test results, we can see that 10 factors were extracted from the items in this paper, and the degree of explaining the variation was 69.459%. The variation explained by the first factor was 34.935%, less than 40%. Therefore, there is no common method deviation in this paper. The scale used in this paper is a mature comprehensive scale at home and abroad. Due to the limitation of variables studied in this paper, some scales can not use all items, so exploratory factor analysis is carried out. It can be seen from the results that the KMO value is 0.884, and the significance of Bartlett’s spherical test is $p < 0.01$, which can be used for the next measurement study.

3.2.2 Reliability and validity test and descriptive statistical analysis

This paper uses SPSS AMOS 22.0 to analyze the collected valid questionnaire results. The reliability and validity test results are shown in Table 1. From Cronbach’s α It can be seen that the reliability coefficient of each scale is greater than 0.8, indicating good internal consistency and stability. In the past, scholars suggested that the AVE value should be higher than 0.5, but if the AVE value is higher than 0.5, it indicates that the factor load should be higher than 0.7. Considering the actual orientation of the data, it is also acceptable that AVE is higher than 0.36[16]. Therefore, from the data results of average extraction variance (AVE) and combination reliability (CR), we can see that AVE is above 0.4 and Cr is above 0.8, indicating that each variable has good aggregation validity. The results of descriptive statistics and correlation analysis of variables are shown in Table 2. It can be seen from the table that there is a significant correlation between the main variables in this paper, and the square root of AVE of each variable is greater than the correlation coefficient between this variable and other variables, indicating that each variable has good discrimination validity.

Table 1: Reliability and validity analysis

variable	item	Cronbach’s α	AVE	CR
Entrepreneurial spiritual capital	17	0.935	0.474	0.937
Cognitive reappraisal	6	0.824	0.439	0.823
Positive emotions	10	0.912	0.524	0.915
Independent innovative behavior	6	0.869	0.532	0.871
Organizational climate	12	0.914	0.474	0.915

Table 2: Descriptive statistical analysis and correlation analysis of variables

	1	2	3	4	5	6	7	8	9
Sex	1								
Age	0.046	1							
Education level	0.064	-0.128*	1						
Working years	0.084	0.072	-0.016	1					
Entrepreneurial spiritual capital	0.040	-0.033	-0.168**	-0.013	**0.688**				
Cognitive reappraisal	0.020	0.024	-0.177**	-0.053	0.392**	**0.663**			
Positive emotions	-0.062	0.020	-0.224**	0.063	0.634**	0.523**	**0.724**		
Independent innovative behavior	-0.106	0.020	-0.137*	0.040	0.541**	0.407**	0.573**	**0.729**	
Organizational climate	0.010	-0.090	0.023	-0.055	0.669**	0.272**	0.532**	0.514**	**0.688**
Mean	1.526	1.758	2.397	2.052	3.414	3.687	3.586	3.611	3.508
SD	0.500	0.897	0.742	0.894	0.589	0.481	0.572	0.585	0.561

Note: * indicates $p < 0.05$, * * indicates $p < 0.01$.

3.2.3 Analysis of Test Results of Main Effect and Intermediary Effect

With gender, age, education level and length of service as the control variables, this paper uses model 6 (Model 6 is a double chain intermediary model) in the SPSS macro process compiled by Hayes (2013)[17] to analyze the intermediary effect of cognitive reappraisal and positive emotions between entrepreneurials' spiritual capital and independent innovation behavior. The analysis results are shown in Table 3. It can be seen that entrepreneurials' spiritual capital reassesses cognition(β= 0.304, $P < 0.01$), which verified hypothesis 2; When entrepreneurial spiritual capital and cognitive reappraisal affect positive emotions at the same time, entrepreneurial spiritual capital(β= 0.487, $P < 0.01$) and cognitive reappraisal(β= 0.380, $P < 0.01$) had a positive effect on positive emotions, which verified Hypothesis 5 and Hypothesis 8; When entrepreneurial spiritual capital, cognitive reappraisal and positive emotions predict employees' independent innovation behavior at the same time, it can be concluded that entrepreneurial spiritual capital, cognitive reappraisal and positive emotions have a positive impact on employees' independent innovation behavior(β= 0.303, $P<0.01$, β= 0.165, $P<0.05$, β= 0.310, $P < 0.01$), which verified hypothesis 1, hypothesis 3 and hypothesis 6.

Table 3: Regression analysis between variables (n=310)

Regression equation		Overall fit index			Significance of regression coefficient	
Outcome variable	Predictor	R	R*R	*F*	β	*t*
Cognitive reappraisal	Sex	0.412	0.169	12.400	0.015	0.296
	Age				0.014	0.473
	Education				-0.073	-2.101*
	Work				-0.028	-1.005
	E				0.304	6.996**
Positive emotions	Sex	0.717	0.513	53.266	-0.106	-2.290*
	Age				0.011	0.436
	Education				-0.057	-1.781
	Work				0.059	2.272*
	E				0.487	11.415**
	C				0.380	7.263**
Independent innovative behavior	Sex	0.636	0.405	29.313	-0.126	-2.377*
	Age				0.017	0.564
	Education				0.013	0.356
	Work				0.025	0.858
	E				0.303	5.237**
	C				0.165	2.568*
	P				0.310	4.753**

Note: * indicates $p < 0.05$, * * indicates $p < 0.01$. E stands for entrepreneurial's spiritual capital; C stands for cognitive reappraisal; P stands for positive emotion

Bootstrap is used to test the double chain mediation effect of this paper. The results show that the direct mediation effect of this paper is significant, and the mediation effect value is 0.303. Specifically, the mediation effect is generated through three mediation paths: first, the indirect effect 1 (0.050) composed of entrepreneurial spiritual capital → cognitive reappraisal → independent innovation behavior. When the confidence interval is 95%, the test result does not include 0, indicating that the mediation effect of cognitive reappraisal is significant; The second is the indirect effect 2 (0.151) composed of entrepreneurial spiritual capital → positive emotion → independent innovation behavior. When the confidence interval is 95%, the test result does not include 0, which indicates that the mediation effect of positive emotion is significant; Finally, the indirect effect 3 (0.036) composed of entrepreneurial spiritual capital → cognitive reappraisal → positive emotion → independent innovation behavior. When the confidence interval is 95%, the test result does not include 0, which indicates that the intermediary effect of cognitive reappraisal and positive emotion between entrepreneurial spiritual capital and independent innovation behavior is significant, thus verifying Hypothesis 4, Hypothesis 7 and hypothesis 9.

Table 4: Chain mediation effect

Hypothesis	Path	Effect value	Boot SE	Boot LLCI	Boot ULCI
Direct effect	X→Y	0.303	0.058	0.189	0.417
Intermediary effect	X→M1→Y	0.050	0.023	0.010	0.101
	X→M2→Y	0.151	0.038	0.078	0.229
	X→M1→M2→Y	0.036	0.013	0.015	0.064

Note: X represents entrepreneurial spiritual capital, M1 represents cognitive reappraisal, M2 represents positive emotions, and Y represents independent innovation behavior.

3.2.4 Analysis of adjustment effect test results

It can be seen from table 5 that the adjustment effect test results show that organizational climate regulates the relationship between entrepreneurial spiritual capital and employees' independent innovation behavior, and between positive emotions and employees' independent innovation behavior. According to the values of the following interaction items, it can be seen that the relationship between entrepreneurial spiritual capital and employees' independent innovation behavior, positive emotions and employees' independent innovation behavior will be positively affected by the organizational climate, thus hypotheses 10 and 12 are verified. It can be seen from table 5 that the organizational climate does not significantly regulate the relationship between cognitive reappraisal and employees' independent innovation behavior, which may be because changes in personal thinking and cognition can not directly change a person's behavior at work, which requires the intermediary thrust of internal emotions. Therefore, hypothesis 9 cannot be supported

Table 5: Analysis results of regulation effect (n = 310)

Regression equation		Fitting index			Sig.	
Outcome variable	Predictor	R	R*R	F	B	t
Independent innovative behavior	Sex	0.610	0.371	25.463**	-0.154	-2.846**
	Age				0.030	0.982
	Education				-0.044	-1.147
	Work				0.043	1.425
	E				0.340	5.380**
	O				0.317	4.840**
	int_1				0.122	2.016*
Independent innovative behavior	Sex	0.613	0.376	25.958**	-0.143	-2.671**
	Age				0.030	0.986
	Education				-0.056	-1.496
	Work				0.053	1.777
	C				0.340	5.781**
	O				0.452	8.798**
	int_2				0.122	1.414
Independent innovative behavior	Sex	0.643	0.414	30.448**	-0.123	-2.332*
	Age				0.027	0.914
	Education				-0.015	-0.404
	Work				0.023	0.796
	P				0.400	7.142**
	O				0.330	5.917**
	int_3				0.137	2.606**

Note: * P < 0.05, * * P < 0.01.

int_1 represents entrepreneurial spiritual capital × Organizational climate, int_ 2 represents cognitive reappraisal × Organizational climate, int_ 3 represents positive emotions ×Organizational atmosphere, E represents entrepreneurial spiritual capital, C represents cognitive reappraisal, P represents positive emotions, and O represents organizational climate

4. Conclusion, Prospect and Deficiencies

First, entrepreneurial spiritual capital is an important influencing factor of employees' cognitive reappraisal. With their own spiritual capital, entrepreneurs can sensitively capture the cognitive and emotional changes of employees, improve employees' cognitive evaluation of internal affairs of the organization through their lofty value accomplishment and ultimate outlook on life, and achieve cognitive reappraisal. Second, employees' cognitive reappraisal can effectively promote employees' positive emotions. Cognitive reappraisal is an effective emotion regulation strategy. Compared with expression inhibition, cognitive reappraisal began to regulate negative emotions earlier and lasted longer, which was more conducive to promoting employees' positive emotions. Third, positive emotions help to stimulate employees' independent innovation behavior. The generation of positive emotions has greatly stimulated employees' intrinsic motivation to serve the organization, enhanced their willingness to transfer knowledge, and actively put forward their own views and actions in integrating resources, developing new products and exploring new markets. Fourth, in the path: Entrepreneurial spiritual capital → cognitive reappraisal → positive emotions → independent innovation behavior, the chain double intermediary effect is significant. In this paper, cognitive reappraisal and positive emotions play an intermediary role in the relationship between entrepreneurial spiritual capital and employees' independent innovation behavior. Through the influence of chain mediation, another path to stimulate employees' independent innovation behavior is formed. Fifth, organizational climate plays a regulatory role in the relationship between entrepreneurial spiritual capital and employees' independent innovation behavior, as well as the relationship between positive emotions and employees' independent innovation behavior. Rigid management and soft constraints within the organization have a significant impact on whether employees dare to have deviant innovative ideas and implement independent innovation. The climate in the organization with soft management constraints is relatively better. Compared with the tense organizational atmosphere in the organization with rigid management, its employees have more independent innovation behaviors.

In the VUCA era, the business environment is constantly undergoing complex changes. Whether it is the development direction and strategic planning of the enterprise, or the work and behavior management of employees, it is inseparable from the "leader" of the organization. The entrepreneur's own personal characteristics play an important role in the long-term development of enterprises, so we should focus on applying the entrepreneur's own spiritual capital to organizational planning and management. The specific suggestions are as follows: 1. Popularize the entrepreneurial spiritual capital scale and turn the entrepreneurial spiritual capital into an operable and measurable concept. Measure the degree of spiritual capital possessed by entrepreneurs, make

full use of and recognize the spiritual capital that entrepreneurs lack. 2. Strengthen entrepreneur training, especially spiritual training. Just like people, there are good and bad. As far as entrepreneurs are concerned, they are both skilled and clumsy. Improving the spiritual cultivation and value accomplishment of entrepreneurs has an immeasurable impact on the whole organization. Part of the missing spiritual capital of entrepreneurs should be supplemented through training, so as to improve the personality cultivation of entrepreneurs and further enhance the overall spiritual pursuit of enterprises. 3. Give full play to the important role of entrepreneurial spiritual capital in organizational management, be sensitive to the maladjustment and unhappiness of employees at work, take positive countermeasures to keep employees in a positive mood, enhance their willingness to transfer knowledge, and better serve the enterprise.

This study also has some shortcomings. Because it is an online survey, it can be seen from the response time of the questionnaire that a few respondents are not serious and have a short response time, which reduces the recovery rate of the questionnaire and has been removed as an invalid questionnaire. On the other hand, due to the inability to effectively control the questionnaire filling environment, the respondents can not fill in the questionnaire in the context of excluding other interference factors and strict control, which may lead to deviations such as the influence of the surrounding environment or emotions. In the future, we will pay more attention to such problems and strive to improve the reliability and validity of the investigation and research.

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