

# Research on the Management and Glocalization of Hunan University Choruses

Jie Hu\*, Fuangfa Amponstira\*\*

Ph.D. Candidate, Management, School of Management, Shinawatra University\*

Ph.D Management Lecturer, School of Management, Shinawatra University\*\*

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## Abstract

Choral art is a kind of advanced art. In recent years, the universities in Hunan Province have organized their choruses and gained good achievements. However, there is no specific research on how Hunan University Choruses conform to historical trends and endeavor for glocalization development and what kind of management mode is suitable for them to adopt.

This paper studied the development of the representative choruses in Hunan Province in the forms of investigation and explore effective modes and paths for the development and management of university choruses glocalization under the guidance of art management theories. A total of 450 questionnaires were distributed, and 432 were actually collected. The author founded that the relation between the organizational characteristics and the team effectiveness of the chorus, between leadership style and the team effectiveness, and between the organizational characteristics and leadership style are relative and have relatively high reliability and validity. Through further correlation analysis of the underlying factors, it is found that the leadership style, team atmosphere, team norms, task nature and work objectives are all important factors that can affect the team effectiveness. The multiple Regression Analysis of team organizational effectiveness showed that leadership style, team atmosphere, work objectives, task nature and team norms fit the regression equation in proper order.

**Keywords:** Chorus, Chorus Management, Confirmatory Empirical Analysis

## Introduction

Choral art, as a kind of advanced art form of music education, can not only train students' aesthetic ability but also play a special social role to meet the needs of the times in the context of globalization. In recent years, the universities in Hunan Province have responded to the call by actively forming their choruses and gained good achievements. However, there are still many deficiencies in management. Glocalization is an important term for discussing globalization in the study of world modernity. The

globalization is unstoppable, which means that it brings continuous and growing influence to regions, countries and race, etc. Like a double-edged sword, it brings development opportunities to different countries and cultures and at the same time the risks of destruction, disintegration and even destruction. However, on the premise of not changing their unique (nature, subject characteristics and humanistic tradition), it is suggested to absorb the favourable factors of "others" and integrate them into the development of themselves to attain a survival mode under the new social background. As a result, the development of glocalization is essential when Hunan university choruses try to conform with the development trend. This paper will study the development of the representative choruses in Hunan Province in the forms of investigation and interview and explore effective modes and paths for the development and management of university choruses glocalization under the guidance of art management theories.

Although it is realized by many that keeping up with times in progress and management mode is becoming more and more important, there are still many problems to solve on the way for sound development. Problems existing in the chorus glocalization include the lack of chorus information and international communication and the unbalanced globalization level. More problems could be found in the chorus management because of more internal and external factors involved such as imperfect internal management mechanism, outdated teaching modes, narrow range of repertoire choice, and the lack of research on practical significance, as described below:

**Lack of Chorus Information and International Communication:** The sharing of knowledge has become ubiquitous nowadays owing to developed communication facilities, but it is still not enough in the professional chorus field. Chorus is introduced from the west into our country, so to ensure the scientific and smooth development of the chorus, more efforts are required to absorb and learn advanced concepts of the west, more repertoires and performing skills. Certainly, via international competitions, many foreign choruses have put on performances in China, and many domestic choruses have been abroad for communication through which a lot of the latest information has been introduced to China. Nevertheless, it is still far from enough to satisfy domestic chorus enthusiasts and musicians who are passionate about the chorus.

**Unbalanced Globalization** Currently, the globalization of higher education is going on as a process of coexistence of homogenization and heterogeneity, but there are still unbalanced interrelatedness in the overall system structure of higher education in different countries which are reflected in the aspects of knowledge production and distribution and academic copyright, etc. The universities in powerful positions often

lead the way of knowledge production and distribution, while the weak can do nothing but follow them for the lack of resources and poor academic level.

**Imperfect Internal Management Mechanism** A chorus is mostly a two-member group or even a one-member group, which means the person in charge will always be a conductor, a piano accompaniment teacher, a person who is both a choir conductor and a piano accompaniment teacher, or a temporary piano accompaniment teacher. The children's choruses operated by state-owned units usually have a relatively standard management system, and the division of work in teaching management is also clearer. But there are also drawbacks, including personnel insufficiency and difficulties in the implementation of the management system.

**Outdated Teaching Modes** There are no superior or inferior chorus training or teaching modes, but to keep up with the times, the problems about how to make the group members find the interest in chorus quickly and how to elevate the chorus level within a limited time have become what all kinds of teaching methods are trying to solve.

**Narrow Range of Repertoire Choice** A few domestic composers pay attention to choral art and have enthusiasm for composition, which makes some choruses focus more and more on practicing and performing foreign choral works. On the other hand, excellent choruses in Beijing, Shanghai, Guangzhou and Shenzhen, for example, Angels Chorus and Spring Children's Choir, will contact some composers to adapt or even customize some excellent choral works for them. However, due to copyright problems, these works cannot be shared with other choruses.

**Lack of Research on Practical Significance** Many Hunan university choruses develop along with temporary contests, and they are usually temporary groups formed for a mission or a competition with a short-time intensified training. Achievements as they may get, the long-term development will be imbalanced. On the one hand, the choruses lack effective and scientific systematic training; on the other hand, they don't meet the basic requirement for choruses building, for example, the mastering of sight-singing and music reading as well as basic music theories. Few choruses have official development plans or daily rehearsals.

### Research Objectives

1. To study the management modes of choruses in Hunan universities.
2. To investigate the factors that affect the globalization of Hunan university Choruses.
3. To investigate experts' ideas about Hunan university chorus management and development.

## Research Methodology

### Population and Sample

This research use the questionnaire method to discuss the influence of organizational characteristics and the leadership style on the management and development of the chorus in colleges and universities. The participants of this questionnaire are the managers, conductors and members of the chorus in several colleges, the members of the chorus are sampling objectives and their data are collected by questionnaire. The author distributed 450 questionnaires in total, according to the gender, grade, their duration in the chorus and so on to make analysis of the management and development of the chorus, and the author also made a survey and collected the data about the current management situation of the chorus. Under the influence of the epidemic, all the questionnaires are distributed and finished online.

### Sampling Method

The data collected for this survey mainly comes from the college chorus in Hunan province, the objectives are the managers, conductors and members of the chorus. The objectives are from different cities in Hunan, which includes Changsha, Hengyang, Xiangtan etc., also there are professional chorus and non-professional chorus, showing the representative and typicality of this research.

### Data Collection

A total of 450 questionnaires were distributed, and 432 were actually collected, the recovery rate of 96%; since there are some unfinished questionnaires and excessive filling, there are 29 invalid questionnaires. In total, 403(N) valid questionnaires were collected, with an effective rate of 89.6%

## Research results

### Descriptive analysis

Through descriptive analysis, the sample size of each dimension is 403, the mean is between 2.8114 and 2.9189, the dimension with the smallest mean is chorus development goals, and the dimension with the largest mean is chorus size.

### Regression analysis

According to the coefficient, the adjusted R-square of the model is 0.095, and the F-value is 43.015, indicating that the model has a good fit and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.311, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, the independent variable chorus atmosphere has a significant positive effect on Leadership style. the coefficient, the adjusted R-square of the model is 0.124, and the F value is 57.686, indicating that the model is well-fitted and there is a

linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.355, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, the independent variable chorus management norms has a significant positive effect on Leadership style. the adjusted R-square of the model is 0.101, and the F value is 46.363, indicating that the model is well-fitted and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.322, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, the independent variable Rehearsal task nature has a significant positive impact on Leadership style. Therefore, assume that H8 is verified. the adjusted R-square of the model is 0.105, and the F value is 48.177, indicating that the model has a good fit and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.327, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, the independent variable chorus development goals has a significant positive impact on Leadership style. the adjusted R-square of the model is 0.113, and the F-value is 52.33, indicating that the model has a good fit and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.340, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, the independent variable chorus size has a significant positive effect on Leadership style.

According to the model summary, the adjusted R-square of the model is 0.243, and the error of the standard estimate is 0.79116, indicating that the model fits well. the results of the analysis of variance in the regression fitting process, the F value of the model is 26.766, and the significance probability is less than 0.05, which means that there is a linear correlation between the dependent variable and the independent variable. Through multiple linear regression analysis, according to the coefficient table, the standardized regression coefficients of the model independent variables chorus atmosphere, chorus management norms, Rehearsal task nature, chorus development goals, and chorus size are 0.117, 0.207, 0.138, 0.147, 0.146, and the sig values are all Less than 0.05, passing the significance test. According to the regression equation, the independent variables chorus atmosphere, chorus management norms, Rehearsal task nature, chorus development goals, and chorus size have significant positive effects on Leadership style. the regression equation is as follows:

According to the coefficient, the adjusted R-square of the model is 0.174, and the F value is 85.669, indicating that the model is well-fitted and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.420, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, Leadership style has a significant positive impact on Team effectiveness. the adjusted R-square of the model is 0.165, and the F value is 80.356, indicating that the model has a good fit and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.409, and the sig value was less than 0.05, which passed the significance test. According to the regression equation, chorus atmosphere has a significant positive effect on Team effectiveness. the adjusted R-square of the model is 0.163, and the F value is 79.483, indicating that the model is well-fitted and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.407, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, chorus management norms have a significant positive impact on Team effectiveness. the adjusted R-square of the model is 0.162, and the F-value is 78.549, indicating that the model has a good fit and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.405, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, Rehearsal task nature has a significant positive impact on Team effectiveness. the adjusted R-square of the model is 0.164, and the F value is 79.991, indicating that the model is well-fitted and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.408, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, chorus development goals have a significant positive impact on Team effectiveness. the adjusted R-square of the model is 0.183, and the F value is 89.737, indicating that the model is well-fitted and there is a linear correlation between the dependent variable and the independent variable. The standardized regression coefficient of the independent variables of the model was 0.428, and the sig value was less than 0.05, which passed the significance test. And according to the regression equation, chorus development goals have a significant positive impact on Team effectiveness.

According to the model summary, the adjusted R-square of the model is 0.396, and the error of the standard estimate is 0.64292, indicating that the model fits well. According to the results of the analysis of variance in the regression fitting process, the F value of the model is 44.862, and the significance probability is less than 0.05, which means that there is a linear correlation between the dependent variable and the independent variable. Through multiple linear regression analysis, it was found that the standardized regression coefficients of the independent variables of the model were 0.154, 0.155, 0.181, 0.169, 0.156, 0.166, and the sig values were all less than 0.05, which passed the significance test. And according to the regression equation, Leadership style, chorus atmosphere, chorus management norms, Rehearsal task nature, chorus development goals, and chorus size all have a significant positive impact on Team effectiveness. The regression equation is as follows:

$$\text{Team effectiveness} = 0.526 + 0.140\text{Leadership style} + 0.139\text{chorus atmosphere} + 0.146\text{chorus management norms} + 0.135\text{Rehearsal task nature} + 0.121\text{chorus development goals} + 0.128\text{chorus size}.$$

### Conclusion and Discussion

The Choice of Leadership Style of College Choirs College choirs need scientific management as well as effective leadership, but such management and leadership are conditional. The management and leadership style must be in line with the organizational characteristics of choirs and the development of the art form. This guarantees the organizational effectiveness of college choirs and successful operations. Theoretical Choice of Leadership Style of College Choirs College choirs attach great importance to both the teaching and practical results of the organization. Thus, it is possible to analyze the leadership style of college choirs by drawing on the two dimensions of leadership behavior theories of caring for the results and caring for the members. However, it should be noted that we should not limit ourselves to the application of one particular theory when choosing leadership style for college choirs, but should analyze and integrate it with the characteristics of the choir itself and draw on the essence of various theories to build an effective team leadership style with the focus on enhancing organizational effectiveness. Specifically, the following aspects are focused (1) Clarify team goals, rules and regulations, and rehearsal methods to members. Team leaders should set goals according to the team development strategy, guide choir members to work towards the collective goal, form a rehearsal model and methods that fit the team, and also establish reasonable and effective team rules and regulations for members to follow willingly. (2) Actively create a harmonious and positive organizational culture that embodies a shared vision among members. Team leaders

should stimulate members' enthusiasm in rehearsals and contribute to building cohesion within the group. Choir leaders should care about members' personal development and improvement of skills. At the same time, to establish an effective incentive system and reasonable management mechanism, team leaders should point out mistakes in rehearsals or performances and problems in cooperation with other members of the group in time. (3) Remove the obstacle factors for team development through external liaison and internal coordination. The success of a team is based on its efficient internal communication and cooperation and also depending on its ability to deal with external cooperation. Therefore, whether the team leader has the ability and the personality to well-coordinated various complex relationships is a key factor to the successful operation of the choir. (4) The choir leader should also continue to strengthen personal cultivation, enhancing the personal charm and organizational influence as a team leader. Choir leaders should be honest, passionate, optimistic with decisive personal qualities. He or she should have the ability to deal with various emergencies calmly and adopt a more coordinated and democratic leadership style to establish credibility. This will also help to form a healthy communication mechanism with choir members and will enhance interpersonal trust and knowledge sharing, therefore continuously improve the organizational effectiveness of the choir.

Choir Leadership Style in Practice are (1) The Use of Power in Leadership Firstly, regulate the use of administrative power. Leaders should not use administrative power too broadly so as not to cause dissatisfaction among choir members. Proper use of administrative power is also the best way to ensure its effectiveness. Studies show that administrative power has the least impact on subordinates or members. It either has no positive impact on people's performance at work and satisfaction with their jobs, or it has a negative impact. Thus, leaders need to delegate administrative power. Moreover, members of college choirs are college teachers and music school students, most of whom have excellent achievements in music already. So, it is not feasible to rely on administrative power when managing the team. Likely, the members will not recognize administrative power but authority, which mainly comes from the professional ability of the leader. Secondly, the leader should constantly improve his or her professional ability. A leader's level of professionalism is positively correlated with team performance. This is because the leader's level of education and professionalism reflects the leader's cognitive style and values, which have great importance in leading the team. In addition, a higher level of expertise the most convincing foundation for leaders to earn credibility and respect over choir members. Therefore, leaders should continue to enrich their professional knowledge and improve their professional skills to enhance their influence in the choir, help the team to grow, and eventually achieve the collective goal of the



team. Thirdly, make good use of personal charm. Choir leaders cannot manage the team with only administrative power and professional authority. As mentioned earlier, the members of college choirs are college teachers and professional music students with high professional achievements, and the leader's professional advantage is likely to be surpassed by the members. Therefore, leaders should learn to gain credibility with their excellent personalities and affinity to tie up the team together. Fourthly, make collective decisions than individual decisions. Scientific decisionmaking is the most effective way to avoid mistakes.

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