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Philosophy

A NORM OF GENDER EQUALITY IN THE NAVY: A CASE STUDY OF INTEGRATING FEMALE OFFICERS AND SAILORS ONBOARD WARSHIPS IN THE ROYAL THAI NAVY

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Abstract

This research investigates the norm of gender equality utilizing two international relation theories of constructivism and feminism in a case study of identifying the contributing factors of integrating female officers and sailors onboard warships in the Royal Thai Navy. The research reflects a non-western perspective in which previous researches have not explored. Most previous researches that were related to women in combat are from a western perspective. The research was conducted in a mixed method utilizing both quantitative and qualitative methods. Conducting a survey from personnel within the Royal Thai Navy covering all ranks from officers, non-commissioned officers, to trainees. As for the qualitative part, a semi-structured interview interlinked with the variables from the survey was conducted from officers who work in different branches for the Royal Thai Navy such as human resources, operations planning, and commanding officers of warships. Additional and supplementary interviews from overseas naval officers such as Singapore, Brunei and Australia were also conducted, in which can provide a better overall perspective from both outside and inside the organization.

The research identified what changes must be made in order for organizations with long-standing culture and traditions like the Royal Thai Navy have to make in order to conform with international norms. Military culture and ideology are seemingly impossible to change or breakthrough, however through small repetition and gradual increments of changing ideals and viewpoints of individuals through constructive idea sets can eventually change how the issue is perceived. This welcomes and eases change within organizations with more strict and long-standing rules and regulations. Traditional ideas must be challenged and tested to prove to the public and reflect that change is possible. External pressure and internal pressure all play a role in pressuring change for the organization. The research can gain a better understanding from a non-western perspective and is able to provide a brief policy recommendation for the organization.

Keywords: Gender Equality, Combative Roles, Warships, Integration of Females, Women in Combat, Navy, Equal Opportunity

Introduction

In the modern day and age where there is a proliferation of ideas, social values, and social norms for changes in many different aspects. Feminism has recently spurred into a foray of international discussion involving the movement of promoting gender equality and opportunity. Lessening the oppression and segregation between males and females. Creating a social environment that is beneficial and equal for every person. Constructivism has also had an increase in impact to the international society, where ideas are constructed between groups of people or societies to form a certain accepted norm within themselves and also to carry influence across to other groups.

Constructivism and feminism both pushes to promote and create an ideal world where everyone is equal to one another no matter what sex, race, or religion they are. It should not matter what so ever. However, even in the 21st century, females are still struggling to be viewed as equals in many fields of jobs and occupations. There are still certain constraints and limitations towards women, such as pay, oppression, and opportunity. Especially in some certain occupations where there are many factors that oppose against integration of females into that job position such as roles that involve the security of the state, where capabilities and competencies are the main focus or factor that comes into play. When the world is heading in a direction that promotes equality such as the United Nations Sustainable Development Goals but Thailand itself is not in sync with this trend or direction in terms of promoting equality within the Royal Thai Navy.

In the past physical limitations maybe a major stumbling block in promoting or integrating females into the combative roles within the Navy, however technology has become much more advanced and integrated into the system and workflow within the organization. Lessening and alleviating the physical demands from the use of physicality and manpower. Personnel working on warships are more of an operator with technology doing the heavy lifting for them in most of the heavy machinery and weapon systems. There may still be some jobs and areas that may still need actual manpower to get the job done, but most of the tasks and jobs onboard warships are in some shape or form assisted or even operated by technology and machinery already. This paradox opens up to a question of why females are not integrated into the workforce, when technology has come into the equation and reduced the gap difference of both sexes.

A case that signifies or reflects the inequality for females and males in terms of equal opportunity within the Navy exists already from the beginning prior to even entering or serving for the nation itself. The majority of military academies within the Navy are only open to male applicants. For instance, Royal Thai Naval Academy (Officers), Naval Rating School (Sailors), Naval Marine Corps School, Naval Signals School, Naval Supply School. All of the mentioned academies and schools are open to male applicants only. Whereas for females are only able to apply for Royal Thai Navy Nursing College and Royal Thai Navy School of Music. These two schools only represent a very niche or small portion of the personnel percentage working for the Navy. It is also a very specific job that are pinpointed to conduct their own specified work. Whereas the males have a much more open and wide variety of opportunities to choose from. Apart from entering via Naval Academies or schools', females can apply for job specific roles within the Navy. These are positions that require specific degrees and are specialized positions such as law, management, logistics, linguistics and academics. These roles are only supportive roles which also represent only a small portion of the manpower within the Navy. There are no options or positions for females to even apply for combative roles of which makes up to majority of the active personnel serving. This case can show and reflect the inequality between both sexes.

Within the Royal Thai Navy, there have been movements and agendas to promote female roles and jobs within the organization through an internal association within the Navy, which is the Royal Thai Navy Female Association. This association's goal and aim is to enhance the image and capabilities of the female officers and sailors within the Royal Thai Navy. By recent statistics from 2020 survey, there are currently approximately 4,400 females within the organization compared to the 60,000 active male officers and sailors. The association holds annual meetings and conferences on various topics in which is aimed to position and create better career paths for the current active females in service and also for the future female enlistees. This provides a recognized voice from the minority sex within the service reflecting and voicing issues and concerns from the females. Despite having a recognized association within the organization, females are still lacking in the same job

openings and roles within the Navy especially in combative roles. There has been little to no discussion at all regarding to integrating females to serve or work onboard warships for the Navy. This still poses a question to why even females within the organization have not even mentioned or strived for equality within the workforce.

International and regional initiatives such as the United Nations Sustainable Development Goals, goal number 5 which states to; 'Achieve gender equality and empower all women and girls', or one of ASEAN's fundamental principles which is to have 'Mutual respect for the independence, sovereignty, equality, territorial integrity and national identity of all nations.' These all reflect the recent movements and initiatives that promote gender equality and recognizes the long-standing issue of female oppression.

To circle down into the defense realm, the ASEAN Defense Minister's Meeting (ADMM) has declared and reaffirmed adherence to the fundamental principles and purposes enshrined in the ASEAN charter and treaty of which was stated earlier. ADMM also commits to the maintenance and promotion of peace, security, stability, and safety of the region whilst still maintaining the non-interference principle. In summary, globally and regionally there have been movements and initiatives that recognize and are starting to adopt movements in the direction to promote integration of females and neutralizing gender inequalities in the society.

This poses an issue or problem at hand related to women or females in combative roles within the military. Despite the movement of global norms in promoting and striving for gender equality, why does the Royal Thai Navy still not act accordingly to promote gender equality in terms of opening up combative roles to females? Are there too many socio-cultural constraints or organizational ethos that obstruct the integration of females? This leads to the problem that I will research about, the factors and their effects on integrating females into combative roles within the Royal Thai Navy, specifically warships.

Research Questions

1. Why has Thailand in particular the Royal Thai Navy not promoted and posted female officers and sailors to work onboard warships?
2. Why has it failed to comply with international norms, especially gender equality?

Research Objective (s)

With gaining an overall understanding to the social norms and also the restrictive factors involved within the Thai society that effects the opinion towards pushing and promoting the integration of females to work onboard warships in the Royal Thai Navy. In combination with also the overall picture according to the policies and accepted norms from within the organization, we will be able to formulate a possible criterion for the Royal Thai Navy to use in order to transition and integrate females to have combative roles on warships in a gradual step by step manner.

This then will lead to an improvement to the Thai society not only the academic field in gaining more insight this subject but it will also contribute and rectify various already present issues and aspects such as economic, political and social factors. For example, it opens up job opportunities to more people whom are able to apply for the job positions in which will certainly address the recruiting void from only accepting males in the beginning. It can also promote more economic equality and job openings to the whole society where females and males have equal opportunity for application. It also displays towards the international community that Thai society is pushing and striving to create an environment and social setting that benefits everyone equally, leaving no one with a handicap. Other than that, this research opens up a variety of newer perspectives surrounding

females in field of work that male have predominantly occupied within the Thai society. This can lead into possible and further research with a base already established around cultural and social norms in Thailand. In terms of contribution towards the international relations field, this research will be able to provide a standpoint or viewpoint that is reflected from a non-western society. Also, change within an organization or a tight-knitted group can evolve or change through diversification of roles and broadening of tasks in which can lead to greater acceptance and openness to change from within. This can become a foundation for academics and scholars for future use in order to implement gradual change towards a targeted population that has similar or comparative traits to this study.

Literature Review

Recent research regarding females working in the military, especially in combative roles have had some spotlight towards them from the recent spur or proliferation of feminism and constructivism in recent years. The following are the previous researches related to the topic of females in combative roles or the military;

Hooks (2014) put forward an argument and points surrounding the challenges and ever-changing patriarchy against feminist movements has become increasingly more and more intense. This approach was more focused and aimed at just promoting the overall social justice for women to encapsulate a much larger audience covering all races and background. Additionally, the author is trying to put out an argument and voice out to explain and rectify the misinformed general negativity towards feminism. This piece mostly reflected the difference in ratio of male to female workforce, highlighting and explaining the factors that created these differences in numbers. It mostly went into detail surrounding the social aspect of the female sex. The paper did not mention or look into how male and female differ in producing outcomes or productivity from a realist perspective (Hooks, 2014, pp. 1-4).

Mubarik (2017) put forward a research emphasizing the integrity that both males and females of recent generations are advocating and supporting the concept of feminism much more than before. The research was conducted via mixed method, interviewing high ranking officials, and gathered data through questionnaires from university students in Pakistan. Its finding highlighted the oppression of basic human rights of females in their society. It reflected that religion and the ever-present social construct of the nation was the main contributing factor laying claim to the divide and unequal rights for females. This research reflected how religion was one of the main contributing factors towards the divide. With a divide in the social construct, the consequences from that then created double standards for the job market of their society. For instance, certain occupations like construction workers, security guards and the majority of the minimum wage workers were men. Whilst, the research showed that some certain occupations were much appreciated and preferred to be females such as instructors and teachers. The paper reflected and highlighted how gender is attached to specific occupations differently, but it did not explore and try to find what factors that could be changed to reduce the divide (Mubarik, 2017).

Aydt (1998) conducted a researched in which strikes a bit closer to the research question that we are posing. The author conducted research surrounding the traditional gender constructs that limits the participation of females into the United States military. Gender constructs such as masculinity confronts or threatens the distinction between male and females in terms of military roles. Incorporating females into the organization disrupts and devalues the organization's rituals and culture. The study also points out that once an opposite sex steps out of tradition sex roles are viewed or labeled as homosexual. A large portion of this study only highlighted the factors of differences between males and females that limits female participation within the United States military. It only

put out a possible solution that change can be done by adverting and changing policies from higher up (federal and congress), way above the military level since military leaders stray away in addressing this complex issue. This research only reflects a viewpoint from a US-Eurocentric or western stance. Additionally, it only looked at the problem from a perspective of how to make females accepted into the military, it overlooked and disregarded how females affects the overall core capability of the military to accomplished its main objective and goals (Aydt, 1998).

For Duncanson and Woodward's research focuses on how military transformations and feminism are linked, how it can be developed to take into account of the emergent reality of integrating females to a larger option of roles in the military of NATO states members. This paper acknowledged the recent shift of military roles towards peacekeeping, peacebuilding, counter-insurgency, and stabilization operations. Indeed, the research discussed about an aspect under realism, however the main focus of this paper was in terms of how to socially integrate and create cohesion within the military rather than focusing on creating unit cohesion and competency as a task unit to conduct missions. We want to further entail and delve into more than just integration of females as a social tokenism achievement to align with feminism and social equality but rather integration and creating a more affective and competent unit for the military (Duncanson & Woodward, 2016).

Aggrey (2000) conducted research about women's role and participation in the maritime industry. An industry or job sector that is considered a male dominant sector similar to the military. It discussed and uncovered various factors that limited participation from females in joining and being involved in the industry as a whole. It highlighted the importance of the maritime industry, in which it is involved and is responsible for more than 90 percent of the worlds trade, but somehow the ratio of male to female working in this industry is so vast. It reflects the limited equality of opportunity for females. The main argument of this research is that women are starting to increase within the maritime industry/sector over the recent years, however for the maritime industry to become a well-balanced male to female ratio, this cannot be done alone by the private maritime industry companies. The issue should be engaged by every party involved such as the governmental organizations and non-governmental organizations whom all play a role in assisting and promoting policies to create and meet the required outcome. This research does contribute towards females working at sea, in the sense of the maritime industry. But it does not cover the difference between the maritime logistics seafarer environment to a military environment. There are still some distinct features and factors that set these two environments apart. (Aggrey, 2000)

Szayna's research is somewhat related to our intended research topic. It looked into how to integrate females into military organizations especially special operations forces. A small highly specialized unit like the Navy SEALS, Rangers, and Green Berets, in which are considered the most highly-skilled and trained units of the United States military. They assessed the factors and limitations involved on what restricts female participation. It acknowledged the physical difference between males and females on how it can affect the mission of the unit. Different sexes possess different skills, reactions to external pressure like stress, and most notably the female's physical contributions. For military units, task cohesion and social cohesion must come hand in hand to perform well as a unit. Team members rely on each other to carry out their assigned duties and roles. By integrating females into the unit will effectively cause a reduction in unit cohesion if females are unable to be fully accepted as a team member of the unit. Performance is the main critical factor on these teams, it reflects the perceptions regarding adding and accepting a new member to the team. However, in a warship's environment for the ASEAN Secretariat, U., and UN Women. avy is a completely different environment to a small unit environment of the special forces. Aboard a warship which the ship's crew can range up to 200 or more officers and sailors. It creates a much more complex environment

with a vast number of actors involved. Not to mention the limited space on the warship in which creates a very small and close bound community. Another major difference is the nature of the daily workload onboard warships requires much less demanding physicality compared to the special forces (Szayna et al., 2015).

Garland (1995) researched on the effects on women working aboard warships within the United States military. The main focus was around the health and mental aspects that affected the females onboard during operational deployment. The research highlighted the difference in terms of medical statistics required between females and males. The frequency and method of medical check-ups that females bring into the medical aspect during deployment. How this issue created awareness around the inclusion of increase in numbers of female sailors and officers. It investigated the deployability differences between males and females. Females have many more restricting physical attributes compared to men, such as diet and nutrition, health care delivery, menstruation, and pregnancy. These mentioned topics bring in further complexity to an already chaotic environment during deployment onboard warships. This research focused on the health aspect surrounding women in working onboard warships. Furthermore, it is a research post implementation/integration or in an organization that already has successfully integrated and accepted women in combative roles already. Our research intends to discover and explain the criteria required to make the integration of females possible for the Royal Thai Navy, in which the Royal Thai Navy may still be a military organization in the maritime defense sector similar to the United States Navy but there are still many differences such as political structure, religion and social-cultural factors that make them two distinct demographics/groups (Garland, 1995).
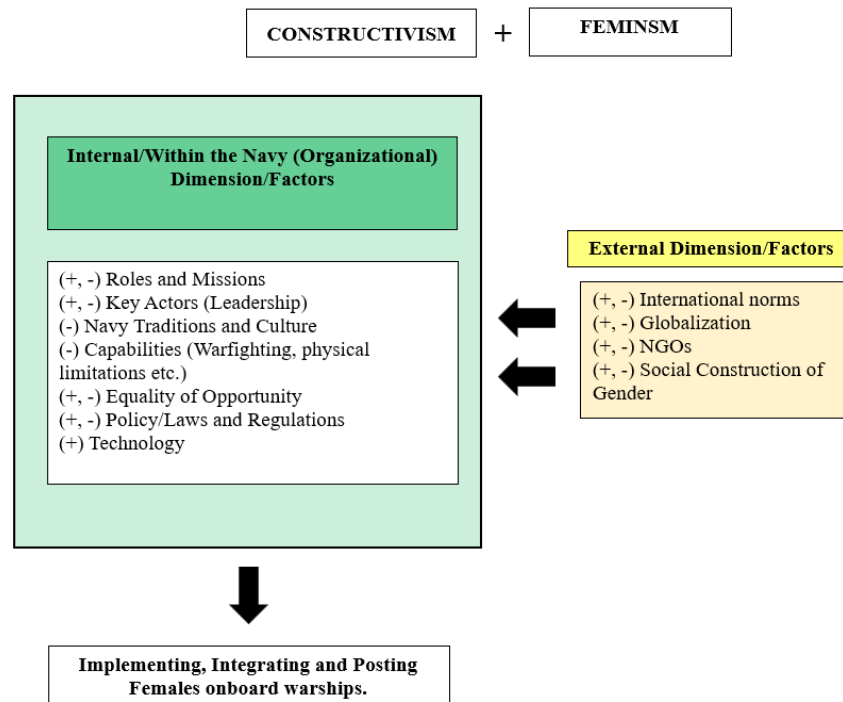
Methodology

Theoretical Framework: For this research, two main international relation theories will be utilized and applied to the research data and to further explain and explore the findings. The two theories are constructivism and feminism. I will use a hybrid approach to explain the findings from a more balanced approach taking into account the various factors and traits from both theories. This will provide a more robust and more in-depth explanation towards answering the research question. By not limiting to just one single theory or point of view, in which it may result in only reflecting results that come out of a single perspective of the issue. By combining two theories together to the issue or question, it will provide and come out with findings that are applicable to many ideologies and groups of people. This will be a much broader and an applicable answer when confronted by opposing ideas from the various schools of ideas.

The research itself will conducted into cross analysis framework. The first aspect of analysis will be an understanding and overall perspective from personnel within the organization towards the integration of women in taking up combative roles on Royal Thai Navy warships. The second aspect analysis will be getting an overall perspective from the both the Thai Navy and several foreign navies through a semi-structured interview that have already implemented females' onboard warships or have exposure in working alongside women onboard warships in some way shape or form.

By approaching two different aspects it can reflect and provide an overall explanation towards the research question in hand on the topic. We can use the findings to see the link between different groups to see whether they align of diverge from each other. How they differ from each other in what aspects and factors. What certain factors are the same across the board and what varies. For this we must take into account both ends of the spectrum. What the needs and requirements are from both aspect and balance out where is the optimum point that is beneficial to both or satisfies the organization and the personnel. By finding the win-set that satisfies both groups this can create or

define a possible criterion for future implementation and integration of females into combative roles for the Navy. The win-set can reflect how actors and policy makers can strategize their policies to meet internal or organizational norms and also comply with external expectations.

Theoretical Model

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                    ┌─────────────────┐       ┌──────────────┐
                    │ CONSTRUCTIVISM  │   +   │   FEMINSM    │
                    └─────────────────┘       └──────────────┘
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Internal/Within the Navy (Organizational) Dimension/Factors

(+, -) Roles and Missions
(+, -) Key Actors (Leadership)
(-) Navy Traditions and Culture
(-) Capabilities (Warfighting, physical limitations etc.)
(+, -) Equality of Opportunity
(+, -) Policy/Laws and Regulations
(+) Technology

External Dimension/Factors

(+, -) International norms
(+, -) Globalization
(+, -) NGOs
(+, -) Social Construction of Gender

Implementing, Integrating and Posting Females onboard warships.

Hypothesis: In this research we will take into account that the main objective and mission of the military (Royal Thai Navy) is "An organization that uses force, or the threat of force, to achieve political aims." From this we assume that the Navy's ability to carry out its mission is the main factor that the warships must meet in order to perform its role accordingly. However, as the world evolves and newer security challenges arise, the roles and tasks for the military, in this case the Navy has significantly broadened and accumulated to address more non-traditional threats rather than just the original task of defending national interest. If implementing females into warships are just for the sake of implementing and integrating for equality but ignoring the roles and tasks assigned for the Navy, in which the warship or the organization is unable to carry out or performs its mission and duties will be considered an unsuccessful option.

Methodology and Procedures: In this research I will use **mixed methodology** to conduct the research and analysis, in which is broken into two main segments of quantitative and qualitative.

For **Quantitative research method: t**he be main sample group for the quantitative part are: Royal Thai Navy Personnel (Male and Female) This group will provide a perspective reflecting from within the organization itself. To see whether personnel within the organization are on board with the idea of integrating females into combat roles or not. To see what are the main contributing factors and negative factors. Also, reflecting how if differs or aligns with the perspective and opinions from outside the organization/public. The number of required sample size for the quantitative method will be in accordance with the "W.C. Cochran's Formula". Using the formula of:

Z= 1.645 (Level of Precision: 90% Confidence Level)

$$n = \frac{Z^2 p(1-p)}{e^2}$$

P= 0.30 (Estimated proportion of sampling 30%)
e= 0.05 (Desired level of precision)

Therefore, the Sample Size (n) of this research will be of = 228

For **Qualitative research method**, I will be using a semi-structured interview targeting personnel within the Royal Thai Navy from three main operational fields, which are Human Resources Management (HR), Operations level and Combative Roles. Samples by interview are;

1. 1 Royal Thai Navy Officer: Personnel Officer (Rank between Lieutenant to Commander /O3-O5) This will provide a perspective from a human resource management point of view regarding the implementation of women onboard warships.

2. 1 Royal Thai Navy Officer: Operations Officer (Rank between Lieutenant-Commander to Commander / O4-O5) This will provide a perspective from a tactical or operations point of view regarding the implementation of women onboard warships.

3. 1 Royal Thai Navy Officer: Commanding Officer of a Warship (Rank between Lieutenant to Commander/O3-O5) This will provide a perspective from leadership within the warship itself. To reflect how the ship views the impact of integrating females to their ship in command.

4. 3-5 Foreign Naval Officers of whom have personal exposure to working alongside females in active service. This will bring in different ideas and perspective of different countries and cultures on how their stance is on the issue.

For the qualitative method, each question will be interlinked to certain variables asked in the survey. The responses or answers from each interview will be used as data and information to triangulate and confirm or reassure the responses from the quantitative method.

Results

Quantitative Analysis: 1st Research Question

H₀: Diversifying roles and broadening of tasks for the Royal Thai Navy has not created the need for women to work in combative roles, resulting in no promotion of gender equality.

H₁: Diversifying roles and broadening of tasks for the Royal Thai Navy has created the need for women to work in combative roles, resulting in promotion of gender equality.

Survey Question 8 (Q8): The role and tasks of the modern Navy has evolved to cover much more complex roles and jobs than before?
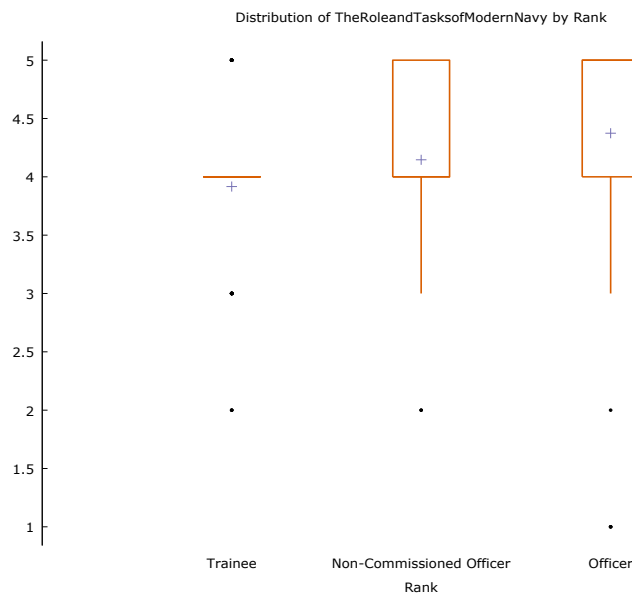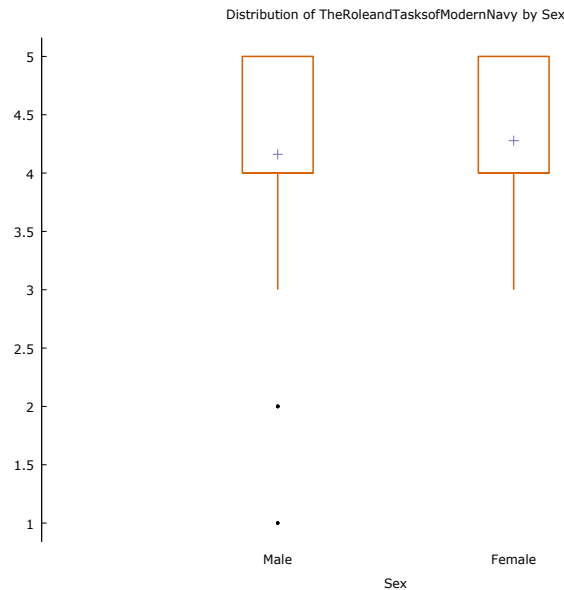
Figure 1: Boxplot "Q8" responses factorial with "Rank"

All three groups in terms of "rank" all have a positive acceptance level on the roles and tasks of the modern-day navy which has changed and evolved through time. The mean value ranges from 3.95-4.4 between the three groups. The boxplot reflects the responses are not as scattered, where the majority of the answers are in the 4 to 5 level range, whilst the minority answers are still at the neutral level or 3. For the trainee group the median and mean value are at 4.00, resulting in no scatter in the boxplot. Out of all 260 responses there are no response that is in the negative region. This shows that there is a positive trend throughout the organization in terms of acknowledgement that the roles and tasks of the navy has diversified and broadened.
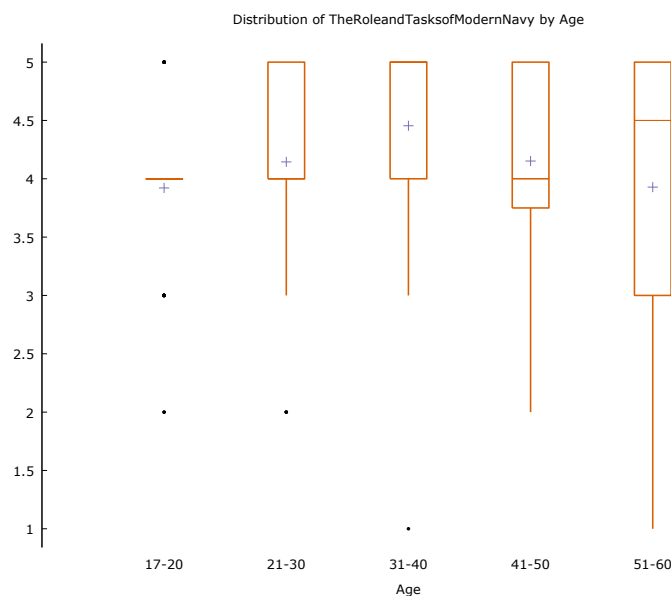
Figure 2: Boxplot "Q8" responses factorial with "Age"

Distinction between each age groups did not have a significant difference. All age groups had a mean value ranging from 3.9 to 4.2. The only age group that has an indicator that reflects differently from the others is in the last group, 51-60 years old. The outliers reflected from the boxplot ranges down to the value of 1, which means that there are a few responses from that group that does not agree at all with this agenda. In their point of view may seem that the Navy is still traditionally a strategic weapon for the state. The organization still holds onto its core role of defense and offense for the nation. However, the overall picture from all age groups still reflects that they have a certain degree of agreement that the role of the navy has diversified and broadened.

Figure 3: Boxplot "Q8" responses factorial with "Sex"

The overall response from in terms of the roles and tasks of the modern-day navy has evolved and changed than the past from both sexes are quite similar. For males they had a mean value of 4.153, whilst females had a mean value of 4.320, with only a slight difference. The scatter boxplot from both groups is relatively the same ranging from 4 to 5, and the outliers value only goes down to 3 on both groups. From this we can assume that sex can be considered as a not significant factor in terms of how individuals perceive the proliferation of roles and tasks of the navy that has change through time. But still the overall population views that the roles have diversified and broadened.

Table 1: Correlation Table of Rank, Age, and Roles&Tasks

Correlation coefficients, using the observations 1 - 260 5% critical value (two-tailed) = 0.1217 for n = 260			
Role&Task	Rank	Age	
1.0000	0.2170	0.0784	Role&Task
	1.0000	0.5529	Rank
		1.0000	Age

From the correlation table, there is a positive correlation between all three variables of rank, age, and sex to the dependent variable of roles and tasks of the navy (Q8). The higher the rank the more they tend to agree and accept this agenda. Also, as they get older, they tend to agree more. Rank does have a much more positive factor of 0.2170 in correlation to Q8, whilst age only has a 0.0784 correlation which can be viewed as minimal effect.

Survey Question (1): Do you think women are equally capable to take up leadership and combative roles within the organization?

Survey Question (14): Women have the same capabilities as men in all aspects to fulfill their role in any given job.

Survey Question (15): Women should be able to have equal opportunity in any area if they meet the required standard or job description.

For these 3 mentioned sets of survey questions all had a positive response with mean value of 3.81, 3.71, and 4.3 respectively. This shows and reflects that the general opinion is that they view females as equal and are capable of taking on the roles and jobs same as males. This then falls in line to show that the organization needs more manpower to tackle on the broadening and diversifying of tasks for the navy, which also points out that females are considered to be as equal as males in terms of capability to take up leadership roles and combative roles within the organization given that females are able to meet the required standard or job description with no excuses. Inevitably, this logical process can prove that the broadening and diversifying of tasks for the Royal Thai Navy has created a need for more manpower, no matter male or female, whilst upholding the same standard or job requirements can open up more opportunities for females to apply for and hence the organization is simultaneously moving in a direction to conform with the international norms of gender equality as a result.

Quantitative Analysis: 2nd Research Question

H_0: Change in the military culture and ideology <u>cannot instigate the Royal Thai Navy to conform</u> with the international norms of gender equality.

H_1: Change in the military culture and ideology <u>can instigate the Royal Thai Navy to conform</u> with the international norms of gender equality.

Survey Question 24 (Q24): Change in military culture and ideology must change prior to achieving gender equality.
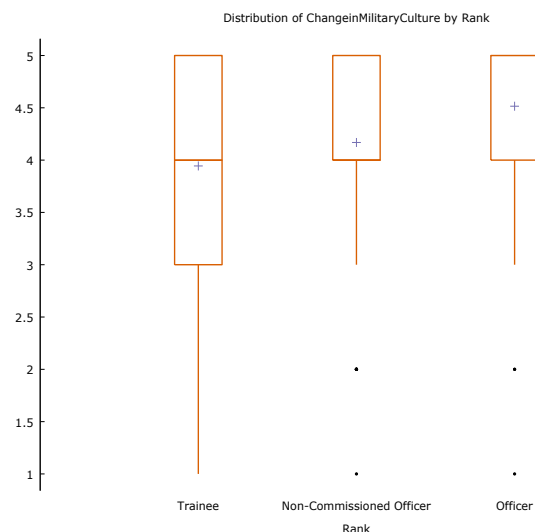
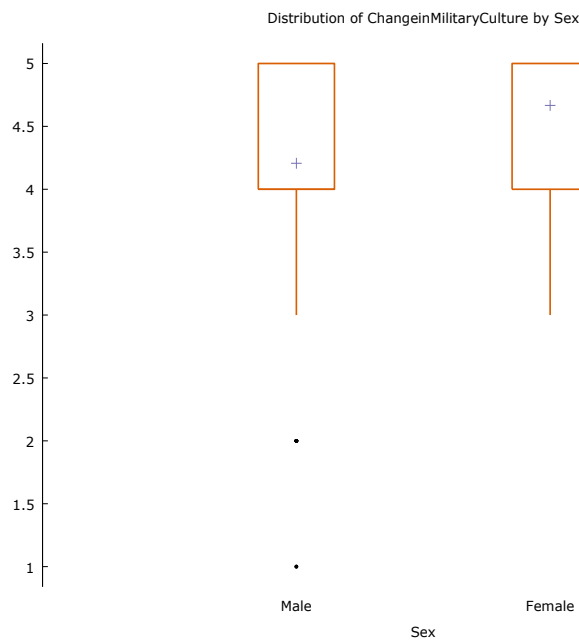**Figure 5:** Boxplot "Q24" responses factorial with "Rank"

In terms of rank, all rank groups have the same trend in agreeing that change in military culture must be made in order to induce change. The group that had the highest mean value of 4.51 comes from the "Officer" group set, which can indicate or reflect that at the management level has a slightly higher degree of acknowledgement in this issue. For " Non-commissioned officer" and "Trainee" groups had slightly lower mean of 4.17 and 3.92 accordingly.

Overall, all groups acknowledge and agree that change in military culture must happen in order for change in policy and regulations to occur.
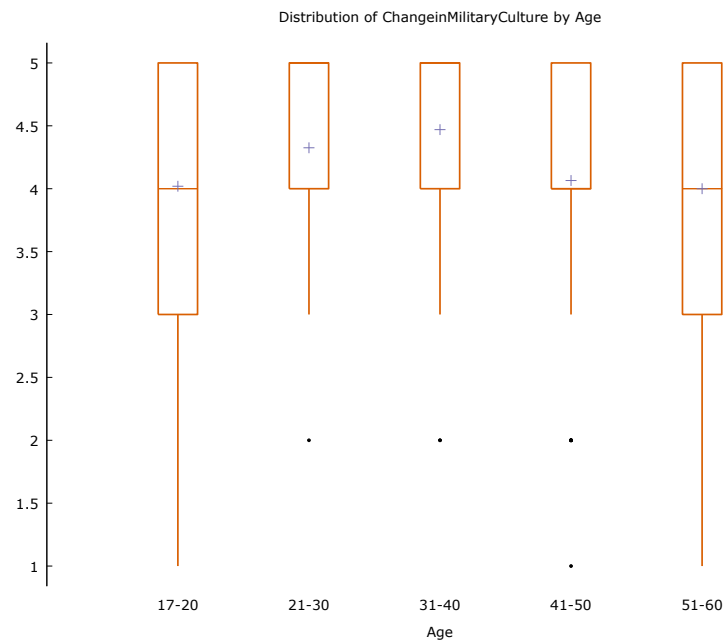
Figure 6: Boxplot "Q24" responses factorial with "Age"

Acceptance level in term of factoring by age is in a similar trend with the variable of rank. All age groups are agreeing upon that change in military culture must change in order for future changes to happen within the organization. The age group with the strongest agreement level was 31-40 years old. The middle range age groups of 21-30, 31-40, and 41-50, reflected from the boxplot shows there is little scattered answers meaning that most of the responses are at in the same range scale of 4 to 5. Whilst for the age group of 17-20 and 51-60 the longer box shows that there are responses or answers that can be considered outliers or have a much wider range from 3 to 5.

Distribution of ChangeinMilitaryCulture by Sex

Figure 7: Boxplot "Q24" responses factorial with "Sex"

Acceptance level factored by sex, indicates that responses from both females and males are on a similar level of a positive trend of acceptance. Females had a mean of 4.56, whilst males had a mean of 4.21. Females had a higher value than males, this may be attributed from the fact that they may have experienced more inequality from the organization's culture and norms directly or indirectly from their own personal experiences. Inequality may be much more apparent to females than males within the organization, hence the slight increase in mean value for females.

Table 2: Correlation Table of Rank, Age, and Military Culture

Correlation coefficients, using the observations 1 - 260 5% critical value (two-tailed) = 0.1217 for n = 260			
MilCulture	Rank	Age	
1.0000	0.2495	0.0017	MilCulture
	1.0000	0.5529	Rank
		1.0000	Age

From the correlation table, there is a positive correlation between the two variables of rank and age to the dependent variable of change in military culture must happen for the Royal Thai Navy to conform with international standards (Q24). The higher the rank the more they tend to agree and accept this agenda. Also, as they get older, they will agree more too. Rank does have a much more positive factor of 0.2495 in correlation to Q8. Age only has a 0.0017correlation which can be viewed as a very minimal effect or to a value of null.

Qualitative Analysis

As for the semi-structured interviews, we resulted in 8 interviews from Naval Officers from the Royal Thai Navy (3) and from foreign navies such as the Republic of Singapore Navy (3), The Royal Brunei Navy (1), and The Royal Australian Navy (1).

Change and Proliferation of the Navy's Role and Missions: In terms of the current or modern-day Navy's role and mission, all interviews have a consensus that it has proliferated to tackle more non-traditional threats than before. Different missions and tasks have recently evolved from just traditional offense and defense of the nation. Defense of the nation in particular can be spread out into various aspects such as safety of the people, the nation's natural resources or whatever that the state deems it as a national interest agenda. From prevention of conflict to peacekeeping, these were some of the examples mentioned from the interview. This types of missions are deemed branched into a specific term which is "Military Operations Other than War (MOOTW)" (Frantzen, 2005). Another example that depicts the evolution of roles for the Navy is that news and information coverage from the media that is much more widespread and accessible than before. This has certainly put organizations such as the navy to be in the spotlight more than ever. The navy must become more proactive and responsive to different events such as natural disasters showcasing are still functioning and active even in peacetime (Capozzi, 2013) . This follows to the point in question of does proliferation of roles of the navy induce or push integration of females more into combative roles? 6 out of the 8 all agreed that it does have a positive factor since more missions and tasks naturally means that the organization must recruit more people to conduct and take on those mentioned tasks. Basically, more manpower to address the incoming tasks.

For the other 2 out of 8 that had differing opinions, mentioned that more roles do not mean that more recruitment of personnel is needed all the time. For some cases, technology and optimization of the existing resources should be enough to address the issue at hand. It is more of the organization's responsibility to pinpoint what is exactly needed such as more weapons, more infrastructure, more vessels for instance, adjustment of regulations to provide more leeway and room for their personnel to act upon for instance. Certain issues may just need minor adjustments rather than major change. However, the two did acknowledge that there the role of the navy has proliferated and broadened much more than before.

Recruiting to Achieve Gender Equality or For Other Purposes? Different organizations all have different policies in terms of recruitment. An interviewee from the Republic of Singapore Navy mentioned that their push for accepting more females into their workforce did not have gender equality as their main central issue. It was something that came after instead. The main issue for Singapore was that there was a lack of young teenager joining or signing up in the first place. A low conscription rate was a severe issue, therefore they had to reach out into another pool or group set of people from their population. For this case was females. Males had the knowledge that they could join into the military or the navy once they qualify or reach a certain age. However, for the females they might not be aware of the possibilities that the navy can provide them as a career. The recruitment team had to showcase and push out many recruitment schemes in order to disperse information to attract and appeals towards the females enticing them to sign up. This was a case of gender equality achieved as a bi-product from another issue.

As for the Royal Australian Navy, the overall recruitment schemes did have some degree of targeting towards attracting females as one of their main priorities in recruitment. The purpose of that was to promote a gender balance environment in their workplace. The standard regulation for the Royal Australian Navy is that in any workplace including ships, if there is a female present there must be more than one or at least 2 females in the same section or branch. This policy purpose is for the

safe being of the females whom are working in a male dominated environment. The RAN is trying to increase the ratio of females to males in both sea going vessels and shore establishments. For bases and shore establishment compared to warships, warships had a significantly lower ratio of females onboard due to the nature of the work environment.

A consensus from interviewing all three Royal Thai Navy officers is that the organization itself must change a lot in order to actually start recruiting females in order to achieve an increase in gender equality within the organization. Most of the academies and training schools are still only for male. Infrastructure, training method, and living accommodations are some examples to start from.

Senior Leadership/ Command Posts: In terms of senior leadership positions within the Navy. Different navies have different standards and requirements for individuals to meet in order to be applicable to that certain position. For the Royal Australian Navy, there is no segregation at all, females and males have the same requirements and qualifications to meet. There are no limitations in terms of regulations or rules that depict or leave out females. The only instance that was mentioned is that females have a more complex lifestyle circumstances that occur later during their career that significantly effects their career path or career choice is namely of starting a family and giving birth to a child, transitioning into a full-time mother. This shifts their priority to their spouses first and their careers second. Females tend to sacrifice more for their family compared to their male counterparts. This results in the number of senior leadership or high-ranking females are much less compared to males within the Royal Australian Navy. There may not be limitation in terms of inequality but just the sheer number or female candidates to select from compared to the males are significantly less. Looking from the outside it may still seem that men still take up more senior leadership positions instead. Inequality may not be as persistent, however different circumstances can create different routes and path between male and females as stated earlier.

For the Royal Brunei Navy, they key senior leadership positions are open to both males and females. However, for selection, males have an upper-hand or a better handicap compared to females. One major factor is due to the religious beliefs of the state, which comes from Islam where males are still perceived and considered as the leaders in their society and culture. Even if a female is equally qualified as their male counterpart, nearly all the time a male will be selected for the position. Females who are still striving for key leadership roles within the Royal Brunei Navy will be put into command of supportive establishments that are considered a second-tier or grade B positions instead. The second factor is similar to the previously mentioned in terms of motherhood once the females have children. Their society also views that females are the primary caretakers of their children and the males are considered to be the leaders of the family.

As for the Singapore Navy, it is very similar to the Royal Australian Navy. There is total equality across the board. They consider everyone as individuals from their skills and qualifications no matter what background they have and no matter what sex they are. The only instance that was mentioned is that males and females are different from one another is the aspect of national service. Males are required to join national service for a duration of 2 years once they reach a certain age. This is a mandatory requirement for all male Singaporean citizens. If they decide to join the navy later, the 2 years during national service is counted towards their time in service. For example, mainly for an intake of trainees, seniority is counted or considered from the year or class they graduate. Say a male and female join into officer cadet school and graduate at the same year. The male will already have an additional 2 years on his record for service, whereas the females does not and will have to start the count from zero instead. In the early stages of their careers may not seem significant, but in the later stages during their careers will certainly have an impact once they are compared in terms of seniority with years in service. Another addition point was that, the 2 years of experience in national service

provides the males a platform that has them already accustomed to the military lifestyle, they are already familiar and adjusted which can result in better performance and scores during training and courses. Whilst the females initially joining has to go through the initial adaptation period from civilian to military lifestyle. This drastic change can affect their overall performance and scores during their training period. This can carry on into the overall graduation rankings for that intake.

Lastly for the Royal Thai Navy, there is still a clear set line that depicts or segregates females into taking command or post of senior leadership. All important positions that are considered first-tier are only available for males that graduated from the Royal Thai Naval Academy (RTNA). Those roles then are separated into specific qualifications that within the RTNA graduates have categorized by their specializations. Other applicants or officers even though they may hold the same rank and seniority is still not able to apply for those key leadership positions. There are clear specifications that limit the number of candidates who are applicable to apply for the positions. This also applies to females within the Royal Thai Navy, they even more limited in terms of positions open for them. Not only that they are able to apply for just their own field of specialization but key leadership positions within their own field have other male competitors from other than themselves are able to take up the role also.

Retainment Management: Retainment for females is one major factor that the organization must be considered. Not only creating an equal setting of equal opportunity for females into the workforce, but to also consider the ranges of circumstances that are different for females compare to males once they join up and served in the force for some period of time. For interviewee number 5, she highlighted the aspect of retention which is something that must be critically considered. For females, once they start a family and have children, their primary focus will turn to care-taking their spouses more than their own careers. This transition or shift in focus is human nature of the female sex (Pettman, 1992). In terms of maternity leave, the organization must consider or provide viable options that cater for different groups of people. Different people have different outcomes or effects from different durations of maternity leave. A research conducted in Europe in regards to maternity leave by (Profeta, 2020, pp. 39-43), stated that the duration of maternity leave does not guarantee the same outcome for different people. The research conducted responses and impacts on women comparing different maternity leave durations, all which differed in outcomes. This means that the Royal Thai Navy must also find a particular set of leave packages or alternatives for their personnel to choose from, which in return will provide the best retainment outcome. People with satisfaction in their own daily lifestyle that work does not create negativity will certainly have positive retainment numbers especially for women.

Military Culture: A Barrier to Change: A consensus from all the interviews states that certain aspects of the military culture do limit or prevent change from happening. An example raised by one of the Royal Thai Navy officers is the ship is usually called a "she." This tradition dates back from the early sea-going farers. The reason that they call her she is because that a ship requires a lot of attention similar to females. The crew must put a lot of effort into maintaining the appearance and the performance of the ship. Overtime, this though carries on through time, and now the RTN believes that the ship is a "her" and by inviting other women onboard is disrespecting the ship itself. This can factor in how people within the organization can have negative opinion in regards to integrating women to work onboard warships. Another point which was highlighted was the term called "Standard Operating Procedures (SOPs)" it is a term that is regularly mentioned by the interviewees. SOPs are a manifest of steps to follow in conducting any sort of tasks or jobs. These are the results from tried and tested methods, through repetition from their predecessors. After each mission or task, the military usually conducts an "After Action Review (AAR)" in which the staff comes together to

discuss what went right, what went wrong, and what could be improved. This leads to the amendment of the current SOPs. This creates a loop or life cycle of a how-to do certain tasks and missions. Through time these SOPs can turn into a military tradition that is upheld and followed by. Some traditions and culture may still be beneficial in a positive way, but some traditions do pose a limitation to certain agendas. It may seem beneficial for organizations as it optimizes how they operate, to become more effective and efficient. However, the downfall to sticking too much to the SOPs can be a restrictive factor in terms of innovation and creativity. This can also result in limiting what can be adjusted or changed in the future for certain agendas and topics. Integration of females into combative roles or warships could become much harder to achieve if the organization has taken on a very strict indoctrinated stance, where everything is by the book. Another negative factor that can occur is that it creates a military culture that forbids the push for innovation and pioneers, people who want to voice up fresh ideas and try things out do not have the suitable platform to do so. All in all, if these barriers are lessened and lowered, instigating change for the organization to conform with international norms will become easier in a more suitable environment for change.

Discussion

From the quantitative section, we can see a logical pattern from the survey responses that illustrates an overall picture of how the current setting within the organization views gender equality. There is a high level of acceptance and acknowledgement already. The majority view females as equals and do not segregate or prevent female from joining the combative force to work onboard warships only if the individuals can perform and meet the set standard is well enough to be accepted to the same degree as any other male. Also, they view that females are equally capable in taking up leadership roles. There might be certain characteristics that are still attached or comes with females such as females are still considered or viewed as a weaker group, where they are still grouped with the elderly and children category or perhaps, they are better suited to conduct supportive roles. There will still be barriers or labels put towards women in a certain level or degree, but we can see that it is much lower or not as prominent as before. The interviewees responses also align with this point in which it reiterated that females must also meet their end of the bargain. They must put themselves in a position that males or any other groups cannot doubt them of their capability. In order to able considered as equals in combative roles or leadership positions, females must meet the required standard without any exception.

Overall, the opinion and viewpoints within the organization reflected from both the surveys and interviews is that the stigma or barrier limiting females to join combative roles has been significantly reduced and shed down to a state that change can be possible. Ideologically is there but the organization must not remain idle. It must press forward to create a more positive acceptance so that change in this manner can occur sooner.

Military culture and traditions are somewhat imprinted and attached to the organization in all levels. Some may have influence towards the policies and regulations, some may shape how people think, act, or decide. However, responses do show that people are still open for change even though knowingly that military culture and ideology is an obstruction to change. Change can be achieved through planning and incorporating initiatives that do not seclude any given group. It must take into account all demographics of different people and ideologies. To provoke change, the organization must showcase the benefits of what they want to achieve. For this instance, is the integration of females' onboard warships for the Royal Thai Navy. An interview backs up this agenda by emphasizing that females do add additional benefits to the organization in many ways. Integrating

females create diversity within the working environment. The dynamics of the environment can change in a positive manner.

To relate back to the international theories of constructivism, norms and ideology must be socially formed or constructed. Key actors that are in position to influence others surrounding them can shape and direct what terms of social construct they need for change to happen (Reus-Smit & Snidal, 2008, pp. 40-41). For this case, senior leadership within the Royal Thai Navy must take on the role of becoming a central actor, influencing, and pivoting what the people see related to the integration of females' onboard warships in particular. Social construct of ideas means that the present or the current reality is always under construction. This entails the possibility that the perspective or views towards certain agendas can change at any given time, dependent on how the society collectively construct the ideas and beliefs around.

The challenge would be that the conflict of identities and interests from different actors. Actors or organizations will have multiple identities and interests. This can be seen from the surveys and interviews that not everyone is one the same page. Each specific person has their own circle or social construct. They have their own perception of what identity they carry, what interests they have for instance. Different set groups will have different preference, thoughts, and ideas. From this, the actions and interactions and perceptions of the actors within the organization shape the reality that they view the agenda.

In terms of feminism, in which recognizes focuses on the inequality and gender related issues surrounding females such as gender violence and exploitation. Feminism has contributed to expose and deconstruct socially constructed ideas in terms of gender norms (Tickner & Sjoberg, 2013). For instance, show casing or demonstrating the construction of normative ideas of what men and women should do. This circles back to the question we ask, why has the Royal Thai Navy not integrated females to work onboard warships to conform with international norms and standards. We must differentiate between sex and gender. For sex can be derived from a biological aspect, whilst gender is much more from a sociological aspect. The research reflects that the people already recognize the difference in terms of capability and ability between men and women on a biological scale, but in terms of a gender the majority reflects that the segregation level between the sociological aspect of gender is much less, or which can be considered nearly the same. They view personnel as individuals, no matter what sex or gender you are given that the individual can meet the standards set from the organization. By viewing the issue of not pushing for integration of females' onboard warship through a feminist view, it can show that the current social construct still lacks gender equality. The key actors within the organization can use this key issue to raise a point within and push for change. Pushing for change without any good reason behind it will certainly not gain traction or gain public acceptance.

By utilizing a feminist standpoint, initially it will be to restore women's visibility within the organization first, then empowering and advocating for gender equality as the end goal. One main factor that must be considered is that the organization must not sacrifice security for just the sake of integration and pushing for equality. Security has always been a focal argument towards feminism in how it may affect the overall balance in power (Heywood, 2015). By forcefully pursuing and sanctioning changes for gender equality, it may cause drawbacks and backlashes that can affect the stability of the organization and the state. The Royal Thai Navy must find a middle ground that does not gain one end and sacrifice the other end.

Conclusion

In summary, from the findings and results from both the qualitative, quantitative, and cross analysis, we can identify the factors that do play a significant role in terms of creating a possible or

viable option in integrating females into combative roles onboard warships for the Royal Thai Navy to conform with international norms of gender equality and feminism.

One key factor to mention are the key actors within the organization such as senior leadership or command positions. They are the key actors that can induce change within the organization. By having and adopting a mindset that equality must become an accepted norm within their own organization, this then can lead to change evidently. Without a pioneer leader to initiate the change, the rest of the organization will not be able to follow suit. In conjunction to the previously mentioned, subordinates or personnel within the organization also must have clear perception and acceptance regarding the integration of females to work onboard warships. They must have or possess the knowledge and awareness of the differences that females bring to the table or the workforce such as how it changes the dynamics of the organization. For this case is for the "warship", and then utilize it in a way that will benefit the organization in a positive manner.

Another key factor is time. Change in terms of changing people's ideals and creating an accepted norm needs time. The organization and their leadership must be patient in implementing this change. Abrupt or drastic changes may create further questions and conflicts instead. Implementation must be planned in a slow and steady pace, step by step. The organization must accept that certain ideas no matter how positive or beneficial they are, there will always be an opposing viewpoint. The key point is to find a middle ground that can be slowly accepted from the majority, hence will eventually change, or evolve into a norm within the organization.

Change or the evolution of the security environment of the modern-day world has also played a crucial role in shaping how organizations depict their policies. The rise of non-traditional threats has proliferated the roles or the navy. Organizations such as the navy now must steer or gear themselves to address these new challenges accordingly. This can be done by the adjustment or changing of their policies and regulations, or even re-adjusting their workforce in terms of manpower to suit the newer threats instead. As discussed, different states push for integration of females to work onboard warships from their own needs accordingly. For example, to utilized gender specific roles that females are better suited to conduct compared to their male counterparts or maybe just that they lack manpower and personnel instead. All in all, the proliferation of newer security challenges is one major factor that plays a positive part in the pushing or steering the participation of females more than ever.

The capability gap between males and females has significantly reduced due to the improvement of technology and other means in assisting tasks to be conducted in which in the past may have required more brute force than nowadays. This creates a more open environment for females to be accepted and able to apply for roles more than ever, not limiting the pool of jobs to be males specific anymore. In particular, onboard warships where technology has significantly changed how they operate. Modern naval warfare has become more dependent upon technology, the state with newer and cutting-edge technology will have an advantage compared to their opponents. Strength or power of the navy is not solely dependent on sheer brute force of manpower any more, but rather a mixture of many aspects combined.

In terms of academic contributions from this study towards the field of International Relations are as follows; In organizations that have long standing ideologies and cultures on the outside may seem difficult or even impossible to impose change. However, if investigated closely, reflected from the surveys and interviews, people or personnel within the organization already has a level of understanding, knowledge, and acknowledgement in terms of promoting gender equality to conform with international norms and standards. This can come from personal learning experience and exposure, or just the fact that technology and globalization has naturally molded how society views this agenda.

For military organizations like the Royal Thai Navy, realism or capability may seem to be the core ideology or driving factor in terms of developing policies and regulations. For change to happen in topics or agendas that have certain stigmas and ideology barriers specific to its socio-cultural environments, we must understand that to justify change or induce change from the beginning, the ideology must be challenged first. Once the majority has taken in the idea, challenges it, test it, and finally to accepting it. Through this process, then these agendas can become or viewed at as a norm within those organizations. Once it has become an accepted norm by the majority, the promulgation or implementation of policy and regulation change will happen much more naturally with less or no resistance.

Constructivism of forming an accepted norm within a set group of people can be utilized for every organization that wants to create change. Each organization will have different factors due to their own environmental settings, but once those factors are identified. It can go through the process of challenging the idea, through repetitiveness and time it will evidently start to prevail and become accepted as a norm in the end. This research also reflects a non-western perspective in how it views the topic of gender equality. Equal opportunity and an equal setting might not be as apparent as much as western societies. There is still a significant difference and inequality within the socio-cultural setting, however there is a level of acknowledgement embedded within the mindset of the people to a certain degree already. The research also reflects that there is willingness to accept change and acknowledgment that females are capable of conducting the same tasks and roles as males. The majority also reflects that they view people as individuals more by their individual skills and capabilities rather than preemptively judging a person from what sex they are.

Policy Recommendations: For the Royal Thai Navy, the organization itself must consider the following identified factors in its own favor to propel and accelerate the integration of females' onboard warships.

Time is one key essence that is a positive factor towards integration. It is reflected from the survey and from the interviews which have the same aligned perspective that once newer generations start taking up more senior leadership positions in conjunction with filtering out of the older generations. It will certainly open up to a more open environment that welcomes change. There will be less reluctancies and barriers. It will become much easier to instill change in both ideology and culture for the organization.

Another factor that significantly plays a role is "globalization." With the compression of time, space and much more free flow of information being passed across from one to another than ever before. People are able to access such a vast array of information. By utilizing globalization to its own advantage, the organization can showcase the direction that they are intended on taking of promoting gender equality and equal opportunity. Gaining the public's interest and acceptance through public relation plans and schemes. Once gaining traction of the public's interests, organizations such as NGOs that have interest in this particular stance will also start to put pressure on the government or state even more to pursue and push for this agenda to happen. The gears will revolve much faster with globalization.

The organization must also instill awareness and promote gender equality within the organization through its people. By embedding a subconscious ideology that views everyone equally no matter who or where they are is ideally the setting that the organization strives for. This can be done be laying out short modules and courses that provide information that the organization deems necessary in the initial phase of any personnel's career with routinely refresher courses.

The Royal Thai Navy must shift its stance on this agenda and take a much more proactive take. They should treat the issue as one of the main policies or goals in order for change to happen. As shown or reflected from various other foreign navy's where there are specific targeted campaigns through publications or recruitment schemes that focused towards the issue.

Overall, in order to change something that has been well-ingrained into an already long standing and established organization, the pioneers or key leadership pursuing change must grasp or take on a true visionary stance. Connect their ideals or the direction that they want to pursue while simultaneously imagining the possibilities beyond what reality is currently as and must hold firm to their beliefs with no doubt. What can be considered as impossible before, by truly believing in this approach can change and shape the direction of the movement. In short, people need to become visionaries that look ahead into the future with firm belief that change is possible. If there are doubts from the people who want change in the first place, it will certainly become much more harder to accomplish (Hooks, 2014, pp. 110-113)

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非物质遗产贵州苗族飞歌的数字化保护与传承现状研究
THE DIGITAL PROTECTION AND INHERITANCE OF GUIZHOU MIAO FLYING SONGS, AN INTANGIBLE HERITAGE

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摘要

　　本文基于贵州非物质文化遗产苗族飞歌的基本特征，以及目前苗族飞歌数字化传承、保护的现状，围绕苗族飞歌数字化传播这一问题，到贵州省剑河县进行实地考察,发现贵州省非物质文化数字化保护提升工作已迫在眉睫，数字化保护手段还仅是录像、照片、音频等方式。本文通过民族音乐学、非物质文化遗产、数字信息技术等多重理论为指导，对苗族飞歌现存的"谱系、流派、学校、政府"四大传承，模式进行探讨，从而找到现目前数字化保护技术的问题所在。并根据贵州苗族飞歌目前的传承困境，提出几点对飞歌有力的传承保护策略，使得数字化技术在对飞歌与保护，甚至在传播方式得到有力发展提供有力的参考。最终利用数字化技术，把苗族飞歌这项非物质文化遗产得到永久性的保护，进一步加强对我国优秀传统文化的传承从而提升中华民族文化自信。

关键词： 苗族飞歌 数字化 传承 保护

Abstract

　　Based on the basic characteristics of Guizhou intangible cultural heritage Miao flying songs, as well as the current status of digital inheritance and protection of Miao flying songs, this paper focuses on the issue of digital transmission of Miao flying songs, and conducts a field survey in Jianhe County, Guizhou Province. It is found that the digital protection and improvement of Guizhou intangible culture is imminent, and the digital protection means are only video, photos, audio and other ways. Under the guidance of multiple theories such as ethnomusicology, intangible cultural heritage, and digital information technology, this paper discusses the four inheritance modes of the existing "pedigree, genre, school, and government" of Miao Flying Songs, so as to find out the problems of the current digital protection technology. And according to the current inheritance dilemma of Guizhou Miao Flying Songs, this paper puts forward several powerful inheritance and protection strategies for Flying Songs, so that digital technology can provide a powerful reference for the development of Flying Songs and their protection, and even in the way of communication.

Keywords: Flying Songs of Miao Nationality, Digitization, Inheritance, Protection

引言

苗族是中华民族中重要的一个部分，苗族人民热情、豪爽、勤劳的性格造就了这支有着丰富多彩少数民族文化的民族，而苗族飞歌便是苗族先民们在生活实践过程中所创造出来的文化产物，苗族飞歌也成为国家级非物质文化遗产。现目前贵州省非物质文化遗产苗族飞歌的主要传播方式为口口相传，主要的数字化保存传播方式为使用普通音响设备对素材进行采集、录音、录像、照片等形式。但是随着社会的进步城镇化建设加快，农村人口流失严重，非物质文化遗产的传承人出现严重的老龄化现象；目前我国非遗保护、传承的渠道又过于原始、单一，传播方式新颖度不够，导致影响力不大；社会关注度较低，学校教育中在非遗这块导向性不够，非遗文化过于陈旧，都不愿意关注；加上现代化技术对传统非遗文化产生了巨大的冲击等原因导致苗族飞歌的传承陷入危机之中。

研究目的

本论文主要是运用田野调查法对贵州省剑河县苗族飞歌的环境、音乐特征进行探究，并对苗族飞歌数字化保护现状进行调查，并提出一些可操作性发展策略，希望能为家乡非物质文化遗产保护、传承、发展贡献一份力量。

文献综述

在写本文前笔者翻看了很多相关文献资料，大都阐述了目前各项非物质文化遗产数字化传承和保护的现状，以及存在的问题。将存在的问题进行分析后，为非物质文化遗产数字化传承和保护提出一些可行性策略。

袁玥 (2019) 论述了中国苗族古歌的传统价值和发展方向，提出了利用现代科技方法发掘和记载中国苗族声乐文化。作者在论文中建议根据苗族文字广泛使用的特性，建设苗族声乐非物质文化遗产资料库，通过利用现有工作中的图像，声音，录像，数字多媒体等各种手段，真实、全面、完整地记载濒临灭绝的民族音乐非物质文化遗产，并强化对高师声乐系学的民族乐派思想和声乐非物质文化遗产的培养，要编写符合民族地区当地现状的培养民族乐派的音乐思想与艺术品质的民族音乐非物质文化遗产的材料。作者虽然对非物质文化遗产苗族飞歌提出了传承与创新的路径，但是依然浮于保护与传承的表面，没有结局问题的根本。我在袁玥的研究成果上更多提出的是利用数字化呈现出具有多元性、交互性、融合性等多种特征和非遗保护与传承联系在一起，是非遗传承得到更大的提升与认同。

余日季 (2014) 在其博士论文中阐述到，集成运用 AR 技术等最新前沿科技手段进行1CH 数字化开发利用探究，将传统 ICH 文化数字化内涵与其相应的物质媒介载体相互叠加，以达到对 ICH 传统文化内涵虚实相融的数字化解读、数字化呈现和数字化传播的交互体验，从而有效地充分发挥了现代科技手段对 ICH 开发式保护的巨大功效。余日季在博士论文中所阐述的研究价值与创新点为笔者在利用数字化技术这块领域提供了有利帮助。利用 ICH 能为AR 应用开发提供大量的数字内容素材。

卓颐 (2016) 讨论了基于数字技术的闽南音乐的保护与研究。本论文在非物质文化遗产数字化保存的研究上提出，采用新型的数码技术手段，将图文、图片和音乐互相融合的形式，并利用计算机和技术手段对音乐以视频、照片和影像的方式保存到互联网数据库中；充分运用了声、光、电等先进的展示技术，将中国民间古老乐曲和实景人物合二为一；利用 3D 技术结合生动实景人物建立了乐曲虚拟博物馆，并通过数字电视、数字报刊和数字电台等传播媒体来

发布和传播传统音乐艺术。作者与笔者提出的保护手段上有相似之处，但是笔者通过实地调查与问卷调查的方法发现：每一个非遗的传承与保护方案应该是具有独立性的，虽离不开大的保护范围，但是应该根据非遗项目本身的特点正对性的提出保护方案。

王娴 (2021) 在其发表的敦煌文化的数字化传播研究中，在其第三章的第三节中写道，文化产业要以技术为支撑，打造信息化的文化传播方式，并提出了 "VR 虚拟现实+传统文化" 理论，让广大用户可以身临其境沉浸的文化产业体验；通过 "AR 增现实+文化"，实现用户与文物保护的近距离接触；采用 "AI 人工智能+文化"，用智慧计算 "复兴" 文物保护。第三章第四节谈论到，要以新媒体为背景，构建出多样化的传播形式，依托纪录片或者是综艺节目，甚至是跨界合作来实现对敦煌文化的传播。王娴对敦煌文化的数字化传播做了详细的分析，为笔者在文中所运用的案例分析提供了有利帮助。在本文中，笔者在前人对敦煌艺术的认知的基础上还提到，学者王建疆老师认为在现在对敦煌艺术延伸的艺术称之为 "再生敦煌艺术" 的理念，为敦煌艺术在数字空间上的发展又得以延续。

Liu 和 Bao (2021) 在其文献中谈论着对我国 "非遗" 数字化保护的具体实践，2018 年 6 月启动了 "中国非物质文化遗产网国家非物质文化财产数据博物馆"。比如，如永新华韵文化传播有限公司早于 2016 年，就和联合国教科文组织签约建立了 "非遗大数据平台 DIICH"，并建立了关于 "非遗" 信息采集与查询的展示系统。佳能 (中国) 自汶川地震后开始就一直关心着中国的 "非遗" 传承事业，积极投身于利用照片、视频等影像助力西南民族地区的 "非遗" 工作保护。数字化技术的出现，已大量地在社会生活中有所运用与反映，从当前的发展趋势而言，对中国的 "非遗" 数字化保存工作具有意义。笔者在前人对非物质文化遗产的传承与保护上更进一步提出，利用数字化技术为基础，要把苗族飞歌的生态性和活态性的特征保存下来。

薛可和龙靖宜 (2020) 在中国非物质文化遗产数字传播的新挑战和新对策中提到，中国非物质文化遗产数字化传播方式出现了新的特征，比如有了活化性、从无形到流态的转变，从局限认知到广泛传播，并且做到了跨区域的共享与融合，还做到了交互性传播。并且论文做了深度的访谈与调查，对所面临的问题作出分析后，提出形成非遗数字共同体、构建非遗数字化传播活体化、整合非遗数字化传播渠道等策略方针。本文中笔者在薛可和龙靖宜的观点上进一步提出把苗族飞歌利用数字化复原技术，把飞歌在演唱时的环境、人物、服饰全部还原，利用虚拟现实技术让使用者身临其境，这样更进一步体现融合与发展。

岳世一娃 (2021) 在全球化背景下苗族音乐传播分析讨论了全球化语境下苗族歌曲推广的对策研究，不仅需要加强苗族歌曲的宣传，建立苗族歌曲的而宣传渠道，通过全面宣传推动苗族歌曲的推广，更离不开利用先进的数字化媒体，现代化传媒以及网络平台等丰富的贵州苗族歌曲的传播方式，也使得其宣传活动更为便捷。有关单位必须通过完善的手段录制并保存苗族歌曲，采用出版 CD、上传视频网络平台的方法推广贵州省苗族歌曲，使民众对贵州省苗族歌曲发展有更广泛的认识。作者的研究成果以及在对苗族音乐传播的策略上只是基于表面的阐述，大方向和他人一致，没有突出创新的地方。而笔者在对非物质文化遗产传承与保护的基础手段上又进一步提出建立飞歌档案和数据库，以及超文本链接等重要手段。

巢霞 (2021) 在其论文中提到提出了苗族歌曲的传播和发展的对策，除了政府的政策支持和与高等院校的人才融合合作以外，还必须充分利用现代科技和传媒手段，不但能很清晰地把苗族传统文化歌曲记录下来，并且还能广泛地把苗族传统歌曲传播开来。但如何记录与传播没有更深层次的分析与开发。作者还认为苗族传统文化歌曲的传承者应该通过把现代的歌曲因素重新渗透到原有的苗族歌曲之中，把苗族的传统文化歌曲重新编排，然后再借助互联网把这种经过重新编排的苗族传统文化歌曲普及起来，从而使更多的人接触到经过重新创作的苗族传

统文化歌曲。作者所提出的这个想法很好的将传统与现代有机的相结合，既能保留原始的传统音乐的生命特征，又融入了青年一代，受众的人群等到进一步的拓展。

研究方法

本文主要运用了田野调查法、文献分析法、访谈法、问卷调查法。

本文以田野调查法为基础，借鉴对苗族飞歌、数字化等方面已有的一些文献作为参考，结合民族民间音乐学、现代化信息技术等视觉进行综合分析研究。主要是研究非物质文化遗产贵州剑河苗族飞歌，通过运用数字化手段以来，苗族飞歌的传承与发展的现状，其存在的问题及提出新的想法。

接着以文献分析法为路径，通过查阅大量的文献著作，进行归纳总结，做出本文的基本框架，并对"非物质文化遗产""数字化"这两个概念进行分析、进行融合，通过数字技术手段对非物质文化遗产进行记录、保护、传播。

还通过访谈法对贵州省剑河县传承人进行访谈，深入了解剑河县非物质文化遗传传承的手段，以及现在非遗数字化的现状，得到一定的结论。

最后通过问卷调查的形式，了解到现当代青年人对非物质文化遗产——贵州苗族飞歌的认知情况，及苗族飞歌数字化传承的现状，并提出对非遗苗族飞歌数字化传承手段的策略建议。

研究结果

贵州非遗苗族飞歌概况

苗族是一个无文字民族，它的起源时间现已无法考证，而苗族飞歌多以情歌（多声部情歌）为主。在贵州省黔东南地区就有 20 多种飞歌形式，苗族飞歌流传于贵州省凯里市、雷山县、台江县、剑河县等一带，它的演唱形式多种多样，多是以地区来命名，如剑河的"革东飞歌"，黄平的"黄平飞歌"，台江的"台江飞歌"等等。在剑河县革东镇的飞歌最为优美、动听、独特，被当地人们称为"革东飞歌"。虽然名字不一样，但是其含义是基本相似的，因剑河县山势崎岖，高山巍峨耸翠，受地理环境的限制，年轻人爱慕对方，或者在示爱时，都是以唱飞歌的形式来表示自己的感情，飞歌是苗族男女青年谈情说爱的信号，总的来说，苗族飞歌是男女青年牵线搭桥的婚介所。在演唱时双方是隔山对歌，如果你的声音轻了，对方便听不清你所唱的内容，只有大声喊，对方便可知其意。于是才产生了用苗语真嗓演唱，声音高亢嘹亮、穿透力强、豪迈奔放、感染力强的苗族飞歌。苗族飞歌，曲调委婉，节奏时而舒缓时而明快，热情高亢，中低声区一般都是真声演唱，高声区用假音来演唱，真假声变换自如。一般有对唱、独唱、合唱等形式，它的演唱方式一般是用苗语清唱，是标准的原生态唱法，整首歌曲音高绵延起伏，时而高时而低，到最后越唱越洪亮，感觉响彻整个山谷。苗族飞歌在 2006 年成为第二批国家级非物质文化遗产代表性项目名录。

贵州非遗苗族飞歌保护现状调查：以剑河县苗族飞歌为例

1. 政府对非遗的政策和措施

在 2005 年国务院办公厅出台《关于加强我国非物质文化遗产保护工作的意见》，意见中明确要求各省、自治区、直辖市充分认识到我国非遗保护工作的重要性和紧迫性，明确给出了非遗保护工作的目标、方针以及保护制度，要求各省、自治区、直辖市积极申报国家级非物质文化遗产代表作申报。《意见》中明确指出："要运用文字、录音、录像、数字化多媒体等各种方式，对非物质文化遗产进行真实、系统和全面的记录，建立档案和数据库。"

相继还出台了《国家级非物质文化遗产保护与管理暂行办法》、《文化部关于加强国家级文化生态保护区建设的指导意见》等，党的十九大报告中提出："推动中华优秀传统文化创造性转化、创新性发展"。"文化双创"的要求也为我国非物质文化遗产的传承指明了方向。

根据中央的精神，贵州省也出台了《贵州省民族民间文化保护条例》、《贵州省非物质文化遗产保护条例》。在《贵州省非物质文化遗产保护条例》中明确指出"对非物质文化遗产实行保护为主、抢救第一、合理利用、传承发展的方针，坚持真实性和整体性的原则。"在 2019 年文化和旅游部印发《国家级非物质文化遗产代表性传承人认定与管理办法》，从上面这些文件都可以看出全国上下都在为非遗抢救、保护相关工作而努力。

政府是非物质文化遗产传承政策的管理者、执行者、倡导者。政策的导向和政府行为对非遗的发展有着重要影响，政策的出台为非遗传承、保护工作提供坚实有力的保障，能促进非遗项目所在地区的整体发展，而政府与社会就应该形成：政府主导、社会参与的发展局面。

2. 剑河县苗族飞歌的原生态实地调研

"苗族飞歌源自于远古时期的"三苗"和"九黎"部落，这两个部落的苗族先民跟随蚩尤在中原大战失败后四处迁徙，在迁徙过程中创作了苗族飞歌" (陶健, 2006)。苗族飞歌流传于贵州省凯里市、雷山县、台江县、剑河县等一带，它的演唱形式多种多样，但在剑河县革东镇的飞歌最为优美、动听、独特，被当地人们称为"革东飞歌"。笔者这次来到剑河县，也有幸认识了剑河县苗族飞歌代表性传承人张晓梅、刘明，以及剑河县苗族多声部民歌传承人杨开员。

图 1： 现场演唱苗族飞歌，左二刘明、杨开员、张小梅。

图 2： 由于飞歌高亢，演唱者习惯在演唱之前喝一口米酒开嗓，笔者与传承人们共同举杯。

非遗保护与传承，不是单纯的展示一个作品就可以概括出它的内涵。苗族飞歌实则是原生态的一种体现，它的呈现内容应该包含了情境、互动等方面，这往往是生活的一种形态，所以数字技术、新媒体技术、沉浸式体验、多媒介交融相结合，才能把非遗文化深层次内涵更好的表现出来。

  3. 非遗项目传承进校园

  学校是文化传播的重要场地，同时也是传承民族民间音乐文化的有效办法。苗族飞歌作为苗族文化一道重要的支流，学校必应承担起传承苗族飞歌文化的责任。

  2022 年 8 月笔者在剑河县革东镇对剑河县第一小学刘刚老师以及当地非遗传承人张小梅老师进行了访谈。刘刚老师告诉笔者，学校为学生开设了第二课堂，学校会派专业老师教他们木鼓舞，虽是小学生，在力量上可能会稍差一些，但他们跳木鼓舞那是相当不错。在剑河县大大小小的活动上，他们学校都会有 3,400 学生组成一个大型木鼓舞表演，阵势浩荡，活动结束后都能得到县级领导一致好评。非遗传承人张小梅老师告诉笔者由于飞歌的音调过高，在演唱时会有喊唱的感觉，所以演唱飞歌需要一定的年纪，不适合中小学生，所以在当地的学校不设置飞歌教唱课堂。

  笔者向张小梅老师问到："那苗族飞歌还有其他传承方式吗？张小梅说："由于飞歌演唱的特殊性，不适合中小学生，所以政府在文化馆开设了传习所，会面向社会招生，只要你想学习飞歌，便可参加，是由省级传承人为学生授课。"

  现在剑河县除了很多中小学都开展了艺术课堂传承非物质文化遗传外，还有一些中等职业学校也会开设一些和民族文化相关的专业，比如：民族歌舞、民族歌舞表演、民歌演唱等专业，中职院校还和当地旅游部门合作，对于部分优秀学生毕业考核合格后，就可以进入当地有名的旅游演艺公司从事民族歌舞演唱表演，这样一来既带动了当地的教育又提高了当地毕业生的就业问题。在贵州还有很多高师院校也挑起了发扬、传承少数民族音乐的重担，在贵州大学、贵州民族学院、贵州师范大学等院校都有较高少数民族音乐文化修养、表演技艺的高层次人才，他们在本科生学习阶段都开设了和民族民间音乐相关的课程，同时还招收了有关少数民族音乐传承方向的艺术硕士，这样也是为少数民族音乐文化发展储备了人才力量。

  青年一代是我国非遗文化传承和保护的主力军，非遗"进"校园活动的开展，使得非遗文化传承注入了新鲜血液、新的活力，这些活动的开展可以有力的推动素质教育，加快建设非遗文化传承、保护工作。

贵州非遗苗族飞歌数字化传承的现状调研

  1. 青年人群对苗族飞歌认知度的调查

  非遗传承人的重担未来一定是在青年人的肩上，所以笔者从学校扩展到不同年龄层人群去了解他们对苗族飞歌的认知，以及何种方式能够影响到他们对苗族飞歌的关切。所以笔者向 592 名各年龄层的青年发放了问卷调查，其中男生 311 名，女生 281 名，调查对象包括大学生、公职人员、艺术工作者以及其他行业人员。
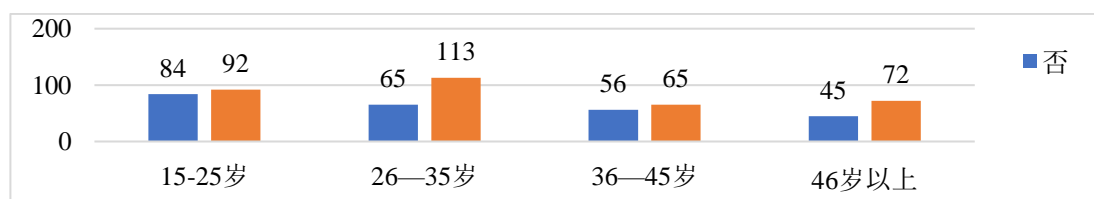

图 3: 是否来过贵州旅游

国家大力支持发展文旅产业，以此来促进经济的大力发展，并进一步弘扬中国文化、讲好中国故事，同时增强民族文化自信，所以全国各地都在大力发展旅游产业。贵州是一个旅游胜地，知名度在全国迅速提升，很多游客也来过凯里、剑河、西江一带旅游，在旅游旺季都会有一些民族特色表演，便会演唱苗族飞歌，但由于是苗语演唱，故都不知其意只是觉得人多热闹，当地唱着飞歌，游客拉着手跳舞……根据问卷调查数据得知：各年龄层段青年大多数都来过贵州旅游。
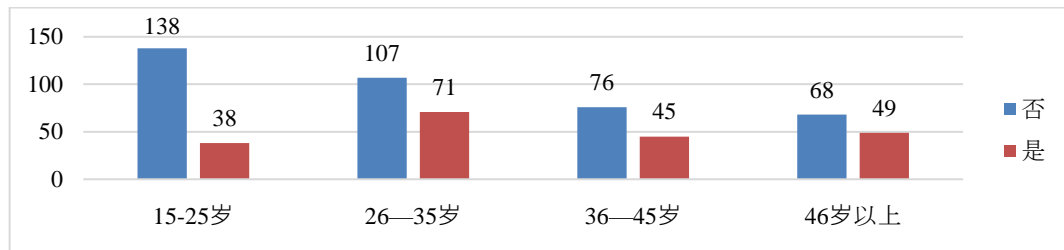

图 4： 是否听过苗族飞歌

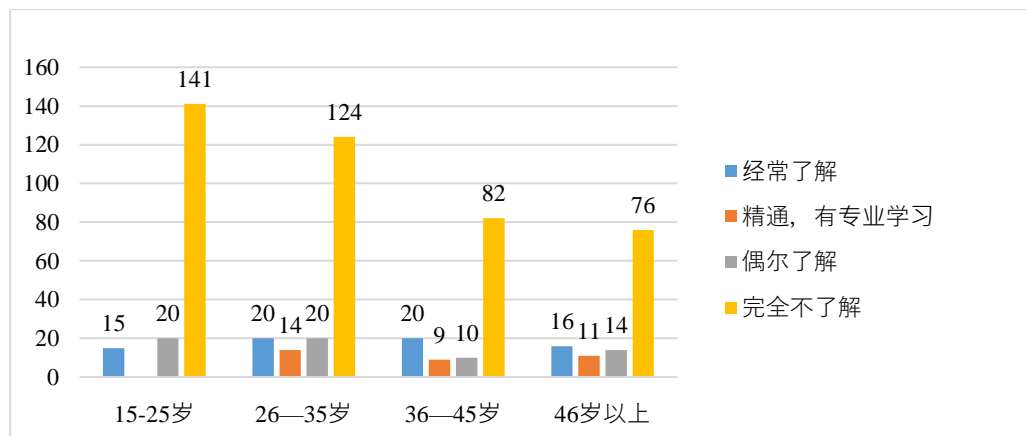根据数据统计结果还可以看出，46 岁以上、26—35 岁年龄层听过苗族飞歌的占其他年龄层人数比例稍大。

图 5： 各年龄层对苗族飞歌的历史背景、文化背景是否有所了解

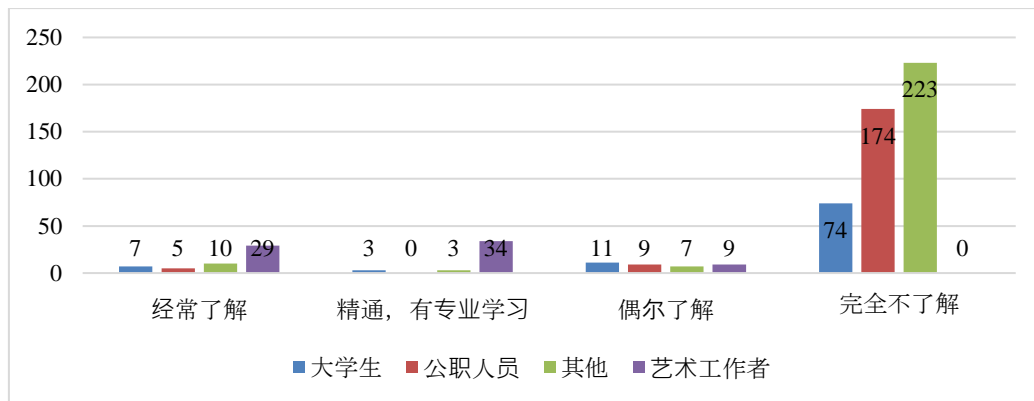从图 5 中我们可以看出，任何年龄层的青年人对苗族飞歌的历史背景、文化背景完全不了解占比人数最多。

图 6: 各行业对苗族飞歌的历史背景、文化背景是否有所了解

　　从统计图 6 中我们又可以看出在大学生人群和艺术工作者中对苗族飞歌的了解数据比例较均匀。从调查数据可以看出：大学生对飞歌了解并不多，从专业的特点，部分专业会设计到一些民族民间类的课程，会对飞歌有一定的认识，而其他专业的大学生对其认知就几乎为零。

　　根据调查还可以看出：公职人员、其他岗位工作人员对飞歌的了解并不多，而文化学者对其了解人数占比最大。

　　目前 "我国非遗传承人的平均年龄达到 60 岁以上" (薛可&龙靖宜, 2020) ，年轻人认为非遗文化过于的老旧、古板、不切实际生活，所以不愿意去了解、接受、认可。加上贵州苗族飞歌多是以传承人为核心作为传播途径，虽然传承人有很高超的技艺，但是他们对数字化技术的接触和认知非常有限，这样的一个恶性循环，导致社会对飞歌的关注度低。

　　2. 传播形式与传播内容

　　从目前来看贵州省对非物质文化遗产项目的保护方式大多还是以图片、口诉后的文字、录像等静态传播方式，相对而言动态传播方式比较少。然后静态传播方式又因为新颖度不高、形式单一化导致缺乏吸引力，并且这种"较原始"的传承渠道在传播力、影响力方面效果都较差。非遗保护工作者没有抓住现代化信息网络技术时代的高速发展所带来的技术手段，现在的保护、传承、传播不仅是简单的整理、记录。
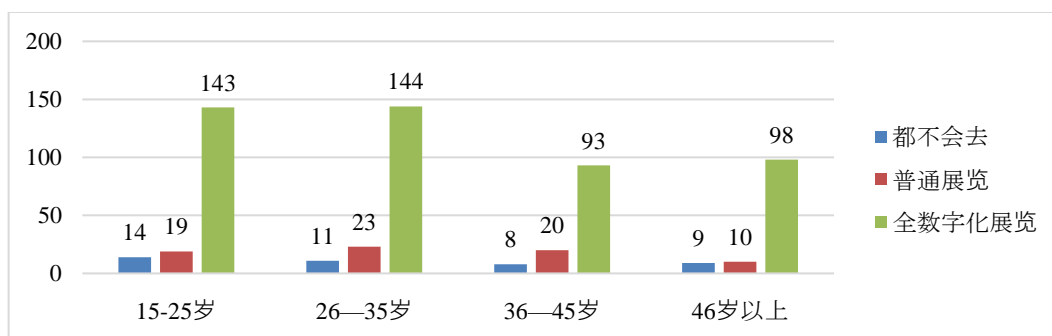

图 7: 博物馆有两场展览，传统展览和全数字化展览，更愿意去哪一个

　　根据图 7 数据调查显示，592 名青年中有 81% 的人更愿意去参加一场全数字化博览会，根据数据说明：青年人现在都热衷数字化技术产品，现当代社会环境也越来越趋向于个性

多元化，而青年人也热衷于追求高品质的物质生活和精神生活。数字化的世界是一个没有界限、没有高度限制的自由空间，这也让他们越来越能接受虚拟世界的设定。青年人他们是数字时代的宠儿；他们是最具有活力，是最有创造性的群体。因此，我们更应该利用数字技术所呈现出的多元性、融合性、交互性等特征，将虚拟现实、人机交互和网络直播营销去吸引住现在社会消费主力军的注意力，数字化和可视化现已成为市场最新的大卖点。

苗族飞歌是以对唱形式为主，是一种原生态的形态，以至于飞歌的情境性、沉浸式的特点更明显。飞歌是苗族文化的一种生命形式，它处于一种永恒变化、发展的过程，这种变化和发展发生在每一个瞬间，原始的保存手段只会把它定格在某一个瞬间，将其进行保存、收藏。这样的做法只会使其失去生命，也背弃了我们保护苗族飞歌的初衷。贵州省非遗传承、保护工作者应该把数字技术的潜力挖掘出来，将其利用好。在利用数字化的时候，要结合苗族飞歌本身的特色，制定出具有地域特色的非遗艺术个性化的数字保护方案，而不是把一个大的保护方案用到所有的非遗项目中，他们都是一个独立的个体，虽然离不开非遗这个大范围，但每一个都具有自己的特点，我们应该根据该非遗项目本身的特色，针对性的提出对它的保护方案，而不是"随大流"，这样才能把苗族飞歌的生态性、"活态"性特征通过数字化手段保存下来。

非物质文化遗传数字化保护与传承的对策及建议

1. 以数字赋能激活苗族飞歌的价值

    1.1 苗族飞歌是苗族文化历史的重要载体

苗族是中华民族的一部分，在其悠久的历史发展过程中为华夏社会蓬勃发展做出了难以消灭的功绩。苗族飞歌文化和华夏文化之间其实是局部和整体的联系，所以加强了对苗族飞歌社会历史传统文化好的继承与保存，在某种意义上来讲其实也就是对华夏文化好的继承和保存。这种对少数民族文化的好继承和保存可以促进中华民族社会主义文化的充实和蓬勃发展，从而推动社会主义的民族文化多样性的实现。

苗族飞歌文化，是对苗族人民生活真实的生动真实写照，是苗族人民聪明才智的结晶，它承载了苗族人悠远的历史，诉说着苗族人民披荆斩棘的迁徙历史，也反映了苗族人这个民族的勤劳勇敢精神和豪爽热情个性。弘扬和保护苗族的飞歌文化不但促进了苗族地方精神文明建设，同时还可以推动苗族地方经济的健康发展，社区的稳定安定，少数民族的和谐发展与共同繁荣，为中国社会主义精神文明建设的全方位构建作出积极贡献，并为中国全方位构建社会主义健康社会打下了文明基石)袁玥，2019(。

    1.2 苗族飞歌是苗族文化历史的现存表现

在全球经济一体化和现代化步伐高速发展的今天，苗族飞歌文化保存的基础已经越来越狭窄，除了现代生动手段对其的逐步消解，还有灾害性破坏与建设性侵害，均对其生存状态造成了程度不同的影响。特别是在有些项目被确立为世界遗产范围之后，由于我们盲目地去研究它们的历史意义，如对古代村庄的盲目旅游研究以及对一些传统手工艺项目的大量机械重复，使这种项目中体现的一些人类文明和这些文明发展的历史进程，由于人们的保护而荡然无存。

苗族飞歌对增强文化自信，保护地区文化遗产具有重要价值。首先，由于西方先进工业文明的快速传播，中国正从传统农村社区向现代工业化社会的转型，而且在强势文明逐步对弱势边缘文明蚕食的进程中，国内的人文环境也正发生着重要的改变，苗族飞歌的生存正面临着严重威胁，同时我们的少数民族传统文化也大有被西方强势文明所替代的态势。

再次，民族民间艺术和传统民间工艺，随着流传人的越来越多人绝艺亡，也极大地危及了世界苗族飞歌的传播。这些苗族飞歌包含了中华民族最宝贵的少数民族文化精神

"基因组"，它们一起组成了我们世代赖以存在的文化生态的组成部分，保存我们的苗族飞歌，就是保存中华民族的文化传统精神"基因组"，就是继承了中华民族的文化精髓 (巢霞, 2021)。

1.3 苗族飞歌非遗数字化保护现状

根据实地考察、调研后了解到剑河县苗族飞歌作为第二批被国家级非物质文化遗产收录，现存放在剑河县文化馆非遗中心。随时时代科技的进步，现今的非遗保护已经从最开始的祖先、家族的传承、口诉，到社会进步以后开始有了照片、摄像、录音、录像等手段对非遗项目进行传承和保护。在剑河县非遗中心，他们对苗族飞歌的保护也仅仅是请传承者演唱飞歌，通过视频的方式将其存储，将飞歌的歌谱手写记录存放。就目前来看整个数字化技术对非物质文化遗传的传承保护还有很多不足之处，比如图像画面单一、内容死板、受众核心群体接受度不高、传承的方式局限等等。

随着苗族文化发展的深入，涌入贵州旅游者也越来越多。对于苗族飞歌保护而言就是把双刃剑，一方面由于旅游业的发展，越来越多人对苗族文化历史有更完整的了解，对宣传苗族文化苗族飞歌也产生了正面影响；另一方面由于旅游者增多，对苗族的原生人文景观通过旅游业产生了不可逆破坏，这对依赖原生人文生存的苗族飞歌显然不好。另外由于当地的年轻人涌入旅游行业，苗族飞歌的传统受到了冲击。为此，贵州各级政府部门通过多项优惠政策推动苗族飞歌产业的开发，并建设了全省第一个综合类"非遗"博览馆，以图片、声音和人机交互形式展现苗族"非遗"，还建设了项目资源库，各地方图书室和文化部门也提供了数字资源信息 (岳世一娃, 2021)。然而苗族"非遗"的数字化保存工作仍面临着一定的困难，亟待优化保护方式。

1.4 苗族飞歌的传播价值

对苗族飞歌传播价值的探讨应该采取多种观点，在艺术环境理论下的飞歌要进行数字全要素保存。电子化科技并非冷冰冰的存在，信息化科技与新一代人工智能整合可以表现人类的各个层面。首先，人工智能技术所产生的信息传递空间，需要引入灵活多样、多样化的信息传播方式，以抵消传统电子化媒介的缺点。然后，运用大数据技术开展数据挖掘，营造人性化宣传气氛，最后，运用已收集的非遗文化数据资料，运用虚拟现实技术，给受众人群带来"身临其境"的文化感受。在图像处理、信息存储等方面，通过运用人工智能技术关于情绪的模态模拟，逐步建立以图像和文字为输入对象的全体系的图像识别与文字分析体系，以实现非遗电子化宣传的颠覆性创新。

1.5 超文本链接的艺术文献保存价值

整个互联网原本是一种硕大无朋的超文本系统，其最大的优点就是，能够无与伦比地凸显出文字间潜藏的"互文性"，让文字间目标指向、相互对释、意义共生的潜力，得以最充分地展现或迸发。"互联网+非遗"超文本另一种非同寻常的能力就在于，它可以很轻易地把传统文本千年帝国的万方疆土，悉数并入比特帝国的版图。因此，在"具备万物、横绝太空"的超文本面前，任何辉煌灿烂的传统文本都将为之黯然失色。超文本主义使艺术能够解脱古典的禁锢，突破传统话语的牢笼。它不但为创造、传递和接受创造了崭新的媒介环境，它还为艺术家们发现了从表情达意迈向无限自我的崭新希望，使艺术家自己的审美精神家园化成了最为具体可感的数字化声像，从而成为比实际社会还要清晰完美的虚拟现实。从这个意义上说，超文本是艺术存在本质的易位。

2. 苗族飞歌综合保护措施

2.1 建立苗族飞歌档案和数据库

数字化可以让苗族飞歌插上双翼后，从场馆内飞向世界各地，通过观众手指的轻触，就可以看到这项非遗项目的 "过往"了。用数字化展示苗族飞歌，可以构建可持续发展的优秀非遗数据库。还可以采用建立苗族飞歌数据库的方法来开展维护管理工作，在数据库系统中，包含了数字资料加工模块、数据采集模块、信息管理模块、内容开发模块、客户服务模块和资料分析模块等 (卓颐, 2016)。可以利用数据库系统中的不同模型，来更好地对苗族飞歌的内容目录进行整理划分，然后在对不同名录的内容资源进行信息收集、资源加工和分类，并在此基础上对各名录下的资源数量等内容信息加以统一管理，最后可以大数字化平台为基础，实现有关苗族飞歌的内容发布与传播。同时，也能够按照人类自身的需要情况，在大数据平台中实现有关苗族飞歌内容的查询，可以查看与浏览有关的文本资源也有照片、录像资源等，是苗族飞歌数据库中的大数字平台来为人类进行信息服务，而在人类阅览的过程中也是进行有关苗族飞歌的内容传播与保存的过程。

此外，利用资料库的形式，能够采集并存储更丰富的资料信息和数据，同时也能够将新纳入的与苗族飞歌有关的资料数据和信息重新录入到资料库中，当现有的苗族飞歌数据信息发生破损的情况下，就能够利用信息搜索和查找的手段，来更有效地对数据信息加以恢复或者进行重新录入。建设国家非遗数据库系统，实质上是将苗族飞歌传统的文化内涵，由表面化、模式化向内涵性和 纵深方面的进一步拓宽，透过大力发展国际合作共建文化共享之道，突破产业 边界，由民族文旅、群众文艺组织、文化馆、图书馆、博物馆、档案局、省史 志办等政府部门通力合作，以达到文化资源、智慧的优势互补 (刘洪健 & 马大粟，2013)。

2.2 构建苗族飞歌代表作名录体系

苗族飞歌名录的设立，是国家保护苗族飞歌项目的一个手段。为更好地保护民族非物苗族飞歌，目前我们国家已构建起了富有我国地方民族特色的国家、省、市、县四级的名录保存系统，建立苗族飞歌代表作名录体系是为了更好地推动苗族飞歌的抢救、保护和传承，加强对民族文化的文化自信，推动对人类文化创造力的尊重。各级名单的发布，都要贯彻科学性、严肃性的原则，只要符合苗族飞歌定义的文学现象，均构成苗族飞歌。不过，也并非全部的苗族飞歌作品都要发布为保护名单，要根据文化和旅游部颁布的《国家级非物质文化遗产代表作申报评定暂行办法》，"将具有体现民族文化创造力、高超的技艺水平、鲜明的地方特色和有利于增 进和谐团结、世代传承且濒危的项目公布为保护名录" (刘叶 & 韩帆，2021)。"名录" 是对苗族飞歌这类非遗物质项目实施保护的依据，是各级保护资金的主要投向对象。因此，我们应通过各级名录的建立，构建起苗族飞歌传承和发展的框架体系。

2.3 采用动态整体性保护方式

对于苗族飞歌中所渗透的艺术生命力，加以充分的保存与传承而采用的最有效保护措施，也就是当下关于苗族飞歌的保护。对保护措施的具象性，主要包括了有序性的苗族飞歌的确立，以及对博物馆档案静态化建设等的保护措施 (王娴, 2021)。民间艺术植根于民间生活，随着时间生动地变迁而导致了民间艺术的表达形式、表演方式上的发生变化。而这些发生变化也就苗族飞歌的动态特点，而这些特征决定了对遗产的维护也就必须是动态的。而这样动态的保护措施也就包括了二条原则：是非静止原则。也就是说，我对苗族飞歌维护的方针政策并不能是一成不变的，而是必须进行跟踪记录的并随着时间条件和社会客观条件的发生变化，也相应进行了调整。二要使苗族飞歌存在社会主义社会活动之中。也就是由于非遗的动态性特点，它就应该成为"动"的文化，这种 "动" 的文 化并没有脱离形成它的社会主义生活土壤中的

活动。一旦苗族飞歌离开了社会，生存的场所也不可避免地就变成了一种已"死"的东西而没有它的意义与价值。所以，保存苗族飞歌也要遵从 "无形的手" 的原理，切不可直目干预。

2.4 发挥政府主导作用

音乐类非遗保护区应当积极发挥地方政府部门的主导作用，并充分发挥政府在文化政策、管理等领域的重要功能。政府拥有着行政的权力，在非遗保护以及各个方面的调控都仿佛一只 "无形的手"。人民政府要把音乐类非如苗族飞歌作为党政的重点工作日程，和在地方的社会、经济、科技发展的长期规划之中，把它当作一项国家重点项目来予以关注，并做好音乐分类遗产的科学研究工作和政策保障。部门要增进与学者、和不同民族人士的协调联系；地方不应该把中国艺术从自己的艺术中剥离开来，以纯表演艺术单独的遗产项目。健全保护和传播队伍，完善学术研究，提升学术水平 (朱珏, 2021)。同时，政府部门也要针对传统音乐类苗族飞歌地方性、民俗化的特征，出台相应政策、规定以及科学合理的战略规划与方案，并通过由政府部门统一领导、各单位之间分工协作的形式，对遗产资源进行科学、全面、完整地收集和处理，形成了涵盖 全国、省级、市级、县级、镇、乡村的六级非遗保护机构，从而形成苗族飞歌的保护网络。

2.5 大力培养专门人才

苗族飞歌数字保存的技术基础都是由人来进行，要想进行苗族飞歌数字化保存还需要依靠专门的先进的数字化科技人才 (余日季, 2014)。一是内部发掘培训数字化人员；二是聘请先进的数字化信息技术人员；三是外派人员参加培训。技术人才是第一生产力，对苗族飞歌数字化保护工作也是一样的道理，只有有了数字化技术人才，才可以为苗族飞歌数字化保护工作做出贡献。

2.6 针对非遗个性化特征合理运用数字技术

新型媒介兴起，宏观上方式与功能更加丰富多彩，微观上包括游戏、短视、图文等各类传播方式。 苗族飞歌语义相关性弱，形式复杂。所以，怎样通过有效的媒介渠道把苗族飞 歌传递开来，实现 "非遗" 信息的有效管理与价值表达，成为当前非遗数字化发展的进路。数字化收集与存储技术，为苗族飞歌的完好保存提供了保证。计算机技术的开发，特别是数码照相、三维数据获取、虚拟现实、多媒体技术和宽带互联 网的研发和应用的开发，为非遗的数字化研究与保护开发提供了坚实的技术基础 (李朵朵, 2012)。另外，数字化收集与存储技术还包括将文字记忆信息上传至虚拟再现载体，通过动态捕捉方式将民族表演艺术转化为数据保存等，在苗 族飞歌保存方面提供了巨大的机遇。

数字化呈现和传播方式，为苗族飞歌的文化发展创造了平台。贵州省非物质文化遗产保护中心网利用了网络宣传的互动性与广度特征，成功做到了传统项目与建设者、遗产项目与传承人、传播者与观众的信息交流，以及非遗博物馆中对各个项目扼要讲解的精彩配图，成功传达了有关知识传播与价值解读。

讨论

本文基于贵州非物质文化遗产苗族飞歌的基本特征，以及目前苗族飞歌数字化传承、保护的现状，围绕苗族飞歌数字化传播这一问题，到贵州省剑河县进行实地考察，得出以下结论：

苗族飞歌具有数字化传承的必要性

苗族作为中华民族的一员，在其长期的发展过程中为华夏文明做出了不可磨灭的贡献，从某种意义上来说其实也是对华夏文化进行传承与保护。 "苗族飞歌文化是苗族人民智慧的结

晶，它承载着苗族悠远的历史,诉说着苗族披荆斩棘的迁徙历程，体现着苗族这个民族的勤劳勇敢与豪爽热情性格" (Liu & Bao, 2021)。弘扬和保护苗族的飞歌文化不但促进了苗族地方精神文明建设，同时还可以推动苗族地方经济的健康发展，社区的稳定安定，少数民族的和谐发展与共同繁荣，为中国社会主义精神文明建设的全方位构建作出积极贡献，并为中国全方位构建社会主义健康社会打下了文明基石 (袁玥, 2019)。

数字化技术的有机嵌入

数字化信息技术对现在正身处经济高速发展时期的人们来说并不陌生，它总是能够把那些繁琐的资讯转变成简洁的容易被人们了解和接收的讯息。能够把某些信息或技能，通过转移、重现、还原成为可共享、可再生的数码形式，最后形成的这种新的技术更能让人们接受。将数字化技术与苗族飞歌结合，可以很好地改善苗族飞歌传承保护中存在的诸多问题，让更多地深入了解并参与到苗族飞歌的传承与保护中，无疑是发展苗族飞歌的一种有效途径。

非遗数字化保护技术应适应青年人群的媒介文化特点

苗族飞歌文化的保护和传承也离不开当代青年的力量。现在是一个充满数字化的互联网时代，对于非物质文化遗产的保护和传承也需要紧跟时代的步伐，摒弃陈旧的老套的保护传承观，发扬与时俱进的年轻的保护传承观，就需要让数字化保护技术贴近年轻人的生活习惯，充分利用好手机与互联网，实现非遗数字化的交互，让苗族飞歌在广大具备先进思想和拥有先进技术的青年中触手可得。存在即保护，存在即传承，是当今我们苗族飞歌文化所期望的一个至高点，但可以通过广大青年去逐步实现苗族飞歌保护和传承落地。

政府进一步推动非遗数字化保护进程

政府在推动非物质文化遗产保护和传承的进程中起到了关键作用，苗族飞歌要想得到合法合理的数字化保护，政府出台政策措施是前提。"文物和文化遗产承载着中华民族的基因和血脉，是不可再生、不可替代的中华优秀文明资源。"习近平总书记在中央政治局第三十九次集体学习时强调，"要让更多文物和文化遗产活起来，营造传承中华文明的浓厚社会氛围"。政府宛如一只"无形的手"在背后推动着非物质文化遗产的保护和传承，如果说广大人民群众是非遗数字化保护的中坚力量，那么政府便是非遗数字化保护的绝对领导力量。

总结与建议

随着 5G 时代的高速发展，融媒体的发展得到了兴盛发展。我们就应借助于数字化科技和信息技术手段，将苗族飞歌更好的保护、传承、传播下去，讲好中国故事、传播好中国声音，让苗族飞歌插上翅膀，让中华民族文化飞向世界各地。加强我国优秀传统文化的传承，能提升中华民族文化自信和实现中华民族伟大复兴的中国梦上奠定一定的基础。

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心理契约对知识共享行为的影响研究—以知识共享客体的和谐倾向为中介变量
THE IMPACT OF PSYCHOLOGICAL CONTRACT ON KNOWLEDGE-SHARING BEHAVIOR—TAKING THE HARMONIOUS TENDENCY OF KNOWLEDGE SHARING OBJECT AS THE MEDIATING VARIABLE

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摘要

目前，在知识管理中知识共享行为是学术界和商业界共同关注的新焦点，知识的获取及学习的成功与否决定了知识共享是否真正实现。针对此问题，为扩宽我国知识管理研究新思路，从心理契约理论视角，结合和谐理论，探讨知识共享客体和谐倾向对心理契约与知识共享行为之间的内在机理。基于组织内个体层面关系型、发展型和交易型心理契约，以知识共享客体和谐倾向为中介变量，构建心理契约对知识共享行为的影响过程模型，并进行实证研究。研究结果显示，交易型心理契约正向影响知识共享行为，发展型心理契约正向影响知识共享行为，关系型心理契约正向影响知识共享行为，知识共享客体和谐倾向发挥中介效应作用。本研究结果为知识共享行为研究提供理论框架，对知识管理实证研究有一点的现实意义。

关键词: 心理契约 知识共享客体 和谐倾向 知识共享行为 内在机理

Abstract

At present, knowledge sharing behavior in knowledge management is a new focus of both academic and business circles. The success of knowledge acquisition and learning determines whether knowledge sharing is really realized. Based on the psychological contract theory and the harmonious theory, this paper discusses the internal mechanism between the harmonious tendency of the object of knowledge sharing and psychological contract and knowledge sharing behavior. Based on the relational, developmental and transactional psychological contracts at the individual level of the organization, the process model of the influence of psychological contracts on knowledge sharing behavior is constructed with the harmonious tendency of knowledge sharing object as the mediating variable, and the empirical research is carried out. The results show that transactional psychological contract positively affects knowledge sharing behavior, developmental psychological contract positively affects knowledge sharing behavior, relational psychological contract positively affects knowledge sharing behavior, and the harmonious tendency of knowledge sharing object plays a mediating role. The results of this study provide a theoretical framework for the study of knowledge sharing behavior, and have some practical significance for the empirical study of knowledge management

Keywords: Individual Employees, Harmony Tendency, Psychological Contract, Knowledge Sharing Behavior, Internal Mechanism

引言

自21世纪中国实行改革开放政策以来，我国在进行对外开放的各项经济活动中，有针对性的实行了相关政策和措施，由此开启了改革开放的时代巨幕。有学者认为，庞大的国内外市场需求推进了中国经济的快速增长 (海闻，2006)，而中国商业活动也从早期的依赖大量廉价劳动力的活动变为大力发展信息密集的高价值活动，这样的转变足以说明中国商业活动对有效知识管理的需求，这也是几十年来越来越多的中国企业成功的关键因素 (Maris & Robert, 2007)。人类对知识资源的有效开发和利用使得生产力的提高以及经济长期且稳定的发展，这是经济合作与发展组织公布的研究报告《以知识为基础的经济》中所指出的中国企业当前现象的内容，这也标志着世界已经进入知识经济时代 (宋芳，2021)。

近年来，随着大数据和人工智能等技术的兴起，中国各行业数据量大量激增且信息爆炸，这促使了中国知识管理研究悄然进入成熟发展阶段。在这一阶段的知识共享过程中，企业为了实现知识增值，知识拥有方将知识载体中的知识通过交流和分享等方式使知识需求方接收并消化知识 (储节旺 & 张静，2016)。知识共享作为知识管理的核心环节，能够帮助组织进行协调、配置、重组内外部现有的知识，并且探索、创造新的知识，帮助组织在复杂的竞争环境中得以生存和发展 (李佳宾 et al., 2019)。知识共享行为是协助他人学习的一种行为，对于学习来说是 "施教" 的过程，所以 "知识共享" 实际上一体两面的沟通过程 (Senge, 1990)。那么，在此过程中，对知识提供者和知识接收者而言，前者是 "教" 的概念，后者则是 "学" 的概念。不仅如此，在知识共享的双向互动过程中，还发现知识、个性、组织、环境等因素都对知识共享行为产生影响 (宝贡敏 & 徐碧祥，2007；胡士强et al., 2010)。因此，为了保证知识共享的成功实施，了解知识接收者需求、行为和经历，采用不同手段以支持接收者是很有必要的(Dixon, 2002；杨吕乐et al., 2018)。心理契约具有隐性的和非正式的两个特点，体现了组织与员工两者间对双方责任与义务的期望、认知与信念。特别是在组织中以雇佣合同和心理契约为重要体现的雇佣关系模式里，心理契约可以从双方雇佣关系中交易内容和关系的角度进行更详尽且更微观分析，这不仅说明心理契约研究的重要性，也是较多的学者建议用心理契约来分析组织中的雇佣关系的原因之一 (孙彦玲 & 张丽华，2013)。故在雇佣关系中，员工心理契约对其对待组织的态度和行为起重要的决定性作用。为此，本文在参考前人学者研究成果的基础上，深入探索了个体员工在心理契约的作用下，知识共享客体和谐倾向的差异，并将员工和谐倾向和个体知识共享行为联系起来，研究组织中不同类型的心理契约在个体和谐倾向的作用下对组织内个体层面知识共享行为的影响。为了给本研究提供实证论据，本文基于已有成熟量表，进行问卷调查，从理论和实证角度对组织内知识共享客体和谐倾向在员工心理契约与个体知识共享行为的之间影响及其作用机制做进一步研究。

研究目的

知识管理是以知识为中心的一系列活动。其中，员工的知识共享行为是个体对知识应用与创新的基本手段，也是核心关键。目前前人学者们对组织中的知识共享行为已从多层面多维度进行研究，有通过组织层面、群体层面及个体层面对知识共享进行研究讨论，这些研究主要集中在知识共享过程与模式、知识共享技术手段以及经济性分析等方面，而对于组织中个体层面的心理契约到知识共享行为之间有影响作用的和谐倾向研究几乎为空白。同时，通过对知识共享行为过程的进一步文献搜集来看，发现组织中个体层面的知识共享尤为关键。而在现有文献中，较少从个体层面的知识接收方即知识共享客体的视角来探究知识共享行为。通过梳理

已有研究，借鉴前人研究成果，本研究将以个体层面为基础，运用社会交换理论深入剖析员工个体心理契约对知识共享行为的影响。同时，进一步探讨研究知识共享客体和谐倾向在个体层面心理契约与知识共享行为之间的中介效应。旨在为现有的国内外知识共享行为研究提供理论依据，做出有效的参考数据，充实现有的相关理论。

文献综述

通过对相关文献的研究中可知，心理契约的概念主要用于解释说明员工下属与管理者之间的关系，是存在于雇佣关系双方的一系列未书面化的期望。而 "互惠规范" (Norm of Reciprocity) 是将雇佣关系与心理契约的研究相结合起来，作为核心概念分析雇佣关系中潜在的心理契约。随着心理契约概念一步步的深化，尽管学者们普遍认同心理契约是存在于雇佣双方之间的内隐契约或非书面契约，但由于概念的进一步深化也产生了 "Rousseau学派" 和 "古典学派" 两大学派。在 "Rousseau学派" 中，心理契约的研究对象有从组织内的雇用双方转移到雇员个体对象的；研究层面从个体和组织上不同水平的 "双维度、四方格" 到个体水平的 "单维度、两方格" 分别进行研究，由此可见，前人研究者对心理契约的研究逐渐深入，也更为细致。这也更进一步说明雇佣关系和雇佣合同在组织行为方面体现为心理契约。在已有的心理契约研究中，徐淑英和张志学 (2011) 和 Tsui et al. (1992) 从员工-组织关系 (Employee-Organization Relationship，EOR) 的角度描述雇主眼中的雇佣关系，更能体现员工对心理契约的理解，这一观点也得到多数学者的认同。他们认为心理契约是员工期望自己能够得到应得的报酬还愿意为此做出的贡献，员工实际关注的是雇主给予他们的承诺以及员工自己对雇佣关系的看法。也就是说，当组织与员工之间存在雇佣关系时，心理契约的满足与否决定了员工对组织满意度的高低，对组织信任度的高低以及认同感的高低，同时也体现出员工在组织中主人翁精神的强弱。这也说明，心理契约与商业合同不同，存在诸多 "心照不宣" 的内容，尽管该内容没有明确写出，但还是影响着员工对组织的态度以及对组织的贡献行为。

多年来，国内外学者不断深入研究了心理契约的维度，总结出了二维结构、三维结构等几种观点。徐淑英和张志学 (2011) 在研究雇佣关系实践对员工的影响时，考虑了跨文化和文化内部的个体差异，研究符合中国管理情境的心理契约维度，从员工的角度给出了心理契约的4种类型。此外，国内诸多学者都对当前的心理契约研究进行深入探讨，在心理契约概念的系统性研究方面，李原和郭德俊 (2002) 探析了心理契约的内容结构和动态发展过程。彭正龙et al.(2004) 则对心理契约概念本身的提出、理论模型、分类和测量等多角度进行深入探讨，同时对心理契约在新经济背景下的相关领域理论的发展前景作出展望。陈小锋 (2012) 就中国文化背景下，通过对企业中处于核心地位的知识员工的价值观、思维方式、情感表达和心理需求进行深入剖析，总结出与前人不同的心理契约维度。上述研究较为全面地诠释了心理契约理论，促进国内学者系统地了解心理契约，也为本文的研究提供了理论基础。

中国文化具有独特的文化品质，其起源、生存环境和演化历史有别于西方文化 (赵书松， 2013)。我们从更微观的角度来看，国家层面的文化价值观往往彰显出个体层面的文化倾向，并影响个体对事物的看法和态度，主观判断以及个体的理想信念、目标追求、自我实现等方面。"和谐" 这一概念是中国传统文化中的经典概念，在儒家社会中具有重要的价值，故中国人倾向于花更多的时间和精力用于与周围人保持良好的社会关系。近年来，在港台学者和我国内地学者的努力下，将中国的典型文化特征归纳为五点：推崇集体主义、强调等级思想、追求和谐、重人情、讲面子 (黄光国, 1985；金耀基, 2013；宝贡敏, 2010)。其中，和谐是表示不同事物之间的协作现象和协同作用。当和谐一词用于表述人与人之间的关系时，则表示人与人

之间已经建立好的关系，这样的关系还表现出一定的信任和真诚，是一种积极的人际关系互动，我们称为人际和谐。随着社会关系的发展，和谐 (Harmony) 的概念也被带入西方管理学研究中，特别是冲突管理方面的研究认为，和谐能有效处理人际冲突，消除冲突。人们可以通过和谐让所处群体的价值观保持一致，从而消除冲突。Lu et al. (2010) 曾提出，人们对和谐的追求出于两种不同的目的，其一是体现其价值观，将和谐作为追求的终极目标；其二是把和谐作为一种工具或是手段，通过和谐以达到某种功利目标。因此，在人际关系研究中，本文提出的和谐倾向指的是人际交往关系中，人与人之间的关系处于和睦相处、团结合作、真诚信任的状态。

知识管理已然成为知识经济时代的研究热潮，知识管理成为研究组织行为学共同关注的新焦点。知识共享是组织内的重要进程，作为知识管理中的重要组成部分，备受学者们的关注，但学界对于知识共享的定义，至今为止尚未达成统一。在已有研究中，知识共享主要分为四个观点：一是把知识共享视为一种沟通；二是认为知识共享是一种学习；三是把知识共享视为一种创造；四是认为知识共享是一种市场交易 (马如霞，2019)。我们可以从以上四个观点看出知识共享实则是一个动态过程。也有学者在总结归纳前人研究学者对知识共享行为过程的研究中发现，虽然学者们从不同的理论视角，运用不同的研究方法进行分析，但大家都将较多的关注放在研究分析知识贡献行为方面 (李君 & 王培林，2019)。然而，知识共享行为作为是知识提供者和知识接收者双方共同作用的互动过程，当知识提供者向知识接收者传递、分享知识时，需要知识接收者对这些知识进行识别、吸收和利用 (Ardichvili，2006；郝怡然，2020)，当知识提供者与知识接收者共同完成这一过程时，知识共享才算得上是真正意义的实现，知识共享行为才能得以完成。因此，在知识共享的各项环节中，知识接收方的存在不可或缺，其对知识的获取和学习的成功对知识共享的真正实现起至关重要的作用。本文在对已有文献进行梳理时发现，国内外学者关于知识共享行为已做了大量研究，但极少从知识共享的知识需求者这一客体的角度出发的相关研究。因此，知识共享行为研究仍存在较多未研究的地方。那么，以往的研究为本文研究提供基础的同时，也留下许多空间。

研究方法

本研究根据相关理论基础提出假设，构建理论模型，采用已有量表进行收集数据，进行信度和效度分析，采用 person 相关分析方法对变量及变量之间的相关性进行分析，初步验证假设成立。采用多元层次回归分析方法对自变量与因变量的中介作用进行验证。

研究假设

契约的概念最早由组织心理学家引入心理学领域进行研究讨论，在强调组织中员工于雇主的正式经济契约所涉及的内容外，还包含彼此间隐性且非正式的理解与期望，由此构成心理契约的具体内容。本研究通过文献梳理发现大部分研究学者都认同"二维结构"，本研究提出如下假设：

H1：心理契约对知识共享客体和谐倾向有显著的正向影响。
H1a：交易型心理契约对知识共享客体和谐倾向有显著的正向影响。
H1b：关系型心理契约对知识共享客体和谐倾向有显著的正向影响。
H1c：发展型心理契约对知识共享客体和谐倾向有显著的正向影响。

和谐概念在组织管理中可分为宏观与微观两个层面，宏观层面指组织管理在目标状态或精神境界所达到的理想预期，微观层面则指组织中个体之间交流的具体关系类型。近年来，西方管理学在研究冲突管理的相关问题时，和谐 (Harmony) 这一概念也成功引起学者们的注

意。在研究的领域中，和谐被认为是人际关系、信任和真诚所建立起来的，消除冲突的基本价值观，是处理个体间的冲突的有效方法。自古以来，"和谐"在中国社会中具有重要价值意义，中国人在相处时追求和谐，倾向于回避冲突，并建立长期的互利关系。路琳和梁学玲 (2009) 在研究中提到员工之间的人际关系和谐能提高组织内工作效率，当人际互动能为知识共享行为提高有利条件时，员工在组织内则通过积极沟通的知识使之得以充分共享。王国保和宝贡敏 (2010) 认为员工之间和谐相处能使人身心愉快，有利于在工作上取得更好的成绩，也更愿意共享知识。因此，基于以上分析，提出如下假设：

H2：知识共享客体和谐倾向与知识共享客体知识共享行为有显著的正向影响。

理性行为理论指出行为的发生是基于收获大于成本的前提，这说明每个人的行为产生都是理性的。心理契约满足与否体现出人的一种内部心理过程，决定着对知识共享行为的产生，是知识共享行为的基本动力，对组织内的个体是否进行知识共享行为具有重要作用。在知识共享行为的互动过程中，个体通过自主全支配自身对知识识别和接收。当面对知识时，个体可以根据需求、环境等情况选择接收知识或是不接收。Stenmark (2001) 和Siemsen 和 Aleda (2008) 都认为人们在强烈的个人动机的作用下才会接收知识。心理契约作为信念支撑着员工对其与管理者之间的相互义务，关系到员工个体各种类型的需求的满足程度，需求的满足与否会直接影响到员工的行为动机。在员工心理契约的各项内容即员工所期望的高额报酬、职业发展、工作自主性等得到满足时，员工就会愿意进行知识共享行为，且满足的程度越高，知识共享行为也就越强。因此基于以上分析，提出如下假设：

H3：心理契约与知识共享客体知识共享行为有显著的正向影响。

H3a：交易型心理契约对知识共享客体知识共享行为有显著的正向影响。

H3b：关系型心理契约对知识共享客体知识共享行为有显著的正向影响。

H3c：发展型心理契约对知识共享客体知识共享行为有显著的正向影响。

在中国共产党十八大报告中，中国领导人胡锦涛同志首次概述中国社会主义核心价值观，和谐作为受人瞩目的经典概念之一，得到学术界越来越多的关注。学者席酉民 (1989) 提出的"和谐理论"就很好的解释了这一概念，其内容除了系统构成、组织结构之间配合是否得当，比例是否协调外，还包含系统成员、子系以及成员间的各项关系的协调与否，是更适用于描述以人为主体的社会经济系统。石若坤和刘新华 (2007) 研究发现组织与员工在已有的良好的心理契约关系中，心灵默契能进一步提升已建立的劳动关系。路琳和陈晓荣 (2011) 认为员工在组织内进行积极沟通使得知识得到充分共享，才能产生知识创新，而这一系列行为必须由人际互动作为有利的前提条件。

综上，本研究尝试就心理契约、和谐倾向、知识共享行为三者之间的关系作进一步推论，认为心理契约的满足有助于知识共享客体的和谐倾向，并通过和谐倾向对知识共享行为产生间接影响。因此基于以上分析，提出如下假设：

H4：和谐倾向在心理契约与知识共享客体知识共享行为起中介效应作用。

H4a：和谐倾向在交易型心理契约与知识共享客体知识共享行为起中介效应作用。

H4b：和谐倾向在关系型心理契约与知识共享客体知识共享行为起中介效应作用。

H4c：和谐倾向在发展型心理契约与知识共享客体知识共享行为起中介效应作用。

变量测量

本研究按照Likert的五点量表进行衡量，1表示非常不同意，5表示非常同意。问卷必须根据个人认知填写，并将其所在组织的真实状况预问题陈述一一进行比较，继而分别针对每个体系预真实状况的符合程度进行打分，见表1。

表1: 调查问卷采用的Likert五点量表

非常不同意	比较不同意	一般	比较同意	非常同意
1	2	3	4	5

为了保证变量测量的合理有效性，本研究测量题项均参考国内外具有代表性的文献，主要测量的变量有：心理契约三个维度、知识共享客体和谐倾向和知识共享行为。本研究具体内容见表2。

表2: 各核心量表信度和效度分析结果

变量	维度	题目数	克隆巴赫系数		KMO值	参考来源
心理契约	交易型心理契约	5	0.891		0.903	陈小锋 (2012)
	关系型心理契约	8	0.941	0.955		
	发展型心理契约	6	0.944			
知识共享客体和谐倾向	-	6	0.892		0.892	王国保和宝贡敏 (2010) 和谐倾向量表
知识共享行为	-	8	0.951		0.899	王雁飞和朱瑜 (2012) 知识共享行为量表

来源：本研究设计

从表2可以看出，心理契约量表的克隆巴赫系数为0.955，数值大于0.9，说明量表的信度很好。维度交易型心理契约的克隆巴赫系数为0.891，数值大于0.7，说明量表的信度较好。关系型心理契约和发展型心理契约的克隆巴赫系数分别为0.941、0.944，数值均大于0.9，说明这两个维度的信度均很好。对于知识共享客体和谐倾向量表，其克隆巴赫系数为0.892，数值大于0.7，说明量表的信度较好。知识共享行为量表的克隆巴赫系数为0.951，数值大于0.9，说明该量表的信度很好，以上表示个核心量表都具有良好的信度。

1. 描述性分析

表3: 描述性分析

变量	数字	最小值	最大值	平均值	标准差
心理契约	104	1	5	3.407	0.751
交易型心理契约	104	1	5	3.142	0.838
关系型心理契约	104	1	5	3.442	0.850
发展型心理契约	104	1	5	3.582	0.905
知识共享客体和谐倾向	104	1	5	3.845	0.840
知识共享行为	104	1.13	5	3.867	0.698

来源：本研究设计

心理契约、交易型心理契约、关系型心理契约、发展型心理契约、知识共享客体和谐倾向、知识共享行为的均值分别为3.407、3.142、3.442、3.582、3.845、3.867，均大于理论中间值3，说明被调查对象在这些变量上的得分均较高。

2. 相关分析

表4: 相关分析

变量	1	2	3	4	5	6
1. 心理契约	1					
2. 交易型心理契约	0.842***	1				
3. 关系型心理契约	0.900***	0.655***	1			
4. 发展型心理契约	0.852***	0.622***	0.608***	1		
5. 知识共享客体和谐倾向	0.536***	0.457***	0.521	0.403***	1	
6. 知识共享行为	0.590***	0.461***	0.518***	0.548***	0.612***	1

来源: 本研究设计

从表4可以看出,心理契约、交易型心理契约、关系型心理契约、发展型心理契约与知识共享客体和谐倾向的相关系数的大小分别为0.536、0.457、0.521、0.403。心理契约、交易型心理契约、关系型心理契约、发展型心理契约与知识共享行为的相关系数大小分别为0.590、0.461、0.518、0.548。知识共享客体和谐倾向与知识共享行为的相关系数大小为0.612。

3. 中介效应检验

表5: 知识共享客体和谐倾向在心理契约与知识共享行为关系中的中介效应检验

变量	模型1	模型2	模型3
	知识共享行为	知识共享客体和谐倾向	知识共享行为
(常量)	2.053***	1.931***	1.413**
性别	-0.148	-0.265	-0.060
年龄段	0.016	-0.009	0.019
教育程度	0.113	0.042	0.099
在本单位工作的年限	0.043	0.126	0.001
目前收入	-0.103	-0.109	-0.067
心理契约	0.562***	0.642***	0.349**
知识共享客体和谐倾向			0.332***
R^2	0.372	0.329	0.479
F	9.578***	7.943***	12.601***

注:***、**、*分别代表$P<0.001$、$P<0.01$、$P<0.05$
来源: 本研究设计

从表5实证结果来看,知识共享客体和谐倾向在心理契约与知识共享行为之间发挥中介效应,假设H4得到支持。分析结果表明知识共享客体和谐倾向在组织中是促进员工心理契约和知识共享行为的重要路径。

表6： 知识共享客体和谐倾向在交易型心理契约与知识共享行为关系中的中介效应检验

变量	模型1	模型2	模型3
	知识共享行为	知识共享客体和谐倾向	知识共享行为
(常量)	2.785***	2.711***	1.670***
性别	-0.160	-0.321	-0.029
年龄段	0.036	0.001	0.036
教育程度	0.112	0.027	0.101
在本单位工作的年限	0.039	0.127	-0.013
目前收入	-0.144	-0.167	-0.075
交易型心理契约	0.408***	0.528***	0.191*
知识共享客体和谐倾向			0.411***
R^2	0.245	0.262	0.426
F	5.255***	5.738***	10.165***

注：***、**、*分别代表P<0.001、P<0.01、P<0.05
来源：本研究设计

从表6实证结果来看，模型1和2证明了交易型心理契约对知识共享行为、知识共享客体和谐倾向均具有显著正向影响，模型3在模型1的基础上加入中介变量，结果显示交易型心理契约对知识共享行为的回归系数虽然变小但仍显著。由此，明确了知识共享客体和谐倾向在交易型心理契约与知识共享行为之间的中介作用，本研究提出的假设H4a得到验证。

表7： 知识共享客体和谐倾向在关系型心理契约与知识共享行为关系中的中介效应检验

变量	模型1	模型2	模型3
	知识共享行为	知识共享客体和谐倾向	知识共享行为
(常量)	2.243***	2.027***	1.461**
性别	-0.039	-0.161	0.023
年龄段	0.037	0.004	0.036
教育程度	0.139	0.064	0.115
在本单位工作的年限	0.033	0.118	-0.013
目前收入	-0.079	-0.084	-0.047
关系型心理契约	0.412***	0.526***	0.209**
知识共享客体和谐倾向			0.386***
R^2	0.287	0.303	0.437
F	6.511***	7.036***	10.647

注：***、**、*分别代表P<0.001、P<0.01、P<0.05
来源：本研究设计

从表7实证结果来看，模型1和2证明了关系型心理契约对知识共享行为、知识共享客体和谐倾向均具有显著正向影响，模型3在模型1的基础上加入中介变量，结果显示关系型心理契约对知识共享行为的回归系数虽然变小但仍显著。由此，明确了知识共享客体和谐倾向在关系型心理契约与知识共享行为之间的中介作用，本研究提出的假设H4b得到验证。

表8: 知识共享客体和谐倾向在发展型心理契约与知识共享行为关系中的中介效应检验

变量	模型1	模型2	模型3
	知识共享行为	知识共享客体和谐倾向	知识共享行为
(常量)	2.120***	2.255***	1.269**
性别	-0.056	-0.117	-0.012
年龄段	0.061	0.058	0.04
教育程度	0.152	0.097	0.115
在本单位工作的年限	0.023	0.098	-0.013
目前收入	-0.068	-0.067	-0.042
发展型心理契约	0.414***	0.375***	0.273***
知识共享客体和谐倾向			0.377***
R^2	0.326	0.197	0.492
F	7.830***	3.975**	13.269***

注：***、**、*分别代表 $P<0.001$、$P<0.01$、$P<0.05$
来源：本研究设计

从表8实证结果来看，模型1和2证明了发展型心理契约对知识共享行为、知识共享客体和谐倾向均具有显著正向影响，模型3在模型1的基础上加入中介变量，结果显示发展型心理契约对知识共享行为的回归系数虽然变小但仍显著。由此，明确了知识共享客体和谐倾向在发展型心理契约与知识共享行为之间的中介作用，本研究提出的假设H4c得到验证。

研究结果

本研究的数据采用在线调查方式，面向社会随机邀请组织中在职员工进行调查问卷调研，一共发放问卷104份，回收有效问卷104份，回收有效率为100%。在104份样本中，男性人数有50人，占比为48.1%。女性人数有54人，占比为51.9%，男女总体分布均衡。对于年龄段而言，26-30岁为主要的年龄层，其次是18-25岁、31-40岁，41岁及以上人数较少。拥有本科学历 81人，占比为 77.9%。硕士及以上 23人，占比为 22.1%。在本单位工作的年限为4年及以上、1-2年的人数相对较多。对于目前收入，每月2000 - 5000相对较多，其次是每月 5000 - 8000、每月 8000以上。接着运用 SPSS软件对本研究的三个核心变量进行分析。其中，自变量为心理契约，因变量为知识共享行为，中介变量为知识共享客体和谐倾向，从表3分析结果可以看到每个核心概念和维度的标准差、平均值、最大值和最小值等分布情况，经过检验，由结果可知，本文中考察的核心变量的数据偏差都小于 1，说明数据较为集中，波动较小，符合判断标准，为后续的数据展开分享提供了保证。从表 4可以看出，心理契约、交易型心理契约、关系型心理契约、发展型心理契约与知识共享客体和谐倾向的相关系数均显著为正，H1、H1a、H1b、H1c 得到验证，知识共享客体和谐倾向与知识共享行为的相关系数显著为正，H2 得到验证。心理契约、交易型心理契约、关系型心理契约、发展型心理契约与知识共享行为的相关系数均显著为正，H3、H3a、H3b 、H3c得到验证。以上假设可以说明交易型心理契约、发展型心理契约对知识共享客体和谐倾向有积极正向影响，与李攀艺和尹君 (2013) 和 陈丽君和陈杰梅 (2020) 的研究相符，说明在满足员工生活保障及经济利益等物质资源的条件下，有助于促进员工在组织中和谐倾向的产生，稳定雇主与员工之间的劳动关系，从而带动组织发展。也说明关系型心理契约对知识共享客体和谐倾向有积极正向影响，这与梁平和董宇翔 (2008) 和吴中伦 et al. (2010) 的研究相符，说明员工在组织工作中得到组织的认同、支持，备受关怀时，

会大大提高员工满意度，长期建立良好的关系型契约，由此提高组织绩效，有效促使员工知识共享行为的发生。此外，还可看出发展型心理契约对知识共享客体和谐倾向有积极正向影响，这与卢福财和陈小锋（2012）的研究相符，说明员工期待在组织中能有更多的发展机会，完成更具挑战性的工作，以提高自身水平和待遇等。因此，在组织中，员工倾向于通过创造良好的工作环境以便顺利的交流知识，来达到提升自我的目的。从表 5-表8 所示，在自变量与因变量关系中，加入中介变量后，知识共享客体和谐倾向对知识共享行为的回归系数均显著，因此，假设 H4、H4a、H4b、H4c 均得到验证，说明知识共享客体和谐倾向在心理契约与知识共享客体知识共享行为中具有中介效应，进一步证实了和谐倾向是当今以人为主体的社会经济系统中的重要影响因素。

讨论

基于现有相关理论研究，本研究从社会交换理论、和谐管理和知识管理相结合的视角，把组织中员工个体的心理契约和组织中个体知识共享行为亟待研究的问题联系起来，探索以知识共享客体和谐倾向中介的作用机理。本文经过理论与实证研究相结合的检验过程，得出以下结论。

心理契约对知识共享行为为主效应的影响研究结论

在员工与组织的相互雇佣关系中，心理契约不同于正式的经济契约，是一种隐含性较强且非正式的未公开的内容，对于组织进行人资管理具有重要意义。在已有研究中，多以西方学者的研究基础进行心理契约对知识共享行为的影响研究大多以知识型或高新技术契约实证研究，采用国内学者所开发的量表进行实证研究相对不足。因此，本文通过采用国内现有量表进行实证研究员工在组织内的知识共享过程中得知，交易型心理契约员工主要是以经济物质为基础，强调在组织雇佣关系中所得的薪酬、绩效考核及相关福利等待遇，以满足其预期的心理期待和欲求。组织中的管理者除了保证员工的一定经济利益外，还应关注员工个体需求满足程度的高低，以便对员工岗位工作满意度进行评估，能更好的对管理措施及激励措施进行相应调整，促进交易型心理契约员工对组织信任度；关系型心理契约员工重视以个体长期稳定工作环境和工作保障的工作状态为基础，因此要确保员工个体的工作环境和工作保障得到长期稳定，做好组织整体发展规划，改善工作环境，定期更新办公设备，加强内部沟通，维护好组织与人员和人员之间的关系，提高员工忠诚度，以稳定此类员工的工作情绪及工作积极性；发展型心理契约员工关注组织能够为其提供良好的职业发展机会，在收获较好的工作自主性时，得到组织的肯定（陈小锋，2012）。因此，组织在整体得到发展时应注重企业管理，发挥主导地位，给员工定期培训，设置科学的、完整的个人发展规划和职位晋升计划，让工各方面素质得到提高的同时清楚地了解个人发展前景。此外，还应及时了解员工在个人规划发展时所遇到的难题，并排忧解难，为员工个人发展的创造机会。最终让员工在一定程度上愿意与其他员工产生知识共享行为，为组织绩效的快速增长创造条件。

知识共享客体和谐倾向的中介作用研究结论

和谐的概念起源甚早，原指声音的相应协调，现引申到其他事物中，指不同事物之间的协作现象和协同作用，而无论是用于组织内部还是个体之间，都表示事物之间的统一、协调以及回避冲突的互利关系。因此，组织的良性发展应是一种和谐的管理模式。此结论再一次认同席酉民（1989）所提出的和谐管理的概念，进一步拓展了王国保和宝贡敏（2010）所提出的观点，确认影响员工之间产生知识共享行为的重要因素。组织如何打造和谐管理的文化特色？一方面，员工个体是组织构成的基本单元，组织活动即是人的活动，在追求和谐管理时应遵循人

性特点，有效分析个人的心理及个体行为，从而更好地实现组织目标。这需要管理者在管理中要做到尊重人的价值实现，注重为个体的价值实现提供机会和条件。另一方面，根据社会职能来调节和谐关系以达到组织与个体之间的互利共赢。管理者应了解和分析组织内个体社会职能，在管理中遵循客观规律，为其赢得社会尊重，提高其社会责任心，提升社会地位，充分体现员工自身的价值追求，促使组织管理目标与个体价值追求目标一致，从而为组织中员工个人知识共享行为的产生消除障碍，以实现组织与员工个体的协同发展。

总结与建议

在组织中，交易型、发展型、关系型三种不同类型的心理契约与知识共享行为都有显著的正向影响。在知识共享客体和谐倾向作为中介效应检验中发现，心理契约对知识共享行为的回归系数虽然变小但仍显著，知识共享客体和谐倾向对知识共享行为的回归系数显著，说明假设成立，即交易型、发展型、关系型都会通过知识共享客体和谐倾向的中介作业影响员工的知识共享行为。这个研究结果在一定程度上支持和验证了王国保和宝贡敏（2010）和朱天一(2018)所提出的观点，即具有和谐倾向的人际关系的员工处于一种积极的态度，在双方之间的交流互动表现出积极主动的状态，体现出人际交往的支持与信任，并改善员工之间的相互管理，使得双方愿意交换知识，以达到和谐的目的，创造良好的组织氛围。

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