# Factors influencing Private University Alumni Management of Universities in China

Bing Quan Wang[*]

Fuangfa Amponstira[**]

## Abstract

*This research aims 1) to explore various perspectives of the executives in private universities towards the operation performance of their Alumni Association, 2) to identify and analyze the factors that have influenced university development through the effectiveness of the Private University Alumni Association in China, and 3) to propose the factors that would influence the research model that would be practical, and at the same time, could help close some academic gaps. The population of this research is alumni organizations in private universities and colleges in four different regions. This research has applied both the quantitative and qualitative research approaches to strengthen the research findings. For the quantitative, four hundred copies of questionnaire are acquired and processed for the structural equation model, whereas the qualitative method includes the in-depth interviews with ten high-level management executives consisting of government and alumni executives. The target groups are the private universities which have their own Alumni Associations. Therefore, on-line face-to-face interviews are the most proper solution for data collection. The content analysis is used to scrutinize information received from interviewees. The findings have indicated that private universities consider the alumni associations to be very important units. The factors contributing to alumni association effectiveness are alumni feedback, business network contribution, information technology, academic advancement, and engagement.*

[*] PhD. Candidate, School of Management, Shinawatra University

[**] PhD. School of Management, Shinawatra University

*Private universities have used alumni associations as the network for their own alumni and current students. The other essential purpose is to utilize the alumni association as a marketing mechanism to support their academic reputation and accountability. Therefore, private universities have fully realized that feedback from alumni is very important for their academic-service business.*

**Keywords:** Alumni Organization, Effectiveness, Management, University Development

## Introduction

Organizations of Universities are considered one of the meaningful factors which have presented as the linkage of the current education operations and the future longitude of universities' both education network and their expansion. Focusing on the private universities in Thailand, Alumni units have even played paramount-level roles for not just education advancement, but also for their business survival, as they have not been financially supported for their operations. In other words, private universities have struggled to keep themselves up with their adoptive abilities to the changing condition like elsewhere in the world. The change that challenges most private universities is the aging world population and the reducing world birth rates.

Private universities are a kind of large operation that cannot easily be established in a short period and cannot be closed like other profitable organizations. However, they have to earn their income solely from their own business capabilities and intelligence. Such a situation is equivalent everywhere, and there is quite a large number of private universities in all continents.

In China, many universities, and colleges, regardless of governmental or private status, have these functions to meet higher standards and to be competitive. Some were seen as non-profit associations founded by a group of private higher education institutions in China to establish and promote cooperation among private higher education institutions in the country. This is well s recognized by the Ministry of Education of the People's Republic of China (Thailand) as one of the organizations that play an important role in China. There is university administration. Reportedly, the total of universities are 1,270 universities and colleges, all of which provide bachelor's degree and some of them have master's degree.
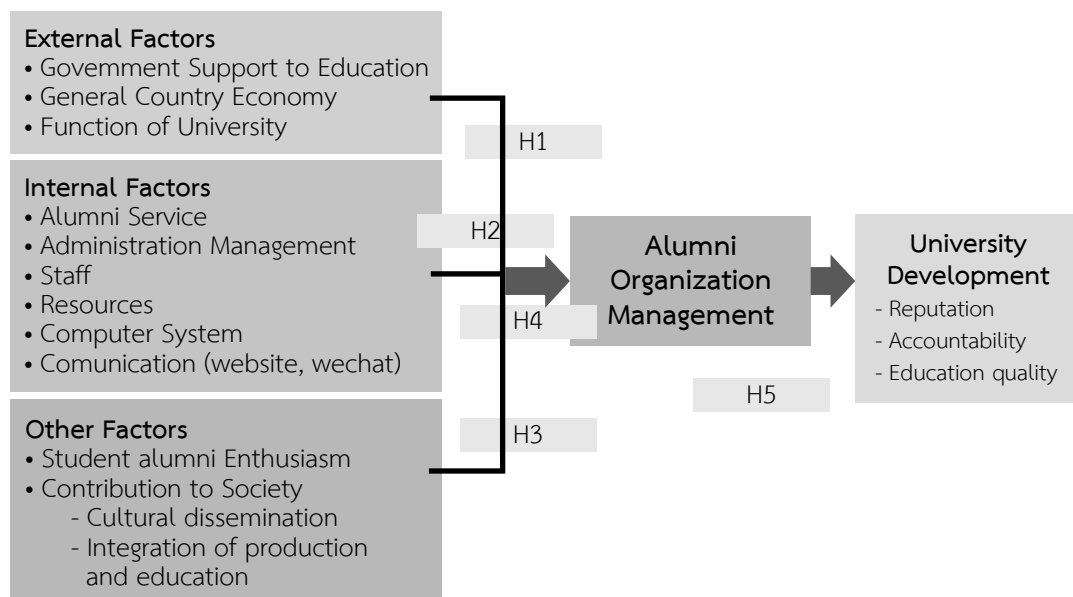
## Research Questions

1. What are those influential external and internal factors of Private University of Alumni Organization Management on University Development?

2. How do those influential factors of Private University of Alumni Organization Management affect University Development?

3. What can be the effective management model of Alumni Organization Management on University Development?

## Research Objectives

1. To explore and identify the existing factors influence of private university alumni organization management on university development.

2. To analyze the influential factors of private university alumni organization management on university development.

3. To propose the management model of private university alumni organization management on university development.

## Research Conceptual Framework

Research Conceptual Framework contains Extra Factors, Internal Factors, and Other Factors with Hypothesis and expect outcome as follows :

**External Factors**
- Govemment Support to Education
- General Country Economy
- Function of University

H1

**Internal Factors**
- Alumni Service
- Administration Management
- Staff
- Resources
- Computer System
- Comunication (website, wechat)

H2

H4

**Alumni Organization Management**

**University Development**
- Reputation
- Accountability
- Education quality

H5

**Other Factors**
- Student alumni Enthusiasm
- Contribution to Society
    - Cultural dissemination
    - Integration of production and education

H3

Source. Researcher's own diagrim design

## Research Hypothesis

### 1.4.1 Hypothesis

**H1: External Factors have influences on Alumni Organization Management**

    H1a:   Government policy has influence on Alumni Organization management

    H1b:   China Economy has influence on Alumni Organization management

**H2: Internal Factors have influences on Alumni Organization Management**

    H2a:   Alumni service has influence on Alumni Organization management

    H2b:   Administration has influence on Alumni Organization management

    H2c:   Staffing has influence on Alumni Organization management

    H2d:   Resources has influence on Alumni Organization management

    H2e:   Computer system has influence on Alumni Organization management

    H2f:   Communication has influence on Alumni Organization management

**H3: Student Alumni Enthusiasm effects Private University of Alumni Organization Management**

    H3a:   Students engagement effects Private University of Alumni

    H4:   Contribution to Society of Alumni organization has effects on University Development

    H4a:   Cultural dissemination has effects on University development

    H4b:   Integration of production and educagtion has effects on University development

    H5:   Alumni Organization Management have effects on University Development

    H5a:   Alumni Organization Management have effects on reputation

    H5b:   Alumni Organization Management have effects on accoutability

    H5c:   Alumni Organization Management have effects on education quality

## Literature Review

The focus of literature review involves context towards alumni who are referred to those used to study in one same place, generally known as universities and colleges. The inclusion of alumni starts then from undergraduates, both of local and international English programs, to graduate students of master and doctoral programs, regardless whether they are full time or not. Even the students in the evening classes are also called alumni. In addition, they are regarded as alumni also

regardless what types of programs they have attended one of bachelor, master and doctoral degree, or short courses with particular certificates of any kind of academic or nonacademic programs, professional certificates to those training programs. Therefore, all resources for alumni are considered as containing valuable meaning contributing to the growth of universities or being attributes partly to university development, which In order to achieve the objectives of this research, the theories and key concepts applied for this research are as follows: The Resource-Based View **(RBV)**, Perceived Value Theory, Relations Management, Engagement Theory and System Theory

## The Resource-Based View *(RBV)*

The resource-Based view theory, a modern model, can be concluded all resources are key components contributing to the success of organization or business performance. Once the model of a resource demonstrates key factors or elemental attributes, the sustainable or long-term competitive advantages exist and boost the operation and business. The resource-Based View basically is applied generally as one method to for the goal of competitive advantages and sustainable achievement. This concept started during 1980 to 1990. According to this concept, it would be best when organization consider factors in their own organizations to seek all original sources that can be competitive advantage, whereas there is always the belief that outside competitive environment is more critical.

considering all resources-based view, this provide concept of rethinking that instead of putting all attempts to seek new skills in various opportunities, it is more practical and worth to spending available resources in smart ways and this should be extensible. The figure suggests that organization must examine their resources and recognize these resources as the comprehensive character to support organizations to meet the higher objective of organizational performance. The resources are arranged into different categories as tangible and intangible.

The Tangible resources. This are assets, applied to physical appearances which can be bought easily as they are available in all markets. Everyone including opposite sides can also have the same things. The sample of tangible resources are Factories, Constructions, area, capital, land, technologies, plant equipment and machines.

The Intangible resources which normally are already inside the organizations and become the key factors of organizational sustainability including competitive advantages. The samples are reputation, technological abilities and intellectual property, which are obviously anything that do not appear in physical presence, whereas organizations can possess. Another well-known intangible asset is about trademarks, noticeably is that intangible assets are everything, for which long period of time are involved, are created, whereas other organizations are unable to find exactly the same things from outside market.

Another aspect of the resources-based theory are about the two acceptances which are referred to as heterogeneous and immobile. Heterogeneous include the different kinds of people' skills in organizations. Such the capabilities are not the same and different from each other of organization. As mentioned earlier, the resources in organizations also widely comprise processes, knowledge and information as their attributes, information, or knowledge managed systematically within and can be applied as organizational strategies Specially the efficient organizational procedures are accepted as potential resources. Inclusiveness of strategical resources is expanded to training insights, and experiences of human capital resources and formal structure in human resources itself i.e. hierarchy of resources, administrative, organizational learning, production and maintenance, Etc.

Again, any organization has many various kinds of resources and capabilities. Table 1 summarizes resources for better explanation and understanding of resources.

For effective management, it is also essential to verify resources into item division for the purposes of application which can be approached and bought into utilization.

*Table 1:* Organizational Tangible Resources

| Resources | Description |
|---|---|
| **Financial** | ▪ Ability to generate internal funds |
| | ▪ Ability to raise external capital |
| **Physical** | ▪ Location of plants, machines, offices, and their geographic locations |
| | ▪ Access to raw materials and distribution channels |
| **Technological** | ▪ Possession of patents, trademarks, copyrights, and trade secrets |
| **Organizational** | ▪ Organizational |
| | ▪ Formal planning, command, and control systems |
| | ▪ Integrated management information systems |

*Table 2:* Intangible Resources

| Resources | Description |
|---|---|
| **Human** | Managerial talents  Organizational culture |
| **Innovation** | ▪ Research and development (R & D) capabilities to innovate new product, process and services |
| | ▪ Capacities for organizational innovation and change |
| **Reputational** | Perceptions of product quality, durability, and reliability among customers Successful product branding and positioning with |

## Perceived Value Theory

This theory is expanded more and more to organizational management. Based on the rapidly broadening growth of economy, more and more relationship about the perceived value and satisfaction among users and organizations is becoming interesting.

It is found out that emotional, conditional, functional value has positive effect on satisfaction and, consequently, support and promote the intention of people to work and develop their organization. Basically, herewith the research is conducted and been applied with the comprehension of customer perceived value, which are fundamentally analysis at three different phases. Such phases were proven under the classical development according to the historical timeline. The first phase is

considered as casual, the second phase is construction, whereas the third phase is finalizing the model. The focus is on individual perceptions which are explained into definitions of customer perceived value with the actualized value that quality is value meaning the expressions the value in term of perceived value, overall accepted due to the assessment of the utility based on what is received and what is given in the aspects of objective and subjective dimensions. The component of perceive value comprises interaction quality, outcome quality, satisfaction, experience and loyalty. Chen Chen (2010) explained that from the beginning of 20th century, the perceived value has consistently increased the importance of quality of experience people perceived when they interacted with counterparts. And management studies have mostly included such concept of experiences within the area of management and services, especially referring to customers. This is described in term of cognition and affections when huma being feel as they are visiting and making decisions to use products and services that they have to pay money for. The cognition and affections contribute directly to huma being judgement during contacting organizations and receiving services. Customer perceived value can therefore been clarified as their comprehensive evaluation of advantages and usefulness toward utilization of products and services arranged and offered by companies. It must be verified that such perceived values are feeling and attachment built emotionally between them and those companies. The perspectives of experience and creation of experiences are acknowledged widely as significant items to forming the conviction of perceived value. Consequently, this can be analytically interpreted that perceived value of one person towards products and services is accepted to be an index of differences among all interests provided by the contribution given. For example, customers can be benefited when they act purchasing accordingly and afterwards. Then, this leads to higher stage which is called loyalty, or customer loyalty for easier understanding. This level is very much desired by all organizations and business companies because they have conquered the objectives with strengthening the connection acquired firm relationship with customers. Customer having loyalty with products and services will easily and quickly make their decision to reuse or repurchase the products and services from the same companies. Repeated sales can be achieved without spending more energy and resources to seek and convince new customers. The loyal customers also help promoting products and services, as they talked positively and cheerfully

including willingly give recommendations to other people. Generally, customer loyalty comprises elements of cognition, affection and the last one is action or purchasing. In other words, when describing behaviors and attitudes referring also to loyalty attitudes and impression or emotion.

## Relations

### Management

This conceptualization involves customer relationship management, of which fundamentally the objectives are to make profits and sustain target customers. Relations management is generally regarded as one of key successful factor for business. In this study, many higher education organizations themselves have long and increasingly and recently encounter unavoidably to face business problems in their operations. It is even worse once doubly hard attached due to h the impact of market-oriented education, and they have tried very hard to reform themselves and adjusted to catch with modern change by incorporating management strategies, for which in case of alumni the framework of relations management plays significant roles and well answer their objectives. With relations management, they are enabling to improve their organizational performance and eventually result to their universities competitiveness. One conceptualization is resulted from the globalization and consequently marketization is also applied for higher education. Universities or, higher education organizations have modernized themselves and promote the key competitive change to be service providers. This sense is described that they provide service with quality to their students. Beyond than knowledge, they set goals with highlight of student satisfaction according to the fact that education itself has particular mission and goals for best knowledges and life time learning. Alumni has such the duty to be the linkage of their graduate and universities. Universities should emphasize the relation with their students and graduate in realization of their needs by applying social media and social marketing as for being a oriented policies. Such the relation management will support the university development to deliver individual student needs. Such relation management enable the long-term activities from which students are provided with benefits. Taking evident from a knowledge society, it is the mission that universities through alumni associations or by any names guarantee graduates with sustainably life timer learning opportunities and their education and learning

necessities. In addition, the distinctiveness of a school normally inspires the loyalty of a school's alumni. Once alumni joined in more and more in the alumni units as they are linked and feel comfortable with policies, they are at the same time satisfied with university leading to more resources to support and develop universities. One notice is that, however, alumni graduate live and work nationwide in different locations, relation management is therefore the key strength or alumni relationships.

In order to have efficiency of relation management, technology is important, for example, a system of cloud management system can be applied for the conceptualization of alumni database. The adaptation of relation management for alumni relationship management must be integrated with the lifelong sustainability and this has to be annually evaluated to analyze the continuity of advantages that alumni perceived. In details, the implementation of customization with elements such as contacts and some key words of each graduate should be proceeded including the level or style o relationship. The profile of graduate may also include personal information, school year class, graduation grades and years. Importantly the requirement needs present occupation. To manage relation, information of alumni is very important. Therefore, the nature of alumni should be regularly updated. This information are used to specify alumni and deliver the correct message. The staff administrate the comprehensive data structure, whereas, with the alumni system, staff can operate and update profiles alumni information. This is to sustain number of staff and relevant resources and can reduce the operation time, especially the response to query duration. In conclusion, once alumni units can operate, update and make use value the connections to maintain the graduate relationship resulting to the expansion of universities. It is again to summarize that the technology database system is the heart of alumni efficiency meaning the advantages of alumni contact details. Such the key factor helps leverage the fulfillment and completion of alumni resources.

## Technology and Alumni Relation Management

Relation management requires high quality of technology database to operated alumni information system, or without technology support, it is obvious that university alumni can no more exists. So, the use of such functions is needed to deliver effectively relationship management, resulting in the enlargement and development

of universities by raising management and competitiveness. Another aspect in relation management concerns the facilitating continuous change of analysis, which can be achieved when numerous information of many sources is put into system. However, it is also remarkable that information become abundant to redundancy, which eventually cause failure in maintain reliable and accurate messages and data. This problem can be anticipated and prevented when the relation management system is well planned and organized, keeping only important information and cancelling inconsequential intelligence. For example, an alumni database contains employment history and details like salary and related licenses, by categorizing such information. The relation management can cover information from current students, if such alumni units have sufficient human resources. Because additional and small details, such as teachers, education program etc. can be taken into consideration. Along with relation management, information security management must be applied side by side to protect privacy of graduates. Limited number or authorized staff can be assigned to look and use the data as installation of firewalls is a must, whereas the loss of data must be prevented as well. Any contacts with alumni need agreement and permission from alumni before recording their information, and it must be assured that all items of their personal information are seriously protected. Therefore, relation management automatically create the opportunities for lifetime connection of present to the future. Another important aspect of relation management refers to personal service in order to tighten the relationship between organization and graduate alumni. Alumni association can nourish alumni relation through personalized messages, email and WeChat, for instances. Unique information services can receive response from alumni interest and leverage strong relationship between universities and their alumni. The suitable services to alumni from database functions can help the communication, such as seminars, job employment announcement, business update, globalization and researches.

Feedback from alumni graduate is precious to collect, so that we can learn from suggestions from them as well, which is important information for the development of universities. With advanced technology, questionnaire can be distributed to all alumni graduates for various issues and universities can use such data analysis for their university's development. In addition, the relation management system can gather and analyze situational information received from alumni feedback

and responses Universities can evaluate the educational programs catching up with the changing business circumstances, or use analysis to revised and update lifetime learning programs to meet the changing business requirements. However, it must be reminded herewith that the successful of such data analysis is still based on several and relevant factors concerning how data are collected and integrated. Alumni courses can be tested and better understood through the relation management and, at the same time, feedback includes alumni graduate advises and universities can create higher educational program accordingly. Meanwhile, universities can communicate and send e mail any knowledge to their graduates and keep on and on the relationship.

University development is supported in the aspect of alumni relation management also in term of individual requirements leading to flexible course design. As aforementioned, life time learning is the key to guarantee the continuity of education and will not come to an end – Lifetime learning is a priority of alumni services. The alumni organization help reiterate the relationship between universities and alumni students and advocate contingency for educational opportunities subjected to individual professional development. Universities can be trusted for alumni to eventually provide competence for job competitiveness, upholding graduate quality and individual career development

## Researches relating to this field of study

This study has been conducted with the literature review, which has included the relevant previous and current studies in this field. The table Demonstrates the researchers, their research objectives, methodologies and findings.

*Table 3: Previous and Relevant Researches to the Study*

| Researches | Subjects |
| --- | --- |
| Connolly, M. S., & Blanchette, R. (1986) | To understand how to understand in order to foresee the organizational behavior about Alumni |
| (Chewning, 2000). | How student can take part in any function arranged publicly by Alumni which is one key factor contributing to the development growth of university development. |

*Table 3:* Previous and Relevant Researches to the Study

| Researches | Subjects |
| --- | --- |
| Cangelosi, V., & Dill, W. (1965). | Analysis on the Organizational behavior focusing on development factor relevant to survey observation and learning |
| Chen, J. B. (2019). | New Ways to Develop and Utilize Alumni Resources in University Development |
| Conner, D. K. (2005). | Factors that affects alumni giving at a southeastern comprehensive university |
| Crossan, M., Lane, H W., & White, R. E. (1999). | An organizational learning framework: from Intuition to Institution |
| Deng, W. R. (2017) | The Study on the Effects of Social Network of Economic and Management Students' Innovation and Entrepreneurial Ability |
| Hu, Q. (2021). | Research on Individual Network Charity Donation Behavior and Its influencing Factors : Based on the Theory of Planned Behavior |
| Jiang, Q. H. (2006). | Reflections on the development of alumni resources |
| Ke, T., Ye, Z. H., & Yan, Q. (2014) | Comparative Study of University Alumni Resources between China and Foreign Countries. |
| Shi, P. Z., & Gu,Y.F. (2010). | Thoughts on Constructing Harmony-oriented High-level Human Resources Incentive Mechanism in University |
| Sura, S., Ahn, J., & Lee, O. (2017). | Factors influencing intention to donate via social network site (SNS) : From Asian's perspective. |
| Segars, A. H. (1997). | Assessing the unidimensionality of measurement and A paradigm and illustration within the context of information systems research. |

## Research Methodology

This study design has taken a quantitative approach. Quantitative analysis was applied as the front approach and was carried out with the implementation of structural equation modeling (SEM).

## Research Population & Sampling

This study utilizes sampling strategies of both probability and non-probability sampling techniques. Random sampling is used for probability sampling, including snowball sampling as a non-probability sampling operation. Snowball sampling is

used for the response from interviews.

The sources of data include both primary and secondary information. The primary data refers to data collection of 400 samplings through questionnaires and data collection through face-to-face in-depth interviews with experienced executives of private universities in China. The samplings are as follows :

*Table 4: Research Population & Sampling*

| No | University | Province | Part of China | Sampling |
|----|-----------|----------|---------------|----------|
| 1 | Shaanxi Institute of International Trade | Shaanxi | Northwest of China | 100 |
| 2 | Commerce Guangzhou College of Commerce | Guangzhou | Southeast ofnChina | 100 |
| 3 | Wenzhou Business College | Zhejiang | East of China | 100 |
| 4 | Heilongjiang International University | Heilingjiang | Northeast of China | 100 |

## Result of Quantitative Research

Demographic Analysis of questionnaire respondents includes gender, education level, age and career is shown as follows :

*Table 5: Number and Percentages of Respondents*

| Demographic | Number (n = 400) | Percentage |
|-------------|------------------|------------|
| **Gender** | | |
| Male | 113 | 28.25 |
| Female | 287 | 71.75 |
| **Ages** | | |
| Below 22 | 20 | 5.00 |
| 22 - 25 | 37 | 9.25 |
| 26 - 30 | 44 | 11.00 |
| 31 - 35 | 69 | 17.25 |
| 36 - 40 | 76 | 19.00 |
| 41 - 45 | 86 | 21.50 |

*Table 5:* Number and Percentages of Respondents

| Demographic | Number (n = 400) | Percentage |
|---|---|---|
| Above 45 | 68 | 17.00 |
| **Education** | | |
| Doctor | 69 | 17.25 |
| Master | 186 | 46.50 |
| Undergraduate | 145 | 36.25 |
| **Career** | | |
| Business employee | 119 | 29.75 |
| Own business | 153 | 38.25 |
| Government | 128 | 32.00 |
| **Job Position** | | |
| Senior manager | 55 | 13.75 |
| Middle-level manager | 83 | 20.75 |
| Junior manager | 114 | 28.50 |
| General staff | 133 | 33.25 |
| Technical personnel | 15 | 3.75 |
| **Working experience** | | |
| within 1 year | 29 | 7.25 |
| 2 - 3 years | 33 | 8.25 |
| 4 - 6 years | 123 | 30.75 |
| 7 - 9 years | 143 | 35.75 |
| 10 years or above. | 72 | 18.00 |

The test of statistics regarding the Mean and Standard Deviation of Resources Factors is shown as follows :
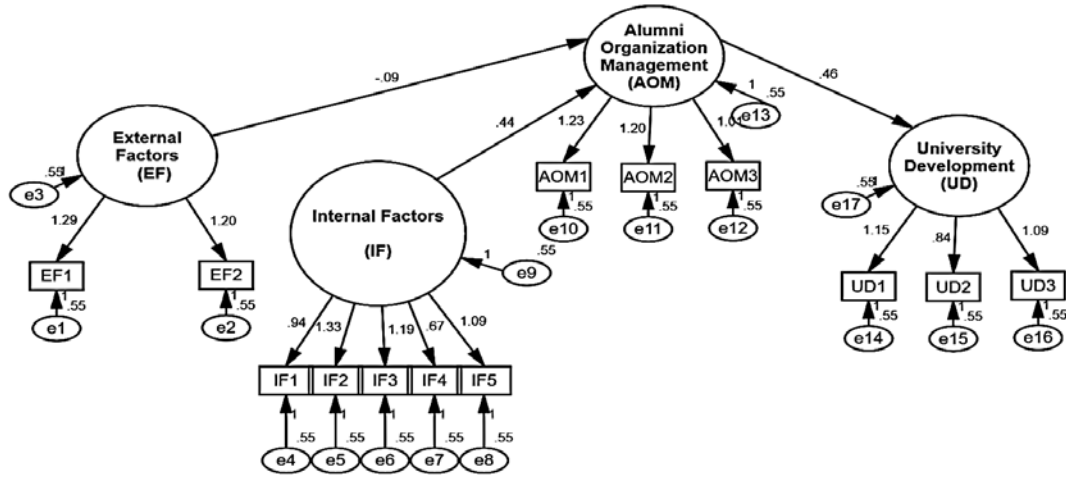
*Table 6: Shows the Mean and Standard Deviation of Resources Factors*

(n = 400)

| Resources Factors | Comment Level | | |
|---|---|---|---|
| | $\overline{\mathbf{X}}$ | SD | Mean |
| **Financial Resources Factors** | | | |
| 1)  Able to generate internal funds for Alumni spending | 3.72 | 0.465 | high |
| 2)  Able to attract external funds for Alumni spending | 3.81 | 0.474 | high |
| 3)  Able to manage healthy financial cash flow | 3.92 | 0.458 | high |
| **Physical Resources Factors** | | | |
| 4)  Location of Alumni | 3.27 | 0.215 | medium |
| 5)  Convenience to access office | 3.49 | 0.343 | high |
| 6)  Pleasant Outlook of Alumni Office | 2.26 | 0.378 | Small |
| **Technological Resources Factors** | | | |
| 7)  Have Possession of patents, trademarks, copyrights, and trade secrets | 3.02 | 0.312 | medium |
| 8)  Social Network | 3.18 | 0.547 | medium |
| **Organizational Resources Factors** | | | |
| 9)  Arrangement of Organizational Structure | 3.04 | 0.312 | medium |
| 10) Formal planning, command, and control systems | 3.13 | 0.403 | medium |
| 11) Integrated management information systems | 3.25 | 0.565 | medium |
| **IT Support** | | | |
| 12) Sufficient number of equipment | 3.91 | 0.507 | high |
| 13) Internet Quality | 3.89 | 0.474 | high |
| 14) Supportive Alumni Applications | 3.87 | 0.474 | high |
| 15) Regular computer system Upgrade | 3.88 | 0.451 | high |
| **Total** | 3.44 | 0.425 | high |

The estimate of model paramotors or coefficient estimation show the Display the measurement of the parameters of the model or the results of various coefficient estimates shows the statistical values showing the relationship between variables with standardized regression weights, standard displacement (S.E.), t-value (critical ratio: C.R.), and p-value as shown in Table below:



Chi-square = 146.369   df = 74   p-value = .000   GFI = .726   RMSEA = .147

## Hypothesis Testing

| Hypothesis | Result |
| --- | --- |
| H1a:  Government policy has influence on Alumni Organization management | Accepted |
| H1b:  China Economy has influence on Alumni Organization management | Accepted |
| H2a:  Alumni service has influence on Alumni Organization management | Accepted |
| H2b:  Administration has influence on Alumni Organization management | Accepted |
| H2c:  Staffig has influence on Alumni Organization management | Accepted |
| H2d:  Resources has influence on Alumni Organization management | Accepted |
| H2e:  Computer system has influence on Alumni Organization management | Accepted |
| H2f:  Communication has influence on Alumni Organization management | Accepted |
| H3a:  Students engagement effects Private University of Alumni | Accepted |
| H4a:  Cultural dissemination has effects on University development | Accepted |

## Conclusion and Discussion

According to this research, the major conclusions identified that models of dimensional factors of value have their roles to play in providing simplified and complex understandings of the effectiveness of alumni operations. Though some priorities could be arranged, all must eventually be compiled together in order to have sufficient effects on the positive outcome. In other words, these values are relative by virtue of its comparative, personal, and situational nature.

The RBV also deals with the competitive business environment faced by firms but takes an inside-out approach i.e., it starts with an analysis of the firm's internal environment. As such RBV is often considered as an alternative to Porter's five-force model. The RBV emphasizes the internal resources and capabilities of the firm in formulating a strategy to achieve sustainable competitive advantages in the marketplace. Internal resources and capabilities determine strategic choices made by firms while competing in their external business environment. A firm's abilities also allow some firms to add value to the customer value chain, develop new products, or expand in a new marketplace. When a firm's capabilities are considered paramount in the creation of competitive advantages, it will focus on the reconfiguration of value chain activities. This is necessary as it provides an opportunity to identify the capabilities within value chain activities that provide it

## Theoretical Implication and Contribution

From this research, in China's context, the important factors of Alumni management affecting university development are identified and demonstrated. Therefore, the change in the factors would affect the accepted relationship between variables. In other words, relationships are the domain of theory. Theoretical insights have been academically discussed as the beginning of the further and advanced analysis of how the additional new variables may significantly alternately change our understanding of phenomena by reorganizing our causal maps.

Besides, the research contributes to another avenue of theory development. This means the inclusiveness and identification of mediators or moderators that could support the explanation relating to the mechanism of impact and the boundary conditions.

## Practical Contribution

This study will justify the reason and shows the important dimension that enhances the business profitability and techniques leading to the higher efficiency of the alumni operations. The focused study reveals that investment in alumni's higher efficiency will create a higher value perception among alumni and current students which will affirm the overall universities' positive images and education services. Therefore, universities' management should utilize this function as a clear marketing tool and customer experience, which will sustain long-term business.

## Recommendation for Future Research

This research is conducted with the scope of only 10 private universities in China and in four provinces only. Tough the provinces selected are appropriate in term of populations and availability of number of universities or colleges. It will be quite remarkable that other provinces and regions are taken into discussion and analysis. as China processes areas and land almost half of the world, and third four of Asia. a should be considered for the future research. In addition, during the interview period, the outbreak of COVID-19 happened worldwide. The new research can also focus on only the effect of the outbreak of COVID-19 variants and on the alumni operation and university development.

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