

## HUMAN RESOURCES I

**Chair:** Muge Klein

**Room:** Auditório J.J. Laginha

### **Measuring Thinking Styles and Emotional Expressivity for HRM Contexts: A Test of Two Instruments in China**

**Yan Feng**  
ISCTE-IUL, Portugal

**Nelson Jorge Campos Ramalho**  
ISCTE-IUL, Portugal

#### **Abstract**

**Objectives:** The east-west increasing business interchange is pushing human resource management to bridge people with contrasting cultures. More importantly, it must bridge different ways of thinking and expressing emotions, without which communication is ineffective. For this purpose, one has to be able to measure and manage thinking styles and emotional expressivity which has mostly been proposed by western scholars, not eastern ones. This research is intended to assess the quality of two dominant western-based measures on thinking styles and emotional expressivity with a Chinese sample to gauge the extent of its adequacy for comparative purposes. **Data and methods:** The second revised version of Sternberg's Thinking Styles Inventory (TSI-R2,2007), and Berkeley Expressivity Questionnaire BEQ (Gross& John, 1995) were selected to measure thinking styles and emotional expressivity, respectively. With a two-phased full sample of 448 valid questionnaires, collected online both with Qualtrics and another Chinese survey platform-WJX, the construct validity was analyzed with Confirmatory Factor Analysis using SPSS AMOS 24. **Results:** With the first sample of 254, TSI-R2 and BEQ's scale fit was tested. A valid solution was found only for a 7-factor structure suggesting TSI-R2 is overly complex, and may not be suited for Chinese research in HRM as is. BEQ failed to achieve acceptable fit indices for any solution, although the Joreskog's Composite Reliability for the whole scale was above 0.8. By using the second sample of 448, the CFA fit indices for BEQ was suboptimal but still acceptable, so BEQ has plausible conditions to be used in China as is. **Conclusions:** The psychometric validation findings about TSI-R2 and BEQ provides insight on cross-cultural problems when targeting the measurement of cognitive and emotional processes, which underlie communication in multicultural organizational settings. Findings suggest constructs have to be simplified to reach a common ground and understanding on how to manage this fundamental difference within HRM.

**Keywords:** Thinking Styles, Emotional Expressivity, HRM

---

### **Multi-Period Model of Investment Distribution in the Development of Regional Human Capital<sup>4</sup>**

**Lev Solomonovich Mazelis**  
Vladivostok State University Economics and Service, Russia

**Kirill Igorevich Lavrenyuk**  
Joint-stock company, Russia

#### **Abstract**

The paper introduces a multi-period model of investment distribution in the quality of life of the population and the development of human capital in the region to increase the value of regional human capital. Based on a quantitative assessment of the impact of financial resources invested in different areas on the development of regional human capital, the model allows to form the optimal structure of the distribution of regional funds in terms of investment and time. Regional human capital is quantitatively assessed by 24 indicators, systematized in 6 integrated groups. The vector of regional investment has a dimension of 15 and its components are government investments in 12 areas and private investments in education, health and sports. The information base of the research consists of

---

<sup>4</sup> This study was performed with financial support of the Russian Foundation for Basic Research in the framework of the research project No. 18-010-01010 JEL classification: O15, C55

statistical data from official information resources. The generated database contains values of 39 indicators for 85 regions of the Russian Federation for the period from 2011 to 2017. The model is a problem of crisp mathematical programming. As an objective function, an integral indicator of the development of regional human capital is considered equal to the weighted average of normalized indicators. Weighting factors are determined based on the processing of expert assessments by the competent top managers of the region by of importance of each indicator. Expert estimates are given in the form of linguistic variables that are translated into trapezoidal fuzzy numbers. Normalized values of medians of fuzzy numbers are taken as weighting factors. The recurrent equations of the model are regressive dependencies with a lag of 2 indicators of human capital on investment. The constraints of the model are associated with the volume of government funding in general, depending on the socio-economic development of the region, as well as the upper and lower boundaries in certain areas. The solution of the model for a particular region is determined numerically and represents the distribution of the total investment in the areas of funding for each year in a given planning horizon. In the future, it is planned to develop a fuzzy multi-period optimization model of the distribution of regional financial resources, allowing to take into account the uncertainties that arise when specifying part of the model parameters in the form of linguistic variables based on expert assessments.

**Keywords:** Human Capital, Meso-Level, Investment Structure Optimization Model, Economic-Mathematical Modeling

---

### **The Performance Measurement System Choices Research in the Bulgarian Social Health Care Level of Decentralization**

**Venelin Krastev Terziev**  
**University of Rousse, National Military University, Bulgaria**

**Stoyanka Petkova - Georgieva**  
**University "Prof. Dr. Assen Zlatarov", Bulgaria**

#### **Abstract**

The Bulgarian structural organization of decentralization level has specific impact on the social health care system competitiveness. The basic task of the present research is to investigate the impact of the determinants - subunit interdependence and knowledge transfer costs, on the level of decentralization and PMSs using as examples sub-divisional units from the Bulgarian social health care level of decentralization. There are suggested three hypotheses about the influence of the investigated factors. There is carried out a theoretical suggestion how to conduct an empirically investigation and as conclusions how to review the summarized statistics research variables.

**Keywords:** Performance Measurement System, Level of Decentralization, Bulgarian Health Care System.

---

### **The Responses of Overqualified Employees**

**Maria Jolanta Piotrowska**  
**Wroclaw University of Economics, Poland**

#### **Abstract**

The paper is focused on an analysis of four responses to overqualification. Overqualification is a situation where the individual has surplus skills, knowledge, abilities, education, experience, and other qualifications that are not required by or utilized on the job. In this research a concept of perceived overqualification is used. Overqualified employees can leave their organizations or to stay with them accomplishing additional tasks aimed at enhancing promotion, or they can choose job crafting, or a neglect option. The research is aimed to determine the direct and indirect effects of overqualification on employees' responses using mediation and moderation analyses. The importance on several mediators, like the relations with co-workers, with supervisors, a lack of job satisfaction, pay satisfaction, a position in the organization, a lack of job challenges and a lack of self-development possibility are tested. Moderators, like gender, personality characteristics, the importance of job elasticity, fairness at workplace, employability which can foster or inhibit the overqualification effects, are included in the mediation models. The mediation analysis is carried out for three age groups to