

THE ROLE OF POLITICAL BEHAVIOR ON THE ASSESSMENT OF ORGANIZATIONAL SILENCE MEDIATOR VARIABLE OF ORGANIZATIONAL VIRTUOUSNESS (STUDY OF ZABOL UNIVERSITY OF MEDICAL SCIENCES)

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Abstract: The aim of this study was to the role of political behavior on the assessment of organizational silence mediator variable of Organizational virtuousness (study of Zabol University of Medical Sciences). Political behavior consists of two legitimate and illegitimate dimensions. Organizational silence consists of three dimensions of submissive silence, defensive silence, and friendly silence and Organizational virtuousness has five dimensions of optimism, trust, compassion, integrity mercy. The population of study includes 152 employees of Zabol University of Medical Sciences. Standard research questionnaire was distributed among 111 employees. Data analysis was performed using the SPSS 20 software. The results showed that political behavior has a positive impact on organizational silence. In addition, political behavior has positive impact on organizational silence (defensive and submissive). However, results showed that political behavior has impact on organizational silence. But the results showed that organizational virtuousness have a negative impact on the dimensions of organizational silence this means that if virtue employees to be more of the organizational silence them is reduced.

Keywords: Political behavior, organizational silence, Organizational virtuousness, Zabol University of Medical Sciences.

INTRODUCTION

Nowadays, organizations play an important role in people's lives. All stages of human life are dominated by organizations nowadays. These organizations affect people interactions and behaviors. These behaviors are sometimes constructive and sometimes destructive. Over the past 15 years, the number of studies conducted in the field of misbehaviors in organizations has increased. These studies have provided rich knowledge about interpersonal relationships in the workplace (Naderi and Akbari, 2013). These cases have always faced managers with serious challenges in the form of negative dimension of political behaviors. Illegal use of authority, information, and resources are some negative examples of political dimension in organization (Daft, 1995). Generally, political behaviors are divided into two categories, legitimate and illegitimate. Legitimate political behaviors

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refer to normal daily politics that some examples of them include complaint to a supervisor or head, not respecting the hierarchy of powers, formation of alliances, and radical strict rules and laws. On the other hand, radical or illegitimate political behaviors are those behaviors violating laws and rules known as “disruption”. Therefore, illegitimate actions are causing confusion and lewdness when working. Of course, most of political behaviors are legitimate. Its reasons are very clear, as radical illegitimate actions will lead to risk of losing jobs or extremist people and groups will subject to severe sanctions (Moghimi, 2006, Latif, 2011). In this regard, mistakes may occur in the implementation of political behaviors that is very risky and even sometimes it may lead to destruction of many political solutions (Salajegheh, 2010). This fact should be accepted that political behavior in organization cannot be eliminated. Managers who expect no one shows political behavior, he thinks naively in this problem, but the organizational maneuvers can and must be controlled. Abraham Selznick, professor at Harvard University, suggests that humans can focus their attention on a certain number of things, thus if they focus more on political behaviors, less intellectual and emotional energy of them will be left for real issues of work (Salajegheh, 2010). On the one hand, it must be stated that the political nature of each individual depends on personal values, ethics, and his mood (Rezaeian, 2013). In addition, organizational situations can also affect political behavior (Shermerhorn et. al., 2010; Dadanaho and Rahi, 2015). Political behaviors may facilitate the realization of certain objectives, non-realization of other objectives or postponing their realization, however, understanding the rules and framework governing on formation of these behaviors is so critical. This claim also seems to be true no rational attitude is correct on positive or negative nature of political behavior functions in organization, because constructive or destructive nature of practical dimensions of political behavior in organizations subject to conditions, demands and individual and organizational factors. Using functional and constructive attitude toward political behavior, managers can transform these threats into an opportunity. In other words, managers’ attitudes to political behaviors may play an important role in changing negative roles of the behaviors to constructive and optimal behaviors (Zaheer et. al., 2011). One of the effects of of political behavior of managers in organizations is organizational silence of employees. The political behavior adopted by managers in organizations will affect the behavior of employees in an organization that one of these results is organizational silence. In many contemporary organizations, employees refuse to give their views and concerns about the problems. This collective phenomenon is called organizational silence (Lu et. al., 2013). Human resources are the most important knowledge capital of each organization. For further efficiency and development, appropriate use of human resources by organizations is crucial and they have no way to resolve their concern to foster creativity and motivate employees just pay attention to their ideas and concerns. Lack of expression of idea by the employees in organizations creates a phenomenon called organizational silence. According to experts, organizational

silence prevents and organizational development by preventing negative feedback. However, the way to use of management styles by organization management is an important factor for creating or destroying the silence environment. According to statement contained in this research seeks to answer the question that whether the political behavior of managers on organizational silence is effective mediating role of Organizational virtuousness?

To respond to this question, political behavior was considered as independent variable, with two legitimate and illegitimate dimensions of political behavior (Tanis, 2014; Lu et. al., 2012). We also assessed organizational silence at three dimensions of defensive silence, submissive silence, and friendly silence and Organizational virtuousness with five dimensions of optimism, trust, compassion, integrity mercy.

CONCEPTUAL MODEL OF STUDY

The aim of this study was to investigate the influence of the political behavior of managers on organizational silence Mediating Role of Organizational virtuousness is in Zabol University of Medical Sciences.

In this study, political behavior is assessed at two legitimate and dimensions and organizational silence is assessed at three dimensions of submissive silence, defensive silence, and friendly silence and Organizational virtuousness with five dimensions of optimism, trust, compassion, integrity mercy. Conceptual model of study can be seen in Figure 1.

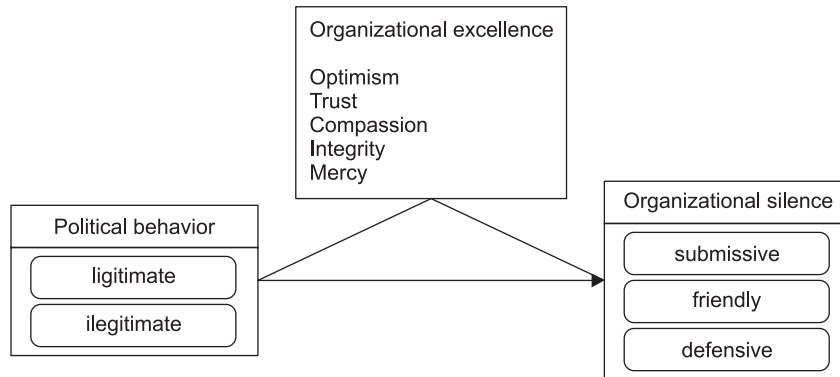


Figure 1: Conceptual model of study

HYPOTHESES

Main Hypothesis

- Political behavior of managers has impact on organizational silence of employees in Zabol University of Medical Sciences.

Main Hypothesis

- Political behavior of managers has impact on submissive silence of employees in Zabol University of Medical Sciences.
- Political behavior of managers has impact on defensive silence of employees in Zabol University of Medical Sciences.
- Political behavior of managers has impact on friendly silence of employees in Zabol University of Medical Sciences.
- Organizational virtuousness of managers has impact on organizational silence of employees in Zabol University of Medical Sciences.

METHODOLOGY

This study is applied in terms of goal and it is survey-descriptive in terms of nature of research, and it is correlational in terms of implementation. The study population includes 152 employees of Zabol University of Medical Sciences. Simple random sampling method was used. Sample size of study was determined 111 samples according to Morgan table. In this study, field method was used to collect data to answer the research question. In addition, library method such as studying books and Internet databases was used. Its validity was confirmed by professors and experts, and its reliability was confirmed by Cronbach's alpha test. In this study, Kolmogorov-Smirnov test and regression test were used to analyze data.

RESULTS OF STUDY

To examine the normality of study indicators using Kolmogorov-Smirnov test.

H₀: The data follow a normal distribution.

H₁: The data not follow a normal distribution.

According to Table 1, it can be concluded that as significance level of all indicators is higher than 0.05, distribution of these indicators is normal.

TABLE 1: EXAMINATION OF VARIABLE DISTRIBUTION USING THE KOLMOGOROV-SMIRNOV TEST WITH SPSS 18

<i>Variables</i>	<i>Value of statistic</i>	<i>Number</i>	<i>Significance level</i>
Organizational silence	0.487	109	0.14
Submissive silence	0.124	109	0.24
Defensive silence	0.228	109	0.11
Friendly silence	0.486	109	0.18
Political behavior	0.358	109	0.15
Organizational virtuousness	0.487	109	0.14

Considering organizational silence, value of test statistic was calculated 0.487 and its significance level was calculated as 0.14 that is higher than 0.05, indicating that this indicator has normal distribution.

Considering submissive silence, value of test statistic was calculated 0.12 and its significance level was calculated as 0.24 that is higher than 0.05, indicating that this indicator has normal distribution.

Considering defensive silence, value of test statistic was calculated 0.32 and its significance level was calculated as 0.11 that is higher than 0.05, indicating that this indicator has normal distribution.

Considering friendly silence, value of test statistic was calculated 0.48 and its significance level was calculated as 0.18 that is higher than 0.05, indicating that this indicator has normal distribution.

Considering Political behavior, value of test statistic was calculated 0.35 and its significance level was calculated as 0.15 that is higher than 0.05, indicating that this indicator has normal distribution.

Considering Organizational virtuousness, value of test statistic was calculated 0.48 and its significance level was calculated as 0.41 that is higher than 0.05, indicating that this indicator has normal distribution.

TESTING HYPOTHESES

Frist hypothesis: Political behavior of managers has impact on organizational silence of employees in Zabol University of Medical Sciences.

H₀: Political behavior of managers has impact on organizational silence of employees in Zabol University of Medical Sciences.

H₁: Political behavior of managers hasn't impact on organizational silence of employees in Zabol University of Medical Sciences.

According to Table 2, in investigating this relationship, correlation coefficient was calculated 0.132. It means that independent variable of this relationship explains 13.2% of changes in dependent variable. Additionally, the Durbin-Watson value represents the independence of error of variables.

TABLE 2: INVESTIGATING THE RELATIONSHIP BETWEEN POLITICAL BEHAVIOR AND ORGANIZATIONAL SILENCE

<i>Durbin-Watson</i>	<i>Estimated standard error</i>	<i>Adjusted coefficient of determination</i>	<i>Coefficient of determination</i>	<i>Regression coefficient</i>
2.006	0.61700	0.126	0.132	0.346

According to Table 3, statistic value of general model of this relationship was calculated 19.610 that is at significant level, so the model fitness of this relationship is confirmed.

TABLE 3: INVESTIGATING THE REGRESSION MODEL FITNESS

<i>Significance level</i>	<i>Test statistic</i>
0.000	19.610

According to Table 4, significant level of main hypothesis was calculated 0.000 that is smaller than 0.05, so the relationship between these two variables is confirmed. In addition, the positive sign of beta coefficient of test indicates a direct impact of political behavior on organizational silence. On the other hand, beta coefficient is 0.289, which indicates that intensity of impact political behavior on organizational silence is moderate.

TABLE 4: INVESTIGATING THE IMPACT OF POLITICAL BEHAVIOR ON ORGANIZATIONAL SILENCE

<i>Model</i>	<i>Coefficients at non-standard state</i>		<i>Coefficients at standard state</i>	<i>Statistic T</i>	<i>Significance level</i>
	<i>Beta coefficient</i>	<i>SD</i>	<i>Beta coefficient</i>		
1 Constant coefficient	2.692	0.172		15.672	0.000
Organizational silence	0.192	0.042	0.289	4.632	0.000

First Sub-hypothesis: Political behavior of managers has impact on submissive silence of employees in Zabol University of Medical Sciences.

H₀: Political behavior of managers has impact on submissive silence of employees in Zabol University of Medical Sciences.

H₁: Political behavior of managers hasn't impact on submissive silence of employees in Zabol University of Medical Sciences.

According to Table 5, in investigating this relationship, determination coefficient was calculated 0.247. It means that independent variable can explain 24.7% of changes dependent variable. One of the hypotheses considered in regression is independence of errors (difference between actual and predicted values by regression analysis). When independence of errors hypothesis is rejected and errors are correlated, it is impossible to use regression. In order to evaluate the independence of the errors, Durbin-Watson test is used and its value is 1.5 to 2.5. In this relationship, Durbin-Watson value is was obtained 2.006 representing variables independence of error.

TABLE 5: INVESTIGATION OF DETERMINATION COEFFICIENT OF POLITICAL BEHAVIOR IMPACT ON SUBMISSIVE SILENCE

<i>Durbin-Watson</i>	<i>Estimated standard error</i>	<i>Adjusted coefficient of determination</i>	<i>Coefficient of determination</i>	<i>Regression coefficient</i>
2.03	0.82090	0.241	0.247	0.497

According to Table 6, the overall model statistic value and significance level is 42.068 and 0.000, respectively.

TABLE 6: REGRESSION MODEL FITNESS

<i>Significance level</i>	<i>Statistic of test</i>
0.000	42.068

According to Table 7, significance level of political behavior impact on submissive silence is lower than 0.05. Therefore, the first sub-hypothesis was confirmed. The positive value of beta coefficient indicates positive impact of political behavior on submissive silence. On the other hand, beta coefficient is 0.388 representing the moderate impact of political behavior on submissive silence. As a result, it can be concluded that by one unit increase in political behavior, submissive silence is increased as much as 0.497.

TABLE 7: INVESTIGATION OF POLITICAL BEHAVIOR IMPACT ON SUBMISSIVE SILENCE

<i>Model</i>	<i>Coefficients at non-standard state</i>		<i>Coefficients at standard state</i>	<i>Statistic T</i>	<i>Significance level</i>
	<i>Beta coefficient</i>	<i>SD</i>	<i>Beta coefficient</i>		
1 Constant coefficient	1.203	0.229		5.262	0.000
Submissive silence	0.377	0.056	0.497	6.688	0.000

Second Sub-hypothesis: Political behavior of managers has impact on defensive silence of employees in Zabol University of Medical Sciences.

H₀: Political behavior of managers has impact on defensive silence of employees in Zabol University of Medical Sciences.

H₁: Political behavior of managers hasn't impact on defensive silence of employees in Zabol University of Medical Sciences.

According to Table 8, in investigating this relationship, determination coefficient was calculated 0.287. It means that independent variable can explain 28.7% of changes dependent variable. One of the hypotheses considered in regression is independence of errors (difference between actual and predicted

values by regression analysis). When independence of errors hypothesis is rejected and errors are correlated, it is impossible to use regression. In order to evaluate the independence of the errors, Durbin-Watson test is used and its value is 1.5 to 2.5. In this relationship, Durbin-Watson value is was obtained 1.969 representing variables independence of error.

TABLE 8: INVESTIGATION OF DETERMINATION COEFFICIENT OF POLITICAL BEHAVIOR IMPACT ON DEFENSIVE SILENCE

<i>Durbin-Watson</i>	<i>Estimated standard error</i>	<i>Adjusted coefficient of determination</i>	<i>Coefficient of determination</i>	<i>Regression coefficient</i>
1.969	0.56055	0.278	0.287	0.535

According to Table 6, the overall model statistic value and significance level is 34.29 and 0.000, respectively.

TABLE 9: REGRESSION MODEL FITNESS POLITICAL BEHAVIOR IMPACT ON DEFENSIVE SILENCE

<i>Significance level</i>	<i>Statistic of test</i>
0.000	34.296

According to Table 10, significance level of political behavior impact on defensive silence is lower than 0.05. Therefore, the second sub-hypothesis was confirmed. The positive value of beta coefficient indicates positive impact of political behavior on defensive silence. On the other hand, beta coefficient is 0.535 representing the moderate impact of political behavior on defensive silence. As a result, it can be concluded that by one unit increase in political behavior, defensive silence is increased as much as 0.535.

TABLE 10: INVESTIGATION OF POLITICAL BEHAVIOR IMPACT ON SUBMISSIVE SILENCE

<i>Model</i>	<i>Coefficients at non-standard state</i>		<i>Coefficients at standard state</i>	<i>Statistic T</i>	<i>Significance level</i>
	<i>Beta coefficient</i>	<i>SD</i>	<i>Beta coefficient</i>		
1 Constant coefficient	-1.717	0.202		8.502	0.00
Submissive silence	0.059	0.040	0.535	1.490	0.007

Third Sub-hypothesis: Political behavior of managers has impact on friendly silence of employees in Zabol University of Medical Sciences.

H₀: Political behavior of managers has impact on friendly silence of employees in Zabol University of Medical Sciences.

H₁: Political behavior of managers hasn't impact on friendly silence of employees in Zabol University of Medical Sciences.

According to Table 11, in investigating this relationship, determination coefficient was calculated 0.520. It means that independent variable can explain 52% of changes dependent variable. One of the hypotheses considered in regression is independence of errors (difference between actual and predicted values by regression analysis). When independence of errors hypothesis is rejected and errors are correlated, it is impossible to use regression. In order to evaluate the independence of the errors, Durbin-Watson test is used and its value is 1.5 to 2.5. In this relationship, Durbin-Watson value is was obtained 1.961 representing variables independence of error.

TABLE 11: INVESTIGATION OF DETERMINATION COEFFICIENT OF POLITICAL BEHAVIOR IMPACT ON FRIENDLY SILENCE

<i>Durbin-Watson</i>	<i>Estimated standard error</i>	<i>Adjusted coefficient of determination</i>	<i>Coefficient of determination</i>	<i>Regression coefficient</i>
1.961	0.65622	0.515	0.520	-0.721

According to Table 12, the overall model statistic value and significance level is 1.23 and 0.000, respectively.

TABLE 12: REGRESSION MODEL FITNESS

<i>Significance level</i>	<i>Statistic of test</i>
0.068	1.23

Forth Sub-hypothesis: Organizational virtuousness of managers has impact on organizational silence of employees in Zabol University of Medical Sciences.

H₀: Organizational virtuousness of managers has impact on organizational silence of employees in Zabol University of Medical Sciences.

H₁: Organizational virtuousness of managers has impact on organizational silence of employees in Zabol University of Medical Sciences.

According to Table 13, in investigating this relationship, determination coefficient was calculated -0.385. It means that independent variable can explain 14.8% of changes dependent variable. One of the hypotheses considered in regression is independence of errors (difference between actual and predicted values by regression analysis). When independence of errors hypothesis is rejected and errors are correlated, it is impossible to use regression. In order to evaluate the independence of the errors, Durbin-Watson test is used and its value is 1.5 to 2.5. In this relationship, Durbin-Watson value is was obtained 1.969 representing variables independence of error.

TABLE 13: INVESTIGATION OF DETERMINATION COEFFICIENT OF ORGANIZATIONAL VIRTUOUSNESS IMPACT ON SILENCE

<i>Durbin-Watson</i>	<i>Estimated standard error</i>	<i>Adjusted coefficient of determination</i>	<i>Coefficient of determination</i>	<i>Regression coefficient</i>
1.954	0.65784	0.145	0.148	-0.385

According to Table 14, the overall model statistic value and significance level is 33.456 and 0.000, respectively.

TABLE 14: REGRESSION MODEL FITNESS ORGANIZATIONAL VIRTUOUSNESS IMPACT ON SILENCE

<i>Significance level</i>	<i>Statistic of test</i>
0.000	33.456

According to Table 15, significance level of political behavior impact on defensive silence is lower than 0.05. Therefore, the second sub-hypothesis was confirmed. The positive value of beta coefficient indicates positive impact of political behavior on defensive silence. On the other hand, beta coefficient is -0.385 representing the moderate impact of Organizational virtuousness on silence. As a result, it can be concluded that by one unit increase in Organizational virtuousness, silence is decreased as much as 0.385.

TABLE 15: INVESTIGATION OF ORGANIZATIONAL VIRTUOUSNESS IMPACT ON SILENCE

<i>Model</i>	<i>Coefficients at non-standard state</i>		<i>Coefficients at standard state</i>		<i>Statistic T</i>	<i>Significance level</i>
	<i>Beta coefficient</i>	<i>SD</i>	<i>Beta coefficient</i>			
1 Constant coefficient	-1.814	0.210			8.632	0.00
Organization silence	0.056	0.054	-0.385		1.451	0.000

CONCLUSION AND RECOMMENDATIONS

The results of first hypothesis test: Political behavior has impact on organizational silence of Zabol University of Medical Sciences employees.

In examining the impact of political behavior of managers on organizational silence, coefficient of determination value was calculated 0.132. It means that independent variable can explain 13.2 % of changes in dependent variable. The general model statistic and the significant level were calculated 19.610 and 0.0000, respectively that is at significant level. Therefore, the model fitness of this relationship is confirmed. The positive value of beta coefficient test indicates a

direct impact of political behavior on organizational silence. On other hand, beta coefficient is 0.289, which indicates that independent variable has moderate impact on dependent variable.

The results of first sub-hypothesis test: Political behavior of managers has impact on submissive silence of employees in Zabol University of Medical Sciences.

In examining the impact of political behavior of managers on submissive silence, coefficient of determination value was calculated 0.247. It means that independent variable can explain 24.7 % of changes in dependent variable. The general model statistic and the significant level were calculated 42.068 and 0.0000, respectively that is at significant level. Therefore, the model fitness of this relationship is confirmed. The positive value of beta coefficient test indicates a direct impact of political behavior on submissive silence. On other hand, beta coefficient is 0.497, which indicates that independent variable has moderate impact on dependent variable.

The results of second sub-hypothesis test: Political behavior of managers has impact on defensive silence of employees in Zabol University of Medical Sciences.

In examining the impact of political behavior of managers on defensive silence, coefficient of determination value was calculated 0.287. It means that independent variable can explain 28.7 % of changes in dependent variable. The general model statistic and the significant level were calculated 34.296 and 0.0000, respectively that is at significant level. Therefore, the model fitness of this relationship is confirmed. The positive value of beta coefficient test indicates a direct impact of political behavior on defensive silence. On other hand, beta coefficient is 0.535, which indicates that independent variable has moderate impact on dependent variable.

The results of the third sub-hypothesis: Political behavior of managers has impact on friendly silence of employees in Zabol University of Medical Sciences.

In the third sub-hypothesis test, test statistic is 1.23 and significance level was calculated 0.068 percent which shows political behavior has no impact on friendly silence.

The results of forth sub-hypothesis test: Organizational virtuousness of managers has impact on organizational silence of employees in Zabol University of Medical Sciences.

In examining the impact of Organizational virtuousness of managers on silence, coefficient of determination value was calculated 0.148. It means that independent variable can explain 14.8 % of changes in dependent variable. The general model statistic and the significant level were calculated 33.45 and 0.0000, respectively that is at significant level. Therefore, the model fitness of this relationship is confirmed. The positive value of beta coefficient test indicates a direct impact of Organizational

virtuousness on defensive silence. On other hand, beta coefficient is -0.385 , which indicates that independent variable has moderate impact on dependent variable.

Finally, these recommendations are presented:

- Political behavior, destructive kind of it, is usual phenomenon in Iran that is full understanding and recognition of political behavior nature and and political silence and acquiring skill to manage and control it.
- Investigating the context and conditions of organizational silence and reasons involved in its creation so that it does not cause destructive effects in organization.
- Wisely selecting of way to deal with illegitimate political behavior is searching for various solutions to solve organizational silence
- Creating formal and informal channels of communication to develop communication between managers and employees and getting feedback from employees in order to increase the effectiveness of inter-organizational communication to reduce organizational silence
- Conversations between partners in order to reduce organizational silence, maintaining dignity and human values in employees and respect for their perception (researcher opinion)

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