

**Influence of Organizational Career Management on Employees' Job  
Satisfaction in State-Owned Investment Group Co. Ltd.  
in Jiangyou County, China**

**Ping Gou and Eksiri Niyomsilp**

Shinawatra University, Thailand

Corresponding Author; e-mail: Tina0731@126.com

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**Abstract**

With the advancement of knowledge economy and globalization, Chinese enterprises are facing greater challenges than before. Employees are regarded as the resources and customers that the organization should first satisfy. It is significantly to analyze how to improve the job satisfaction of employees from the perspective of organizational career management. The study is to research the influence of organizational career management on job satisfaction of employees in employees in state-owned companies in Jiangyou county, China. The research adopted the quantitative approach to investigate 313 employees. The research employed One-way ANOVA and linear regression to test variables and to test hypothesis. From the analysis results, the variables of justice, training, self-recognition and communication of job information on organizational career management have significant effect on the job satisfaction. It was concluded that the companies which has made efforts to improve the organizational career management will increase the employees' job satisfaction and stimulate their working enthusiasm and motivation. It also recommended among others that both the companies and employees should positively carry out career management to achieve the mutual development.

**Keywords :** Organizational Career Management ; State-Owned Company ; Job Satisfaction.

**Introduction**

Peter Drucker (2009 : 145) believes that capital and people who use capital are precious resources in resource allocation, and the scarcest resource in any organization is the person

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who performs the task. Employees are no longer regarded as the cost of the organization, but as the resources and customers that the organization should first satisfy.

Drucker highly evaluate the employees of enterprises and put the importance of employees in the organization at a high level. With the advancement of knowledge economy and globalization, Chinese enterprises are facing greater challenges than before, and the important role of employees in the organization is more prominent. The rising unemployment rate and turnover rate is one of the important reasons hindering the development of enterprises. Frequent job jumping is one of the main characteristics of modern enterprise employees. Therefore, it is especially important for the organization to improve employee job satisfaction and retain employees. Simple ways such as high salary or high welfare cannot meet the needs of employees which are about self-development and self-realization. Only by understanding the change of employees' psychological needs and improving their job satisfaction, can enterprises retain employees and improve their performance, to improve organizational performance and achieve enterprise goals. Therefore, it is of positive significance to analyze how to improve the job satisfaction of employees from the perspective of organizational career management.

## **Problem Background**

The state-owned investment group Co., Ltd. is a new type of state-owned enterprise which has appeared and developed in China only in the past 10 years and is entrusted by the government to be responsible for policy project investment and enterprise's own funds for project investment. Their senior managers are directly appointed by the government from the civil servants in the former government functional departments. They generally lack modern enterprise management professional knowledge background, so there is no professional organizational career program. Due to the government's long-term support, most state-owned enterprises lack competitiveness and innovation spirit, low profit margin, low employee satisfaction, and high job-hopping rate.

Career management aims to link organizational goals with personal goals, so organizing career management for employees should be a win-win process. Organizing career management can improve employee satisfaction and reduce employee turnover (Xu Xiaojun, 2008 : 67). Pazy (1988 : 311-331) studies the effectiveness of organizational career

management. She finds that organizational career management has a significant impact on career satisfaction, job involvement, career identity and other factors. Chinese scholar Long Lirong et al. (2002 : 97-105) found that organizational career management has a positive impact on organizational commitment, job involvement, career satisfaction and job performance. Therefore, it is of positive significance to analyze the job satisfaction of employees in state-owned investment group Co., Ltd. from the perspective of organizational career management to stimulate their innovative and competitive consciousness and retain talents.

### **Research Objectives**

1. To examine the effect of OCM (justice) on employees' job satisfaction.
2. To examine the effect of OCM (training) on employees' job satisfaction.
3. To examine the effect of OCM (self-recognition) on employees' job satisfaction.
4. To examine the effect of OCM (communication of job information) on employees' job satisfaction.

### **Conceptual Framework**

Career Management is considered as one of the fastest developing areas of Human Resource Development ( Madagamage et al, 2018 : 9-17). It is also one of the most important aspect of HRM. Career management is a systematic project, which mainly depends on two aspects. One is the objective need of social development, especially the reality of the occupation to the individual. The second is the real situation of the individual himself, which plays a major role in the career management (Liu, 2009 : 47). In the era of knowledge economy, employees can be willing to contribute to the organization only when the organization can continuously provide learning opportunities for employees and enhance their marketability (Altman & Post, 1996 : 46-71). Since the career management of individuals needs to be fulfilled through organization, the career planning and career development of the organization are important aspects of career management. Zhou Wenxia (2004 : 180-191) believes that organizational career management is a series of planning, organizing, leading and controlling activities about the career and career developing process of employees from the perspective of the organization in order to achieve an effective combination of organizational goals and personal development. The research results of Sugalski and Greenhaus(1986 : 102-114) show

that organizational career management have influence on career exploration and establishment of career goals. The research of Pazy (1988 : 311-331) also shows organizational career management have obvious influence on the effectiveness of career, especially on the working attitude and career identity. Noe (1996 : 119-133) finds higher authorities' support is positively related to employees' career development behaviors. Long Lirong et al (2002 : 97-105) discovers organizational career management have positive influence on the organizational commitment, job involvement, job satisfaction, and job performance.

Therefore, this paper will take organizational career management as an antecedent variable to study its influence on the employees' job satisfaction in the state-owned investment group Co., Ltd. in Jiangyou county, in China and then provides the basis for how to improve employees' job satisfaction from the view of organizational career management.

### The conceptual framework

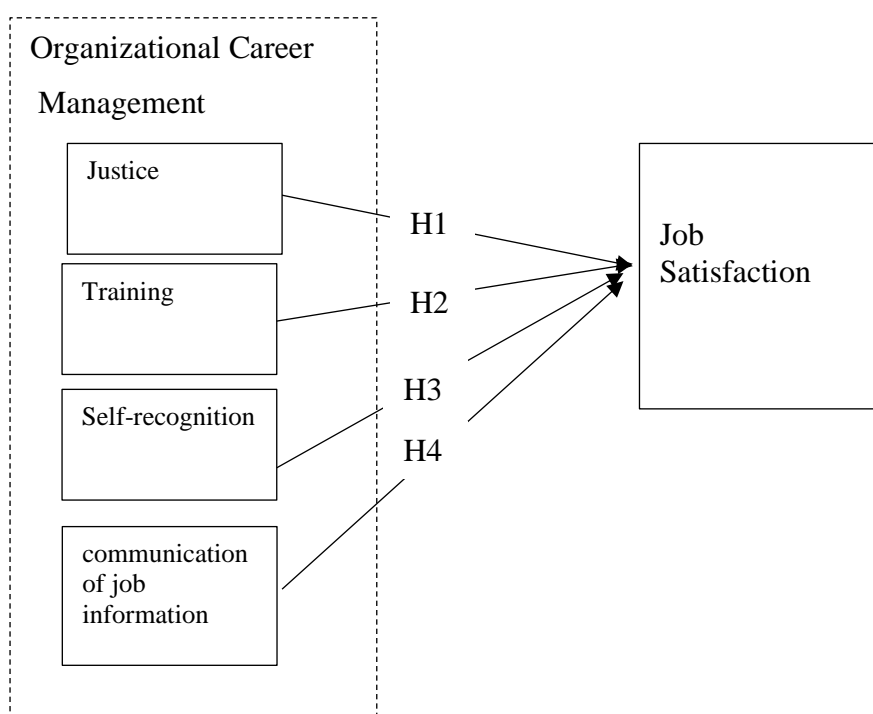


Figure 1 Conceptual Framework

### 1.5 Hypotheses

Based on the hypothesis, there were four hypotheses formulated to guide the objectives of the paper and strengthen the analysis:

H1. OCM (justice) has positive and significant effect on employees' job satisfaction.

H2. OCM (training) has positive and significant effect on employees' job satisfaction.

H3. OCM (self-recognition) has positive and significant effect on employees' job satisfaction.

H4. OCM (communication of job information) has positive and significant effect on employees' job satisfaction.

## **Organizational Career Management**

By applying career management, the organizations offer opportunities for employees for a challenging job and for obtaining organizational performance, through stimulation and creation of interesting jobs. Challenging jobs provide an opportunity to strengthen, develop, and learn skills applicable to the world (Greenhaus and Callanan, 2006 : 413). Organizations can fully develop their human resources by managing the employees' career development to create an efficient working environment and a working atmosphere that can attract, educate, and retain employees to work in the organizations (Liu , 2009 : 47). Pazy (1988 : 311-331) believes that organizational career management is the organization's policies and practices aimed at enhancing the effectiveness of employees' careers. Organizational career management are a series of management methods implemented by the organization to develop the potential of employees, retain them, and enable them to achieve their career ambitions (Long, et al. 2002 : 97-105). Career management is the process by which organizations select, evaluate, and train a group of qualified employees to meet future demands (Mikovich & Boudreau, 1991 : 948). Therefore, organizational career management is organization-centered activities, by which the organization helps individuals to combine their career goals with the organizational development goals to achieve organizational career development goals (Long, 2001 : 147).

## **Job Satisfaction**

Job satisfaction of employees is very crucial to the success of any organization. It mediates the relationship between working conditions and organizational outcomes (Dormann & Zapt, 2001; Akomolafe & Olatomide, 2013 : 65-74). In 1935, Hoppock published the first

research report on job satisfaction, which first intricately linked job satisfaction with the attitude of people in work. Since then, job satisfaction has become research focus of organizational behavior and social psychology (Shen&Shi, 2013 : 23-24). Hoppock (1935 : 152) believes that job satisfaction refers to the employees' concentrated reflection on the external environment's emotions and attitudes. Norrdin and Jussoff (2009 : 125-131) has defined the job satisfaction as the satisfaction of the employees about the general aspects of job like pay, promotion, relationship with management job itself and career progression on the job.

### **Theoretical Basis**

Based on the incentive theory including Maslow's hierarchy of needs theory, the two-factor theory, Vroom's expectancy theory , Adams's equity theory and the comprehensive theory of motivation, the psychological contract theory, the career management can steer employees working enthusiasm, and promote the development of individuals and organizations, so as to increase the satisfaction level of employees which can form a virtuous cycle for organizations and employees. Therefore, the establishment of organizational employee relations is based on the exchange between employees' loyalty and hard work and economic benefits and social rewards. Studies in different cultural contexts show that the social exchange process exists between organizational and employees and the essence of organizational employee relationships is the social exchange relationship between organizations and employees.

### **Research Methodology**

This study is a quantitative research using survey to collect data from 313 employees in state-owned companies in Jiangyou Country, China. Since the population were 1,448 employees, the sample size was calculated according to Yamane (1973), which was 313 according to Yamane's Equation Formula. To guarantee the authenticity of data, the employees who has been working in the state-owned company for at least three years were chosen to be the samples. The author applied purposive sampling to collect the data from the samples.

The questionnaires used in this research included three parts, respectively demographic profiles of respondents, their comments on organizational career management situation and job satisfaction, which were measured by using the Likert-5 scale (Likert, 1967 : 95). This study adopted Long Lirong's (2002

: 97-105) organizational career management scale including justice, training, self-recognition and communication of job information under the Chinese context. According to the research needs of this paper, it adopted a comprehensive definition to interpret the concept of employee's job satisfaction. Therefore, this research adopted Tsui's (1992) questionnaire, which is measured by a six-item index (Schriesheim and Tsui, 1980 : 165).

Descriptive statistics were applied to describe demographic variables whereas Correlation analysis and Linear Regression analysis were employed to test correlation and hypotheses.

## Data Presentation and Analysis

### 1. Descriptive Analysis Results

The results from descriptive analysis found that majority of the respondents were ordinary employees, ages were 36-45 years old, working in state-owned companies is between 3 to 10 years, the educational background is under bachelor's degree, and average income per month is 2500-4000 yuan.

Table1 The Descriptive Results of Organizational Career Management

| <b>Descriptive Statistics</b>    |     |         |         |        |                |
|----------------------------------|-----|---------|---------|--------|----------------|
|                                  | N   | Minimum | Maximum | Mean   | Std. Deviation |
| Justice                          | 313 | 1.00    | 5.00    | 3.7508 | .84959         |
| Training                         | 313 | 1.50    | 5.00    | 4.0000 | .70937         |
| Self-recognition                 | 313 | 1.83    | 5.00    | 3.8067 | .76283         |
| Communication of Job Information | 313 | 1.50    | 5.00    | 3.7939 | .78182         |

From Table1, it revealed that on the variables of justice, training, self-recognition and communication of job information, the average mean is above 3.40 which implies that the state-owned companies in Jiangyou has done a lot to improve organizational career management.

Table 2 The Descriptive Results of Job Satisfaction

| Descriptive Statistics           |     |         |         |      |                |
|----------------------------------|-----|---------|---------|------|----------------|
|                                  | N   | Minimum | Maximum | Mean | Std. Deviation |
| S1. The nature of work           | 313 | 1       | 5       | 3.99 | .755           |
| S2. Your organizational superior | 313 | 1       | 5       | 4.07 | .810           |
| S3. Your co-workers or peers     | 313 | 1       | 5       | 4.03 | .733           |
| S4. Income                       | 313 | 1       | 5       | 3.61 | .985           |
| S5. Promotion                    | 313 | 1       | 5       | 3.72 | .959           |
| S6. Overall satisfaction         | 313 | 1       | 5       | 3.95 | .817           |
| Valid N (listwise)               | 313 |         |         |      |                |

\*Sig < 0.05, \*\*sig < 0.01, \*\*\*sig = .000

Table 2 revealed that all the aspects of job satisfaction are higher than 3.40, which implies that the job satisfaction of employees in state-owned companies in Jiangyou is at the high level.

## 2. Correlation Analysis Results

Table 3 The Correlation Analysis Results between All Study Variables

|   |                        | Justice | Trainin<br>g | Self-<br>recogni<br>tion | Communi<br>cation of<br>Job<br>Informatio<br>n | Job<br>satisfactio<br>n |
|---|------------------------|---------|--------------|--------------------------|--|-------------------------|
| Justice                                 | Pearson<br>Correlation | 1       | .800**       | .865**                   | .830**   | .857**                  |
| Training                                | Pearson<br>Correlation | .800**  | 1            | .802**                   | .776**   | .791**                  |
| Self-<br>recognition                    | Pearson<br>Correlation | .865**  | .802**       | 1                        | .904**   | .860**                  |
| Communicati<br>on of Job<br>Information | Pearson<br>Correlation | .830**  | .776**       | .904**                   | 1  | .840**                  |
| Job<br>satisfaction                     | Pearson<br>Correlation | .857**  | .791**       | .860**                   | .840**   | 1                       |

Correlation is significant at the 0.01 level (2-tailed).

From Table 3, it revealed that there was a high consistency between all the study variables, and the correlation coefficient reached the significant level (\*\*sig <0.01).

### 3.Hypothesis Testing Results

This study analyzed the influences of organizational career management on job satisfaction of employees in state-owned companies in Jiangyou by using Linear Regression analysis.

Table 4 OLS Regression Results of the Effect of OCM (Justice) On Job Satisfaction.

| Model |            | Unstandardized |            | Standardized | t      | Sig. |
|-------|------------|----------------|------------|--------------|--------|------|
|       |            | Coefficients   |            | Coefficients |        |      |
|       |            | B              | Std. Error | Beta         |        |      |
| 1     | (Constant) | 1.120          | .097       |              | 11.545 | .000 |
|       | Justice    | .740           | .025       | .857         | 29.316 | .000 |

#### a. Dependent Variable: Job Satisfaction

Coefficients of determination (R-squared) =0.734

F-Statistic (F-probability) = 859.435 (0.000\*\*\*)

Durbin-Watson (Stat)=2.154

\*Sig < 0.05, \*\*sig <0.01, \*\*\*sig = .000

The regression result presented in Table 4 shows that coefficient of determination ( $R^2$ ) is 0.734. This implies that the variable of justice explained about 73% of job satisfaction of employees in state-owned companies in Jiangyou, China. The result of the F-statistic (859.435) and Prob= 0.000, shows that overall, the test is significant. Therefore, the study posits that H1: Justice has significant effect on job satisfaction of employees in state-owned companies is accepted.

Table 5 OLS Regression Results of the Effect of OCM (Training) On Job Satisfaction.

| Model |            | Unstandardized |            | Standardized | t      | Sig. |
|-------|------------|----------------|------------|--------------|--------|------|
|       |            | Coefficients   |            | Coefficients |        |      |
|       |            | B              | Std. Error | Beta         |        |      |
| 1     | (Constant) | .625           | .146       |              | 4.286  | .000 |
|       | Training   | .817           | .036       | .791         | 22.775 | .000 |

a. Dependent Variable: Job Satisfaction

Coefficients of determination (R-squared) = 0.625  
 F-Statistic (F-probability) = 518.687 (0.000\*\*\*)  
 Durbin-Watson (Stat) = 2.153

\*Sig < 0.05, \*\*sig < 0.01, \*\*\*sig = .000

The regression result presented in Table 5 shows that coefficient of determination ( $R^2$ ) is 0.5625. This implies that the variable of training explained about 63% of job satisfaction of employees in state-owned companies in Jiangyou, China. The result of the F-statistic (518.687) and Prob = 0.000, shows that overall, the test is significant. Therefore, the study posits that H2: training has significant effect on job satisfaction of employees in state-owned companies is accepted.

Table 6 OLS Regression Results of the Effect of OCM (Self-recognition) On Job Satisfaction.

| Model |                  | Unstandardized |            | Standardized | t      | Sig. |
|-------|------------------|----------------|------------|--------------|--------|------|
|       |                  | Coefficients   |            | Coefficients |        |      |
|       |                  | B              | Std. Error | Beta         |        |      |
| 1     | (Constant)       | .748           | .108       |              | 6.922  | .000 |
|       | Self-recognition | .827           | .028       | .860         | 29.690 | .000 |

a. Dependent Variable: Job Satisfaction

Coefficients of determination (R-squared) = 0.739  
 F-Statistic (F-probability) = 881.510 (0.000\*\*\*)  
 Durbin-Watson (Stat) = 2.098

\*Sig < 0.05, \*\*sig < 0.01, \*\*\*sig = .000

The regression result presented in Table 6 shows that coefficient of determination ( $R^2$ ) is 0.668. This implies that the variable of self-recognition explained about 74% of job satisfaction of employees in state-owned companies in Jiangyou, China. The result of the F-

statistic (881.510) and Prob= 0.000, shows that overall, the test is significant. Therefore, the study posits that H3: self-recognition has significant effect on job satisfaction of employees in state-owned companies is accepted.

Table 7 OLS Regression Results of the Effect of OCM (Communication of Job Information) On Job satisfaction.

| Model |                                  | Unstandardized |            | Standardized | t      | Sig. |
|-------|----------------------------------|----------------|------------|--------------|--------|------|
|       |                                  | Coefficients   |            | Coefficients |        |      |
|       |                                  | B              | Std. Error | Beta         |        |      |
| 1     | (Constant)                       | .904           | .112       |              | 8.095  | .000 |
|       | Communication of Job Information | .788           | .029       | .840         | 27.339 | .000 |

a. Dependent Variable: Job Satisfaction

Coefficients of determination (R-squared)=0.706

F-Statistic (F-probability)=747.395 (0.000\*\*\*)

Durbin-Watson(Stat)=2.001

\*Sig < 0.05, \*\*sig <0.01, \*\*\*sig = .000

The regression result presented in Table 7 shows that coefficient of determination ( $R^2$ ) is 0.659. This implies that the variable of communication of job information explained about 71% of job satisfaction of employees in state-owned companies in Jiangyou, China. The result of the F-statistic (747.395) and Prob= 0.000, shows that overall, the test is significant. Therefore, the study posits that H4: communication of job information has significant effect on job satisfaction of employees in state-owned companies is accepted.

In summary, all the hypotheses have been accepted.

| Hypothesis   | Results  |
|--|----------|
| H1. OCM (justice) has positive and significant effect on employees' job satisfaction.          | Accepted |
| H2. OCM (training) has positive and significant effect on employees' job satisfaction.         | Accepted |
| H3. OCM (self-recognition) has positive and significant effect on employees' job satisfaction. | Accepted |

|  |          |
|--|----------|
| H4. OCM (communication of job information) has positive and significant effect on employees' job satisfaction. | Accepted |
|--|----------|

## Discussion of Research Results

In this section, the research findings will be discussed based on the statistical analysis results.

The results from descriptive analysis used to analyze factors influencing employees' perception on organizational career management included justice, training, self-recognition, and communication of job information. The results found that the state-owned companies have done a lot in improving the organizational career management. Especially in the aspect of training, the state-owned companies carried out regular or irregular training in daily work, provided funds to encourage and support on-the-job training.

The employees were satisfied with the overall organizational career management. the results revealed that the employees satisfied most with their organizational superior and the second one is their co-workers. But for the incomes, they satisfied least.

The result of the first test of hypothesis showed that justice has significant effect on job satisfaction of employees in state-owned companies. The companies showed justice and fairness in performance appraisal, providing opportunities and promotion, the employees would have more confidence and higher motivation in working. They would believe that hard work would bring more benefits for them.

The result of the second test of hypothesis showed that training has significant effect on job satisfaction of employees in state-owned companies. Staff training refers to the purposeful and planned management activities adopted by the organizations in the common form of open class, internal training, etc. to employees to develop business and cultivate talents which includes skills training and quality training. Gutteridge (1986 : 50-95) holds the idea that organizations are the main body of training and development projects. The state-owned companies have already carried out regular or irregular training in daily work, provided funds to encourage and support on-the-job training, but also needs to be continuing to do so.

The result of the third test of hypothesis showed that self-recognition has significant effect on job satisfaction of employees in state-owned companies. In career management,

individuals need to understand their own personality characteristics, professional interests, abilities and motivations, make clear their needs and values and their advantages, and choose work that meets their needs, characteristics and values to consciously improve, enhance and develop their talents. The companies should set up plans to help employees choose the career development path and set career goals, change jobs to enrich their work experience, regularly carry out activities that are conducive to their understanding of professional characteristics. The superior will tell them the follow-up work and the final work result, point out the advantages and disadvantages of their work and they can get feedback on their performance.

The result of the fourth test of hypothesis showed that communication of job information has significant effect on job satisfaction of employees in state-owned companies. Gutteridge (1986 : 50-95) points out that it is the responsibility of organizations to provide the job vacancy information to employees to encourage them to pursue promotion and stimulate their work enthusiasm. If employees do not understand the relevant professional information, they will have confusion in career development, and cannot set specific career goals and development plans which leads to low sense of achievement of themselves and job satisfaction. Therefore, the state-owned companies should provide vacancy information, job description and clear promotion route information to help employees to learn about the promotion opportunity, understand the qualification information and set up their career goals and plans.

## **Research Conclusion**

The data analysis and result discussion show that organizational career management has a positive and significant impact on employees' job satisfaction in state-owned companies in Jiangyou county. The companies should pay attention and make more efforts to improve the organizational career management which will increase the employees' job satisfaction and stimulate their working enthusiasm and motivation to achieve the mutual development.

## **Research Recommendations**

Based on the findings made from the study, the discussion of findings and the conclusion, we made the following recommendations:

(1). The companies should pay attention to setting up fair evaluation and promotion system, providing training opportunities for teachers, constructing comprehensive career information platform, helping teachers make scientific career planning.

(2). Employees should also actively carry out the individual career management with the support of organizations to get career development.

### **Limitations and Difficulties**

This study is limited into the state-owned companies in Jiangyou country, which is a comparatively small place. The future research can collect data from a larger place. The study did not take the influence of demographic factors into consideration.

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