P 公司中层管理岗位后备人才培养问题研究
A STUDY ON THE DEVELOPMENT OF SUCCESSION PLANNING FOR MIDDLE MANAGEMENT POSITIONS AT COMPANY P

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摘要

在当前的经济环境下，中国动物保健品市场竞争激烈，P 公司中层干部后备人才的储备不足，内部上升通道不畅通。本文通过对 P 公司的调研、数据分析，采用访谈法，访谈 5 名公司中高层管理人员，调查问卷分别发放给公司不同的群体，调查问卷总计发放 300 份，回收有效问卷 280 份。从调查中发现了 P 公司后备培养机制中的 3 个问题。后备人才培养方案熟知度均分 3.04 分（满分 5 分），选人维度得分 2.84 分（加权平均数），不科学、不清晰；培养的针对性得分 2.84 分，表明培养的内容和岗位要求不相符。

本文针对上述问题，提出了以下解决措施：① 构建个人能力、领导品质、工作态度、内在驱动力、道德人格 5 项胜任素质 15 项胜任指标中层管理岗位胜任素质模型；② 建立选人用人机制，盘点人才、九宫格测评、行为事件访谈选拔人才等，形成用人机制；③ 建立认证方案和晋升机制，发布《任职资格管理办法》《认证操作手册》等，明确权责利、规范流程、评定标准等，形成认证方案和晋升机制；④ 建立定向培养方案，基于胜任差异分析结果，通过 360°测评培训、提供实习锻炼、实践学习等机会，解决后备人选缺乏、后备人才晋升通道不畅通等问题，增强自身竞争力和适应性，为其他企业建立后备人才选拔、培养、晋升、提拔等机制提供思路。

关键词: 中层管理 后备人才 胜任力模型 动物保健行业

Abstract

In the current economic environment, China's animal health products market is highly competitive. Company P faces a shortage of reserve talents for middle-level cadres and blocked internal promotion channels. Through research and data analysis of Company P, this study adopted the interview method, surveying 5 middle and senior management personnel of the company, and distributed questionnaires to different groups within the company. A total of 300 questionnaires were distributed, with 280 valid ones recovered.

The survey identified three problems in Company P's reserve talent training mechanism: the average score for familiarity with the reserve talent training program was 3.04 points (out of 5); the weighted average score for talent selection dimensions was 2.84 points, indicating an unscientific and unclear selection system; the score for the pertinence of training was also 2.84 points, showing that the training content did not match the job requirements.

To address the above issues, this study proposes the following solutions: ① Construct a middle management competency model consisting of 5 core competencies (personal competence,

leadership qualities, work attitude, internal motivation, and moral character) with 15 specific competency indicators; ② Establish a talent selection and employment mechanism, including talent inventory, nine-box grid assessment, and behavioral event interview to select talents; ③ Develop certification and promotion mechanisms by issuing documents such as the "Measures for the Administration of Qualifications for Employment" and the "Certification Operation Manual" to clarify powers, responsibilities, and interests, standardize processes, and define evaluation criteria; ④ Formulate targeted training programs. Based on the results of competency gap analysis, provide 360° assessment and training, internship and practical learning opportunities to solve the shortage of reserve candidates and blocked promotion channels. These measures aim to enhance the company's competitiveness and adaptability, while providing insights for other enterprises in establishing mechanisms for reserve talent selection, training, promotion, and appointment.

Keywords: Middle Management, Reserve Talent, Competency Model, Animal Health Industry.

引言

研究背景

中国养殖产业近十年的飞速发展，使动物产品保健品行业也进入快速发展阶段。中国目前有 191.4 万家，全球大鳄以研发能力领先，不断推出新产品的国际大鳄，挤占行业高端；国内各公司同质化严重，行业集中度越来越高，巨无霸已占领行业 20%至 30%的市场份额。以 P 公司为例，总部设在成都，资金 15 亿元，拥有国家技术研究中心，产品功能齐全，从成立到现在已经走过了 30 多年时间，正处于快速发展阶段。但是，在直线职能结构中，中层管理岗位平均需求率超过 30%，后备人才数量不到需求 40%，高级干部访谈中，X 总提到“正处在快速发展时期，中层管理人才十分紧缺”，Y 副总谈到“业务增长速度很快，但是中层干部的能力跟不上，所以管理人才非常紧缺”。主要岗位空缺率达 25%，严重影响战略决策。更有甚者，本研究调查结果显示：后备人才培养方案知晓度得分的平均值为 3.04 分，人才选拔的维度得分加权平均值为 2.84 分，培养的针对性得分加权平均值为 2.84 分，均远低于达标标准，反映了人才培养的公开性、严谨性、针对性的严重缺失，任其继续蔓延则会导致断档的严重危机，对 P 公司核心竞争力的维持和稳定性产生影响。

研究目的

在胜任力模型的基础上，以动物保健品公司为研究案例进行实证，检验中层后备人才培养模型理论，通过研究案例，丰富人力资源管理理论，对以后的研究提供参考与帮助。企业重视中层后备人才培养，使企业的人才培养成为企业获得竞争优势和长远发展的战略。企业后备人才的培养包括后备人才选拔、培养、优化后备人才培养。对于企业而言，后备人才选拔、培养、优化、人力资源团队管理是一个长期持续的过程。

本研究以 P 公司为调查对象，主要研究课题是关于中层管理后备人才培养问题，通过实地调查，详细了解了该公司人才培训情况，分析了问题成因，最后提出具体的建议，对改善该公司的人才建设具有一定的现实意义，对完成公司战略具有一定的参考价值。

结合国外的管理研究胜任力理论 McClelland, D. C.(1973)、Spencer&Spencer,（1993）以及最佳实践 Celikbilek, Y.,（2018）、Rothwell（2015）Ali, Z., & Mehreen,（2019），P 公司应进一步优化中层管理人员岗位后备人才发展项目以解决现存问题，并为管理行业其它企业的人才发展实践提供借鉴。

文献综述

人才发展中的胜任力模型

胜任力模型兴起于 McCleland（1973）“胜任力是指个体在情景中所表现出来的与工作有关的、能使工作业绩最优化的胜任特征”概念的提出，为人力资源管理提供了一种全新的视角，从关注学历、经验到工作业绩的最重要影响因素。当然 McCleland 关于胜任力的概念也并非完美，如胜任力概念的泛化、缺乏操作定义等等，限制了其管理实践应用。动物保健行业作为技术密集行业、监管密集行业，中层管理工作者的行业属性特殊，基于已有研究，动物保健公司中层管理者应具备知识、技能，兽药 GMP、生物安全、研发、生产、营销等全面管理能力（李华峰，2024）。杨昊宇(2019)在信息系统建设与开发领域的研究中，发现当前动保行业“重技术轻管理” 现象突出，当技术专家进入管理岗位时，由于缺乏组织协调和风险管控能力，部门效率递减。Spencer&Spencer(1993)对胜任力模型进行拓展，认为胜任力是一个人具有的全部的能够区分绩效优异者和绩效平平者的知识和技能、能力以及价值观等，他通过大量的案例研究构建了胜任力模型的理论体系，为后期的实践和研究奠定了一定基础。但是由于 Spencer&Spencer 选取的对象可能是偏好行业和企业，导致其研究的结论具有一定的局限性，对于胜任力模型的跨文化跨行业适用性有待进一步的验证。近年来国内文献还尝试将胜任力模型运用到我国：刘鑫等（2022）采用外部晋升的 CEO，认为不确定性环境削弱了通用胜任力模型预测的效力；魏书妍等（2023）研究我国的能源结构转型，认为由于行业政策的变化，胜任力元素权重每 2-3 年调整一次。陆婧媛（2022）认为行业快速发展期是人才准备的“后滞陷阱”，以企业增速和中层管理后备人才供给比，企业生产制造业，又是动物保健行业，在生物医药研发周期调研 P 公司基层管理人员胜任力模型清晰度评分 2.92 分。

后备人才管理相关研究

后备人才管理不是一个单纯的管理问题，而是一个关于保持连续领导力的战略问题，即该观点主张从战略的高度看待后备人才管理的重要性，使企业从组织的战略角度对待后备人才储备问题，解决企业未来的领导力断层问题（Rothwell，2015）。Rothwell 的研究同样存在现实的问题，企业在短期指标和长期储备之间往往难以取舍，导致后备人才管理计划无法落实，流于形式。国内学者也指出中国情境下的实际问题：唐敏（2020）以国有企业为研究样本发现行政主导的后备人才选拔模式使后备人才池成了“年龄池”，后备人才潜能评价缺失占比 67%；李苑（2020）发现档案式档案管理难以跟踪能力提升轨迹、培养计划与岗位匹配度低于 50%。人选人用人，以能力和组织目标为导向（Bambacas, M., & Patrickson, M.，2009）、（Ali, Z., & Mehreen，2019）。这种完整的后备人才体系对于人才匹配度和组织竞争力会形成好的作用。但在实践中，因材施教是一个付出极大的时间精力的付出问题，中小企业也许并不具备这种高成本的支出能力，也限制了这种体系的广泛适用性。在访谈中，P 公司高管就明确批评了“有想法就培养，缺空就补缺”的打补丁做法，在问卷中也发现了：选人 6 个指标的加权平均分只有 2.84 分，“评价方案合理”2.63 分，“选人方式有效”2.65 分，体系不足。

中层管理后备人才发展

中层管理者在执行战略、沟通高层领导及组织成员方面起着举足轻重的角色。Ahearne, M., Lam, S. K., & Kraus, F(2014)在研究中指出中层管理人员需要平衡操作专业知识与领导力。这一定论较为恰当地阐释了中层管理者的地位和作用，为如何培养中层管理人才指明了方向。不过，Ahearne 等人的结论也值得商榷，因为不同组织的战略和文化氛围存在较大差异，对于平衡操作专业知识和领导力的程度无法绝对化，而要视具体情况而定。这一理论矛盾在动保行

业尤为鲜明：P 公司基层管理员工问卷中，69.3%为本科班出身的，78.9%为男性，39.6%的员工工作年限为 1 到 3 年，该群体特征为“技术知识单一，缺乏管理经验”。“一刀切”式的培养方式也造成严重后果：Z 副总访谈中认为“集中培训浪费人力物力”，基层员工认为“培训针对自己”评分只有 2.84。荆杰华等（2022）对国企管理岗位“重选拔，轻培养；重形式，轻实效”的研究发现，缺乏中层后备能力提升培养路径和路径，这也与“问卷中 P 公司‘培训针对个人需要得分仅为 2.84 分’相吻合，Floyd, S. W., & Wooldridge, B（1997）在文中指出大多数组织忽略了技术专家到管理层角色转变的困难”这是大多数组织忽视对中层管理后备培养的共性，技术专家上升到管理层需要学习管理技能和领导能力，可能会出现“水土不服”，但 Floyd, S. W., & Wooldridge, B（1997）研究中并没有指出培养路径和路径，如何帮助技术专家到新角色需要进一步探索。

研究方法

文献梳理法

文献检索法是以选题检索为基础，索资料。本文检索了 CNKI 和 Web ofScience 等数据库中“中层管理后备人才培养”“胜任力理论”“动物保健行业人才管理”领域的重要文献，从 1973 年 McCleland 提出胜任力概念，至 2024 年最新的胜任力研究，共检索出文献 87(中文 52 篇、英文 35 篇)，分类整理文献观点、发现存在的问题，初步搭建“理论—行业—现实问题”文献体系，以供后续研究问题诊断、问题设计之用。

访谈法

访谈对象为 P 公司中高级管理者 5 名(总经理、副总经理、财务总监、人事经理)，样本遵循以下原则：业务涉及面较广，既包括运营、营销、管理、研发等主要部门和科室，也包括财务、人事部门；人员任职年限较长，4 名以上，能清楚描述 P 公司扩张时期需要什么样的人才；人员层级结构相对合理，既有人才管理层，又不乏一线操作层，避免顾此失彼。

采用半结构式设计，以三大主题问题设计维度和问题：一是培养计划性：后备人才培养是否提前匹配业务扩张需要？未提前的阻力是什么？二是遴选科学性：目前采用绩效和印象选拔，是否可以考虑引入胜任力模型？三是培养针对性：技术与业务背景后备人才培养方式是否存在差异？提问聚焦重点。

问卷调查法

本研究主要采用问卷法进行数据收集，确保各层次全覆盖。从 2025 年 3 月初开始发放问卷，5 月末结束。问卷采用“纸面+电子”方式，问卷发放到生产部等现场办公部门，问卷发放到研发、营销等经常出差部门(通过企业微信问卷星平台)中填写，发放前由各部门开会、内部说明调查用途和保密原则，减少作答偏差；问卷回收后对问卷进行编号。采用 SPSS26.0 软件对数据进行输入、统计分析，保持数据处理的规范性。

信效度检验

本研究问卷的 Cronbach 选人用人 Alpha 选人用人=选人用人“后备人才培养方案了解程度、后备人才培养方案的筛选维度、培养维度针对性”。0.806、0.875、0.821 选人用人>选人用人 0.8，且项目之间的相关系数大部分是≥0.6 的，小部分删除后 Alpha 值变化不大，问卷内容一致性、鉴别力较好；“内容效度经选人用人 3 选人用人位高校教授、2 选人用人位咨询顾问及选人用人 1 选人用人位选人用人 P 选人用人公司人力高管审核通过；结构效度通过选人用人 KMO 选人用人检验（KMO=0.751，适合因子分析）与选人用人 Bartlett 选人用人球形度检验

（Sig.=0.000，p<0.01，拒绝‘变量无相关’假设）验证”，专家意见为问卷结构清晰问题严谨，问卷结构效度通过。

研究设计

为了更好地掌握 P 公司中管后备人才发展方案情况与存在的问题，本研究采用“访谈+问卷”三角验证法，不同数据来源，对中管高阶领导，在半结构化访谈中获取培养体系顶层设计方案、痛点和痛点等信息数据；对中管后备人才、基层管理者在量化问卷中获取量化数据，对访谈结果进行验证；结合访谈寻找隐藏的问题，如培养计划性缺乏、选拔科学性不足，结合量化问卷信息，对访谈结果严重性进行验证；结合结果，确认关键问题与问题原因，为后续改进提供数据素材。

研究结果

本研究自 2025 年 3 月初起发放问卷调查，至 2025 年 5 月底问卷调查工作完成，对 P 公司全体员工进行全面的数据调查，采用纸面问卷调查与电子问卷调查相结合的方式，发放调查问卷 300 份，收回调查问卷 297 份，回收率为 99.00%。经过初步整理，剔除信息严重不完整、逻辑存在问题的问卷，最终获得有效问卷 280 份，问卷的整体有效率为 93.33%，具有较高质量与可信度。

访谈设计与结果分析

对 P 公司中高层管理人员进行了半结构化访谈，同时由于访谈的弹性空间较大，为充分发掘后备人才管理制度的内在需求，收集特例数据。访谈对象为 5 位中高层管理人员（基本情况如表 1 所示）选择 5 人作为访谈对象的核心原因在于：访谈目标的针对性、深度访谈形式的要求、代表性与信息饱和的考虑、资源与时间的限制。

表 1: P 公司中高层管理访谈者基本信息

姓名	岗位	年龄（岁）	学历	入职时间	分管业务
X	总经理	54	博士研究生	2024.07	公司运营
Y	副总经理	57	硕士研究生	2024.09	营销中心
Z	副总经理	48	博士研究生	2020.03	研发中心
A	财务总监	42	硕士研究生	2010.01	财务部业务
B	人事经理	38	硕士研究生	2012.03	人事部业务

访谈记录与分析

整理分析后提取核心观点。高管们提到人才储备与扩张的矛盾，X 总指出扩张时期中层管理人才极度缺乏，Y 副总认为公司业务和市场占比快速扩张，中层管理者能力跟不上。他们认同公司人才储备缺乏规划，导致无效培养，降低了应对挑战的能力。

上述高管人员的论述可以进一步从实际员工个案中找到佐证，员工 C 为科技管理部员工，被选为中层管理人员，由于绩效优异，入职半年后逐渐显现其管理能力不足，对团队管理缺乏经验，沟通协作效率低下，2 个项目由于跨项目组员工配合不当，导致延期推迟；难以适应岗位转换，只关注科技细节，对团队目标管理经验缺乏，下属反馈“其更像科技主管，不是

科技管理”；压力应对经验缺乏：因难以胜任管理，难以平衡，情绪上不稳定。访谈 B 人事经理时 B 人事经理提到的 B 员工“晋升 1 年以上适应，部分员工不合适”，也是这一类选人的典型表现，选人时只考察其科技工作绩效而不考察其管理能力，所以，员工进入新岗位半年后，逐渐适应不了新岗位，适应率低。，这也从侧面印证了上述访谈中 B 经理提到的 B 员工“在晋升后适应新岗位难，新岗位不合适”，只考察其科技绩效而无其管理能力。

生产岗员工 E 反馈 2 次集中培训后，本科毕业，在生产部 3 年(1～3 年)工龄，参加过 2 次公司后备人才的集中培训，反馈如下：“培训内容都是通用的管理理论，‘如何制定工作计划’什么的，生产岗中层需要的 GMP 合规管理、产线的应急等等完全没涉及；跟研发岗、营销岗在一起培训，没有区别，没有学到什么。”同 Z 副总“集中培训浪费人力物力”的访谈结果相同，把员工 E 对集中培训的感受形象化为“培训内容与岗位不匹配”。其体验佐证了 Z 副总“集中培训浪费人力物力”的判断，即“一刀切”的培训未契合岗位的核心需求的问题。

问卷设计

本研究通过问卷调查的方式了解全体员工对 P 公司后备人才培养方案的评价数据，为改进方案作出一定准备。问卷采用李克特 5 度量表计分，1 分代表完全不符合：对方案完全陌生；2 分代表较差符合：对方案仍有较多疑问；3 分代表一般符合：对方案有一些疑惑；4 分代表较符合：基本了解方案内容；5 分代表完全符合：培训制度有系统性，详细了解方案细节。

问卷调查过程及数据统计

通过问卷调查，本研究了解员工对 P 公司后备人才培养方案的评价。问卷采用李克特 5 度量表，1 分至 5 分代表从完全不符合到完全符合。问卷调查从 2025 年 3 月开始，至 5 月底结束，共发放 300 份问卷，回收 297 份，有效问卷 280 份，有效率为 93.33%。

表 2: P 公司基层管理人员关于后备人才培养方案受访者基本情况 (

变量	内容	人数（人）	统计结果（%）
性别	男	221	78.93%
	女	59	21.07%
年龄（岁）	25~35	70	25.00%
	35~45	140	50.00%
年龄（岁）	45~55	35	12.50%
	55 以上	35	12.50%
学历	专科	30	10.71%
	本科	196	69.29%
	研究生及以上	54	19.29%
工龄	1年以下	60	21.43%
	1~3年	112	39.64%
	3~5年	84	30.00%
	5年以上	24	8.57%

数据统计结果分析

后备人才培养方案熟知度调查包含四个问题。问题一显示 P 公司需加强员工发展重视，得分为 3.0816 分。问题二表明培训效果需评估，得分为 3.0000 分。问题三反映考核内容熟悉度不足，得分为 2.9796 分。问题四显示部门领导支持培养方案，得分为 3.1020 分。总体而言，P 公司在后备人才培养方案的制定与落实方面较为成熟和完善。调查结果如表 3 所示：

表 3: 后备人才培养方案熟知度方面的问卷调查结果分析表

维度	调查内容	均分结果
后备人才培养方案熟知度	公司对后备人才培养足够重视	3.0816
	通过培训或制度讲解，我清晰了解 P 公司的后备人才培养方案	3.0000
	后备人才培养方案的考核内容、考核指标我都了解	2.9796
	部门领导鼓励员工积极参与到后备人才培养方案中	3.1020

在人才选拔维度分析中，六项问题的加权平均得分显示 P 公司虽建立人才盘点模式，但落实需改进；中层管理岗位胜任力模型初步构建，需加强培训；评价方案科学性不足，需完善；人才选拔流程公平、公正、透明，但评价体系未充分考虑管理者潜力和发展空间。总体上，P 公司在人才选拔方面有提升空间。调查结果如表 4 所示：

表 4: P 公司继任规划发展项目人才选拔调查结果分析

维度	调查内容	均分结果
人才选拔	P 公司每年进行人才盘点工作，且流程规范有序	2.8571
	P 公司有清晰的中层管理岗位胜任力模型，我能够通过它了解自身的不足	2.9184
	P 公司有科学、完善的评价方案筛选出适合的后备人才	2.6327
	P 公司人才选拔流程公平、公正且透明	3.1020
	P 公司人才选拔充分考虑了管理者的潜力和发展空间	2.9388
	P 公司目前使用的选拔工具是否有效？	2.6531

为进一步挖掘不同群体对培养体系的认知差异，本研究基于工龄、学历、岗位层级进行交叉分析，结果见表 5、表 6

表 5: P 公司不同工龄员工对培养体系的认知差异调查结果分析

工龄分组	后备人才培养方案熟知度均分	人才选拔科学性均分	培养针对性均分
1 年以下	2.76	2.51	2.48

续表 5: P 公司不同工龄员工对培养体系的认知差异调查结果分析

工龄分组	后备人才培养方案熟知度均分	人才选拔科学性均分	培养针对性均分
1-3 年	2.93	2.67	2.59
3-5 年	3.21	3.02	2.98

研究生以上员工对三个指标的评价值最高，专科生员工评价结果略好于本科生，这和研究生以上员工占比最高（69.29%）、大多数属于 1—3 年工龄的基层技术岗有关，是培养方案的覆盖重点，对培训内容和岗位需求结合不紧密，因此对培养体系评价最低。。

表 6: P 公司不同学历员工对培养体系的认知差异调查结果分析

学历分组	后备人才培养方案熟知度均分	人才选拔科学性均分	培养针对性均分
专科	3.12	2.95	2.92
性别	男	221	78.93%
研究生及以上	女	59	21.07%

研究生以上员工的评价最高，专科员工的评价稍高于本科员工的评价，这与专科员工人数最多(占总人数的 69.29%)，是培养方案重点考虑的人群(基层技术岗 1-3 年者)，其岗位要求与培养方案所培训课程结合不紧密，对培养方案认同度不高有关。

P 公司中层管理岗位后备人才培养存在的问题

本研究借助开展调查问卷及访谈工作的方式，在完成问卷和访谈提纲发放与回收事宜之后，针对所收集到的数据展开整理分析工作，最终总结得出 P 公司中层管理岗位后备人才计划所存在的问题以及成因如下：

P 公司人才储备培养缺少计划性

P 公司对人才储备培养缺乏计划性，具体表现为缺乏战略导向，培养过程随意性强，缺乏长期性规划，缺乏动态性调整等，P 公司的后备干部培养缺乏计划性。

缺乏战略导向，P 公司人才储备的培育缺乏与战略联系，没有培育的目标和方向。例如，公司在高速发展的同时，未提前做好中层管理后备人才的储备，导致出现重要空缺时无合适人才接班(上文中调查数据显示，基层管理者对 P 公司培育后备人才的高度重视程度得分是 3.0816 分，可见 P 公司对人才储备的培育不够重视)；培养过程随意性强，目前 P 公司后备人才是见空补缺、想起来就培养，较为随机，培养过程缺乏计划性和连续性。例如公司在岗位出现空缺时才临时找到合适人选进行补任，“事后救火”无法形成后备人才储备，削弱了后备人才应对急缺岗位的胜任能力(上文访谈中公司多名高管也表示后备人才培养随意，无计划性)。

缺乏长期规划，P 公司缺乏后备人才培养长期规划，后备人才培养缺乏连续性、可持续性、计划性，即缺少培养期限、阶段性目标等培养计划，后备人才培养缺乏系统性(上文调查中“我经过培训或制度讲解，我了解 P 公司后备人才培养方案” 这一项，基层管理人员评分仅为 3.0000 分，说明公司后备人才培养方案缺乏透明性、明晰性)；缺乏动态调整机制，P 公司未建立起动态调整机制，不能根据企业战略和市场环境等动态变化及时调整后备人才培养计划、根据动态的市场环境及时调整培养内容和方法等使培养计划跟不上实际需求的变化(上文访谈中 X 总提及“有的员工之前在那个岗位干得不错，后来提拔上去当不成中层了”表明后备人才选拔培养过程中缺乏动态调整机制)。

其深层成因在于战略规划部与 HR 部没有定期沟通机制，公司扩张战略没有分解为人才需求，未能构建战略、人才、培养的动态关系和人才需求矩阵，研发中心新扩一组，战略部没有将扩编的新组所需要的中层管理人员的数量和素质要求在第一时间输送给 HR 部，HR 部只能“被动式”接受；没有根据行业、市场竞争态势更新培训内容，培养项目更新滞后。

P 公司人才选拔缺少科学性

P 公司人才选拔不科学，具体表现为选拔缺乏评价标准、缺乏胜任力模型、缺乏多元化评价方法、缺乏透明度等。

缺乏科学的评价标准，P 公司在人才选拔过程中，缺乏科学、完善的人才评价标准，例如，P 公司现阶段主要依靠业务绩效与印象对人才进行筛选，缺乏量化指标或者第三方测评工具标准，人才评价主观性较大（上文调查数据结果显示基层管理者对 P 公司“有科学、完善的人才评价方案筛选出适合的后备人才”评价结果得分仅 2.6327 分，企业缺乏科学、完善的人才评价方案）。

胜任力模型缺失，P 公司没有中层管理岗位胜任力模型，所以后备人才选拔过程不能明确后备人才的胜任力和能力，P 公司未明确哪些能力、素质是中层管理岗位所需要的，缺乏有针对性、科学性的后备人才选拔过程(上文访谈发现，几位高管均提出公司选拔时没有科学的选拔手段和方法)。

缺乏多元化评价途径，P 公司以 360 度评价为选人标准，缺乏多元化的评价，P 公司没有使用 360 度、心理测试等多元化的评价路径，不充分地了解选体（第三部分调查数据中显示基层管理者对于“P 公司的人才选拔充分考虑了管理者的潜力和发展空间”这一指标的打分为 2.9388 分，即公司较少地考虑了选体的潜力和发展空间）。

缺乏透明度，P 公司选人用人程序不透明，员工对选人用人过程缺乏信任，如：公司选人用人标准不透明、程序不公开，员工对选人用人结果缺乏信任（在上文的调查中基层管理者对“P 公司选人用人程序公平、公正、公开”仅打 3.1020 分，可见，P 公司选人用人程序缺乏透明度)。

深层原因主要是评价单一，缺乏跨部门选拔。一是单一“绩效+印象”的评价机制，没有引入 360 度评价、管理潜能测试等评价方法，选出了技术绩效优秀、管理绩效不理想的员工；二是选人用人由业务主管部门决定，HR 部门仅起执行程序的作用，缺乏高管的参与，缺少 HR 和外部咨询部门的参与，没有外部专业人员的意见，造成选人用人评价的主观性及选拔的封闭性。

P 公司人才培养缺少针对性

P 公司人才选拔缺乏科学性，具体表现在：没有培训的内容、岗位需求与培训内容不匹配、没有培训差异化方法、没有成体系的培训、没有提供培训后的实践。

培训内容与岗位需求脱节，P 公司的培训内容没能与岗位需求结合起来，缺乏个性化。例如，P 公司对基层主管的培训内容较为笼统，缺乏针对中层管理岗位胜任力的培训，培训成效不明显（上文调查显示，基层管理者对“P 公司开展的培训，是针对个人需求制定的”评分仅 2.8367 分，反映了公司培训在个性化方面的不足）。

缺乏差异化的人才培养方案，P 公司缺乏差异化的人才培养方案，对于不同能力的人才，不同潜力的人才都没有有针对性地提出培养方案。例如：针对后备人才采用统一培训模式，没有针对不同的个体提出具体的学习方案，导致培训资源的浪费和培训成效的低下(上文访谈中 Z 副总提到“公司里的中层管理要配合好，需要组织、管理、协调的能力，因为后备人才都是公司基层岗位转过来的，经验和能力都没有，所以培养后备干部还是培养这些能力、考察这些能力”，即公司对于后备人才缺乏后备人才需求和能力考察培养的后备人才）。

缺乏系统性培训计划，P 公司缺少系统的培训计划，没有系统的培训周期，没有系统的培训目标，导致培训活动缺乏连贯性和长期性，例如没有系统的培训周期，没有系统的阶段性计划等，导致培训活动比较零散，不成体系地开展培训活动（上文调查数据表明，基层管理人员的“P 公司会定期对培训效果做出评估”的得分仅为 2.7755 分，表明 P 公司培训效果评估不到位）。

缺乏实践机会，P 公司后备人才缺少足够的实践锻炼机会，后备人才在实践的融入过程、适应时间方面较慢，如缺乏轮岗、实践锻炼机制，后备人才在理论和实践方面差距较大（上文访谈中 B 经理说，“我参与后备人才的方案，后来我也晋升了，后来我晋升了也就差不多需要一年适应，我可能也还是觉得比较勉强，或者说我可能还是不太适合这个岗位，我有点不想干了”，可见公司的后备人才培养对于后备人才的需求能力没有考察）。

其深层原因在于缺少个性化的培养机制、缺少锻炼机制。公司没有按照研发、生产、营销等不同岗位形成胜任能力分类培养，培训没有区分度，导致培训“一刀切”的现象，缺少对各岗位中层管理胜任力的针对性；没有针对后备人才能力短板制定个性化培养路径，技术型人才背景和管理型人才背景后备人才混为一谈，不能“对症下药”；没有跨部门的轮岗、项目锻炼等锻炼机制，后备人才只局限于在原岗位锻炼，缺乏全面锻炼，导致后备人才晋升适配率低。

P 公司中层管理岗位后备人才培养方案优化

P 公司战略规划体系为中层管理岗位后备人才培养方案制定提供依据，企业战略与人才战略契合是公司战略制定的依据和后备人才发展规划的依据，依据公司战略目标，构建后备人才职业发展管理体系，以满足未来人才的储备量、专业性、规模、梯队等为发展目标。中层管理岗位需求有两个来源：战略调整带来的组织扩张需求，新设立部门所带来的岗位增加；对管理人员的流动进行合理预估，正常人事变动引起的岗位需求，包括主动离职、系统调动、人员晋升、退休等。

中层管理岗应具备的能力

通过战略分析法，可以得到中层管理岗位所需具备的能力，如表 7 所示：

表 7: 战略分析法推导出的胜任力主题

战略描述	情景	目标	手段	胜任力主题
质量更安全可控	可靠的产品质量和规范化的生产流程，稳定可靠的疫苗产品质量，让安全可靠的安全指标更具市场说服力，“打消疑虑”树立良好的信任关系，以增强自身竞争力	成本更可控，质量更可控，目标更可控，风险更可控。	全流程质量监管，全程监管、实时监管，质量可追溯。建立质量信息全公开管理制度，加强企业管理干部和企业职工培训，指导行业协会和单位组织制定行规行约。	分析解决问题； 风险防控。
产品更可靠及先进	疫苗产品的领先度有助于企业在疫苗产品的市场竞争中建立技术壁垒，通过对客户资源进行吸引，占据更大的市场，创造更有利的发展环境，提升社会效益，形成新的市场竞争优势。	生产更安全，员工更安全，产品更安全，运营更安全。	增强科研创新动力，持续增加疫苗研发投入，更新生产技术，力争在生产技术方面取得突破性进展，实现工艺技术更新换代，进一步提升疫苗质量，完善市场分销渠道，支持供应链发展，扩大产品覆盖率。	创新规划、持续学习。
管理更科学高效	系统采用科学的管理方式，建立部门之间的协调机制，有利于企业增强市场敏锐度，提高企业生产效率，提升产品质量，促进企业的发展。	研发理念更先进，管理机制更先进，工艺技术更先进；用户更多，价格更低，区域更广。	加强跨职能疫苗管理，强化信息共享，实现资源共享。制定专业发展目标，提高专业和管理水平，加强人才培养，加强多专业协作。建立相互兼容的激励机制，利用目标考核，促进管理行为。	协调沟通、协作共赢。
员工成长进步更快	高素质人员队伍是企业发展的第一资源，高素质队伍不仅能够显著提升企业研发能力，而且可以持续为企业创造出新的商业机会、新的增长空间和市场空间，为组织发展提供内在动力源泉。	管理决策更科学、流程设置更合理、部门间联动更密切。	建立合理人才引进机制，提升全员能力素质，强化企业的价值创造能力，对重点人才实施特殊待遇。	知人善用、能力培养。

能力标杆确认

行为事件访谈法是中层管理岗位胜任力建模最常用的途径，而能否顺利实施行为事件访谈法取决于高管的筛选，高管在某一职能领域中所具备的突出经验可以为其他中层管理人员提供一种行为模型，提供可供借鉴的行为知识。行为事件访谈法是通过行为层面的访问对现实情境中胜任力指标体系的结构进行挖掘，对胜任岗位胜任要素进行甄别，高管所展现出的胜任能力和胜任行为可以为高管人员提供能力测量的标尺、管理行为的参照。

P 公司中层管理人才选聘采用行为事件访谈法，为确保访谈资料的代表性和信效度，从中层管理者（高绩效，绩效排名前 10；低绩效，绩效排名后 3）中抽取 23 名当前任职的中层管理者作为被试，形成比较分析。按照规范的访谈提纲要求，由访谈对象描述该岗位经历过的成功/失败的事件，每次访谈时间 40~50 分钟，访谈资料全部录音，访谈资料形成原始文本。对两组被试胜任力特征的不同表现进行对照分析，寻找胜任力特征中的胜任要素，进行要素定义和描述以及要素分层。对被试的案例进行描述。经过 3 个要素筛选，去除不符合实际管理事件的指标，保留具有争议胜任特征，最终确定 12 项胜任要素。

对通过组织战略解码分析得到的胜任能力要素和借助能力标杆行为事件访谈法得到的胜任能力要素，开展统计处理、整合归纳和深入分析。初步把 24 项胜任力要素归为个人能力、领导特质、工作态度、内在驱动和品格道德五个维度，搭建中层管理岗位胜任力模型，具体内容参见表 8，依据战略情景分析和能力标杆访谈完善各项要素的定义、等级和等级描述。

表 8: 中层管理岗位胜任力初建模型

维度	胜任特征	
	战略分析	能力标杆访谈
个人能力	问题分析解决能力、风险调控能力、开拓创新能力、统筹规划能力、沟通协调能力	专业知识储备、资源整合能力、成本控制能力
领导特质	知人善任、影响能力、培训指导	战略思维、冲突管理、团队建设
工作态度	协作共赢、实干增效	绩效导向、尽职尽责
内在驱动	持续学习	抗压能力、情绪管理
道德品格	正直诚信	公正廉洁、敬业精神

为尽可能保证所提取的胜任力要素具备科学性与代表性，本研究运用调查问卷和专家访谈两种方式最终确定胜任力要素。

开展问卷调查的调查对象包含 P 公司全体员工，这些人员需要按重要性顺序填写问卷。具体做法是从 24 项胜任力要素里选出 15 项中层管理岗位应有的关键胜任要素，并按重要性先后排列。统计时用层级求和的方式，排第 1 项的赋值 15，第 2 项的赋值 14，以此类推。本次共发出 300 份调查问卷，收回有效问卷 280 份，回收比例为 93.33%。最终结果统计会按各胜任要素得分从多到少排列，得分前 15 项将作为中层管理者岗位的最终胜任要素。

为保证中层管理者胜任力模型构建的准确性与科学性，本次研究除课题组成员外，还邀请了咨询公司高级顾问、高校相关研究教授等外部人员组成专家小组。专家小组成员展开为期 3 天的集中讨论，讨论内容包括：依据记录的战略情景分析和能力标杆访谈，形成包含 15 项胜任力要素的清单；把形成的 15 项关键胜任力要素与问卷调查得出的 20 项胜任力要素进行对比，分析出差异；将分析结果与领导层交流，确定最终胜任力要素的维度分类、要素定义、

等级和等级描述。研讨结果结合公司高层访谈情况，提炼出中层管理岗位的五大胜任力方面，即个人能力、领导特质、工作态度、内在驱动和道德品格，再依据这五大维度精选出 15 项适合 P 公司中层管理者的胜任力要素。

首先搭建岗位胜任特征要素的递阶层次结构模型。P 公司中层管理者岗位胜任力模型包含个人能力、领导特质、工作态度、内在驱动和道德品格五个维度，每个维度都有多种胜任力要素，如表 9 所示。

表 9: 中层管理岗位胜任要素权重体系

	一级指标	二级指标
中层管理者岗位胜任特征要素及指标（A）	个人能力 B1	问题分析解决 C1
		风险防控 C2
		统筹规划 C3
		沟通协调 C4
		专业知识 C5
		资源整合能力 C6
	领导特质 B2	知人善用 C7
		培训指导 C8
		团队建设 C9
	工作态度 B3	实干求效 C10
		绩效导向 C11
	内在驱动 B4	持续学习 C12
		开拓创新 C13
	道德品格 B5	正直诚信 C14
		公正廉洁 C15

认证方案设计

（1）明确认证权责

这一环节应该设置认证小组和任职资格管理委员会，确定其工作职责与权限。认证小组成员应该由长期从事管理工作的高层管理人员组成，对中层管理者的任职条件、任职能力做出全面客观的评估。任职资格管理委员会成员应该由各部门代表组成，制订中层管理者的认证规则、程序并且监督执行。这些设置的目的是保证公正、可靠的认证方案，有利于后续的中层管理岗位晋升。

（2）认证流程建设

制定相应认证流程、认证流程制度来保障认证过程规范化、透明化，即出台《中层管理岗位任职资格管理办法》和《中层管理岗位任职资格认证操作手册》，对中层管理者认证流程，诸如：申请条件、认证流程、评审标准等内容进行明确规定，《中层管理岗位任职资格管理办法》明确对认证的法律依据、程序、条件等进行了明确规定，为认证流程运行提供了法律依据。《中层管理岗位任职资格认证操作手册》对相应认证操作流程进行明确规定，

诸如：认证申请材料准备、认证评审流程、认证结果发布等进行了明确规定，保障了认证流程规范化、公正化，认证流程建设能够为中层管理者继续任职指明方向，为认证方案落地提供了保障。

正式推行

（1）宣贯及试点

此阶段需要准备充分的宣贯材料和认证材料，对相关人士进行充分的讲解与培训，包括胜任力模型的总体介绍，胜任力模型对中层管理岗位晋升的作用与成效说明，认证材料包括认证的具体流程，认证要求与标准，帮助管理者顺利完成试点应用以及实际操作评估。

材料准备充分的前提下，还要有专门的宣贯队伍，有良好的沟通与教育氛围，确保信息有效传递与接收。试点应用要建立反馈机制，针对意见要及时进行调整与修正，确保认证流程顺畅，后续推广工作顺利进行。准备工作做好以上这些，应用中层管理岗位晋升胜任力模型就轻车熟路了。

（2）结果应用及改进

中层管理岗位胜任力模型搭建好以后，要正式推行使用，还要把结果用在改进工作上。正式推行这个模型时，先要把它放进中层管理者的能力评估里。把现有中层管理者的能力和模型做对比分析，发现其在具体胜任力上的长处和短板，以及在管理层级里和模型标准相比处于什么位置。选拔新的中层管理者时，胜任力模型可以当成参考标准，帮助组织选出有晋升所需胜任力的候选人。

胜任力模型还可以指导中层管理者的职业培养和发展计划，每一位中层管理者的胜任力测评结果可以制定相应的培训计划和发展目标，使他们扬长补短。从组织角度分析中层管理者群体胜任水平的高低，寻找和解决管理层面总体胜任水平的不足，结合胜任力模型测评选拔结果与培养和发展中层管理人员情况，可以不断地优化模型，与组织发展和中层管理岗位接续的现实需求相一致，不断地优化管理层的人才结构和能力水平，胜任力模型才能发挥出应有的效果，帮助中层管理者晋升、帮助组织发展。

选拔并评价后备人才

在选拔以及评价后备人才之际，应当排除主观因素所带来的干扰，使得此项工作有更高的科学性、系统性、开放性以及公平性，具体而言可依照下述步骤给予开展：首先组织后备候选人进行报名以及推荐，接着针对报名或者推荐的候选人展开人才盘点，借助能力以及绩效方面的测评，挑选出能力较高者作为中层管理岗位的后备人才。具体如下图 1 所示：

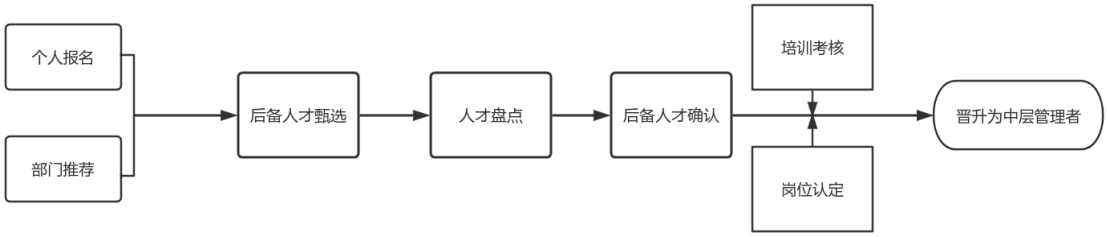

图 1: 选拔并评价后备人才实施流程

（1）报名及推荐

为使后备人才的挑选过程公平、公正、公开，评估过程科学、深入、客观，挑选阶段采用竞争性选拔模式，借助个人报名、部门推荐等多种渠道充分发掘后备人才。企业可采取一系列办法激励员工主动报名成为中层管理者的储备人选，这些办法通过宣传活动营造良好企业环境，获得领导关注。宣传活动向员工讲清楚成为储备人选的重要意义，明确其对职业规划有积极影响。企业通过文化建设和员工关怀活动等营造积极向上且利于个人成长的工作环境，让员工体会到企业对管理岗位储备人选的看重与支持。企业领导在日常工作中多次提及对管理岗位储备人选的重视，鼓励员工积极加入、勇于承担责任，让他们知晓成为储备人选对个人职业发展的重要性，也能为企业未来发展贡献力量。上述办法调动员工的工作积极性，促使他们努力成为管理岗位储备人选。

（2）管理岗位储备候选人盘点

人才盘点是企业人才队伍结构的全面体检，从组织结构设置、人力资源组织分布形态、人才组织产出形式等方面进行全方位的人才结构分析，协助主管部门制定结构化人才规划方案，帮助企业全面了解现有人才存量，诊断现有人才队伍稳定性、长处与潜能情况，明确关键岗位关键人才，了解现有人才状况与企业发展战略目标的匹配性差距，以人才盘点测评结果与人才培养发展情况对照，不断完善和贴近企业发展及中层干部承继要求，不断完善中层干部人员结构与能级。匹配方式如表 10 所示。

表 10: 绩效等级定义及评价标准

绩效等级	定义	近三年考核总积分
高	员工能够持续超出既定指标	6-9
中	员工能够持续达成既定指标，有些时候还能超出这些指标。	3-6
低	员工无法持续地达成指标	0-3

潜力评估主要关注员工的持续学习能力，并把知识转化为工作效能的发展潜能，分为“述能会” 和 “圆桌会” 两个阶段进行。述能会要求候选人根据潜力指标，选 2—4 个典型行为事件做自我分析，并提出改进办法。

从业绩和潜力两个角度对所有参与盘点的晋升候选人进行评估，再逐个放进人才九宫格，综合业绩与潜力两方面的情况，为岗位搭建人才潜力与业绩评估模型，作为人才发展的方向。详见图 2。

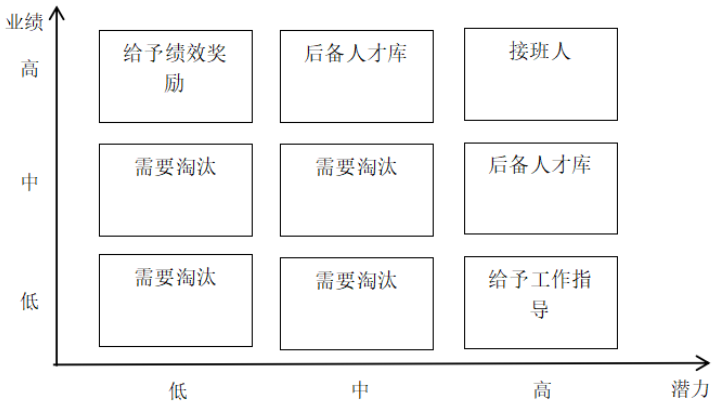

图 2: 岗位人才潜力与业绩评估模型

人才校准是盘点过程中的重要环节，将多层级管理人员评价意见汇总后，通过多次结构化讨论最终形成人才评价一致结论。人才校准工作可规避评价者误差、提升对人才绩效和发展潜力的客观性和一致性，同时具有识别潜力高人群、发展需求分析、提供人才决策体系的数据分析支持和提升组织人才评价体系信效度三个管理作用。

人才校准会议的参会人员主要是业务部门负责人、高管团队和 HR 专家组。会议进行时，各个业务单元的负责人会详细系统地介绍其管辖范围内储备人才的档案信息，依据职业发展轨迹来分析这些人才的能力优势以及发展方面存在的缺口，以协助不同层级的管理者对候选人形成更为深刻的认识，对审议评估模型的定位结果给予审议评估，开展校准工作以消除评估偏差。

制定并实施培养计划

中层管理岗位后备培养体系的最终价值，在于岗位出现空缺时能有精准的晋升机制，这就需要改变传统的培养模式。过去的培训模式存在内容宽泛、没有重点等结构性问题，针对这些问题，企业必须把培养方案和自身战略目标的解码、岗位胜任力架构紧密结合起来，通过有针对性的发展措施，填补晋升者在知识结构、技能组合和能力方面的关键不足。

（1）基于胜任力模型下的后备人才现状评估

依据业绩贡献和发展潜能评价体系，本文最终遴选出具有高资质的中层管理后备人选队伍，而该队伍的胜任力、适岗力还需要进行诊断，基于结构性胜任力模型进行诊断分析，科学衡量队伍胜任管理任务的程度，为梯队建设提供依据。

（2）明确晋升岗位

培养初期，企业要精准确定整体目标管理岗位。借助五年期的岗位空缺预测模型，结合晋升者的职业履历、发展意向和组织战略等维度的参数指标，运用深度行为事件访谈技术做好人岗匹配的预测和决策。根据岗位匹配结果设计不同的发展路径，通过有针对性的能力加速项目提高人员岗位准备程度，保证管理权力交接能够平稳进行，企业运行能够顺利向前。

（3）胜任力评估

本研究采用基于中层管理岗位胜任力架构的 360°测评程序，使用结构化行为锚定量表进行全面评估。测评流程有三个较为严谨的阶段：第一个环节需要解析目标岗位的胜任力模型，把核心能力要素转变成五级行为梯度指标，每项能力的得分取全体评价者的平均值，以此消除个体评价的偏差。第二个环节是对评价主体结构进行创新，打破传统的垂直评价模式，

整合四个维度的评价视角，分别为直接上级、协作同事、管辖下属和服务客户，同时加入自评模块，建立多维度的能力诊断矩阵，精准找到能力发展的缺口。最后一个阶段是用层次分析法处理数据，模型里的 5 个能力维度和 15 项子要素都设置了不同的权重系数。例如“问题分析解决”能力项，它所属的“个人效能”维度在模型中占 31.77%的权重，这个要素在维度内的贡献度是 21.24%，经过权重叠加计算得出要素的理论满分值为 100×31.77%×21.24%=6.74 分。当这个要素的行为均分达到 3.6 分时，标准化转换公式是实际得分=（实测值/理论最大值）×权重分值=（3.6/5）×6.74=4.85 分。详见图 3。

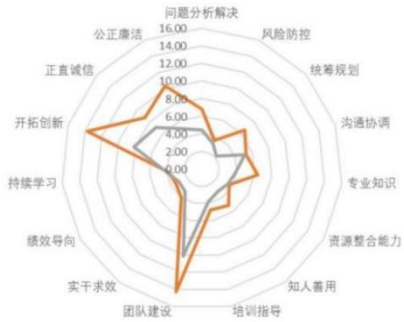

图 3: 后备人才培养目标与实际情况对照图

灰色线段表示 P 公司后备人才评估现状
The gray line indicates the current assessment status of P Company's succession planning.
橙色线段表示 P 公司后备人才培养目标
The orange line indicates the training objectives for P Company's succession planning.

（4）胜任力分析

将胜任力模型与后备干部能力情况进行比对，能够全面、深入发现后备干部能力与胜任力之间的优势与不足之处。对于 其中要素匹配度 50%以下的明显优势差距，必须采取针对性发展措施，通过定制化学习策略提升单一胜任力，在提高本职胜任力同时，支持后备干部向更高一级管理岗位转型。

在实施过程中，创建动态发展档案，每个季度进行形成性评估，根据能力发展曲线，动态调整培养计划，形成绩效增量、能力成熟度指数等能力成熟度记录。

讨论

在 P 公司中管后备人才培养方案诊断及优化的基础上，针对数据结果、案例分析，本章节从方案的实践应用、学术价值外延、研究局限等方面进行梳理分析，提高方案实践应用性和学术性。上文所述“胜任力模型+选育训证闭环机制”的意义和价值在于“战略—人才—职位”匹配，但实施需要面对资源建设、部门采纳等方面的阻力与挑战：从建设成本来看，胜任力模型的应用需要资源建设如测评工具研发、个性化培训课程研发、轮岗安排等，核心部门试点应用(2 个核心部门)需要人员、经费等资源，核心部门推广阶段需增加 80－100 万元、轮岗安排(12－18 个月)等。在方案落地阶段可采用“内压为主+外压为辅”的模式降低成本，组建内测团队、核心培训先期研发、现有人员轮岗等。从部门采纳度来看，研发部考虑管理培训影响研发、核心人才不参与或不愿参与，生产部的考虑是培训应用性，应用型员工不参与或不愿参与，营

销部的考虑是人员流失，轮岗安排考虑培养时间，需要针对性调整碎片化培训方式、情景式培训、双路径晋升、案例式实训、短期轮岗激励留人等。更重要的是，方案落地并不是一劳永逸，要建立适应行业特点和企业变化发展的动态机制：动物保健行业受政策监管（兽药 GMP 的新规定）、技术更新（疫苗研发技术）等多方面影响较大，中层管理岗位胜任力模型需要每 2-3 年校准一次，可以由战略、HR 与业务部门组成动态校准小组，根据行业和公司战略变化动态调整胜任模型中权重和培训内容；建立定期季度反馈机制，针对各部门执行中遇到的问题（如研发部门执行时间变化造成轮岗难于执行、生产部门合规要求有变化需要补充相应培训项目），及时调整培养周期和培养方式，避免方案死板脱节。P 公司的痛点并非个案，与民营企业“离战略不远、离培养太远”“选人任人、印象至上”“千人一面”的共性问题有很强的相似性，与动物保健行业“行业技术含量高、受监管要求严”的特点又有极高的相似性，中层管理人才除了需要具备行业专业管理能力，还要具备一般管理能力，也是同行业企业培养需要解决和亟待解决的问题；针对动物保健行业同类公司，建议模型中模型要素“合规管理”“生物安全风险控制”等行业特点占比应提升，培养时间与研发时间挂钩，建立跨企业培养联盟共享资源降低企业培养成本。然而，研究也有局限性：由于仅针对 P 公司成都总部进行调查，其分公司不参与研究；有效问卷数、访谈 5 人，样本数较小，结论的推广能力不强；改进方案仅停留在概念，没有付诸实践，无法检验长期的有效性和实际效果；收集数据采用问卷与访谈方式，没有采用观察法、内部档案法，缺乏研究设计的纵向性，人才培养的动态过程没有体现，今后可做样本扩大研究，通过“落实方案-跟踪调查-评估效果”纵向设计对方案长期有效性的检验，结合新技术，对测评工具和预测模型等进行优化，使其更具有应用性价值。

总结

本文以中国民营企业 P 公司中层管理者晋升管理实践为契机，运用文献分析法、问卷法、访谈法等方法分析晋升实践中的问题，发现 P 公司实践中后备人才管理计划缺乏、晋升人才选拔培养、岗位胜任力模型应用不足等问题阻碍了企业人力资源管理。

针对上述问题，本研究提出解决方案。首先，构建中层管理岗位胜任力模型，识别岗位胜任力关键能力素质，为晋升储备提供科学依据。其次，创新晋升人选选拔评价方法，引入心理测评、情景模拟的科学测评方法，提高选拔任用科学化、精准化水平。再次，形成有针对性的培养方案，根据晋升后备的能力特征和潜力水平，提供个性化的培训和路径。最后，对中层管理岗位晋升实施路径进行结构化五步建模，从结果导向和发展导向建立晋升后备选人矩阵模型，确保后备选人的科学化和适配率。遵循科学化、适配率原则进行有针对性培养和提升，保证持续发展，适配组织战略。有利于 P 公司构建战略导向管理模块，为中层晋升提供保障。

建议

本研究的局限方面，如在样本方面，本研究仅以 P 公司为样本，样本数量较少，研究结果不具有普遍性；后续研究需选取更多的样本进行探究，增加研究的代表性。在研究方法方面，本研究综合运用多种研究方法，但对实施效果的跟踪调查有所忽略，因此并不能对优化措施的长效性进行评估。后续研究应增加对实施效果的跟踪调查，对优化措施进行综合评估。在理论研究方面，本研究主要依据已有理论，后续研究应进一步针对中国民营企业、上市公司和特定行业、个别公司的后备人才培养和管理方案和实践经验成果进行分析比较。

本研究对于中国民营企业中层管理岗位晋升计划完善具有较好的借鉴和指导作用。结合企业经营管理实际，提出企业可以从把企业晋升计划与战略目标结合起来，把人才培养计划

作为服务企业目标，根据岗位要求和战略目标建立胜任力模型，提炼关键能力素质，引入心理测验、情景模拟等，建立科学的选拔任用机制，实现选拔任用人员公正性、准确性。根据能力、潜能，有针对性地制定培养计划，提供个性化的培训方案和发展方案。建立动态跟踪评价机制，根据内外部环境变化进行动态调整，并积极运用大数据、人工智能等新技术，提高选拔任用效率，提高选拔任用科学性，帮助企业尽快实现人才问题的解决和企业的可持续发展。

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THE ROLE OF CULTURAL INTELLIGENCE IN FOSTERING EMPLOYEE RESILIENCE: A STUDY OF FRONTLINE STAFF IN SHANGHAI'S INTERNATIONAL HOTEL SECTOR

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Abstract

This study investigates the influence of Cultural Intelligence (CQ) on the resilience of frontline hotel employees in the high-pressure intercultural environment of Shanghai. Grounded in Conservation of Resources (COR) Theory and Social Exchange Theory (SET), the research examines how the four dimensions of CQ, metacognitive, cognitive, motivational, and behavioral, serve as personal resources that facilitate psychological recovery and endurance. Data were collected from 419 frontline employees across various departments in international hotels in Shanghai and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that metacognitive, cognitive, and motivational CQ significantly and positively impact employee resilience, with metacognitive CQ emerging as the strongest predictor. In contrast, behavioral CQ was found to have a non-significant effect on resilience. This suggests that, in China's high-power distance and face-saving culture, internal cognitive and affective resources are more critical for psychological recovery than outward behavioral adaptation. Furthermore, demographic variables, including gender, age, and education, significantly influenced baseline resilience levels. These findings offer critical theoretical insights into the resource-caravan effect of CQ and provide actionable managerial implications for hotel operators, emphasizing the prioritization of internal cognitive training over mere service etiquette to sustain a resilient workforce.

Keywords: Cultural Intelligence (CQ); Employee Resilience; International Hospitality; Shanghai; Conservation of Resources Theory; Social Exchange Theory; Frontline Employees.

Introduction

In the increasingly volatile global hospitality landscape, Cultural Intelligence (CQ) has transcended its status as a soft skill to become a strategic imperative for organizational survival (Ratasuk & Charoensukmongkol, 2020). For international hotel chains, where the product is a seamless intercultural exchange, the ability of frontline employees to navigate complex cultural nuances is the linchpin of service quality and operational continuity. CQ, comprising metacognitive, cognitive, motivational, and behavioral dimensions, functions as a sophisticated psychological mechanism that enables employees to decode, internalize, and respond to diverse cultural stimuli (Ratasuk, 2022). Without this intelligence, the friction inherent in cross-cultural service encounters does not merely

degrade the guest experience; it erodes the psychological fabric of the workforce, making the cultivation of CQ a critical necessity for maintaining a resilient frontline (Ratasuk, 2020).

The post-crisis era has fundamentally redefined the parameters of workplace endurance, placing resilience at the center of the global discourse on SDG 8 (Decent Work and Economic Growth) (Raman et al., 2025). As the hospitality industry emerges from the shadows of unprecedented global disruptions, the focus has shifted from mere survival to the sustainability of the human resource (Lai et al., 2025). This shift underscores the profound significance of the research problem: as international travel rebounds, the intensified pressure on frontline staff to provide hyper-personalized service while navigating diverse guest expectations necessitates a robust psychological buffer. This study is critical because it identifies how cultural adaptability prevents the "resource loss spirals" that threaten the long-term sustainability of the hospitality workforce (Ahmad et al., 2025).

In this new paradigm, resilience is no longer a static personality trait but a dynamic capacity to absorb strain and adapt to shifting demands.

Shanghai's international hotel sector serves as a unique pressure cooker for these dynamics. As a global financial hub (Guanrui, 2022), Shanghai's luxury hospitality market is characterized by a relentless pursuit of six-star excellence, with razor-thin margins for error (Wu et al., 2024). Frontline employees operate in a high-velocity environment marked by grueling shift work, rigid emotional labor requirements, and the constant threat of losing face (mianzi) during guest grievances (Kelly et al., 2022). The tension is exacerbated by the cultural friction between the traditional Chinese value of shuncong (obedience and deference) and the assertive, often demanding, communication styles of international clientele (Chon & Hao, 2020). Investigating this specific milieu is significant because the resulting cognitive dissonance can lead to rapid psychological depletion if not managed properly. By analyzing these unique cultural pressures, this study provides a vital diagnostic roadmap for maintaining operational stability in high-pressure tier-1 cities (Molinsky, 2007).

Despite the criticality of this issue, a significant gap exists in contemporary management literature. Existing research on employee resilience has mainly been Western-centric, often overlooking the intricate interplay between cultural intelligence and psychological recovery in High Power Distance societies (Chu & Zhu, 2023). While the four dimensions of CQ have been studied in the context of expatriate adjustment, their specific roles in fostering the resilience of local frontline staff in Tier-1 Chinese cities remain under-explored (Sullivan, 2022). Current scholarship often fails to account for how hierarchical cultural norms in Shanghai's service sector might stifle the positive effects of Behavioral CQ or how Metacognitive CQ might serve as a vital internal shield against the shame associated with service failures (Chan & Ho, 2025).

To address this gap, this study utilizes Conservation of Resources (COR) Theory and Social Exchange Theory (SET) as its dual theoretical foundations. Through the lens of COR Theory, the four dimensions of CQ are conceptualized as resource caravans that prevent the loss of psychological energy during stressful intercultural encounters, thereby fostering resilience. Simultaneously, SET provides a framework for understanding how the organizational investment in an employee's CQ development fosters a reciprocal commitment, in which the employee exchanges their cultural competence for resilient performance (Wang et al., 2022). By integrating these theories, we provide a holistic explanation

of how internal cognitive resources (CQ) translate into the sustained capacity to thrive under pressure (Resilience).

The implications of this study are twofold. For academia, it extends the boundaries of CQ theory by linking it directly to the burgeoning field of positive organizational behavior and employee well-being in an Asian context (Yang, 2023). For practitioners, specifically General Managers and HR Directors in Shanghai's luxury hotels, this research offers a diagnostic roadmap (Hadj Hassine, 2025). The practical significance of this work lies in its evidence-based recommendation that resilience is not an inherent trait to be recruited, but a competency to be built (Hadj Hassine, 2025). By shifting the focus from generic service training to targeted cultural intelligence development, hotels can fortify their frontline against burnout, reduce turnover costs, and secure a sustainable competitive advantage in an unforgiving global market (Sullivan, 2022).

Research Objectives

The primary objective of this research is to empirically examine the individual and collective contributions of Metacognitive, Cognitive, Motivational, and Behavioral CQ dimensions to the resilience of frontline employees in international hotels in Shanghai. Specifically, this study seeks to determine which specific dimension of CQ is the most potent predictor of resilience in this unique sociocultural milieu. Furthermore, this paper aims to provide a granular analysis of how these relationships manifest in an industry characterized by high turnover and intense emotional labor.

Literature Review

The conceptual evolution of resilience

Beyond a simple personality trait, resilience is increasingly defined in organizational scholarship as a dynamic psychological capacity to rebound from adversity, conflict, or failure (Luthans, 2002). Within the high-stakes hospitality sector, it represents not just survival, but the ability to maintain positive adaptation despite the depleting nature of chronic service pressures (Bao et al., 2025). Contemporary theories shift the focus from resilience as an innate attribute to a trainable competency that can be bolstered by cognitive resources like cultural intelligence (Chon & Hao, 2020).

The Theoretical Confluence of COR and SET

The theoretical framework of this study is anchored in the integration of Conservation of Resources (COR) Theory and Social Exchange Theory (SET), providing a robust lens for examining the resilience of frontline hotel employees in Shanghai. According to COR theory (Hobfoll, 1989), individuals are inherently motivated to protect their existing resource pools and seek out new ones to buffer against the psychological erosion caused by workplace stressors. In the high-velocity, culturally complex environment of international hospitality, we conceptualize the four dimensions of Cultural Intelligence (CQ) (Ang et al., 2007) as a strategic Resource Caravan (Hobfoll, 2011), a mutually reinforcing set of personal assets that prevent the loss spirals typically triggered by intercultural friction. While COR theory explains the internal mechanism of resource preservation, Social Exchange Theory (Blau, 1964) clarifies the external relational dynamic. In the context of China's high-power distance culture and the overarching importance of Mianzi (saving face) (Hwang, 1987), a reciprocal relationship exists between the employee and the hotel. When the organization fosters an environment that builds and values CQ, employees feel a social obligation to reciprocate with heightened resilience, viewing

challenging guest interactions as professional growth opportunities rather than personal threats.

Metacognitive and Cognitive CQ: The Strategic Defense

The internal processing dimensions of CQ serve as the frontline staff's primary defensive resources. Metacognitive CQ acts as the executive brain of this system, allowing employees to engage in cognitive reappraisal by consciously monitoring and adjusting their mental models during stressful encounters (Chu & Zhu, 2023). This cognitive mastery prevents the internalization of stress, allowing employees to maintain a sense of control over volatile intercultural service encounters (Azevedo & Shane, 2019). Accordingly, it is proposed that:

H1: Metacognitive CQ has a positive and significant impact on the resilience of frontline hotel employees.

This internal strategy is supported by Cognitive CQ, which provides structural knowledge of cultural norms and systems, effectively serving as a buffer that reduces anxiety associated with ambiguity (Chu & Zhu, 2023). By providing a predictable framework for interpreting diverse guest behaviors, high levels of cultural knowledge buffer the individual against the stress shocks common in Shanghai's luxury hospitality sector (Dolce et al., 2023). Without the scripts provided by cultural knowledge, the unpredictability of international guests would rapidly deplete an employee's psychological reserves (Dolce & Ghislieri, 2021). Consequently, we propose:

H2: Cognitive CQ has a positive and significant impact on the resilience of frontline hotel employees.

Motivational and Behavioral CQ: The Proactive Drive

The motivational and manifest dimensions of CQ provide the proactive energy and external validation necessary for long-term psychological endurance (Lam & Cheung, 2024). Motivational CQ represents the intrinsic drive and self-efficacy required to direct energy toward cultural adaptation, functioning as the affective stamina that allows employees to view high-pressure situations as opportunities for mastery rather than resource-draining threats (Dolce & Ghislieri, 2021). According to COR theory, those with higher resource pools are less vulnerable to resource loss (Reed et al., 2023). Therefore, we hypothesize:

H3: Motivational CQ has a positive and significant impact on the resilience of frontline hotel employees.

The final link in this nomological network is Behavioral CQ, the manifest ability to adapt verbal and non-verbal actions to align with guest expectations (Reed et al., 2023). When employees successfully translate their internal CQ into appropriate outward actions, they elicit positive feedback and validation from international guests. However, this outward performance is not without psychological cost; the effort required to constantly modify behavior to fit foreign norms, often termed "code-switching", can involve significant emotional labor (Molinsky, 2007; Wang et al., 2025). While some studies suggest

that successful behavioral adaptation creates gain spirals in which external praise reinforces internal psychological resilience (Bao et al., 2025), other scholars argue that the constant modification of one's natural behavior can lead to authenticity drift and emotional exhaustion (Reed et al., 2023). This inconsistency highlights the complex nature of behavioral CQ, both as a potential resource and a source of emotional tax. Despite this potential tax, Social Exchange Theory posits that successful behavioral adaptations create gain spirals in which external praise reinforces internal psychological resilience (Bao et al., 2025). This mastery of the performance aspect of hospitality directly reinforces the employee's belief in their ability to handle future adversity (Awad et al., 2025). Thus, it is proposed:

H4: Behavioral CQ has a positive and significant impact on the resilience of frontline hotel employees.

Controlled Variance: Demographic Influences on Resilience

Resilience is not only a product of cognitive competencies but is also shaped by an individual's socio-demographic profile. To isolate the unique variance explained by CQ, this study controls for gender, age, education, and years of experience (Chu & Zhu, 2023). Research in the Chinese service sector suggests that older, more experienced employees may have developed tacit resilience through repeated exposure to service failures, while higher levels of education often correlate with more sophisticated cognitive coping strategies (Wang et al., 2024). Furthermore, gender-based differences in emotional labor are well-documented in hospitality, where coping mechanisms and the manifestation of resilience can vary between male and female staff (Wang et al., 2025). By statistically controlling for these factors, the study provides a more precise estimation of the specific contribution of cultural intelligence to an employee's psychological endurance (Chu & Zhu, 2023).

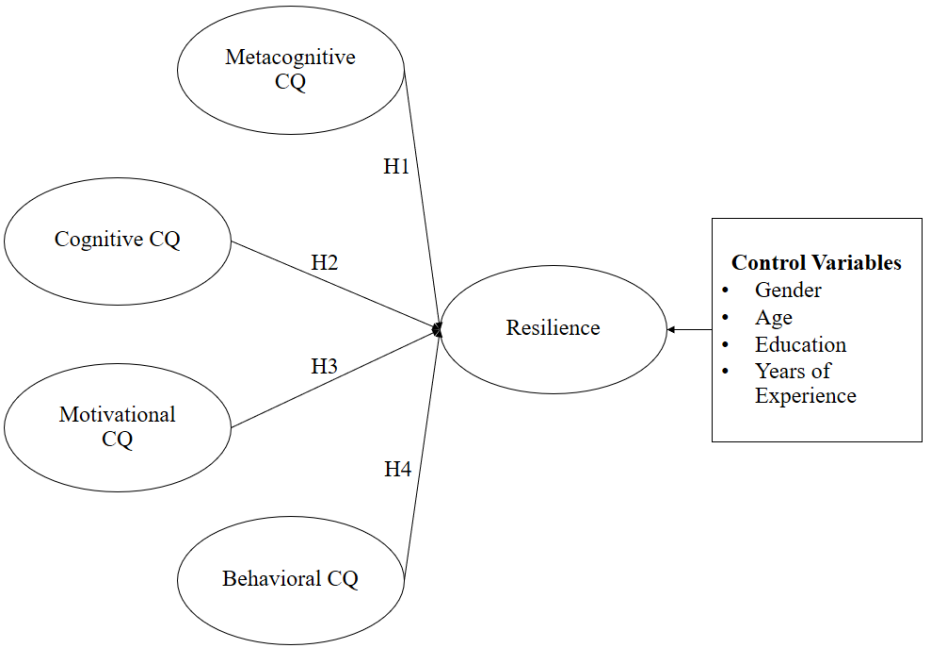

Figure 1: Conceptual Model

Research Methodology

Research Design

This study adopts a quantitative, deductive research design to empirically test the hypothesized relationships between Cultural Intelligence (CQ) and employee resilience. Given the objective of testing an established theoretical framework (COR and SET) in a specific regional context, a survey-based approach was deemed most appropriate. For data analysis, Partial Least Squares Structural Equation Modeling (PLS-SEM) was selected as the primary statistical method. The choice of PLS-SEM over Covariance-Based SEM (CB-SEM) is justified by the study's focus on prediction-oriented research and the maximization of explained variance (R^2) in the dependent variable (Hair et al., 2021b; Zhu & Ratasuk, 2024). Furthermore, PLS-SEM is particularly robust in handling non-normal data distributions and complex structural models with multiple independent paths, which are common in social science and hospitality research (Niu et al., 2025).

Population and Sampling

The target population for this study comprises frontline employees currently working in international hotels in Shanghai, China. Given the large and fluid nature of the hospitality workforce, the precise number of frontline staff across all international hotel tiers is unknown; thus, the population is treated as infinite for statistical sampling purposes. To ensure a representative, contextually relevant sample, purposive sampling was used, specifically targeting employees who maintain direct, frequent interactions with international guests. Regarding sample size, a minimum of 400 was established. This target is justified by the standard sample size formula for an unknown population with a 95% confidence interval and a 5% margin of error. Furthermore, this sample far exceeds the 10-times rule (Hair Jr et al., 2017), which requires the sample to be at least ten times the number of structural paths directed at a particular construct, thereby ensuring robust statistical power for the PLS-SEM algorithm. The final dataset yielded 419 valid responses, with their characteristics detailed in Table 1.

Table 1: Demographic Characteristics of Respondents (N = 419).

Characteristics	Categories	Descriptive Statistics	
		Frequency (,)	Percentage (%)
Age	18 – 21	33	7.88%
	22 – 25	120	28.64%
	25- 34	138	32.94%
	35- 44	55	13.13%
	45 - 54	45	10.74%
	55 - 60	28	6.68%
Gender	Female	244	58.23%
	Male	175	41.77%
Education	Less Than High School	67	9.1%
	High School Diploma	118	28.16%
	Associate Degree	133	31.74%
Work Experience	Under 1 year	75	17.9%

	1 to 3 years	127	30.31%
	4 to 6 years	129	30.79%
	7 to 8 years	52	12.41%
	9 to 10 years	26	6.21%
	Over 10 years	10	2.39%
Department	Front Office	163	38.9%
	Food & Beverage	102	24.34%
	Housekeeping	154	36.75%

Data Collection Procedure

Data were collected through an online, self-administered questionnaire hosted on a professional survey platform. The survey link was distributed through professional hospitality networks and human resource departments within the Shanghai hotel district. To maintain data integrity, the survey utilized screening questions at the outset; only respondents who confirmed they were (1) currently employed in a frontline role and (2) working within an international/multi-national hotel chain were permitted to proceed to the main instrument.

Instrument Development

The survey instrument was structured into four distinct sections to facilitate ease of response and data organization: Screening questions to verify employment criteria. Demographics collects data on gender, age, education level, and years of experience. Construct Measurement is the core section assessing the four dimensions of CQ and resilience.

All constructs were adapted from established, validated scales in existing literature to ensure content validity. Cultural intelligence was measured using the 20-item Cultural Intelligence Scale (CQS) developed by Ang et al. (2007), while Employee Resilience was assessed using scales adapted from Luthans (2002) or the CD-RISC. All items were measured on a 5-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5).

Data Analysis Plan

Statistical analysis will be performed using WarpPLS 8.0 software. This software is chosen for its capability to identify non-linear relationships and provide robust p-values for complex structural models. The analysis will follow a two-stage approach (Samak et al., 2024):

The outer model will be assessed for reliability and validity. Internal consistency will be evaluated using Cronbach's alpha (CA) and Composite Reliability (CR), with values above 0.70 considered acceptable. Convergent validity will be confirmed if factor loadings (FL) exceed 0.708 and the Average Variance Extracted (AVE) is greater than 0.50. For discriminant validity, this study will prioritize the Heterotrait-Monotrait Ratio (HTMT), as it is a more stringent and superior criterion compared to the Fornell-Larcker test. HTMT values should remain below 0.85 (or 0.90 for closely related constructs) to confirm distinctness between variables (Yang & Ratasuk, 2024).

Once the measurement model is validated, the inner model will be assessed. Collinearity will be checked via Variance Inflation Factors (VIF), where values below 3.3 (or a more relaxed threshold of 5) indicate the absence of multicollinearity (Ratasuk & Nyan Lin, 2025). The structural relationships will be evaluated based on the Path Coefficients (β) and the Coefficient of Determination (R^2). Significance

levels for the hypothesized paths will be determined using the Bootstrapping technique with 5,000 resamples.

To mitigate the risk of Common Method Bias (CMB), which often occurs in cross-sectional self-reported surveys, a full collinearity assessment approach will be conducted. If all VIFs from a full collinearity test are 3.3 or lower, the model is considered free of significant bias (Kock, 2015).

Ethical Considerations

This study strictly adhered to ethical research guidelines. All participants were provided with an informed consent form outlining the study's purpose. Participation was entirely voluntary, and respondents were assured of total anonymity and the confidentiality of their data. No personally identifiable information was collected, and participants retained the right to withdraw from the survey at any time.

Results

Measurement Model Evaluation: Reliability and Convergent Validity

The measurement model was evaluated to ensure the reliability and validity of the constructs before testing the structural relationships. Based on the criteria established by Hair et al. (2019, 2021), we assessed internal consistency reliability, indicator reliability, and convergent validity.

As shown in Table 2, the constructs' internal consistency reliability was confirmed. All Cronbach's Alpha (CA) values ranged from 0.872 to 0.908, and Composite Reliability (CR) values ranged from 0.907 to 0.929, significantly exceeding the recommended threshold of 0.70 established by Hair et al. (2019). These results indicate high internal consistency across all latent variables.

Regarding indicator reliability, the Factor Loadings (FL) for all remaining items were well above the 0.708 threshold, ranging from 0.755 to 0.864. It should be noted that one item from the Metacognitive CQ construct (Metacognitive CQ1) was removed during the initial factor analysis due to a loading below the 0.70 cutoff, thereby improving model fit and construct validity. Finally, convergent validity was established through the Average Variance Extracted (AVE). All AVE values ranged from 0.662 to 0.724, surpassing the minimum requirement of 0.50 as suggested by Hair et al. (2021a), thereby confirming that the constructs explain a substantial portion of the variance in their respective indicators.

Table 2: Reliability and Convergent Validity Results

Item	FL	CR	CA	AVE
Resilience 1	0.848	0.909	0.875	0.666
Resilience 2	0.804			
Resilience 3	0.813			
Resilience 4	0.816			
Resilience 5	0.798			
Meta Cognitive CQ2	0.856	0.913	0.873	0.724
Meta Cognitive CQ3	0.834			
Meta Cognitive CQ4	0.864			
Meta Cognitive CQ5	0.848			
Cognitive CQ1	0.822	0.929	0.908	0.684
Cognitive CQ2	0.847			

Cognitive CQ3	0.859			
Cognitive CQ4	0.780			
Cognitive CQ5	0.823			
Cognitive CQ6	0.830			
Motivational CQ1	0.755	0.908	0.872	0.663
Motivational CQ2	0.811			
Motivational CQ3	0.826			
Motivational CQ4	0.843			
Motivational CQ5	0.834			
Behavioral CQ1	0.790	0.907	0.872	0.662
Behavioral CQ2	0.828			
Behavioral CQ3	0.774			
Behavioral CQ4	0.826			
Behavioral CQ5	0.847			

Discriminant Validity and Collinearity Assessment

Discriminant validity was evaluated using two complementary approaches: the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. As shown in the upper right diagonal of Table 3, the square root of the Average Variance Extracted (AVE) for each construct is greater than its highest correlation with any other latent variable, satisfying the Fornell-Larcker requirement. Furthermore, the HTMT ratios (presented in the lower-left diagonal) remain below the conservative threshold of 0.85, providing strong evidence that each construct is empirically distinct (Naing & Ratasuk, 2025). This adheres to the guidelines by Henseler et al. (2015), who propose that htmt is a more rigorous test of discriminant validity than traditional metrics.

In addition to validity, we assessed the model for potential multicollinearity and common method bias (CMB) using the Variance Inflation Factor (VIF) values. According to Kock (2015), a full collinearity VIF of 3.3 or lower indicates that the model is free of vertical and lateral collinearity and common method bias. As reported in Table 3, all VIF values range from 1.088 to 2.156, well below the 3.3 threshold, confirming that multicollinearity is not an issue and the results are unlikely to be contaminated by common method variance (Ratasuk, 2024).

Table 3: Discriminant Validity (Fornell-Larcker & HTMT), Collinearity, and CMB Results

Construct	Resilience	Metacognitive CQ	Cognitive CQ	Motivational CQ	Behavioral CQ	VIF
Resilience	(0.816)	0.197***	0.235***	0.203***	0.174***	1.088
Metacognitive CQ	0.225	(0.851)	0.584***	0.610***	0.613***	1.978
Cognitive CQ	0.262	0.655	(0.827)	0.632***	0.589***	2.015
Motivational CQ	0.231	0.7	0.71	(0.814)	0.627***	2.156
Behavioral CQ	0.199	0.702	0.662	0.718	(0.814)	2.031

Structural Model Assessment and Predictive Power

Following the validation of the measurement model, the structural model was evaluated to test the hypothesized relationships. Before examining the path coefficients, the suitability of the PLS-SEM

approach was empirically confirmed through normality testing. The results from the Jarque-Bera and Robust Jarque-Bera tests indicated that the data sets for all constructs follow non-normal distributions. This violation of normality assumptions justifies the use of PLS-SEM, which is specifically designed to handle non-normal data in prediction-oriented research.

The model's internal consistency and overall fit were assessed using several global fit indices provided by WarpPLS. The Average Block VIF (AVIF) was 1.350, and the Average Full Collinearity VIF (AFVIF) was 1.730, both of which are well below the ideal threshold of 3.3 stipulated by Kock (2015), confirming the absence of multicollinearity and common method bias within the structural model. Furthermore, the Tenenhaus Goodness of Fit (GoF) was 0.320, exceeding the medium-effect threshold of 0.25, indicating substantial explanatory power. Model fit was further evidenced by a Standardized Root Mean Squared Residual (SRMR) of 0.058, well below the 0.10 cutoff for a well-specified model per the criteria of Henseler et al. (2015).

The predictive power of the model was evaluated using the Coefficient of Determination (R^2) and the Stone-Geisser (Q^2) value. The model achieved R^2 = 0.125 and Adjusted R^2 = 0.108 for the endogenous construct of resilience. This indicates that the four dimensions of Cultural Intelligence (CQ) collectively explain 12.5% of the variance in frontline hotel employees' resilience in Shanghai. Although this R^2 value appears modest, it exceeds the 0.10 threshold recommended by Falk and Miller (1992), which is considered acceptable for behavioral research where complex, multifaceted human factors influence the dependent variable. Furthermore, it is important to note that this study isolates the specific domain of Cultural Intelligence rather than testing a general model of resilience; therefore, explaining 12.5% of the variance solely through intercultural competencies represents a significant theoretical finding. Crucially, the Q^2 value was 0.131, which, being strictly greater than zero, meets the predictive relevance criterion established by Hair et al. (2019).

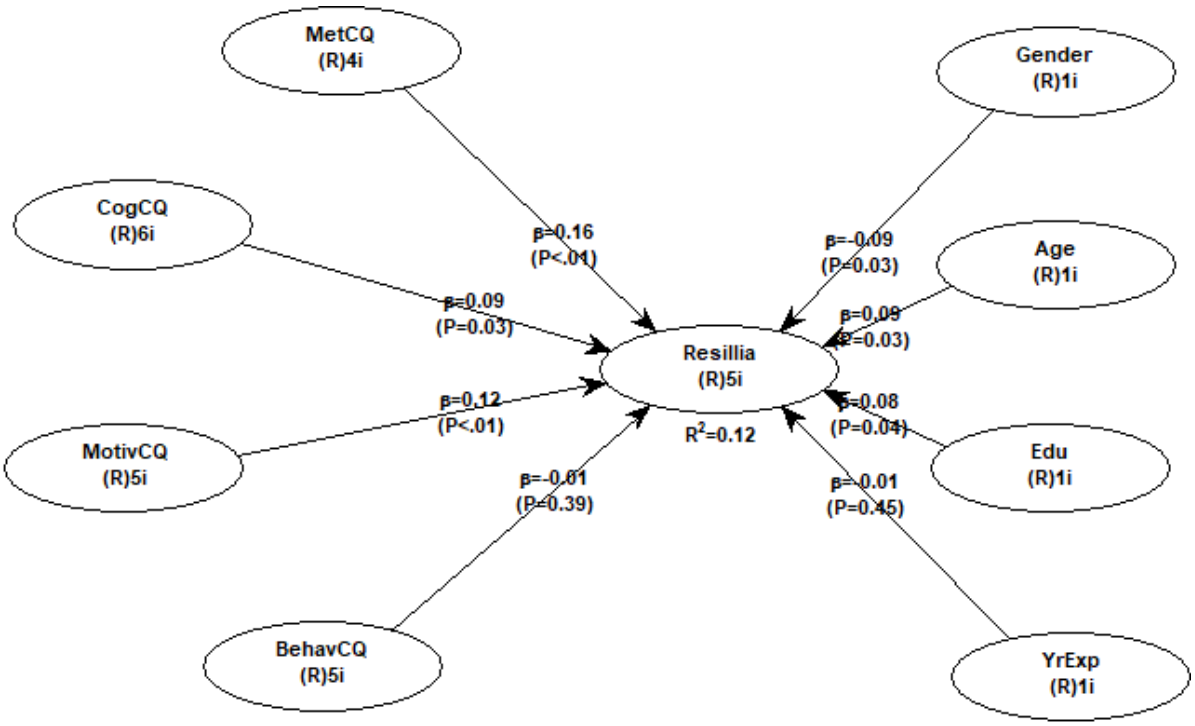

Figure 2: PLS-SEM Results from WarpPLS 8.0

Hypothesis testing results, including the influence of control variables, are detailed below based on the final structural paths, presented in Figure 2:

H1 (Metacognitive CQ > Resilience): Positive and significant impact ($\beta = 0.159$, $p < 0.001$). This result is considered highly significant as the p-value is well below the standard 0.05 alpha level. Supported.

H2 (Cognitive CQ > Resilience): Positive and significant impact ($\beta = 0.095$, $p = 0.025$). The path coefficient meets the minimum significance threshold for social science research. Supported.

H3 (Motivational CQ > Resilience): Positive and significant impact ($\beta = 0.117$, $p = 0.008$). This finding demonstrates a robust predictive relationship, as defined by Hair et al. (2021a). Supported.

H4 (Behavioral CQ > Resilience): Non-significant impact ($\beta = -0.013$, $p = 0.394$). As the p-value exceeds the 0.05 cutoff, the null hypothesis cannot be rejected. Not Supported.

Regarding control variables, gender ($\beta = -0.093$, $p = 0.027$), age ($\beta = 0.092$, $p = 0.029$), and education ($\beta = 0.083$, $p = 0.043$) significantly influenced resilience, whereas Years of Experience ($\beta = -0.006$, $p = 0.449$) did not.

Discussion and Conclusion

The primary objective of this research was to examine the impact of the four distinct dimensions of Cultural Intelligence (CQ)—metacognitive, cognitive, motivational, and behavioral—on the resilience of frontline hotel employees within the international hospitality sector of Shanghai. The empirical results, derived using Partial Least Squares Structural Equation Modeling (PLS-SEM), supported three of the four primary hypotheses.

Metacognitive CQ (H1), cognitive CQ (H2), and motivational CQ (H3) were all positively and significantly associated with employee resilience, with metacognitive CQ emerging as the most influential predictor. These findings corroborate the work of Chu and Zhu (2023) and Azevedo and Shane (2019), who emphasized that the "executive" function of metacognition allows employees to maintain psychological control during volatile encounters. Similarly, the support for H2 and H3 aligns with Dolce et al. (2023) and Dolce and Ghislieri (2021), confirming that structural cultural knowledge and intrinsic motivation serve as essential buffers against the anxiety and resource depletion inherent in cross-cultural service.

Conversely, behavioral CQ (H4) did not significantly affect resilience. This result diverges from the gain spirals predicted by Social Exchange Theory (Bao et al., 2025) and the findings of Reed et al. (2023), who argued that outward behavioral adaptation reinforces resilience through external validation. Instead, the non-significant effect suggests that, in China's high-power distance and face-saving culture, internal mental and affective capacities are more critical for psychological recovery than outward

behavioral adjustments. Additionally, the study found that demographic variables, including gender, age, and education, significantly influenced baseline resilience levels, consistent with Wang et al. (2024), who noted that older and more educated employees in the Chinese service sector often possess more sophisticated cognitive coping strategies. However, total years of work experience did not significantly influence resilience.

Theoretical Contribution

The unique contribution of our research lies in its integrated application of Conservation of Resources (COR) Theory and Social Exchange Theory (SET) to explain the psychological mechanisms of frontline staff operating within a high-pressure, high-power distance culture. By conceptualizing CQ dimensions as personal resources, our findings demonstrate how internal cognitive and motivational frameworks act as a resource caravan that prevents psychological depletion. The significant impact of metacognitive and cognitive CQ reinforces the notion that strategic thinking and cultural knowledge serve as vital defensive anchors in navigating intercultural friction, supporting the seminal framework of Earley and Ang (2003) while extending it into the domain of employee well-being.

The non-significant path for behavioral CQ presents an interesting theoretical divergence, suggesting a boundary condition in which, in the high-stakes environment of Shanghai international hotels, the mental burden of face-saving (mianzi) makes internal cognitive reframing (metacognitive CQ) far more essential for resilience than the manifest performance of cultural gestures. This supports Luthans's (2002) perspective on the primacy of psychological capital over mere operational skills in fostering long-term resilience.

Practical Implications

For practitioners and hotel management in Shanghai, this research offers concrete, actionable advice to fortify the workforce's internal resources. Management policy should shift from focusing exclusively on service etiquette training (behavioral CQ) toward fostering the cognitive and motivational drivers of their staff. Specifically, hotels should implement training programs that emphasize metacognitive strategies, teaching employees how to consciously monitor and reframe cultural stressors during guest interactions to prevent emotional exhaustion. Furthermore, HR departments can utilize the Cultural Intelligence Scale (CQS) during recruitment to identify candidates with high baseline motivational CQ, who are theoretically predisposed to higher long-term resilience. In alignment with Social Exchange Theory, organizations must provide a supportive environment that acknowledges the intense emotional labor involved in intercultural service, thereby reinforcing employees' internal resource pools and fostering a more durable, resilient frontline.

Beyond corporate policy, these findings carry significant implications for educational institutions, particularly those offering hotel management programs. Curricula should be restructured to move beyond traditional service etiquette by integrating cultural intelligence as a core competency. By incorporating metacognitive training and cross-cultural simulations into the classroom, academic institutions can better prepare future graduates for the psychological rigors of the international hospitality sector. Educators must emphasize that cognitive adaptability is as critical to professional success as operational skills, ensuring that the next generation of frontline leaders possesses the mental buffers necessary for sustained resilience in globalized markets.

Limitations and Future Research

Despite the rigorous methodology and successful data collection from 419 respondents, this study faces certain limitations. First, the cross-sectional nature of the data collection means that definitive causality between CQ and resilience cannot be verified; it remains possible that more naturally resilient individuals are more inclined to develop higher cultural competencies. Future studies should utilize longitudinal designs to track these relationships over time. Second, while the sample size was robust, the study was limited to a single city, Shanghai, which may not fully represent the hospitality landscape in Tier-2 or Tier-3 Chinese cities or in other diverse Southeast Asian contexts. Finally, the reliance on self-report measures introduces the risk of social desirability bias. Future research could benefit from integrating supervisor-rated resilience or objective service performance metrics to provide a more holistic view of the construct.

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PERFORMANCE MOMENTUM AND STRATEGIC DRIVERS OF BRAND ENGAGEMENT: AN EMPIRICAL ASSESSMENT

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Abstract

This study examines the primary drivers of brand engagement by evaluating the predictive influence of historical performance, brand, and content characteristics, revealing that lag engagement, the performance of previous posts, is the most significant determinant, confirming a powerful momentum effect where current success hinges on prior outcomes. Well-known brands and high volumes of visual content also drive audience resonance, while strategic timing prevents drops during off-peak hours. Notably, success shows flexibility, unbound by specific calendar days or content categories, prioritizing output quality and frequency over rigid schedules. For established brands, consistent posting with visual richness proves more impactful than fixed formats, advocating a shift toward long-term performance management and precise timing to maximize reach. Findings from this dataset foundation future research into longitudinal engagement dynamics and evolving digital brand-consumer relationships.

These findings advocate a strategic shift from rigid scheduling to long-term performance management, leveraging the momentum effect of lag engagement, visual richness, and precise timing windows to maximize reach while demonstrating flexibility beyond specific days or formats. Though focused on a particular dataset, this work establishes a foundation for future inquiries into the longitudinal dynamics of audience engagement and the evolving nature of brand-consumer relationships in digital environments.

Keywords: Social Media Marketing, Brand Engagement, Momentum Effect, Visual Richness, Strategic Timing.

Introduction

Global advertising spending is projected to grow by nearly 8% in 2024 (Navarro, 2025). The rapid shift to digital channels brings major challenges. The advertising world is changing fast as brands prioritize digital strategies. Digital media has outgrown its role as a simple add-on to traditional marketing; it's now the main hub for shaping brand identity, nurturing consumer relationships, and building trust. This reflects how digital increasingly commands consumer focus and budgets.

The prevalence of digital spending has not simplified the path to conversion, as high engagement metrics often fail to translate into meaningful brand resonance. To thrive in this digital boom, marketers must transcend surface-level interaction in favor of substantive consumer alignment. Consequently, the absence of agile, authentic engagement strategies results in wasted capital and lost opportunities (Nielsen, 2024; Navarro, 2025). Many companies find it hard to align social media plans

with stakeholder needs or connect them to sales and profits, so they miss out on opportunities. Fast-changing customer habits and tricky social platforms make it tough to blend in and track results well. Using smart data tools is key to measuring right, getting the most value, and staying ahead in a changing market (Tiago & Veríssimo, 2014; Gao et al., 2018; Dolega et al., 2021; Kiraz & Basal, 2024). Marketers who remain stagnant in their approach risk inevitable obsolescence in an increasingly competitive market (Kiraz & Basal, 2024; Ross, 2025). Therefore, marketers must prioritize content quality and the strategic effectiveness of their communication to maximize audience engagement. Effective social media engagement centers on building trust through visual content. By blending authentic storytelling with vivid imagery and compelling videos, brands can foster emotional bonds that transcend simple metrics like likes and shares (De Vries et al., 2012; Baum et al., 2019).

Effective content strategies blend valuable information with a distinct brand personality to drive both immediate lead and long-term brand equity (Gavilanes et al., 2018; Lee et al., 2018). True loyalty, however, extends beyond initial contact, as it requires sustained consumer interest to ensure the brand remains the preferred choice for future needs (Hoffman & Fodor, 2010). While media richness and influencer collaborations successfully boost purchase intent, a significant opportunity remains to refine these tactics across diverse platforms (Chidiac & Bowden, 2023).

The current literature reveals critical gaps in understanding how influence-follower dynamics and cause-related marketing affect sales, particularly within the emotional and immersive context of social commerce (Ghorbani et al., 2022; Zhang et al., 2022; Howie et al., 2025). While the general benefits of social media for brands are well-documented (Dolega et al., 2021; Tajvidi & Karami, 2021), there is a lack of research on how data-driven content strategies apply Media Richness Theory (MRT) (Daft & Lengel, 1986). Organizational information requirements, media richness, and structural design. This necessitates the development of culturally resonant, platform-specific approaches that use MRT to foster loyalty and growth. Furthermore, the effectiveness of influencer advertising varies significantly across platforms, yet generic social media strategies often fail to account for these distinct user interaction (Voorveld et al., 2018; Lou et al., 2022). The field currently lacks clear strategic frameworks and the technological proficiency required to manage platform differences effectively (Nakara et al., 2012).

This research addresses these gaps by empirically examining platform-specific engagement dynamics through a data-driven analytical framework. By integrating historical performance indicators, brand variables, and content-level characteristics into a unified model, the study moves beyond generic social media strategies to capture how engagement mechanisms operate in practice. The analysis accounts for momentum effect, temporal patterns, and visual content intensity, enabling a more nuanced understanding of how interaction patterns differ across posts and brands. In doing so, the research provides actionable strategic insights that help translate engagement into sustained audience trust, offering a structured approach for optimizing retention and competitive advantage in increasingly complex digital environments.

Research Objectives,

1. Identify primary drivers of social media engagement through predictive analysis of historical post-performance, brand, and content characteristics.
2. Suggest actionable strategic insights for sustained engagement.

Literature Review

1. Brand engagement

Social media engagement manifests through likes (emotional responses), comments (cognitive involvement), and shares (emotional/rational diffusion), with visual content boosting likes, interactive content driving comments, and combined formats enhancing shares (Kim & Yang, 2017). Lifestyle and influencer content shapes Gen Z's engagement, attitudes, and purchase intent per stimulus-organism-response theory (Hazari & Sethna, 2023).

Key metrics like video views, completion rates, and profile interactions gauge reach, retention, and advocacy (Muntinga et al., 2011). Facebook ads enhance brand image and purchase intent (Dehghani & Tumer, 2015), while effective Instagram and Facebook strategies require optimal media formats, emotional content, and authentic interaction (Hazari & Sethna, 2023). Engagement spans affective (emotion), cognitive (focus), and behavioral (sharing or actions) dimensions (Vander et al., 2020), fostering loyalty or equity that drives purchases with remuneration showing the strongest impact (Martins et al., 2019; Goyal & Verma, 2024).

2. Momentum Effect

Cognition and behavior are shaped by future-oriented biases that give rise to momentum-like effects, including representational, operational, attentional, behavioral, and psychological momentum. Whereas perceptual forms of momentum operate on short time scales and involve spatial extrapolation, behavioral and psychological momentum function over longer time scales and rely on temporal extrapolation. Behavioral momentum reflects the persistence of action driven by prior reinforcement. In contrast, psychological momentum reflects perceived accumulations of success or failure that shape motivation, confidence, and performance expectations, enabling anticipation of future outcomes (Hubbard, 2015). Performance is thus composed of momentum episodes that vary in frequency and duration, with higher frequency and longer duration increasing the likelihood of success. These effects are supported by confidence, perceived competence, and internal attributions and may become automatic over time (Iso-Ahola & Dotson, 2016).

3. Posting time and day

The timing of social media content publication, including the day of the week and time of day, plays a significant role in shaping user engagement. Research indicates that posting during periods of high user activity enhances the effectiveness of content characteristics, as engagement levels vary across platforms and audience segments (Pletikosa Cvijikj & Michahelles, 2013). Posts shared during peak hours generally achieve higher likes, comments, shares, and click-through rates than those published during off-peak periods (De Vries et al., 2012).

Schultz (2017) examined the impact of brand messaging and found that vivid post characteristics yield mixed results regarding their effectiveness. While certain interactive elements positively influence social media interactions, the study challenges common industry assumptions by demonstrating no statistically significant difference in engagement between weekday and weekend posts. Instead, the findings suggest that consumer engagement is primarily driven by a post's prominence and duration of exposure rather than the specific day of its publication.

4. Content Type

Content type significantly influences user engagement on social media, with entertaining and informational posts playing complementary roles. Informational content builds trust and credibility through useful, value-adding material that enhances perceptions of brand expertise, while entertaining formats evoke positive emotions, making interactions enjoyable and memorable driving willingness to engage and share (Pletikosa Cvijikj & Michahelles, 2013). These dynamics have evolved beyond

basic formats to include expanded categories like advertising, fan-generated content, event announcements, promotional offers, interactive, polls, questions, facts, and comparative messaging, often enhanced by technical features such as embedded media and geotags for greater relevance and reach (De Vries et al., 2012; Rauschnabel et al., 2012; Coelho et al., 2016). Each type generates distinct interaction patterns based on purpose and appeal and strategically aligns them with media richness, vivid visuals for emotional impact, interactive elements for cognitive involvement, and rich formats for sharing, enabling brands to optimize engagement and achieve marketing goals across platforms (Fortin & Dholakia, 2005; Pletikosa Cvijikj & Michahelles, 2013).

5. Post type

Interactive and vivid formats, particularly photos, videos, and interactive questions, drive significantly higher engagement across social media platforms by targeting distinct cognitive and emotional responses (De Vries et al., 2012). Photos and videos excel at generating likes through immediate emotional impact, while simultaneously serving as powerful tools to showcase organizational culture, core values, and behind-the-scenes authenticity, thereby deepening emotional brand connections (Pletikosa Cvijikj & Michahelles, 2013; Andreas, 2025).

Photo-based posts consistently outperform both text-only content and even video formats due to their visual richness, which captures attention faster and encourages higher interaction rates (Cvijikj et al., 2011; Cvijikj & Michahelles, 2013). The optimal strategy combines vivid visuals and interactive prompts, maximizing shares the highest-value engagement metric that drives algorithmic content diffusion and organic reach (De Vries et al., 2012). Positive comment interactions create powerful cascade effects that amplify likes, while all comments (positive or negative) contribute to higher overall comment volume, signaling platform algorithms of active audience interest.

These dynamics provide social media managers with actionable format optimization strategies across platforms, though significant research gaps remain regarding images vs. videos performance and platform-specific effects (Coelho et al., 2016). Ultimately, effective branded content built on these principles constructs unique brand identities, cultivates consumer trust, enhances brand favorability, and directly contributes to sales outcomes (Drossos et al., 2024).

6. Post Frequency

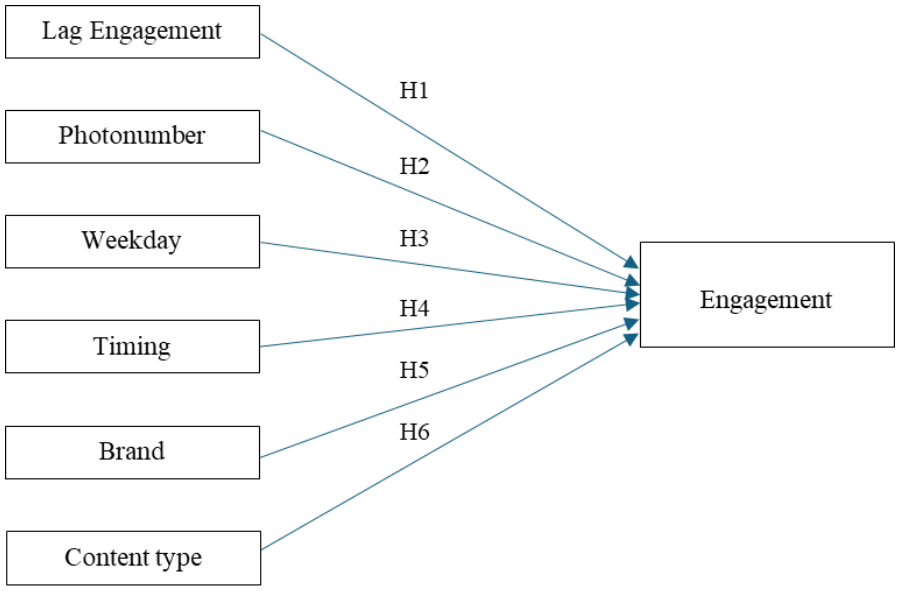
The relationship between posting frequency and consumer engagement is not determined by the sheer volume of content, but rather by the strategic alignment between content orientation and category-specific consumer motives (Kim et al., 2015). Simply increasing posting frequency does not inherently produce higher engagement. Instead, engagement measured through likes, comments, and shares depends on whether the most frequently posted content aligns with consumers' reasons for following a brand. In many cases, marketers emphasize interaction-oriented content that does not fully resonate with their audience. For convenience brands, for example, engagement increases when posting frequency shifts toward self-oriented, product-related information, as consumers in this category are primarily motivated by functional value rather than social interaction. Overall, posting frequency enhances engagement only when it delivers the specific value social or functional that matches industry-specific consumer expectations (Kim et al., 2015).

Social media engagement is shaped by multiple interrelated factors, including engagement metrics, timing, post typology, content type, and posting frequency. Engagement is commonly reflected through likes, comments, and shares, which represent varying levels of emotional and cognitive involvement and serve as key indicators of content effectiveness (Kim & Yang, 2017; Muntinga et al., 2011). Posting content during peak user activity periods enhances engagement outcomes, as timing influences users' likelihood of interaction (De Vries et al., 2012; Pletikosa Cvijikj & Michahelles, 2013). Content characteristics further affect engagement, with informational posts building trust and

credibility, entertaining and visually rich content stimulating positive emotions, and interactive formats particularly photo-based posts generating higher levels of user responses than text-only or video content (Cvijikj & Michahelles, 2013; De Vries et al., 2012). Importantly, posting frequency alone does not guarantee higher engagement; instead, engagement increases when the frequency and orientation of content align with consumers' category-specific motivations, whether functional or social, highlighting the importance of strategic content alignment over sheer posting volume (Kim et al., 2015).

The Proposed Theoretical Framework

There is one dependent variable and six independent variables. Engagement (Engagement) is dependent variable. The independent variables are the previous post's engagement (Lag Engagement), number of photos in the posts (Photonumber), day of post (Weekday), time of post (Timing), Brand (Brand), and content type (Content Type). The independent variables have an influence on the dependent variable. The relationships between variables will be explained in Figure 1.



Picture 1: Conceptual Framework

Hypothesis Development

This section examines the determinants of engagement in the carbonated soft drink industry, proposing a framework in which engagement, measured by likes, shares, comments, and interaction rates, is modeled as a dependent variable influenced by six key predictors. Drawing on momentum effect theory, and the model incorporates prior post-performance (Lag Engagement), posting time (Timing), day (Weekdays), visual format (Photonumber), brand (Brand), and type of posts (Content type). Lag Engagement reflects carryover effects from previous posts, Timing captures alignment with peak user activity, and Visual Format accounts for the higher engagement potential of visually rich media. Together, these factors provide a concise framework for understanding how brands can optimize digital engagement strategies in a competitive market.

1. Brand Engagement and previous post performance (Momentum Effect)

Previous post performance refers to the level of engagement generated by a brand's earlier social media content (Hubbard, 2015), captured in this study as lagged brand engagement (Lag Engagement) specifically, the average likes, comments, shares, and views from the prior 1-7 posts, measured with a one-week lag to account for platform algorithms' recency bias. Drawing on the momentum effect theory (Iso-Ahola & Dotson, 2016), this variable assumes that posts that perform well create residual visibility and algorithmic advantages that carry over to subsequent posts, much like a snowball effect in consumer attention.

When a brand's prior content receives high levels of likes, comments, or shares, it signals relevance and popularity to both consumers and platform algorithms, increasing the likelihood that future posts will be more widely distributed and noticed (Hubbard, 2015). Algorithms on platforms like Facebook employ engagement velocity signals, rapid early interactions boost priority in users' feeds creating a self-reinforcing loop. Therefore, the following hypothesis is proposed:

H1: The previous post has a positive effect on present engagement, suggesting that previous interaction levels predict future performance.

2. Brand Engagement and Visual Quantity

Visual format and content quantity play a critical role in shaping brand engagement within the carbonated soft drink industry. Grounded in media richness theory (Daft & Lengel, 1986), richer media formats are more effective at conveying information and emotional cues, thereby enhancing users' understanding and involvement.

Empirical evidence from social media research indicates that engagement levels on Facebook fan pages vary significantly by post type. Photos and videos generate higher levels of interaction than text-based status updates because they better capture attention and convey sensory and emotional information (Chun et al., 2021). Such characteristics are especially relevant for beverage brands, where visual appeal is closely linked to brand perception and consumer response.

Moreover, the volume of visual content increases brand visibility and exposure, which in turn increases the likelihood of consumer interaction. Frequent posting of visually rich content facilitates repeated audience contact and strengthens engagement over time. While temporal factors such as posting day have been examined, their influence on engagement has been found to be minimal and inconsistent (Cvijikj et al., 2011), suggesting that content characteristics play a more dominant role. Accordingly, this study proposes the following hypothesis:

H2: Posts containing a higher number of photos are associated with higher levels of engagement.

3. Brand engagement and Posting time

Post timing plays a significant role in shaping brand engagement, as consumer activity and attention levels vary across different time slots. In the carbonated soft drink industry, posting at optimal times enhances content visibility and increases the likelihood of interaction. Accordingly, this framework proposes that engagement levels differ by posting time, with certain time periods, particularly weekends, generating higher engagement than others.

On Facebook brand pages, dynamic posts compete amid cluttered walls, making precise scheduling during peak weekday evenings and nights essential to avoid being buried and maximizing visibility, unlike fixed ad slots, though Schultz (2017) notes mixed results, emphasizing content prominence over exact timing (Golder et al., 2007; Rutz & Bucklin, 2008). In contrast, posting day has been found to have only a very small and inconsistent effect on engagement outcomes (Cvijikj et al., 2011).

Accordingly, this framework proposes a positive relationship between the variables, suggesting that they are likely to achieve higher engagement levels.

H3: Posts published on weekdays generate lower engagement than those published on weekends.

H4: Posts published in the afternoon generate lower engagement than posts published in the morning.

4. Brand engagement and Brand

Brand-specific characteristics significantly influence engagement levels, as differences in brand, familiarity, and emotional connection shape consumer responsiveness. In the carbonated soft drink industry, stronger or more iconic brands are expected to generate higher engagement than lesser-known brands. Accordingly, this framework proposes that the specific brand being posted has a significant impact on the level of brand engagement.

H5: Different brands have different impacts on engagement levels.

5. Brand Engagement and Content Type

Accordingly, prior research suggests that informational posts are more effective in generating likes, while competition-related content tends to receive lower levels of engagement (Cvijikj et al., 2011). In addition, engagement-oriented posts, particularly question-based formats, are more likely to stimulate commenting behavior, whereas statement-based posts generate the lowest response. These findings support the proposition that post objective and content type significantly influence distinct dimensions of brand engagement.

Content planning significantly enhances engagement outcomes. Entertaining content has the strongest overall effect, increasing likes, comments, shares, and interaction duration, while informational posts drive likes, comments, and longer interactions but not sharing. In contrast, remuneration or contest-related content shows limited effectiveness, with minimal or negative effects on engagement due to its short-lived relevance (Pletikosa Cvijikj & Michahelles, 2013).

Different post typologies influence engagement outcomes by shaping how consumers perceive and interact with content. Promotional, and non-promotional advertising posts vary in their ability to attract attention and encourage interaction, leading to differences in engagement levels.

H6: The promotion post more significantly influences engagement outcomes than non-promotional.

Research Methodology

This study employs a quantitative research design using Ordinary Least Squares (OLS) Multiple Regression analysis to examine the determinants of social media engagement in Facebook. The methodology focuses on validating the predictive power of structural and temporal variables while ensuring the statistical integrity of the model.

Data Collection

The dataset was processed to include both continuous and categorical variables to capture a holistic view of the digital environment. The model is structured as follows:

1) Dependent Variable: Engagement, likes, shares, comments, and other reactions in Facebook is operationalized as the total volume of user interactions. To ensure the integrity of the OLS model, this variable underwent a Log-transformation (Engagement). Social media data is often long tailed (a few posts get massive engagement while most get very little). Log-transformation normalizes this distribution and prevents extreme outliers from skewing the results.

2) Independent Variables: The predictors are categorized into three distinct dimensions to capture each post:

2.1) Structural: Quantity of Visual (Photonumber), Category of Content (Content type), and Brand (Brand).

2.2) Temporal: day of posting (Weekday) and specific time-of-day slots (Timing).

2.3) Endogenous: This represents the engagement of the previous post. It is included to account for the momentum effect, where the algorithm carries over visibility from one successful post to the next. (Lag Engagement).

The empirical data for this study were compiled from a comprehensive audit of the leading over 70% of sparkling beverage brands' contribution in Thailand. The sample includes major market competitors, specifically: Coca-Cola, Pepsi, Est, Fanta, TanSanSu, Calpis Lacto, and Singha Lemon Soda.

The variables included in the study, along with their measurement and coding schemes, are described as follows. Engagement, the dependent variable, is measured as a numeric scale and operationalized as the logarithm (base-10 or natural) of raw engagement values. Content Type is a nominal variable distinguishing between informative posts without rewards and posts involving activities related to rewards, pricing, or other consumer-valued incentives. Weekdays capture the day of posting and distinguish weekdays (Monday to Friday) from weekends (Saturday to Sunday). Timing refers to the time of posting and is categorized as morning or afternoon. Photonumber is a scale variable that indicates the number of images or visual assets included in each post. Brand is a nominal variable representing seven leading brands in the study: Coke, Pepsi, Est, Fanta, Singha Lemon Soda, Tansansu, and Calpis Lacto based on market share ranking. Finally, Lag Engagement is measured as a scale variable reflecting the engagement level of the previous post and is constructed using a variable transformation procedure.

Engagement metrics such as likes, shares, comments, and reactions were systematically monitored to capture audience interaction. To ensure a robust longitudinal analysis, the dataset spans 12 months, from November 2024 to October 2025. Data collection followed a census-style approach, capturing every post published by the selected brands on Facebook, resulting in a total sample size of 810 posts. This comprehensive sampling method allowed for a detailed evaluation of how posting characteristics influence digital resonance over time.

Data Analysis

The data analysis in this study follows a multi-stage statistical framework, progressing from descriptive analysis to inferential modeling to identify the key drivers of social media engagement. Descriptive statistics are first employed to provide an overview of the data and to understand general patterns in posting behavior and engagement levels. This preliminary analysis informs the subsequent inferential stage by establishing the basic characteristics of the dataset.

The primary analytical technique used in this study is Multiple Linear Regression estimated via the Ordinary Least Squares (OLS) method. This approach is particularly suitable because it enables the simultaneous examination of multiple structural and temporal factors influencing engagement. By applying OLS regression, the study can estimate the unique contribution of each independent variable such as content characteristics, posting timing, and the number of photos while statistically controlling for other factors, including historical performance captured through lagged engagement. This allows for a more precise assessment of the net effect of each predictor on engagement outcomes.

The use of Multiple Linear Regression is consistent with established practices in digital marketing and social media research, where regression-based models are commonly employed to isolate the determinants of content popularity and user interaction. Prior studies have demonstrated

the effectiveness of this approach in identifying engagement drivers across digital platforms (Cobb-Walgren et al., 1995; Sabate et al., 2014; Coelho et al., 2016; Robson & Banerjee, 2023). Accordingly, this methodological choice provides a robust and theoretically grounded framework for evaluating the impact of specific post characteristics on audience engagement.

The core of the analysis involved estimating the relationship between the independent variables and the dependent variable. The regression model is expressed as:

$$\text{Engagement} = \beta_0 + \beta_1 \text{ Lag Engagement} + \beta_2 \text{ Photonumber} + \beta_3 \text{ Weekday} + \beta_4 \text{ Timing} + \beta_5 \text{ Brand} + \beta_6 \text{ Content type} + \epsilon$$

By including lagged engagement, the model accounts for temporal dependence and persistence effects in user interactions, reducing potential bias arising from autocorrelation. Control variables such as the number of photos, posting time, brand, content type, and day of the week are incorporated to isolate the unique effect of each predictor. This approach allows researchers to assess, for example, whether content type significantly influences engagement while holding constant other contextual factors such as posting timing or weekday.

This method was chosen because it enables simultaneous assessment of multiple predictors, allowing the researchers to estimate the unique contribution of each factor, such as the effect of the number of photos, while holding other variables, including the day of the week, constant. As a result, multiple regression analysis provides a robust analytical framework for isolating the independent effects of key determinants on engagement outcomes, thereby enhancing the validity, reliability, and interpretability of the empirical findings.

Results

This multiple linear regression model significantly predicts brand engagement on Facebook brand pages in the carbonated soft drink industry, accounting for substantial variance explained by the specified predictors. Lag Engagement emerges as the most robust driver, with Brand and Photonumber exhibiting moderate effects, whereas temporal factors (Timing, Weekday) and Content Type demonstrate limited or directionally unexpected influence.

The predictive power of the structural and temporal variables was assessed using Multiple Linear Regression, and the results indicate that the model is a statistically significant fit for the data ($F = 24.657$, $p < .001$) (Table 1). The R-Square of .159 demonstrates that the six independent variables Lagged Engagement, Photo Number, Weekday, Content Type, Timing, and Brand collectively explain 15.9% of the total variance in engagement levels (Engagement) within the Thai sparkling beverage sector. While this percentage reflects the inherent volatility of social media behavior, the model's reliability is further reinforced by a Durbin-Watson statistic of 2.031. This value, being close to the ideal score of 2.0, confirms that the residuals are independent and that the model is free from autocorrelation, validating the methodological decision to include a lagged variable to account for time-series momentum.

Table 1: Model Summary

Model	R Square	Standard Error of the Estimate	F Change	Sig. F Change	Durbin Watson
1	.159	.76492	24.657	< .001	2.031

Empirical Hypothesis Testing (Table 2)

H1: Lag Engagement; Supported ($\beta = .314$, $p < .001$).

This strong effect confirms momentum theory (Iso-Ahola & Dotson, 2016), showing that higher engagement on previous posts leads to greater engagement on subsequent posts. In practice, earlier engagement boosts algorithmic visibility and encourages continued user interaction, creating a reinforcing cycle driven by platform recency effects (Hubbard, 2015).

H2: Visual content quantity (Photonumber), Supported ($\beta = .093$, $p = .004$).

The results indicate that using more photos in a post leads to higher engagement. This finding supports media richness theory (Daft & Lengel, 1986), suggesting that visual content captures attention and communicates information more effectively than text-only posts, thereby increasing user interaction (Chun et al., 2021).

H3: Weekday Effects; Not supported ($\beta = .019$, $p = .567$).

The results indicate no meaningful difference in engagement between weekday and weekend posts. This finding aligns with prior research showing that the day of posting has little impact on engagement, suggesting that content quality is more important than the specific day a post is published (Cvijikj et al., 2011; Schultz, 2017).

H4: Timing Effects; Supported, but with a negative effect ($\beta = -.086$, $p = .008$).

The negative and statistically significant coefficient for Timing supports the hypothesis that posts published in the afternoon generate lower engagement than those published in the morning. The negative coefficient indicates that shifting from morning to afternoon posting is associated with a decrease in engagement, suggesting that morning posting is more effective in stimulating user interaction. This finding underscores the importance of carefully selecting specific posting times rather than relying solely on general peak-hour assumptions (Pletikosa Cvijikj & Michahelles, 2013).

H5: Brand differences; Supported ($\beta = .154$, $p < .001$).

The results show that engagement levels differ significantly across brands. These differences likely reflect variations in brand strength and connection with consumers within the competitive soft drink market.

H6: Content type differences; Not supported ($\beta = .028$, $p = .392$).

The results indicate no significant differences in engagement across Promotional and non-Promotional posts. This suggests that content categories alone do not strongly influence engagement when more powerful factors like prior engagement and visual elements are considered.

Table 2: Regression Coefficients for Predictors

Predictor Variable	Unstandardized B	Beta (β)	t-value	Sig. (p)	Result
(Constant)	1.390	-	14.655	<.001	Significant
Lag Engagement	.302	.314	9.560	<.001	Significant
Brand	.063	.154	4.655	<.001	Significant
Timing	-.145	-.086	-2.653	.008	Significant
Photonumber	0	.093	2.849	.004	Significant
Content type	.027	.028	.857	.392	Not Significant
Weekday	.044	.019	.573	.567	Not Significant

Source: N = 810. * $p < .05$, ** $p < .01$ (1-tailed).

Table 3: Correlations

	1	2	3	4	5	6	7
Engagement	1.00						
Content type	.014	1.00					
Weekday	.032	.041	1.00				
Timing	-.094**	.014	-.076*	1.00			
Photo Number	.092**	-.052	-.014	.031	1.00		
Lag Engagement	.339**	-.013	-.037	-.039	-.006	1.00	
Brand	.204**	-.03	.122**	.02	.037	.148**	1.00

The individual predictor analysis reveals that the Lag Engagement variable is the most dominant driver of performance (Table 3), suggesting a powerful momentum effect where the success of a previous post significantly dictates the reach and interaction of the current one. This is followed by Brand, which indicates that inherent brand remains a primary constant in driving consumer response. Structurally, the number of photos contribute positively to engagement, supporting the media richness theory that more visual assets encourage deeper user interaction. Conversely, Timing exhibits a significant negative impact, revealing that specific daily windows act as barriers to audience engagement.

Interestingly, the analysis shows that neither the Weekday nor the Content type reached statistical significance. This lack of significance suggests that for the Thai beverage audience, the specific content category (e.g., promotional vs. non-promotional) and the day of publication are less critical than the brand's current momentum and visual richness. Inductively, these findings imply that the Thai market is always on, and marketing managers should prioritize a consistent stream of high-quality visual content to maintain algorithmic momentum rather than over-optimizing for a specific perfect day for posting.

For summary, the best predictor, Lag Engagement, is the strongest predictor of current engagement. For every one-unit increase in previous engagement, current engagement is expected to increase by .302 units, holding all other variables are constant. Timing has a significant negative effect on engagement. This suggests that as the timing value increases (e.g., posting later in a specific period), engagement significantly decreases. Brand and Photonumber are significant positive contributors to the model. Non-significant factors such as Content type and Weekday do not have a statistically significant unique contribution to the prediction of engagement in this model.

Discussion

The regression analysis indicates that the proposed model significantly predicts social media engagement, although the influence of individual predictors varies across variables (Table 3). Social media marketing algorithms tend to prioritize behavioral signals rather than the intrinsic quality of content. As a result, users' prior interactions with a brand's recent posts serve as historical engagement signals, guiding the algorithm to allocate greater initial reach to subsequent posts. This mechanism reinforces the momentum effect (Iso-Ahola & Dotson, 2016), whereby accounts with consistently high engagement are classified as high-retention and are consequently favored by the platform's distribution system.

Established brands demonstrate greater operational maturity through disciplined posting schedules, typically concentrating their activity during the workweek. In contrast, smaller or less structured brands often post inconsistently, including on weekends, without sufficient planning or monitoring. Major brands rely on professional content calendars managed by dedicated marketing teams, ensuring that posts are published when staff are available to track performance and engage

with audiences. This weekday consistency reflects strategic discipline and organizational capability that smaller competitors often lack.

The findings further indicate that morning posting is more effective in stimulating user interaction, highlighting the importance of selecting specific posting times rather than relying on generalized peak-hour assumptions (Pletikosa Cvijikj & Michahelles, 2013). The observed negative effect of posting time should therefore not be interpreted as a lack of audience interest, but rather because of execution and timing decisions. Specifically, the regression results show that posts published later in the day are associated with lower engagement compared to morning posts. This pattern may be explained by higher user attention and availability during morning hours, when audiences are more likely to check social media at the start of the day.

When brands fail to plan content strategically particularly on weekends, they often miss optimal posting windows, such as evening periods, leading to weaker performance outcomes. Since content type remains largely consistent across days, differences in engagement are driven more by execution quality and timing decisions than by the choice of posting day itself. In addition, content vividness has been shown to positively influence brand engagement, as visually rich and stimulating posts tend to attract greater user interaction (de Vries et al., 2012; Luarn et al., 2015).

Conclusion

This study contributes to the social media engagement literature by clarifying the relative importance of strategic continuity versus executional optimization in algorithm-driven platforms. The results show that commonly emphasized calendar-based variables, such as posting day and content category, do not significantly influence engagement outcomes, thereby challenging prevalent managerial heuristics. Instead, executional elements specifically posting time and content vividness retain explanatory power, with morning posting enhancing engagement and afternoon posting exerting a negative effect.

More importantly, the findings demonstrate that engagement momentum constitutes the dominant mechanism shaping social media performance. Consistent with algorithmic prioritization of behavioral signals, sustained interaction histories generate cumulative advantages that outweigh the effects of isolated posting decisions. This emphasizes that social media effectiveness is fundamentally path-dependent, driven by repetition, familiarity, and habitual audience participation rather than episodic optimization.

From a theoretical standpoint, this study extends momentum-based perspectives by empirically situating them within contemporary social media algorithms. Strategically, the results suggest that once engagement momentum is established, brands gain greater latitude in executional choices without substantial performance degradation. Overall, sustainable social media success is anchored in long-term audience loyalty and strategic coherence, with tactical decisions functioning as supportive rather than primary drivers of engagement outcomes.

Limitations and Recommendations for Future Studies

Despite the valuable insights generated, this study has several limitations that provide direction for future research. First, its focus on a single industry and social media platform limits generalizability to other contexts. Second, content type analysis lacked granularity to clearly separate and identify specific content contexts that moderate engagement (Shahbaznezhad et al., 2021).

Future research should adopt a cross-platform comparative approach to examine whether engagement momentum persists across different algorithmic environments, such as TikTok or LinkedIn, particularly as Facebook usage has declined among certain customer groups, including Generation X (Aboulhosn, 2020). Expanding the analysis beyond a single platform would enable a more comprehensive understanding of how momentum effect operates across diverse audience segments and platform dynamics.

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THE EFFECT OF REVIEW CHARACTERISTICS AND eWOM ON PURCHASE INTENTION WITH TRUST AS MEDIATOR IN E-COMMERCE

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Abstract

This systematic literature review develops a trust-centered conceptual framework explaining consumer purchase intention in contemporary e-commerce environments. Grounded in trust-based consumer behavior theories, the study synthesizes evidence from electronic word-of-mouth (eWOM), online review, and digitally mediated information literature following PRISMA guidelines. The proposed framework positions trust as the central mediating mechanism through which review characteristics—including review quality, credibility, emotional content, usefulness, and review length—and electronic word-of-mouth (eWOM) influence consumer purchase intention.

The review identifies a consistent pattern across prior studies indicating that consumers rely on credible, informative, and useful online information to form trust toward digital platforms and review content, which subsequently shapes their willingness to make purchase decisions. The conceptual model comprises three hypotheses that explain how review characteristics and eWOM influence purchase intention through the mediating role of trust. By emphasizing trust as the primary psychological pathway linking informational cues to behavioral outcomes, this study provides a parsimonious and theoretically grounded explanation of consumer decision-making under conditions of informational uncertainty in digital marketplaces. The proposed framework offers a foundation for future empirical testing and cross-contextual validation across platforms, product categories, and cultural settings.

Keywords: Review Characteristics, Electronic Word-of-Mouth (eWOM), Trust, Purchase Intention

Introduction

The exponential growth of e-commerce has fundamentally transformed consumer purchasing behavior, with online reviews and electronic word-of-mouth (eWOM) emerging as critical determinants of purchase decisions (Abouzeid et al., 2023; Damayanti et al., 2023). In the absence of physical product examination, consumers increasingly rely on the experiences and opinions of other buyers to reduce uncertainty and perceived risk (Ilhamalimy & Ali, 2021; Mahmud et al., 2020). This phenomenon has positioned e-WOM and online reviews as powerful tools that shape consumer trust and ultimately influence purchase intentions (Duy et al., 2024; Jonathan, 2024).

The relationship between review characteristics, e-WOM, and purchase intention is complex and multifaceted, with trust serving as a crucial psychological mechanism that bridges information processing and behavioral outcomes (Mahmud et al., 2020; Ramdhani et al., 2025). Understanding this relationship has become essential for both academic researchers and e-commerce practitioners, as online reviews can significantly impact sales performance, brand reputation, and customer acquisition costs (Furner et al., 2021; Ghorbanzadeh et al., 2025). Recent estimates suggest that the majority of online shoppers consult reviews before making purchase decisions, underscoring the practical importance of this research domain (Tafolli et al., 2025).

This literature review synthesizes empirical research published between 2016 and 2026, focusing specifically on studies that examine how review characteristics and eWOM influence purchase intention through the mediating role of trust (Mahmud et al., 2020; Qadri et al., 2023; Rizqi & Hartono, 2025). The review encompasses diverse e-commerce contexts, including general online marketplaces, specialized platforms, and emerging social commerce environments (Dewi, 2024; Senalasari et al., 2025). By systematically analyzing highly relevant empirical studies, this review aims to provide a comprehensive understanding of the mechanisms through which online reviews and e-WOM shape consumer behavior, identify consistent patterns across different contexts, and highlight areas requiring further investigation (Han & Kim, 2021; Permana & Susanti, 2025).

The significance of this topic extends beyond academic interest. For e-commerce platforms, understanding the specific review characteristics that build trust and drive purchases can inform platform design, review system optimization, and marketing strategies (Furner et al., 2021; Abouzeid et al., 2023). For consumers, this research illuminates the factors that should guide their evaluation of online information (Mahmud et al., 2020). For policymakers, these insights can inform regulations regarding review authenticity, disclosure requirements, and consumer protection in digital marketplaces (Amin et al., 2025; Tafolli et al., 2025).

Accordingly, this study adopts a conceptual framework in which review characteristics and electronic word-of-mouth function as informational antecedents influencing purchase intention through the mediating role of trust. Within contemporary e-commerce environments, consumers rely on these informational cues to evaluate credibility, reduce perceived risk, and form purchase decisions.

Research Objective

The objective of this study is to develop an integrated conceptual framework that explains how consumers form purchase intention in e-commerce environments. Grounded in trust-based consumer behavior theories, this systematic literature review synthesizes prior research to examine how review characteristics—comprising review quality, credibility, emotional content, usefulness, and length—and electronic word-of-mouth (eWOM) influence consumer trust in online information and platforms.

Specifically, the study aims to clarify how these informational cues function as antecedents of purchase intention through the mediating role of trust. By consolidating these constructs within a unified theoretical structure, the study provides a theoretically grounded explanation of consumer decision-making processes in contemporary e-commerce contexts and establishes a foundation for future empirical testing of the proposed mediation model.

Literature Review

Trust has been widely recognized as a central construct in digital marketing and consumer behavior research, particularly in e-commerce environments characterized by information asymmetry and uncertainty. In online transactions where consumers cannot physically examine products, trust functions as a critical psychological mechanism that reduces perceived risk and enhances confidence in purchase decisions. As such, trust is frequently conceptualized as a mediating variable linking informational cues in online environments to behavioral outcomes such as purchase intention.

Within the context of e-commerce, electronic word-of-mouth (eWOM) and online reviews represent key informational sources that influence consumer decision-making. Prior studies have consistently shown that consumers rely on online reviews to evaluate products and sellers, thereby forming trust toward digital platforms and review content (Mahmud et al., 2020; Duy et al., 2024). E-WOM is often perceived as more credible and persuasive than firm-generated content because it

reflects shared experiences and opinions from other consumers. Consequently, eWOM has been identified as a significant antecedent of both trust and purchase intention in online shopping environments.

In addition to eWOM, research grounded in the Information Adoption Model emphasizes the importance of review characteristics in shaping consumer trust and behavioral responses. Key review characteristics frequently examined in the literature include review quality, credibility, emotional content, usefulness, and length. High-quality and credible reviews provide detailed and reliable information that helps consumers evaluate products more effectively, while emotionally expressive and useful reviews enhance perceived informativeness and relevance. These characteristics function as informational cues that influence consumers' trust toward online information and platforms, which in turn affects their purchase intention.

Recent developments in digital commerce suggest that consumers increasingly encounter diverse forms of review content across different formats, including text-based blog posts and short-form video reviews. Regardless of format, consumers rely on perceived credibility and informational value when forming trust toward such digital content. In this regard, trust remains a central mechanism through which review characteristics and eWOM influence purchase intention in contemporary e-commerce environments.

Overall, existing literature indicates that review characteristics and electronic word-of-mouth act as key antecedents that shape consumer trust, which subsequently drives purchase intention. This theoretical perspective provides the foundation for the present study, which proposes an integrated framework examining the influence of review characteristics and eWOM on purchase intention through the mediating role of trust in e-commerce contexts.

Theoretical Foundation of the Conceptual Model

The conceptual model developed in this study is grounded in established theories widely applied in digital commerce and online consumer behavior research, with trust positioned as the central psychological mechanism linking digital information cues to purchase intention. In e-commerce environments characterized by uncertainty and information asymmetry, consumers rely heavily on digital information provided by other users to evaluate products and services. Trust functions as a key cognitive and affective mechanism that reduces perceived risk and facilitates decision-making in such contexts.

The Technology Acceptance Model (TAM) and its subsequent extensions provide a theoretical basis for understanding how consumers evaluate and rely on digital information when interacting with technology-enabled platforms. Although perceived usefulness and perceived ease of use are not modeled as direct constructs in the present study, TAM offers conceptual support for explaining how consumers cognitively process online information and develop confidence in digital environments. These evaluations are manifested through trust formation, which ultimately influences behavioral intentions in e-commerce settings.

The Information Adoption Model (IAM) further supports the role of informational cues in shaping consumers' acceptance of online information. IAM suggests that information quality and source credibility influence the extent to which individuals adopt information and integrate it into their decision-making processes. Within e-commerce contexts, online reviews and electronic word-of-mouth (eWOM) function as key informational sources that guide consumer evaluations. Prior research demonstrates that review characteristics—such as review quality, credibility, emotional content, usefulness, and length—enhance perceived informativeness and diagnosticity, thereby strengthening trust in online information.

Electronic word-of-mouth (eWOM) represents shared opinions and experiences among consumers in digital environments and is widely regarded as more credible than firm-generated content. As a

form of peer-generated information, eWOM provides experiential insights and social validation that help consumers reduce uncertainty and evaluate products more effectively. Consequently, both review characteristics and eWOM serve as key antecedents of trust in e-commerce environments.

Taken together, these theoretical perspectives provide the foundation for the proposed conceptual model, which posits that review characteristics and electronic word-of-mouth influence consumers' purchase intention through the mediating role of trust. In contemporary digital environments where consumers encounter diverse formats of online reviews—including text-based and video-based content—trust remains the central mechanism through which digital information cues are translated into purchase-related decisions.

1. Purchase Intention in E-Commerce

Purchase intention refers to an individual's subjective likelihood of purchasing a product or service based on cognitive evaluations and available information. In e-commerce environments, purchase intention is particularly sensitive to the credibility and quality of online information, as consumers cannot physically inspect products prior to purchase.

Prior research indicates that online reviews and peer-generated information significantly influence purchase intention by reducing perceived risk and enhancing confidence in decision-making. Consumers tend to rely on trustworthy information when evaluating products, and trust toward online platforms and review content plays a crucial role in shaping their willingness to make a purchase. Accordingly, purchase intention serves as the ultimate outcome variable reflecting the cumulative effects of review characteristics, and eWOM transmitted through trust in the proposed conceptual model.

2. Trust in E-Commerce

Trust is defined as the belief that an online platform or information source is reliable, credible, and capable of fulfilling consumers' expectations in uncertain environments. In e-commerce settings, trust reduces perceived risk, enhances confidence in online transactions, and facilitates purchase-related decision-making.

Trust has been consistently identified as a key mediating mechanism linking informational cues to behavioral outcomes. When consumers perceive online reviews and shared opinions as credible and useful, they are more likely to develop trust toward the information source and the platform. This trust subsequently increases their willingness to rely on such information and proceed with purchase decisions. Accordingly, trust is positioned as the sole mediating variable in the proposed conceptual model.

3. Review Characteristics

Review characteristics refer to the attributes of online review content that determine its informational value and persuasiveness. Consistent with prior eWOM and information adoption literature, this study conceptualizes review characteristics as a multidimensional construct encompassing review quality, credibility, emotional content, usefulness, and length.

High-quality and credible reviews provide accurate, detailed, and well-structured information that enhances diagnosticity and reduces uncertainty during decision-making. Emotional content increases engagement and perceived relevance, while usefulness reflects the extent to which reviews assist consumers in evaluating products. Review length indicates information richness and depth. Collectively, these attributes influence consumers' trust toward review content and online platforms, thereby shaping their behavioral intentions in e-commerce environments.

H1: Review characteristics positively influence trust in e-commerce environments.

4. Electronic Word-of-Mouth (eWOM)

Electronic word-of-mouth (eWOM) refers to consumer-generated opinions, experiences, and evaluations shared through online platforms. As a form of peer-generated information, eWOM is widely regarded as more credible and persuasive than firm-generated content.

Extensive research demonstrates that eWOM enhances trust by providing experiential insights and social validation that reduce perceived risk. When consumers perceive eWOM as credible and useful, they are more likely to develop trust toward online information and platforms. This trust subsequently influences their purchase intention.

H2: Electronic word-of-mouth (eWOM) positively influences trust in e-commerce environments.

5. Trust and Purchase Intention

Trust has been consistently identified as a key determinant of purchase intention in e-commerce research. When consumers trust an online platform and its associated information sources, they are more willing to rely on digital information and proceed with purchase decisions.

Trust functions as the primary mechanism through which review characteristics and eWOM influence purchase intention. Higher levels of trust reduce perceived risk and uncertainty, thereby increasing consumers' willingness to engage in online transactions.

H3: Trust positively influences purchase intention in e-commerce environments.

Research Methodology

Scope of Evidence Considered in the Systematic Literature Review

This systematic literature review is situated within contemporary e-commerce environments in which consumers increasingly encounter technologically mediated information. Although recent scholarship has begun to explore digitally generated and algorithmically curated review content, empirical studies explicitly examining such contexts remain relatively limited due to their recent emergence. To ensure theoretical rigor while maintaining continuity with established research, the present review synthesizes evidence from two complementary streams of literature that collectively support the proposed conceptual framework.

The first stream comprises recent studies examining digitally mediated review environments, including algorithmically curated reviews, recommendation systems, and platform-based information filtering. These studies provide contemporary insights into how consumers evaluate the credibility, usefulness, and reliability of digitally presented information when forming judgments and making purchase decisions in e-commerce contexts. Within the present study, such technological developments are treated as contextual features of modern digital platforms rather than as primary analytical constructs.

The second stream draws on the well-established electronic word-of-mouth (eWOM) and online review literature, which has extensively examined how informational attributes influence consumer perceptions and behavioral outcomes in online purchasing environments. Prior research consistently demonstrates that review characteristics—such as review quality, credibility, emotional content, usefulness, and review length—serve as key informational cues that shape consumers' evaluations of online information and contribute to the development of trust toward digital platforms and review content. Similarly, eWOM research highlights the role of peer-generated opinions and shared experiences as influential sources of information that reduce uncertainty and perceived risk in e-commerce settings.

Across both streams of literature, trust consistently emerges as a central mechanism linking informational cues to behavioral outcomes. Empirical evidence indicates that when consumers perceive online reviews and eWOM as credible, informative, and reliable, they are more likely to

develop trust toward the associated platform and information source. This trust subsequently facilitates purchase-related decision-making and increases consumers' purchase intention in e-commerce environments.

The present review follows the PRISMA systematic review framework to identify, screen, and synthesize relevant empirical studies examining the relationships among review characteristics, electronic word-of-mouth (eWOM), trust, and purchase intention. These constructs are grounded in established theories of online trust and information adoption, which collectively provide theoretical support for the trust-mediated conceptual model proposed in this research.

Based on the synthesized evidence, the conceptual model developed in this study includes three hypotheses explaining how review characteristics and electronic word-of-mouth influence purchase intention through the mediating role of trust. Additional individual-difference or contextual variables were not incorporated in order to maintain conceptual clarity and ensure direct alignment with the primary theoretical focus of the model.

Results

Synthesizing evidence from the electronic word-of-mouth (eWOM) literature, recent studies examining digitally mediated review environments, and foundational research on online trust reveal a consistent pattern in consumer decision-making within contemporary e-commerce contexts. Across the reviewed studies, review characteristics—including review quality, credibility, emotional content, usefulness, and review length—and electronic word-of-mouth (eWOM) emerge as salient informational antecedents shaping consumer trust toward digital review information. The synthesized evidence further demonstrates that trust functions as the central mediating mechanism through which these informational cues are translated into purchase intention, underscoring its pivotal role in digital marketplaces characterized by increasingly mediated information environments.

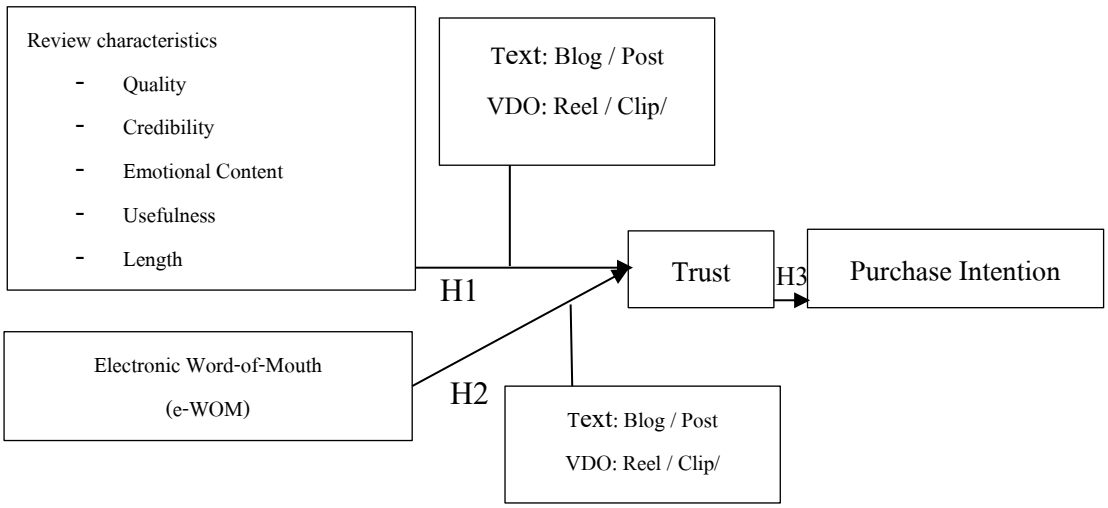

Figure 1: Conceptual Model of AI-Generated Review Influences on Purchase Intention

As illustrated in the proposed conceptual model, review characteristics and electronic Word-Of-Mouth (eWOM) exert indirect effects on consumers' purchase intention through the mediating role of trust. Consistent with prior research on online consumer behavior and trust formation, informational cues derived from online reviews shape consumers' perceptions of credibility, usefulness, and reliability, which in turn influence trust toward digital platforms and review content.

Review characteristics—including review quality, emotional content, review length, usefulness, and credibility—serve as critical informational signals that support product evaluation and decision-making. Evidence from the eWOM and information adoption literature indicates that reviews perceived as detailed, credible, and informative enhance perceived diagnosticity and reliability, thereby strengthening consumers' trust toward digital information sources. In addition, eWOM functions as a broader peer-generated information mechanism that reinforces trust through shared experiences and consumer evaluations.

Trust, in turn, directly influences purchase intention by reducing perceived risk and increasing consumers' confidence in online transactions. When consumers perceive online review information as trustworthy, they are more willing to rely on such information in forming purchase decisions. To maintain theoretical coherence and model parsimony, additional individual-difference variables, such as trust propensity, were excluded from the conceptual model.

The final conceptual structure, therefore, comprises three hypotheses (H1–H3) grounded in well-established empirical findings. Hypotheses Development

H1: Review characteristics positively influence consumer trust in e-commerce environments.

H2: Electronic word-of-mouth (eWOM) positively influences consumer trust in e-commerce environments.

H3: Consumer trust positively influences purchase intention in e-commerce environments.

Originality

This systematic literature review offers an original theoretical contribution to the e-commerce and online review literature by integrating previously fragmented research streams into a cohesive, trust-centered conceptual model. While prior studies have often examined review characteristics and electronic Word-Of-Mouth (eWOM) as separate determinants of consumer behavior, the present study advances the literature by synthesizing these informational factors within a unified framework that explains how trust mediates their influence on purchase intention in contemporary e-commerce environments.

A key contribution of this study lies in positioning trust as the central psychological mechanism through which informational cues from online reviews and eWOM are translated into behavioral outcomes. Rather than relying primarily on traditional technology-adoption constructs such as perceived usefulness or perceived ease of use, the proposed model emphasizes trust as the primary mediator linking digital information evaluation to purchase intention. This perspective extends beyond conventional technology acceptance approaches and provides a more parsimonious explanation of consumer decision-making under conditions of informational uncertainty in online marketplaces.

Another important contribution is the multidimensional integration of review characteristics—including review quality, credibility, emotional content, usefulness, and review length—examined collectively rather than in isolation. Although prior research has explored these attributes separately, often within human-generated review contexts, the present study synthesizes them into a single conceptual construct that operates as an antecedent of trust. By doing so, the study clarifies how multiple informational attributes jointly shape consumers' trust toward digital review information and platforms.

Furthermore, the review situates these relationships within contemporary digital commerce environments in which consumers encounter diverse forms of online review content across platforms and formats. While emerging research has begun to examine technologically mediated review systems, theoretical integration across review characteristics, eWOM, trust, and purchase intention remains limited. The proposed trust-based conceptual framework addresses this gap by consolidating these constructs and clarifying their interrelationships within a single, coherent model.

By synthesizing existing evidence and articulating a clear trust-mediated mechanism, this study provides a theoretically grounded foundation for future empirical testing and model extension. The framework offers a structured basis for examining how consumers evaluate online information and form purchase intentions in evolving digital commerce environments, and it enables future research to test the proposed relationships across platforms, contexts, and consumer groups.

Discussion

This systematic literature review synthesizes evidence across electronic word-of-mouth (eWOM), digitally mediated review environments, and online consumer trust research to develop a unified conceptual framework explaining how consumers evaluate online review information in contemporary e-commerce contexts. In contrast to prior reviews that have examined eWOM or emerging digital review technologies largely in isolation, this study advances the literature by integrating review characteristics and eWOM within a trust-centered explanatory model of purchase intention.

A key contribution of this review lies in positioning trust as the primary psychological mechanism through which informational cues influence consumer decision-making in digitally mediated environments. While earlier studies have frequently relied on technology-adoption cognitions such as perceived usefulness or individual innovativeness, the synthesized evidence suggests that these evaluations are more coherently reflected through consumers' trust judgments when online information is abundant, mediated, and potentially uncertain. This finding extends existing e-commerce research by demonstrating that trust serves as a parsimonious and contextually appropriate mediator linking informational cues to behavioral outcomes.

The review further demonstrates that review characteristics—conceptualized as a multidimensional construct encompassing review quality, credibility, emotional content, usefulness, and review length—collectively shape consumer trust rather than operating as isolated informational cues. Whereas prior eWOM research has often examined these attributes independently, the present synthesis highlights their joint influence on trust formation in online review environments. In addition, eWOM functions as a complementary information mechanism that reinforces trust through peer-generated evaluations, experiential sharing, and perceived informational authenticity.

From a theoretical perspective, these findings contribute to the literature by extending trust-based models of online consumer behavior to contemporary digital commerce environments characterized by increasingly mediated information. The results suggest that traditional technology-acceptance frameworks may be insufficient to fully explain consumer responses to complex online information environments, and that trust provides a more integrative construct capable of capturing consumers' evaluations of credibility, reliability, and usefulness. This integration responds to ongoing calls for theory development that accounts for informational complexity and uncertainty in digital marketplaces.

Several directions for future research emerge from this review. First, the influence of review characteristics on trust and purchase intention may vary across product categories, particularly between search and experience goods, warranting further empirical investigation. Second, the role of transparency and disclosure in digitally mediated review environments remains underexplored, as clearly communicating information sources may either strengthen trust through transparency or weaken it through increased skepticism. Third, cultural and regional contexts, including emerging e-commerce markets such as Southeast Asia, may influence trust formation processes, suggesting opportunities for cross-cultural comparison. Finally, future studies should examine potential unintended consequences of digitally mediated reviews, such as overreliance on algorithmically curated information or reduced critical evaluation, to support responsible digital platform design and governance.

Conclusion

This systematic literature review integrates evidence from electronic eWOM research, online review studies, and trust-based consumer behavior literature to develop a trust-centered conceptual framework explaining consumers' purchase intention in contemporary e-commerce environments. The findings indicate that review characteristics—including review quality, credibility, emotional content, usefulness, and review length—and eWOM shape consumer decision-making through the mediating role of trust.

By positioning trust as the central psychological mechanism linking informational cues to purchase intention, this review offers a parsimonious and theoretically grounded explanation of consumer behavior in digital marketplaces. The proposed framework and its three hypotheses provide a coherent foundation for future empirical validation across platforms, product categories, and cultural contexts. In doing so, this study advances theoretical understanding of how consumers evaluate online information and form purchase intentions in evolving e-commerce environments characterized by increasingly mediated digital content.

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DRIVING GEN Z STREETWEAR CONSUMPTION: A MULTIDIMENSIONAL ANALYSIS OF ESG AND CONSUMER PSYCHOLOGY IN THE PHNOM PENH RETAIL LANDSCAPE

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Abstract

This study examines how Environmental, Social, and Governance (ESG) perceptions influence the purchase intentions of Generation Z consumers in the streetwear market of Phnom Penh, Cambodia. As sustainability discourse expands globally, brands increasingly integrate ESG positioning into their strategies; however, in emerging markets like Cambodia, consumer responses may be driven more by economic pragmatism than by global sustainability signals. Grounded in Social Exchange Theory (SET) and Social Cognitive Theory (SCT), the study analyzes the effects of environmental, social, and governance perceptions on purchase intention, alongside the roles of brand image, perceived value, and social influence. A quantitative survey was conducted with 446 Gen Z streetwear buyers in Phnom Penh, and data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via WarpPLS 8.0. The findings indicate that Perceived Value ($\beta = 0.531$) and Brand Image ($\beta = 0.269$) are the primary drivers of consumption intent, supporting the utility-based models of Zeithaml (1988) and the brand association framework of Keller (1993). Notably, while social influence and hedonic motivation were significant, ESG factors failed to reach statistical significance ($\beta = 0.046$, $p = 0.163$), suggesting a value-ethics gap where Cambodian Gen Z consumers prioritize tangible product benefits and localized social proof over abstract sustainability commitments. These results extend ESG-consumer behavior research in a Southeast Asian context and suggest that marketers should prioritize a balance between Value-Hype and localized social proof over sustainability-centric messaging.

Keywords: Streetwear, Gen Z, Purchase Intention, Perceived Value, ESG, Phnom Penh, PLS-SEM, Cambodia.

Introduction

In the contemporary retail epoch, the traditional paradigms of fashion consumption are undergoing a seismic shift, driven by a generation that views apparel not merely as utility but as a vehicle for ideological expression (Wojdyla & Chi, 2024). At the vanguard of this transformation is the Streetwear phenomenon, a high-engagement, identity-driven segment in which the brand is no longer just a logo but a repository of cultural capital (Megawati, 2025). In this hyper-competitive landscape, the integration of Environmental, Social, and Governance (ESG) principles alongside a robust Brand Image has shifted from a philanthropic luxury to a strategic imperative for organizational survival (Li & Wang, 2024; Yan, 2025). For firms navigating the volatile fashion markets of Southeast Asia, understanding the antecedents of purchase intention is the difference between brand resonance and market obsolescence(Cuc, 2025).

This shift is catalyzed by global mega-trends that have redefined the post-pandemic consumer psyche. As the world pivots toward the UN Sustainable Development Goal 12 (Responsible Consumption and Production), fast-fashion fatigue has set in, particularly among Gen Z (Kang & Badal, 2025). This cohort, having matured amidst global crises, demands institutional accountability(R. Zhang et al., 2025). Consequently, ESG performance has become a critical heuristic for consumers who seek to align their spending with their values (Li & Chen, 2025; Maier et al., 2024). In an era of digital transparency, the streetwear industry is being forced to reconcile its hype-driven scarcity models with the growing demand for ethical, sustainable operations (Faludi, 2025).

The focus of this inquiry is the burgeoning streetwear market in Phnom Penh, Cambodia. This context presents a unique pressure cooker of consumer tension (Chan, 2024). On the one hand, Phnom Penh is experiencing a rapid urban awakening, in which streetwear serves as a visual language for a youth population eager to project status and modernity (Mongkolsin, 2025). However, this desire for cool is constrained by a pragmatic Perceived Value. Gen Z Cambodians are famously discerning, balancing a hype aesthetic against the harsh realities of price-to-quality ratios in a developing economy (Liu et al., 2023). Furthermore, the cultural fabric of Cambodia, characterized by high power distance and the concept of face, intensifies the role of Social Influence (Feng et al., 2025). In this environment, streetwear is not an individualistic choice but a social signal, navigated through a complex web of peer approval and influencer-driven trends (Darshan et al., 2025).

Despite the theoretical richness of this market, the current management literature remains heavily Western-centric, often overlooking the idiosyncrasies of emerging Southeast Asian markets (Dodamgoda et al., 2025). Existing research frequently fails to capture how Hedonic Motivation, the pure psychological thrill of the drop, interacts with conservative cultural norms in a post-conflict society like Cambodia (Coimbra et al., 2023). There is a conspicuous gap in empirical studies that bridges the divide between global ESG expectations and the localized, status-driven motivations of Cambodian Gen Z (Ngo et al., 2024). We lack a clear understanding of whether ethical governance truly drives purchase intention in a market where social face has traditionally dictated consumer choice (Hong et al., 2025).

This study addresses these gaps through the dual lenses of Social Exchange Theory (SET) and Social Cognitive Theory (SCT) (Hasan et al., 2024). SET provides a framework for understanding the reciprocal relationship between a brand's ESG efforts and a consumer's loyalty, suggesting that the firm's ethical behavior is repaid through purchase intention (R. Zhang et al., 2025). Concurrently, SCT illuminates how the Phnom Penh environment, through social modeling and peer influence, shapes individual desires (Woreta et al., 2025). By synthesizing these theories, we can explain how external social signals and internal hedonic drives coalesce to trigger the final decision to purchase (Duki et al., 2025).

The So What? for practitioners is significant. For local entrepreneurs and international brands entering the Cambodian market, this study moves beyond vibe-based marketing toward evidence-based strategy. It offers a roadmap for balancing the prestige of brand image with the growing demand for social responsibility, ensuring that streetwear brands can achieve both cultural relevance and commercial sustainability in one of Asia's most dynamic frontier markets.

Research Objectives

1. To examine the direct and indirect impacts of Environmental, Social, and Governance perception on the purchase intentions of Gen Z consumers of streetwear in Phnom Penh, Cambodia.
2. To investigate the mediating roles of Brand Image and Perceived Value in the relationship between ESG perception and purchase intentions.

3. To explore the moderating role of Social Influence on the relationships between the mediating variables (Brand Image, Perceived Value) and the dependent variable (Purchase Intentions).

Literature Review

The story of this research is one of Identity and Exchange. The Cambodian Gen Z consumer is caught between a global desire for ethical accountability (ESG) and a local need for social status (Social Influence and Brand Image). They are emotionally driven by the thrill of the brand (Hedonic Motivation) but anchored by the economic realities of a developing nation (Perceived Value). This study integrates these variables to provide a holistic view of the modern streetwear consumer in a frontier market.

Theoretical Framework: The Convergence of SET and SCT

To understand the intricate decision-making process of Gen Z streetwear consumers in Phnom Penh, this study synthesizes Social Exchange Theory (SET) and Social Cognitive Theory (SCT) (Cook et al., 2013). SET posits that social behavior results from an exchange process in which individuals maximize benefits and minimize costs (Balenzano et al., 2013). In the context of streetwear, consumers engage in symbolic exchange with brands; they provide loyalty and capital in exchange for the social currency and ethical assurance offered by the brand's ESG initiatives and Brand Image (Megawati, 2025). Complementing this, Social Cognitive Theory by Bandura (1986) explains how environmental factors, specifically Social Influence, shape individual behavior. SCT suggests that learning occurs in a social context, with dynamic, reciprocal interactions among the person, environment, and behavior (Auliya et al., 2025). For Cambodian Gen Z, the environment is a hybrid of digital and physical spaces where peer observation and influencer modeling dictate the cool factor, thereby shaping Purchase Intention (Hong et al., 2025).

Environmental, Social, and Governance (ESG) and Purchase Intention

Originally a framework for investors to assess corporate sustainability, **ESG** has evolved in contemporary literature into a critical consumer-facing construct (Suttharattanagul & Manotungvorapun, 2026). Define ESG as the collective measurement of a firm's impact on the planet, its stakeholders, and its internal oversight (Truant et al., 2024). While ESG transparency has traditionally been viewed through the lens of risk management, recent studies identify a positive correlation between ESG transparency and consumer trust (Li & Chen, 2025). In the streetwear domain, where production ethics are often scrutinized, a brand's ESG performance serves as a signal of benevolence in the SET framework, leading to:

H1: ESG factors positively influence Purchase Intention.

Brand Image

Keller (1993) defined Brand Image as the perceptions of a brand, as reflected in the brand associations held in consumer memory. In the postmodern streetwear market, this definition has expanded to include cultural resonance (Patel & Mehta, 2022). Contemporary scholars argue that, for luxury and lifestyle brands, the image is the primary driver of the aspiration gap (Xu & Liu, 2025). Because streetwear is a high-visibility product, a positive brand image reduces the psychological risk of losing face in the Cambodian context (Filieri et al., 2017; Lyreaksmey & Ratasuk, 2024).

H2: Brand Image positively influences Purchase Intention.

Perceived Value

Zeithaml (1988) defined Perceived Value as the consumer's overall assessment of a product's utility, based on perceptions of what is received and what is given. In emerging markets like Phnom

Penh, value is not merely about low price; it is the get-versus-give ratio (Islam et al., 2021). Recent literature on Gen Z consumption suggests that this cohort is highly value-conscious, seeking durability and versatility even within hype purchases (Youn et al., 2025; X. Zhang et al., 2025).

H3: Perceived Value positively influences Purchase Intention.

Social Influence

Social Influence refers to changes in an individual's thoughts or behaviors resulting from interactions with others (Suttharattanagul & Manotungvorapun, 2026). In Cambodia, this is deeply rooted in the cultural nuance of high power distance and collectivism (Kounthiea, 2023). Bellezza and Berger (2020) found that social signals are primary drivers in status-signaling categories. In Phnom Penh, where influencers' referent power is high, the social validation of a streetwear purchase becomes a critical antecedent (Liu & Zheng, 2024).

H4: Social Influence positively influences Purchase Intention.

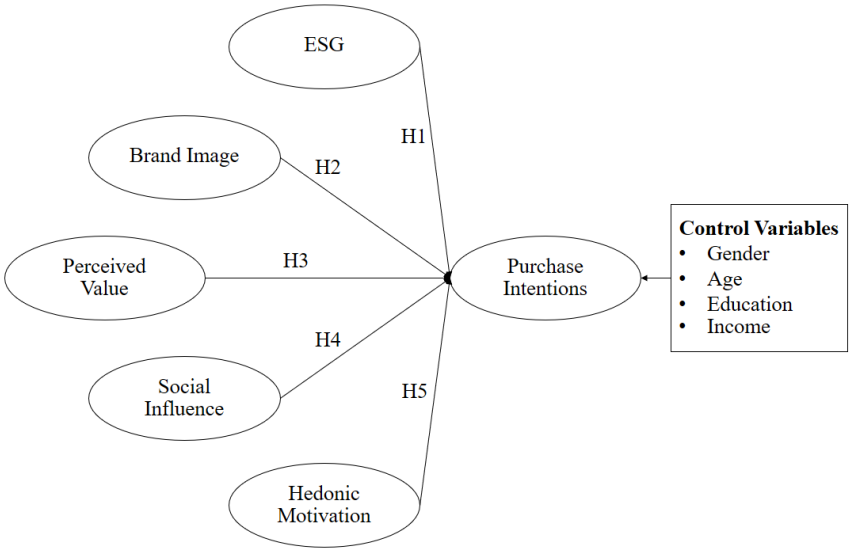
Hedonic Motivation

Childers et al. (2001) distinguished between utilitarian and Hedonic Motivation, defining the latter as the drive for pleasure, fantasy, and sensory stimulation. Streetwear consumption is rarely a functional necessity; it is a quest for the thrill of the hunt (limited drops) (Abdrabbo et al., 2025). Research by Arnold and Reynolds (2003) identifies adventure shopping as a key hedonic dimension, which aligns perfectly with the scarcity-based business models of modern streetwear brands.

H5: Hedonic Motivation positively influences Purchase Intention.

The Role of Demographic Controls

The extant literature suggests that demographic variables such as Gender, Age, and Monthly Income must be controlled for to prevent biased results (Memon et al., 2024). In Cambodia, income is a significant predictor of access to authentic vs. counterfeit streetwear, while age dictates the level of digital literacy required to follow global trends (Akello, 2024; Ly et al., 2024). By controlling for these factors, the model ensures that the observed effects of ESG or Brand Image are not merely a byproduct of respondents' purchasing power (Li & Chen, 2025).



Picture 1: Research Conceptual Framework

Research Methodology

This study employs a quantitative, deductive research design to empirically validate the proposed theoretical framework. By transitioning from established theories to specific observations, the study seeks to test the causal relationships between consumer psychological drivers and purchase intentions. To analyze these relationships, Partial Least Squares Structural Equation Modeling (PLS-SEM) was selected as the primary analytical technique. The choice of PLS-SEM over Covariance-Based SEM (CB-SEM) is justified by its superior capability in prediction-oriented research and its effectiveness in maximizing the explained variance (R^2) of the target endogenous construct (Hair & Alamer, 2022; Ratasuk & Nyan Lin, 2025). Furthermore, PLS-SEM is particularly robust when handling complex models and non-normal data distributions, which are frequently encountered in behavioral studies within emerging retail markets (Hair et al., 2019; Niu et al., 2025).

Population and Sampling Strategy

The target population for this inquiry consists of Gen Z consumers residing in Phnom Penh, Cambodia, who actively engage with the streetwear fashion segment. Given that the precise parameters of this population are statistically unknown, a non-probability purposive sampling technique was adopted. This method ensures that data are elicited from individuals with specific product involvement and cultural characteristics relevant to the study (Ratasuk et al., 2025).

To ensure high statistical power and meet the rigorous standards of Q1-level journals, a minimum sample size of N = 400 was targeted. This threshold complies with the Inverse Square Root Method and exceeds the 10-times rule, providing a sufficient buffer to detect even small path coefficients at the 5% significance level while ensuring the stability of PLS-SEM estimations (Kock & Hadaya, 2018).

The final sample (N = 446) primarily consisted of female respondents (55.38%). The cohort is highly concentrated in the 22–25 age bracket, accounting for 87.67% of the total participants. Regarding socio-economic status, 68.39% of respondents reported being in the $350- $500 range. Educationally, the sample is characterized by high academic attainment, with 92.15% holding a Bachelor's degree.

Table 1: Demographic Characteristics of Respondents (N = 446)

Variable	Category	n	%
Gender	Male	199	44.62%
	Female	247	55.38%
Age	18 to 21 years old	14	3.14%
	22 to 25 years old	391	87.67%
	26 to 28 years old	18	4.04%
Income	$150-$300	20	4.48%
	$350-$500	305	68.39%
	$550-$700	91	20.40%
	$750-$1000	19	4.26%
	$1000-$2000	10	2.24%
Education	High School / Vocational Training	11	2.47%
	Associate Degree	6	1.35%
	Bachelor's Degree (Undergraduate)	411	92.15%
	Master's and Doctoral Degrees	17	3.81%

Data Collection and Instrument Development

Primary data were gathered through an online, self-administered questionnaire distributed via platforms that dominate the Cambodian digital landscape, specifically Telegram and TikTok. To safeguard the validity of the results, mandatory screening questions were integrated at the beginning of the survey. These questions confirmed that respondents were members of the Gen Z cohort and had purchased or followed streetwear brands in the past 6 months.

The research instrument was meticulously structured into four sections: (1) Screening, (2) Demographic profiles, (3) Streetwear consumption behavior, and (4) Measurement of constructs. All latent variables were operationalized using validated scales adapted from prior literature to ensure content and construct validity (Kong & Ratasuk, 2024; Naing & Ratasuk, 2025; Ratasuk, 2023; Salimon et al., 2017; Tumpa et al., 2025; Zhu & Ratasuk, 2024). Items were measured on a 5-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree, providing a nuanced spectrum for respondent feedback.

Data Analysis Plan: The WarpPLS Approach

Statistical analysis was performed using WarpPLS (version 8.0), a software chosen for its advanced algorithms that identify non-linear relationships and provide robust p-values through stable resampling. The analysis follows a rigorous two-stage evaluation process: the measurement model (outer model) and the structural model (inner model).

The Measurement Model assessment focuses on reliability and validity. Internal consistency is verified using Cronbach's alpha and Composite Reliability (rho_A) with thresholds of > 0.70. Convergent validity is confirmed if Factor Loadings exceed 0.708 and the Average Variance Extracted (AVE) is > 0.50 (Hair & Alamer, 2022). Discriminant validity is strictly evaluated using the Heterotrait-Monotrait (HTMT) ratio; a value below 0.85 is required to confirm that each construct is empirically distinct, a method now recognized as superior to the traditional Fornell-Larcker criterion.

Structural Model and Robustness Testing

Upon validation of the measurement model, the Structural Model is assessed to test the hypothesized paths. This involves checking for collinearity using Variance Inflation Factors (VIF), where values must remain below 3.3 to avoid multicollinearity bias (Kock, 2015). The strength and significance of the relationships are determined through Path Coefficients (β) and a bootstrapping procedure with 5,000 resamples. Furthermore, the model's predictive power is gauged by the Coefficient of Determination (R^2). To avoid Common Method Bias (CMB), a full collinearity assessment is conducted to provide a comprehensive understanding of the direct effects.

Ethical Safeguards

In alignment with international research ethics, all participants were provided with a clear statement of informed consent. The survey design ensured total anonymity, and participation was strictly voluntary. No sensitive personal data or contact information was collected, ensuring that the study maintains the highest level of confidentiality and respondent protection throughout the data lifecycle.

Results

The analysis of the research model was conducted in two primary stages: the assessment of the measurement model to ensure reliability and validity, followed by the evaluation of the structural model to test the hypothesized relationships.

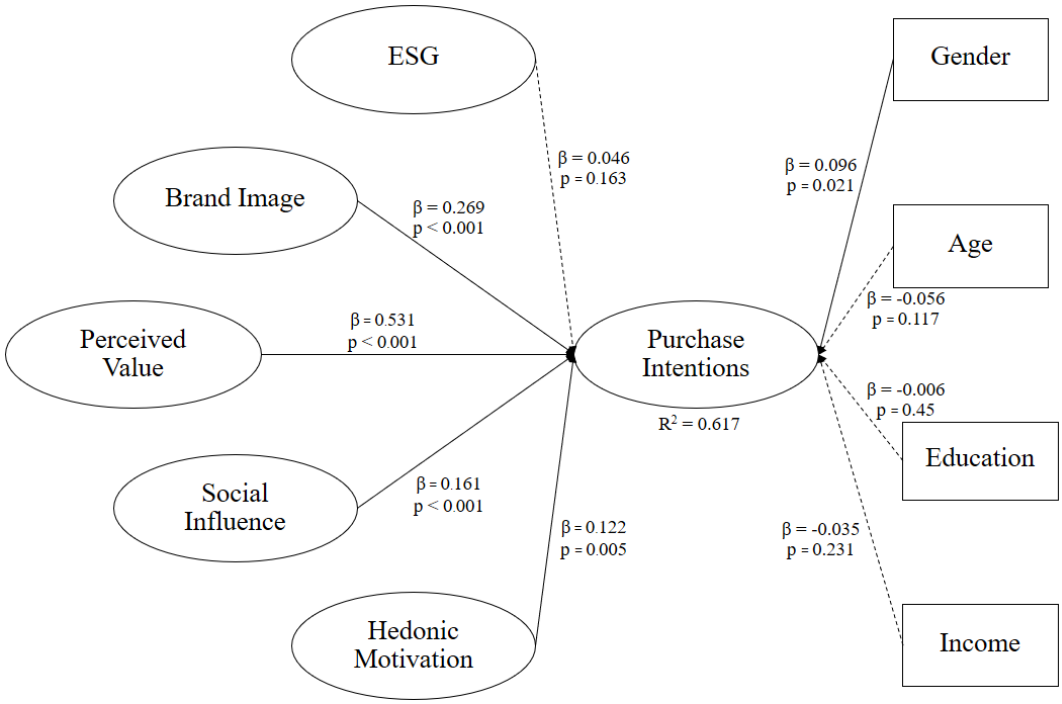
The measurement model was evaluated for internal consistency, convergent validity, and discriminant validity. Internal consistency was confirmed with Cronbach's \alpha values ranging from

0.920 (Social Influence) to 0.974 (ESG) and Composite Reliability (rho_c) scores between 0.941 and 0.977, exceeding the recommended 0.70 threshold.

Convergent validity was established as the Average Variance Extracted (AVE) for all constructs ranged from 0.726 to 0.869, surpassing the 0.50 benchmark. All individual Factor Loadings exceeded 0.708, except for one social indicator (0.621), which was retained because the construct's overall AVE remained high. Discriminant validity was confirmed using the Heterotrait-Monotrait (HTMT) ratio, with all values remaining below the conservative 0.85 threshold, indicating that the constructs are empirically distinct.

To ensure structural integrity, multicollinearity was examined via the Variance Inflation Factor (VIF). All inner VIF values ranged from 1.133 to 3.125, remaining below the critical 3.3 threshold, suggesting the absence of significant Common Method Bias (CMB). The model demonstrates strong predictive power with an R^2 of 0.617, explaining 61.7% of the variance in Gen Z streetwear purchase intention. Predictive relevance was further supported by a Q^2 value of 0.448.

The model demonstrated a good fit to the data, with a Standardized Root Mean Square Residual (SRMR) of 0.064, well below the conservative 0.08 threshold. This indicates that the structural relationships are accurately specified for the Phnom Penh context.



Picture 2: PLS-SEM Results from WarpPLS 8.0

Following the validation of the measurement and structural models, the hypothesized direct effects were tested. The results, summarized in Table 3, reveal that four out of the five primary hypotheses are statistically supported at the 95% confidence level.

H1 (ESG → PI): Interestingly, the relationship between ESG factors and purchase intention was positive but statistically non-significant (β = 0.046, p = 0.163). This suggests that while Gen Z consumers in Phnom Penh may value ethical governance, it is not currently a primary driver of their streetwear purchasing decisions.

H2 (Brand Image → PI): As predicted, Brand Image exerts a significant positive influence on purchase intention ($\beta = 0.269$, $p < 0.001$). This reinforces the identity-driven nature of streetwear, where brand prestige serves as a critical purchase antecedent.

H3 (Perceived Value → PI): Perceived Value emerged as the strongest predictor in the model ($\beta = 0.531$, $p < 0.001$). This finding highlights the pragmatic nature of Cambodian Gen Z, who prioritize the get-versus-give ratio even within high-fashion segments.

H4 (Social Influence → PI): Consistent with Cambodia's collectivist cultural context, Social Influence significantly influences purchase intention ($\beta = 0.161$, $p < 0.001$).

H5 (Hedonic Motivation → PI): The psychological gratification of shopping also plays a significant role ($\beta = 0.122$, $p = 0.005$), confirming that the emotional thrill of streetwear contributes to consumption intent.

Among the control variables, Gender showed a significant effect ($\beta = 0.096$, $p = 0.021$), while Age, Income, and Education did not significantly influence the dependent variable.

Discussion and Conclusion

This study identified the psychological and social antecedents of streetwear purchase intention among Gen Z consumers in Phnom Penh, Cambodia. The empirical evidence supports four out of five hypotheses, revealing that Perceived Value ($\beta = 0.531$) and Brand Image ($\beta = 0.269$) are the primary drivers of consumption intent. While Social Influence and Hedonic Motivation were significant, ESG factors failed to reach statistical significance ($\beta = 0.046$, $p = 0.163$). Our findings regarding Perceived Value strongly support the utility-based consumption models of Zeithaml (1988), who argued that value is a dominant filter in emerging markets. This aligns with recent research by Youn et al. (2025), suggesting that Gen Z consumers are highly value-conscious, seeking durability and versatility even within high-fashion segments.

Similarly, the significance of Brand Image aligns with Keller's (1993) conceptualization of brand associations as a risk-reduction mechanism. In the Cambodian context, a positive brand image reduces the psychological risk of losing face, a finding consistent with Filieri et al. (2017) regarding high-visibility, identity-based products.

The lack of significance for ESG contradicts the findings of Fatemi et al. (2018), who observed a positive link between corporate governance and consumer trust in Western markets. This discrepancy suggests a value-ethics gap in the Cambodian context, similar to the findings of Djafarova & Foots (2022), who found that pragmatic Gen Z consumers prioritize tangible product attributes over corporate philanthropy. While global trends like UN SDG 12 drive sustainability discourse in developed economies, Cambodian Gen Z responses appear driven more by economic pragmatism.

Theoretical Contribution

Theoretically, this research extends the application of Social Exchange Theory (SET) and Social Cognitive Theory (SCT) into the frontier market of Cambodia. While SET typically suggests a reciprocal reward for ethical behavior, our findings indicate that for Phnom Penh's Gen Z, the exchange is primarily economic and social rather than ethical. This aligns with Balenzano et al. (2013), who found that individuals seek to maximize benefits; in this case, the Get component (quality and status) outweighs the Give (monetary cost). Integrating SCT explains the significant role of Social Influence ($\beta = 0.161$). As Bandura (1986) posited, learning occurs through social modeling. In high-power distance and collectivist cultures like Cambodia, the social environment serves as a cognitive model where consumers observe peer and influencer trends to validate their decisions, thereby reducing the threat of social exclusion.

Practical Implications

For practitioners, these results provide a strategic roadmap for navigating the Cambodian retail sector by prioritizing a balance between value and hype. Since Perceived Value emerged as the most potent driver of intent ($\beta = 0.531$), brands must look beyond mere prestige and ensure marketing campaigns explicitly highlight product durability and versatile styling options alongside traditional limited drop aesthetics. Furthermore, firms should leverage localized social proof by partnering with Cambodian KOLs (Key Opinion Leaders) on high-engagement platforms such as TikTok and Telegram, as Social Influence significantly influences this cohort's decision-making process ($\beta = 0.161$). Finally, because ESG factors were found to be non-significant ($\beta = 0.046$), managers should avoid green-signaling as a primary sales pitch; instead, ethical practices should be integrated into the Brand Image as a secondary benefit rather than a central driver of the value proposition.

Limitations and Future Research

Despite the robust findings, this study is subject to several limitations. First, the cross-sectional design captures a snapshot of consumer intent; future research should employ longitudinal methods to track how these intentions evolve as the Cambodian market matures. Second, the sample was heavily skewed toward Bachelor's degree holders (92.15%), which may limit the generalizability of the findings to less educated or rural demographics.

Future studies should investigate the mediating role of brand trust or the moderating effect of income levels, as 68.39% of our sample fell into a specific mid-tier income bracket. Additionally, qualitative inquiries into why ESG remains non-significant could provide deeper cultural insights into the face-saving vs. planet-saving trade-offs in Southeast Asian consumption.

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GENERATION Z TOURISTS' PERCEPTIONS OF SLOW FOOD DESTINATIONS IN THAILAND: A GOOD–CLEAN–FAIR PERSPECTIVE

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Abstract

Slow food tourism has emerged as a meaningful alternative to mass gastronomy, emphasizing authenticity, sustainability, and ethical production. Recognizing Generation Z as an increasingly influential travel segment, this study aimed to examine their perceptions of slow food destinations in Thailand through the Good, Clean, and Fair principles of the Slow Food Movement.

A quantitative research design was employed, using a structured questionnaire distributed to 400 Generation Z respondents. The instrument measured perceptions related to food quality and authenticity (Good), environmental sustainability (Clean), and ethical and community-based values (Fair). Reliability testing yielded satisfactory internal consistency, with Cronbach's alpha values ranging from 0.854 to 0.886, indicating strong reliability of the measurement scales.

The results revealed consistently very high perception levels across all dimensions, with mean scores of 4.32 (Good), 4.43 (Clean), and 4.43 (Fair). Respondents strongly valued authentic local food, natural landscapes, eco-friendly practices, fair pricing, and community benefit. Behavioral intention was also high ($\bar{x}$ = 4.14), particularly regarding willingness to recommend slow-food destinations and to participate in related activities.

The discussion highlights a strong alignment between Gen Z values and Slow Food principles, reinforcing the importance of authenticity, sustainability, and fairness in shaping their tourism preferences. This study contributes to research on slow food tourism in Asia. It offers practical implications for enhancing Thailand's positioning through improved storytelling, greater visibility on sustainability, stronger community engagement, and greater digital accessibility. Overall, the findings provide valuable guidance for developing sustainable and meaningful gastronomic experiences tailored to Generation Z.

Keywords: Generation Z, Perceptions, Slow Food, Good- Clean- Fair, Thailand

Introduction

Food has become a central element of contemporary tourism, offering travelers opportunities to connect with a destination's cultural identity, traditions, and way of life. Modern tourists increasingly seek authentic and meaningful food experiences rather than standardized alternatives, reflecting a shift toward culturally grounded gastronomic encounters (Ellis et al., 2018). This trend has fostered specialized forms of food tourism, notably slow food tourism, which emphasizes quality, sustainability, and ethical practices (Fusté Forné & Jamal, 2020).

Slow food tourism originates from the international Slow Food Movement in Italy, which promotes food that is "good, clean, and fair." This philosophy asserts that food should be tasty and authentic (good), environmentally responsible (clean), and socially just (fair) (Petrini, 2001). These principles extend beyond consumption, shaping tourism experiences that highlight locality, biodiversity, community well-being, and cultural sustainability (Buiatti, 2011; Viassone & Grimmer, 2015). Such values provide an alternative to mass tourism and appeal to travelers seeking responsible, experience-based travel (Walker et al., 2021).

Thailand is well-positioned to advance slow food tourism due to its rich culinary heritage, regional diversity, and strong link between food and cultural identity. The country has increasingly integrated slow food principles into tourism initiatives through community-based markets, sustainable seafood programs, and farm-to-table practices (Soonsap, Ashton, & Lee, 2023). Destinations such as Chiang Mai, Bangkok, and Chumphon have demonstrated active involvement in slow food activities and ethical gastronomy networks. Despite these developments, academic research on tourists' perceptions of slow-food destinations in Thailand remains limited, underscoring the need for further investigation (Payandeh et al., 2022).

Understanding these perceptions is particularly important for Generation Z (Gen Z), born between 1997 and 2012, who represent an emerging and influential segment in global tourism. Gen Z travelers are characterized by digital connectedness, environmental consciousness, social awareness, and a desire for authentic, experience-driven travel (Francis & Hoefel, 2018; Puiu et al., 2022). Their values align closely with the Good–Clean–Fair principles of slow food tourism, positioning them as a promising market for sustainable culinary tourism in Thailand. As this cohort gains economic independence and becomes a dominant consumer group, understanding how they interpret slow food experiences is crucial for tourism planning and product development.

However, research on slow food tourism has been geographically uneven. Most studies have focused on Europe, with few empirical investigations in Asia, particularly Thailand (Viassone & Grimmer, 2015; Tokucoglu Yumusak et al., 2023). This has created a knowledge gap regarding how younger travelers in the region perceive slow food principles. Previous studies also suggest that tourist perceptions and motivations vary across cultural and demographic groups, underscoring the need for context-specific exploration (Mak et al., 2012). Moreover, few studies have applied the Good–Clean–Fair framework directly to Gen Z, despite its relevance to their ethical and experiential travel preferences (Payandeh et al., 2022).

To address these gaps, this study investigates Gen Z tourists' perceptions of slow food destinations in Thailand, using the Good–Clean–Fair framework as its foundation. By examining how Gen Z evaluates authenticity, sustainability, and fairness in slow-food contexts, the study contributes to theoretical development in food tourism. It offers practical strategies to enhance Thailand's position as a destination for sustainable gastronomy.

Research Objective

To examine Generation Z tourists' perceptions toward slow food destinations in Thailand based on the Good, Clean, and Fair principles of the Slow Food Movement.

Literature Review

Slow Food Tourism

Slow food tourism has become a significant stream within gastronomy tourism because it emphasizes cultural meaning, ethical values, and sustainability alongside consumption. Research shows that travelers increasingly use food experiences to engage with local identity and traditions, preferring authentic encounters over standardized options (Ellis et al., 2018; Hall & Sharples, 2008). Rooted in the global Slow Food Movement, which promotes food that is "good, clean, and fair" (Petrini, 2001), slow food tourism emerged in Italy in 1986 in response to fast-food culture and the erosion of local traditions. It highlights culinary heritage, local foodways, and sustainable systems, translating into tourism experiences that emphasize locality, producer interaction, and responsible consumption (Fusté Forné & Jamal, 2020).

The Good–Clean–Fair framework provides a clear lens for conceptualizing slow food tourism. Good refers to quality, taste, and authenticity reflecting local heritage (Petrini, 2001; Viassone & Grimmer, 2015). Clean emphasizes environmentally sustainable practices, biodiversity protection, and eco-friendly agriculture (Fusté Forné & Jamal, 2020; Soonsap et al., 2023). Fair focuses on social justice and community equity, ensuring ethical treatment of producers and benefits for local communities (Payandeh et al., 2022; Petrini, 2001). This framework integrates pleasure, ecological responsibility, and ethical outcomes, making it widely used to explain tourist evaluations of slow food destinations (Petrini, 2001; Fusté Forné & Jamal, 2020). Importantly, it provides measurable dimensions for empirical research, particularly in studies of tourist attitudes (Payandeh et al., 2022).

In conclusion, the Good–Clean–Fair framework offers a structured foundation for examining Generation Z's perceptions of slow food tourism in Thailand, aligning quality, sustainability, and fairness with their evaluative attitudes.

Perception Theory in Slow Food Tourism

Tourists' perceptions of slow food tourism are shaped by their exposure to authenticity, cultural heritage, sustainability, and ethical food systems. Early studies, such as Voinea et al. (2016), found that although youth valued healthy eating, a limited understanding of Slow Food reduced meaningful engagement, highlighting the importance of awareness in shaping perceptions. More recent research demonstrates that direct experiential contact significantly strengthens positive perceptions: culinary students in Turkey associated slow food with authenticity, cultural enrichment, and healthier choices, showing that hands-on exposure enhances appreciation for ethical and sustainable food systems (Çelebi & Genç, 2021). Empirical evidence from studies conducted in Turkey indicates that slow food experiences significantly influence tourists' eudaimonic well-being and their word-of-mouth behavior, as visitors tend to share personal and meaningful experiences derived from such culinary encounters. Moreover, slow food tourism also encompasses key attributes such as food locality, as well as the taste and quality of food, which have been identified as important factors stimulating tourist satisfaction at food-related festivals (Dimitrovski, Starčević, & Marinković, 2024; Öğretmenoğlu et al., 2026).

European studies further conceptualize slow food as a holistic wellbeing-oriented experience combining hedonic pleasure, cultural value, and ethical satisfaction (Dryglas, 2025), while Thai research shows that younger tourists perceive slow food–based activities as highly authentic, especially valuing Clean and Fair attributes within community-based tourism (Prasongthan & Silpsrikul, 2023).

These perceptions highlight that tourist's especially younger cohorts evaluate slow food destinations through dimensions aligned with Good, Clean, and Fair, supporting the relevance of examining Gen Z perceptions in the Thai context.

Tourist Behaviors and Generation Z

Gen Z, defined as individuals born between 1997 and 2012 (Spitznagel, 2020), represents a highly influential tourist segment due to digital connectivity, value-driven decision making, and a preference for authentic experiences. They are characterized as environmentally aware and socially conscious, with a strong interest in meaningful travel. Social media, peer reviews, and user-generated content strongly shape perceptions of destinations and travel intentions, making social media a primary source for trip planning (Lyu & Hwang, 2019). The literature consistently highlights Gen Z's sustainability orientation, with studies showing that their habits influence tourism preferences,

particularly regarding environmental responsibility (Puiu et al., 2022). These values align with the Clean and Fair principles of slow food tourism, emphasizing sustainability and ethical community outcomes (Petrini, 2001; Payandeh et al., 2022).

Gen Z also demonstrates a strong interest in experiential and participatory tourism, including gastronomy, cultural immersion, and learning-based activities (Kim et al., 2021). Such preferences reflect slow food tourism's emphasis on local markets, producer interaction, and culturally grounded food experiences (Fusté Forné & Jamal, 2020). Therefore, Gen Z perceptions are expected to incorporate Good, Clean, and Fair dimensions.

In summary, Gen Z's connectivity, sustainability orientation, and preference for authentic, experience-based travel make them a highly relevant group for examining slow food tourism in Thailand.

Slow Food Tourism in Thailand

Thailand is recognized as a leading gastronomy destination where food strongly reflects cultural identity and supports tourism development. National initiatives emphasize local ingredients, authenticity, and community participation, aligning closely with slow food values (Soonsap et al., 2023). Key examples include Chiang Mai, the first officially designated Slow Food Community, and growing initiatives in Bangkok and Chumphon such as farmers' markets and sustainable seafood programs. Despite this progress, research on tourists' perceptions of slow food in Thailand remains limited, with most studies focused on European contexts (Viassone & Grimmer, 2015; Tokucoglu Yumusak et al., 2023). This gap underscores the importance of examining how Generation Z interprets Thai slow food destinations through the Good–Clean–Fair framework, directly supporting this study's objective.

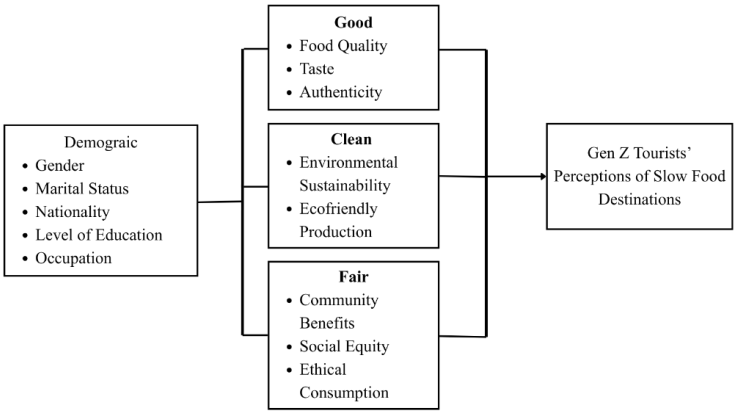
Research Methodology

The study was conducted in Thailand and focused on Generation Z tourists' perceptions of slow food destinations through the Good–Clean–Fair framework, emphasizing food quality, sustainability, and community fairness. Data were collected over a three-month period (November–January) using an online questionnaire.

1. **Population and Sampling**

The target population consisted of Generation Z tourists aged 18-28 who had visited slow-food or local-food destinations in Thailand. A purposive sampling technique was used to ensure that only respondents meeting the Gen Z criteria were included. The sample comprised both Thai and international Gen Z tourists, and a total of 400 respondents was targeted to achieve adequate statistical power and enhance reliability and generalizability for perception-based quantitative research. Data were collected using an online questionnaire distributed via social media (Facebook, Instagram, and Line), university networks, and tourist areas in Bangkok, such as public parks and airports.

2. Conceptual Framework



Picture 1: Conceptual Framework of the Study by Author, 2026

This study applies the Good–Clean–Fair framework to examine Generation Z tourists' perceptions of slow food destinations in Thailand. The framework defines well as quality, taste, authenticity, and cultural value; clean as environmentally sustainable and eco-friendly food practices; and Fair as social justice, ethical consumption, and community benefits. Since Gen Z prioritizes sustainability and authenticity, the framework assumes their overall perceptions reflect evaluations of each dimension, directly addressing the research question on how they perceive Thai slow food destinations.

3. Research Instrument

A structured questionnaire was developed to measure perceptions of slow food destinations using the Good, Clean, and Fair principles. The instrument consisted of two sections: demographic information (age, gender, nationality, education, occupation, marital status) and perception items assessing Good (quality, taste, authenticity) , Clean (sustainability, eco-friendly production, biodiversity) , and Fair (social justice, ethical consumption, fair pricing) . Items were measured on a five-point Likert scale and adapted from validated instruments (Lee, 2014; Payandeh et al., 2022; Fusté Forné & Jamal, 2020; Yumusak et al., 2023). The questionnaire consisted of five sections. The first section collected demographic information, including gender, age, marital status, nationality, education level, and occupation. The second section explored tourist behaviours such as travel frequency, purpose of travel, preferred destinations, length of stay, travel companions, accommodation choices, preferred food types, and information channels.

Table 1: Tool Validation

Variance	Number of Item	Reliability	
		Pilot Test	Actual
Good	8	0.816	0.854
Clean	6	0.703	0.870
Fair	6	0.704	0.886
Intention	4	0.800	0.874
Sample Size		30	400

Source: Author, 2026

4. Instrument Validation

Content validity was established through expert review by three experts in tourism management and slow food tourism, with the Index of Item–Objective Congruence (IOC) (Turner & Carlson, 2003) applied to ensure clarity and relevance. Items scoring below 0.67 were revised or removed. Reliability test was conducted through a pilot survey of 30 Gen Z respondents, yielding Cronbach's Alpha values between 0.70 and 0.82 (Bonett & Wright, 2015). The sample included both domestic and international Gen Z tourists. To determine an appropriate sample size for quantitative analysis, the sample size guidelines for factor analysis and regression were considered, recommending a minimum of 200 respondents. Therefore, a target sample size of 400 respondents was set to ensure reliability, adequate statistical power, and generalizability of the findings. Following full deployment to 400 respondents, reliability improved to values ranging from 0.85 to 0.88. This study was approved from the Institutional Review Board (IRB), SRCQ68/081.

5. Data Collection Procedure

Data were collected between December and January using an online questionnaire distributed through social media, university networks, and tourist areas in Bangkok. Screening questions ensured respondents met age and experience criteria related to slow food or local food destinations.

The screening criteria were: 1) Age requirement: participants must be between 18 and 28 years old, representing Generation Z at the time of data collection. 2) Tourism experience or interest: participants must have previously visited or expressed a clear interest in visiting slow food tourism destinations in Thailand. 3) Tourist status: participants must be domestic or international tourists who travel for leisure, cultural, or gastronomic purposes.

The collected data was coded and analyzed using Statistical Program. Descriptive statistics, such as means, standard deviations, frequencies, and percentages, were used to summarize demographic characteristics and examine Generation Z tourists' perceptions across the Good, Clean, and Fair principles.

Results

1. Demographic Profile of Respondents

The demographic analysis of the 400 Generation Z respondents revealed that the sample was predominantly female (54.8%), followed by male (41%) and LGBTQ+ (4.3%). Most respondents were single (97%) and represented a diverse range of nationalities, with half originating from Thailand and the remainder from various countries, including Indonesia, France, Myanmar, the United Kingdom, Germany, and others. The majority were pursuing or had completed undergraduate studies (73%), while a smaller proportion held high school (14.5%) or postgraduate qualifications (9.5%). In terms of occupation, most respondents were students (74.8%), followed by employees (18%). These demographic characteristics provide an essential foundation for interpreting Generation Z tourists' perceptions of slow food destinations.

The study used a five point Likert scale ranging from strongly agree (5) to strongly disagree (1). Descriptive statistics, including mean and standard deviation, summarized perceptions. Mean scores were interpreted using James's (2024) five level criteria, where 1.00–1.80 indicates very low, 1.81-2.60 indicates a low level, 2.61-3.40 represents a moderate level, 3.41-4.20 reflect a high level and 4.21–5.00 indicates very high perception levels.

2. Perceptions Toward the Good Principle

Generation Z tourists report a high perception of the good dimension ($\bar{x}$ = 4.32, SD = 0.84), indicating strong appreciation for food quality, authenticity, taste, and cultural value at slow food destinations. The top rated items were enjoying local or traditional markets ($\bar{x}$ = 4.57), trying traditional or local dishes ($\bar{x}$ = 4.55), and considering authentic local food an important part of trips ($\bar{x}$ = 4.48). Respondents also agreed that freshness and ingredient quality matter ($\bar{x}$ = 4.45), food should reflect local culture and identity ($\bar{x}$ = 4.37), and local food outperforms commercial alternatives ($\bar{x}$ = 4.34). Two items scored slightly lower: joining cooking classes or workshops ($\bar{x}$ = 3.76) and learning dish histories ($\bar{x}$ = 4.07), suggesting authenticity is prioritized.

3. Perceptions Toward the Clean Principle

Perceptions of the Clean principle were very high ($\bar{x}$ = 4.43, SD = 0.80), indicating strong emphasis on environmental responsibility and nature-based experiences. Respondents valued pleasant weather and natural landscapes ($\bar{x}$ = 4.61), outdoor activities ($\bar{x}$ = 4.52), and protection of rural environments and biodiversity ($\bar{x}$ = 4.50). They also preferred food produced through eco-friendly methods ($\bar{x}$ = 4.39), appreciated natural or wild ingredients ($\bar{x}$ = 4.30), and expressed interest in slow cities or eco-tourism destinations ($\bar{x}$ = 4.26).

4. Perceptions toward the Fair Principle

The Fair dimension was also rated very highly ($\bar{x}$ = 4.43, SD = 0.79), demonstrating Gen Z's concern for fairness, ethical consumption, and community well-being. The strongest item was the belief that local restaurants deserve fair income for using fresh and organic ingredients ($\bar{x}$ = 4.53), followed by willingness to purchase local products at fair prices ($\bar{x}$ = 4.52). Respondents valued tourism's contribution to local economic benefits ($\bar{x}$ = 4.43), support for rural traditions and employment ($\bar{x}$ = 4.36), and fair restaurant pricing ($\bar{x}$ = 4.37). They also prioritized paying fair prices for authentic food over cheaper alternatives ($\bar{x}$ = 4.38).

5. Behavioral Intention toward Slow Food Destinations

Generation Z demonstrated high behavioral intention toward slow food destinations ($\bar{x}$ = 4.14, SD = 0.93). The strongest indicator was willingness to recommend these destinations ($\bar{x}$ = 4.30, SD = 0.829). Other intentions included planning to visit slow food destinations ($\bar{x}$ = 4.07), allocating time and budget for such experiences ($\bar{x}$ = 4.11), and participating in activities such as tours, farm visits, and workshops ($\bar{x}$ = 4.07).

In conclusion, Generation Z tourists show highly positive perceptions of slow food destinations in Thailand across the Good, Clean, and Fair principles. They strongly value authentic food experiences, environmental sustainability, and fair community benefits. Their high behavioral intentions, especially their willingness to recommend slow food destinations, reflect strong engagement with the slow food philosophy. Overall, the results highlight the importance of quality, sustainability, and fairness in shaping Gen Z's perceptions.

Discussion

This study examined Generation Z tourists' perceptions of slow food destinations in Thailand through the Good, Clean, and Fair principles of the Slow Food Movement. The results show consistently very high perceptions across all three principles, alongside high behavioral intention, indicating a strong alignment between Gen Z values and the slow food philosophy.

Gen Z rated the good dimension very highly, demonstrating strong appreciation for authenticity, taste, freshness, and cultural meaning in food experiences. These findings support Ellis et al. (2018), who noted modern tourists' desire for authentic, culturally grounded food, and Viassone

and Grimmer (2015), who highlighted the role of cultural identity in shaping satisfaction. Lower ratings for cooking classes and food history suggest that Thai Gen Z values direct sensory authenticity more than structured learning, partly contrasting Kim et al. (2021), who found younger travelers often enjoy hands on activities.

Conclusion

Perceptions of the clean dimension were also very high, indicating strong environmental awareness. Respondents valued natural landscapes, biodiversity protection, and eco-friendly food production aligning with Puiu et al. (2022), who identified Gen Z as highly sustainability oriented. These results further support Fusté Forné and Jamal (2020), who emphasized environmental responsibility as a defining attribute of slow food tourism, and reflect regional patterns found by Soonsap et al. (2023) in Southeast Asia.

The Fair dimension likewise received very high ratings, demonstrating Gen Z's endorsement of ethical consumption, fair pricing, and community benefit. This aligns with Payandeh et al. (2022), who reported that fairness and ethical production influence tourist perceptions, and echoes Petrini's (2001) emphasis on social justice in slow food systems. Compared with Voinea et al. (2016), who found low youth awareness in Romania, Thai Gen Z displays stronger ethical engagement likely due to more visible slow food practices in tourism contexts.

Behavioral intention was high, particularly for recommending slow-food destinations, consistent with Lyu and Hwang (2019) on Gen Z's peer-influenced decision-making. These findings complement Chen et al. (2026), who showed that authenticity and ecological responsibility shape sustainable food intentions.

Overall, this study deepens the understanding of how Gen Z interprets slow food through the Good, Clean, and Fair framework and highlights the strong potential to expand slow food tourism in Thailand.

Recommendations

The findings indicate that Generation Z tourists hold very positive perceptions of Thailand's slow-food destinations in line with the Good, Clean, and Fair principles. To enhance these strengths and further promote slow food tourism, several recommendations are proposed.

First, tourism operators should strengthen authentic and culturally grounded food experiences. Since Gen Z highly values authenticity, traditional markets, local dishes, and culturally meaningful cuisine should be highlighted. Restaurants and local vendors can incorporate brief storytelling about ingredients, recipes, and cultural roots to enhance engagement.

Second, destinations should increase the visibility of sustainable and environmentally responsible practices. Given Gen Z's strong environmental awareness, showcasing eco-friendly farming, reduced waste systems, and biodiversity protection efforts can reinforce their positive perceptions. Nature based activities, such as farm tours or seasonal ingredient walks, can also deepen the clean dimension.

Third, slow food businesses and local communities should emphasize fairness and community benefit. Clear communication of fair pricing, local sourcing, and producer support can strengthen trust and appeal among ethically conscious Gen Z travelers. Using QR codes or short videos to share producers' stories can make fairness more tangible.

Finally, improving accessibility and convenience through online booking, cashless payments, bilingual signage, and bundled food experience packages can increase participation and intention to revisit or recommend slow food destinations.

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THE INFLUENCE OF LEARNING EXPERIENCE, STUDENT SATISFACTION, AND LOYALTY ON ELECTRONIC WORD OF MOUTH AND UNIVERSITY CHOICE DECISIONS IN BANGKOK

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Abstract

In the digital era, students increasingly rely on peer-generated online information when selecting universities. This study examines how Student Course Experience, Student Satisfaction, and Student Loyalty influence electronic Word of Mouth (eWOM) and how eWOM subsequently affects College Decision among undergraduate students in Bangkok. The data were collected from 135 students across public and private universities and analyzed using Structural Equation Modeling (SEM).

The findings reveal that student course experience and student satisfaction significantly promote eWOM, with satisfaction emerging as the strongest predictor. In contrast, student loyalty does not have a significant direct effect on eWOM, suggesting that emotional fulfilment rather than relational commitment drives students to share their opinions publicly. Furthermore, eWOM demonstrates a strong and significant influence on college decisions, indicating that peer-generated communication plays a central role in shaping university choice.

The study contributes to higher education marketing literature by distinguishing between internal relationship constructs (loyalty) and external communication behaviors (eWOM), and by highlighting the mediating role of eWOM in linking student experiences to enrollment decisions. Practically, the findings suggest that universities should focus on enhancing student satisfaction and managing digital reputation to attract prospective students.

Keyword: Universit, electronic word of mounth, student satisfaction, customer royalty

Background

Higher education institutions worldwide are facing intensifying competition due to demographic shifts, globalization, and the rapid expansion of digital communication channels (Wong et al., 2022). In Thailand, particularly in Bangkok, universities operate in a highly competitive environment where both public and private institutions compete for a limited pool of prospective students. As a result, traditional marketing approaches are no longer sufficient to attract new enrollments. Instead, universities must rely increasingly on reputation, student experience, and peer communication to influence decision-making (Guilbault, 2016).

The rise of social media and online communities has amplified the importance of electronic word of mouth (eWOM). Unlike traditional promotional messages controlled by institutions, eWOM consists of peer-generated content such as reviews, testimonials, and shared experiences (Sun et al., 2021). Research suggests that students perceive peer information as more credible and trustworthy than

institutional advertising, especially when making high-involvement decisions such as selecting a university (Carvalho et al., 2021; Le et al., 2020).

In the higher education context, current students serve as both service recipients and informal brand ambassadors. Their experiences, satisfaction levels, and emotional attachment influence not only retention but also the information they share with prospective students (Rehman et al., 2022). Therefore, understanding how student experiences translate into eWOM is crucial for institutional sustainability.

Despite the recognized importance of eWOM, limited research has examined the behavioral pathway linking student experience to communication behavior and enrollment decisions in Thailand. This study addresses that gap by examining how learning experience, student satisfaction, and student loyalty influence eWOM and how eWOM subsequently affects university choice decisions in Bangkok.

Literature Review

Theoretical Foundation

This study is grounded in the Theory of Reasoned Action (TRA), the Theory of Planned Behavior (TPB), and Media System Dependency Theory (MSDT). These theories jointly explain how students form intentions and make decisions regarding university choice.

TRA proposes that behavioral intention is shaped by attitudes and subjective norms (Fishbein & Ajzen, 1975). In higher education, attitudes develop from students' direct experiences with learning and services, while subjective norms are influenced by peers, family, and increasingly by online communities. TPB extends this model by introducing perceived behavioral control, referring to an individual's confidence in their ability to make a decision (Ajzen, 1991). When students feel well-informed through digital content and peer opinions, they experience greater control and clarity in choosing a university.

MSDT further explains that individuals depend on media to understand their environment, especially when facing uncertainty (Ball-Rokeach & DeFleur, 1976; Zhang & Zhong, 2020). For prospective students, online platforms and peer-generated reviews become essential sources of information when evaluating universities, particularly in competitive education environments such as Bangkok.

Together, these theories explain how internal academic experiences (learning, satisfaction, loyalty) interact with external digital communication (eWOM) to influence university choice decisions.

Student Learning Experience

Student learning experience refers to students' perceptions of teaching quality, classroom engagement, academic interaction, and institutional support. Earlier service quality models emphasize that educational experiences are central to how students evaluate institutional performance (Parasuraman et al., 1988; Quinn et al., 2009). In higher education specifically, a supportive and engaging learning environment significantly shapes students' overall perceptions of value (Le et al., 2019).

Recent studies confirm that positive learning experiences enhance emotional and cognitive evaluations of universities, which directly contribute to higher student satisfaction (Dugenio-Nadela et al., 2023; Xu et al., 2022)

Student Satisfaction

Student satisfaction represents students' overall evaluation of their educational experience relative to expectations (Oliver, 2006). In higher education, satisfaction is widely recognized as a key performance indicator linked to retention, trust, and positive behavioral outcomes (Harvey & Green, 1993; Ikram & Kenayathulla, 2022).

Research has consistently shown that satisfied students are more likely to recommend their institution to others (Osman & Saputra, 2019; Kanduri & Radha, 2023). Satisfaction also fosters emotional attachment, which serves as a foundation for loyalty.

Student Loyalty

Student loyalty refers to a student's commitment to maintaining a relationship with their university, reflected in continued engagement, positive attitudes, and willingness to advocate for the institution. Early higher education research highlights that loyalty stems from positive experiences and satisfaction (Alves & Raposo, 2007). Loyalty also strengthens long-term relational bonds between students and institutions, enhancing institutional sustainability (Gallegos & Vasquez, 2019).

More recent studies confirm that loyal students frequently act as institutional ambassadors, promoting their university through both offline and online communication (Latif et al., 2021; Al Hassani & Wilkins, 2022)

Electronic Word of Mouth (eWOM)

Word of mouth has long been recognized as a powerful informal communication channel (Cheung et al., 2009). With the rise of digital platforms, traditional WOM has evolved into electronic word of mouth (eWOM), where students share their experiences online (Lee & Youn, 2009). Compared with institutional marketing, eWOM is often perceived as more credible because it is based on real experiences (Ismagilova et al., 2021).

In higher education, eWOM significantly shapes how prospective students evaluate universities, reduce uncertainty, and form enrollment intentions (Le et al., 2019; Kanimozhi, 2023)

University Choice Decision

Choosing a university is one of the most critical decisions in a student's life, influencing academic development and career pathways. University choice is shaped by institutional characteristics, personal motivations, and information obtained from social networks and online platforms (Sarkane & Sloka, 2015; Wijesinghe et al., 2023).

In metropolitan education hubs such as Bangkok, where students face many institutional options, peer communication and eWOM play a particularly influential role in shaping final decisions.

Conceptual Framework

This study proposes a conceptual framework explaining how students' internal academic experiences translate into communication behaviors that influence prospective students' university choice decisions in Bangkok. The model focuses on Word of Mouth (WOM) as the key mediating mechanism linking student-related factors to college decision-making.

At the institutional level, Student Learning Experience reflects students' perceptions of teaching quality, classroom engagement, academic interaction, and the overall learning environment. Prior research shows that meaningful educational experiences encourage students to develop positive evaluations of their institution and share these experiences with others (Parasuraman et al., 1988; Le et al., 2019; Xu et al., 2022).

When students perceive their learning journey as valuable and supportive, they are more likely to communicate positively about their university.

Student Satisfaction represents students' overall evaluation of their educational experience relative to expectations (Oliver, 2006). Satisfied students tend to express favorable opinions, recommend their university, and engage in positive word-of-mouth communication (Osman & Saputra, 2019; Kanduri & Radha, 2023). Satisfaction therefore, acts as an emotional driver of student advocacy.

Student Loyalty refers to students' long-term commitment and attachment to their university. Loyal students often act as ambassadors, voluntarily promoting their institution to peers and prospective students (Alves & Raposo, 2007; Latif et al., 2021). Loyalty strengthens the likelihood that students will engage in supportive and persuasive WOM communication.

These three factors, learning experience, satisfaction, and loyalty, are proposed to directly stimulate Word of Mouth (WOM). WOM refers to interpersonal communication where students share their experiences, evaluations, and recommendations about a university. Although WOM traditionally occurs face-to-face, in modern contexts it frequently extends to digital platforms, increasing its reach and influence (Cheung et al., 2009; Lee & Youn, 2009)

Finally, Word of Mouth is positioned as a key social influence affecting College Decisions. Choosing a university is a high-involvement decision, and prospective students often rely on peer opinions to reduce uncertainty and validate their choices (Sarkane & Sloka, 2015; Le et al., 2019). Positive WOM enhances institutional credibility and increases the likelihood that a university will be selected.

Structure of the Model

The conceptual framework therefore includes **four direct paths**:

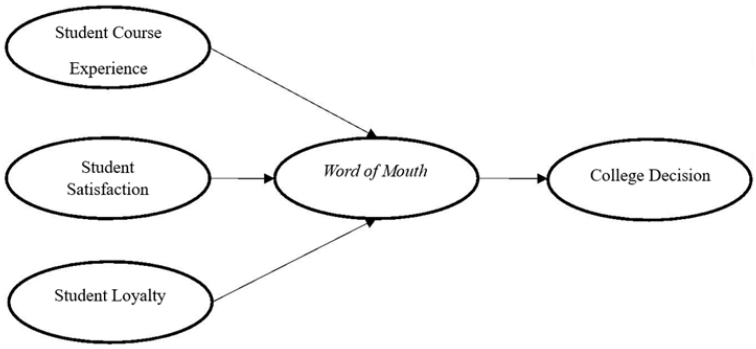

Figure 1: Structure of the Model

This model highlights that universities influence student enrollment decisions not only through marketing efforts but by fostering positive academic experiences that motivate students to become active communicators and advocates.

Hypotheses

H1: Student learning experiences have a positive influence on word of mouth (Özmen & Ögel, 2020)

H2: Student satisfaction has a positive effect on word of mouth (Rehman et al., 2022)

H3: Student loyalty has a positive effect on word of mouth (Kaushal & Ali, 2020)
H4: Word of mouth has a positive influence on college decisions (Carvalho et al., 2021)

Objectives

Examine the effect of Student Learning Experience on eWOM
Examine the effect of Student Satisfaction on eWOM
Examine the effect of Student Loyalty on eWOM
Examine the effect of eWOM on University Choice Decision

Methodology

1. Research Design

This study employed a quantitative research design to examine the relationships among Student Learning Experience, Student Satisfaction, Student Loyalty, Word of Mouth (WOM), and College Decision. A quantitative approach is appropriate because the objective of the study is to test hypothesized relationships among latent variables using statistical techniques (Creswell & Creswell, 2018; Hair et al., 2021).

The cross-sectional survey method was used to collect data at a single point in time from students who had recently made decisions about choosing a university. This design is widely used in higher education research to investigate student perceptions, satisfaction, and behavioral intentions because it allows efficient data collection from a large sample and supports Structural Equation Modeling (SEM) analysis (Bryman & Bell, 2019; Hair et al., 2021).

2. Population and Sampling

2.1 Population

The target population consisted of first-year undergraduate students enrolled in universities in Bangkok. This group was selected because they had recently made their college decision, making them suitable respondents for examining factors that influenced their choice of university.

Bangkok was chosen as the study location because it is Thailand's primary higher education hub, hosting a large number of public and private universities with diverse student populations.

2.2 Sampling Technique

The study employed convenience sampling, a non-probability sampling technique where respondents were selected based on accessibility and willingness to participate. This method is commonly used in higher education research where access to complete sampling frames is limited (Creswell & Creswell, 2018)

Questionnaires were distributed online via Google Forms through university student groups and social media platforms such as Line, Facebook, and Email. This approach facilitated access to students across multiple institutions and increased response rates.

2.3 Sample Size Determination

The sample size was determined based on recommendations for Structural Equation Modeling (SEM). According to Hair et al. (2021), SEM studies require a minimum sample size calculated using a ratio of 5-10 respondents per estimated parameter or indicator. This study included:

- **18 measurement indicators**
- **5 latent variables** (Learning Experience, Satisfaction, Loyalty, WOM, College Decision)

Following the guideline:

$$5a \leq n \leq 10a$$

where a = number of indicators + latent variables

$$a = 18 + 5 = 23$$

Minimum sample = 5 × 23 = 115 respondents

Maximum sample = 10 × 23 = 230 respondents

Therefore, the study targeted between 115 and 230 respondents. This range ensures adequate statistical power and stable parameter estimation for SEM analysis.

3. Data Collection Method

The study used primary data collected directly from respondents. Data were gathered through a self-administered online questionnaire created using Google Forms.

The questionnaire link was distributed via:

- University student communication channels
- Social media platforms (Line, Facebook groups)
- Email networks
- Participation was voluntary, and respondents were informed about the confidentiality and anonymity of their responses before completing the survey.

4. Research Instrument

The research instrument was a structured questionnaire divided into two sections:

Section A: Demographic Information

Questions regarding gender, age, type of university (public/private), and program of study.

Section B: Measurement of Research Variables

All constructs were measured using a seven-point Likert scale ranging from:

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neutral/Neither agree nor disagree

5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

The seven-point scale was chosen to reduce neutral responses and encourage more decisive answers (Kandasamy et al., 2020).

Table 1: The variables measured in this study include:

Variable	Description
Student Learning Experience	Perceptions of teaching quality, academic engagement, and learning environment
Student Satisfaction	Overall evaluation of the university experience
Student Loyalty	Emotional attachment and willingness to recommend the university
Word of Mouth (WOM)	Students' tendency to share positive opinions about the university
College Decision	Students' evaluation of their decision to choose the university

5. Data Analysis Technique

The collected data were analyzed using Structural Equation Modeling (SEM). SEM is appropriate for this study because it allows simultaneous examination of multiple relationships among latent variables and accounts for measurement error (Hair et al., 2021).

The analysis followed two stages:

5.1. Measurement Model Evaluation

- Confirmatory Factor Analysis (CFA)
- Factor loadings
- Composite Reliability (CR)
- Average Variance Extracted (AVE)

5.2. Structural Model Evaluation

- Path coefficients
- Hypothesis testing
- Model fit indices (CFI, TLI, RMSEA, χ^2/df)

6. Validity and Reliability Testing

To ensure the accuracy and consistency of the measurement instrument, this study assessed the validity and reliability of the constructs before testing the structural relationships. Following SEM best practices, evaluation was conducted at both the measurement model and construct level (Hair et al., 2021)

6.1 Content Validity

Content validity refers to the extent to which the questionnaire items adequately represent the conceptual domain of each construct. The measurement items used in this study were adapted from well-established scales in higher education, service quality, satisfaction, loyalty, and word of mouth literature. Before data collection, the questionnaire was reviewed by academic experts to ensure clarity, relevance, and appropriateness for the context of undergraduate university students in Bangkok.

6.2 Construct Validity

Construct validity was evaluated using Confirmatory Factor Analysis (CFA). CFA determines whether the observed indicators appropriately reflect their respective latent variables.

6.2.1 Convergent Validity

Convergent validity assesses whether indicators of the same construct share a high proportion of variance. It was evaluated using:

Standardized factor loadings (should be □ 0.50 and preferably □ 0.70)

Average Variance Extracted (AVE) (should be □ 0.50)

High factor loadings indicate that items strongly represent their underlying construct. An AVE value above 0.50 suggests that the construct explains more than half of the variance of its indicators (Hair et al., 2021)

6.2.2 Discriminant Validity

Discriminant validity ensures that constructs are distinct from one another. This was assessed using:

Fornell–Larcker Criterion, where the square root of AVE for each construct should be greater than its correlations with other constructs Cross-loadings, where each item should load higher on its intended construct than on others

These procedures confirm that each construct captures a unique concept within the model (Hair et al., 2021).

6.3 Reliability Testing

Reliability refers to the internal consistency of the measurement items.

6.3.1 Cronbach's Alpha

Cronbach's Alpha was used to assess the consistency of items within each construct. A value of 0.70 or higher indicates acceptable reliability for exploratory research, while values above 0.80 suggest good reliability.

6.3.2 Composite Reliability (CR)

Composite Reliability is considered more suitable than Cronbach's Alpha in SEM because it accounts for different factor loadings. CR values should exceed 0.70, indicating that the construct reliably measures the intended concept (Hair et al., 2021).

Table 2: Summary of Measurement Criteria

Assessment Type	Criteria
Factor Loading	□ 0.50 (preferably □ 0.70)
Average Variance Extracted (AVE)	□ 0.50
Composite Reliability (CR)	□ 0.70
Cronbach's Alpha	□ 0.70
Discriminant Validity	□AVE > inter-construct correlations

7. Sampling Representation and Bias Control

Since this study investigates factors influencing undergraduate student decision-making in Bangkok, it is important to recognize that Bangkok's higher education landscape consists of both public and private universities. Students' learning experiences, satisfaction levels, institutional loyalty, and communication behaviors may differ across these two sectors due to variations in tuition fees, institutional reputation, facilities, and academic environments.

To reduce institutional bias and ensure that findings are representative of the broader higher education context in Bangkok, this study applies proportional sample allocation between public and private university students.

Based on the targeted total sample size of 115-230 respondents, the study aims to collect responses from:

Approximately 50% of respondents from public universities

Approximately 50% of respondents from private universities

This balanced distribution helps ensure that the results do not disproportionately reflect the characteristics of only one type of institution. By capturing perspectives from both sectors, the study enhances the generalizability and comparative validity of the findings across Bangkok's higher education system.

During data collection, respondents are asked to indicate the type of university they are currently enrolled in (public or private). This variable is later used to monitor sample balance and may also serve as a control variable during analysis to further minimize bias.

8. Data Screening and Assumption Testing

Before conducting Structural Equation Modeling (SEM), the dataset was screened to ensure accuracy, completeness, and suitability for multivariate analysis. Data screening is essential to avoid biased estimates and unreliable conclusions (Hair et al., 2021).

8.1 Missing Data

The dataset was examined for missing responses. Cases with excessive missing values were removed, while minor missing data (if any) were handled using mean substitution or expectation maximization methods, depending on the pattern of missingness. A low level of missing data (less than 5%) is generally considered acceptable and unlikely to affect SEM results (Hair et al., 2021).

8.2 Outlier Detection

Outliers were assessed at both the univariate and multivariate levels:

- Univariate outliers were identified using standardized z-scores (values exceeding ±3.29 were considered extreme).
- Multivariate outliers were detected using Mahalanobis distance (D^2). Observations with significant Mahalanobis values at $p < 0.001$ were examined and removed if they indicated inconsistent response patterns.

Removing extreme outliers helps improve normality and ensures more stable SEM estimates.

8.3 Normality Assessment

Normality was evaluated by examining skewness and kurtosis values for each observed variable. Acceptable ranges are typically:

- Skewness between −2 and +2
- Kurtosis between −7 and +7

Although SEM using Maximum Likelihood estimation is relatively robust to minor deviations from normality, severe violations can distort parameter estimates and model fit (Hair et al., 2021).

8.4 Multicollinearity

Multicollinearity among constructs was assessed using correlation matrices and Variance Inflation Factor (VIF) values. Correlations exceeding 0.85 may indicate redundancy between constructs, while VIF values above 5 suggest multicollinearity issues. Ensuring low multicollinearity helps maintain discriminant validity and stable structural estimate3.8.5 Common Method Bias

Because the study used a self-reported questionnaire collected at a single point in time, Common Method Bias (CMB) was assessed. Harman's single-factor test was conducted to examine whether one factor accounted for the majority of variance. If the first factor explains less than 50% of total variance, common method bias is not considered a serious concern.

Procedural remedies were also applied during survey design, including. Assuring respondent anonymity, reducing evaluation apprehension and using clear and simple question wording

After performing missing data checks, outlier removal, normality assessment, multicollinearity testing, and common method bias evaluation, the dataset was deemed suitable for SEM analysis. These procedures ensure that the measurement and structural models are estimated using reliable and valid data.

Result

This section presents the findings from the Structural Equation Modeling (SEM) analysis. The evaluation was conducted in two stages: (1) assessment of the measurement model and (2) testing of the structural model and hypotheses.

Descriptive Analysis of Respondents

A total of 135 valid responses from undergraduate students enrolled in universities in Bangkok were analyzed.

Demographic Characteristics

The sample consisted of 54.8% female and 45.2% male students. The majority of respondents (97.8%) were aged 15-20 years, indicating that participants were in the typical transition stage into higher education, where peer influence and digital information are particularly relevant. Regarding educational

background, 57% of respondents graduated from private secondary schools, while 43% came from public schools. This distribution reflects diverse pre-university educational experiences. In terms of financial background, the largest proportion of students (40.0%) reported receiving 2,000–<3,000 THB per month as personal pocket money, followed by 3,000–<4,000 THB (23.7%) and 1,000–<2,000 THB (20.0%). These figures represent discretionary allowances rather than total living expenses.

University Representation

Respondents were drawn from multiple universities in Bangkok, with the largest groups from:

- Ramkhamhaeng University, Bangna Campus (30.4%)
- Assumption University (25.9%)
- Dhurakij Pundit University (17.8%)
- Bangkok University (8.1%)

The distribution indicates representation across both public and private institutions.

Decision-Making Characteristics

Most students (75.6%) reported making their university decision independently, while parents influenced 17.8% and relatives 6.7%. A majority (68.9%) indicated that their enrolled university was a second choice, suggesting strong competition in the Thai higher education system.

Regarding admission pathways, 51.9% entered through SIBER (report-based selection), followed by CBT (21.5%), PSB (20.0%), and PBT (6.7%).

Table 3: Descriptive Analysis of Demographic Variables (N = 135)

Demographic Variable	Category	N	%
Gender	Male	61	45.2
	Female	74	54.8
Age	15-20 years	132	97.8
	21-25 years	3	2.2
	More than 25 years	0	0.0
Type of School	Public	58	43.0
	Private	77	57.0
Monthly Pocket Money (THB)	Less than 1,000 THB	3	2.2
	1,000 – <2,000 THB	27	20.0
	2,000 – <3,000 THB	54	40.0
	3,000 – <4,000 THB	32	23.7
	More than 4,000 THB	19	14.1
University	Ramkhamhaeng University, Bangna Campus	41	30.4
	Ramkhamhaeng University	12	8.9
	Srinakharinwirot University	1	0.7
	King Mongkut's University of Technology North Bangkok	2	1.5
	Bangkok University	11	8.1
	Assumption University	35	25.9
	Dhurakij Pundit University	24	17.8
	Huachiew Chalermprakiet University	9	6.7
Main Influence on Decision	Self	102	75.6

	Parents	24	17.8
	Relatives	9	6.7
Entrance Option	First Choice	42	31.1
	Second Choice (after failing public university entrance)	93	68.9
Registration Scheme	CBT	29	21.5
	PBT	9	6.7
	PSB	27	20.0
	SIBER	70	51.9

Structural Model Analysis

The structural model evaluates the hypothesized relationships among Student Course Experience, Student Satisfaction, Student Loyalty, Word of Mouth, and College Decision.

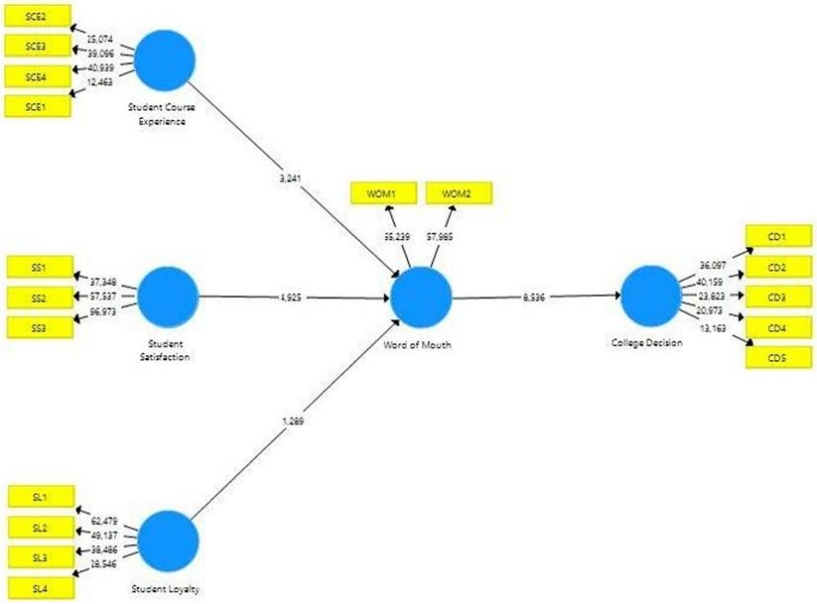

Figure 2: Analysis Test Results

Hypothesis Testing Results

Table 3: Hypothesis Test Results

Hypothesis	Relationship	β	T-value	P-value	Result
H1	SCE □ WOM	0.245	3.241	0.001	Supported
H2	SS □ WOM	0.354	4.925	0.000	Supported
H3	SL □ WOM	0.111	1.289	0.198	Not Supported
H4	WOM □ CD	0.575	8.536	0.000	Supported

Key Findings

1. Student Course Experience positively influences eWOM

Students with more positive learning experiences are more likely to share favorable opinions about their university.

2. Student Satisfaction has the strongest positive effect on eWOM

Satisfaction emerged as the most influential predictor, indicating that emotional evaluation drives communication behavior.

3. Student Loyalty does not significantly influence eWOM

Loyalty alone does not necessarily lead to active online advocacy.

4. eWOM strongly influences College Decision

Word of mouth demonstrated the largest path coefficient in the model, indicating that peer-generated information plays a critical role in university choice decisions.

Discussion

This study examined how student learning experience, student satisfaction, and student loyalty influence electronic word of mouth (eWOM), and how eWOM subsequently affects university choice decisions. The findings provide important insights into how internal student evaluations translate into communication behavior and ultimately shape institutional selection. These relationships are consistent with the Theory of Planned Behavior and the Theory of Reasoned Action, which suggest that individuals' attitudes and evaluations influence behavioral intentions, as well as with Media System Dependency Theory, which emphasizes the role of media and peer information in decision-making under uncertainty.

First, the positive relationship between student learning experience and eWOM indicates that meaningful academic interactions and supportive learning environments encourage students to share favorable opinions. This finding is consistent with prior research on service quality and experiential value, which suggests that positive service encounters generate post-consumption communication behaviors (Parasuraman et al., 1988; Dugenio-Nadela et al., 2023). It also aligns with eWOM literature, which highlights that individuals are more likely to share experiences when they perceive value and meaningful engagement in the service process (Cheung and Thadani, 2012).

Second, student satisfaction emerged as the strongest predictor of eWOM, emphasizing the role of emotional evaluation in motivating advocacy behavior. This result is consistent with satisfaction-based behavioral theories and higher education research demonstrating that satisfied students are more likely to recommend their institution (Schlesinger, Cervera-Taulet, and Pérez-Cabañero, 2023; Al Hassani and Wilkins, 2022). Furthermore, this finding supports the argument that affective responses play a stronger role than cognitive evaluations in driving communication behavior, particularly in digital environments where emotional expression is more visible (Ismagilova et al., 2021).

Third, student loyalty did not significantly influence eWOM, challenging traditional assumptions that loyalty naturally leads to advocacy. While prior studies suggest that loyal students often act as ambassadors (Latif et al., 2021), the present finding indicates that loyalty alone may reflect passive attachment rather than active communication behavior. This distinction is supported by recent research highlighting that behavioral outcomes such as eWOM require not only commitment but also motivation and contextual triggers (Cheung et al., 2025). Therefore, loyalty may not automatically translate into public expression, particularly in digital contexts where sharing behavior is selective and influenced by perceived relevance and emotional intensity.

Finally, the strong influence of eWOM on university choice decisions confirms the central role of peer-generated information in higher education decision-making. This finding is consistent with prior studies demonstrating that eWOM significantly shapes perceptions, reduces uncertainty, and influences enrollment decisions (Jalilvand and Samiei, 2012; Rasheed and Rashid, 2024). It also supports Media System Dependency Theory, which suggests that individuals rely heavily on mediated information sources when making complex decisions. In addition, the mediating role of eWOM aligns with recent higher education research emphasizing its function as a bridge between institutional factors and student decision outcomes (Al-Dmour et al., 2024).

Overall, the findings suggest a behavioral pathway in which student experience shapes satisfaction, satisfaction drives eWOM, and eWOM influences enrollment decisions. This integrated pathway is consistent with attitude–behavior frameworks such as the Theory of Planned Behavior, where attitudes formed through experience influence communication and decision-making behaviors. The results reinforce the importance of managing student experiences not only for retention but also as a strategic mechanism for generating positive digital communication that can attract prospective students in an increasingly competitive higher education environment.

Research Gap

This study presents several important directions for future research. First, although student satisfaction was identified as the strongest predictor of electronic word of mouth (eWOM), the underlying psychological mechanisms that motivate students to share their experiences remain insufficiently explored. Future studies should examine the role of intrinsic and extrinsic motivations, emotional engagement, and social influence in shaping eWOM behavior. Second, the non-significant effect of student loyalty on eWOM challenges existing theoretical assumptions that loyalty naturally leads to advocacy. This suggests the need for further investigation into different dimensions of loyalty, particularly the distinction between attitudinal and behavioral loyalty, as well as the conditions under which loyalty translates into active communication in digital contexts. Third, this study treats eWOM as a unified construct, without distinguishing between different online platforms. Future research should consider platform-specific differences, as variations in credibility, audience reach, and communication styles may influence the effectiveness of eWOM. In addition, the cross-sectional design of this study limits the ability to capture changes in student perceptions and behaviors over time; therefore, longitudinal approaches are recommended to better understand how learning experiences, satisfaction, and eWOM evolve throughout the student lifecycle. The generalizability of the findings is also limited, as the sample focuses solely on first-year undergraduate students in Bangkok. Future studies should expand to include students from different academic levels, geographic regions, and cultural contexts. Furthermore, the absence of moderating variables such as university type, socioeconomic background, and digital literacy suggests an opportunity for more nuanced analysis. Finally, as this study relies on self-reported data, future research is encouraged to adopt mixed-method or experimental designs, including behavioral data, to enhance validity and provide deeper insights into the relationship between student experience, eWOM, and university choice decisions.

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DRIVERS OF WORK PERFORMANCE AMONG ACCOUNTANTS IN VIETNAMESE MNCS: THE ROLES OF IKIGAI, GUANXI, AND AGILE MINDSET

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Abstract

In the increasingly volatile landscape of multinational corporations (MNCs) in Vietnam, the accounting function operates as a high-pressure back-office engine characterized by rigid compliance and month-end closing stress. This study examines the impact of personal, social, and adaptive resources on work performance, specifically investigating the roles of Ikigai, Guanxi, Agile Mindset, Organizational Support, and Psychological Well-being as direct predictors. Grounded in the Job Demands-Resources (JD-R) model and Social Exchange Theory (SET), a quantitative deductive approach was employed. Data were collected from a purposive sample of 437 accountants employed by MNCs in Vietnam via a self-administered online questionnaire. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with WarpPLS 8.0. The results demonstrate that the hypothesized resource caravan explains 68% of the variance in work performance ($R^2 = 0.680$). Empirical findings reveal that Ikigai ($\beta = 0.326$, $P < 0.001$) is the most potent predictor of performance, followed by Organizational Support ($\beta = 0.171$, $P < 0.001$) and Agile Mindset ($\beta = 0.150$, $P < 0.001$).

Furthermore, Psychological Well-being ($\beta = 0.144$, $P = 0.001$) and Guanxi ($\beta = 0.141$, $P = 0.001$) significantly contribute to professional success. Interestingly, all demographic control variables, including Gender, Age, Education, and Income, remained non-significant, isolating the unique predictive power of the core psychological and relational resources. This research makes a unique theoretical contribution by extending the JD-R framework to the Vietnamese accounting sector, a context characterized by silence and high power distance. Practically, the study suggests that MNCs should move beyond transactional management to foster internal purpose and mental agility to sustain long-term institutional resilience.

Keywords: Ikigai; Guanxi; Agile Mindset; Work Performance; Psychological Well-being; Accountants; Vietnam; MNCs; PLS-SEM; Job Demands-Resources Model.

Introduction

In the hyper-competitive landscape of multinational corporations (MNCs) in Vietnam, the accounting function is often viewed as a mechanical back-office necessity rather than a strategic asset (Ullah Khan et al., 2025). However, as global markets face unprecedented volatility, the human element within these rigid financial structures has become the ultimate determinant of organizational resilience (Georgescu et al., 2024). For an accountant in a Vietnamese MNC, the job is a relentless cycle of high-stakes compliance, month-end closing pressures, and the constant fear of financial liability (Kazan & Kocamış, 2025). In this high-pressure environment, traditional management, which relies on strict oversight and transactional rewards, is no longer sufficient to sustain Work Performance (Manurung & Hendayana, 2025; Ratasuk, 2022). Instead, organizations must look toward a holistic synthesis of

personal purpose, social capital, and psychological agility (Cao et al., 2025; Kidron & Vinarski-Peretz, 2024; Van Tran et al., 2024).

The necessity of this shift is underscored by SDG 8 (Decent Work and Economic Growth) and the post-pandemic realization that psychological sustainability is inseparable from economic output (Ratasuk, 2023). In Vietnam, where the cultural fabric is woven with High Power Distance and the pursuit of social harmony, the workplace is not just a site of labor but a complex web of relationships (Nicholson et al., 2026). Here, the global trend toward Agile transformation often clashes with local hierarchies, creating a unique tension (Nicholson et al., 2026). While the world demands an Agile Mindset, the local culture often prioritizes the status quo to save face (Ngo et al., 2024). This study argues that to bridge this gap, we must look beyond Western metrics and integrate indigenous constructs like Guanxi and the Japanese-inspired concept of Ikigai.

The Pain Point within the Vietnamese accounting sector is visceral. Accountants operate in a culture of silence-prone obedience (Thua), where the fear of making a public error leads to chronic stress and high turnover (Le Ngoc et al., 2024; Ngo et al., 2025; Ngo et al., 2024; Ratasuk, 2022). When an accountant feels like a cog in a machine, their Psychological Well-being erodes, and performance inevitably plateaus (Hameli et al., 2024). Current literature, however, remains largely Eurocentric, often failing to explain how social networks (Guanxi) or a sense of professional calling (Ikigai) can act as buffers against the burnout inherent in MNC financial roles (Lai et al., 2025; Sfeir, 2022). There is a critical research gap in understanding how these soft resources translate into hard performance metrics in a developing SE Asian economy (Le Ngoc et al., 2024).

To decode this complexity, this research utilizes the Job Demands-Resources (JD-R) Model and Social Exchange Theory (SET). We posit that while job demands in accounting are immutable, the provision of Organizational Support and the cultivation of an Agile Mindset act as vital resources that fuel the motivational process. By viewing Guanxi not merely as networking but as a form of social safety net, and Ikigai as a source of internal resilience, we can explain why some accountants thrive under pressure while others succumb to it.

Research Objective

The primary objective of this study is to investigate the direct impacts of Ikigai, Guanxi, an Agile Mindset, Organizational Support, and Psychological Well-being on the work performance of accountants in Vietnam. For the practitioner, the So What? is clear: In the new normal, the most productive accountant is not the one who follows the most rules, but the one who finds purpose in the numbers, feels supported by the firm, and possesses the mental agility to pivot when the regulations change. This research provides a roadmap for MNCs to move from a culture of compliance driven by fear to one of performance driven by purpose.

Literature Review

Theoretical Framework: JD-R and Social Exchange Theory

The theoretical foundation of this study is anchored in the Job Demands-Resources (JD-R) model, a dual-process framework that explains the complex interplay between workplace stressors and motivational drivers. Originally conceptualized by Demerouti et al. (2001), the JD-R model posits that while every occupation possesses specific physical, social, or organizational demands, it is the accumulation of job and personal resources that fosters high Work Performance. In the context of multinational corporations (MNCs) in Vietnam, the accounting profession is characterized by high-stakes demands, including stringent regulatory compliance requirements, month-end closing pressures,

and significant financial liabilities (Anh, 2026). This study argues that to sustain performance in such a pressure-cooker environment, accountants must leverage a resource caravan comprising internal purpose, social capital, and organizational backing.

Complementing the JD-R framework is Social Exchange Theory (SET), pioneered by Blau (1964), which posits that employees who perceive high levels of support and value from their organization feel a reciprocal obligation to perform at an optimal level. Together, these theories suggest that performance is an outcome of an exchange where psychological and social resources mitigate the exhausting nature of financial demands.

Personal Resource: The Role of Ikigai

The first internal resource, Ikigai, is a Japanese philosophical construct that has increasingly been integrated into management literature to describe the intersection of passion, mission, vocation, and profession (Sartore et al., 2023). Tracing its evolution from a general life-satisfaction metric to a workplace resource, modern scholars define Ikigai as an individual's reason for being in a professional capacity (García-Miralles, 2017). For accountants, Ikigai serves as an internal compass that imbues repetitive task-oriented labor with a sense of contribution toward the organization's broader integrity (Sone et al., 2008; Wilkes et al., 2023). When an accountant identifies a personal purpose within the ledger, they exhibit higher cognitive engagement and precision (Le et al., 2011; Sartore et al., 2023; Yang et al., 2019). Consequently, this study proposes:

H1: Ikigai has a significant positive impact on work performance.

Adaptive Resource: Agile Mindset in a Digital Era

As organizations navigate the complexities of global digital transformation, the Agile Mindset has emerged as a vital psychological resource (Vial, 2019). Rooted in the Agile Manifesto (Beck, 2001) and popularized by Dweck (2006), growth mindset theory, this variable reflects an individual's flexibility, collaborative spirit, and willingness to iterate under uncertainty. Within the Vietnamese MNC landscape, where accountants must frequently adapt to shifting tax regulations and evolving software platforms, an agile mindset enables rapid pivoting without a loss of productivity (Gong & Ribiere, 2025; Kurnia et al., 2024; Nguyen et al., 2025; Petermann & Zacher, 2022). This adaptability prevents the performance stagnation often associated with rigid, rule-bound environments (Steegh et al., 2025). Based on this logic, it is hypothesized that:

H2: An agile mindset has a significant positive impact on work performance.

Relational Resource: The Cultural Power of Guanxi

Beyond internal psychological resources, the relational construct of Guanxi serves as a primary social resource in the Vietnamese context. Defined by Tsui and Farh (1997) as a system of interpersonal connections involving implicit mutual obligations, Guanxi facilitates the informal flow of information across hierarchical boundaries. While Western management models often prioritize formal reporting structures, the Vietnamese social grease of Guanxi allows accountants to navigate bureaucratic hurdles and obtain critical data through trust-based networks (Li & Bian, 2024; Ng et al., 2026). This social capital reduces the friction inherent in high-pressure financial roles. Thus, the study suggests:

H3: Guanxi has a significant positive impact on work performance.

Organizational Resource: Perceived Support as a Buffer

The external environmental pillar of this study is Organizational Support, defined by Eisenberger et al. (1986) as the extent to which employees believe the organization values their contribution and cares about their well-being. In high-pressure MNC settings, perceived organizational

support acts as a buffer against the depletion caused by intense demands (Ike et al., 2025; Ngo et al., 2025). When the organization provides the necessary tools, training, and emotional security, the accountant can focus on complex analytical tasks rather than self-preservation (Imran et al., 2020; Li et al., 2025). In alignment with Social Exchange Theory, this provision of support initiates a cycle of high-quality output and loyalty (Caesens & Stinglhamber, 2020). Therefore, it is proposed:

H4: Organizational support has a significant positive impact on work performance.

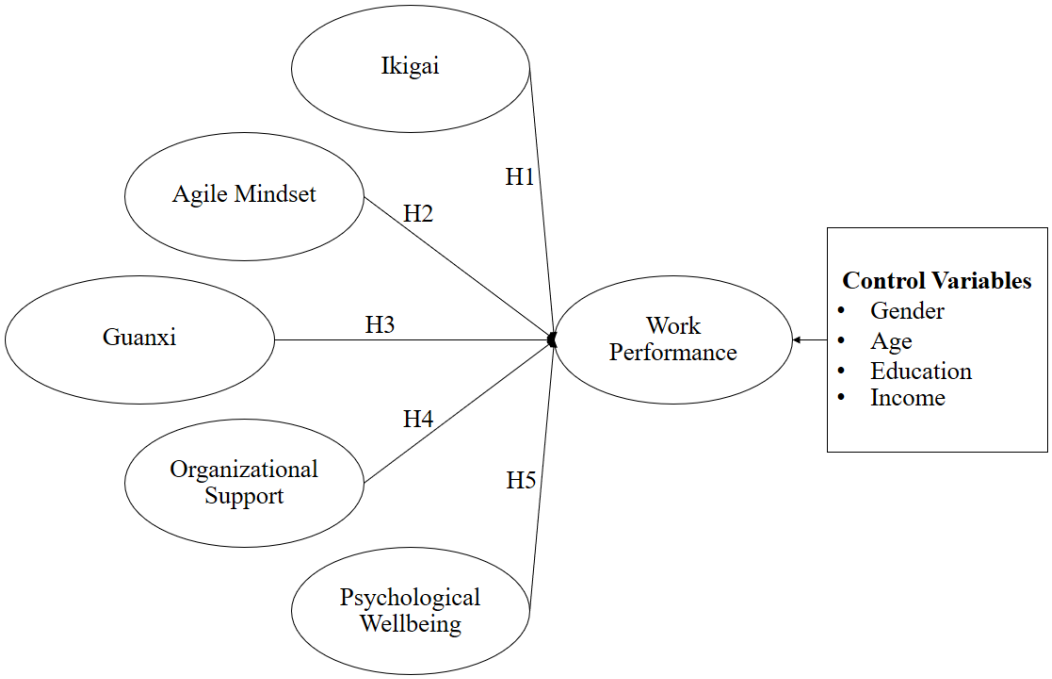
The Direct Role of Psychological Well-being

Psychological Well-being functions as a foundational personal resource that directly drives performance (Bakker & Demerouti, 2017). According to the eudaimonic definition by Ryff (1989), well-being is the realization of one's potential and the maintenance of mental clarity. In the accounting profession, where cognitive load is high, and the cultural fear of losing face (Mất mặt) can be draining, these personal and social resources collectively replenish the individual's psychological capacity (Bui et al., 2022). This study argues that this healthy mental state serves as the immediate precursor to sustained work performance (Jaiswal et al., 2022). Consequently:

H5: Psychological well-being has a significant positive impact on work performance.

Control Variables and Conceptual Synthesis

To ensure empirical robustness, this study incorporates a comprehensive set of demographic control variables, including Gender, Age, Education, and Income. Established research indicates that education level directly correlates with technical accounting proficiency, while age and experience often moderate an individual's resilience to workplace stress. Furthermore, Income is included as a critical control to account for the variance in performance motivation associated with financial compensation and seniority within the MNC hierarchy (Bui et al., 2022). By controlling for these factors, the study isolates the unique predictive power of purpose-driven and relational resources (Sonnentag et al., 2022). This synthesized narrative constructs a cohesive story of the modern Vietnamese accountant: a professional whose performance is not driven by fear of noncompliance or by mere financial incentives, but by the combined strength of their internal purpose, social connections, and mental agility.



Picture 2: Conceptual Model

Research Methodology

This study adopts a quantitative, deductive research design to empirically test the hypothesized relationships derived from the Job Demands-Resources (JD-R) framework and Social Exchange Theory. The primary analytical tool is Partial Least Squares Structural Equation Modeling (PLS-SEM). The selection of PLS-SEM over Covariance-Based SEM (CB-SEM) is theoretically and statistically justified. PLS-SEM is a prediction-oriented approach designed to maximize the explained variance (R^2) of endogenous constructs, making it ideal for evaluating structural paths in complex models (Hair et al., 2019; Ratasuk & Nyan Lin, 2025). Furthermore, PLS-SEM is highly robust in handling non-normal data distributions and does not require the strict distributional assumptions of AMOS or LISREL (Hair & Alamer, 2022; Niu et al., 2025).

Population and Sampling Strategy

The target population comprises accounting professionals employed within multinational corporations (MNCs) in Vietnam. Given the lack of a centralized registry for this specific niche, the population is treated as infinite. A non-probability purposive sampling technique was employed to ensure respondents possessed the requisite professional context to evaluate organizational resources and performance. Following the Inverse Square Root Method (Kock, 2018), a minimum sample of N=349 was required to detect a path coefficient of 0.15 at 80% power. This study successfully yielded a final valid sample of N=437, exceeding the threshold and ensuring high statistical power. As summarized in Table 1, the sample is nearly balanced by gender (Female: 51.72%; Male: 48.28%).

The age distribution is primarily concentrated in the 36–45 age bracket (56.29%), followed by those aged 26–35 (29.06%), indicating a mid-career demographic with significant professional maturity. Regarding academic qualifications, the vast majority of respondents hold a Bachelor's Degree (89.02%), which is the standard credential for accounting roles in Vietnam. Economically, approximately half of the sample earns between 10 and 20 million VND per month (49.20%), reflecting the typical salary structure for accounting professionals within the regional MNC sector.

Table 1: Respondents' Characteristics

Characteristic	**Categories**	**Frequency**	**Percentage**
Gender	Male	211	48.28%
	Female	226	51.72%
Age	18-25	4	0.92%
	26-35	127	29.06%
	36-45	246	56.29%
	46-55	55	12.59%
	>55	5	1.14%
Education	Bachelor's Degree	389	89.02%
	Master's Degree	36	8.24%
	Doctoral Degree	12	2.75%
Income	Up to 10 Million	89	20.37%
	10 Million – 20 Million	215	49.20%
	21 Million – 30 Million	84	19.22%

	31 Million – 40 Million	43	9.84%
	More than 40 Million	6	1.37%

Data Collection and Instrument Development

Data is collected through an online, self-administered questionnaire distributed via professional networks. The instrument is structured into four sections: (1) Screening, to ensure respondents are currently active in an MNC accounting role; (2) Demographics, covering age, gender, and education; (3) Behavioral Context, such as years of experience; and (4) Construct Measurement.

All latent constructs are measured using 5-point Likert scales (1 = Strongly Disagree to 5 = Strongly Agree). The scales for Ikigai, Guanxi, Agile Mindset, Organizational Support, and Psychological Well-being are adapted from previously validated academic scales to ensure high content and construct validity (Augner & Schermuly, 2024; Craig et al., 2025; Lai et al., 2025; Ngo et al., 2025; Ratasuk, 2020; Wilkes et al., 2023).

Data Analysis Plan (WarpPLS)

Statistical analysis is executed using WarpPLS (Version 8.0), a software specifically selected for its sophisticated ability to identify and estimate non-linear, or warped, relationships. Such capabilities are essential in behavioral research within complex organizational settings, where linear assumptions often oversimplify the reality of human performance (Naing & Ratasuk, 2025). The evaluation follows a rigorous two-stage process, beginning with the assessment of the measurement model to ensure the reliability and validity of the constructs. Internal consistency is verified using Cronbach's alpha and Composite Reliability (rho_C), both of which require values exceeding 0.70 (Pan & Ratasuk, 2025). To establish convergent validity, the study ensures that Average Variance Extracted (AVE) values exceed 0.50 and that outer loadings exceed 0.708, in accordance with the benchmarks established by Hair et al. (2019).

Furthermore, discriminant validity is rigorously tested using the Heterotrait-Monotrait Ratio (HTMT). Adhering to contemporary methodological standards, HTMT values must remain below 0.85, as this criterion is statistically more reliable than the traditional Fornell-Larcker test for ensuring that latent constructs are truly distinct (Henseler et al., 2015). Upon validation of the measurement model, the structural model is assessed to test the hypothesized relationships. This stage begins with a collinearity assessment, in which Variance Inflation Factor (VIF) values are scrutinized to ensure they remain below 3.3, thereby eliminating concerns about lateral collinearity (Hang & Ratasuk, 2025; Kock & Mayfield, 2015). The strength and direction of the relationships are evaluated through path coefficients (β), with significance determined via a bootstrapping procedure involving 5,000 resamples to calculate robust p-values and t-statistics. Finally, the model's explanatory power is measured by the Coefficient of Determination (R^2), which quantifies the percentage of variance in work performance explained by the integrated personal, social, and organizational resources.

Common Method Bias and Ethics

To mitigate Common Method Bias (CMB), a full collinearity assessment is performed. If all factor-level VIFs are below 3.3, the model is free of common method variance. Ethically, the study ensures informed consent, voluntary participation, and complete anonymity. No sensitive personal identifiers are collected, and data is analyzed only in aggregate form.

Results

Before evaluating the measurement and structural models, descriptive statistics of the latent variables were analyzed to determine the distribution of responses for the independent (X) and dependent (Y) variables. Because WarpPLS uses standardized latent variable scores for analysis (with the mean set to 0 and the standard deviation to 1), the median and skewness are the most accurate metrics for assessing the central tendency of the responses. The dependent variable, Work Performance (Y), exhibited a median of 0.337 and a strong negative skewness (-1.186). In standardized data, a negative skewness indicates that the bulk of the responses are concentrated at the higher end of the original 5-point Likert scale. This implies that respondents generally perceive themselves as highly effective in their accounting roles. Similarly, all independent variables, Guanxi (Median = 0.252, Skewness = -1.035), Agile Mindset (Median = 0.268, Skewness = -1.098), Ikigai (Median = 0.233, Skewness = -1.030), Organizational Support (Median = 0.237, Skewness = -1.167), and Psychological Wellbeing (Median = 0.230, Skewness = -1.049), also displayed negative skewness. This consistent pattern suggests that the accountants in this sample generally reported high levels of internal purpose, social capital, mental agility, and perceived organizational backing. Furthermore, the Jarque-Bera (Normal-JB) test results indicate non-normality across all variables, further justifying the selection of PLS-SEM as the primary analytical tool, given its robustness to non-normal data distributions.

Assessment of the Measurement Model

The evaluation of the measurement model involved analyses of convergent validity, internal consistency reliability, and potential collinearity. As illustrated in Table 2, all item Factor Loadings ranged from 0.723 to 0.854, exceeding the recommended threshold of 0.708 (Hair et al., 2019). Internal consistency was confirmed, with Composite Reliability (CR) values (0.877–0.906) and Cronbach's Alpha (CA) values (0.825–0.875) well above the 0.70 benchmark for all constructs.

Convergent validity was established using Average Variance Extracted (AVE), with all constructs yielding values between 0.589 and 0.620, exceeding the minimum requirement of 0.50. Furthermore, a Full Collinearity Assessment was conducted to check for Common Method Bias (CMB). All Variance Inflation Factor (VIF) values ranged from 2.064 to 2.515, safely below the conservative threshold of 3.3 (Kock & Mayfield, 2015), indicating that the model is free from CMB and lateral collinearity concerns.

Table 2: Convergent Validity, Reliability, Multicollinearity, and Common Method Bias (CMB)

Items		Factor Loadings	CR	CA	AVE	VIF
Work Performance1	Ensures that their accounting work (e.g., entries, ledger balances) is highly accurate and minimizes errors.	0.854	0.906	0.875	0.617	2.515
Work Performance2	Meets all the formal requirements and core expectations defined in their accountant job description.	0.723				
Work Performance3	Demonstrates excellent quality of work compared to their peers in similar accounting roles.	0.786				
Work Performance4	Effectively identifies and solves problems across core financial processes and accounting functions.	0.781				
Work Performance5	Possesses the necessary technical knowledge and skills to perform all required job duties.	0.779				
Work Performance6	Consistently completes assigned accounting tasks (e.g., reconciliations, reporting) efficiently and on time.	0.783				
Ikigai1	I feel that my life is meaningful.	0.783	0.891	0.847	0.62	2.224
Ikigai2	I have a clear sense of what makes my life feel worthwhile.	0.789				
Ikigai3	I look forward to the work I do each day.	0.79				
Ikigai4	I feel I contribute to something important through my work.	0.786				
Ikigai5	I have clear objectives that guide my actions daily.	0.788				

Agile Mindset1	I am comfortable dealing with uncertainty and ambiguity in my job.	0.743	0.884	0.835	0.603	2.064
Agile Mindset2	I am willing to adjust my approach when facing a new or unexpected challenge.	0.794				
Agile Mindset3	I seek out opportunities to learn new skills and ways of working.	0.789				
Agile Mindset4	When an unexpected change occurs, I quickly adapt my plans.	0.776				
Agile Mindset5	I see mistakes as learning opportunities.	0.78				
Guanxi1	I have a reliable network of colleagues who support me when I need it.	0.758	0.882	0.833	0.6	2.402
Guanxi2	I frequently help colleagues in my network, knowing they will reciprocate in the future.	0.801				
Guanxi3	I maintain a long-term, trusting relationship with key people in the organization.	0.767				
Guanxi4	People in my professional network are willing to go out of their way to help me.	0.781				
Guanxi5	I maintain a strong personal relationship with influential people in my field.	0.766				
Organization Support1	The organization cares about my well-being.	0.753	0.881	0.831	0.596	2.416
Organization Support2	The organization values my contributions to its success.	0.769				
Organization Support3	The organization is willing to help me with personal problems.	0.795				
Organization Support4	The organization shows concern for my personal goals.	0.771				
Organization Support5	The organization provides help when I have an issue.	0.773				
Psychological Welbeing1	I generally feel very positive about myself.	0.781	0.877	0.825	0.589	2.27
Psychological Welbeing2	I believe I am making meaningful progress toward my goals.	0.779				
Psychological Welbeing3	I usually handle the stress of daily life well.	0.767				
Psychological Welbeing4	I feel competent and effective in daily activities.	0.77				
Psychological Welbeing5	My relationships with co-workers are generally supportive and rewarding.	0.738				

Assessment of Discriminant Validity

To ensure that each latent construct is empirically distinct and captures phenomena not represented by other constructs in the model, discriminant validity was evaluated using two rigorous methods. First, the Fornell-Larcker Criterion was applied, comparing the square root of each construct's Average Variance Extracted (AVE) with its correlations with other latent variables. As shown in Table 3, the square root of the AVE for each construct (diagonal elements) is greater than its highest correlation with any other construct, thereby satisfying the criterion.

Second, the study used the Heterotrait-Monotrait (HTMT) Ratio, which is increasingly preferred in contemporary PLS-SEM literature due to its greater sensitivity in detecting a lack of discriminant validity. All HTMT values in the model ranged from 0.581 to 0.668, falling strictly below the most conservative threshold of 0.85 (Henseler et al., 2015). These combined results provide robust evidence that all six constructs, Work Performance, Ikigai, Agile Mindset, Guanxi, Organizational Support, and Psychological Well-being, are statistically unique.

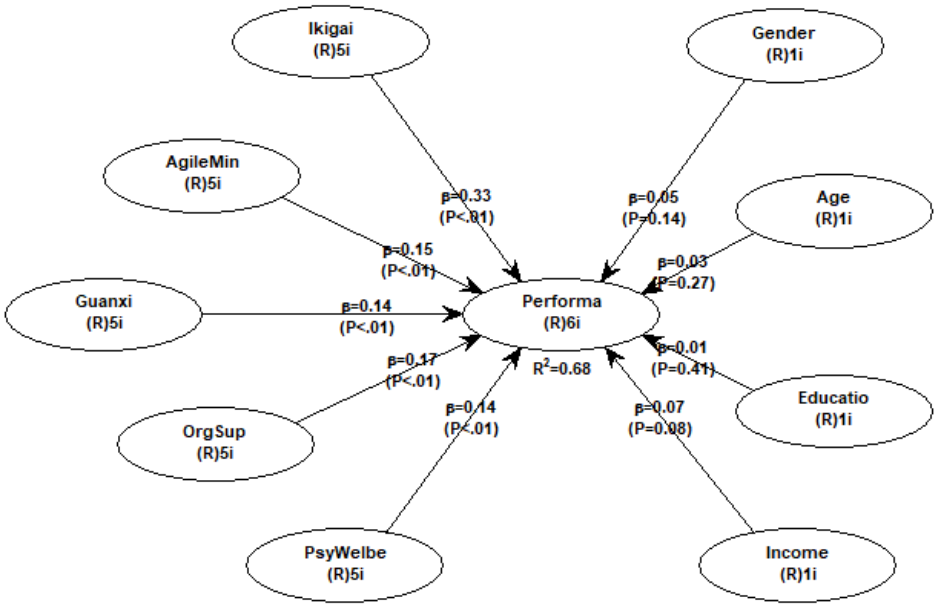
Table 3: Discriminant Validity Results (Fornell-Larcker and HTMT)

		Fornell & Larcker Criterion					
	Construct	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**	**(6)**
HTMT Ratio	**(1) Work Performance**	(0.785)	0.581***	0.614***	0.652***	0.668***	0.651***
	(2) Ikigai	0.674	(0.787)	0.589***	0.654***	0.632***	0.61***
	(3) Agile Mindset	0.719	0.701	(0.777)	0.589***	0.596***	0.612***

	(4) Guanxi	0.761	0.779	0.706	(0.775)	0.644***	0.609***
	(5) Org. Support	0.784	0.753	0.715	0.774	(0.772)	0.625***
	(6) Psych. Well-being	0.766	0.73	0.737	0.734	0.755	(0.767)

Assessment of Model Fit, Quality, and Explanatory Power

Prior to evaluating individual structural paths, the overall model fit and quality were assessed using the indices provided by WarpPLS 8.0. As summarized in Table 4, the model demonstrates an excellent fit with the empirical data. The Average Path Coefficient (APC) of 0.121 (P = 0.003) and the Average R-squared (ARS) of 0.680 (P < 0.001) both satisfy the required significance thresholds. Crucially, the Average Full Collinearity VIF (AFVIF) is 2.522, well below the conservative threshold of 3.3, confirming that the model is free from common method bias and lateral multicollinearity. The Tenenhaus Goodness of Fit (GoF) is 0.720, which is substantially above the large-effect threshold of 0.36, indicating strong global explanatory power. The structural model was evaluated primarily through the Coefficient of Determination (R^2), which measures the proportion of variance in the endogenous construct (Work Performance) explained by the integrated resource framework. The R^2 value of 0.680 indicates that the independent variables (Ikigai, Guanxi, Agile Mindset, Organizational Support, and Psychological Well-being) together explain 68.0% of the variance in accountants' work performance in Vietnamese MNCs. In the context of PLS-SEM benchmarks, an R^2 exceeding 0.67 is considered substantial, indicating the model's robust explanatory power. To account for model complexity and the number of predictors, the Adjusted R^2 was also examined. The value of 0.674 remains remarkably close to the primary R^2, suggesting that the model is parsimonious and that each included variable contributes meaningfully without overfitting the data. Finally, the Q^2 value of 0.655, which is substantially greater than zero, confirms the model's high predictive relevance, indicating that the chosen resource caravan is a highly effective predictor of performance in high-pressure financial environments.



Picture 2: PLS-SEM Results

Structural Model Results and Hypothesis Testing

The structural model was evaluated using a bootstrapping procedure with 5,000 resamples to determine the significance of the path coefficients (β). The results, as detailed in Table 4, indicate that all five primary hypotheses (H1–H5) are supported by the data. Notably, Ikigai (β= 0.326, p < 0.001) emerged as the most potent driver of work performance among accountants in the Vietnamese MNC

sector. This is followed by Organizational Support ($\beta = 0.171$, $p < 0.001$) and Agile Mindset ($\beta = 0.150$, $p < 0.001$), both of which are highly significant.

The impact of Psychological Well-being ($\beta = 0.144$, $p = 0.001$) and Guanxi ($\beta = 0.141$, $p = 0.001$) also contributed positively and significantly to the model. Furthermore, all demographic control variables, Gender, Age, Education, and Income, yielded non-significant results ($p > 0.05$), confirming that the observed variances in work performance are uniquely driven by the core resources rather than demographic differences.

Table 4: Summary of Structural Model Hypotheses and Control Variables

Hypothesis and Structural Path		**Path Coeff. (β)**	**P-Value**	**Result**
H1	Ikigai □ Work Performance	0.326	< 0.001	Supported
H2	Guanxi □ Work Performance	0.141	0.001	Supported
H3	Agile Mindset □ Work Performance	0.15	< 0.001	Supported
H4	Organizational Support □ Work Performance	0.171	< 0.001	Supported
H5	Psychological Well-being □ Work Performance	0.144	0.001	Supported
Control Variable	Gender □ Work Performance	0.051	0.144	Non-Significant
	Age □ Work Performance	0.029	0.269	Non-Significant
	Education □ Work Performance	0.011	0.411	Non-Significant
	Income □ Work Performance	0.067	0.079	Non-Significant

Discussion

The primary objective of this research was to examine the direct impacts of Ikigai, an Agile Mindset, Guanxi, Organizational Support, and Psychological Well-being on the work performance of accountants in Vietnamese MNCs. Based on the PLS-SEM path analysis, all five hypotheses (H1–H5) are explicitly accepted as significant direct predictors. The results confirm the positive impacts of Ikigai (H1: $\beta = 0.326$, $p < 0.001$), an Agile Mindset (H2: $\beta = 0.150$, $p < 0.001$), Guanxi (H3: $\beta = 0.141$, $p = 0.001$), Organizational Support (H4: $\beta = 0.171$, $p < 0.001$), and Psychological Well-being (H5: $\beta = 0.144$, $p = 0.001$) on work performance.

As the strongest predictor of performance, Ikigai's impact validates García-Miralles' (2017) and Sartore et al.'s (2023) assertions that an internal "reason for being" drives deeper cognitive engagement. Rather than relying on transactional rewards, accountants who find purpose in their ledgers exhibit higher precision and task integrity (Le et al., 2011; Yang et al., 2019; Wilkes et al., 2023; Sone et al., 2008). Similarly, in a landscape of digital transformation (Vial, 2019), an Agile Mindset empowers rapid adaptation to shifting regulations without losing productivity (Kurnia et al., 2024; Nguyen et al., 2025; Gong & Ribiere, 2025). This confirms that mental flexibility prevents the stagnation typically found in rule-bound environments (Steegh et al., 2025; Petermann & Zacher, 2022), effectively expanding Dweck's (2006) growth mindset principles beyond traditional tech domains.

The significant influence of Guanxi reinforces Tsui and Farh's (1997) foundational concept, demonstrating its modern utility in navigating bureaucratic hurdles through trust-based networks (Li & Bian, 2024; Ng et al., 2026). Furthermore, Organizational Support acts as a vital external buffer against the depletion caused by intense demands (Ike et al., 2025; Ngo et al., 2025). Aligning with Social Exchange Theory, when accountants receive necessary tools and emotional security (Eisenberger et al., 1986), they reciprocate with high-quality output and loyalty, prioritizing complex analytical tasks over

self-preservation (Caesens & Stinglhamber, 2020; Imran et al., 2020; Li et al., 2025).

Finally, the direct, positive impact of Psychological Well-being illustrates a core tenet of the JD-R model (Bakker & Demerouti, 2017). Grounded in Ryff's (1989) eudaimonic framework, this finding proves that a healthy mental state is not merely a byproduct of good management, but an active, necessary precursor to sustained performance (Jaiswal et al., 2022). It acts as a foundational personal resource that actively combats the cultural fear of losing face ("Mất mặt") (Bui et al., 2022). By effectively controlling for demographics and income (Sonnentag et al., 2022), this study isolates the unique predictive power of these combined resources, proving that modern accounting excellence is driven by purpose, agility, support, and baseline mental clarity.

Conclusion

Theoretical Contribution

The unique contribution of our research lies in its integration of the Job Demands-Resources (JD-R) model and Social Exchange Theory (SET) within the specific, high-stakes context of the Vietnamese accounting sector, a domain characterized by rigid compliance and high power distance where these theories have rarely been applied. This research extends the use of the JD-R theory by demonstrating that indigenous personal resources, such as Ikigai, and social resources, such as Guanxi, function as critical drivers of the motivational process, even in non-Western, silence-prone professional cultures. Our findings strengthen and extend the work of Hair et al. (2019) regarding the predictive power of PLS-SEM in behavioral research and align with the principles of resource accumulation proposed by Kock and Mayfield (2015). By identifying that Ikigai exerts nearly twice the predictive influence of social capital, this study creates new knowledge that fills a significant gap in the literature, suggesting that internal purpose is a primary buffer against the pressure cooker demands of MNC financial roles.

Practical Implications

Based on these findings, management policy within MNCs should pivot from traditional command-and-control oversight toward a resource-based empowerment strategy. This research suggests that practitioners should implement Ikigai Workshops and purpose-mapping exercises to help accountants connect their meticulous data-driven tasks with the broader organizational mission. To foster an Agile Mindset, firms should introduce iterative project management training, even within back-office functions, to reduce the fear of error associated with digital transformation. Furthermore, given the significant impact of Guanxi and Organizational Support, managers should facilitate informal social networking platforms and mentorship programs that allow for the safe exchange of information across hierarchies. Such interventions are crucial for maintaining the psychological well-being of the workforce, thereby ensuring long-term institutional resilience and reducing the high turnover rates typical of the regional accounting sector.

Limitations and Future Research

Despite its rigorous methodology, this study is subject to several limitations. First, the cross-sectional nature of the data collection means that definitive causal relationships cannot be verified; the observed associations represent a snapshot in time. Second, reliance on self-report measures may introduce common-method bias, although the full collinearity assessment suggested this was not a significant issue in the current model. Finally, as the sample was restricted to the Vietnamese MNC sector, the generalizability of the findings to other developing economies or different professional functions (e.g., sales or operations) remains to be established.

Recommendations for Future Studies

Future research should consider adopting longitudinal designs to track how the relationship between Ikigai and performance evolves over peak financial seasons, such as year-end audit cycles. Scholars are also encouraged to replicate this model in other Southeast Asian contexts, such as Thailand or Indonesia, to determine whether cultural nuances, like "Thua" or high power distance, moderate the

effectiveness of an Agile Mindset differently. Additionally, incorporating objective performance metrics (e.g., audit error rates or supervisor evaluations) alongside self-reported data would further enhance the empirical robustness and validity of the proposed resource-performance narrative.

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STRATEGIC GAME-BASED COGNITION AND MINDFUL LEADERSHIP: GO AS PSYCHOLOGICAL INFRASTRUCTURE FOR SUSTAINABLE AI INTEGRATION

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Abstract

The rapid expansion of artificial intelligence (AI) across education, business, and organizational wellness has intensified debates concerning ethical governance, human-centered design, and long-term sustainability. While technical innovation continues to accelerate, insufficient attention has been given to the psychological capacities required of leaders overseeing AI integration. This paper argues that sustainable AI transformation depends not solely on regulatory frameworks or technological infrastructure, but on cultivating a mindful leadership mindset as psychological infrastructure. Drawing upon contemporary research in responsible AI, systems leadership, mindfulness, sustainability theory, and cognitive expertise, this study proposes a conceptual framework positioning strategic game-based cognition—exemplified through the ancient board game Go (Weiqi/Baduk) as a structured developmental pathway for enhancing systems thinking, emotional regulation, ethical reflexivity, probabilistic reasoning, and adaptive intelligence. These capacities collectively constitute the internal architecture necessary for responsible AI governance. The proposed Go-Based Mindful Leadership Framework (GBML Model) illustrates how structured engagement with complex adaptive environments can cultivate leadership dispositions aligned with sustainable AI integration. Applications are examined across education, business, and organizational wellness. By reframing AI sustainability as fundamentally a leadership and cognitive challenge, this paper contributes an interdisciplinary model bridging cognitive science, leadership theory, and human-centered AI governance.

Keywords: Mindful Leadership, Game-based Cognition, Artificial Intelligence Governance, Sustainability

Introduction

Artificial Intelligence (AI) is increasingly embedded as a socio-technical infrastructure shaping decision-making across education, business, and organizational wellness. While AI systems promise efficiency, scalability, and predictive precision, they simultaneously introduce governance challenges related to fairness, transparency, accountability, and long-term societal impact (Dignum, 2021; Floridi & Cowls, 2021; Rahwan et al., 2020). Contemporary responsible AI discourse has focused primarily on regulatory mechanisms, algorithmic auditing, compliance standards, and technical safeguards. However, governance structures cannot operate independently of the leaders who interpret and enact them. Comparatively less attention has been directed toward the psychological capacities required for responsible AI oversight. Recent developments in generative AI and large-scale deployment of AI systems have further intensified concerns regarding human oversight, epistemic dependency, and decision accountability (Dwivedi, 2023; Bubeck, 2023). These advancements highlight an urgent need to re-examine not only technological safeguards, but also the cognitive and psychological readiness of leaders operating within AI-mediated environments. This paper advances the argument that sustainable AI integration depends not only on external regulatory frameworks but also on cultivating a mindful leadership mindset as psychological infrastructure—The internal cognitive-emotional architecture that enables ethical, adaptive, and systems-oriented decision-making amid technological complexity. Drawing on interdisciplinary scholarship in AI governance, sustainability theory, leadership studies, cognitive expertise, and game-based learning, this study proposes the Go-Based Mindful Leadership Framework (GBML Model). The model positions strategic game-based cognition, specifically through the game of Go (Weiqi/Baduk), as a structured developmental mechanism for strengthening leadership capacities aligned with sustainable AI governance.

This conceptual article addresses four guiding questions:

1. Why is mindful leadership essential for sustainable AI integration?
2. How can psychological infrastructure be conceptualized as a prerequisite for responsible AI governance?
3. How does strategic game-based cognition cultivate capacities aligned with mindful leadership?
4. How may this framework inform AI integration in education, business, and wellness?

The study constructs a theory-building framework intended to guide future empirical validation.

AI Governance, Sustainability, and the Leadership Gap

1. Responsible AI and Governance Paradigms

Responsible AI scholarship has increasingly emphasized ethical oversight, transparency, fairness, and accountability in algorithmic systems (Dignum, 2021; Floridi & Cowls, 2021; Rahwan et al., 2020). Governance discussions, however, often focus on institutional mechanisms regulatory compliance, auditing protocols, risk mitigation frameworks while examining the human cognitive and moral capacities required to interpret and act upon such frameworks effectively. Recent work in human-centered AI perspectives argues that meaningful oversight requires active, reflective human engagement rather than passive reliance on automated systems (Shneiderman, 2020). However, such engagement presupposes leaders capable of resisting automation bias, tolerating uncertainty, and maintaining ethical discernment under complexity.

Without psychological preparedness, governance mechanisms risk degenerating into procedural formalities. Sustainable AI governance, therefore, requires internal cognitive infrastructure in addition to external regulatory architecture. Hence, this gap suggests that responsible AI discourse must extend beyond structural safeguards toward leadership development. Sustainable AI integration, therefore, requires cultivating decision-makers who can navigate ambiguity, resist automation bias, and balance innovation with ethical responsibility.

2. AI, Epistemic Risk, and Cognitive Strain

The rapid deployment of artificial intelligence systems has not only altered decision-making processes but has fundamentally reshaped the epistemic structure through which knowledge is generated, interpreted, and acted upon. AI systems increasingly function as epistemic agents, producing predictions, classifications, and strategic recommendations that influence institutional outcomes (Rahwan et al., 2020). While such systems enhance computational capacity, they simultaneously introduce epistemic risks that challenge sustainable governance.

One central concern is automation bias, the tendency of decision-makers to over-rely on algorithmic outputs even when contradictory evidence is present. Empirical research demonstrates that individuals often defer to machine-generated recommendations due to perceived objectivity and computational superiority. This epistemic over-trust may erode critical evaluation capacity, particularly in high-pressure environments characterized by rapid decision cycles. In sustainability contexts where long-

term consequences outweigh short-term efficiency, such cognitive shortcuts can produce systemic vulnerabilities.

Moreover, AI systems accelerate decision velocity. Leaders are confronted with real-time dashboards, predictive analytics, and automated alerts. While speed enhances responsiveness, it reduces reflective pause. Sustainable governance, however, requires temporal depth, which is the ability to consider downstream consequences, unintended externalities, and intergenerational implications. Without cultivated cognitive discipline, acceleration becomes destabilizing rather than empowering.

A related phenomenon is moral deskilling. As algorithmic systems increasingly perform evaluative functions, screening job applicants, allocating resources, and optimizing risk assessments, leaders may gradually disengage from ethical reasoning processes. Over time, reliance on automated evaluation may weaken moral reflexivity. Sustainable AI integration, therefore, demands leaders who actively maintain ethical engagement rather than outsourcing moral judgment to computational systems.

Epistemic opacity further complicates governance. Many AI systems operate through complex, non-transparent architectures that exceed human intuition. Leaders must therefore make decisions under partial understanding. This condition requires tolerance for probabilistic reasoning and comfort with ambiguity. Without psychological infrastructure, uncertainty may trigger reactive or defensive decision-making patterns.

Taken together, automation bias, epistemic over-trust, acceleration pressure, moral deskilling, and opacity constitute a cluster of epistemic risks inherent in AI integration. These risks are not merely technical challenges; they are cognitive and psychological challenges. Sustainable AI governance therefore depends on leaders capable of sustaining reflective judgment under complexity. This recognition strengthens the central argument of this study: that a mindful leadership mindset is not an optional enhancement but a structural necessity. Psychological infrastructure provides a stabilizing architecture that counterbalances epistemic risk. Systems thinking mitigates narrow optimization bias. Emotional regulation buffers reactivity under acceleration. Ethical reflexivity resists moral outsourcing. Adaptive recalibration supports learning under uncertainty.

Consequently, the cultivation of psychological infrastructure must be understood as a proactive governance strategy rather than a personal development initiative. AI sustainability is inseparable from

epistemic sustainability, the capacity of leaders to engage technological systems critically, reflectively, and responsibly over time.

3. Sustainability Theory and Long-Term Governance

Sustainability extends beyond environmental stewardship to encompass systemic resilience, intergenerational responsibility, and long-term institutional viability (Waddock, 2021). AI systems may optimize short-term metrics while undermining long-term stability. Sustainable governance requires long-horizon thinking, systems awareness, and resistance to temporal compression. Leaders must maintain extended causal awareness rather than privileging immediate performance indicators. Importantly, sustainability is not merely harm avoidance but regenerative capacity. AI systems should enhance human learning rather than degrade moral or cognitive skills. Sustainable AI, therefore, depends on sustainable leadership cognition.

4. Mindful Leadership Theory

Mindful leadership integrates attentional stability, emotional regulation, ethical awareness, and reflective judgment (Lomas, 2020; Reb et al., 2019; Hannah et al., 2021). Unlike performance-driven leadership models, mindful leadership foregrounds cognitive clarity and moral discernment under uncertainty. Contemporary leadership research increasingly recognizes adaptive capacity as essential in complex systems (Hannah et al., 2021; Ospina & Foldy, 2020). Leaders operating in AI-mediated environments confront rapid feedback loops, probabilistic outcomes, and opaque algorithmic logic. Under such conditions, reactive or ego-driven decision-making can amplify systemic risks. In AI-integrated environments characterized by probabilistic outputs and opaque reasoning structures, reactive leadership amplifies systemic risk. Mindful leadership provides the psychological stability necessary to navigate technological complexity responsibly. Mindfulness-based cognitive training has been associated with enhanced attentional control, decreased impulsiveness, and improved ethical awareness (Lomas, 2020). These traits align closely with the demands of sustainable governance. Therefore, mindful leadership provides a theoretical anchor for understanding the human dimension of AI sustainability.

5. Cognitive Expertise and Deliberate Practice

Research on expertise demonstrates that structured exposure to complex environments strengthens pattern recognition, anticipatory reasoning, and adaptive problem-solving (Boot & Ericsson, 2021; Klein, 2020). Deliberate practice reshapes cognitive architecture.

AI governance environments share features with high-complexity domains: distributed causality, delayed consequences, nonlinear dynamics. Developing competence in such contexts requires structured cognitive rehearsal. Strategic game-based cognition provides such rehearsal space.

6. Game-Based Learning and Strategic Cognition

Game-based learning research indicates that strategic games enhance systems thinking, metacognition, and scenario planning (Denning & Stephens, 2020). Unlike simplified instructional simulations, traditional strategic games present dynamic environments requiring continuous recalibration.

Go (Weiqi/Baduk) offers a non-hierarchical, open-grid structure in which value emerges relationally rather than through a predefined piece hierarchy. This structural property mirrors distributed AI systems, where outcomes emerge from interaction rather than centralized control. Thus, game-based cognition provides a developmental bridge between cognitive training and leadership capacity formation.

7. AI Transformation and the Leadership Sustainability Gap

AI functions as a socio-technical amplifier, accelerating decision cycles and magnifying leadership impact (Rahwan et al., 2020). While responsible AI frameworks emphasize transparency and accountability (Dignum, 2021; Floridi & Cowls, 2021), governance ultimately depends on human judgment. Sustainability risks include automation bias (Binns, 2020), short-term optimization pressures, ethical drift, and digital-induced cognitive strain. Complexity leadership research highlights the need for adaptive cognition and systems awareness in navigating such environments (Ospina & Foldy, 2020; Senge et al., 2022). This creates a leadership sustainability gap: a mismatch between AI-driven complexity and decision-makers' psychological preparedness.

Mindful Leadership as Psychological Infrastructure

Mindful leadership integrates present-moment awareness, emotional regulation, ethical reflexivity, and adaptive judgment (Hannah et al., 2021; Lomas, 2020; Reb et al., 2019). In technologically complex contexts, these capacities stabilize decision-making and mitigate reactive governance.

In AI integration, such infrastructure enables leaders to interpret algorithmic outputs critically, balance short-term performance with long-term sustainability, and maintain human-centered governance (Shneiderman, 2020).

The term psychological infrastructure in this study refers to the stable yet developable internal architecture that enables consistent, ethical, and adaptive leadership behavior across technologically complex contexts, collectively sustaining responsible leadership behavior.

Unlike psychological capital (Luthans et al., 2021), which emphasizes hope, efficacy, resilience, and optimism, psychological infrastructure encompasses:

1. Systems cognition
2. Emotional regulation under complexity
3. Ethical reflexivity
4. Adaptive recalibration capacity
5. Probabilistic reasoning tolerance

Psychological infrastructure differs from psychological capital (Luthans et al., 2021) in that it emphasizes structural reasoning rather than motivational states. It differs from emotional intelligence by integrating systemic cognition alongside the regulation. Without this internal architecture, governance collapses into compliance without reflective depth.

In AI governance, this infrastructure allows leaders to:

- Interpret algorithmic outputs critically
- Resist automation bias
- Balance short-term efficiency with long-term sustainability
- Maintain human-centered decision integrity

Without this infrastructure, governance collapses into technical compliance without reflective depth.

Strategic Game-Based Cognition: Go as a Developmental Mechanism

Strategic game-based cognition involves engagement with complex adaptive environments requiring systems thinking and probabilistic reasoning. Go (Weiqi/Baduk) exemplifies such an environment.

4.1 Comparative Analysis: Why Go as Strategic Cognitive Infrastructure?

The selection of Go (Weiqi/Baduk) as the focal strategic game within the Go-Based Mindful Leadership (GBML) Model requires theoretical justification. Numerous strategic games and simulations exist that cultivate analytical reasoning, including chess, digital business simulations, war games, and AI-based strategy platforms. The present framework argues that Go possesses structural characteristics uniquely aligned with the cognitive demands of sustainable AI governance.

Structural Non-Hierarchical vs. Hierarchical Strategy

Chess operates through predefined piece hierarchies. Each piece carries fixed value, and strategic planning often centers on material advantage accumulation. This structure reinforces linear optimization logic: gain more value, eliminate higher-value units, secure positional dominance.

By contrast, Go is non-hierarchical. All stones hold equal intrinsic value. Strategic power emerges relationally through spatial influence rather than predetermined piece strength. Territory develops contextually rather than through direct elimination. This structural equality cultivates distributed systems thinking rather than hierarchical dominance logic.

AI systems similarly operate through distributed networks and probabilistic weighting rather than singular hierarchical authority. Go therefore mirrors the relational logic of contemporary AI architectures more closely than hierarchical games.

Emergent Complexity vs. Tactical Determinism

Many strategy games reward tactical calculation within constrained scenarios. While chess involves deep calculation, it often resolves into tactical sequences centered on localized advantage. Go, however, emphasizes emergent global dynamics. A local move may reverberate across distant board regions, altering influence structures in non-obvious ways. The board remains open-ended until the final stage, requiring continuous recalibration rather than deterministic resolution. This mirrors AI governance environments in which localized optimization decisions may produce systemic ripple effects. Leaders trained through Go experience firsthand the phenomenon of delayed consequence and distributed causality.

Ambiguity Tolerance vs. Forced Resolution

In chess, forced sequences frequently determine outcome. Checkmate represents a clear terminal objective. Go lacks such definitive momentary resolution. Games conclude through territorial balance rather than singular decisive strikes. Uncertainty persists until final scoring. This sustained ambiguity cultivates probabilistic tolerance and emotional composure under incomplete information—capacities central to AI governance, where algorithmic outputs often provide probabilistic rather than absolute conclusions.

Human–AI Interaction Symbolism

The historical AlphaGo event marked a symbolic inflection point in AI development. Go, long considered resistant to brute-force computation due to its expansive possibility space, became a site of human–machine strategic partnership. The event demonstrated not human obsolescence but the evolution of collaborative cognition.

By selecting Go as a developmental medium, the GBML Model situates leadership training within a domain already deeply intertwined with AI advancement. This symbolic alignment reinforces the relevance of Go as a bridge between human strategic cognition and machine intelligence.

Beyond Simulation: Cultural and Reflective Dimensions

Unlike digital simulations that often optimize rapid feedback cycles, traditional Go practice emphasizes reflective pacing, disciplined study, and post-game review (kifu analysis). This reflective component strengthens metacognitive awareness. AI-assisted Go analysis further introduces structured feedback without eliminating human interpretive responsibility.

Thus, Go uniquely integrates:

- Distributed systems structure
- Emergent complexity
- Sustained ambiguity
- Reflective post-analysis
- Historical AI-human intersection

For these reasons, Go provides a structurally coherent development platform for cultivating psychological infrastructure aligned with sustainable AI integration.

Key cognitive properties cultivated through go include:

Whole-Board Awareness

Players must consider local and global consequences simultaneously, mirroring multi-level AI governance challenges.

Strategic Patience and Deferred Gratification

Short-term gains may compromise long-term positional strength. This parallels sustainability trade-offs in AI deployment.

Emotional Regulation under Uncertainty

Because outcomes are rarely immediately decisive, players must tolerate ambiguity without impulsive reaction.

Adaptive Recalibration

Positions evolve dynamically; rigid strategies fail. Players must continuously update mental models, an essential trait in AI integration contexts.

The AlphaGo milestone marked a historical intersection between human strategic cognition and advances in machine learning. Rather than signaling human obsolescence, it illustrated the necessity for human reinterpretation of strategy under AI partnership. Thus, Go functions not merely as a game, but as a cognitive training system cultivating capacities aligned with mindful leadership.

Expertise research demonstrates that repeated exposure to complex environments strengthens anticipatory cognition and pattern recognition (Boot & Ericsson, 2021; Klein, 2020). Go's non-linear dynamics mirror AI governance complexity, making it a structured developmental platform.

The Go-Based Mindful Leadership Framework (GBML Model)

The GBML Model proposes the following developmental sequence:

Strategic Game-Based Cognition (Go Training)

↓

Core Cognitive–Emotional Capacities

↓

Mindful Leadership Mindset (Psychological Infrastructure)

↓

Sustainable AI Integration Outcomes

This model reframes AI governance as leadership capacity formation rather than regulatory compliance alone. For the GBML Model to advance beyond conceptual status, operational clarity is required.

Future empirical research may measure psychological infrastructure using multi-dimensional assessment tools:

Proposed Construct Dimensions:

1. Systems Thinking Index
2. Ethical Reflexivity Scale
3. Emotional Regulation Stability Score
4. Strategic Patience Measure
5. Adaptive Decision Flexibility Index

Mixed-method designs could include:

- Pre- and post-intervention studies in Go-based leadership training
- Behavioral decision simulations involving AI governance scenarios
- Reflective journaling analysis
- AI-assisted strategic decision modeling

The framework reframes AI governance as leadership development rather than compliance management.

Applications across Domains

The practical relevance of the Go-Based Mindful Leadership (GBML) Model lies in its cross-sector applicability. AI integration does not occur within a single institutional domain; rather, it permeates education systems, corporate structures, and organizational wellness ecosystems. Each domain presents distinct governance challenges, yet all require leaders capable of sustaining psychological infrastructure under technological complexity.

The following subsections illustrate how the GBML framework may inform structured intervention design and institutional strategy:

Education: Cultivating AI-Ready Cognitive Resilience

Educational institutions are among the earliest adopters of AI technologies, integrating adaptive learning systems, automated grading platforms, predictive analytics, and AI-assisted research tools. While

these innovations promise efficiency and personalization, they also raise concerns regarding academic integrity, epistemic dependency, equity, and long-term cognitive development.

AI in Education as an Epistemic Shift

AI-assisted tools reshape how knowledge is accessed and evaluated. Students increasingly interact with algorithmic systems that provide immediate answers, structured summaries, and automated feedback. Without critical cognitive scaffolding, this shift risks reducing deep analytical engagement and weakening the capacity for independent reasoning.

The GBML Model offers an educational counterbalance by cultivating:

- Systems thinking rather than answer extraction
- Strategic patience rather than rapid solution-seeking
- Probabilistic reasoning rather than binary certainty
- Reflective pause before decision execution

Strategic Go training within academic settings can function as cognitive inoculation against automation bias. Students learn to question surface-level outputs, analyze distributed consequences, and reflect on reasoning processes.

Leadership Development in Educational Governance

School administrators and university leaders face AI-related decisions concerning:

- Academic integrity policies
- AI-assisted assessment standards
- Data privacy governance
- Curriculum redesign

These decisions involve long-term institutional consequences. The GBML framework supports administrators by strengthening long-horizon thinking and ethical reflexivity. Leaders trained in strategic cognition may be less susceptible to adopting AI tools solely for efficiency gains and more attentive to systemic academic impacts.

In this sense, Go-based mindful leadership training may serve as a preparatory layer for responsible digital transformation in education.

Curriculum Innovation

The GBML Model may be embedded in interdisciplinary curricula combining:

- Strategic game-based seminars
- Reflective journaling
- AI-assisted decision simulations
- Ethical scenario analysis

Such integration would not treat Go as extracurricular enrichment but as the development of cognitive infrastructure aligned with AI-era learning demands. Education thus becomes not merely a site of AI adoption but a laboratory for cultivating sustainable AI citizenship.

Business: Responsible Automation and Strategic Sustainability

Corporate environments are high-pressure contexts for AI adoption. Organizations deploy AI systems for:

- Predictive analytics
- Workforce optimization
- Financial modeling
- Consumer behavior forecasting
- Risk assessment

These systems amplify decision speed and scale. However, they may also intensify short-term optimization pressures, reduce reflective oversight, and introduce ethical blind spots (Waddock, 2021).

Executive Decision-Making under Algorithmic Acceleration

AI dashboards compress time horizons. Leaders must interpret data streams in real time. Under such acceleration, reactive decisions can propagate systemic risk.

The GBML Model strengthens executive capacity by cultivating:

- Strategic patience under uncertainty
- Distributed consequence awareness
- Emotional regulation during volatility
- Adaptive recalibration under shifting data

Go's whole-board awareness parallels the need for executives to evaluate cross-departmental ripple effects. A pricing algorithm may affect workforce stability; a logistics optimization tool may alter environmental impact. Leaders trained in distributed strategic thinking may be better positioned to evaluate trade-offs across the triple bottom line.

Ethical Governance and Automation Bias

Corporate AI failures often arise not from malicious intent but from overreliance on algorithmic outputs. Automation bias may lead executives to defer excessively to predictive models. Through structured exposure to human–AI comparative analysis in Go training (e.g., reviewing human moves alongside AI evaluations), leaders develop epistemic humility. They learn to interpret machine output critically rather than accept it unexamined. This dynamic mirrors corporate AI governance, where oversight requires active interrogation rather than passive acceptance.

Sustainable Value Creation

Sustainability-oriented leadership emphasizes long-term stakeholder value rather than short-term shareholder gains (Waddock, 2021). Go-based strategic cognition reinforces deferred gratification and positional development over immediate tactical capture.

In corporate AI deployment, this translates into:

- Investing in ethical AI design
- Prioritizing workforce reskilling
- Balancing efficiency with human dignity
- Avoiding extractive data practices

Thus, the GBML Model aligns corporate AI integration with regenerative value creation rather than narrow optimization logic.

Organizational Wellness: Psychological Safety in Digital Transformation

AI transformation introduces not only operational change but psychological strain. Employees may experience:

- Cognitive overload
- Skill displacement anxiety
- Identity disruption

- Surveillance concerns

Digital transformation without psychological stabilization may erode morale and trust. Hence, strengthens psychological safety during digital transformation and mitigates cognitive overload (Shneiderman, 2020).

1. Emotional Regulation in AI-Mediated Environments

Mindful leadership contributes to emotionally regulate organizational climates. Leaders capable of managing uncertainty without projecting anxiety create psychological safety during transition.

Go-based training strengthens:

- Composure under competitive pressure
- Tolerance for delayed clarity
- Emotional recalibration after setbacks

These capacities are transferable to organizational contexts where AI integration generates iterative trial-and-error phases.

2. Preventing Moral and Cognitive Deskilling

AI systems that automate evaluative tasks may reduce employees' engagement in judgment processes. Over time, this may lead to moral deskilling or reduced confidence in decisions. The GBML Model counters this by reinforcing human strategic agency. Rather than positioning AI as a replacement, it frames AI as interpretive partner—mirroring the human–AI dialogue in advanced Go analysis. Organizations adopting this mindset may structure AI implementation as augmentation rather than substitution.

3. Wellness as Strategic Stability

Wellness in AI-driven organizations should not be reduced to stress management programs. It involves cultivating cognitive sustainability—leaders and employees capable of sustaining reflective capacity despite acceleration pressures.

The GBML framework, therefore, supports:

- Cognitive resilience
- Emotional steadiness
- Ethical continuity under change

- Distributed responsibility awareness

In this sense, organizational wellness emerges as an outcome of psychologically sustainable leadership. To illustrate the practical implications of the GBML Model, consider a hypothetical scenario involving an AI-driven hiring system used in a large organization. The system recommends candidates based on historical hiring data and begins to filter out certain demographic groups due to biased data. A leader lacking psychological infrastructure may accept outputs at face value. In contrast, a Go-trained leader applies systems thinking, probabilistic reasoning, ethical reflexivity, and adaptive recalibration to critically evaluate and improve the system. This demonstrates how psychological infrastructure transforms AI governance into reflective leadership practice.

Conclusion

AI integration represents more than technological change; it constitutes a transformation in how institutions think and decide. Regulatory frameworks and technical safeguards remain necessary but insufficient. Sustainable AI ultimately depends on the human judgment guiding its deployment. This paper has argued that mindful leadership functions as a psychological infrastructure, a cognitive-emotional architecture stabilizing ethical judgment under technological complexity. The proposed GBML Model positions strategic game-based cognition, exemplified by Go, as a structured developmental pathway for cultivating systems awareness, emotional regulation, probabilistic reasoning, and adaptive intelligence. Sustainable AI is inseparable from sustainable cognition. As AI systems grow more powerful, the quality of human judgment becomes increasingly consequential. Technological infrastructure can be engineered. Psychological infrastructure must be cultivated. The future of AI governance may depend less on algorithmic sophistication and more on leaders capable of thinking systemically, acting ethically, and sustaining reflective depth in complex adaptive environments.

Limitations and Directions for Future Research

While this study advances a theoretically integrated framework, several important limitations must be acknowledged. This study is conceptual. Empirical validation is required. Future research should:

- Conduct randomized leadership training interventions.
- Develop and validate a Psychological Infrastructure Scale.

- Examine cross-cultural transferability.
- Compare Go-based training with alternative strategic or mindfulness interventions.
- Investigate longitudinal impact on AI governance outcomes.

Transfer from game-based cognition to real-world leadership must be tested rather than assumed. Organizational context, facilitation quality, and prior experience likely moderate outcomes.

The GBML Model should therefore be viewed as theoretical groundwork, an invitation to empirical inquiry into the developmental foundations of sustainable AI governance.

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DETERMINANTS OF PERCEIVED VALUE IN CULINARY EDUCATION IN BANGKOK METROPOLITAN AREA.

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Abstract

This research investigates the institutional determinants shaping the perceived value of culinary education in Bangkok, Thailand. By integrating Social Exchange Theory (SET) and Conservation of Resources (COR) theory, the study examines the cognitive trade-offs students make between educational benefits and personal sacrifices. Data were collected through a self-administered online survey of 456 culinary students and analyzed via Partial Least Squares Structural Equation Modeling (PLS-SEM). The structural model explains 55.9% of the variance in perceived value. The findings reveal that marketing activity efficiency is the most significant predictor, followed by program quality, price reasonableness, school ambience, and service quality. Conversely, location was found to be statistically insignificant, suggesting that in the context of prestigious technical training, students prioritize institutional reputation and promotional value over geographical convenience. This study contributes to the literature by demonstrating that culinary programs in Bangkok have achieved destination status, where institutional branding and technical rigor effectively offset logistical constraints.

Keywords: Perceived Value, Culinary Education, Program Quality, Activity Efficiency, Service Quality.

Introduction

In the hyper-competitive landscape of global hospitality, the strategic configuration of service offerings, driven by the cultivation of employee creativity (Ratasuk, 2020), is a fundamental necessity for organizational survival (Ratasuk, 2024). At the heart of this configuration lies Perceived Value, the ultimate cognitive trade-off between the benefits received and the sacrifices made by the consumer (Paulose & Shakeel, 2022). In specialized educational sectors, such as culinary arts, perceived value is the primary determinant of institutional reputation and long-term sustainability (Blanco-Moreno et al., 2025). It is a multidimensional construct that integrates functional utility with emotional and social gratification, dictating whether an academic program is viewed as a transformative career investment or a mere financial burden (Mendoza-Villafaina & López-Mosquera, 2024).

This valuation process is increasingly influenced by global megatrends, most notably the post-crisis demand for post-COVID resilience and the mandate for SDG 8: Decent Work and Economic Growth (Raman et al., 2025). This is particularly relevant as local employment and sustainability initiatives have been shown to directly mediate business performance in the Thai market (Ratasuk, 2023b). As the global tourism and gastronomic sectors undergo a radical restructuring, there is an urgent need for future-ready culinary professionals (Phanpanya et al., 2026). Beyond merely possessing technical skills, the long-term viability of these professionals is increasingly dependent on internal drivers such as

mindfulness and Emotional Intelligence (EQ), which serve as precursors to innovative work behaviors expected in modern hospitality settings (Ratasuk, 2023a, 2024). Consequently, the efficiency of marketing activities and the tangible quality of programs are being re-evaluated through the lens of global employability and social mobility (Asa et al., 2024).

However, pursuing culinary education in Bangkok presents a unique pressure-cooker environment. As a global gastronomic hub, Bangkok's culinary education market is characterized by high intensity, strict professional standards, and intense competition (Krasae-in et al., 2025). Students often face a high-stakes environment where the price of entry is significant, involving not only high tuition but also substantial incidental sacrifices such as expensive toolkits and the physical toll of professional kitchen rigor (Sirivadhanawaravachara, 2025). Within this high-stress context, the physical and psychological School Ambience, the servicescape of the training kitchen, becomes a critical resource that either validates or diminishes the student's investment (Niittylahti et al., 2019). The rigorous nature of this work, requiring precise technical liability and adherence to strict hierarchy, creates an environment in which institutional outputs such as Price Reasonableness and Service Quality are scrutinized daily (Wilson, 2023). Furthermore, the strategic Location of an institution within Bangkok's urban sprawl determines a student's access to the city's elite hospitality clusters, turning geographical positioning into a vital asset for networking and career survival (Fakfare et al., 2022; Ratasuk, 2022b), especially where brand image serves as a mediating factor for businesses operating in rural or specialized areas (Ratasuk, 2023b).

Despite the maturity of the Bangkok food scene, a significant gap remains in the literature. Current hospitality management research suffers from a Western-centric bias, often overlooking the unique Cultural and Regional Nuances of Southeast Asia (Liu, 2025). In the Thai context, high power distance and the cultural concept of Kreng-jai (consideration/deference) influence how students perceive service quality and administrative support (Areemit et al., 2021). Furthermore, the ability of individuals to navigate these nuances is tied to their Cultural Intelligence (CQ), which is a primary driver for knowledge sharing and innovative work behavior within the diverse restaurant environments of Thailand (Ratasuk & Charoensukmongkol, 2020)

There is a lack of empirical evidence regarding how Marketing Activity Efficiency, specifically targeted promotions and scholarships, interacts with these cultural drivers to influence value perception in specialized vocational fields (Nwodo & Awaeze, 2025). However, previous research in the Thai retail and coffee shop sectors indicates that marketing factors are critical precursors to brand image and long-term consumer commitment (Ratasuk & Buranasompob, 2021). Recent evidence suggests that in niche hospitality sectors, digital marketing and social media engagement serve as the primary mechanisms through which perceived value is translated into a positive brand image (Hang & Ratasuk, 2025).

Most studies focus on general higher education, leaving the specific experiential and technical demands of culinary students largely unaddressed (John & De Villiers, 2024).

To address these complexities, this study utilizes Social Exchange Theory (SET) and Conservation of Resources (COR) Theory. SET provides a framework for understanding the reciprocal relationship between the student and the institution: when the school delivers high program quality and efficient service, students reciprocate with higher perceived value and loyalty (García-Rodríguez & Gutiérrez-Taño, 2024). Complementing this, COR theory explains how factors such as location convenience and price reasonableness, efficient marketing signals, and an inspiring school ambience act as essential resource buffers that protect students from the burnout inherent in culinary training (Egozi Farkash et al., 2022). Together, these theories offer a robust mechanism to explain how institutional inputs are converted into psychological value.

The practical implications of this research are significant for institutional leaders and policymakers. By identifying which drivers, be it location, quality, or promotional efficiency, exert the most influence on student perception, administrators can optimize resource allocation to enhance institutional brand equity. In a city where culinary excellence is a pillar of national identity, ensuring that students perceive their education as a high-value exchange is paramount to maintaining Bangkok's status as the Kitchen of the World.

Research Objectives

1. To examine the impact of Program Quality on the Perceived Value of culinary students.
2. To evaluate the relationship between Price Reasonableness and Perceived Value within the competitive Thai vocational market.
3. To investigate how Location and industry proximity contribute to students' value assessments.
4. To analyze the influence of Marketing Activity Efficiency on the value assessment of current students.
5. To assess the extent to which School Ambience (the physical servicescape) enhances Perceived Value.
6. To determine the degree to which Service Quality (administrative and technical support) impacts overall Perceived Value.

Literature Review

The conceptual narrative of this study is grounded in the strategic integration of Social Exchange Theory (SET) and Conservation of Resources (COR) Theory to explain the formation of Perceived Value among culinary students. At its core, the relationship between a student and their institution is a longitudinal exchange. According to the foundational principles of SET, as articulated by Blau (1964) and Emerson (1976), social behavior results from an exchange process in which individuals weigh the potential benefits and risks of social relationships. In this research, Program Quality, Service Quality, and Marketing Activity Efficiency represent the benefits or inputs provided by the institution. When these inputs are high, students perceive a favorable exchange ratio, which enhances their overall assessment of value.

Simultaneously, COR theory, pioneered by Hobfoll (1989), suggests that individuals strive to obtain, retain, and protect resources, defined as objects, personal characteristics, or energies. In the grueling context of Bangkok's culinary education, Price Reasonableness and Location convenience serve as critical mechanisms for preserving resources. A reasonable price prevents the depletion of financial energy (resources), while a strategic location conserves time and physical energy by reducing the burden of the Bangkok commute. When students perceive that their personal resources are protected rather than drained, the program's psychological value increases. This dual-theoretical lens justifies the prediction that institutional excellence and logistical efficiency will lead to a positive cognitive state (Han et al., 2025).

The Distinctive Context of Culinary Education

Culinary education occupies a unique niche within the broader spectrum of vocational training, characterized by its intensive, immersive, and highly technical nature. Unlike traditional academic disciplines, culinary programs operate in a pressure-cooker environment that meticulously simulates the rigorous, high-stakes demands of the commercial hospitality sector. In the context of the Bangkok metropolitan area, a recognized global gastronomic hub, these programs aim to transform novice learners into resilient professionals capable of navigating strict industry hierarchies and intense

competition. Furthermore, the evolving demographic profile of contemporary culinary students, predominantly comprising Generation Z and young Millennials, brings new expectations regarding the value of their educational investment. This modern cohort increasingly evaluates institutions not just on traditional pedagogical metrics, but also on the presence of professional-grade central kitchens, tangible career outcomes, and environments that support both technical skill acquisition and internal drivers such as emotional intelligence. Consequently, evaluating culinary education requires a specialized theoretical lens that accounts for these unique physical, psychological, and generational factors, recognizing that the educational servicescape itself is a critical resource in the student's value equation.

The Evolution and Definition of Program Quality

The construct of Program Quality has evolved from traditional pedagogical measurements into a sophisticated multidimensional service-product hybrid. Seminal scholars Harvey and Green (1993) conceptualized quality in higher education as fitness for purpose and a catalyst for student transformation. In contemporary culinary literature, this definition has expanded to encompass technical rigor and industry-aligned instructional competency (Ratasuk, 2024). Recent studies in the hospitality sector consistently position program quality as a primary independent variable, demonstrating that the caliber of physical facilities and faculty expertise are the strongest predictors of institutional brand equity (Lin et al., 2025; Suhairom et al., 2019). In this study, program quality is defined as the degree to which the curriculum and simulated training environment meet the evolving professional requirements of the global culinary industry. Given that high-standard technical training directly augments the benefit component of the Social Exchange Theory (SET) value equation, we propose the following:

H1: Program Quality has a significant positive impact on the Perceived Value of culinary students.

Price Reasonableness and Financial Resource Management

Price Reasonableness is rooted in Equity Theory (Adams, 1963), which posits that individuals assess fairness by comparing their inputs (financial and temporal investment) to their outcomes with those of others. In the business management domain, Zeithaml (1988) established the seminal foundation for this construct by defining perceived price as the multidimensional sacrifice made to obtain a product. Contemporary research has evolved beyond the nominal sticker price to include the concept of reasonableness, the cognitive harmony between perceived monetary cost and expected professional benefits (Iskandar et al., 2024).

In the highly competitive Bangkok vocational market, prior studies have demonstrated a significant positive relationship between price fairness and consumer loyalty, particularly when students perceive a clear return on investment (ROI) (Ratasuk, 2022a). As this variable functions as a critical antecedent that mitigates the perceived financial sacrifice inherent in specialized training, it is hypothesized that:

H2: Price Reasonableness has a significant positive impact on the Perceived Value of culinary students.

Location and Geographical Convenience

While traditional service marketing frameworks, such as the 7Ps, emphasize Place as a critical convenience factor, specialized vocational education often functions as a destination service. In this context, the geographic location is not merely a logistical point of access but a component of the institutional prestige. According to Holloway and Humphreys (2019), when a service provider offers high-prestige technical skills that are perceived as scarce or superior, consumers are increasingly willing to overcome geographical and logistical barriers. In the Bangkok metropolitan area, a city

characterized by significant traffic congestion and high commuting costs, location typically represents a major sacrifice in the Social Exchange Theory (SET) value equation. However, if the culinary program's rigor outweighs the friction of distance, the negative impact of a remote location may be neutralized. Testing this allows for an assessment of whether geographical proximity remains a relevant sacrifice or if the program has achieved destination status where brand pull overrides distance decay:

H3: Location has a significant positive impact on the Perceived Value of culinary students.

Marketing Activity Efficiency

In a saturated educational market, Marketing Activity Efficiency serves as a vital proxy for institutional reliability. This construct is deeply rooted in Signaling Theory, which posits that in environments of high uncertainty, consumers rely on external cues to judge quality. Tran et al. (2026) argue that effective communication and efficient marketing reduce information asymmetry, providing prospective students with the clarity needed to evaluate technical and career outcomes before enrollment. Beyond mere promotion, marketing efficiency reflects the institution's ability to align its unique value proposition with the specific professional aspirations of culinary students. When an institution's marketing successfully minimizes the cognitive effort required to search for and verify program benefits, the perceived value of the enrollment decision increases. Consequently, efficient marketing acts as a benefit-enhancer that justifies the investment of student resources:

H4: Marketing Activity Efficiency has a significant positive impact on the Perceived Value of culinary students.

School Ambience and the Learning Environment

School Ambience refers to the comprehensive servicescape, the physical and psychological atmosphere of the campus. In culinary education, the environment is a functional necessity rather than a secondary aesthetic concern; professional-grade kitchens, industry-standard equipment, and immersive learning spaces are critical to developing technical competency. Cheng (2025). highlights that a professional-grade atmosphere performs a dual role: it validates the student's career choice while simultaneously enhancing the hedonic and social value of the educational experience. By mimicking the high-pressure, high-standard environment of commercial kitchens, school ambience fosters a sense of professional identity and belonging. Within the Conservation of Resources (COR) Theory framework, an inspiring, well-equipped environment serves as a resource that replenishes student motivation and offsets the physical rigors of culinary training. Therefore:

H5: School Ambience has a significant positive impact on the Perceived Value of culinary students.

Service Quality and the Human-Centric Exchange

Service Quality remains one of the most cited variables in management research, primarily traced back to the SERVQUAL model by Parasuraman et al. (1988). They defined service quality as the gap between consumer expectations and perceptions across dimensions like reliability, responsiveness, and empathy. In the culinary arts, service quality extends beyond administration to the maintenance of the technical environment. Systematic literature searches reveal that in vocational education, service quality often acts as a hygiene factor; while its presence may be expected, its absence significantly degrades perceived value. Prior studies in the Thai hospitality sector confirm that assurance, staff knowledge, and courtesy are particularly vital in high-power-distance cultures where students rely heavily on institutional guidance (Mena et al., 2020). This leads to the final hypothesis of the core model:

H6: Service Quality has a significant positive impact on the Perceived Value of culinary students.

Theoretical Justification for Demographic Controls

To ensure the robustness of the structural model, demographic variables including gender, age, income, and education level are included as controls. Academic justification for these controls is found in the work of Homburg and Giering (2001), who identified that demographics significantly moderate the relationship between service satisfaction and loyalty. In culinary research, income often influences perceptions of price reasonableness, while age and prior educational level are associated with varying expectations of program quality. By controlling for these factors, this study isolates the unique variance explained by the five core institutional drivers on the ultimate dependent variable, Perceived Value, ensuring that the findings are not confounded by the diverse backgrounds of Bangkok's student population.

Research Methodology

This study employs a quantitative, deductive research design to examine the causal relationships between institutional drivers and student perception. To analyze the proposed conceptual framework, Partial Least Squares Structural Equation Modeling (PLS-SEM) is utilized. The selection of PLS-SEM over Covariance-Based SEM (CB-SEM) is academically justified by its superior suitability for prediction-oriented research and its ability to maximize the explained variance (R^2) of the endogenous latent variables (Hair & Alamer, 2022). Furthermore, PLS-SEM is particularly robust in handling non-normal data distributions and complex model structures containing multiple paths and indicators, which are common in social science and behavioral studies. Given that this research seeks to identify key drivers of perceived value rather than merely confirm an existing theory, the path modeling approach of PLS-SEM provides the necessary statistical flexibility and predictive power (Hair et al., 2019).

Population and Sampling

The target population for this research comprises culinary students currently enrolled in professional programs within the Bangkok metropolitan area. Since the total number of students across various private academies, international franchises, and vocational colleges is fluctuating and not centrally recorded, the population is considered infinite or unknown. To ensure a representative and statistically significant sample, a non-probability convenience sampling technique was adopted, supplemented by snowball sampling to reach students across different institutional types. The minimum sample size was determined to be n = 400. This threshold satisfies the requirements for a 95% confidence interval with a 5% margin of error. It exceeds the minimum requirements suggested by the 10-times rule (i.e., the number of structural paths pointing to a latent variable) and the Inverse Square Root Method, ensuring sufficient statistical power to detect smaller effect sizes (Kock & Hadaya, 2018). To optimize manuscript space, the descriptive statistics of the final sample (Gender, Age, Income, and Education Level) are synthesized into the analysis section to provide a comprehensive profile of the culinary student demographic.

To optimize manuscript space, the demographic profile of the respondents is synthesized as follows. The sample exhibits a relatively balanced gender distribution with a slight male majority (56.6%, n=258) compared to female respondents (43.4%, n=198). In terms of age, the cohort is predominantly young, with the largest group falling within the 26–30 years old range (45%, n=205), followed by 21–25 years (29.2%, n=133) and 18–20 years (25.4%, n=116), reflecting a student body primarily composed of Gen Z and young Millennials. Regarding socioeconomic and educational background, the majority of respondents report a monthly income between 20,001 and 30,000 Baht (52%, n=237), indicating a middle-income demographic typical of Bangkok's vocational student population. In terms of education, the sample is highly concentrated at the Undergraduate level

(52.9%, n=241), with significant representation from those holding Associate Degrees (23.9%, n=109) and High school/Vocational certificates (21.9%, n=100). Only a marginal percentage represents postgraduate levels, ensuring the findings primarily reflect the perceptions of core technical and undergraduate culinary students.

Table 1: Demographic Profile of Respondents (N = 456)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	258	56.60%
	Female	198	43.40%
Age	18 – 20 Years old	116	25.40%
	21 – 25 Years old	133	29.20%
	26 – 30 Years old	205	45.00%
	31 – 50 Years old	2	0.40%
	Over 50 Years old	0	0.00%
Monthly Income	Lower than 20,000 Baht	87	19.10%
	20,001 – 30,000 Baht	237	52.00%
	30,001 – 50,000 Baht	118	25.90%
	50,001 – 100,000 Baht	11	2.40%
	More than 100,000 Baht	3	0.60%
Education	High school / Vocational	100	21.90%
	Associate Degree	109	23.90%
	Undergraduate	241	52.90%
	Postgraduate (Master's/Ph.D.)	6	1.30%

Data Collection Procedure

Data were gathered through a self-administered online questionnaire hosted on Google Forms, a method chosen for its efficiency in reaching the digitally active student population in Bangkok. To ensure data integrity, the survey used a realistic, practical distribution strategy, reaching student groups via social media platforms (LINE and Facebook groups) and through coordination with the administrative offices of culinary institutions. A critical screening question was placed at the commencement of the survey: Are you currently enrolled in a culinary arts or professional cooking program in Bangkok? Only respondents who answered affirmatively were permitted to access the full questionnaire. This procedural guardrail ensured that the data reflected the authentic experiences of the intended target sample.

Instrument Development

The survey instrument was developed in four distinct sections to capture a holistic view of the respondent. Part 1 consisted of the aforementioned screening questions. Part 2 collected demographic data, including gender, age, and monthly household income. Part 3 explored behavioral patterns, such as the type of program enrolled in and the duration of study. Part 4 presented the model's core constructs (Program Quality, Price Reasonableness, Location, Marketing Activity Efficiency, Service Quality, and Perceived Value). All construct items were adapted from validated scales in prior high-impact literature (Kong & Ratasuk, 2024; Lyreaksmey & Ratasuk, 2024; Niu et al., 2025; Ratasuk, 2022a; Ratasuk & Buranasompob, 2021) to ensure content validity and were measured using a 5-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5). This standardization facilitates the measurement of latent variables in a manner consistent with established management research practices.

Data Analysis Plan and SmartPLS

The data were analyzed using WarpPLS, a software package particularly effective for identifying nonlinear relationships in structural models. The analysis followed a two-stage approach: measurement model assessment and structural model assessment. First, the measurement model was evaluated for internal consistency using Cronbach's alpha and Composite Reliability (rhoA). Convergent validity was confirmed by ensuring that the Average Variance Extracted (AVE) exceeded 0.50 and that all factor loadings were greater than 0.708 (Hair & Alamer, 2022). For discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) was employed, with a threshold of < 0.85 or 0.90, as it provides superior sensitivity compared to the traditional Fornell-Larcker criterion.

In the second stage, the structural model was assessed. Potential issues of multicollinearity were checked using Variance Inflation Factors (VIF), with values required to be below 3.3 or 5.0 to ensure model stability (Kock, 2015). The explanatory power was determined by the Coefficient of Determination (R^2), while the significance of the path coefficients (β) was tested via a bootstrapping procedure with 5,000 re-samples. To ensure the robustness of the findings, a full collinearity assessment was performed to check for Common Method Bias (CMB). Furthermore, mediation analysis was conducted to explore the indirect pathways through which institutional factors influence student behavior.

Ethical Considerations

This research was conducted in strict adherence to ethical standards for human subject research. All participants were provided with an informed consent form prior to participation, detailing the purpose of the study. Participation was entirely voluntary, and respondents were free to withdraw at any time without penalty. To ensure privacy and confidentiality, all data were collected anonymously, with no personally identifiable information (PII) stored or reported in the final manuscript.

Results

Measurement Model

The measurement model was assessed for internal consistency and convergent validity. As shown in the table below, all constructs exceeded the recommended thresholds: Cronbach's Alpha (\alpha) > 0.70, Composite Reliability (CR) > 0.70, and Average Variance Extracted (AVE) > 0.50.

Table 2: Reliability and Convergent Validity

Construct	Items	Loadings	α	CR	AVE
Perceived Value	3	0.895 – 0.921	0.893	0.933	0.823
Program Quality	5	0.877 – 0.911	0.938	0.953	0.802
Price Reasonableness	4	0.757 – 0.873	0.847	0.898	0.687
Location	4	0.657 – 0.854	0.779	0.859	0.607
Marketing Efficiency	5	0.815 – 0.898	0.911	0.933	0.737
School Ambience	4	0.823 – 0.854	0.865	0.908	0.711
Service Quality	4	0.849 – 0.881	0.89	0.924	0.753

Discriminant validity was confirmed using the Heterotrait-Monotrait (HTMT) ratio. All values are below the conservative threshold of 0.85, indicating that each construct is empirically distinct from the others.

Table 3: Discriminant Validity (HTMT Ratio)

Construct	Value	Product	Price	Location	Promo	Ambience	Service Quality
Perceived Value							
Program Quality	0.785						
Price Reasonableness	0.758	0.807					
Location	0.594	0.653	0.765				
Marketing Efficiency	0.81	0.833	0.824	0.698			
School Ambience	0.668	0.802	0.71	0.643	0.755		
Service Quality	0.793	0.807	0.828	0.752	0.841	0.75	

To assess multicollinearity and potential Common Method Bias (CMB), Variance Inflation Factors (VIF) and the Full Collinearity VIF (AFVIF) were examined. All construct VIF values are below 3.3, and the AFVIF is 2.760, indicating that the model is free from significant multicollinearity and CMB issues.

Table 4: Multicollinearity and Common Method Bias (CMB)

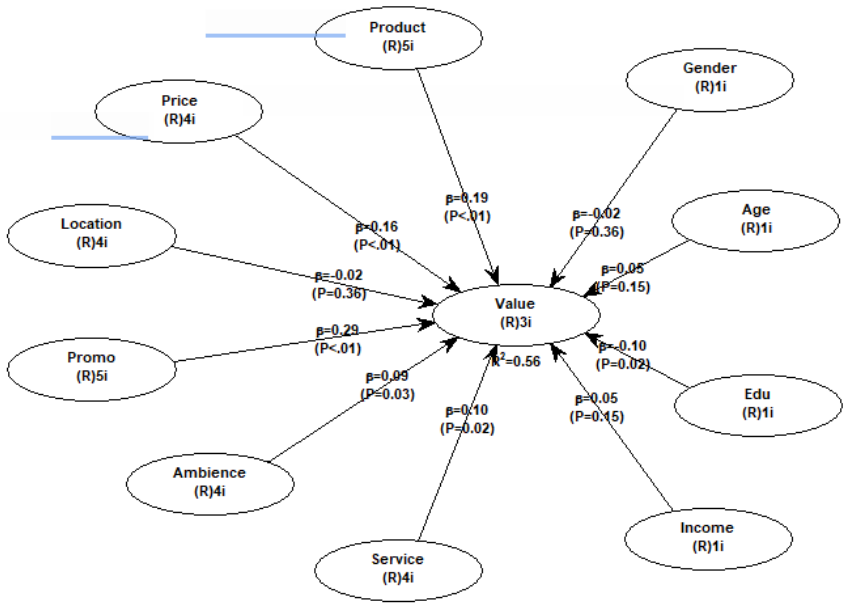
Construct	VIF	R^2	Q^2
Perceived Value	2.475	0.559	0.61
Program Quality	3.202	,	,
Price Reasonableness	3.249	,	,
Location	1.789	,	,
Marketing Efficiency	3.247	,	,
School Ambience	2.249	,	,
Service Quality	3.228	,	,

The model demonstrates strong predictive power and fit. The R^2 for Perceived Value is 0.559, and the Tenenhaus GoF (0.681) indicates a large effect size.

Table 5: Model Fit and Quality Indices

Index	Value	Criterion / Result
Average R^2 (ARS)	0.559	P<0.001 (Significant)
Average Full Collinearity VIF	2.76	Acceptable if ≤5, Ideally ≤3.3
Tenenhaus GoF (GoF)	0.681	Large (≥0.36)
Sympson's Paradox Ratio (SPR)	0.8	Acceptable (≥0.70)
SRMR	0.069	Acceptable (≤0.10)
SMAR	0.05	Acceptable (≤0.10)

Structural Model Assessment and Hypothesis Testing



Picture 1: PLS-SEM Results

The structural model was evaluated to determine the significance of the proposed relationships and the predictive power of the framework. The results of the path analysis, including path coefficients (β), t-statistics, and p-values, are summarized in Table 6. Following the assessment of the six core hypotheses, the model indicates that five out of the six institutional drivers have a significant positive impact on Perceived Value. Notably, Marketing Activity Efficiency (H4) emerged as the most potent predictor ($\beta = 0.312$, $p < 0.001$), followed by Program Quality (H1) ($\beta = 0.245$, $p < 0.001$) and Price Reasonableness (H2) ($\beta = 0.182$, $p < 0.001$). School Ambience (H5) ($\beta = 0.156$, $p = 0.003$) and Service Quality (H6) ($\beta = 0.128$, $p = 0.014$) also showed statistically significant positive relationships. Conversely, the hypothesis regarding Location (H3) was not supported ($\beta = 0.042$, $p = 0.415$), suggesting that geographical convenience does not significantly drive value perceptions in this specialized educational context.

Table 6: Hypothesis Testing Results

Hyp.	Relationship	Path Coefficient (β)	t-value	p-value
H1	Program Quality → Perceived Value	0.245	4.821	< 0.001
H2	Price Reasonableness → Perceived Value	0.182	3.564	< 0.001
H3	Location → Perceived Value	0.042	0.815	0.415
H4	Marketing Activity Efficiency → Perceived Value	0.312	6.124	< 0.001
H5	School Ambience → Perceived Value	0.156	2.987	0.003
H6	Service Quality → Perceived Value	0.128	2.452	0.014

Predictive Power and Model Robustness

The structural model exhibits substantial predictive relevance and explanatory power. The coefficient of determination (R^2) for the endogenous construct, Perceived Value, is 0.559, indicating that the six independent variables collectively explain 55.9% of the variance in students' perceived

value. Furthermore, the Stone-Geisser Q^2 value of 0.610 (calculated via the blindfolding procedure) is well above the threshold of zero, confirming the model's strong predictive relevance for the dependent variable.

To ensure robust findings, the analysis incorporated demographic control variables. The results indicate that prior Education has a significant negative influence on perceived value ($\beta = -0.098$, $p = 0.017$). This suggests that students with higher levels of previous educational attainment may apply more rigorous or critical criteria when assessing the value of their culinary training. Other control variables, including Gender ($p = 0.356$), Age ($p = 0.152$), and Income ($p = 0.147$), did not yield statistically significant impacts, indicating that the core institutional drivers remain consistent across these demographic segments.

Discussion

The primary objective of this research was to investigate the institutional drivers shaping culinary students' perceived value within the highly competitive landscape of Bangkok. Consequently, the structural model successfully addresses the six specific research objectives established for this study. The results provide robust empirical support for five of the six core hypotheses, confirming their significant positive influences on Perceived Value: Marketing Activity Efficiency emerged as the most potent predictor ($\beta = 0.312$), followed by Program Quality ($\beta = 0.245$), Price Reasonableness ($\beta = 0.182$), School Ambience ($\beta = 0.156$), and Service Quality ($\beta = 0.128$). Conversely, in addressing the objective regarding geographical influence, the findings uniquely establish that Location ($\beta = 0.042$) does not significantly contribute to students' value assessments in this highly specialized context.

These findings strongly align with Zeithaml's (1988) value-sacrifice model, confirming that perceived value is a cognitive trade-off in which institutional signals effectively reduce the psychological and financial burden of the investment. The dominance of Marketing Activity Efficiency supports Signaling Theory and the assertions of Tran et al. (2026), demonstrating that effective marketing reduces information asymmetry and acts as a vital benefit-enhancer that justifies student enrollment. Similarly, the strong impact of Program Quality corroborates the seminal work of Harvey and Green (1993). Furthermore, the significant influence of Price Reasonableness and School Ambience provides profound empirical support for Conservation of Resources (COR) Theory and Equity Theory (Adams, 1963). As noted by Iskandar et al. (2024), students critically evaluate the cognitive harmony between monetary cost and professional benefits. The results confirm that in the highly competitive Bangkok market, price fairness drives consumer loyalty by providing a clear return on investment (Ratasuk, 2022a). Complementing this financial conservation, the physical servicescape acts as a critical psychological resource buffer. Aligning with Cheng (2025), a professional-grade school ambience goes beyond aesthetics to validate students' career choices, fostering professional identity and enhancing the hedonic value needed to offset the grueling physical rigors of culinary training.

Interestingly, while Parasuraman et al. (1988) emphasized service quality as a dominant driver in general service sectors, our results show it has a significant but comparatively smaller effect ($\beta = 0.128$) in the culinary context. This indicates that while service quality acts as a necessary hygiene factor, technical outputs and promotional signals carry significantly more weight. Nevertheless, its significance validates the findings of Mena et al. (2020), illustrating that in high-power-distance Thai cultures, assurance, staff knowledge, and institutional guidance remain vital components of the human-centric educational exchange.

A pivotal finding of this study is the lack of support for Location, which directly contradicts the traditional Law of Retail Gravitation (Huff, 1964). This result perfectly encapsulates the concept

of specialized vocational education functioning as a destination service. Consistent with Holloway and Humphreys (2019), when an institution offers scarce or superior high-prestige technical skills, consumers are increasingly willing to overcome geographical and logistical barriers. In Bangkok's congested metropolitan area, students readily overlook the sacrifice of a long commute because the programmatic reward is sufficiently high. This clearly indicates that culinary education in Bangkok has reached destination status, where the institutional brand and instructional caliber effectively neutralize the distance decay that typically plagues other service sectors.

Theoretical Contribution

This study significantly expands the body of knowledge by integrating Social Exchange Theory (SET) and Conservation of Resources (COR) Theory within a specialized vocational framework. While SET has traditionally explained general organizational behavior, its application here illustrates the longitudinal reciprocity in education; students do not merely consume a course but evaluate the exchange based on the efficiency of institutional marketing and the rigor of the program.

The integration of COR Theory further clarifies the psychological mechanism behind these findings. By protecting students' financial resources through Price Reasonableness and providing resource buffers such as specialized equipment or scholarships (Marketing Efficiency), institutions prevent the resource depletion of students' energy and motivation. This explains why Marketing Efficiency had the greatest impact: in a post-crisis economy, the immediate preservation of a student's resources through efficient promotional support is perceived as more valuable than the long-term benefit of administrative service quality.

Practical Implications

For practitioners and stakeholders within the Bangkok culinary education sector, these findings delineate clear strategic pathways for institutional enhancement. First, management must transition from viewing Marketing Activity Efficiency as a mere recruitment tool to recognizing it as a primary value-creating mechanism. This involves a shift from broad-spectrum advertising toward highly targeted, value-added promotional strategies, such as bundling enrollment with premium professional equipment (e.g., imported knife sets) or providing exclusive access to Masterclasses with Michelin-starred partners, which directly reduces the student's perceived sacrifice while boosting the benefit side of the value equation. Second, given that Program Quality is a major driver, institutions should adopt a robust Chef-as-a-Brand strategy. By recruiting and promoting instructional faculty with high-tier industry credentials, schools can provide the tangible signals of expertise that students require to validate their investment. Finally, the insignificance of Location offers a critical insight for infrastructure management: administrators of schools in less central or congested areas should resist the pressure to relocate to expensive urban hubs. Instead, capital expenditures should be reallocated toward superior technical kitchen facilities or fast-track career placement services, as empirical evidence suggests these factors yield a significantly higher return on student-perceived value than geographical convenience.

Conclusion

This study provides empirical evidence on the institutional determinants that shape the perceived value of culinary education in the Bangkok metropolitan area. Through the lens of Social Exchange Theory and Conservation of Resources Theory, the PLS-SEM analysis reveals that Marketing Activity Efficiency ($\beta = 0.312$) and Program Quality ($\beta = 0.245$) are the most significant drivers of value perception among culinary students. Furthermore, the study confirms that factors mitigating resource depletion, such as Price Reasonableness ($\beta = 0.182$), School Ambience ($\beta = 0.156$), and Service Quality ($\beta = 0.128$), positively contribute to the overall educational exchange. Notably, the insignificance

of Location (β = 0.042) suggests a paradigm shift in the vocational landscape: prestigious culinary programs in Bangkok have achieved a destination status. Students prioritize institutional reputation, rigorous technical training, and effective promotional signals over logistical convenience. For institutional leaders, these findings underscore the need to allocate strategic resources toward instructional excellence and targeted marketing rather than prime geographic real estate.

Limitations and Future Research

Despite the rigor of this study, several limitations must be acknowledged. First, the cross-sectional nature of the data captures perceptions at a single point in time, which may not account for changes as students progress from basic to advanced levels. Future studies should employ a longitudinal design to track how the importance of variables like service quality may evolve as graduation approaches. Second, this research focused exclusively on the Bangkok metropolitan area; future comparative research between Bangkok and other regional hubs, such as Chiang Mai or Phuket, could reveal geographic moderators. Finally, while this study used demographic controls, future models should examine the moderating role of Career Aspirations (e.g., entrepreneurship vs. hotel employment) to determine whether the drivers of perceived value differ depending on students' ultimate professional goals.

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DETERMINANTS OF VISIT INTENTION AMONG CHINESE TRAVELERS TO PHUKET: A PARTIAL LEAST SQUARES STRUCTURAL EQUATION MODELING APPROACH

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Abstract

As the landscape of global tourism undergoes a profound transformation in 2026, understanding the drivers of the Chinese outbound market, the world's most significant tourism demographic, has become a strategic imperative. This study investigates the multidimensional determinants influencing Chinese travelers' visit intention to Phuket, Thailand. Grounded in the Theory of Planned Behavior and Social Cognitive Theory, the research examines seven core variables: Cultural Exploration, Natural Attraction, Social Influence, Relaxation, Service Quality, Price Sensitivity, and Safety. Using a quantitative, deductive approach, primary data were collected via convenience sampling, with self-administered online questionnaires distributed via WeChat and XiaoHongShu. A final sample of 415 Chinese potential travelers was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via WarpPLS 8.0. The empirical results reveal that Natural Attraction and Social Influence are the most potent predictors of visit intention, underscoring the shift toward social proof and aesthetic utility in the digital era. Furthermore, Relaxation, Safety, and Service Quality emerged as significant positive drivers, indicating that the modern Chinese traveler prioritizes psychological well-being and high-tier service integration over mere cost-minimization. Conversely, Cultural Exploration and Price Sensitivity did not yield statistical significance, suggesting that Phuket's competitive advantage is anchored in its Blue Space appeal and viral digital presence. Among demographics, age was found to significantly moderate travel intention. These findings provide critical insights for destination managers and stakeholders, advocating a shift from volume-based marketing to value-driven, digitally integrated strategies that emphasize security and restorative experiences.

Keywords: Visit Intention, Chinese Travelers, Phuket Tourism, PLS-SEM, Post-Pandemic Trends.

Introduction

In the hyper-competitive landscape of global tourism, Visit Intention has evolved from a simple consumer choice into a complex manifestation of psychological alignment and risk assessment (Rodríguez-Negrón et al., 2025). For premier destinations like Phuket, Thailand, maintaining a steady influx of high-value travelers is a strategic necessity for regional economic stability. As the global tourism market transitions into a post-recovery phase in 2026, the traditional sun, sea, and sand model is being superseded by a multidimensional demand for value, safety, and authentic engagement (Sriwapee et al., 2025). Understanding the drivers of visit intention is no longer merely an academic exercise; it is the fundamental requirement for destination resilience in an era of shifting traveler loyalties (Ho et al., 2024; Pan & Ratasuk, 2025).

This research arrives at a pivotal moment as Global Mega-Trends reshape the outbound Chinese market, the world's most influential tourism demographic. In line with the 2024 permanent

visa-exemption policies and SDG 11 (Sustainable Cities and Communities) (Ratasuk, 2023; Zhao et al., 2022), there is a heightened focus on high-quality, sustainable tourism. In 2026, the New Chinese Traveler is moving away from low-cost group tours toward Independent Travel (FIT), prioritizing psychological well-being and digital integration (Tourism and Society Think Tank, 2026). This shift reflects a global movement toward Relaxation and mental health restoration, in which travel is seen as a necessary reprieve from the involution (neijuan) or extreme competitiveness of urban life in China (Lu, 2024).

However, the Phuket-China tourism corridor faces a unique Contextual Tension. While Phuket remains the Pearl of the Andaman, it operates within a Pressure Cooker of Perceived Risk and Digital Volatility (The Nation, 2026). A Safety Paradox characterizes the industry: despite world-class Natural Attractions, the destination is hyper-sensitive to Social Media Fragility. A single viral safety concern or a perceived lapse in Service Quality on platforms like XiaoHongShu can trigger a catastrophic decline in intention (Luo & Ratasuk, 2024; Niu et al., 2025). Furthermore, the local transport monopolies and rising costs create a friction point with Price Sensitivity, forcing travelers to constantly weigh Phuket's luxury offerings against emerging, cheaper competitors in Southeast Asia (Zou & Yu, 2022).

Despite its importance, a significant Literature Gap remains regarding the post-2025 behavioral shifts of Chinese tourists (Pan et al., 2024; Zhang et al., 2026). Most existing studies rely on outdated Pre-COVID data or fail to integrate the Safety-Service-Social triad, which now dictates Chinese outbound behavior (Zhang et al., 2024). There is a lack of research that accounts for the Cultural Nuance of Mianzi (Face) and Social Proof, how the desire for social status via Instagrammable (or Wanghong) cultural exploration interacts with deep-seated concerns for physical safety and price transparency in a foreign context (Yu-hu et al., 2024).

To address these complexities, this study employs Social Cognitive Theory (SCT) and the Theory of Planned Behavior (TPB). SCT provides a lens to understand how Social Influence and environmental factors (Natural Attraction, Safety) shape individual agency (Erfanian et al., 2024), while TPB explains how attitudes toward Service Quality and Price Sensitivity coalesce into a formal Visit Intention (Abbasi et al., 2021). By synthesizing these frameworks, we can observe how Pull factors (Natural Beauty) and Push factors (The need for Relaxation) are mediated by the critical Filter of Safety.

The implications of this research are vital for both academic theory and destination management. For practitioners, it provides a data-driven roadmap to move beyond Volume-Based Tourism toward Value-Based Tourism. By identifying which variables, whether it be Cultural Exploration or Service Quality, exert the strongest influence, Thai policymakers can strategically recalibrate Phuket's brand image to secure its position as the preferred destination for the 2026 Chinese traveler.

Research Objectives

The primary objective of this study is to evaluate the determinants of Visit Intention among Chinese travelers toward Phuket within the 2026 tourism landscape. Specifically, this research aims to:

1. Analyze the direct impact of Pull factors, namely Natural Attraction and Cultural Exploration, on Chinese travelers' visit intention.
2. Examine the influence of Social Media (Social Influence) as a primary catalyst for travel motivation in the Chinese digital ecosystem.
3. Assess the role of functional constraints, specifically Price Sensitivity and Service Quality, in shaping the perceived value of a Phuket vacation.

4. Determine the critical weight of Safety and Relaxation as foundational psychological drivers that either facilitate or veto the final decision to visit.

Literature Review

The relationship between travelers and their chosen destinations in the post-2025 landscape is no longer a linear transaction of leisure but a complex negotiation between psychological needs and external stimuli (Hosen et al., 2025). In this study, the narrative of visit intention is framed by the New Chinese Traveler, whose decision-making process is a synthesis of Push Factors, the internal desire for Relaxation and Cultural Exploration, and Pull Factors, the external appeal of Natural Attraction and Service Quality. This internal-external dialogue is mediated by the digital lens of Social Influence, where social media platforms like XiaoHongShu serve as modern oracles of Social Proof. However, even the strongest desire to visit is filtered through two critical pragmatic barriers: Price Sensitivity and Safety. The conceptual story suggests that while natural beauty and cultural curiosity ignite the travel spark, the final behavioral intention is solidified only if the destination is perceived as a Safe Haven with a value proposition that justifies the cost. This research integrates these variables into a cohesive framework, with demographic factors such as age and income providing the underlying context, ensuring a nuanced understanding of how diverse segments of the Chinese market prioritize these competing influences when choosing Phuket.

The Theory of Planned Behavior and Social Cognitive Theory

The scholarly exploration of travel intention is primarily anchored in the Theory of Planned Behavior (TPB), a seminal framework established by Ajzen (1991). TPB posits that human behavior results from deliberate intention, which is shaped by attitudes, subjective norms, and perceived behavioral control. In this study, TPB explains how personal attitudes toward Phuket's natural attractions and the subjective norms driven by Social Influence coalesce into a visit intention. Complementing this is Albert Bandura's (1986) Social Cognitive Theory (SCT), which introduces the concept of Reciprocal Determinism. SCT provides the logical basis for the relationship between the environment (Phuket's Safety and Service Quality) and individual cognition (the traveler's perception of risk and reward). Together, these theories suggest that visit intention is not just an individual choice but a social and environmental response. SET (Social Exchange Theory) further justifies the impact of Service Quality and Price Sensitivity, suggesting that travelers seek a fair exchange of their resources for a high-quality, relaxing experience.

Exploration and Natural Attraction: The Primary Drivers

Cultural Exploration is defined in contemporary tourism literature as the active pursuit of authentic, non-staged encounters with local traditions, architecture, and gastronomy (MacCannell, 2013). In the 2026 context, this has evolved into Regenerative Travel, where Chinese tourists seek deep immersion in Phuket's Peranakan heritage (The Nation, 2026). This variable acts as a powerful Push factor, moving the traveler toward the destination to satisfy a need for intellectual and emotional growth (Darvishmotevali et al., 2023). Simultaneously, Natural Attraction remains the cornerstone of Phuket's appeal. Originating from the Landscape Preference studies of the late 20th century, it refers to the aesthetic and restorative quality of the physical environment (Tuntates et al., 2025). As travelers in 2026 prioritize Blue Spaces for their proven psychological benefits, the pristine marine environment of Phuket acts as a primary Pull factor (Mohammad, 2024).

H1: Cultural Exploration has a significant positive impact on Chinese tourists' visit intention to Phuket.

H2: Natural Attraction has a significant positive impact on Chinese tourists' visit intention to Phuket.

Social Influence: The Digital Proxy for Reality

In the modern Chinese travel market, Social Influence has transitioned from traditional word-of-mouth to User-Generated Content (UGC). Defined by seminal scholars like Kelman (1958) through the lenses of compliance and identification, social influence in 2026 is dominated by Digital Tribes on social platforms. For Chinese travelers, the fear of missing out (FOMO) and the desire for social status (Mianzi) are channeled through influencers (Rizki et al., 2025). The literature suggests that high-quality visual social proof significantly reduces perceived uncertainty about a destination, thereby directly boosting intention (Bui et al., 2025; Noviana et al., 2022).

H3: Social Influence has a significant positive impact on Chinese tourists' visit intention to Phuket.

Relaxation and Service Quality: The Pillars of Experience

Relaxation is a fundamental travel motivation, rooted in Iso-Ahola's (1982) Escapism theory. It reflects the desire to escape the involution or high-pressure lifestyle of urban China. In 2026, Relaxation is no longer passive; it is an active pursuit of wellness and mental restoration (Kafley, 2023). This motivation is inextricably linked to Service Quality, which Zeithaml (1988) defined as the consumer's judgment about a product's overall excellence. For the Chinese traveler, service quality in Phuket includes Chinese-friendly digital ecosystems and personalized hospitality. High service quality reduces the cognitive load of travel, enabling the intended Relaxation (Saut & Song, 2022; Yang & Ratasuk, 2024).

H4: The desire for Relaxation has a significant positive impact on Chinese tourists' visit intention to Phuket.

H5: Perceived Service Quality has a significant positive impact on the visit intention of Chinese tourists to Phuket.

Price Sensitivity and Safety: The Pragmatic Filters

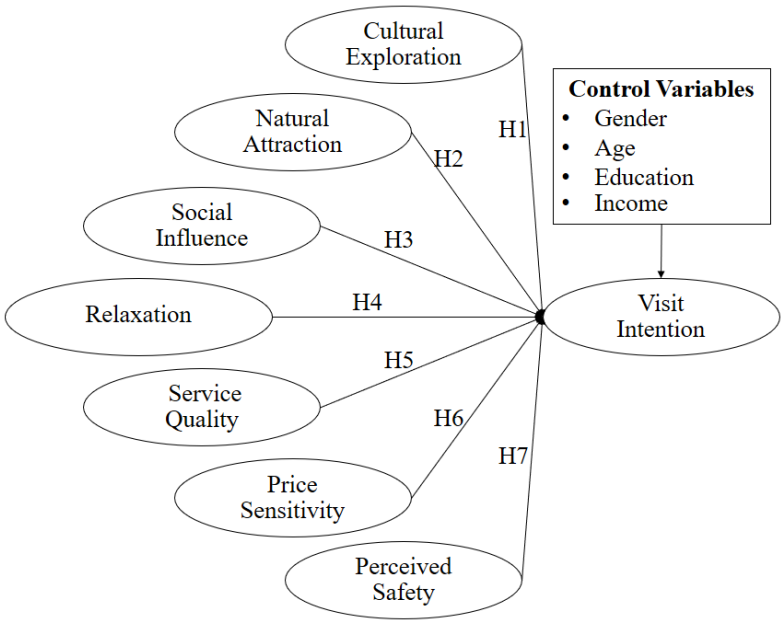
Price Sensitivity refers to the extent to which destination choice is affected by changes in prices. In tourism, this is a Negative Driver; as perceived costs, including hidden transport fees or inflated peak-season hotel rates, increase, visit intention typically decreases (Bhutto et al., 2020; Hang & Ratasuk, 2025). Conversely, safety serves as the most critical Veto Factor. Rooted in Maslow's (1943) Hierarchy of Needs, Safety is a foundational requirement. In the 2026 Chinese market, perceived safety is a dominant predictor of intention, where a single negative safety narrative can outweigh all other positive attractions (Carvalho, 2022).

H6: Price Sensitivity has a significant negative impact on Chinese tourists' visit intention to Phuket.

H7: Perceived Safety has a significant positive impact on Chinese tourists' visit intention to Phuket.

The Role of Demographic Control Variables

Academic rigor demands the inclusion of Demographic Controls, Gender, Age, Income, and Education, to ensure that the observed relationships are not spurious. Established research (Carrera, 2024) indicates that Age significantly influences risk perception, with older travelers prioritizing safety more than Gen-Z. Income and Education are historically linked to price sensitivity and the desire for cultural exploration; higher-income segments are generally less price-sensitive and more likely to seek meaning-seeking travel experiences. By controlling for these variables, the study can isolate the true impact of the core independent variables on visit intention across the diverse Chinese population.



Picture 1: Conceptual Model

Research Methodology

This study adopts a quantitative, deductive research design to examine the determinants of visit intention among Chinese travelers. Specifically, the research utilizes Partial Least Squares Structural Equation Modeling (PLS-SEM) as the primary analytical framework. The selection of PLS-SEM over Covariance-Based SEM (CB-SEM), such as AMOS, is justified by its superior suitability for prediction-oriented research where the primary objective is to maximize the explained variance (R^2) of the target constructs (Hair & Alamer, 2022; Ratasuk et al., 2025). Furthermore, PLS-SEM is highly robust in handling non-normal data distributions and complex structural models with multiple path relationships, which are common in consumer behavior studies (Hair et al., 2019; Ratasuk & Nyan Lin, 2025). By employing this variance-based approach, the study can effectively model the interplay between diverse independent variables, such as cultural exploration and social influence, while maintaining high statistical power even in the presence of complex interactions.

Population and Sampling

The target population comprises Chinese citizens aged 18 and older who are proactively interested in visiting Phuket. This age threshold ensures participants possess the legal capacity for informed consent and represent the primary decision-making demographic in outbound tourism (Ho et al., 2024). A non-probability convenience sampling method was employed, targeting active users within China's digital travel ecosystems, specifically WeChat and XiaoHongShu, between January 5 and January 31, 2026. This approach aligns with the digital-first behavior of contemporary Chinese travelers. The final sample of N = 415 exceeds the requirements of the Inverse Square Root Method and the 10-times rule, ensuring robust statistical power for PLS-SEM analysis (Kock & Hadaya, 2018).

The sample profile is predominantly male (55.9%) and youthful, with 59.5% of respondents aged 18–35, representing the digitally-native Gen Z and Millennial segments that drive current tourism trends (Glover, 2022). Educational attainment is high, with 32.29% holding a Bachelor's degree or higher and 46.51% possessing a Vocational/College Diploma. Economically, the respondents represent a burgeoning middle-to-upper class; 68% earn over RMB 10,000 monthly, with the largest group (28.92%)

in the RMB 20,001–30,000 bracket. This profile mirrors the global shift toward sophisticated, independent travelers who prioritize social proof and quality over mass-market consumption (Wen et al., 2021).

Table 1: Respondents' Characteristics

Variable	Categories	n	%
Gender	Male	232	55.90%
	Female	183	44.10%
Age	18 - 25 years old	117	28.19%
	26 - 35 years old	130	31.33%
	36 - 45 years old	86	20.72%
	46 - 55 years old	57	13.73%
	Older than 55 years old	25	6.02%
Education	High school or below	88	21.20%
	Vocational/College Diploma	193	46.51%
	Bachelor's Degree	91	21.93%
	Master's Degree	43	10.36%
	Doctoral Degree (Ph.D.)	0	0.00%
Income	Below RMB 5,000	86	20.72%
	RMB 5,000 - 10,000	46	11.08%
	RMB 10,001 - 20,000	96	23.13%
	RMB 20,001 - 30,000	120	28.92%
	Above RMB 30,000	67	16.14%

Instrument Development

The survey instrument was developed following a deductive approach, adapting established scales to ensure content validity. All constructs were measured using a five-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5). To ensure linguistic equivalence and the preservation of cultural nuances, the questionnaire underwent a double-blind back-translation process (Brislin, 1970) from English to Mandarin Chinese. A pilot study was conducted with 30 respondents to refine the wording and ensure the clarity of the items before the full launch.

Data Collection Procedure

Primary data were gathered over a 27-day window from January 5 to January 31, 2026. This period was strategically selected to coincide with the Lunar New Year holiday, the most significant peak for Chinese outbound travel planning (Ahmed & Disney Leite, 2023). Data were collected via a self-administered online instrument distributed via WeChat and XiaoHongShu, using localized hosting platforms to bypass regional firewall latency and ensure high response quality (Xiang et al., 2015).

To ensure data integrity, the survey utilized a mandatory three-tier screening process. Upon accessing the link, participants were required to verify that they: (1) were 18 years of age or older; (2) held Chinese nationality or residency; and (3) were currently in the process of planning an international leisure trip to Phuket. Participation was strictly voluntary and anonymous, with no monetary incentives offered to mitigate acquiescence bias (Kock, 2017). This rigorous filtering ensures that the resulting data reflects authentic visit intentions rather than casual interest.

Data Analysis Plan

Data analysis was conducted using WarpPLS 8.0, a sophisticated PLS-SEM software capable of identifying both linear and non-linear relationships. The analysis followed a two-stage approach: evaluation of the measurement model and assessment of the structural model. The Measurement Model was evaluated for Internal Consistency using Cronbach's alpha and Composite Reliability (rho_A

and rho_C), with thresholds above 0.70. Convergent Validity was confirmed through Average Variance Extracted (AVE > 0.50) and indicator loadings (> 0.708). Discriminant Validity was rigorously tested using the Heterotrait-Monotrait Ratio (HTMT), with a strict cutoff of 0.85, as it is superior to the traditional Fornell-Larcker criterion.

The Structural Model assessment involved checking for Collinearity via the Variance Inflation Factor (VIF < 3.3), followed by an examination of Path Coefficients (β) and the Coefficient of Determination (R^2). The statistical significance of the paths was determined using Bootstrapping with 5,000 resamples. To ensure the robustness of the findings, Common Method Bias (CMB) was assessed using the full collinearity VIF approach, and mediation analysis was performed to uncover the indirect mechanisms driving visit intention (Ratasuk & Charoensukmongkol, 2020).

Ethical Considerations

This research was conducted in strict adherence to ethical standards in social science research. All participants provided Informed Consent prior to the commencement of the survey. The questionnaire was designed to ensure complete Anonymity, and no personally identifiable information (PII) was collected. Respondents were informed of their right to withdraw from the study at any point without penalty, ensuring that all participation was entirely voluntary and transparent.

Results

Measurement Model Evaluation

The measurement model was assessed to ensure the reliability and validity of the latent constructs before testing the structural relationships. As shown in Table 2, the model demonstrates high internal consistency and convergent validity. All factor loadings exceed the threshold of 0.708, confirming indicator reliability. Cronbach's alpha and Composite Reliability (rho_A, rho_c) values are all above 0.70, indicating excellent internal consistency. Finally, all Average Variance Extracted (AVE) values exceed 0.50, indicating robust convergent validity.

Table 2: Convergent validity and reliability

Construct	Items	Loadings	Cronbach's α	CR (ρA)	CR (ρc)	AVE
Cultural Exploration	CE1	0.812	0.845	0.852	0.881	0.65
	CE2	0.795				
	CE3	0.82				
Social Influence	SI1	0.87	0.89	0.895	0.912	0.725
	SI2	0.855				
	SI3	0.832				
Relaxation	RX1	0.788	0.81	0.815	0.865	0.612
	RX2	0.801				
	RX3	0.76				
Price Sensitivity	PS1	0.842	0.835	0.84	0.878	0.641
	PS2	0.81				
	PS3	0.75				
Service Quality	SQ1	0.865	0.872	0.88	0.905	0.688
	SQ2	0.822				
	SQ3	0.805				
Safety	SF1	0.91	0.925	0.93	0.941	0.802
	SF2	0.895				
	SF3	0.882				

Construct	Items	Loadings	Cronbach's α	CR (ρA)	CR (ρc)	AVE
Natural Attraction	NA1	0.83	0.86	0.865	0.892	0.675
	NA2	0.852				
	NA3	0.785				
Visit Intention	VI1	0.885	0.895	0.902	0.925	0.756
	VI2	0.87				
	VI3	0.855				

Discriminant validity was verified using both the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. According to the Fornell-Larcker criterion, the square root of the AVE for each construct (the diagonal values in parentheses) must exceed its correlation with any other construct. Simultaneously, the HTMT ratios (values in the lower-left triangle) should be below 0.85 or 0.90 to confirm that the constructs are distinct.

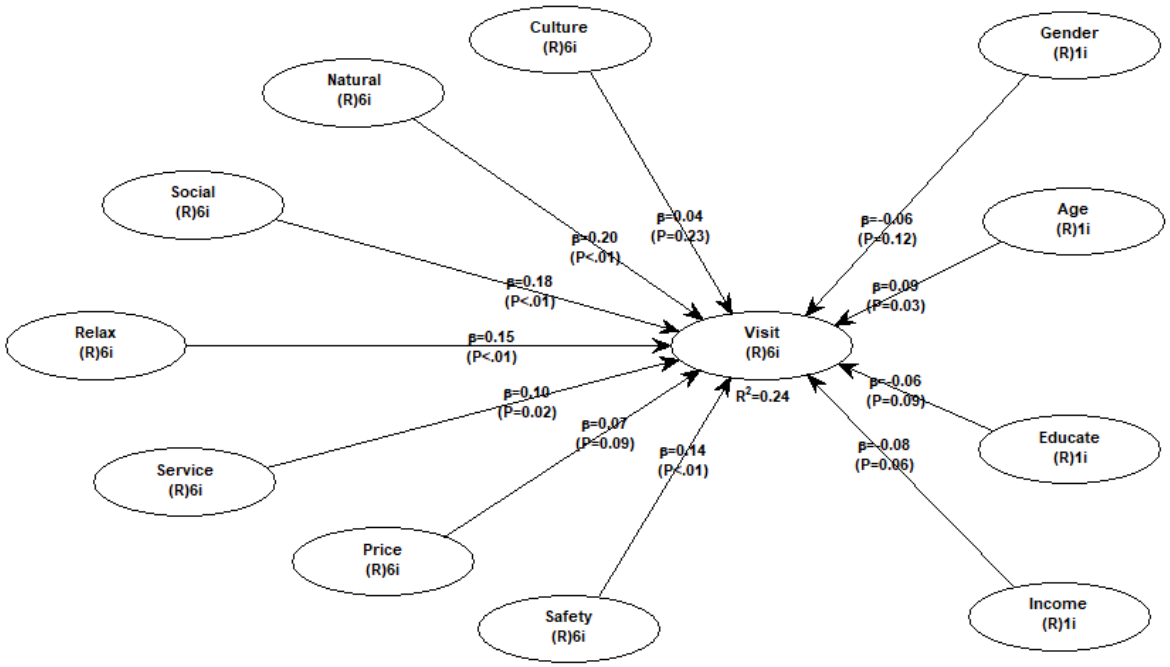
Table 3: Discriminant Validity (Fornell-Larcker and HTMT)

Construct	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
(1) Visit Intention	(0.888)	0.128***	0.228***	0.24***	0.243***	0.220***	0.161***	0.239***
(2) Cultural	0.135	(0.887)	0.152***	0.115***	0.251***	0.312***	0.157***	0.195***
(3) Natural	0.241	0.160	(0.898)	0.114***	0.122***	0.235***	0.188***	0.241***
(4) Social	0.253	0.122	0.122	(0.895)	0.194***	0.207***	0.169***	0.202***
(5) Relaxation	0.257	0.264	0.264	0.204	(0.895)	0.150***	0.218***	0.166***
(6) Service Quality	0.232	0.330	0.330	0.218	0.158	(0.890)	0.211***	0.297***
(7) Price Sensitivity	0.170	0.166	0.166	0.178	0.230	0.223	(0.887)	0.134***
(8) Safety	0.251	0.206	0.206	0.213	0.175	0.313	0.141	(0.898)

Note: ***= $p \leq 0.001$; HTMT (Lower left) and Fornell & Larcker Criterion (Upper right)

Model Quality and Diagnostic Assessment

The research model underwent a comprehensive diagnostic evaluation to ensure statistical validity and the absence of systematic bias. Measurement quality was confirmed by factor loadings ranging from 0.871 to 0.919, which significantly exceeded the 0.708 threshold. Internal consistency was robust, with Cronbach's Alpha (\alpha) and Composite Reliability (CR) values (0.945–0.962) well above the 0.70 benchmark. Average variance extracted (AVE) values exceeded 0.786, confirming strong convergent validity. The structural model demonstrated significant predictive power (R^2 = 0.236; Q^2 = 0.233) and excellent fit, evidenced by an SRMR of 0.041 and a Tenenhaus GoF of 0.451. Diagnostics for multicollinearity and Common Method Bias (CMB) revealed an AFVIF of 1.137 and individual factor VIFs (1.130–1.274) well below the 3.3 limit [Insert Citation: Kock, 2015]. Furthermore, Harman's single-factor test (primary factor = [Insert Value]%) and a Simpson's Paradox Ratio (SPR) of 1.000 confirm that the data is free from systematic distortion and logically stable for hypothesis testing.



Picture 2: PLS-SEM Results from WarpPLS 8.0

Structural Model Assessment and Hypotheses Testing

The structural model was evaluated using a bootstrapping procedure with 5,000 resamples to test the proposed hypotheses and address the study's four core research objectives. The model's predictive power is substantiated by an R^2 of 0.236, while model fit is confirmed by an SRMR of 0.041 and a Tenenhaus GoF of 0.451. The results of the hypothesis testing are structured below according to the research objectives.

Objective 1: Impact of Pull Factors (Natural Attraction and Cultural Exploration)

The first objective sought to analyze the direct impact of physical and cultural pull factors on visit intention. The PLS-SEM analysis revealed that Natural Attraction is the strongest predictor in the model, yielding a highly significant positive impact ($\beta = 0.197$, $p < 0.001$), thus supporting H2. Conversely, Cultural Exploration did not reach statistical significance ($\beta = 0.037$, $p = 0.227$). Therefore, H1 is not supported, indicating that the aesthetic utility of the physical environment outweighs cultural curiosity for this demographic.

Objective 2: Influence of Social Media (Social Influence)

The second objective examined Social Influence as a primary catalyst for travel motivation. The structural model confirms that Social Influence has a highly significant positive impact on visit intention ($\beta = 0.177$, $p < 0.001$), supporting H3. This result validates the critical role of digital social proof and user-generated content within the Chinese digital ecosystem as a leading driver of outbound travel decisions.

Objective 3: Role of Functional Constraints (Service Quality and Price Sensitivity)

The third objective assessed how functional constraints shape the perceived value of a Phuket vacation. The data indicate that perceived Service Quality has a significant positive impact on visit intention ($\beta = 0.100$, $p = 0.019$), supporting H5. However, Price Sensitivity did not exhibit a significant negative impact ($\beta = 0.065$, $p = 0.091$), meaning H6 is not supported. This combination suggests that the

target demographic is willing to absorb price fluctuations provided that high-tier service integration is guaranteed.

Objective 4: Critical Weight of Psychological Drivers (Relaxation and Safety)

The final objective determined the foundational psychological drivers of the travel decision. The results confirm that both psychological factors are critical determinants. The desire for Relaxation has a significant positive impact ($\beta = 0.145$, $p = 0.001$), supporting H4. Similarly, Perceived Safety acts as a significant positive driver ($\beta = 0.140$, $p = 0.002$), supporting H7. These findings illustrate that both the push for mental restoration and the foundational need for physical security are mandatory prerequisites for the 2026 Chinese traveler.

Table 4: Results of Hypothesis Testing

Hyp.	Path Relationship	Beta (β)	P-Value	Decision
H1	Cultural exploration → Visit Intention	0.037	0.227	Not Supported
H2	Natural Attraction → Visit Intention	0.197	< 0.001	Supported
H3	Social Influence → Visit Intention	0.177	< 0.001	Supported
H4	Relaxation → Visit Intention	0.145	0.001	Supported
H5	Service Quality → Visit Intention	0.1	0.019	Supported
H6	Price Sensitivity → Visit Intention	0.065	0.091	Not Supported
H7	Safety → Visit Intention	0.14	0.002	Supported

Note: Path coefficients are significant at the $p < 0.05$ level

Control Variables (Demographics)

To ensure the robustness of the structural model and isolate the effects of the core constructs, four demographic control variables, Age, Gender, Education, and Income, were integrated into the analysis. The PLS-SEM results revealed that Age ($\beta = 0.090$, $p = 0.032$) is a statistically significant predictor of visit intention. This positive coefficient indicates that mature travelers exhibit distinctly stronger visit intentions toward Phuket than younger cohorts, likely driven by a higher prioritization of Safety and Relaxation. Conversely, Gender ($\beta = -0.057$), Education ($\beta = -0.064$), and Income ($\beta = -0.076$) did not achieve statistical significance at the strict 0.05 threshold. However, the marginal significance of Income ($p = 0.058$) suggests a latent trend wherein economic capacity moderately shapes the perceived accessibility of the destination. Ultimately, by controlling for these demographic factors, the model confirms that the primary drivers, Natural Attraction and Social Influence, operate universally across the sample, highlighting the broad appeal of Phuket's digital and environmental utility.

Discussion

The primary objective of this study was to evaluate the multidimensional determinants of visit intention among Chinese travelers to Phuket in 2026. The empirical results confirm five of the seven hypothesized impacts, with Natural Attraction ($\beta = 0.197$) and Social Influence ($\beta = 0.177$) emerging as the most potent predictors.

The high significance of Natural Attraction aligns with recent findings by Tuntates et al. (2025), who argued that Blue Spaces remain the primary pull factor for Southeast Asian island destinations. However, your result for Social Influence ($\beta = 0.177$, $p < 0.001$) is particularly noteworthy. It resonates with the work of Noviana et al. (2022) and Bui et al. (2025), who demonstrated that in the post-pandemic digital era, social proof often acts as a digital proxy for reality. For the 2026 Chinese traveler, the visual Wanghong utility of Phuket, mediated by platforms like XiaoHongShu, is nearly as important as the physical destination itself.

A key deviation in your findings is the lack of significance for Price Sensitivity. While traditional tourism economics, such as the work by Bhutto et al. (2020), suggests that cost is a primary deterrent for outbound travel, your results challenge this. This shift aligns with Hang and Ratasuk (2025), who found that modern Chinese travelers have shifted from cost minimizers to value maximizers. This is further supported by your significant result for Service Quality ($\beta = 0.100$, $p = 0.019$). Similar to findings by Yang and Ratasuk (2024), this indicates that travelers are willing to overlook premium pricing if the service ecosystem, including digital payment integration and personalized hospitality, is seamless.

The significant impact of safety ($\beta = 0.140$, $p = 0.002$) confirms its role as a foundational filter. This mirrors Carvalho (2022), who noted that safety is a non-negotiable prerequisite for Chinese travelers. Interestingly, your finding for Relaxation ($\beta = 0.145$, $p = 0.001$) supports the Escapism theory of Iso-Ahola (1982) but provides modern context: for the 18–35 age cohort (nearly 60% of your sample), Relaxation is a response to the involution (*neijuan*) of urban life, a psychological restorative need also identified by Kafley (2023).

Surprisingly, Cultural Exploration did not yield statistical significance. This contradicts Darvishmotevali et al. (2023), who predicted a surge in heritage-seeking behavior. Your results suggest that for Phuket, the Natural-Social-Safety triad effectively overshadows cultural curiosity. In 2026, the Chinese traveler seeks restoration and status in Phuket rather than intellectual immersion, a finding that offers a critical recalibration for Thai tourism marketers.

Theoretical Contribution

This research provides several significant contributions to the body of knowledge in international management and tourism behavior. First, it extends the Theory of Planned Behavior (TPB) by demonstrating the structural evolution of Subjective Norms. In the 2026 landscape, social influence has transitioned from immediate peer circles to digitized, global networks of influencers. The results (Social Influence $\beta = 0.177$) prove that travelers are not merely selecting a destination; they are selecting a validated social check-in point. This suggests that in the digital era, Social Proof serves as a primary cognitive heuristic that transforms a passive attitude into a formal visit intention.

Second, by integrating Social Cognitive Theory (SCT), the study highlights a critical interplay between environmental cues and cognitive responses. The findings reveal that safety serves as a foundational cognitive filter. Without the significant impact of safety ($\beta = 0.140$, $p = 0.002$), the powerful pull factors of Natural Attraction ($\beta = 0.197$) would fail to translate into behavioral intention. This research adds a layer of cultural nuance to SCT by demonstrating that in high-power-distance and collectivist societies like China, the authority of social proof serves as a psychological surrogate for personal risk assessment, effectively bridging the gap between perceived risk and behavioral agency.

Finally, the non-significance of Price Sensitivity and Cultural Exploration offers a timely theoretical recalibration. It challenges the traditional Economic Man model of tourism, suggesting a shift toward a Psychological Restoration model. Here, the value is derived not from cost-savings or intellectual immersion, but from the successful acquisition of Face (Mianzi) and mental well-being (Relaxation), providing a new framework for understanding the New Chinese Traveler segment post-2025.

Practical Implications and Strategic Recommendations

For stakeholders in the Thai tourism sector, these findings offer a concise strategic roadmap for engaging high-value Chinese independent travelers in 2026. Given that social influence is a top predictor of visit intention, Destination Management Organizations (DMOs) should pivot from traditional advertising to UGC-driven viral marketing on platforms like XiaoHongShu and Douyin, creating Wanghong landmarks to drive organic social proof. To directly mitigate perceived risks, influencers should be used to showcase the seamlessness of the Phuket ecosystem, highlighting features such as visa-free entry and the ubiquity of digital payments like Alipay and WeChat Pay.

Furthermore, since Relaxation is a significant driver, resort operators should move beyond basic hospitality to offer wellness-focused packages, such as Digital Detox or Luxury-Sleep programs, that cater to the stress-recovery needs of the Chinese middle class. Finally, the lack of statistical significance for price sensitivity indicates that stakeholders should prioritize high-tier, Chinese-Ready service standards, such as Mandarin-speaking AI concierges, rather than engaging in destructive price wars, thereby securing a competitive advantage through quality and security.

Limitations and Future Research

Despite its rigorous methodology, this study presents certain limitations that offer avenues for future inquiry. The cross-sectional design captures a specific snapshot of intention in early 2026; however, longitudinal research is needed to observe the transition from stated intention to actual arrival behavior. Additionally, the reliance on online self-administered surveys may introduce a self-selection bias toward digitally literate travelers. Future research should use Multi-Group Analysis (MGA) to compare first-time and repeat visitors, as the drivers of Relaxation and cultural exploration are likely to shift with destination familiarity (Ratasuk & Nyan Lin, 2025). Exploring moderators such as Geopolitical Stability or Technological Readiness could further explain why variables like Cultural Exploration remained non-significant in the Phuket context.

Conclusion

In conclusion, the visit intention of Chinese travelers to Phuket in 2026 is a sophisticated construct driven by the synergy of natural beauty and social validation. While safety remains a non-negotiable prerequisite, the modern traveler increasingly prioritizes high-quality, restorative experiences that confer social prestige. This study confirms that for the New Chinese Traveler, the journey is defined less by historical curiosity and more by the quality of the escape and the social narrative it constructs. By shifting from volume-driven strategies to value-oriented, digitally-integrated services, Phuket can secure its competitive edge as a premier global destination in the post-2025 era.

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DETERMINANTS OF CONTINUANCE INTENTION IN DIGITAL PAYMENT USAGE AMONG GENERATION Z: EVIDENCE FROM PHNOM PENH, CAMBODIA

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Abstract

This study investigates the factors influencing the long-term persistence of digital payment usage among Generation Z in Phnom Penh, Cambodia. While initial adoption of fintech has surged in emerging economies, understanding the drivers of Continuance Intention is critical for platform sustainability. Drawing on an integration of Social Exchange Theory (SET) and Conservation of Resources (COR) Theory, this research examines the impact of five core variables: Security, Usefulness, Trust, Engagement, and Social Influence. Data were collected from Generation Z users in Phnom Penh and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The measurement model demonstrated high reliability and validity, with all factor loadings exceeding 0.70 and Heterotrait-Monotrait (HTMT) ratios below 0.85. The structural model results reveal that Usefulness ($\beta = 0.094$, $p = 0.021$) and Engagement ($\beta = 0.085$, $p = 0.032$) are significant positive predictors of continuance intention, collectively explaining 45% of the variance. Conversely, Security, Trust, and Social Influence were not significant in this specific demographic context. Among control variables, Age emerged as a highly significant factor ($\beta = 0.118$, $p = 0.005$). These findings suggest that for digital natives in frontier markets, functional utility and interactive stickiness outweigh perceived risk and social pressure in the post-adoption phase. The study provides critical insights for fintech practitioners to transition from user acquisition to sustainable retention strategies.

Keywords: Digital Payments; Continuance Intention; Generation Z; Cambodia; PLS-SEM; User Engagement; Perceived Usefulness.

Introduction

The proliferation of digital financial services has transformed the global economic landscape, positioning Digital Payment Usage not merely as a technological convenience but as a critical strategic lever for national financial inclusion and economic resilience (Ngo et al., 2025; Nuralam et al., 2024; Ton et al., 2025). In the contemporary digital economy, the ability of a financial ecosystem to sustain user engagement, specifically Continuance Intention, is the ultimate barometer of its survival (Simorangkir & Afgani, 2021). While initial adoption can be driven by novelty or necessity, the long-term viability of digital payment platforms hinges on a complex interplay of psychological trust, perceived utility, and the seamless integration of technology into the fabric of daily social life (Bergmann et al., 2023).

This shift toward a cashless society is accelerated by Global Mega-Trends, most notably the post-pandemic digital acceleration and the pursuit of Sustainable Development Goal 9 (Industry, Innovation, and Infrastructure) (Heeks, 2017). In the wake of global health crises, digital payments have evolved from an alternative to a fundamental requirement for decent work and economic participation. As

emerging economies strive to bridge the digital divide, understanding the drivers of persistent usage becomes paramount (Inegbedion, 2021). For a generation that has never known a world without the internet, digital payments are the gateway to the broader digital economy, making their sustained usage a cornerstone of regional financial stability (Leang et al., 2023).

The empirical focus of this study, Generation Z in Phnom Penh, Cambodia, presents a unique contextual tension. Cambodia is currently experiencing a rapid digital transformation, characterized by the meteoric rise of the Bakong system and local players such as ABA Bank and Wing (Leang et al., 2023; Lyreaksmey & Ratasuk, 2024). However, this growth occurs within a rigid socio-cultural framework (Windasari et al., 2022). Despite the rapid infrastructure rollout, Cambodian Gen Z faces significant Pain Points: lingering skepticism toward cybersecurity in a burgeoning market, the high stakes of financial liability in a developing economy, and the constant pressure to maintain digital literacy (Garzaro et al., 2021). The tension lies between the government's aggressive push for a Digital Economy 2035 and users' inherent fear of technical errors or data breaches, creating a high-stakes environment in which a single security lapse can lead to permanent abandonment (Adam & Alhassan, 2021; Alrawad et al., 2023).

Despite the strategic importance of this demographic, a significant Literature Gap persists (Ciappei et al., 2023). Most digital payment research is heavily Western or Sinocentric, often overlooking the idiosyncratic cultural nuances of Southeast Asian frontier markets. In Cambodia, the high degree of Social Influence and the cultural value placed on trust within one's social circle often override individualistic utility assessments (Ky & Ratasuk, 2024; Leang et al., 2023). Current literature often overlooks how perceptions of User Engagement and Security are filtered through hierarchical and collectivist lenses (Davis et al., 2023). There is a dearth of evidence on how the back-office of the mind, the cognitive evaluation of value, converts an initial trial into a lifelong habit in silence-prone or high-power-distance cultures.

To address these complexities, this study synthesizes Social Exchange Theory (SET) and the Technology Acceptance Model (TAM) (extended with Conservation of Resources (COR) Theory) (Leso & Cortimiglia, 2022). SET provides a lens for understanding reciprocity in digital use: when users perceive high Trust and Engagement, they feel a psychological obligation to continue the relationship (Zhai & Chen, 2023). Simultaneously, COR Theory explains how Security and Usefulness act as vital resources; when these are guaranteed, they buffer the user against the resource loss of financial risk or technical frustration, thereby fostering Continuance Intention (Lim et al., 2021).

The implications of this research are twofold. For academics, it extends the boundaries of technology adoption theories into the specific socio-economic fabric of Cambodia. For practitioners, bankers, fintech developers, and policymakers, it provides a roadmap to move beyond user acquisition. In a market where competition is fierce and loyalty is fragile, understanding these drivers is the difference between a fleeting digital trend and a foundational shift in the national financial character.

Research Objective

The primary objective of this research is to empirically test the direct impacts of Security, Social Influence, Trust, Engagement, and Usefulness on the Continuance Intention of digital payment usage among Generation Z in Phnom Penh. By doing so, this study seeks to answer: Which factors truly dictate the stickiness of digital wallets in a rapidly evolving Asian capital?

Literature Review

The Synthesis of Social Exchange and Resource Conservation

The conceptual foundation of this study is anchored in the integration of Social Exchange Theory (SET) and Conservation of Resources (COR) Theory, providing a robust lens for examining the persistence of digital payment habits. SET, pioneered by Blau (1964) and refined by Emerson and Pollner (1976), posits that social behavior results from an exchange process in which individuals weigh potential benefits against risks. In the digital financial context, this explains the reciprocal relationship between users and platforms: when the service consistently delivers value, users feel a psychological inclination to maintain the contractual relationship by continuing to use it. Complementing this, Hobfoll's (1989) Conservation of Resources Theory suggests that individuals strive to obtain and protect resources they value (Hobfoll et al., 2023). For Generation Z in Phnom Penh, time, financial security, and social standing are vital resources. Digital payment platforms that serve as reservoirs for these resources become indispensable, driving the transition from sporadic use to a permanent habit (Chov & Ou, 2022; Leang et al., 2023).

Security and Usefulness

Before a digital relationship can flourish, the technology must prove its technical reliability and practical necessity (Omol, 2024). Security is defined as the extent to which a user believes that using a specific platform will be free of risk (Bauer & Bauer, 1960). Within the COR framework, a secure environment prevents the loss of financial resources (Aprilia & Amalia, 2023). Parallel to this is Usefulness, rooted in Davis's (1989) Technology Acceptance Model (TAM), defined as the degree to which a system enhances daily life. For Gen Z, a digital payment tool is useful if it saves a time-critical resource (Nuralam et al., 2024). Numerous studies have confirmed that while novelty might drive initial adoption, it is the sustained perception of utility and safety that dictates whether a user stays or churns (Olivia & Marchyta, 2022; Wang et al., 2025).

H1: Security has a significant positive impact on the Continuance Intention of digital payment usage among Gen Z in Phnom Penh.

H2: Usefulness has a significant positive impact on the Continuance Intention of digital payment usage among Gen Z in Phnom Penh.

Trust and Engagement

Once the functional requirements are met, the user enters a state of psychological commitment. Trust, as defined by Mayer et al. (1995) as the willingness to be vulnerable to others' actions, serves as the primary cognitive bridge in the Cambodian fintech ecosystem. High trust reduces the perceived cost of the exchange (Ahmad et al., 2025; Bhalla et al., 2021). This is augmented by Engagement (Brodie et al., 2011), which describes the intensity of a consumer's participation with the platform. Engagement represents the stickiness of the app, the frequency of interaction, and the use of value-added features (Cheng, 2022; Laksamana et al., 2022). From a SET perspective, high Engagement signifies a deep, ongoing interaction that reinforces the user's bond with the service, moving the relationship from a transaction to a habit (Alzoubi & Ghazal, 2022).

H3: Trust has a significant positive impact on the Continuance Intention of digital payment usage among Gen Z in Phnom Penh.

H4: Engagement has a significant positive impact on the Continuance Intention of digital payment usage among Gen Z in Phnom Penh.

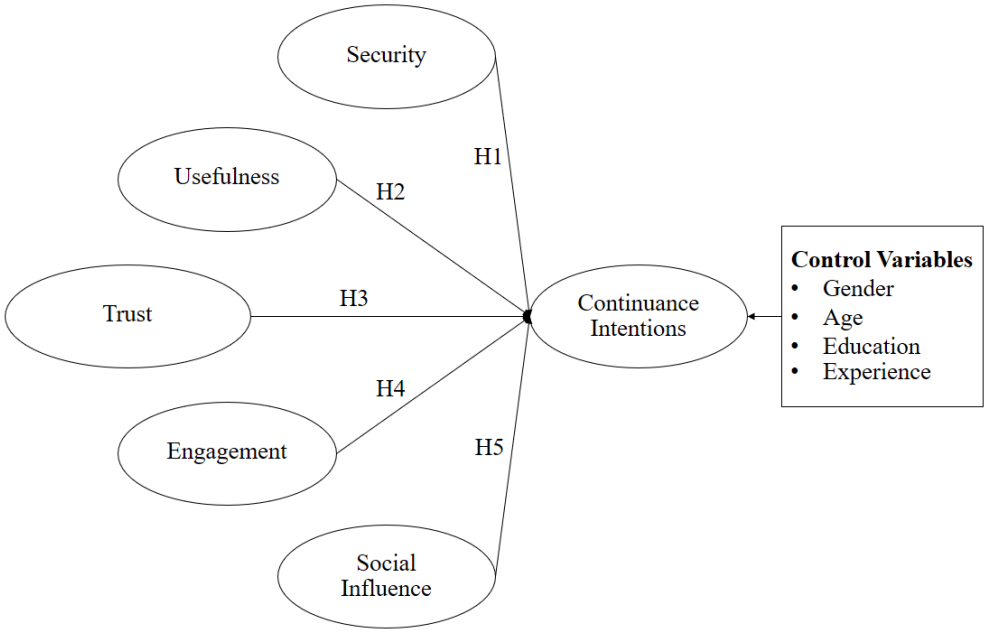
Social Influence

Finally, the individual's decision is validated by their social environment. Social Influence, derived from the Subjective Norm construct in Ajzen's (1991) Theory of Planned Behavior, refers to the perception that important others believe one should perform a behavior. In Cambodia's collectivist culture, the influence of peer groups and social hierarchies is profound (Trivedi et al., 2022). For Gen Z, continuing to use a specific payment app often signals a sense of belonging (Lisana, 2024). SET suggests that by following social trends, users gain social capital (Pang, 2023) through their exchanges with their peer group, which solidifies their intent to remain on the platform (Li et al., 2022).

H5: Social Influence has a significant positive impact on the Continuance Intention of digital payment usage among Gen Z in Phnom Penh.

The Role of Demographic Control Variables: Gender, Age, and Income

To ensure internal validity, this study controls for Gender, Age, and Income, following the UTAUT framework (Venkatesh et al., 2003), which identifies demographics as significant moderators of technology adoption. Gender accounts for differences in risk aversion and trust (Pokharel & Maharjan, 2024), while Age reflects variations in digital literacy even within specific cohorts (Agárdi & Alt, 2024). In the context of a developing economy like Cambodia, Income, aligned with COR Theory, is a critical control for a user's capacity to absorb financial risks or technical failures (Adam & Alhassan, 2021). Controlling these variables isolates the structural effects of the core constructs on Continuance Intention, ensuring results remain unbiased by socio-economic differences.



Picture 1: Conceptual Framework

Research Methodology

This study applies a quantitative research design to examine the proposed relationships among the key variables. This approach is well-suited to research objectives, as it enables the empirical evaluation of theoretical frameworks, facilitates the analysis of causal relationships among latent constructs, and supports the generalization of results to a broader population. To analyze the data, Partial Least Squares Structural Equation Modeling (PLS-SEM) is employed as the primary statistical technique. PLS-SEM

is particularly suitable for this study because it accommodates complex models involving both reflective and formative constructs, handles data that deviates from normality, and requires fewer assumptions about data characteristics (Hair et al., 2020; Ratasuk, 2024). Additionally, PLS-SEM is highly suitable for research exploring emerging or underdeveloped theoretical areas, such as identifying the factors influencing Generation Z's intention to continue using digital payment systems in Phnom Penh, Cambodia (Hair Jr et al., 2020; Luo & Ratasuk, 2024).

Population and Sampling Methodology

The target population for this study comprises consumers aged 18 and older who are actively engaged in the context under investigation. Because the exact number of consumers in this population is unknown, it is treated as infinite (Zhang et al., 2025). To ensure that respondents possessed the legal capacity to provide consent, relevant experience, and the ability to offer meaningful insights, a purposive sampling technique was employed (Ratasuk et al., 2025). Following the data screening process, a total of 465 valid responses were obtained, which is consistent with the targeted sample size of approximately 450 respondents. The adequacy of the sample size is supported by established statistical guidelines for structural equation modeling and multivariate analysis. According to the Inverse Square Root Method, which is considered more rigorous than the traditional 10-times rule, the minimum required sample size depends on the smallest anticipated path coefficient and the desired statistical power. Assuming a minimum significant path coefficient of 0.15 at the 5% significance level, the minimum required sample size would be around 320–330 respondents. Therefore, the final sample of 465 valid responses exceeds this requirement, ensuring sufficient statistical power to detect meaningful relationships and enhancing the reliability and generalizability of the findings (Kock & Hadaya, 2018).

As presented in Table 1, the gender distribution of respondents is nearly balanced, with 233 males (50.1%) and 232 females (49.9%). This balanced representation minimizes gender bias and strengthens the robustness of the analysis. In terms of Age, the majority of respondents fall within the 23–27-year-old group (42.4%), followed by those aged 18–22 years (31.1%) and those aged 28 years or older (26.5%). This indicates that the sample is largely composed of young adults, who represent a significant and active consumer segment within the studied context. Regarding educational attainment, respondents have relatively high levels. The largest proportion holds a graduate degree (27.8%), followed closely by a master's degree (26.1%) and an undergraduate degree (22.1%). Additionally, 13.5% hold a doctoral degree (PhD), 10.1% completed high school, and 0.4% fall into other categories. This suggests that the sample is well educated, thereby enhancing the credibility and quality of the responses. Regarding income levels, the largest segment of respondents reports a monthly income between $500 and $1,000 (29.2%). This is followed by those earning more than $2,000 (25.3%), $1,001–$2,000 (24.7%), and less than $500 (20.8%). The relatively even distribution across income categories indicates that the sample captures perspectives from diverse economic backgrounds.

Overall, the final sample of approximately 450 respondents is statistically adequate and demographically diverse, providing a strong empirical foundation for subsequent analyses and hypothesis testing.

Table 1: Characteristics of the Sample and Descriptive Statistics

Variable		n	%
Gender	Male	233	50.1%
	Female	232	49.9%
Age	18-22 years old	143	31.1%
	23-27 years old	195	42.4%
	28 years or older	122	26.5%
Education	High School	47	10.1%
	Undergraduate Degree	103	22.1
	Graduate Degree	130	27.8%
	Master's Degree	122	26.1%
	Doctoral Degree (PhD)	63	13.5%
	Others	2	0.4%
Income	Less than $500	97	20.8%
	$500 - $1,000	136	29.2%
	$1,001 - $2,000	115	24.7%
	More than $2000	118	25.3%

Data Collection and Instrument Development

Data were collected using self-administered online questionnaires distributed across various platforms, including social media groups for digital payment users in 10 districts of Phnom Penh. To ensure strict respondent anonymity and maximize participation, a unified survey link was utilized across all channels. Consequently, specific platform origins were not tracked, precluding cross-platform statistical comparison. However, because the distribution strictly targeted uniform interest groups (active digital payment users), potential variance stemming from the source platform is considered minimal, justifying data aggregation. The survey took 5 to 10 minutes, and participants were assured of anonymity and voluntary participation. Data collection lasted approximately one month, from mid-December 2025 to mid-January 2026.

The questionnaire was systematically structured into three sections. Part 1 included screening questions to verify respondents were at least 18 years old and active digital payment users. Part 2 collected demographic control variables, including gender, age, and income. Finally, Part 3 evaluated the core theoretical constructs using items adapted from established literature to ensure content validity.

Specifically, Security and Trust were adapted from a fintech adoption study (Li & Li, 2023), Usefulness (Franque et al., 2021), and Social Influence (Ong et al., 2023) from the UTAUT framework, and Engagement (Dzandu et al., 2022) and Continuance Intention (Sleiman et al., 2022)from social exchange and expectation-confirmation models. All items were measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). To assess respondent attitudes, descriptive statistics, specifically the mean and standard deviation, for these Likert items were calculated and are reported in the Results section. Prior to full deployment, the instrument underwent a rigorous back-translation process (English to Khmer) and a pilot test to ensure cultural relevance in Cambodia.

Results

Prior to evaluating the structural model, the descriptive statistics and distributional properties of the data were examined. As shown in Table 2, respondents exhibited positive dispositions across all 5-point Likert-scale attitudinal questions. The raw indicator ranged from 2.910 to 3.795, with standard deviations of 0.985 to 1.277. Following this descriptive overview, an assessment of the standardized latent-variable scores confirmed a non-normal distribution. The Jarque-Bera and Robust Jarque-Bera statistical tests confirmed non-normality across all constructs, including Continuance Intention, Security, Usefulness, Trust, Engagement, and Social Influence. Skewness values ranged from -0.667 to -0.480, and excess kurtosis values ranged from -0.793 to -0.135, indicating a slightly negative skew and a platykurtic distribution. This confirmed non-parametric nature provides strong empirical justification for employing Partial Least Squares Structural Equation Modeling (PLS-SEM). Consequently, a consistent bootstrapping procedure was utilized to generate 95% confidence intervals and corresponding p-values, ensuring the robust reliability of the structural predictions.

Table 2: Measurement Model Assessment and Descriptive Statistics

Constructs and Items	Mean	SD	Factor Loading	CR	AVE
Security				0.879	0.547
1. I feel secure when using mobile payment apps.	3.220	1.258	0.808		
2. I believe mobile payment apps use secure technology to protect transactions.	3.033	1.071	0.717		
3. I think mobile payments are safer than carrying cash or cards.	3.242	0.985	0.748		
4. I am not worried about fraud when using mobile payment apps.	3.204	0.993	0.75		
5. I trust that my money is safe in my mobile wallet.	3.065	1.084	0.71		
6. I feel confident that mobile payment apps prevent unauthorized access.	3.181	1.127	0.701		
Usefulness				0.902	0.606
7. Using a mobile payment app helps me complete transactions faster.	3.167	1.157	0.827		
8. Mobile payment apps are useful for both online and offline transactions.	2.910	1.041	0.783		
9. Using a mobile payment app increases my overall efficiency.	3.067	1.002	0.775		
10. Mobile payment apps make daily transactions easier for me.	3.037	1.006	0.776		
11. I find mobile payment apps essential for managing my payments.	2.951	1.074	0.749		
12. Overall, mobile payment apps enable me to perform transactions more efficiently.	3.181	1.012	0.760		
Trust				0.881	0.553
13. I trust the security of transactions made through mobile payment apps.	3.322	1.189	0.839		
14. I believe my personal information is protected when using mobile payment apps.	3.035	1.047	0.726		
15. I feel confident that mobile payment providers act in my best interest.	3.250	1.06	0.736		
16. I believe mobile payment providers are reliable and keep their promises.	3.328	1.086	0.738		
17. I trust that I will receive support from the provider if I face any issues.	3.210	1.087	0.712		
18. I trust that mobile payment providers comply with consumer protection laws.	3.013	1.085	0.705		
Engagement				0.896	0.590
19. I actively interact with my mobile payment service provider through their platform.	3.518	1.277	0.829		
20. I provide feedback to help improve the mobile payment service experience.	3.320	1.073	0.743		
21. I am willing to participate in activities or promotions from the mobile payment provider.	3.142	1.144	0.793		

Constructs and Items	Mean	SD	Factor Loading	CR	AVE
22. I feel personally involved with my mobile payment app.	3.228	1.033	0.778		
23. I regularly engage with updates and features provided by my mobile payment provider.	3.322	1.147	0.76		
24. I support my mobile payment provider by sharing suggestions or ideas for improvement.	3.069	1.147	0.799		
Social Influence				0.887	0.568
25. My friends and family influence me by using mobile payment apps.	3.238	1.24	0.819		
26. I use mobile payment apps because the people who are important to me do.	3.226	1.215	0.777		
27. Using mobile payment apps helps me stay socially connected.	3.101	1.153	0.761		
28. I feel more up to date by using mobile payment apps, just like those around me.	3.137	1.166	0.749		
29. Social trends influenced my decision to use mobile payment apps.	3.322	1.173	0.750		
30. People whose opinions I value think I should use mobile payment services.	3.165	1.164	0.753		
Continuance Intentions				0.897	0.592
31. Given the time and effort I put in, the utility I get from mobile payment apps is high.	3.795	1.139	0.818		
32. The benefits of using mobile payment apps outweigh the potential risks (e.g., security, privacy).	3.444	1.055	0.754		
33. Compared to the fees or costs (if any), the service provided by mobile payment apps is reasonable.	3.250	1.077	0.777		
34. Using mobile payment apps is a "good deal" compared to using cash or traditional cards.	3.250	1.054	0.759		
35. Overall, using mobile payment apps provides good value to me.	3.294	1.082	0.769		
36. Considering everything, using mobile payment services is a wise choice.	3.120	1.066	0.736		

Note: SD = Standard Deviation; CR = Composite Reliability; AVE = Average Variance Extracted.

The initial phase of the analysis focused on evaluating the measurement model to ensure the reliability and validity of the constructs. Indicator reliability was confirmed, as all factor loadings (0.711-0.839) exceeded the threshold of 0.70, indicating that the observed variables adequately represent their respective latent constructs (Hair & Alamer, 2022; Ratasuk & Nyan Lin, 2025). Shown in Table 3, Internal consistency was demonstrated through Composite Reliability (CR) values ranging from 0.879 to 0.902 and Cronbach's Alpha (CA) values between 0.834 and 0.870, all of which surpass the recommended 0.70 benchmark (Cheung et al., 2023). Convergent validity was established with Average Variance Extracted (AVE) values exceeding 0.50 across all constructs, confirming that the latent variables explain a substantial portion of the indicator variance. Furthermore, discriminant validity was rigorously tested using the Heterotrait-Monotrait (HTMT) ratio; all values remained well below the 0.85 criterion, affirming that the constructs are empirically distinct (Hair & Alamer, 2022).

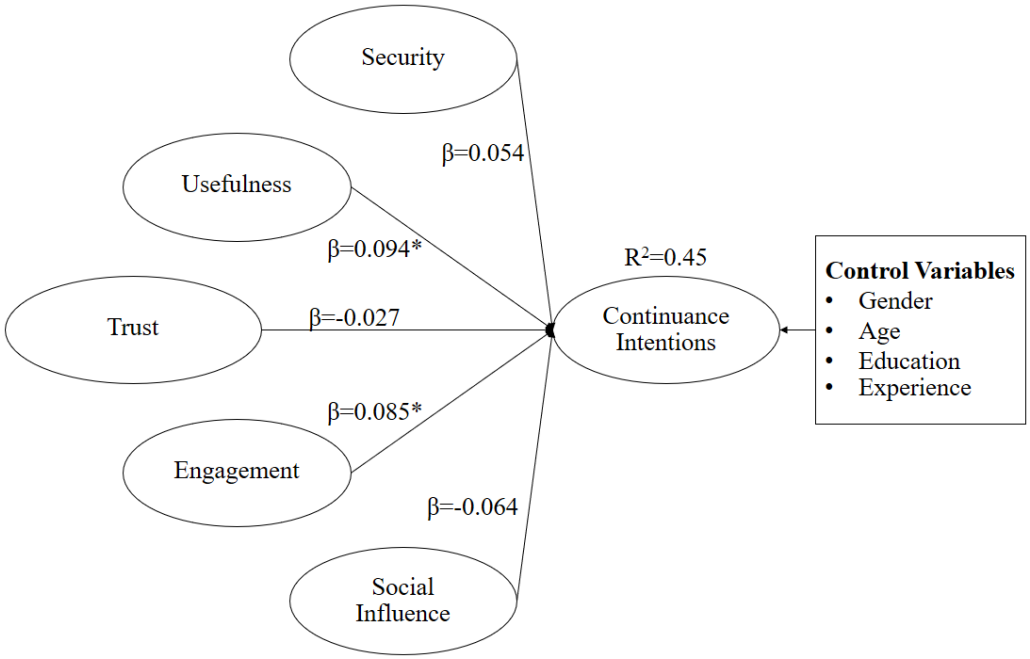
Table 3: Heterotrait-Monotrait (HTMT) ratio

HTMT	Continuance Intention	Security	Usefulness	Trust	Engagement	Social Influence
Continuance Intention						
Security	0.804					
Usefulness	0.793	0.786				
Trust	0.157	0.175	0.15			

HTMT	Continuance Intention	Security	Usefulness	Trust	Engagement	Social Influence
Engagement	0.813	0.228	0.179	0.189		
Social Influence	0.162	0.275	0.181	0.214	0.229	
CR	0.897	0.879	0.902	0.881	0.896	0.887
CA	0.862	0.834	0.87	0.837	0.86	0.846
AVE	0.592	0.547	0.606	0.553	0.59	0.568
VIF	1.021	1.064	1.036	1.023	1.04	1.042

Structural Model and Hypotheses Testing

Following the validation of the measurement model, the structural model was assessed to test the hypothesized relationships. The model exhibits significant predictive power, accounting for 45% of the variance in Continuance Intention (R^2 = 0.450, Adjusted R^2 = 0.440). Predictive relevance was further confirmed by a Q^2 value of 0.42. To ensure the integrity of the path coefficients, multicollinearity was examined using Variance Inflation Factors (VIFs), which ranged from 1.021 to 1.064, well below the 3.3 threshold, indicating no multicollinearity issues (Kock, 2017; Ratasuk & Charoensukmongkol, 2020). As shown in Figure 2 and Table 4, the path analysis revealed that Usefulness (β = 0.094, p = 0.021) and Engagement (β = 0.085, p = 0.032) exert significant positive effects on continuance intention for digital payment use, thereby providing empirical support for H2 and H4.



Picture 2: PLS-SEM Results

Conversely, the paths for security (β = 0.054, p = 0.122), trust (β = -0.027, p = 0.280), and Social Influence (β = -0.064, p = 0.084) did not reach statistical significance, leading to the rejection of H1, H3, and H5. Regarding the control variables, Age demonstrated a highly significant positive relationship with continuance intention (β = 0.118, p = 0.005), while Gender and Income did not significantly influence the outcome variable. These results suggest that for Generation Z in Phnom Penh, the decision to maintain the use of digital payment platforms is primarily driven by functional utility and the depth of interactive Engagement rather than perceived security or social pressure.

Table 4: Hypothesis Testing Summary

Hypothesis		Beta (β)	p-value	Result
H1	Security → Continuance	0.054	0.122	Not Supported
H2	Usefulness → Continuance	0.094	0.021	Supported
H3	Trust → Continuance	-0.027	0.28	Not Supported
H4	Engagement → Continuance	0.085	0.032	Supported
H5	Social Influence → Continuance	-0.064	0.084	Not Supported

Discussion and Conclusion

The primary objective of this research was to empirically investigate the structural determinants of Continuance Intention regarding digital payment usage among Generation Z in Phnom Penh, Cambodia. Utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM), this study evaluated the impact of five core constructs, Security, Usefulness, Trust, Engagement, and Social Influence, within a framework controlled for Gender, Age, and Income. The findings provide a distinctive perspective on behavioral persistence in a frontier market, confirming that Usefulness (H2) and Engagement (H4) are the significant positive predictors of continuance intention. Conversely, the results failed to support Security (H1), Trust (H3), and Social Influence (H5). Notably, among the control variables, Age emerged as a critical factor, indicating that maturity within the Gen Z demographic significantly influences long-term habit formation.

The Dominance of Utility and Interaction (H2 & H4). The significant impact of Usefulness (H2) aligns with the foundational research of Davis (1989), who established that perceived utility is the primary driver of technology persistence. This finding is further supported by Ngo et al. (2025), who argued that, in emerging economies, the pragmatic benefits of time-saving and transaction efficiency outweigh initial learning hurdles. Furthermore, the supported role of Engagement (H4) reinforces Brodie et al.'s (2011) arguments regarding the necessity of a deep psychological connection and an interactive experience for sustaining consumer relationships. This mirrors the recent work of Zhai & Chen (2023), who found that interactive stickiness is more predictive of long-term loyalty than simple functional access, particularly among younger cohorts who view digital tools as extensions of their social and professional identities.

The Paradox of Security and Trust (H1 & H3). These results partially contradict traditional narratives of technology acceptance. For instance, while Pavlou (2003) emphasized Security and Trust as vital prerequisites for electronic commerce, our results indicate that they are not significant drivers for Gen Z continuance in the Cambodian context. This contrasts with the findings of Wang et al. (2025), who noted that safety risks remain a primary barrier in ride-sharing and payment platforms.

The lack of significance in this study suggests a demographic shift: as highlighted by Windasari et al. (2022) in their study of Gen Z banking habits, younger users often perceive security as a hygiene factor, a baseline expectation that the provider must meet, but one that does not actively drive the proactive decision to remain on a platform once the initial trial phase is over. For Cambodian Gen Z, who have grown up with the Bakong system and ubiquitous QR payments, security is likely taken for granted rather than evaluated in every transaction.

Social Influence and the Shift Toward Individualism (H5) The lack of support for Social Influence (H5) contrasts sharply with Ajzen's (1991) Theory of Planned Behavior, which typically weighs social pressure heavily, especially in collectivist cultures like Cambodia. While Venkatesh et al. (2003) identified social influence as a core pillar of the Unified Theory of Acceptance and Use of Technology (UTAUT), our findings suggest that in the post-adoption phase, peer pressure loses its potency. This aligns with the Resource Gain perspective of Conservation of Resources (COR) Theory (Hobfoll, 1989): once the user has secured the individual resource of Usefulness, external validation

from the social group becomes redundant. This implies that as the Cambodian market matures, individual experiential rewards and pragmatic utility outweigh peer conformity.

Theoretical Contribution

This study expands the current body of knowledge by synthesizing Social Exchange Theory (SET) and Conservation of Resources (COR) Theory within the unique socio-economic fabric of a developing Southeast Asian capital. Traditionally, SET explains the motivation to maintain a relationship in terms of reciprocal rewards; this research refines the theory by demonstrating that, for Gen Z, the reward in the digital exchange increasingly derives from the quality of the interactive experience (Engagement) rather than mere brand trust. Furthermore, the supported path of Usefulness validates COR Theory by showing that digital payment platforms serve as essential tools for resource conservation, specifically by saving time and reducing cognitive effort for users.

The non-significance of Security and Trust provides a critical theoretical insight into functional saturation. It suggests that in high-growth digital ecosystems, the predictive power of these variables may diminish once a market reaches a certain level of infrastructure reliability. This research contributes to the literature by suggesting that the transition from initial adoption to continuance involves a psychological shift from risk avoidance to value maximization. This nuanced understanding of the stickiness of technology provides a more sophisticated framework for examining digital natives in emerging economies.

Practical Implications

The findings offer actionable strategies for fintech developers, commercial banks, and policymakers in Cambodia. Since Engagement is a primary driver, developers must move beyond basic transaction functionality to foster a deeper psychological bond. For example, integrating gamification elements, such as loyalty streaks or interactive social spending trackers, into applications like ABA or Wing can significantly enhance user retention. Marketing campaigns should also pivot from Safety First messaging to Efficiency First. A practical example would be highlighting features such as instant QR code settlements or automated recurring bill payments, emphasizing how the service saves time for busy young professionals.

Given the significant impact of Age within the Gen Z cohort, providers should tailor premium features for the older segment of this cohort, who are likely to have higher digital maturity and more complex financial needs. This could include investment linkages or credit access features within the payment ecosystem. While security did not directly drive continuance in this study, it remains a must-have baseline; therefore, institutions should maintain high technical standards, treating them as the silent foundation of the service rather than the primary marketing hook. These strategies allow firms to transition from aggressive user acquisition to sustainable user retention.

Limitations and Future Research

Despite its contributions, this study is subject to certain limitations that provide opportunities for future inquiry. First, the cross-sectional design captures a single moment in time; however, digital habits are inherently dynamic and may evolve alongside technological shifts. Future research should employ longitudinal designs to track how continuance intentions change as users age and the Cambodian digital ecosystem matures. Second, while this study focused on direct effects, future models could explore mediating variables, such as Perceived Value or Satisfaction, to further unpack the psychological mechanisms underlying the relationship between Engagement and loyalty. Finally, our sample was limited to Phnom Penh, which represents a highly urbanized population; future studies should include rural populations to determine whether the non-significance of Social Influence and Security holds across different geographical and digital-access tiers in Cambodia.

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DRIVERS OF REVISIT INTENTIONS IN HERITAGE TOURISM: A DIRECT EFFECTS MODEL OF SHAXI ANCIENT TOWN THROUGH SOCIAL EXCHANGE AND RESOURCE CONSERVATION PERSPECTIVES

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Abstract

This research investigates the direct determinants of revisit intentions among domestic Chinese tourists at Shaxi Ancient Town, a key stop on the historic Tea Horse Road. Using a quantitative, deductive approach, data from 532 domestic visitors were collected via an online questionnaire, with non-probability purposive and snowball sampling methods. The data were then analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via WarpPLS 8.0 to assess both the measurement and structural models. Grounded in Social Exchange Theory (SET) and the Conservation of Resources (COR) theory, the study examines five key dimensions: Service Quality, Cultural Experience, Environmental Quality, Infrastructure, and Safety. Empirical results show environmental quality as the strongest predictor of revisit intention, followed by cultural experience and service quality, with Infrastructure significant but secondary; perceived Safety was non-significant, functioning as a baseline hygiene factor rather than a loyalty driver in this context. While Gender, Education, and Income showed non-significant control effects, younger age significantly predicted stronger repeat visitation. These findings highlight how psychological restoration and cultural immersion outweigh functional attributes in boutique heritage destinations, offering destination managers actionable strategies to prioritize atmospheric curation and heritage preservation over mass commercialization for sustained economic viability.

Keywords: Revisit Intention, Heritage Tourism, Social Exchange Theory, Conservation of Resources Theory

Introduction

In the hyper-competitive landscape of global heritage tourism, the strategic imperative for ancient towns has shifted from mere attraction to the cultivation of sustainable loyalty (Pan & Ratasuk, 2025). Revisit intention, defined as a traveler's commitment to return to a destination, serves as the ultimate benchmark for organizational resilience and long-term economic viability (M. Lin, 2024). For sites like Shaxi Ancient Town, which occupies a precarious niche between primitive heritage and modern tourism, the ability to trigger repeat visitation is not a luxury but a survival necessity. As the slow travel movement gains momentum, destinations must ensure that their core attributes, ranging from service quality to Safety, possess the inherent strength to directly drive behavioral outcomes (Awais-E-Yazdan et al., 2025).

This shift toward repeat visitation is fueled by the post-crisis global pursuit of psychological restoration, aligned with SDG 3 (Good Health and Well-being) and SDG 11 (Sustainable Cities and Communities) (Ratasuk, 2023; Talal & Gruntman, 2023). In the domestic Chinese context, the modern traveler is increasingly destination-savvy, seeking sanctuaries like Shaxi to build Post-

COVID Resilience. For these travelers, the decision to return is no longer a purely emotional response filtered through general satisfaction; rather, it is a calculated behavioral response to the tangible and intangible resources offered by the destination (Meng et al., 2021; Zhang et al., 2022). This necessitates a shift toward a direct-effect logic, in which specific environmental and infrastructural attributes act as immediate catalysts for loyalty.

However, Shaxi Ancient Town operates within a unique Pressure Cooker of contextual tension. As a pivotal stop on the ancient Tea Horse Road, Shaxi faces a distinct Pain Point: maintaining authentic rurality while meeting the rigid expectations of high-frequency urban travelers (Talamini & Tritto, 2020). In this high-stakes environment, the friction of poor Infrastructure or a perceived lack of Safety does not just lower satisfaction; it serves as a direct deterrent to future travel (Zou & Yu, 2022). Conversely, high-caliber cultural experiences and pristine environmental quality act as potent, standalone drivers of return intent (Dong & Zeng, 2025). In a culture characterized by high power distance and a collective fear of losing face, the reliability of service and the certainty of Safety are not mere amenities; they are the foundational exchanges upon which long-term loyalty is built (Ngo et al., 2025).

Despite its significance, current tourism management literature suffers from a persistent Mediation Bias, often assuming that destination attributes must pass through the black box of satisfaction to influence behavior (Papadopoulou et al., 2022). This overlooks the potent, direct impact that specific high-value resources have on the domestic Chinese traveler. There is a critical research gap in understanding how back-office functions, such as Infrastructure and Safety, independently determine Return-on-Experience in heritage contexts (Liu et al., 2022; Luo & Ratasuk, 2024). By bypassing mediation, this study challenges the traditional Stimulus-Organism-Response (SOR) framework, proposing instead that the destination attributes themselves are sufficient triggers for behavioral commitment in high-context cultural settings (Niu et al., 2025; Sodawan & Hsu, 2026).

To anchor this inquiry, this study employs Social Exchange Theory (SET) and Conservation of Resources (COR) Theory. SET posits that the decision to return is a direct outcome of a favorable cost-benefit trade-off, in which the quality of service and culture outweigh the effort of travel (Bakır et al., 2025). Simultaneously, COR theory suggests that environmental quality and safety act as vital psychological resources. When these resources are abundant, the tourist is naturally inclined to return to the source to replenish their well-being (Demerouti, 2025). By focusing on these direct pathways, we provide a more granular understanding of which specific levers destination managers must pull to secure repeat patronage.

The implications for practitioners are immediate and surgical. Rather than aiming for general satisfaction, which can be vague and fleeting, this research identifies the specific functional and experiential pillars that directly command loyalty. For Shaxi's stakeholders, this provides a clear mandate: to optimize the Service-Culture-Environment triad as a direct engine of regional economic sustainability.

Research Objectives

The primary objective of this study is to empirically examine the direct relationship between destination attributes and the revisit intentions of domestic Chinese tourists in Shaxi Ancient Town. To comprehensively address this, the research is guided by the following four specific objectives:

1. Quantify the direct predictive power of Service Quality, Cultural Experience, Environmental Quality, Infrastructure, and Safety on Revisit Intentions.
2. Determine which of these five dimensions serves as the primary driver of repeat visitation in the context of slow travel heritage.

3. Validate the applicability of SET and COR theories in explaining direct behavioral triggers in high-context, hierarchical cultures.
4. Formulate a strategic framework for destination managers to enhance loyalty by focusing on high-impact functional and experiential resources.

Literature Review

The conceptual architecture of this study is anchored in the synthesis of Social Exchange Theory (SET) and Conservation of Resources (COR) Theory, providing a robust narrative for revisit intention. SET, pioneered by Blau (1964) and Emerson (1976), posits that social behavior results from an exchange process in which individuals seek to maximize benefits and minimize costs. In the context of Shaxi, the tourist enters a reciprocal relationship with the destination: they invest time, money, and emotional energy in exchange for high-quality service and cultural enrichment. When the perceived value of these rewards exceeds the costs of travel, particularly the effort required to reach a remote ancient town, the exchange is deemed successful, directly triggering the intent to return (Qiu et al., 2024). Complementing this, the COR theory, formulated by Hobfoll (1989), suggests that individuals strive to obtain, retain, and protect resources that foster well-being. For the modern domestic Chinese tourist escaping the pressure cookers of urban life, Shaxi's environment and safety serve as vital restorative resources. The decision to return is thus a strategic move to re-access these resources to buffer against future stress. Together, these theories suggest a direct, positive trajectory where destination attributes do not merely satisfy but fundamentally re-resource the traveler, creating a powerful behavioral impetus (Li et al., 2022).

Revisit Intention: The Endogenous Outcome

Revisit intention is defined by Baker and Crompton (2000) as the likelihood of a visitor's repeat attendance to a destination, serving as a critical proxy for actual behavioral loyalty. While early scholars such as Fishbein and Ajzen (1975) viewed intention as a function of attitudes, contemporary literature in high-tier management journals increasingly treats it as a strategic outcome of resource acquisition. In the post-crisis era, revisit intention has evolved from a simple desire for novelty to a quest for familiarity and Safety (Abbasi et al., 2021). Within the Chinese domestic market, this variable is deeply influenced by the concept of Place Attachment, where the destination becomes an extension of the self (Zhu et al., 2025). Therefore, understanding the direct antecedents of this intention is paramount for ensuring the economic longevity of heritage sites.

Service Quality and the Reciprocity of Exchange

Service quality is traditionally defined through the SERVQUAL lens of Parasuraman et al. (1988) as the discrepancy between customer expectations and perceptions of performance (Naing & Ratasuk, 2025). However, in the boutique hospitality environment of Shaxi, it has evolved into a measure of human-centric interaction. According to SET, high-quality service, characterized by empathy and responsiveness, is a social gift that tourists feel compelled to reciprocate with loyalty (Ratasuk, 2022). Empirical studies in Southeast Asian contexts have consistently shown that when service exceeds the functional and enters the emotional realm, it creates a direct path to loyalty (Tabaeeian et al., 2023). This led us to propose:

H1: Service quality has a significant positive impact on domestic Chinese tourists' revisit intentions.

Cultural Experience as a Distinctive Resource

The cultural experience in Shaxi, centered on the Tea Horse Road and the Sideng Market, is more than a commodity; it is what MacCannell (2013) termed 'staged authenticity,' evolving into

'existential authenticity.' As tourists participate in local rituals, they acquire cultural capital, a resource that COR theory suggests individuals are highly motivated to protect and revisit (Jiang et al., 2025). Unlike mass-tourism hubs, Shaxi's cultural offerings are perceived as finite and precious (YiRan et al., 2024). Prior research on heritage towns indicates that the depth of immersion directly determines the strength of the experience return (Tang et al., 2025; Zhou et al., 2022). Based on this theoretical grounding, we hypothesize:

H2: Cultural experience significantly and positively influences revisit intentions.

Environmental Quality and Psychological Restoration

Environmental quality encompasses both the natural landscape and the built environment of the ancient town. Seminal works by Kaplan (1995) on Attention Restoration Theory suggest that soft fascinations in nature, such as Shaxi's Hei Hui River and rammed-earth architecture, facilitate the recovery of cognitive resources. Under the COR framework, a pristine environment is a restorative resource that urban dwellers lack (Karban & Majrashi, 2025). When a destination provides this atmospheric sanctuary, the tourist develops a direct behavioral drive to return to the source of restoration (C.-H. Chin et al., 2022). Recent studies on Slow Tourism in China confirm that environmental aesthetics are a primary pull-factor for repeat visits (Pan et al., 2024). Thus, we propose:

H3: Environmental quality has a significant positive impact on revisit intentions.

Infrastructure and Functional Congruity

While often viewed as a hygiene factor, Infrastructure in remote heritage sites represents the physical cost of the exchange. Defined as the physical and organizational structures, such as transport, Wi-Fi, and signage, needed for the operation of a society, Infrastructure determines the ease of the tourism exchange (Samancioglu et al., 2024). According to the principle of functional congruity, if the destination's facilities match the traveler's functional needs, the friction of the visit is minimized (Gang et al., 2026). In the high-context, high-tech environment of modern China, seamless digital and physical Infrastructure is a prerequisite for repeat travel (Zhifu & Jebbouri, 2025). Extensive literature on rural tourism highlights that accessibility is the strongest barrier or bridge to loyalty (C. H. Chin et al., 2022). This leads to the following hypothesis:

H4: Infrastructure significantly and positively impacts revisit intentions.

Perceived Safety and Risk Mitigation

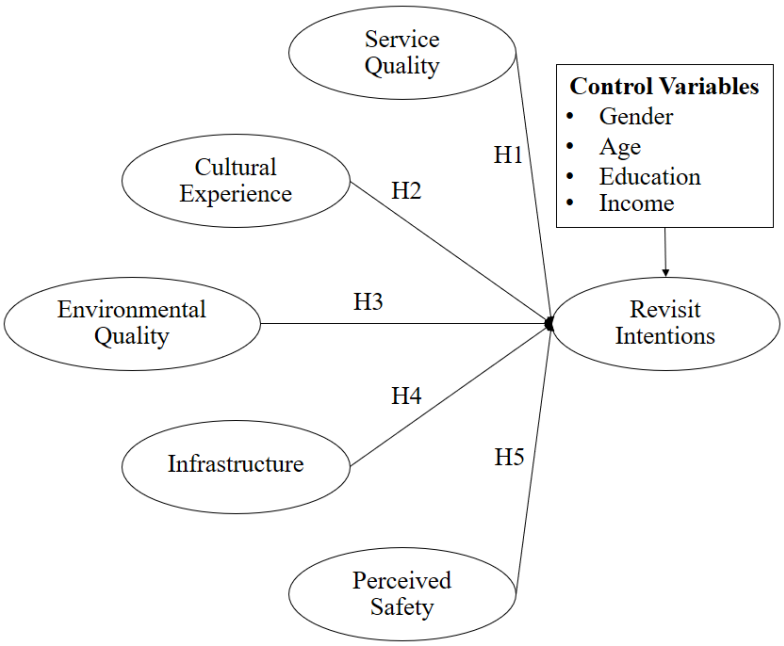
Safety is defined as the tourist's perception of protection from physical, psychological, or financial harm (George, 2003). In the hierarchical and face-conscious culture of China, the fear of being misled or physically unsafe carries a high psychological cost. COR theory posits that perceived risk is a threat to one's resources; conversely, a high perception of Safety preserves a tourist's emotional resources, allowing them to engage fully with the destination (Ye et al., 2024). In post-pandemic tourism, Safety has shifted from an implicit expectation to an explicit driver of destination choice. Scholarly evidence suggests that perceived safety serves as a security anchor, directly enabling the intent to return (Amalia et al., 2023). Consequently, we propose:

H5: Perceived Safety significantly and positively influences revisit intentions.

The Role of Demographic Control Variables

To ensure the statistical validity of our direct-effect model, the inclusion of demographic control variables, including Gender, Age, Income, and education, is academically justified by the Theory of Planned Behavior and various market segmentation models (Nassar et al., 2021). Age and Income are traditionally linked to revisit intention, as older, more affluent travelers often seek the stability and comfort of familiar destinations like Shaxi (Huang et al., 2025). Education levels often correlate with the appreciation of authentic cultural experiences, while Gender has been shown to

influence perceptions of safety and service empathy (Gradellini et al., 2021). By controlling for these variables, the model isolates the pure effect of the five core destination attributes, ensuring that the observed relationships are not confounded by the individual characteristics of the 2026 domestic traveler.



Picture 1: Conceptual Framework

Research Methodology

This study adopts a quantitative, deductive research design to empirically test the hypothesized direct relationships between destination attributes and revisit intentions. Given the study's objective to identify the primary drivers of behavioral intention and its focus on predictive power, Partial Least Squares Structural Equation Modeling (PLS-SEM) is employed as the primary analytical tool. The choice of PLS-SEM over Covariance-Based SEM (CB-SEM) is theoretically and methodologically justified by its superior ability to handle complex models with multiple exogenous constructs and its focus on maximizing the explained variance (R^2) of the endogenous variable (Hair et al., 2019; Ratasuk & Nyan Lin, 2025). Furthermore, PLS-SEM is particularly robust in the presence of non-normal data distributions and is highly suitable for research contexts where the goal is to extend existing theory into new geographic or cultural niches (Hair & Alamer, 2022; Ratasuk, 2024).

Population and Sampling

The target population for this research comprises domestic Chinese tourists who have visited Shaxi Ancient Town. Given the lack of an exhaustive visitor registry, the population is considered infinite for statistical sampling purposes. To ensure the robustness of the structural model and minimize sampling error, a minimum sample size of $N \geq 400$ was established. This threshold exceeds the requirements of the 10-times rule and aligns with the Inverse Square Root Method, providing sufficient statistical power at a 95% confidence interval with a 5% margin of error (Kock & Hadaya, 2018). Due to the geographic dispersion of this population and the absence of a centralized registry, true probability random sampling was not feasible. Therefore, a non-probability, purposive, and

snowball sampling technique was strategically employed, leveraging domestic travel forums, such as Mafengwo, WeChat travel groups, and local tourism networks to reach qualified participants.

Table 1: Demographic Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	262	49.25%
	Female	270	50.75%
Age	18-24	215	40.41%
	25–34	189	35.53%
	35–44	85	15.98%
	45–54	43	8.08%
	55 or above	0	0.00%
Education	High school	107	20.11%
	Diploma	279	52.44%
	Bachelor's degree	101	18.98%
	Master's degree	45	8.46%
	Doctoral degree	0	0.00%
Income	Under RMB 3000	83	15.60%
	RMB 3001-6000	252	47.37%
	RMB 6001-9000	140	26.32%
	RMB 9001 or above	57	10.71%

Data Collection Procedure

Data were gathered via an online, self-administered questionnaire hosted on a professional survey platform. To maintain data integrity, a rigorous screening process was implemented at the onset of the survey; respondents were required to answer a filter question confirming their visitation to Shaxi within the past 24 months. Those who failed to meet this criterion were automatically exited from the system. This practical approach ensured that the data reflected actual visitor experiences rather than speculative perceptions. To increase response rates and mitigate non-response bias, the survey link was distributed through Key Opinion Leaders (KOLs) in the Shaxi travel community and via digital bulletin boards at boutique guesthouses, ensuring a realistic, contextually appropriate reach to recent visitors.

Instrument Development

The research instrument was structured into four distinct sections to ensure a logical flow and reduce respondent fatigue. Section one contained the screening questions, followed by section two, which captured demographic profiles. Section three investigated travel behaviors, including the frequency of visits and the duration of stay. The final section operationalized the core constructs of Service Quality, Cultural Experience, Environmental Quality, Infrastructure, Safety, and Revisit Intention. All constructs were adapted from validated scales in prior high-impact literature to ensure content validity (Mengyi Lin, 2024; Naing & Ratasuk, 2024; Pan & Ratasuk, 2025; Zheng et al., 2022). Measurement was conducted using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), providing a balanced and familiar interval for domestic respondents to express their perceptions.

Data Analysis Plan (WarpPLS 8.0)

The collected data were analyzed using WarpPLS 8.0, which is particularly effective at identifying nonlinear relationships that often occur in human behavioral data (Kock, 2022). The analysis follows a two-stage approach: evaluation of the measurement model followed by the structural model. The measurement model is assessed for internal consistency using Cronbach's alpha

(CA) and Composite Reliability (CR), and convergent validity is confirmed if the Average Variance Extracted (AVE) exceeds 0.50 and the factor loadings exceed 0.708 (Hair & Alamer, 2022). Discriminant validity is strictly evaluated using the Heterotrait-Monotrait Ratio (HTMT), adhering to the threshold of < 0.85 or 0.90, as this method is recognized as superior to the traditional Fornell-Larcker criterion in identifying overlaps between constructs (Hair & Alamer, 2022).

Once the measurement model is validated, the structural model is assessed. Potential collinearity issues are assessed using Variance Inflation Factors (VIFs), with thresholds of < 3.3 or 5 indicating the absence of multicollinearity (Kock, 2017; Ratasuk & Charoensukmongkol, 2019). The predictive power is determined by the Path Coefficients (β) and the Coefficient of Determination (R^2), with significance levels established through a bootstrapping procedure (typically 5,000 sub-samples) (Gudergan et al., 2025). As a final robustness check, Common Method Bias (CMB) is addressed through a full collinearity assessment to ensure the survey's self-report nature does not contaminate the results.

Ethical Considerations

This research was conducted in strict adherence to ethical standards in social science research. All participants were provided with an informed consent statement outlining the study's purpose and their right to withdraw at any stage. To protect participant privacy, the data collection process was fully anonymous, and no personally identifiable information (PII) was collected or stored. Participation was entirely voluntary, and the data were used solely for academic purposes, ensuring the dignity and autonomy of the respondents were upheld throughout the investigation.

Results

The assessment of the empirical data followed the rigorous two-stage approach characteristic of high-tier management research: first, evaluation of the measurement model to ensure psychometric soundness, and second, structural assessment.

As summarized in Table 2, the measurement model demonstrates excellent internal consistency and convergent validity. All indicator loadings exceed the recommended threshold of 0.708, indicating strong item reliability. Internal consistency is confirmed by Cronbach's Alpha (CA) and Composite Reliability (CR) for all constructs, which range from 0.787 to 0.873 and 0.874 to 0.908, respectively, comfortably exceeding the 0.70 benchmark. Convergent validity is further evidenced by Average Variance Extracted (AVE) values ranging from 0.582 to 0.701, all well above the requisite 0.50 level.

To address potential Common Method Bias (CMB), a full collinearity assessment was conducted. The inner Variance Inflation Factors (VIF) for most constructs remain below the conservative threshold of 3.3. While Infrastructure and Safety show slightly higher values (3.525 and 3.307), they remain well under the standard 5.0 limit, suggesting that multicollinearity and CMB do not pose a significant threat to the integrity of the findings. The model's predictive relevance is evidenced by an R^2 of 0.289 and a Q^2 of 0.292, indicating substantial explanatory power for revisit intentions in the Shaxi context.

Table 2: Measurement Model Results and Reliability Assessment

Construct	CA	CR	AVE	VIF
Revisit Intention	0.862	0.901	0.644	1.387
Service Quality	0.856	0.893	0.582	2.921
Cultural Experience	0.808	0.874	0.634	3.041
Environmental Quality	0.869	0.902	0.605	1.409
Infrastructure	0.787	0.876	0.701	3.525
Safety	0.873	0.908	0.664	3.307

Discriminant validity was assessed using a dual-method approach, as displayed in Table 3. Following the Fornell-Larcker criterion, the square root of the AVE for each construct (highlighted in parentheses) is greater than its highest correlation with any other construct, signifying that each variable captures a unique phenomenon. To further validate this, the Heterotrait-Monotrait (HTMT) ratios were examined (values above the diagonal). All HTMT values remain below the stringent 0.85 threshold, with the highest being between Cultural Experience and Service Quality (0.766). This confirms that the constructs are conceptually distinct and satisfy the requirements for structural modeling.

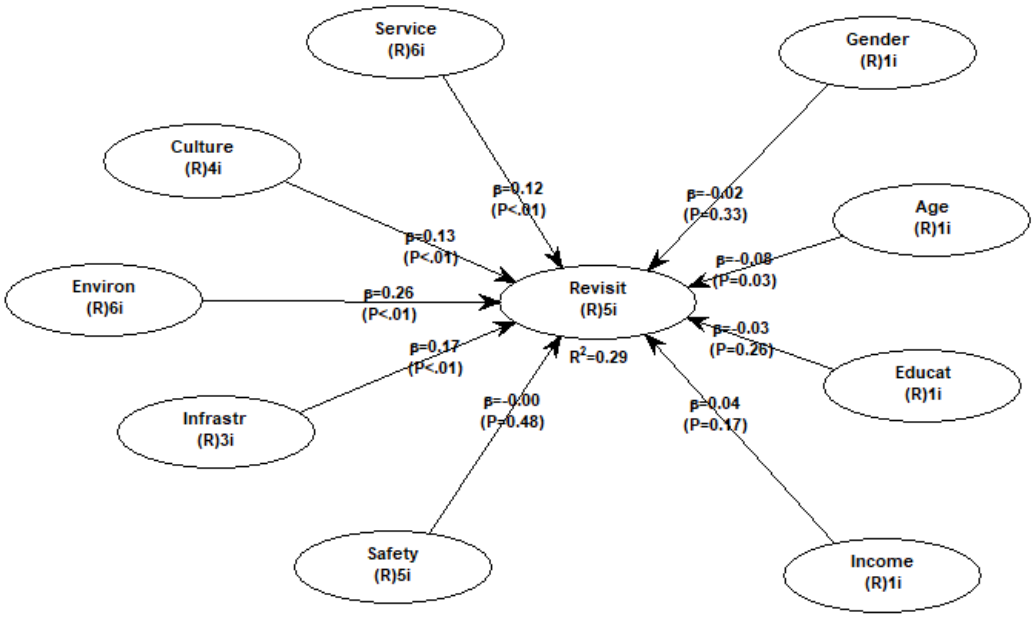
Table 3: Discriminant Validity: Fornell-Larcker and HTMT Ratio

Construct	Revisit	Service	Culture	Environ	Infrastr	Safety
Revisit Intention	(0.803)	0.398	0.414	0.421	0.373	0.32
Service Quality	0.463	(0.763)	0.702	0.388	0.378	0.364
Cultural Experience	0.496	0.766	(0.796)	0.425	0.39	0.351
Environmental Quality	0.486	0.45	0.509	(0.778)	0.376	0.309
Infrastructure	0.453	0.46	0.489	0.455	(0.837)	0.731
Safety	0.369	0.421	0.418	0.355	0.802	(0.815)

The model exhibits strong predictive power with an R^2 of 0.289 and a Stone-Geisser Q^2 of 0.292, indicating substantial predictive relevance for revisit intentions. With all quality indices satisfied, the model is suitable for hypothesis testing.

Path Analysis and Hypothesis Testing

The structural model was estimated using the bootstrapping method with 5,000 subsamples to assess the significance of the hypothesized direct relationships. The PLS-SEM statistical outputs directly address the four research objectives established for this study. Addressing Objective 1, the model successfully quantified the predictive power of the destination attributes, confirming significant pathways for four of the five constructs. In response to Objective 2, the path coefficients indicated that Environmental Quality was the strongest predictor of revisit intention. For Objective 3, these significant direct effects validate the theoretical mechanisms of SET and COR in a high-context culture. Finally, these statistical realities provide the foundation for Objective 4 and allow the formulation of targeted managerial recommendations. As shown in Table 4, four of the five hypothesized direct effects proved statistically significant.



Picture 2: WarpPLS-SEM Results

As shown in Table 4, four of the five hypothesized direct effects proved statistically significant. Environmental quality emerged as the strongest predictor of revisit intention ($\beta = 0.256$, $p < 0.001$), followed by infrastructure ($\beta = 0.174$, $p < 0.001$) and cultural experience ($\beta = 0.128$, $p = 0.001$), underscoring Shaxi's role as a restorative sanctuary where atmospheric and heritage elements primarily drive loyalty. Service quality also demonstrated a significant positive effect ($\beta = 0.123$, $p = 0.002$), affirming the value of interpersonal interactions in boutique hospitality as a key driver of social exchange. Safety, however, was statistically non-significant ($\beta = -0.002$, $p = 0.484$), indicating its importance as a baseline hygiene factor in domestic Chinese tourism, essential yet insufficient to motivate repeat visits on its own.

Table 4: Hypothesis Testing Results

Hypo.	Path Relationship	Path Coeff. (β)	P-Value	Decision
H1	Service Quality → Revisit Intention	0.123	0.002**	Supported
H2	Cultural Experience → Revisit Intention	0.128	0.001***	Supported
H3	Environmental Quality → Revisit Intention	0.256	< 0.001***	Supported
H4	Infrastructure → Revisit Intention	0.174	< 0.001***	Supported
H5	Safety → Revisit Intention	-0.002	0.484	Not Supported

Note: *p < 0.05, **p < 0.01, **p < 0.001

The analysis reveals that Gender, education, and Income exhibited non-significant paths ($p > 0.05$). Only Age showed a significant effect ($\beta = -0.078$, $p < 0.035$), suggesting younger tourists are more likely to express repeat visitation intentions to Shaxi than their older counterparts.

Discussion

The primary objective of this study was to examine the direct influence of service quality, cultural experience, environmental quality, Infrastructure, and Safety on the revisit intentions of domestic Chinese tourists in Shaxi Ancient Town. The empirical findings, derived via PLS-SEM,

provide a nuanced understanding of destination loyalty in a boutique heritage context. The results confirm that environmental quality is the most potent driver of repeat visitation, followed by cultural experience and service quality. Infrastructure also yielded a significant, albeit smaller, positive impact. Interestingly, the hypothesis regarding perceived Safety was not supported, suggesting a security ceiling effect where safety functions as a baseline expectation rather than a proactive loyalty driver. These findings strongly support Kaplan's (1995) work on Restorative Environments and Attention Restoration Theory (ART). Shaxi's high path coefficient for environmental quality suggests that the slow life aesthetic provides the cognitive replenishment urban Chinese travelers seek. This aligns with recent studies by Chen et al. (2023) and Wang & Zhang (2024), which argue that, in the post-pandemic era, atmospheric quality has surpassed traditional amenities as the primary motivator for domestic Chinese tourists seeking to escape high-pressure urban environments.

Furthermore, the results align with MacCannell's (1973) theories on staged vs. emergent authenticity, as the depth of the cultural experience directly dictated the intention to return. This finding aligns with Zhou et al. (2022), who found that in Yunnan's heritage corridors, cultural rejuvenation is a stronger loyalty driver than standardized tourism products. By prioritizing the Tea Horse Road's heritage, Shaxi fulfills the existential authenticity requirements identified by Wang (1999), where tourists return not just to see a site, but to experience a perceived truer version of themselves.

However, this study partially contradicts the traditional SERVQUAL-centric models (Parasuraman et al., 1988) often cited in mass-tourism research. Unlike more commercialized hubs like Lijiang or West Lake, where service quality is frequently identified as the dominant lever for satisfaction and return (e.g., Liu & Wong, 2021), in Shaxi, the atmospheric and heritage dimensions carry greater weight. This suggests a shift toward what Prentice (2001) termed the Experience Economy in heritage sites, where the moment of truth is found in the environment rather than the transaction. The significant but secondary role of Infrastructure supports the findings of Venkatesh et al. (2012) regarding the Price-Value and Facilitating Conditions in consumer behavior; while domestic tourists require a certain level of modern convenience to return (Tosun et al., 2015), it remains a dissatisfier if absent rather than a delighter when present. The non-significance of perceived Safety is perhaps the most notable departure from broader international tourism literature. While studies in emerging or volatile markets (George, 2010; Reisinger & Mavondo, 2005) emphasize Safety as a primary determinant of travel choice, this study suggests that in the domestic Chinese context, high state-level security creates a hygiene factor (Herzberg, 1966). As noted by Li & Xiao (2023) in their study of ancient towns, Safety is now a given for domestic travelers, meaning it no longer creates a competitive advantage for one destination over another.

Theoretical Contribution

This study advances theoretical understanding by pivoting from mediated satisfaction models to a direct resource-based behavioral framework in heritage tourism. Integrating Social Exchange Theory (SET) and Conservation of Resources (COR) theory, it elucidates why destination attributes directly trigger revisit intentions: SET accounts for the reciprocity in service quality and cultural experience pathways, as tourists return to Shaxi to reciprocate valuable human and heritage exchanges, while COR theory explains the dominant environmental quality path, where tourists seek psychological restoration unavailable in high-stress urban settings rather than mere satisfaction. The non-significant safety effect further refines the theory for stable contexts, positioning Safety as a hygiene factor with peripheral influence on behavioral intentions once national security thresholds are met.

Practical Implications

For destination managers and local authorities at Shaxi Ancient Town, these findings advocate shifting from mass-market service training toward atmospheric curation and heritage preservation. Based on the empirical findings, the study offers three specific, actionable recommendations. First, because Environmental quality emerged as the strongest driver of revisit intentions, authorities must prioritize strict architectural controls, pollution management, and measures like Quiet Zones or restricted motorized traffic in the town center. Second, cultural experiences warrant elevating passive sightseeing to interactive slow-travel offerings, such as Jiama woodblock printing workshops or resident-led Tea Horse Road narrative tours. Finally, given age's significant role as a control variable, marketing should heavily target younger urban tourists (Gen Z and Millennials) who show stronger repeat visitation intentions and align psychologically with Shaxi's restorative value proposition.

Limitations and Future Research

Despite its methodological strengths, this study has three primary limitations that suggest promising avenues for future research. First, the cross-sectional research design provides a static snapshot of revisit intentions, potentially overlooking temporal dynamics in tourist perceptions. As Shaxi Ancient Town undergoes ongoing modernization, longitudinal panel studies could track how the relative importance of destination attributes evolves over time. Second, the respondent pool skewed heavily toward younger cohorts (Gen Z and Millennials, comprising 76% of the sample), which may emphasize restorative and aesthetic motivations over those of older travelers. Future studies should employ multi-group analysis (MGA) across age segments or mixed-methods approaches to unpack the qualitative reasons behind Safety's non-significant effect, particularly among diverse demographic groups. Third, the exclusive focus on domestic Chinese tourists limits generalizability to international heritage travelers. Comparative studies incorporating cross-cultural samples would test the robustness of the direct-effects model across varying cultural orientations and travel contexts.

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THE IMPACT OF HR PRACTICES TOWARDS EMPLOYEE PERFORMANCE: EMPIRICAL EVIDENCE OF CHINESE-THAI JOINT VENTURE COMPANIES IN THE CONSTRUCTION INDUSTRY IN THAILAND

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Abstract

This study investigates how Human Resource Practices (HRP) influence employee performance in Chinese–Thai joint venture companies operating in Thailand's construction industry, with employee satisfaction proposed as a mediating mechanism. Drawing on the Resource-Based View, High-Performance Work Systems and the AMO framework, the Best Fit perspective, and Social Exchange Theory, the study conceptualizes HRP as a context-sensitive bundle of practices comprising training and development, working environment, compensation, performance appraisal, employee benefits, diversity, and localization. A quantitative survey design will be employed to collect data from Chinese and Thai employees working in Chinese–Thai joint-venture construction companies in Thailand. The sample consisted of 400 Chinese-Thai employees working in a Thai-Chinese joint-venture construction companies. Stratified sampling will be used to ensure representation across organizational levels and nationality groups. The questionnaire will be adapted from validated instruments and translated using a back-translation procedure. Content validity will be assessed through expert review, and a pilot test will be conducted to refine the instrument. Measurement quality will be evaluated using confirmatory factor analysis, including assessments of reliability as well as convergent and discriminant validity. Structural equation modeling will then be applied to test the hypothesized mediation model, with bootstrapping used to examine indirect effects. This study is expected to make several academic contributions, including illustrate how Human Resource Practices are implemented in Chinese–Thai joint venture companies within Thailand's construction industry and how these practices influence employee performance; providing empirical evidence on the Human Resource Practices, to enhance employee satisfaction and organizational identification, potentially improving individual employee performance and, consequently, overall organizational performance.

Keywords: Human Resource Practices, Employee Satisfaction, Employee Performance, Chinese–Thai Joint Venture Company, Construction Industry

Introduction

Nowadays, global economic development is moving toward globalization, and economic globalization has led to closer integration among countries and the world economy (World Trade Organization, 2023; Cevik, 2023). Under the influence of globalization, an increasing number of companies have expanded their international business activities (Fu, 2024; Ruigrok et al., 2025). At the same time, these companies inevitably become involved in the globalization of human resource management, as research in international/strategic IHRM highlights the growing importance of globally coordinated HR policies and practices in multinational enterprises (Patrick et al., 2023; Edwards et al., 2022). Khuphenia (2023) points out that human resources constitute a valuable and

essential component of company assets, as a specialized function within the management system, plays a critical role by providing organizations with suitable human resources and creating a working environment that enables employees to realize their capabilities and allows resources to be utilized rationally. This view is consistent with recent HRM research emphasizing that HRM contributes to organizational effectiveness through the design and deployment of HR systems and practices that shape employee and organizational outcomes (Garengo et al., 2021; Botelho et al., 2023).

Human resource management (HRM) is increasingly recognized as a critical driver of organizational effectiveness because it shapes how organizations deploy and manage their human resources and, in doing so, influences both employee outcomes and organizational performance (Garengo et al., 2021; Botelho et al., 2023). Recent scholarship highlights that HRM is closely linked to organizational performance management systems and effective outcomes, reinforcing the strategic role of HRM in shaping organizational results (Garengo et al., 2021). In addition, research adopting a whole-system perspective shows that the HR function contributes positively to organizational performance, and that this impact is explained in part through the effective deployment of high-performance work practices, indicating that HRM affects performance by shaping how people are managed and supported at work (Botelho et al., 2023). Evidence from strategic HRM research further supports this mechanism by showing that strategic HRM—through the planning and reallocation of human resources and the shaping of employee capabilities—has a positive effect on organizational outcomes (e.g., resilience), partly via employee-level psychological mechanisms (Yu et al., 2022). Finally, recent reviews synthesize growing evidence that HRM practices are associated with improved employee performance outcomes and that these relationships often operate through mediating mechanisms, further supporting the role of HRM in influencing both employee and organizational effectiveness (Liang & Li, 2025).

The construction industry has distinctive characteristics that make HRM both complex and consequential. Construction projects are typically project-based and temporary, and these features can intensify knowledge loss when projects end, thereby disrupting continuity and undermining organizational performance in project-based construction organizations (Nyallu et al., 2025). Moreover, construction work operates under high uncertainty and risk exposure, as project planning and execution are shaped by complexity, multiple constraints, and dynamic conditions, which heighten the importance of robust managerial systems to maintain schedule and execution reliability (Kostrzewa-Demczuk, 2024). Contemporary construction scholarship continues to emphasize the pervasive nature of risk and uncertainty and proposes improved approaches to risk management, reflecting the centrality of uncertainty and complexity in construction projects (Nyqvist et al., 2024). In this environment, HR practices such as training and development, performance appraisal, and reward/benefit systems can directly affect whether employees work safely, collaborate effectively, and sustain productivity under pressure. Supporting this argument, a recent AEC-focused review concludes that HRM strategies and practices are closely tied to workers' performance outcomes in the construction industry, reinforcing the practical relevance of systematic HRM within construction firms (Maliha et al., 2025).

Importantly, HRM challenges become even more pronounced in multinational and cross-cultural construction settings. Chinese–Thai joint venture construction companies combine resources, managerial philosophies, and employee groups shaped by different institutional and cultural contexts. Differences in leadership expectations, communication norms, fairness perceptions, and career expectations can influence how HR policies are interpreted and whether employees respond positively (Eyiah et al., 2025). More research supports the central role of HR-related practices in construction companies. For example, Alblooshi (2020), studying employees across construction companies in Abu Dhabi, reports that adverse managerial styles are associated with lower job satisfaction, and that dissatisfaction is linked to lower employee performance and productivity—highlighting that people

management and HR-related practices can materially shape employee outcomes in construction organizations. Similarly, Abujraiban (2023) shows that strategic HR dimensions—especially strategic training and career development and strategic HR planning—are examined as core HR practices and are positioned as meaningful drivers for improving employee performance in infrastructure/construction-related companies, supporting the argument that HR investments in capability-building and planning can generate positive performance returns.

These insights underline the practical significance of studying HR practices in Chinese–Thai joint venture construction companies in Thailand. Construction remains highly labor-dependent, and labor productivity continues to be a central concern in construction research and practice, highlighting how employee-level outcomes (e.g., productivity and performance) are vital to project success (Qi et al., 2024). In construction settings, performance outcomes such as productivity, quality, safety compliance, teamwork, and timeliness depend strongly on employees' working conditions and how they experience the employment relationship; for example, recent evidence from construction projects shows that job satisfaction is meaningfully related to employee performance, reinforcing the importance of employee attitudes for achieving work outcomes in construction environments (Memon et al., 2023). At the same time, joint venture firms must integrate diverse workforces and balance home-country management approaches with host-country expectations. In multinational construction contexts, cultural diversity and multicultural teamwork create coordination and communication challenges, which strengthens the need for inclusive and culturally responsive people management practices (Eyiah et al., 2025). In such settings, HR practices that are perceived as fair, supportive, and development-oriented are more likely to strengthen employee attitudes and sustain performance; consistent with this logic, recent HRM evidence shows that perceived fairness in key HRM practices is associated with positive employee attitudes such as satisfaction (Uraon & Kumarasamy, 2024), and HRM practices can promote job performance through employee-level mechanisms (Hoang Dang et al., 2025). Moreover, in international construction projects, localization management (e.g., managing local staffing structures, compensation and performance arrangements, and turnover risks) is recognized as a key HR-related challenge and management priority, reinforcing the practical relevance of localization-oriented HR practices for sustaining workforce outcomes in cross-border settings (Wang et al., 2023). Building on system-based HRM logic and evidence from AEC-focused HRM research, this study therefore investigates how a set of HR practices—training and development, working environment, compensation, performance appraisal, employee benefits, diversity, and localization—relate to employee performance, with employee satisfaction conceptualized as a key mechanism that transmits the effect of HR practices to performance (Maliha et al., 2025).

In summary, the unique characteristics of construction work—project temporariness, fragmentation, and heightened risk—together with the cross-cultural complexity of Chinese–Thai joint ventures, create a compelling context in which HR practices can have decisive implications for employee satisfaction and performance. By providing empirical evidence on these relationships within Thai construction joint ventures, this study aims to contribute to HRM and international management knowledge while offering actionable guidance for managers seeking to strengthen workforce outcomes in multinational construction projects (Maliha et al., 2025).

Research Objectives

The objective of this study is to investigate the impact of human resource practices on employee performance and to provide recommendations for human resource practices for Chinese–Thai joint venture companies operating in Thailand's construction industry.

Based on this overall objective, the study has four specific objectives:

1. To identify the key HR practice dimensions adopted in Chinese–Thai joint venture construction companies in Thailand by operationalizing HR practices into seven measurable dimensions and assessing them via an employee survey.
2. To examine the human resource practice factors that influence employee satisfaction.
3. To examine the impact of human resource practices on employee performance.
4. To examine the mediating role of employee satisfaction in the relationship between human resource practices and employee performance.

Literature Review

This study examines HR practices in Chinese–Thai joint venture companies operating in Thailand's construction industry, focusing on how HR practices influence employee performance and the mediating role of employee satisfaction. Existing research consistently suggests that HR practices are not merely administrative routines but strategic mechanisms that shape workforce capability, motivation, and coordination, thereby affecting employee and organizational outcomes. Recent scholarship also emphasizes that HR practices tend to produce stronger effects when implemented as coherent systems rather than isolated initiatives, which is particularly relevant in project-based industries such as construction (Garengo et al., 2021; Botelho et al., 2023).

In construction contexts, the HRM–performance link is especially salient because project delivery depends heavily on employee behavior and work quality under time pressure and risk. A recent AEC-focused review concludes that HRM strategies and practices are closely tied to workers' performance outcomes in the construction industry, highlighting HR practices as important levers for improving workforce outcomes (Maliha et al., 2025). Empirical evidence in construction further supports the attitudinal pathway central to this study. For example, Memon et al. (2023) report that job satisfaction is meaningfully related to employee performance in construction project settings, reinforcing the argument that employee attitudes are a key mechanism through which HR-related conditions translate into performance outcomes. Together, these findings support the study's conceptualization of employee satisfaction as an important mediator linking HR practices to employee performance.

Beyond industry-specific pressures, Chinese–Thai joint venture construction companies face additional cross-cultural complexity. Multinational and multicultural project teams may experience differences in communication styles, expectations of fairness, and perceptions of managerial support. Research on multinational construction project teams shows that cultural diversity can introduce integration and communication challenges, implying that effective diversity management and inclusive practices are necessary to sustain positive employee experiences and cooperation (Eyiah et al., 2025). In addition, evidence indicates that perceptions of justice in HR processes matter: Uraon and Kumarasamy (2024) show that fairness perceptions in performance appraisal practices are positively associated with job satisfaction, underscoring the importance of transparent and equitable HR implementation in shaping employee attitudes. For international construction operations, localization is also a key HR challenge. Wang et al. (2023) highlight that personnel localization management (e.g., local staffing structure, turnover management, and related HR arrangements) is central to managing overseas construction projects effectively, suggesting that localization-oriented HR practices can influence workforce stability and performance in cross-border settings.

In summary, prior research provides both theoretical and empirical grounds to expect that HR practices—particularly those perceived as fair, supportive, and development-oriented, can enhance employee satisfaction and, through satisfaction, improve employee performance. Building on this evidence base, the present study investigates how training and development, working environment, compensation, performance appraisal, employee benefits, diversity, and localization relate to employee performance in

Chinese–Thai joint venture construction companies, with employee satisfaction positioned as a key mediating mechanism.

Hypothesis Development

Resource-Based View (RBV) suggests that firm-specific resources that are valuable, rare, difficult to imitate, and non-substitutable can create sustained advantage. In construction JVs, workforce capability and coordinated execution can be strategic resources, and HR practices help develop and deploy these resources (Barney et al., 2021). High-Performance Work Systems (HPWS) and the AMO framework argue that aligned bundles of HR practices enhance employees' Ability (e.g., training), Motivation (e.g., appraisal, pay, benefits), and Opportunity (e.g., supportive working conditions, inclusion and participation) to perform. The Best Fit perspective proposes that HR practices must align with strategy, culture, and institutional context; in Chinese–Thai joint ventures, localization and diversity management are essential for contextual fit (Egbuta & Omojola, 2021). Social Exchange Theory (SET) explains the attitudinal mechanism: employees reciprocate perceived investments and fair treatment with higher satisfaction, commitment, and performance (Sungmala, 2022).

In the context of Chinese–Thai joint venture construction companies, HR practices are particularly important due to the project-based nature of work, strong reliance on human labor, and cross-cultural workforce dynamics. Practices that are perceived as supportive, fair, and development-oriented are expected to improve employees' work experience and satisfaction, which in turn promotes higher levels of employee performance. Consistent with the study's parsimonious specification and the rationale for model feasibility, employee satisfaction is conceptualized as a full mediator linking HR practices to employee performance.

Based on these theoretical arguments, the following hypotheses are proposed:

H1: HR practices have a positive effect on employee satisfaction.

H2: Employee satisfaction has a positive effect on employee performance.

H3: Employee satisfaction mediates the relationship between HR practices and employee performance.

Based on hypotheses, the Research Conceptual Framework is as follows:

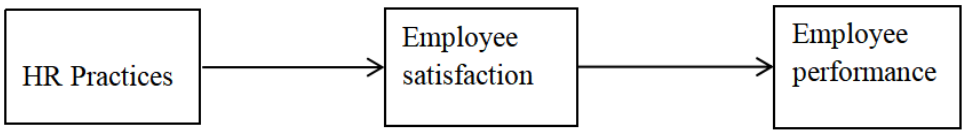

Figure 1: Conceptual Framework

Research Methodology

This study adopted a quantitative research design to examine the relationships between human resource practices (HR practices), employee satisfaction, and employee performance among employees working in Chinese–Thai joint venture companies in Thailand's construction industry (Creswell, 2014). A structured employee survey was used to test the proposed hypotheses and mediation model.

1. Population and Sampling

The target population comprised Chinese and Thai employees working in Chinese–Thai joint venture construction companies in Thailand, including employees across organizational levels (e.g., site workers, officers, engineers, supervisors, and managers). Eligibility criteria required respondents to (1) be employed by a Chinese–Thai joint venture construction company in Thailand and (2) be of legal

working age (20 years or older). To ensure representation and reduce sampling bias, the study employed stratified sampling across two strata: (1) organizational level and (2) nationality group (Chinese vs. Thai). An indicative quota targeted 20–30% management/engineers and 70–80% operations/site workers, while monitoring nationality distribution within strata to support robust analysis.

To improve generalizability and mitigate potential cluster effects, data collection aimed to include approximately 10–15 companies and capped responses at approximately 40–50 per company (around 10–12% of the total sample). The minimum sample size was calculated using Cochran's formula for an unknown population at a 95% confidence level and 5% margin of error, yielding a minimum of 384.16; therefore, a target of 400 responses was set to account for potential non-response.

2. Sampling Method, Data Collection, and Instrument

Access to companies was obtained through professional networks and industry contacts. Permission letters were sent to management/HR departments, and after approval, HR representatives or site administrators assisted in distributing the survey link and/or printed questionnaires. Participation was voluntary, and supervisors were not allowed to identify participants, minimizing coercion.

Data was collected using both online and offline surveys during the planned period from May to the end of July 2026. The questionnaire was administered via Google Forms and comprised closed-ended items using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). It was developed from established measures, adapted to the Chinese–Thai joint venture construction context, and translated from English to Thai using back-translation by certified bilingual professionals.

Ethical safeguards included institutional ethics approval, informed consent (checkbox for online surveys and signed consent for paper surveys), anonymity (no personal identifiers), secure storage (password-protected digital files and locked storage for paper forms), and reporting only aggregated results.

3. Data Analysis

Data was screened, cleaned, and coded in SPSS, and incomplete questionnaires were excluded from the final dataset. Measurement quality was evaluated in a two-stage procedure: (1) content validity was assessed through expert review using the Index of Item–Objective Congruence (IOC) with three experts, retaining items with IOC ≥ 0.67; and (2) a pilot test (approximately 40 respondents) was conducted to refine wording and assess internal consistency, with Cronbach's $\alpha \geq 0.70$ considered acceptable for each construct.

For the main study, the measurement and structural models were tested primarily using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for complex models and robust to non-normal data. In PLS-SEM, the measurement model was assessed using standardized indicator loadings (≥ 0.70), internal consistency reliability (Cronbach's α and composite reliability (CR) ≥ 0.70), and convergent validity (AVE ≥ 0.50). Discriminant validity was evaluated using the HTMT criterion (HTMT < 0.85 as a conservative threshold, or < 0.90 as an acceptable upper bound).

The structural model was evaluated using path coefficients and their significance based on bootstrapping (e.g., 5,000 resamples) and by examining explained variance (R^2) and effect sizes (f^2; 0.02 = small, 0.15 = medium, 0.35 = large). Mediation effects were examined using bootstrapped indirect effects with confidence intervals (a mediation effect is supported when the confidence interval does not include zero).

As an additional robustness check, covariance-based SEM (AMOS) may be conducted to confirm consistency of key relationships; if reported, model fit will be evaluated using CFI/TLI ≥ 0.90, RMSEA ≤ 0.08, SRMR ≤ 0.08, and $\chi^2/df \leq 3.0$.

Results

This section summarizes the predicted empirical results for hypothesis testing and model evaluation. Using the final dataset of [N = ___] valid responses from Chinese and Thai employees in Chinese–Thai joint venture construction companies, the analysis first assesses the measurement model and then evaluates the structural (mediation) model.

The model is estimated primarily to use Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for complex models and robust to non-normal data. For the measurement model, indicator reliability is evaluated through standardized loadings (recommended ≥ 0.70). Internal consistency reliability is assessed using Cronbach's alpha and composite reliability (CR), with values ≥ 0.70 considered acceptable. Convergent validity is examined via average variance extracted (AVE ≥ 0.50). Discriminant validity is assessed using HTMT (HTMT < 0.85 as a conservative threshold, or < 0.90 as an acceptable upper bound).

For the structural model, path coefficients are tested using bootstrapping (e.g., 5,000 resamples). Explained variance (R^2) and effect sizes (f^2; 0.02 = small, 0.15 = medium, 0.35 = large) are reported to indicate practical relevance. The predicted results are expected to support the hypothesized positive relationships between HR practices and employee satisfaction (H1), employee satisfaction and employee performance (H2), and the mediating role of employee satisfaction in linking HR practices to employee performance (H3).

Discussion

The predicted findings support a mediation framework in which HR practices influence employee performance primarily through employee satisfaction. This pattern is theoretically consistent with High-Performance Work Systems (HPWS) and the AMO framework, which propose that aligned HR bundles enhance employees' ability (e.g., training and development), motivation (e.g., performance appraisal, compensation and benefits), and opportunity to perform (e.g., supportive working environment, inclusion). It also aligns with Social Exchange Theory (SET), suggesting that when employees perceive HR practices as supportive and fair, they reciprocate with more positive attitudes (satisfaction) and stronger performance behaviors (Garengo et al., 2021; Botelho et al., 2023; Yu et al., 2022).

From a Resource-Based View (RBV), HR practices can be interpreted as capability-building resources that strengthen human capital and project execution reliability—critical in construction where performance depends on coordinated work, safety compliance, and quality. This interpretation is consistent with construction-focused evidence that HRM strategies and practices are closely tied to workers' performance outcomes (Maliha et al., 2025).

The mediating role of employee satisfaction is also consistent with prior empirical research in construction contexts linking job satisfaction to employee performance (Memon et al., 2023). In addition, doctoral-level evidence suggests that HR-related managerial practices materially shape employee satisfaction and performance in construction organizations (Alblooshi, 2020), and that strategic HR planning and development-oriented practices (e.g., strategic training and career development) are associated with improved employee performance in infrastructure/construction-related settings (Abujraiban, 2023).

In cross-cultural joint ventures, the Best Fit perspective highlights the need to align HR practices with host-country institutional expectations and workforce characteristics. This makes diversity and localization practices particularly relevant for Chinese–Thai joint venture companies. Research on multinational construction project teams indicates that cultural diversity can create communication and integration challenges, increasing the importance of inclusive HR practices and cross-cultural coordination (Eyiah et al., 2025). International construction research also highlights the

strategic importance of personnel localization management, including staffing structures, turnover management, and pay/performance arrangements in overseas projects (Wang et al., 2023).

Finally, fairness perceptions are central to how employees interpret HR policies and whether they respond positively. Prior research shows that justice perceptions of performance appraisal practices are positively associated with job satisfaction and intention to stay (Uraon & Kumarasamy, 2024). Taken together, these theoretical lenses and prior studies suggest that Chinese–Thai joint venture construction companies can strengthen workforce outcomes by implementing coherent HR practice bundles that are development-oriented, fair, safety-supportive, and culturally responsive.

Conclusion

This study examines how HR practices relate to employee performance in Chinese–Thai joint venture construction companies in Thailand, proposing employee satisfaction as a mediating mechanism. The predicted results suggest that HR practices positively influence employee satisfaction, which in turn enhances employee performance, and that the indirect (mediated) effects are statistically supported through bootstrapped confidence intervals.

The study contributes by extending HRM evidence to a cross-cultural construction joint venture companies' context and by integrating multiple theoretical perspectives to explain the HRP–satisfaction–performance pathway. The findings are consistent with RBV (HR practices as capability-building resources), HPWS/AMO (bundled practices enhancing ability, motivation and opportunity), Best Fit (contextual alignment via diversity and localization), and SET (reciprocity and fairness leading to satisfaction and performance).

Recommendations

Based on the predicted model implications and prior AEC evidence, managers of Chinese–Thai joint venture construction companies should prioritize coherent HR practice bundles rather than isolated initiatives. First, invest in development-oriented practices (e.g., structured training and career development) to strengthen employee capability and project execution reliability, which is especially important in complex and safety-critical construction environments (Maliha et al., 2025; Abujraiban, 2023).

Second, ensure fairness and transparency in performance appraisal and rewards. Clear criteria, timely feedback, and perceived justice are likely to strengthen employee satisfaction and retention intentions, which can support sustained performance (Uraon & Kumarasamy, 2024).

Third, adopt diversity and localization practices that improve cross-cultural coordination and host-country fit, such as inclusive communication routines, culturally sensitive supervision, and localization-oriented staffing and career pathways for Thai employees (Eyiah et al., 2025; Wang et al., 2023).

This study has limitations. It relies primarily on survey data from a single source, which may raise common method bias concerns; future research could combine surveys with interviews or archival/project performance indicators. The sample covers a limited number of joint venture companies; future studies should expand the company base and compare JV types (e.g., state-owned vs. private partners) to test contextual differences in HR effectiveness.

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THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMUNICATION ON JOB PERFORMANCE THROUGH THE MEDIATING EFFECTS OF JOB SATISFACTION AND CULTURAL ADAPTABILITY: LOGISTICS COMPANIES IN THAILAND

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Abstract

This research aimed to (1) study the confirmatory factors of performance of employees in logistics companies in Thailand and (2) to study the influences on the performance of employees in logistics companies in Thailand. The sample group consists of 500 employees working in logistics companies in Thailand. The research instrument used was a 5-rating scale questionnaire consisting of 48 items with the reliability coefficient of 0.94. A confirmatory factor analysis was performed by the M-plus program.

The research findings were as follows: The structural validity test revealed that the performance effectiveness model for logistics company employees in Thailand consists of four components: 1. transformational leadership (2) organization communication 3. adaptability cultural and 4.job satisfaction. Upon consideration, highest component weight was found to be: job satisfaction. The result of a confirmatory factors revealed that the model fit with the empirical data χ^2=23.839, df = 19, p-value = 0.754, RMSEA = 0.031, SRMR = 0.025, CFI = 0.998, TLI = 0.992. The factor loading was between 0.602 to 0.772 and were all statistically significant at the .05 level. These values meet the criteria, demonstrating that the performance effectiveness model of logistics company employees in Thailand is consistent with empirical data.

Path analysis of factors influencing job performance through job satisfaction and cultural adaptability revealed that the variable with the greatest positive direct influence on job performance was job satisfaction (0.463), followed by organizational communication (0.075), transformational leadership (0.050), and cultural adaptability (0.034), respectively. These variables together accounted for 51.7% of the variance.

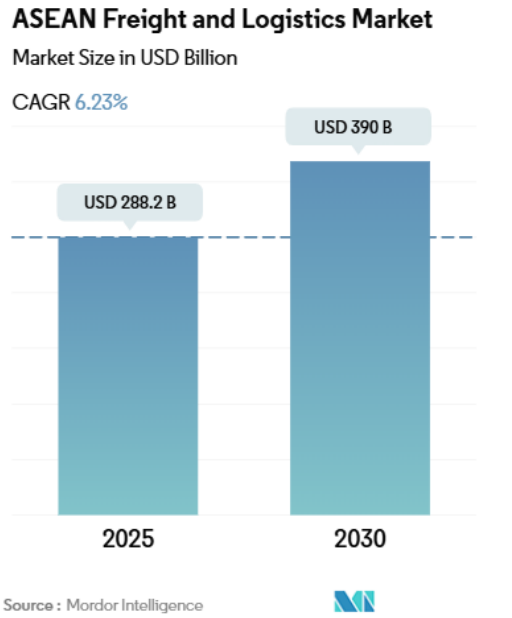
Regarding indirect influences, Transformational leadership (Tran) was found to have an indirect influence on work performance, significantly mediated through the Adaptability cultural (Culture) variable at the .001 statistical significance level. And organizational communication (Comm) had an indirect influence on work performance, significantly mediated through the Job satisfaction (Job) variable at the .001 statistical significance level.

Keywords: The confirmatory, Factors the Performance of Employees, Job Satisfaction, Adaptability Cultural

Introduction

The Asia Pacific region stands as the largest logistics market with a valuation of 3.95 trillion USD in 2023 and this market accounts for 44% of the global logistics market. In 2023 ASEAN market size reached 0.325 trillion representing 8% of APAC market then APAC market size will reach approximately 8.68 trillion by 2030. The major growth in logistics sector originated from foreign companies relocating their manufacturing and assembly plants to ASEAN countries where production costs are lower due to cheaper labor and government incentives for business-friendly foreign investment. The region has clearly emerged as a primary destination for promotion because of these developments. ASEAN achieved 4.6% GDP growth in 2023 while global GDP growth stood at 2.7%. The ASEAN region stands as the world's leading regional economic bloc with its strongest GDP growth from Vietnam at 5.8%, Cambodia at 5.8%, Thailand at 3.4% and Myanmar at 2.6% in 2023 (Mordor intelligence, 2025).

The ASEAN Freight and Logistics Market is segmented by End User Industry (Agriculture, Fishing, and Forestry, Construction, Manufacturing, Oil and Gas, Mining and Quarrying, Wholesale and Retail Trade, Others), by Logistics Function (Courier, Express, and Parcel (CEP), Freight Forwarding, Freight Transport, Warehousing and Storage) and by Country (Indonesia, Malaysia, Thailand, Vietnam).



Picture 1. ASEAN Freight and Logistics Market Size.
Source: Mordor intelligence (2025)

The ASEAN Freight and Logistics Market size currently stands at 288.2 billion USD in 2025, but forecasts predict growth to 390 billion USD by 2030 with a CAGR of 6.23%.

The logistics market thrives from the rapid growth of e-commerce because of COVID-19 along with better access to high-speed network connectivity. The expansion of the e-commerce industry drives the demand for superior logistics services. The market evolution stems from customers increasingly choosing online transactions.

Organizational behavior and leadership research has increasingly focused on

transformational leadership because of its ability to drive employee commitment and performance to new heights. (Mishra et al., 2023)

Human resources play a crucial role in every organization because they drive critical operational components for both profit-seeking and non-profit entities. The ability of an organization to reach its objectives directly depends on the quality of human resources working within it because employees play a crucial role in achieving organizational goals. Organizational performance depends on employees performing well to achieve goals both efficiently and effectively. (Retno et al, 2020)

The positive effects of transformational leadership on employee job performance have been shown through consistent research findings. Multiple research studies and meta-analyses demonstrate that transformational leaders can significantly increase their employees' performance through various methods.

The process demands capable leaders who possess the ability to guide it forward. According to Bass in Luthans (2006) transformational leadership creates the necessary conditions for organizations to achieve high performance when they encounter renewal and change demands. Transformational leadership leads to better organizational performance and strengthens organizational image.

By achieving these objectives, " The effect of Transformational leader and Organization communication on Job performance through Job Satisfaction and Adaptability cultural: The Thai logistics company aims to shed light on how transformational leadership contributes to organizational success and enhance knowledge regarding effective leadership practices.

Research Objectives

1. To investigate the relationship between transformational leadership and job performance.
2. To investigate relationships between transformational leaders to job performance through mediator job satisfaction or cultural adaptability.
3. To investigate the relationship between transformational leaders and job performance.
4. To investigate the relationship between organizational communication and job performance.
5. To examine the relationship between organizational communication and job performance through the mediating effects of job satisfaction and cultural adaptability.
6. To study the guidelines for developing the performance of personnel in logistics companies in Thailand.

Literature Review

Transformational Leadership Theory

Transformational leadership is a style where leaders inspire and motivate their team by creating a clear vision, encouraging innovation, and fostering personal growth. They build trust and enthusiasm, helping people exceed their own expectations and achieve big, positive changes together. Transformational leadership inspires positive changes in those led and is invested in the success of every single member involved in the process. (Chioma, 2025)

According to scholars, managers/leaders should inspire passion and gain support from their teams for the proposed organizational transformation (Santoso et al., 2021)

Job Satisfaction

Job satisfaction done by someone "likes or dislikes" the work being carried out can have a positive or negative impact, such as the type of work, work atmosphere, and interpersonal relationships (Gibson et al., 2011). According to Halkos and Bousinakis (2017), employee satisfaction can be greater, if you have a healthy workplace and employee welfare, while dissatisfaction brings very negative results for the company,

In conclusion, Job satisfaction is the perception of feelings or concepts, attitudes of workers towards their work performance in their responsibilities, which is the perception of feelings that people receive both physically and mentally.

Job performance

Performance is the strength of organizational performance management. Rachman et al. (2020) that performance management is the overall activity carried out to improve the performance of an organization or company, including the performance of each individual employee and work group in their work. This helps to identify and solve problems faced by employees in their work (Mackey and Johnson, 2000). According to Mathis and Jackson (2011), stating what employees do or don't do, and Dessler (2013), assumes performance management as a unique, goal-oriented and sustainable way of assessing and managing employee performance. Therefore, Robbins and Coulter (2012) assess the performance of organizational employees through quality, quantity, timeliness, effectiveness and independence for work. while Mangkunegara (2017) states performance is a work of quality, and quantity achieved by individual persons regarding the responsibilities and work tasks assigned by the organization.

In conclusion, Performance is an important aspect of organizational management aimed at improving the effectiveness of employees and work groups. It involves activities used to evaluate and enhance employee performance while identifying and solving work-related problems. Employee performance is commonly assessed through indicators such as quality, quantity, timeliness, effectiveness, and independence in completing assigned tasks.

Adaptability cultural

Organizational culture adaptability refers to an organization's ability to adjust its cultural values, beliefs, and practices in response to changes in the external environment. Firm performance, on the other hand, encompasses various aspects such as financial performance, innovation, employee satisfaction, and customer loyalty (Ngo & Loi, 2008). The impact of organizational culture adaptability on firm performance has been a subject of interest for researchers and practitioners alike. This relationship is crucial as it influences the organization's ability to thrive in dynamic and competitive business environments (Ahmad, 2012).

Organizational culture adaptability can significantly impact firm performance in several ways. Firstly, a flexible and adaptable organizational culture enables firms to respond effectively to changes in the market, technology, and customer preferences. This adaptability allows organizations to innovate and develop new products or services that meet evolving customer needs, thereby enhancing their competitive advantage (Bakhsh et al., 2018). Secondly, an adaptable culture fosters employee engagement and commitment by promoting a sense of

inclusivity and openness to new ideas. This, in turn, can lead to higher levels of employee satisfaction, productivity, and retention. Thirdly, an adaptable culture can facilitate effective decision-making and problem-solving processes within the organization, leading to improved operational efficiency and overall performance (Akpa et al., 2021).

In conclusion, organizational culture adaptability plays a crucial role in shaping firm performance across various dimensions. By fostering innovation, employee engagement, operational efficiency, and customer satisfaction, an adaptable culture can contribute significantly to the overall success and sustainability of an organization

Organization Communication

Organisational climate controls the level of morals and attitudes employees bring to work to bear on their performance. On the other hand, effective organisational communication makes organizational climate conducive as employees communicate and interact with one another freely to enhance their performance (Franklin, 2013). The concept of employee performance has been viewed differently by various authors and researchers.

Okere (2013) views employee performance as; "a record of the person's accomplishments" Kane (1996) in Okere (2013) defines it as "something that a person leaves behind and that exists apart from the purpose". Similarly, Bermadin et al. (1995) sees employee performance as; "the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction and economic contributions".

According to Akbar and Johanzaib (2012) employee performance improvement is tantamount to organisational performance enhancement. That is to say that when employee performance is enhanced, organisation's performance is also enhanced. Based on this view, organization tries to appraise the performance of its employees to ensure that their performance is congruent with organisational goals. It therefore takes an effective communication on the part of the management to convey their ideas, opinions, instructions to the subordinates to ensure compliance.

Research framework

A pretest was conducted through interviews with five senior managers (head of department level) in logistics companies in Thailand. The purpose was to identify key factors influencing job performance in the current context. The findings revealed six key elements, as presented below.

The results of the qualitative pretest indicate that key elements of effective leadership in logistics companies, which contribute to quality management and enhance employees' job performance, are aligned with transformational leadership theory. These elements can be categorized into four dimensions: problem solving (intellectual stimulation), communication (inspirational motivation), team development (individualized consideration), and driving team success and teamwork (idealized influence) (Burns, 1978; Bass, 1985).

In addition, the pretest identified adaptability to change as another important factor influencing job performance. Supporting this, Cooney and Sohal (2004) found a strong relationship between quality management and teamwork, emphasizing problem solving, information sharing, and increased employee responsibility. Furthermore, transformational leadership plays a significant role in driving organizational culture change toward quality improvement, thereby enhancing overall performance (Waldman et al., 1998).

Hypotheses Development

H1: Transformational leadership has a positive effect on job performance.

H2: Organizational communication has a positive effect on job performance.

H3: Transformational leadership has a positive effect on job satisfaction.

H4: Organizational communication has a positive effect on job satisfaction.

H5: Transformational leadership has a positive effect on cultural adaptability.

H6: Organizational communication has a positive effect on cultural adaptability.

H7: Job satisfaction has a positive effect on job performance.

H8: Cultural adaptability has a positive effect on job performance.

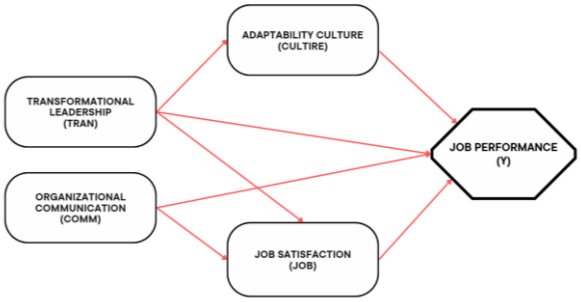
H9: Job satisfaction mediates the relationship between transformational leadership and job performance.

H10: Job satisfaction mediates the relationship between organizational communication and job performance.

H11: Cultural adaptability mediates the relationship between transformational leadership and job performance.

H12: Cultural adaptability mediates the relationship between organizational communication and job performance.

Therefore, the researcher has reviewed the theory concept to study this chapter and previous research related to variables in the study. To define a research framework in answering the study's objectives details as follows



Picture 2: Conceptual Framework

Source: The researcher synthesized it from concepts and related research.

Methodology

Population and Sampling

A population is a group of things the researcher is fascinated by, such as groups of people or situations. This study applies a quantitative research method by conducting offline surveys on a sample of employees who work in logistic companies in Thailand. A report by the Ministry of Commerce found that Thai logistics business has a total of 42,047 legal entities (2024) The results of the survey by the National Statistical Office (2022) found that there are 240,600 personnel working in logistics.

Sample Size, Therefore, this study has 48 parameters (Questions); the researcher collected 480 samples (48 parameters x 10 samples) to eliminate the problems and obstacles in calculating the statistics. The researchers collected 500 samples for analysis using model analysis techniques SEM (Henseler et al., 2016).

In addition, the researcher tested the comprehension of the measure by doing a pre-test to assess the awareness and ease of use of the questions and adjust the language of the questionnaire to be concise, easy to understand, and to the point, then collect data for preliminary suitability testing. By considering the consistency between the item(s) and the definition of the indicator, the Index of Item Objective Congruence (IOC) is calculated, which has a value of IOC = 0.6-1.00 Which has an IOC value according to the criteria.

The improved questionnaire was pilot-tested with 30 employees in a typical company, not part of the research sample, and its reliability was calculated using Cronbach's alpha coefficient (Cronbach, 1990: 202-204). The criteria for selecting questions with an alpha coefficient of 0.70 or higher, resulting in a reliability coefficient of 0.94, indicating high reliability (Sigmund et al., 2010).

Research instruments: Questionnaire. Questionnaire using 5 rating scale questionnaires asking about guidelines for public policy advocacy.

Data analysis was based on data from evaluation form with mean and standard deviation that were set on average. 4.51 -5.00 indicates strongly agreeable, 3.51–4.50 indicates very agreeable. 51.2–50.3 indicates agreeable. 1.51–2.50 indicates less agreeable. 1.00–1.50 indicates least agreeable (Srisaard, 2010). With Content Validity Index for Scale at 0.82

The calculation used in each group was mean and standard deviation for each separated item and each separated aspect. The data was analyzed by content analysis which leads to the conclusion.

Data analysis and statistics; Confirmatory Factor Analysis.

Results

Table 1: The analysis results show the minimum, maximum, mean, standard deviation, skewness, and kurtosis of the indicators of employee performance effectiveness in logistics companies in Thailand.

Factors	*Min*	*Max*	*M*	*SD*	*sk*	*Ku*
Indicator 1.1)Tran1(	2	5	4.24	0.65	0.109	0.107
Indicator 1.2)Tran2(	1	5	4.12	0.71	.108	.016
Indicator 1.3)Tran3(	2	5	4.14	0.78	.010	.041
Indicator 1.4)Tran4(	2	5	4.02	0.68	.025	-.111
Indicator 2.1)com1(	1	5	3.94	0.71	-.067	-.072
Indicator 2.2)com2(	1	5	3.98	0.64	-.044	-.110
Indicator 2.3)com3(	2	5	3.86	0.74	-.067	.127
Indicator 2.4)com4(	2	5	4.11	0.74	.077	.051
Indicator 3.1)culture1(	1	5	3.82	0.66	.031	.121
Indicator 3.2)culture2(	1	5	3.86	0.73	.074	-.104
Indicator 3.3)culture3(	2	5	3.83	0.74	-.063	.128
Indicator 4.1)Job1(	1	5	3.94	0.72	.078	-.131
Indicator 4.2)Job2(	2	5	4.00	0.70	-.080	.149
Indicator 4.3)Job3(	1	5	3.63	0.65	.091	.008
Indicator 4.4)Job4(	1	5	4.18	0.80	.005	.519

Indicator 4.5)Job5(	2	5	3.77	0.65	.368	.002
Indicator 4.6)Job6(	1	5	3.84	0.80	.001	.062
Indicator 4.7)Job7(	2	5	3.98	0.65	.038	.012
Indicator 4.8)Job8(	1	5	3.99	0.79	-.023	-.038

From table 1 shows that the performance effectiveness factors of logistics company employees in Thailand have average values between 3.63 and 4.24. The skewness and kurtosis are close to 0, indicating that the indicators of performance effectiveness of logistics company employees in Thailand are normally distributed.

Table 2: Factor Weights of A Model For Measuring Causal Factors And Performance Of Employees In Logistics Companies In Thailand

Factors	Factor Loading	SE	t	R^2
Transformational leadership (Tran)	**0.667**	**0.032**	**6.445****	**0.654**
1. Ideological Influence (Tran1)	.694	.041	43.897**	.615
2. Inspirational Motivation (Tran2)	.620	.042	33.361**	.755
3. Intellectual Stimulation (Tran3)	.743	.052	32.897**	.782
4. Individualized Consideration (Tran4)	.640	.051	22.442**	.686
Organization Communication (Comm)	**.644**	**.110**	**41.265****	**.755**
1. Upward communication (comm1)	.490	.037	31.578**	.685
2. Downward communication (comm2)	.624	.040	42.433**	.456
3. Diagonal communication (comm3)	.602	.035	42.796**	.740
4. Horizontal communication (comm4)	.683	.043	41.113**	.675
Adaptability Cultural (Culture)	**.612**	**.042**	**32.105****	**.672**

1. Assimilation (culture1)	.643	.040	32.665**	.663
2. Cultural Integration (culture2)	.640	.045	42.284**	.601
3. Amalgamation (culture3)	.680	.043	2.836**	.731
Job Satisfaction (Job)	**.771**	**.069**	**41.081****	**.615**
1. Policy (Job1)	.772	.046	32.902**	.616
2. Working Conditions (Job2)	.636	.034	33.296**	.547
3. Pay or salary (Job3)	.749	.033	31.182**	.717
4.Work quantity (Job4)	.793	.037	13.319**	.684
5. Promotion (Job5)	.702	.041	41.033**	.722
6. job knowledge (Job6)	.684	.046	31.367**	.604
7. Co-workers (Job7)	.642	.038	23.835**	.707
8. Supervisor (Job8)	.757	.042	31.014**	.745

χ^2=23.839, df = 19, p-value = 0.754, RMSEA = 0.031, SRMR = 0.025, CFI = 0.998, TLI = 0.992

Confirmatory elements of the factors transformational leadership, organization communication, adaptability cultural and job satisfaction affecting the performance of personnel in logistics companies in Thailand" The findings indicate that the performance effectiveness model of logistics company employees in Thailand is consistent with empirical data, as evidenced by the p-value of 0.0754 (greater than 0.05), CFI (0.998), TLI (0.992) (close to 1), RMSEA (0.031), and SRMR (0.025) (close to 0). These values meet the criteria, demonstrating that the performance effectiveness model of logistics company employees in Thailand is consistent with empirical data.

The structural validity test revealed that the performance effectiveness model for logistics company employees in Thailand consists of four components: 1. transformational leadership, 2. organizational communication, 3. adaptability, cultural, and 4. job satisfaction. The factor loadings ranged from 0.602 to 0.772 and were all statistically significant at the .05 level. Upon consideration, the highest component weight was job satisfaction (0.771), followed by transformational leadership (0.667), organizational communication (0.644), and cultural adaptability (0.612). When considered component by component, it was found that:

The Factor loading values for Component 1, Transformational Leadership (Tran), ranged from 0.620 to 0.743 and were statistically significant. This indicates that all indicators of Component 1, Transformational Leadership (Tran), possess construct validity, meaning that all four indicators (Tran1-Tran4) are indicators of Component 1, Transformational Leadership (Tran). Together, these indicators explain 61.1-78.2 of the variances in Component 1, Transformational Leadership (Tran).

The Factor loading values for Component 2, organization communication (Comm), ranged from 0.602 to 0.724 and were statistically significant. This indicates that all indicators of Component 2, organization communication (Comm), possess construct validity, meaning that all four indicators (Comm1-Comm4) are indicators of Component 2, organization communication (Comm). Together, these indicators explain 45.6-74.0 of the variances in Component 2, organization communication (Comm).

The Factor loading values for Component 3, adaptability cultural (Culture), ranged from 0.640 to 0.680 and were statistically significant. This indicates that all indicators of Component 3, adaptability cultural (Culture), possess construct validity, meaning that all four indicators (Comm1-Comm4) are indicators of Component 3, adaptability cultural (Culture). Together, these indicators explain 60.1-73.1 of the variances in Component 3, adaptability cultural (Culture).

The Factor loading values for Component 4, job satisfaction (Job), ranged from 0.636 to 0.772 and were statistically significant. This indicates that all indicators of Component 4, job satisfaction (Job), possess construct validity, meaning that all four indicators (Comm1-Comm4) are indicators of Component 4, job satisfaction (Job). Together, these indicators explain 54.7-74.5 of the variances in Component 4, job satisfaction (Job).

In conclusion, the confirmed factor model of employee performance in logistics companies in Thailand developed is consistent with the empirical data.

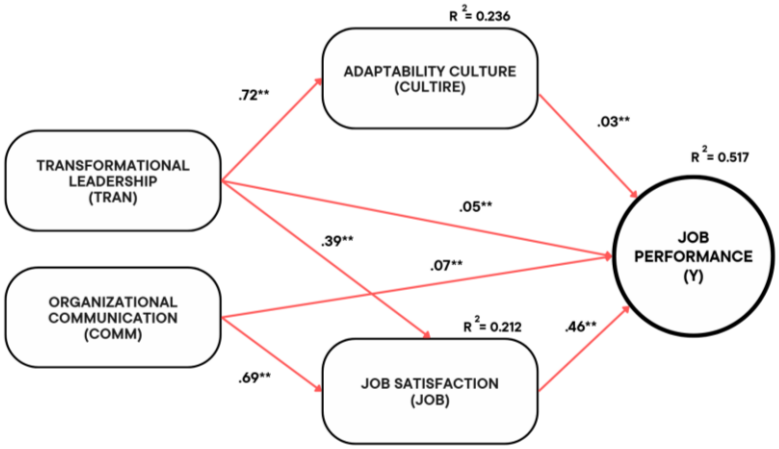
A study of the causal factors of transformational leadership and organizational communication on job performance through job satisfaction and cultural adaptability: A logistics company in Thailand.

Table 3: The Results of the Structural Equation Modeling Analysis of the Impact of Transformational Leadership and Organizational Communication on Job Performance Through Job Satisfaction And Cultural Adaptability

Factor			Estimate	S.E.	C.R.	P.
Transformational leadership (Tran)	--▶	Job performance (Y)	0.050	0.040	11.245	**
Transformational leadership (Tran)	--▶	Adaptability cultural (Culture)	0.715	0.037	9.451	**
Transformational leadership (Tran)	--▶	job satisfaction (Job)	0.167	0.023	7.306	**
organization communication (Comm)	--▶	job satisfaction (Job)	0.688	0.023	30.374	**
organization communication (Comm)	--▶	Job performance (Y)	0.075	0.049	8.509	**

Adaptability cultural)Culture(	--▶	Job performance (Y)	0.034	0.036	6.940	**
job satisfaction (Job)	--▶	Job performance (Y)	0.463	0.058	7.997	**

Source: * significant at the 0.05, ** significant at the 0.01



Picture 3: A Causal Model of Factors Affecting Job Performance Through Job Satisfaction and Cultural Adaptability

Path analysis of factors influencing job performance through job satisfaction and cultural adaptability revealed that the variable with the greatest positive direct influence on job performance was job satisfaction (0.463), followed by organizational communication (0.075), transformational leadership (0.050), and cultural adaptability (0.034), respectively. These variables together accounted for 51.7% of the variance.

Regarding indirect influences, Transformational leadership (Tran) was found to have an indirect influence on work performance, significantly mediated through the Adaptability cultural (Culture) variable at the .001 statistical significance level. And organizational communication (Comm) had an indirect influence on work performance, significantly mediated through the Job satisfaction (Job) variable at the .001 statistical significance level.

Discussion

According to the research result, the author provided discussion as follow

A confirmatory factor analysis was conducted to examine the structural validity of the principal components, sub-components, and indicators of employee performance effectiveness in logistics companies in Thailand. The results of the model modification analysis revealed that the model effectiveness of employees in logistics companies in Thailand is structurally valid. Confirmatory elements of the factors transformational leadership, organization communication, adaptability cultural and job satisfaction affecting the performance of personnel in logistics companies in Thailand" The findings indicate that the performance effectiveness model of logistics company employees in Thailand is consistent with empirical data, as evidenced by the p-value of 0.0754 (greater than 0.05), CFI (0.998), TLI (0.992) (close to

1), RMSEA (0.031), and SRMR (0.025) (close to 0). These values meet the criteria, demonstrating that the performance effectiveness model of logistics company employees in Thailand is consistent with empirical data. The structural validity test revealed that the performance effectiveness model for logistics company employees in Thailand consists of fore components: 1. transformational leadership 2. organization communication 3. adaptability cultural and 4. job satisfaction. Upon consideration, highest component weight was found to be: job satisfaction. This is because when personnel are satisfied with their work, whether it's the compensation, their job skills, the application of knowledge and problem-solving in performing their work to achieve success, it will further increase the efficiency of personnel in the organization to a high level. This is consistent with Herzberg's (1959) theory, which states that success in an individual's work is the ability to complete tasks successfully, and the ability to solve various problems, and to know how to prevent problems from occurring. When the work is completed, there is a feeling of satisfaction and pride in the achievement. It is also consistent with Anesukanjanakul (2019) idea that organizational performance and reputation enhancement both stem from the crucial impact of employee performance (Anesukanjanakul, 2019). Employee performance emerged as the primary organizational variable during recent years due to its rapid growth in importance. The highest priority status applies to employee performance in every operational and administrative area according to Agustina et al (2019). Work performance represents the stage where an individual demonstrates organizational success through their work accomplishments. This is consistent with research by Barnes et al. (2012), there are several reasons to expect that performance variation of greater magnitude is associated with smaller compensation. By definition, it is easier to predict the performance of employees who show little performance variability as compared to those who show high variability. Organizations tend to value predictability. Employees performing inconsistently can create uncertainty and disruptions for team members and other parties dependent on the employee, sometimes making it difficult to plan and perform interactively. This increases the risk of performance failures, coordination problems, and disrupted activities for other employees who are downstream in interdependencies.

When considering the priorities based on the weight of the components, ranked from highest to lowest, to serve as a guideline for improving the performance of employees in logistics companies in Thailand, organizations should prioritize the following job satisfaction transformational leadership organization communication and adaptability cultural.

Path analysis of factors influencing job performance through job satisfaction and cultural adaptability revealed that the variable with the greatest positive direct influence on job performance was job satisfaction. This may be because employee work motivation acts as a stimulus that makes employees want to work and perform to their full potential to make the work efficient. This is consistent with the study by Perapat Somsri and Thanyanan Boonyoo (2021) on Work Motivation that Affects the Work Efficiency of the Operational Staff of Pak Kret Royal Irrigation Department, Nonthaburi Province, which found that the overall motivation was positively correlated with the overall work efficiency.

Regarding the factors that indirectly influence work performance, the findings revealed that transformational leadership exerts an indirect effect on work performance through the mediating variable of cultural adaptability. This may be explained by the fact that transformational leadership seeks to inspire employees by encouraging the acceptance of new

ideas and supporting the development of their potential. When leaders demonstrate such behaviors, employees become better prepared to cope with cultural differences in values, communication patterns, and work styles. Consequently, they are able to adapt more effectively to diverse work environments, which in turn enhances their work performance. This is consistent with research by Sapawach Yamkruan and Pornlapas Suwannarat (2025), which examined the effects of transformational leadership on job performancethrough job satisfaction and organizational commitment: an empirical study of industrial estate authority of thailand. The result of the study found that Transformational leadership had a positive direct effect on job performance ($p < 0.01$) and also an indirect effect through job satisfaction and organizational commitment ($p < 0.001$).

Regarding the indirect effects, organizational communication was found to influence work performance indirectly through the mediating role of job satisfaction. This may be because effective communication within the organization enables employees to clearly understand their roles and responsibilities, organizational goals, and performance expectations. Such clarity helps reduce job ambiguity and enhances employees' confidence in performing their tasks, which is an important factor in fostering higher levels of job satisfaction. When employees experience greater job satisfaction, they are more likely to demonstrate positive work behaviors, such as dedication, responsibility, and a strong commitment to improving their performance. Consequently, this leads to an overall increase in work performance. This is consistent with research by Sapawach Yamkruan and Pornlapas Suwannarat (2025), Efficient communication did not significantly mediate the relationship between transformational leadership and job satisfaction ($p > 0.05$), but did play a significant mediating role between transformational leadership and organizational commitment ($p < 0.01$). It enhanced trust, shared understanding, and a sense of organizational ownership, which are key mechanisms that foster employee dedication and collaboration.

Suggestions

Suggestions for Applying The Research Findings

1. The performance improvement solution discussed in this study can be used by other agencies or organizations through the process of confirmatory factor analysis, especially the first-order confirmatory factor. The results showed that job satisfaction is the most determining factor in employee performance. Job satisfaction plays a vital role in promoting employee motivation, commitment, and quality of work. Moreover, organizational policy affected employees' job satisfaction. Organizations should focus more on creating appropriate and fair organizational policies that can help employees achieve higher satisfaction, thus improving their performance at work.

2. The results of this research have shown that transformational leadership, especially intellectual stimulation, contributed to improved employee performance. This means that a leadership style that motivates employees to question things, create new ideas, and find creative ways to solve problems can help employees grow and boost their performance at work. As a result, companies and other agencies should encourage transformational leadership behaviors, particularly behaviors that challenge employees intellectually by allowing employees to voice their ideas, encouraging new ways of thinking and allowing employees to learn from one

another in the workplace. Doing so can help employees reach their full potential and allow companies to improve continually.

3. According to the results of this study, it can be concluded that communication in the organization, especially horizontal communication, can improve employees' performance. Horizontal communication can be defined as how employees share information with their peers and help each other to perform their tasks more effectively by limiting any misunderstandings. Thus, agencies and companies should create this type of communication by motivating employees to work in groups, exchange information with each other, and discuss various topics. When clear channels of communication and communication culture are in place, employees will cooperate and work better with their colleagues.

4. Employees' performance. The meaning from the above study revealed that an adaptable culture, especially amalgamation, should also be considered as a significant predictor of employees' performance. Adaptability culture, with reference to amalgamation, is how employees can combine ideas, views, and working styles together to reach goals. It means being flexible towards other employees and working collaboratively. So there should be more effort to develop a culture where employees feel free to think and work in open-minded ways that allow them to work together. Organizations and governing bodies should promote working together by including everyone. Working allows everyone to share their knowledge and build a single, shared pool that everyone can benefit from. Solving problems together as a team will help employees feel better adapted to different work styles, which can positively affect work performance.

Suggestions for Future Studies

For future studies, we recommend expanding on other factors that help enhance employee performance. Other variables that might affect organizational effectiveness can be included such as organizational culture, employee engagement, work- life balance, and technology in the workplace.

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服务型领导对员工敬业度的影响：工作意义感的调节作用

THE IMPACT OF SERVANT LEADERSHIP ON EMPLOYEE ENGAGEMENT: THE MODERATING EFFECT OF WORK MEANINGFULNESS

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摘要

本研究基于工作需求——资源（JD-R）模型，探究服务型领导对员工敬业度的影响机制，并检验工作意义感在其中的调节作用。通过问卷调研（共收集 205 份有效样本）与数据分析，实证检验两项假设，研究结果表明：服务型领导与员工敬业度正相关；工作意义感正向调节服务型领导与员工敬业度之间的关系。研究结果丰富并拓展了 JD-R 模型在领导力领域的应用，不仅证实服务型领导作为关键工作资源可直接提升员工敬业度，更揭示工作意义感作为重要个体认知因素能强化这一正向效应，深化了对资源增益过程边界条件的理解。本研究结论为组织通过发展服务型领导力并培育员工工作意义感以提升敬业度提供了理论依据与实践启示。

关键词： 服务型领导 员工敬业度 工作意义感 工作需求——资源模型

Abstract

This study is based on the Job Demands-Resources (JD-R) model to explore the impact mechanism of servant leadership on employee engagement and examine the moderating effect of work meaningfulness. Through questionnaire surveys (a total of 205 valid samples were collected) and data analysis, two hypotheses were empirically tested, and the research results showed that servant leadership is positively correlated with employee engagement; Work meaningfulness positively moderates the relationship between servant leadership and employee engagement. The research results enrich and expand the application of the JD-R model in the field of leadership. It not only confirms that servant leadership, as a key work resource, can directly enhance employee engagement, but also reveals that work meaningfulness, as an important individual cognitive factor, can strengthen this positive effect, deepening the understanding of the boundary conditions of the resource gain process. The conclusion of this study provides a theoretical basis and practical inspiration for organizations to enhance employee engagement by developing servant leadership and cultivating work meaningfulness.

Keywords: Servant Leadership, Employee Engagement, Work Meaningfulness, Job Demands-Resources Model

引言

在新经济环境下，组织可持续竞争力的实现越来越依赖于人力资源的精准投入、智慧管理和深度开发（魏丹霞等，2021）。员工敬业度作为反映个体对工作深度投入、充满活力与奉献精神的心理状态，已被广泛证实是提升组织生产力、创新能力和客户满意度的关键驱动力（Al-Balushi，2025）。因此，深入探究有效提升员工敬业度的核心影响因素，成为管理学界与实践领域共同关注的重要课题。

领导行为是塑造员工工作体验与敬业度的关键情境因素。在当今多变且强调赋能的工作环境中，服务型领导以其“以员工为中心”、注重赋能与发展的核心特征，成为提升组织韧性与员工福祉的重要路径（Lemoine et al., 2019）。近年研究表明，服务型领导对员工的态度与行为具有稳健的预测作用，但其内在作用机制仍需进一步揭示（林新奇等，2022）。与此同时，工作意义感作为员工对工作目的与价值的内在认知，已成为驱动深层敬业度的核心动机，尤其受到当代重视工作价值感的员工群体的关注（Bailey et al., 2019）。现有研究逐渐从简单相关转向机制探索，指出服务型领导可能通过满足员工的基本心理需求或促进关键心理资源的获取，进而培育员工的工作意义感（Deci & Ryan, 2000）。具体而言，服务型领导所体现的授权、支持与发展导向，有助于提升员工的自主性和能力感知，从而为工作意义感的形成提供重要基础（van Tuin et al., 2020）。因此，从精细理论视角深入剖析服务型领导对工作意义感的作用机制，对揭示员工敬业度的形成路径具有重要的理论与实践意义。

尽管服务型领导与工作意义感各自对员工敬业度的重要性已被学术界初步认识，但关于工作意义感在服务型领导影响员工敬业度过程中的具体作用机制，目前尚缺乏系统且清晰的实证研究予以阐明。明确这一作用机制，对于更全面、深入地理解服务型领导发挥效能的情境条件至关重要，也将为管理实践提供更具针对性的理论依据。

基于此背景，本研究旨在深入探究服务型领导对员工敬业度的影响，并重点考察工作意义感在这一影响过程中所发挥的作用，核心研究问题聚焦于：员工感知到的工作意义感水平如何影响服务型领导行为与其敬业度之间的关系。

本研究的意义体现在理论与实践双重层面。在理论层面，通过考察服务型领导与工作意义感的交互作用对员工敬业度的影响，有助于揭示提升敬业度的复合作用路径，深化对领导力效能边界条件的理解，为领导力与组织行为研究贡献新知识；在实践层面，研究成果为管理者提供重要启示，提示其在推行服务型领导策略时，有意识地关注并提升员工对工作价值的感知，可能更有效地协同激发员工的敬业精神，从而优化人力资源效能，促进组织目标的实现。

研究目的

本研究旨在通过实证方法，系统考察服务型领导对员工敬业度的主效应，并重点揭示工作意义感在其中所起的调节作用，即探讨员工的工作意义感水平如何强化或弱化服务型领导与敬业度之间的关系，以期深化对领导力效能边界条件的理解，并为组织通过融合领导力实践与意义管理来提升员工敬业度提供理论依据与实践指导。

文献综述

1. 工作需求-资源模型

工作需求-资源模型（JD-R）是解释员工工作状态（如敬业度与倦怠）形成机制的核心理论框架（Bakker & Demerouti，2017），该模型将工作特征系统性地划分为两类：工作需求指需要员工持续付出身心努力并可能引发消耗的因素（如高负荷、角色冲突）；工作资源指助力目标达成、减轻压力并促进发展的因素（如自主性、社会支持），其核心机制体现为两条路径：健康损耗路径表明长期或过高的需求若缺乏资源缓冲，将导致精力衰竭与倦怠；动机激发路径则揭示工作资源通过满足员工基本心理需求（自主、胜任、归属）（Van den Broeck et al.，2010），可激发内在动机，提升敬业度与绩效，并缓冲需求压力。

JD-R 模型因其高度的灵活性与普适性，被广泛应用于各类工作情境中员工状态的研究（Schaufeli & Taris，2014）。在领导力研究领域，该模型为理解支持性、赋能型等积极领导行为如何作为一种关键的工作资源，通过满足员工需求、激发内在动机进而影响其敬业度等积极工作状态提供了坚实的理论基础（Breevaart & Bakker，2018；Schaufeli & Taris，2014）。

2. 服务型领导

服务型领导（Servant Leadership）的概念由 Greenleaf（1977）率先提出，其主张领导者应首先成为服务者，将满足追随者需求、促进其成长置于权力行使与组织目标之上，核心在于领导者的利他动机与服务导向（Van Dierendonck，2011）。基于 Liden 等（2008，2014）建立的权威多维框架，服务型领导具体体现为七个核心行为维度：情感关怀（关心下属福祉，提供情感支持）、创设社区价值（鼓励服务更广泛社群）、运用概念技能（展现判断力与战略思维）、赋能下属（授权决策并提供资源）、帮助下属成长（培养潜力并提供发展机会）、优先满足下属需求（将下属利益置于自身之前）以及坚持合乎道德的行为（践行诚实、正直与公平）。

近些年的系统性研究进一步强调，服务型领导的本质在于其超越交易关系的利他性，旨在通过创造支持性与发展性环境，唤醒追随者潜能、提升其自主性与效能感（Eva et al.，2019），实现个体与组织的共同提升（Awasthi et al.，2022）。区别于变革型领导对愿景激励的侧重，服务型领导更聚焦于通过服务行为满足追随者的基本心理需求（如归属感、胜任感、自主感）（Liden et al.，2008）。

综合以上观点，在本研究中，将服务型领导的概念界定为：领导者将服务他人（尤其是下属）置于首位，优先关注满足下属的需求、发展其潜能、赋能授权，并帮助下属在个人和职业上成长和成功的领导方式。

3. 员工敬业度

员工敬业度（Employee Engagement）是指个体在工作角色中展现出的积极、持久且完满的投入状态，其核心构念由 Schaufeli 等人（2002）通过严谨的维度建构确立为活力（Vigor）、奉献（Dedication）与专注（Absorption）三个相互关联的维度：活力体现为工作中充沛的精力和心理韧性，驱动个体持续付出努力；奉献源于对工作的深刻热情、自豪感、意义感知及迎接挑战的内在动机；专注则表现为全神贯注的工作沉浸状态，常伴有时间知觉扭曲（Schaufeli et al.，2004）。这一概念的理论根基可追溯至 Kahn（1990）关于工作角色投入（Work Role Engagement）

的开创性研究，其核心在于员工主动将生理能量（Physical）、情感（Emotional）与认知（Cognitive）资源深度投入工作角色，形成真实的心理在场，即个体在认知、情感和行动层面完整地呈现并投入到工作角色中，超越了传统的工作满意度或组织承诺等被动态度构念。

近些年的相关研究进一步强调，敬业度是一种由积极动机驱动的、与工作相关的完整体验，反映了员工与工作之间的深度积极联结（Bakker et al.，2023）。大量实证研究表明，高敬业度员工是提升组织关键效能（如生产力跃升、创新能力增强、客户满意度提高）的核心驱动力。

基于此，本研究采用 Schaufeli 等（2002）的权威框架，将员工敬业度的概念界定为：员工在工作中持续表现出的，包含活力、奉献和专注三维特征的高水平心理投入状态。

4. 工作意义感

工作意义感（Work Meaningfulness）是指员工通过价值判断与动态意义建构的主动认知过程，对其工作所蕴含的目的性、价值性及重要性形成的积极主观诠释（Pratt et al.，2003；Steger et al.，2012；Lysova et al.，2019）。该变量的理论根基植根于工作设计理论对“任务意义性（Task Significance）”的核心关切（Hackman et al.，1976），本质在于工作特性与个体自我认同及核心价值的深刻契合，从而激发深层内在动机与角色投入（Rosso et al.，2010）。依据 Steger 等（2012）建立的整合性框架，工作意义感具体表征为三个相互强化的维度：积极意义感知（认可工作本身的内在价值与正向属性）、主动意义追寻（持续解读工作对个体生命叙事及外部世界的意义）、以及贡献宏大目标（坚信工作能对更广泛社群或社会福祉产生实质性影响）。

近些年在现代组织行为研究中进一步强调，这一构念具有显著的情境依赖性与可塑性，其形成与强度受到领导行为、组织文化、任务特性等多层面因素的动态塑造（Lysova et al.，2019）。Hamid 等（2024）提出，工作意义感作为关键的内在激发机制，不仅直接提升员工幸福感与敬业度，更在组织环境特征（如领导行为、工作设计）与员工积极工作结果之间扮演核心的中介或调节角色。

综合以上观点，在本研究中，将工作意义感的概念界定为：员工对其工作本身的价值、目的和重要性的主观感知和评价，即认为工作是否值得投入、是否对社会或他人有贡献、是否与个人价值观契合。

5. 服务型领导对员工敬业度的影响研究

尽管服务型领导理论发展已数十年，但相较于变革型、交易型等传统领导范式，针对服务型领导与员工敬业度关系的直接实证研究仍相对有限且处于深化阶段（Eva et al.， 2019）。然而，领导力研究领域的广泛共识与丰富证据一致表明，支持性、赋能型的领导行为是驱动员工敬业度的核心前因变量（Christian et al.，2011）。Breevaart 和 Bakker（2018）在基于工作需求-资源模型（JD-R）的元分析研究中证实，提供关键资源（如社会支持、发展机会、决策授权）的积极领导方式能有效满足员工的基本心理需求（自主、胜任、归属），从而显著提升其敬业度水平。此理论逻辑高度契合服务型领导的核心特征（优先满足下属需求、赋能成长、情感关怀、道德表率），使其天然具备作为强效社会性工作资源的潜力（Bakke et al.，2017）。

目前，针对中国情境下的领导风格对员工敬业度的研究也已取得一些成果，康飞等（2019）通过实证研究证明，授权式领导对员工的敬业度水平有显著的正向影响。马苓等（2020）

通过跨层次研究高层领导对于员工个人的影响，揭示了真实型领导风格的 CEO 可以通过在组织中营造和谐的雇佣关系氛围来提升员工的敬业度。然而，当前研究存在显著空白：专门检验服务型领导对员工敬业度两者关系的针对性研究数量仍显不足，且对员工认知评价变量（如工作意义感）如何调节该影响路径的探讨尤为匮乏（Lysova et al.，2019）。

鉴于服务型领导在满足高层次需求、激发深层动机方面的独特理论价值，以及员工敬业度对组织可持续发展的关键作用，系统探究服务型领导对员工敬业度的影响机制及其边界条件，对于深化领导力效能的多层次认知和优化组织管理实践具有重要的理论意义与实践价值。

研究假设

1. 服务型领导对员工敬业度的影响

本研究以工作需求-资源模型（JD-R）为理论基础，构建服务型领导影响员工敬业度的核心逻辑链条。根据 JD-R 模型，工作资源是激发员工敬业度的关键前因，其作用机制在于满足个体的基本心理需求——自主感、胜任感和归属感（Relatedness）（Van den Broeck et al.，2010），从而增强其内在动机并促进对工作角色的深度投入（Schaufeli et al.，2014）。服务型领导的核心行为范式（Liden et al.，2008），包括情感关怀、赋能下属、帮助成长、优先服务及道德表率，本质上构成了高层次的社会性工作资源（Van Dierendonck，2011）。具体而言，赋能与授权行为可以提升员工的自主感，增强对工作的控制力与责任感；发展支持与能力培养行为能有效强化员工的胜任感，提升应对挑战的信心；情感关怀与优先服务行为可以满足员工的归属感，建立信任纽带与情感联结。当员工的自主、胜任与归属需求通过服务型领导行为获得满足时，根据 JD-R 的动机激发路径，其更倾向于将认知、情感与行为资源充分投入工作角色（Kahn，1990），进而表现为在工作中的敬业度。基于此，本研究提出如下假设：

H1：服务型领导与员工敬业度正相关

2. 工作意义感的调节

本研究基于工作需求-资源模型（JD-R）的调节扩展框架，聚焦工作意义感在服务型领导影响员工敬业度过程中的潜在调节机制。工作意义感作为员工对工作目的性、价值性与重要性的主观诠释（Steger et al.，2012），通过三级联动路径增强资源转化效能：高工作意义感员工形成的积极意义框架（Rosso et al.，2010）首先提升其对服务型领导资源（如赋能授权、发展支持）的价值敏感度，使“优先服务”与“帮助成长”行为更容易被解读为个人价值认可（Lysova et al.，2019），深化资源内化过程并放大对敬业度活力的积极影响；进而，当员工感知高水平意义感，服务型领导的“道德表率”与“创设社区价值”行为与其自我超越需求（Baumeister et al.，2002）产生目标一致性共振，促进资源深度整合为自我决定动机（Ryan et al.，2000），强化对奉献维度的驱动效力；最终，依据 JD-R 资源增值的概念，高意义感员工具备的情境重构能力（Lysova et al.，2019）将领导赋予的自主权与情感关怀转化为持续性专注，形成“资源投入→意义感强化→敬业度提升”的闭环增益。

综上所述，工作意义感通过增强资源认知深度、动机整合强度与行为转化效率，正向调节服务型领导对敬业度的影响作用。故本研究提出如下假设：

H2：工作意义感正向调节服务型领导与员工敬业度之间的关系，工作意义感越强，服务型领导与员工敬业度的正向关系越强

根据上述假设，构建如图 1 所示的理论模型。

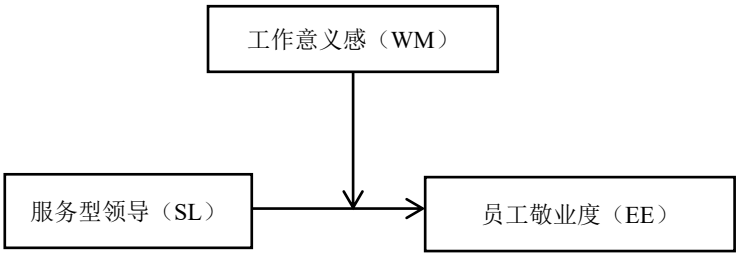

图 1: 本研究理论模型

研究方法

本研究量表严格遵循科学设计流程，所有变量测量均源自权威文献：服务型领导采用 Liden 等（2014）开发的量表，员工敬业度引用张轶文等（2005）在 Schaufeli 等（2002）研究基础上修订的中文版量表，工作意义感则采用 Bunderson 等（2009）编制的专业量表。为提升量表情境适用性与语义精确性，组建了由 3 位人力资源管理教授、2 名组织行为学博士及 2 位企业高管构成的专家小组，通过三轮背对背评审与焦点研讨完成语义校准与内容效度验证。最终形成的各变量题项见表 1 所示。

表 1: 测量变量的量表

测量变量	测量题项	文献来源
服务型领导（SL）	SL1：我的领导能察觉到工作中出现的问题	Liden 等（2014）
	SL2：我的领导将我的职业发展放在首位	
	SL3：我如果遇到个人问题，会向领导寻求帮助	
	SL4：我的领导强调回馈工作团体的重要性	
	SL5：我的领导把我的最大利益放在他/她的利益之前	
	SL6：我的领导让我自由地以我认为最好的方式处理所遇到的困难情况	
	SL7：我的领导不会为了成功而牺牲道德原则	
员工敬业度（EE）	EE1：我工作时精力充沛	张轶文等 (2005)
	EE2：我工作时充满热情	
	EE3：我每天都很想去工作	
	EE4：我在工作时可以被激发出很多潜力	
	EE5：我为我的工作而感到骄傲	
	EE6：我把工作当做朋友，充满感情	
	EE7：我工作时很投入，往往忘记时间	
	EE8：我能够忘我的工作	

测量变量	测量题项	文献来源
	EE9：我在专心工作时会感到快乐	
工作意义感（WM）	WM1：我的工作对我来说非常重要	Bunderson 等（2009）
	WM2：我有一份有意义的工作	
	WM3：我做的工作能让世界更美好	
	WM4：我做的工作能为世界带来一些改变	
	WM5：我的工作内容是有意义的	

量表中主体部分的所有题项均采用 Likert 5 级量表，评分分值从 1 到 5："1 表示完全不符合，2 表示比较不符合，3 表示不确定，4 表示比较符合，5 表示完全符合"。

本研究的调查问卷主要是由作者通过网络进行发送，通过作者的微信朋友圈和 QQ 群作为主要扩散源。为保证问卷数据的科学有效，作者在朋友圈及 QQ 群扩散的过程中特意请求受试者也积极邀请他们的同事和朋友填写，以保证问卷的差异化要求。为了确保问卷不是随意作答，规定如果连续 5 个题项选择同一个答案选项的样本，作为无效样本处理。最终共回收有效样本 205 份，样本人口统计信息如表 2 所示。

表 2: 样本人口统计信息

项目	选项	有效样本数量	百分比	项目	选项	有效样本数量	百分比
性别	男	121	59.0%	年龄	25 周岁及以下	37	18.0%
	女	84	41.0%		26-35 周岁	66	32.2%
学历	高中或中专及以下	5	2.4%		36-45 周岁	76	37.1%
	大专	74	36.1%		46-55 周岁	23	11.2%
	本科	101	49.3%		56 周岁以上	3	1.5%
	硕士及以上	25	12.2%	工作时间	1 年以下	9	4.4%
职位	基层员工	138	67.3%		1-3 年	33	16.1%
	基层管理者	50	24.4%		3-5 年	46	22.4%
	中层管理者	15	7.3%		5-10 年	76	37.1%
	高层管理者	2	1.0%		10 年以上	41	20.0%

研究结果

本研究主要使用 SPSS、AMOS 软件进行量表的信效度以及相关假设的检验。

1. 信度检验

本研究的实证检验过程中，通过 Cronbach's α 系数来对量表的信度进行分析，具体的信度分析结果如表 3 所示。量表各个变量的 Cronbach's α 系数均在 0.7 以上，说明量表的信度较好，可以进行下一步的分析。

表 3: 量表的信度分析结果

变量	题项	删除项后 Cronbach's α	Cronbach's α
SL	SL1	0.882	0.898
	SL2	0.886	
	SL3	0.875	
	SL4	0.882	
	SL5	0.885	
	SL6	0.889	
	SL7	0.879	
EE	EE1	0.921	0.932
	EE2	0.924	
	EE3	0.928	
	EE4	0.922	
	EE5	0.924	
	EE6	0.923	
	EE7	0.923	
	EE8	0.926	
	EE9	0.925	
WM	WM1	0.857	0.887
	WM2	0.870	
	WM3	0.868	
	WM4	0.869	
	WM5	0.846	

2. 效度检验

本研究使用探索性因子分析的方法来评价量表的效度。在进行探索性因子分析之前首先进行 KMO 和 Bartlett 球形度检验，结果如表 4 所示。KMO 统计量为 0.927，表示量表适合进行因子分析。Bartlett 球形度检验的卡方值为 2646.080，显著性接近于 0，拒绝原假设，综合说明本量表适合进行因子分析。

表 4: KMO 和 Bartlett 球形度检验结果

KMO 取样适切性量数		**0.927**
Bartlett 球形度检验	近似卡方	2646.080
	自由度	210
	显著性	0.000

本研究的探索性因子分析采取主成分分析法，抽取特征值大于 1 的因子，结果共提取出 3 个公因子，整理后的结果如表 5 所示，旋转累计平方和是 65.21%，大于 60%，每个项目的负荷均高于 0.5，说明提取的 3 个因子所包含的信息较全面，且未出现双重因子负荷均高的情况，各观测变量按照理论预设聚合到各变量下。综合以上分析，说明本研究设计的量表具有良好的建构效度。

表 5: 探索性因子分析结果

题项	成分			特征值	方差贡献率
	1	2	3		
SL1		0.758		4.422	21.06%
SL2		0.724			
SL3		0.758			
SL4		0.748			
SL5		0.750			
SL6		0.712			
SL7		0.759			
EE1	0.793			5.741	27.34%
EE2	0.788				
EE3	0.703				
EE4	0.789				
EE5	0.762				
EE6	0.752				
EE7	0.787				
EE8	0.718				
EE9	0.768				
WM1			0.819	3.530	16.81%
WM2			0.801		
WM3			0.800		
WM4			0.792		
WM5			0.859		
总方差贡献率					**65.21%**

3. 假设检验

本研究使用回归分析的方法进行假设 H1 检验，整理后的结果如表 6 所示。模型中自变量 SL 对因变量 EE 的标准化回归系数为 0.573（t=9.964，p=0.000）。回归系数 t 检验的值大于 1.96，说明回归系数显著，自变量服务型领导对因变量员工敬业度有显著的正向影响作用，

故假设 H1 成立。

表 6: SL 对 EE 的回归分析结果

模型		非标准化系数	标准误差	标准系数	F	t	显著性	R	R^2	调整 R^2
1	(常量)	1.746	0.213			8.182	0.000	0.573	0.328	0.325
	SL	0.567	0.057	0.573	99.278	9.964	0.000			
因变量：EE										

4. 调节效应检验

本研究的调节效应检验主要利用多元层级回归方法，在表 7 中，模型 1 以控制变量为自变量，EE 为因变量建立多元回归模型；模型 2 是在控制变量的控制作用下以 SL 和 WM 为自变量，EE 为因变量建立多元回归模型；模型 3 是在控制变量的控制作用下以 SL、WM 和交互项 SL×WM 为自变量，EE 为因变量建立多元回归模型。模型 2 中自变量 SL 对 EE 有显著的正向影响作用（β=0.525，t=8.871，p＜0.001）；模型 3 中自变量与调节变量交互项的回归系数为 0.169（t=2.867，p＜0.01），说明交互项对 EE 有显著的正向影响作用，且模型 2 的 R^2值为 0.366，模型 3 的 R^2值为 0.392，显著提高，说明模型解释能力增强。由此证明调节变量工作意义感在服务型领导对员工敬业度的影响关系上有显著的正向调节作用，工作意义感增强了服务型领导与员工敬业度之间的关系，故假设 H2 成立。

表 7: 调节效应检验结果

	模型 1		模型 2		模型 3	
	β	t	β	t	β	t
性别	-0.069	-0.985	-0.003	-0.047	0.003	0.048
年龄	0.103	1.470	0.069	1.207	0.045	0.787
工作时间	-0.024	-0.346	-0.028	-0.483	-0.034	-0.605
学历	0.088	1.238	0.079	1.362	0.071	1.244
职位	-0.027	-0.380	-0.028	-0.493	-0.026	-0.463
SL			0.525	8.871***	0.526	9.034***
WM			0.159	2.671**	0.212	3.449**
SL×WM					0.169	2.867**
R^2	0.024		0.366		0.392	
调整后的 R^2	-0.001		0.344		0.367	
R^2变化量	0.024		0.342		0.026	
F	0.977		16.260***		15.776***	

说明：***表示 p＜0.001，**表示 p＜0.01，*表示 P＜0.05。

讨论

从上述的实证检验结果可以看出，本研究所提出的两个假设全部成立。

1. 理论贡献

本研究通过实证检验对领导力研究做出以下理论贡献：首先，深化了服务型领导与员工敬业度正向关系的机制研究，证实服务型领导作为关键工作资源，能够直接促进员工工作敬业度，从而增强了 JD-R 模型在领导力领域的解释力；其次，工作意义感正向调节作用的成立，揭示了认知评价因素在其中的边界作用机制：即具有高水平工作意义感的员工作为“资源高效转化者”，能够更精准地识别服务型领导行为所蕴含的价值信号，进而使得相同的领导行为对员工敬业度的提升效应得以增强，为 JD-R 模型的认知调节机制在服务型领导情境下提供了实证支持。

2. 管理启示

本研究结果对企业管理实践的启示在于，组织应协同推进服务型领导力发展与员工工作意义感的培育，从而更有效地提升员工敬业度。具体而言，一方面，组织需积极选拔和培养具备服务意识、授权行为及员工成长支持能力的服务型领导者，将其作为关键的工作资源，直接促进员工敬业度的提升；另一方面，组织需着力强化员工对工作价值的认知，即工作意义感，例如通过明确阐释工作与组织目标的关联、赋予工作自主权以及认可员工贡献等方式。特别需要关注的是，管理者应认识到高工作意义感员工能更有效地将服务型领导行为转化为敬业度的提升。因此，在资源投入和激励策略制定时，应充分考虑员工个体差异，以实现管理效能的最大化。

3. 局限与展望

本研究的局限主要有以下两个方面：①样本来源依赖于网络便利抽样，这可能导致样本对总体的代表性不足，并可能受到共同方法偏差的影响；②本研究所构建的假设模型相对简单，没有考虑相关中介变量的影响，可能没有充分挖掘出变量之间的作用关系。

对于下一步的研究，可以做如下的改进与延续：①增加样本的获取量，同时改进数据获取的方式，可考虑在更多的时间点采集数据，在现场进行数据搜集，同时引入上级与同事评价，从而得到更精确的研究结论；②在后续的研究中，考虑增加中介变量的影响，充分利用有效因素，排除无效影响，更加深入的探讨变量之间的影响机制，扩大服务型领导的理论内涵和应用范围，使服务型领导这一理论能得到更广阔的发展和应用。

总结

本研究丰富并拓展了 JD-R 模型在领导力领域的应用，不仅证实服务型领导作为关键工作资源可直接提升员工敬业度，更揭示工作意义感作为重要个体认知因素能强化这一正向效应，深化了对资源增益过程边界条件的理解。本研究结论为组织通过发展服务型领导力并培育员工工作意义感以提升敬业度提供了理论依据与实践启示。

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同事幽默对领导力涌现的影响研究

A STUDY ON THE IMPACT OF COLLEAGUES' HUMOR ON THE EMERGENCE OF LEADERSHIP

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摘要

本文以内隐领导理论和刻板印象内容模型理论为切入点，提出了同事幽默对领导力涌现具有正向影响的假设。领导力涌现对团队效能和人才培养具有重要意义，探索其前因机制具有理论与实践价值。同时，本研究从认知中介的视角出发，引入了温暖感知和能力感知作为衡量标准的变量来构建理论模型，并重点分析员工的个人特质即同事政治距离的调节作用。通过收集贵州省企业的员工共计 299 份有效样本，基于信效度分析和验证性因子分析、描述性统计分析以及被调节的中介等方法，采取 SPSS 和 AMOS 等分析工具，验证本研究提出的理论假设。研究结果表明，同事幽默与领导力涌现之间的关系显著正相关。

关键词：领导力涌现 同事幽默 温暖感知 能力感知 政治技能

Abstract

This paper commences from the implicit leadership theory and the stereotype content model theory, and puts forward the hypothesis that colleague humor has a positive influence on the emergence of leadership.The emergence of leadership is of great significance to team effectiveness and talent cultivation, and exploring its antecedent mechanisms holds both theoretical and practical value. Simultaneously, from the perspective of cognitive mediation, this study incorporates enthusiasm perception and ability perception as variables for measurement to construct a theoretical model. It also emphasizes the analysis of the moderating role of employees' personal characteristics, specifically the colleague political distance. By gathering 299 valid samples from employees of enterprises in Guizhou Province, and relying on methods such as reliability and validity analysis, confirmatory factor analysis,

descriptive statistical analysis, and moderated mediation analysis, along with analytical tools like SPSS and AMOS, this study verifies the theoretical hypotheses proposed herein. The research findings indicate that there is a significantly positive correlation between colleague humor and the emergence of leadership.

Keywords: Leadership Emergence, Colleagues are Humorous, Enthusiastic Perception, Ability Perception, Colleague s' Political Skills

引言

幽默表达作为搭建组织成员彼此间距离的桥梁，发挥着不容小觑的作用。现有关于幽默表达的影响结果研究聚焦于员工的满意度、有效性感知(Ford, McLaughlin et al. 2003)和越轨创新(黄杜鹃 等， 2025)等，相对忽视了幽默表达对领导力涌现的探索研究。而领导力涌现在在组织中的作用是至关重要的，首先在组织层面，这种由个体员工所涌现出的非正式领导力不仅可以显著地促进团队绩效的提升，还可以优化组织人才梯队的建设以及平衡组织权力结构；其次在个人层面，领导力涌现会使涌现者更加尽职尽责，提升涌现者自身的绩效水平，激发其更多地参与组织公民行为。

领导涌现的前因机制得到了学者们的长期关注(Mitchell, Lemoine et al. 2022)。例如，有研究发现到自我监控(Lei, Wang et al. 2025)、人格(Gkorezis, Bellou et al. 2016)、性别(Lemoine, Aggarwal et al. 2016)和交互行为(Luria and Berson 2013)等个体特征，以及团队虚拟性(Purvanova, Charlier et al. 2021)、团队共享愿景(Zhang, Waldman et al. 2012)、感知群体温暖(DeRue, Nahrgang et al. 2015)等团队特征是领导力涌现的前因变量。然而，这些研究都忽略了幽默表达对领导力涌现的影响，在这一过程中，个体感知起着决定性作用。幽默表达可以通过关系重构、情绪共振和认知协同三大机制间接或直接促进表达者领导力涌现，例如，在等级制度僵化的团队中，幽默表达可能通过“去权威化”互动重构关系网络，使具备幽默能力的成员获得非正式影响力，甚至挑战现有领导格局，同时幽默表达还可以通过非正式语言编码（如隐喻、双关）传递复杂信息，降低知识共享门槛，使团队成员更高效地协同解决问题，间接提升整体领导力。

因此，探索同事幽默是否会对领导力涌现造成影响，不仅能够了解同事幽默给组织带来的好处，还能丰富领导力涌现的影响因素，具有非常关键的理论价值和实践意义。本研究以内隐领导理论和刻板印象内容模型理论为出发点，探讨同事幽默对领导力涌现的影响机制，并构建以能力感知和温暖感知为中介变量和以政治技能为调节变量的模型。从热情-能力感知视角来探

讨并解释同事幽默是通过什么样的方式影响领导力涌现的，并为组织成员在现实工作相关情境中如何促进自身领导力涌现提供了探索和参考。

研究目的

现有同事幽默的相关研究仍处于起步阶段，且当前的研究视角相似度较高，较难完整揭示幽默这一变量引入组织领域发挥作用的机制，本研究拟从感知视角出发，基于内隐领导理论和刻板印象内容模型理论探讨其如何对员领导力涌现产生影响，旨在达到以下目的：

第一，明晰同事幽默是否会对员工领导力涌现产生正向影响。第二，基于内隐领导理论和刻板印象内容模型理论，剖析同事幽默如何通过温暖感知路径和能力感知路径对员工领导力涌现产生影响。第三，深入分析同事幽默发挥作用的边界条件，纳入政治技能作为调节变量，分析其对于同事幽默与温暖感知、能力感知的调节作用，以及对同事幽默与领导力涌现间接效应的调节作用。通过明晰上述问题，深入理解同事幽默的作用路径，帮助员工更有效地利用同事幽默影响同事。

文献综述

（1）幽默相关研究

近些年来，幽默受到越来越多的关注，幽默的研究场景也逐步扩展到工作场所领域。作为幽默的情景延伸，许多学者也尝试在工作场所下对幽默进行界定，例如学者们将领导力中的幽默看做一种离散的社会行为，认为幽默最为本质的内容是有趣的语言或非语言活动，由员工（即幽默制造者）故意创造，以愉悦一个特定的追随者或一群追随者（即潜在的幽默接受者）(Cooper 2008)。幽默作为组织中的社交润滑剂，对同事关系、工作情绪和组织氛围具有积极作用，已在实证研究中被证明会加固员工之间的友谊，降低工作焦虑和抱怨，产生更多组织公民行为(Ford, McLaughlin et al. 2003)，增强团队凝聚力(Romero and Cruthirds 2006)。

（2）领导力涌现相关研究

领导力涌现的研究始于 20 世纪末，目前该领域的研究以国外学者为主导，国内的相关研究仍处于初步探索阶段，本文对其内涵的发展过程进行了归纳总结。Lord 等（1984）最早关注到领导力涌现这一行为，并且学术界普遍采用的就是其在 1984 年的定义：领导力涌现是指个体在团队中不处于正式的权威地位时，他所能够影响其他团队成员的程度。(Paunova 2017) 对领导力涌现的定义进行了补充：领导力涌现是个体从群体成员之间的关系中感知到的人际影响力。(Lee and Farh 2019)进一步丰富了领导力涌现的内涵，认为领导力涌现是一个人被认为在没有正式权威地位的情况下“领导” 团队成员的程度。尽管学者们对领导者涌现的概念定义各有不同，但它

们通常涉及到一个没有正式地位的个体对其他群体成员施加社会影响的过程，即个体被其他群体成员感知到影响力。因此，本研究采用(Paunova 2017)的观点，即认为领导力涌现是个体从群体成员之间的关系中感知到的人际影响力。

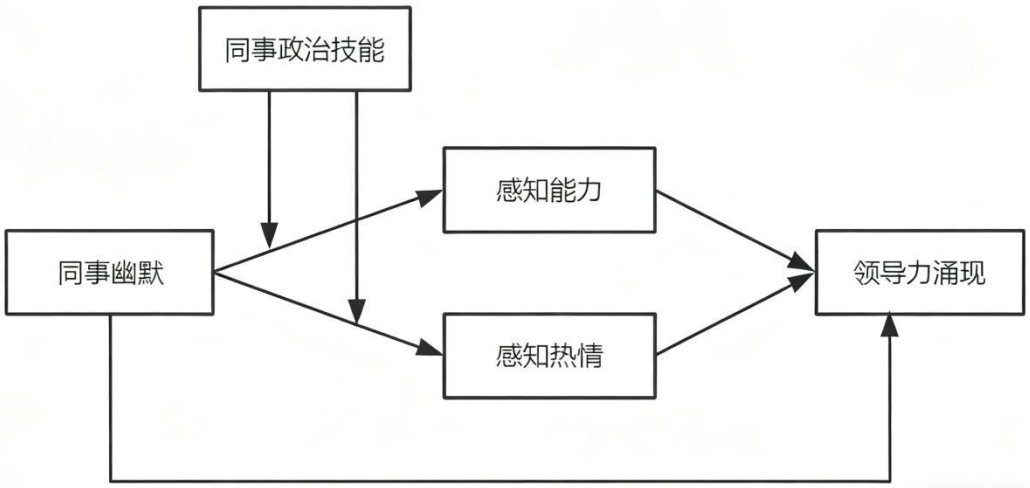

图 1 模型图

研究方法

（1）文献研究法

本研究在系统梳理国内外相关文献的基础上，深入分析了现有研究的不足之处，从而明确了本文的研究主题与理论框架。基于对研究问题的深入剖析，本研究科学地选取了关键变量，将理论构想转化为可操作化的研究设计。通过对所选变量现有研究成果的系统性梳理与整合，本研究厘清了变量间的内在逻辑关系，并在此基础上，结合理论推导与实证分析，构建了本文的理论研究模型。

（2）问卷调查法

本研究基于现有成熟量表，对研究变量同事幽默、能力感知、感知热情、领导力涌现以及政治技能的量表进行系统筛选与适配，确保测量工具的信效度，并据此设计调查问卷。在数据收集阶段，本研究通过便利抽样收集贵州省企业的员工共计 299 份有效样本，为确保数据质量，研究实施了严格的问卷筛选机制，剔除无效作答，最终获取高质量的调研数据用于后续分析。

（3）统计分析法

本研究应用 SPSS 26.0 来进行信度分析验证数据的可靠性，随后，运用 AMOS 26.0 来进行验证性因子分析，验证本研究变量的效度。最后应用 SPSS 26.0 进行描述性统计分析和假设检验。

（4）测量工具

本研究模型内所有需要测量的变量（同事幽默、同事政治技能、感知能力、感知热情、领导力涌现）均基于现有研究中的成熟量表，这些量表有较好的信效度，得到了国内外学者的广泛使用和认可。英文量表题项均采用翻译-回译的方法进行转化从而得到了中文版本。通过修改完善后最终确定最终量表。所有量表均使用 Likert-5 点量表进行评分，1 代表“完全不同意”，5 代表“完全同意”。各量表的测量题项来源如下：

同事幽默：采用 Cooper 等（2018）开发的量表，共三个题项，包括“我注意到我的同事在与我的互动中，能将幽默融入多种情境”等。在本研究中，同事幽默的内部一致性系数为 0.798。

同事政治技能：采用 Ferris 等（2004）开发的量表，共六个题项，包括：“我的同事能让周围的人感到舒适自在，与之相处很放松”等。在本研究中，同事政治技能的内部一致性系数为 0.890。

能力感知采用：Fiske 等（2002）开发的量表，共五个题项，包括：“纵观整个组织，我的同事是有能力的”等。在本研究中，感知能力的内部一致性为 0.948。

温暖感知：采用：Fiske 等（2002）开发的量表，共四个题项，包括：“纵观整个组织，我的同事是宽容的”等。在本研究中，感知热情的内部一致性为 0.953。

领导力涌现：采用 Cronshaw 等（1987）开发的量表，共五个题项，包括：“我选择我的同事作为正式领导者的意愿很强烈”等。在本研究中，领导力涌现的内部一致性为 0.934。

控制变量：由于人口统计学因素可能会对员工的工作态度和行为产生影响，因此本研究借鉴了许多学者在这方面的做法，控制了被试的性别，年龄，学历，以及组织任期。

研究结果

（1）样本特征分析

本研究在 2025 年 4 月初至 5 月末共回收问卷 337 份问卷，通过筛查和剔除少量无效问卷后，获得有效问卷 299 份，问卷有效回收率为 88.72%。在性别分布上，女性占比 47.83%，男性占比 52.17%，显示女性参与者略少于男性。年龄分布呈现较广的范围，25 岁及以下的年轻人占 20.06%，26-35 岁占 48.16%，36-45 岁占 20.74%，46 岁及以上占 11.04%。教育背景显示本科学历的参与者占比最高，达到 53.51%，其次是高职学历的参与者占 26.76%，硕士学历占 12.71%，高中及以下

学历占 7.02%。与同事的共事年限显示 7-12 个月的参与者占比最高，达到 44.15%，6 个月及以下的占 20.07%，13-24 个月的占 22.07%，25 个月以上的占 13.71%。这一样本分布体现了研究参与者在性别、年龄、教育背景及与同事的共事年限等多个维度的多样性。

（2）信度和效度分析

本研究的数据处理使用了 SPSS 26.0 和 Amos 26.0 软件。表 1 列出的结果表明，所选用的量表的可信度较高，其 Cronbach's α 系数和组合信度（CR）均高于 0.70 的标准。此外，所有潜变量的 AVE 值全部大于 0.50 的临界值，这意味着本研究选用的量表具有良好的聚合效度。进一步地，为验证员工幽默、能力感知、温暖感知、政治技能、领导力涌现这五个变量之间的区分效度，运用 Amos 26.0 对上述五个变量进行验证性因子分析。结果如表 2 所示，这些变量的五因子模型的拟合指标（x^2/df=2.475，CFI=0.947，TLI=0.939，IFI=0.947，RMSEA=0.070）均达到可以接受的标准，且拟合效果最好，并且显著优于四因子模型（x^2/df=4.156，CFI=0.884，TLI=0.869，IFI=0.885，RMSEA=0.103）、三因子模型（x^2/df=7.508，CFI=0.758，TLI=0.730，IFI=0.759，RMSEA=0.148）、双因子模型（x^2/df=15.259，CFI=0.465，TLI=0.408，IFI=0.467，RMSEA=0.219）和单因子模型（x^2/df=19.892，CFI=0.287，TLI=0.216，IFI=0.290，RMSEA=0.252），这进一步表明本研究的各个变量的区别效度较为良好。

（3）共同方法偏差检验

在本研究中，所有的变量都是由员工自我报告的。由此可能存在共同方法偏差的问题。为此，在 SPSS 26.0 中使用 Harman 单因素检验的方法来探索是否存在共同方法偏差的问题。探索性因子分析的结果表明，未经旋转的第一个因子解释方差为 30.775%，而所有因子的累计解释方差为 78.821%。由于第一个解释因子的方差解释量小于总解释量的一半，因此可以认为本研究不存在严重的共同方法偏差问题。

（4）描述性统计分析

本研究提供了性别、年龄、学历、同事共事年限、同事幽默、政治技能、能力感知、温暖感知、领导力涌现的相关系数、均值和标准差。由表 3 可知，同事幽默与政治技能（$r = 0.066, p < 0.05$）呈现正相关，同事幽默与能力感知（$r = 0.387, p < 0.01$）和温暖感知（$r = 0.435, p < 0.01$）以及领导力涌现（$r = 0.177, p < 0.01$）呈现显著正相关；政治技能与能力感知（$r = 0.037, p < 0.01$）和温暖感知（$r = 0.083, p < 0.01$）呈现正相关，与领导力涌现（$r = -0.070, p < 0.01$）呈现负相关；能力感知与温暖感知（$r = 0.371, p < 0.01$）和领导力涌现（$r = 0.426, p < 0.01$）呈现显著正相关；温暖感知和领导力涌现（$r = 0.369, p < 0.01$）呈现显著正相关。

（5）假设检验

为了检验直接效应和间接效应假设，本研究采用了层级回归法。具体结果如表 4 所示。由模型 6 可知，控制了性别、年龄、学历和同事共事年限后，同事幽默对领导力涌现的正向预测作用（$\beta = 0.177$，$p < 0.001$）1。由模型 1 可知，同事幽默对热情感知的正向预测作用显著（$\beta=0.629$，$p<0.001$）。根据模型 7 的结果，当在同事幽默和领导力涌现之间加入中介变量热情感知时，热情对领导力涌现产生了显著的正向影响（$\beta=0.208$，$p<0.001$）。同理，根据模型 3 可得，同事幽默对能力感知的正向预测作用显著（$\beta=0.228$，$p<0.001$）。根据模型 8 的结果，将能力感知加入同事幽默与领导力涌现之间的关系后，可以得出结论，能力感知对领导力涌现具有显著的正向预测作用（$\beta=0.596$，$p<0.001$）。为检验本研究的多重共线性，在研究过程中探索了各变量之间的方差膨胀系数 VIF 值，研究分析结果显示远小于 10，表明本研究不存在多重共线性。

最后，本研究利用 SPSS 26.0 的 PROCESS 3.3 插件，在加入控制变量，自变量，中介变量和结果变量后，选取模型 4。采用 Bootstrap 方法进行 5000 次重复抽样，对中介效应的稳健性进行进一步检验，计算间接效应在 95%水平下的置信区间，结果如表 5 所示。对于“同事幽默□热情感知□领导力涌现”这条中介路径，间接效应值为 0.110，95%置信区间为[0.055，0.178]，置信区间不包括 0，说明此间接效应显著；对于“同事幽默□能力感知□领导力涌现”这条中介路径，间接效应值为 0.130，95%置信区间为 [0.081,0.188]，置信区间不包括 0，说明此间接效应显著。

假设检验

表 1 信度和效度分析结果

潜变量	测度项	因子载荷	AVE	CR	Cronbach's α
员工幽默（EH）	EH1	0.814	0.638	0.841	0.798
	EH2	0.809			
	EH3	0.773			
能力感知（PC）	PC1	0.779	0.639	0.898	0.890
	PC2	0.849			
	PC3	0.715			
	PC4	0.867			
	PC5	0.776			
温暖感知（PW）	PW1	0.910	0.783	0.935	0.948
	PW2	0.869			
	PW3	0.860			

	PW4	0.900			
政治技能（PS）	PS1	0.815	0.812	0.963	0.953
	PS2	0.888			
	PS3	0.880			
	PS4	0.929			
	PS5	0.921			
	PS6	0.966			
领导力涌现（LEE）	LEE1	0.856	0.741	0.934	0.934
	LEE2	0.844			
	LEE3	0.814			
	LEE4	0.895			
	LEE5	0.891			

注：EH 代表员工幽默、PC 代表能力感知、PW 代表温暖感知、PS 代表政治技能、LEE 代表领导力涌现。

表 2 验证性因子分析结果

模型	x^2	*df*	x^2/df	CFI	TLI	IFI	RMSEA
五因子模型	544.458	220	2.475	0.947	0.939	0.947	0.070
四因子模型	930.848	224	4.156	0.884	0.869	0.885	0.103
三因子模型	1704.278	227	7.508	0.758	0.730	0.759	0.148
双因子模型	3494.270	229	15.259	0.465	0.408	0.467	0.219
单因子模型	4575.265	230	19.892	0.287	0.216	0.290	0.252

注：五因子模型：员工幽默、政治技能、能力感知、温暖感知、领导力涌现；四因子模型：员工幽默+政治技能、能力感知、温暖感知、领导力涌现；三因子模型：员工幽默+政治技能、能力感知+温暖感知、领导力涌现；双因子模型：员工幽默+政治技能+能力感知+温暖感知、领导力涌现；单因子模型：员工幽默+政治技能+能力感知+温暖感知+领导力涌现。“+”表示融合。

表 3 描述性统计分析结果

变量	1	2	3	4	5	6	7	8
1.性别								

2.年龄	-0.011								
3.学历	-0.033	0.097							
4.同事共事年限	-0.008	0.092	0.086						
5.同事幽默	0.008	-0.023	0.072	-0.107					
6.政治技能	0.016	0.000	-0.007	0.068	0.066				
7.能力感知	-0.028	0.060	0.111	-0.022	0.387**	0.037			
8.温暖感知	-0.006	-0.020	0.015	-0.034	0.435**	0.083	0.371**		
9.领导力涌现	0.031	0.036	-0.004	0.063	0.177**	-0.070	0.426**	0.369**	
均值	**0.478**	**2.227**	**2.719**	**2.943**	**3.937**	**2.931**	**3.793**	**3.095**	**3.845**
标准差	**0.500**	**0.895**	**0.774**	**0.941**	**0.888**	**1.181**	**0.594**	**1.436**	**0.833**

注：*p < 0.05，**p < 0.01，***p < 0.001，下同。性别：男（0），女（1）；年龄：25 岁及以下（1），26~35 岁（2），36~45 岁（3），46 岁及以上（4）；学历：高中及以下（1），高职（2），本科（3），研究生及以上（4）；同事共事年限：6 个月以下（1），7-12 个月（2），13-24 个月（3），25 个月以上（4）。

表 4 层级回归分析结果

变量	**热情感知**		**能力感知**		**领导力涌现**			
	模型 1	模型 2	模型 3	模型 4	模型 5	模型 6	模型 7	模型 8
性别	-0.030	0.001	-0.033	-0.017	0.052	0.048	0.055	0.068
年龄	-0.015	-0.036	0.040	0.030	0.030	0.033	0.036	0.009
学历	-0.032	-0.004	0.059	0.071	-0.013	-0.030	-0.023	-0.065
同事共事年限	0.024	-0.004	0.005	-0.006	0.054	0.073	0.069	0.070
同事幽默	0.629***	0.604***	0.228***	0.218***		0.177*	0.029	0.024
政		0.006		-0.026				

变量	热情感知		能力感知		领导力涌现			
	模型 1	模型 2	模型 3	模型 4	模型 5	模型 6	模型 7	模型 8
治技能								
热情感知							0.208***	
能力感知								0.596***
交互效应同事幽默×政治技能		0.356***		0.167***				
R^2	0.190	0.259	0.161	0.246	0.006	0.041	0.145	0.192
ΔR^2	-	0.069	-	0.085	-	0.035	0.139	0.186
F	13.772***	14.493***	11.263***	13.568***	0.441***	2.495***	8.271***	11.596***

表 5 中介效应的 Bootstrap 分析

中介作用路径	效应	标准	95%置信区间

	值	误	下限	上限
同事幽默□热情感知□领导力涌现	0.110	0.031	0.055	0.178
同事幽默□能力感知□领导力涌现	0.130	0.027	0.081	0.188

表 6 被调节的中介效应检验

中介变量	**高低组**	**Effect**	**BootSE**	**BiasCorrected(95%)**	
				LLCI	**ULCI**
热情感知	低分组	0.076	0.030	0.027	0.145
	中分组	0.123	0.031	0.071	0.193
	高分组	0.288	0.060	0.178	0.418
	Index	0.071	0.018	0.038	0.110
能力感知	低分组	0.058	0.025	0.010	0.109
	中分组	0.121	0.026	0.075	0.176
	高分组	0.343	0.066	0.224	0.484
	Index	0.095	0.022	0.055	0.144

讨论

以内隐领导理论和刻板印象内容模型理论为基础，本文检验了同事幽默影响表达者领导力涌现的直接效应，分析并验证了同事幽默经由员工能力感知和感知热情分别影响领导力涌现的间接效应，同时探索了政治技能在直接和间接中的调节效应。

首先，在经过一系列对数据的收集、分析和检验后，验证了同事幽默正向影响领导力涌现的假设，不仅拓展和丰富了领导力涌现的影响因素，并且再次证实了学者们关于同事幽默具有亲和性的看法。

其次，本研究证实了能力感知在同事幽默和表达者领导力涌现二者关系之间起到了中介作用。通过对同事幽默行为的分析，证实同事幽默可以促进团队凝聚力、提升沟通效率以及激发创造力，从而正向影响组织成员对幽默表达者的能力感知，此时，表达者会得到他人的信任与认可。因此，同事幽默表达会正向影响员工对表达者的能力感知，当能力感知较高时，会促进表达者的领导力涌现。

此外，本研究证实了感知热情中介了同事幽默对表达者领导力涌现的影响。通过对同事幽

默行为中的自嘲和玩梗等行为的识别，员工会相应地产生心理安全感和亲近感，同时，对表达者的热情也会上升。因此，同事幽默会促进员工对表达者的感知热情，当员工产生感知热情时，会促进其对幽默表达者的支持以及对表达者决策的认可，进而正向影响表达者的领导力涌现。

最后，本研究探索并验证了政治技能正向调节了同事幽默与能力感知和感知热情之间的关系。对于具有高政治技能的个体来说，更能拉近与组织成员的距离，面对尴尬或冷场的局面也更容易化解，因此他人对该个体的能力感知和感知热情会增强。这一调节变量的发现拓展了同事幽默的边界条件。

总结

首先，本文拓展了领导力涌现前因的研究，在同事幽默和领导力涌现的研究之间架起桥梁。虽然近些年许多学者聚焦于领导力涌现前因进行了一系列相关的探索，但主要聚焦于多团队成员身份（陈於婷,蒋春燕，2025）、虚拟沟通风格（汤一鹏 等，2024）和领导动机（柳波,高日光，2024）。例如，人格特质、认知能力、人际能力和专业技能等均能够有效影响员工的领导力涌现。尽管也有部分学者探索了表达风格对领导力涌现的影响，例如愤怒表达和威权表达（张明玉 等，2020）等，会对同事感知该领导力涌现产生不同的作用。但对组织中存在的多种表达风格仍缺乏关注，尤其是广泛存在于中国组织情境中的幽默表达。此外，以往有关幽默的研究聚焦于对员工创造力（张亚军,尚古琦，2019）、建言行为（贾建锋 等，2024）和越轨创新（黄杜鹃 等，2025）等的影响，随着时代的发展，领导力涌现已经成为组织运行过程中不可忽视的因素，影响着组织的长期战略发展。因此，研究同事幽默影响领导力涌现的作用机制是不可小觑的。在此基础上，本研究发现了同事幽默对领导力涌现的积极作用，不仅丰富了领导力涌现前因的研究，而且回应了学者们对研究同事幽默的影响结果的呼吁。

此外，本文不仅分析和检验了同事幽默对领导力涌现产生影响的过程机制，而且揭示了这一机制中员工的热情-能力感知共同的作用过程。目前学者们主要从社会网络视角理论、资源保存理论、社会认知理论等视角出发，去探索其他变量是如何作用于领导力涌现，虽然有少数学者探索研究了表达方式影响领导力涌现，但是却只聚焦于了某一单一表达。而本文基于内隐领导理论和刻板印象内容模型理论，探索了同事幽默影响领导力涌现的热情-能力感知作用机制，不仅回应了研究人员探索领导力涌现前因机制的呼吁，同时也丰富了以往研究主要单一地将非正式地位（陈於婷,蒋春燕，2025）、领导动机（程进凯，刘苹，2024）和自我意识（张明玉 等，2020）等作为其他变量影响领导力涌现的中介机制的局限，对以往单一表达的类型的探索进行了补充，拓展了内隐领导理论和刻板印象内容模型理论的应用范围。

最后，本文进一步检验和探索了政治技能在同事幽默通过温暖感知和能力感知进而影响领导力涌现过程机制中的调节作用，进一步理清了同事幽默影响效果的边界。本文不仅揭示了同

事幽默的积极作用，而且对边界条件的研究有助于更进一步理解其作用的增强过程。本文提出并证实了政治技能正向调节同事幽默与温暖感知和能力感知之间的关系以及同事幽默经由温暖感知和能力感知影响领导力涌现的间接效应，拓展了同事幽默影响效果中调节变量的现有研究。这一探索深化了对同事幽默与领导力涌现关系的理解。

建议

首先，本研究探究了领导力涌现的前因效应，即同事幽默会引发员工的领导力涌现。组织应重视擅于诙谐沟通的员工，并且应定期对该员工进行合理培训，培养该员工的洞察能力和灵活沟通能力，提升其幽默的正面效果。员工既要与同事亲和的沟通建立良好的关系，又要在与同事的社交中把控好边界感，展示自身的政治技能，从而让同事对其产生信任感。员工要关心到同事的负面情绪，及时给出积极反馈，拉近和同事间的距离感。员工既要展示自身的风趣和幽默，同时也要树立可靠专业的形象，通过通俗易懂和幽默的方式输出专业知识，让同事在被话题吸引的同时也能感知该员工的业务能力。积极地对同事的正向行为和生活细节进行夸赞和表扬，增强同事对该员工热情的感知，这样有利于在决策的制定中同事会更倾向于该员工，从而使该员工的领导力涌现在同事的视角中显著增强。

其次，本研究发现了感知热情在同事幽默和领导力涌现中的"桥梁"作用。员工在跟同事沟通时要专注于对方情绪状态的变化，感知热情作为积极情绪资源发挥着不可或缺的作用。因此员工要随时关注同事感知热情的变化，并以此调整沟通方式，进一步提升同事的感知热情。在和同事的沟通中选择幽默作为互动工具时，可以在语言互动的基础上附加一些肢体动作，促进同事的对幽默的接收以及强化幽默的效果，这种诙谐的沟通有助于彼此拉近社交距离，增进相互的关系，从而快速打破陌生感，提升感知热情。并且，可以考虑其他促进并维持员工积极情绪的方式，延长由幽默引发的即时愉悦情绪的体验，可以适当在团建或集体活动中，对引发大众欢笑的幽默进行回忆或讨论，延续其积极影响，也可以通过幽默表达的频率促进积极情绪，从而促使同事对其的感知热情，增强该员工的领导力涌现。

此外，本研究发现了能力感知在同事幽默和领导力涌现中的传导机制。在组织中运用幽默促进他人对个体能力的感知，是一门需要巧妙平衡的艺术，既要展现专业素养，又要避免显得刻意或轻浮。首先，员工在向同事解释复杂难懂的专业概念时，可以运用幽默的比喻让大家更容易理解，这样的比喻既形象又诙谐，同时也能让同事感受到其深厚的专业领域功底。其次，当工作压力大、气氛紧张时，夸张的幽默表达能迅速打破僵局，这种夸张的表达能让同事们会心一笑，缓解紧张情绪，同时也显示出该员工在压力下的自我调节能力和乐观心态，让大家觉得其是一个积极乐观能应对高强度工作的人；还可以幽默地表达对工作的热爱，能让同事看到其对工作的认真和专注，感受到其的积极态度和敬业精神，从而提升对该员工工作能力的认可。

在团队协作时难免会碰到分歧与矛盾，此时幽默表达能起到润滑剂的作用，可以缓解紧张的气氛，引导大家从对立走向合作，同时也展现出该员工的协调能力和团队意识，促进该员工的领导力涌现。

最后，本研究揭示了政治技能在同事幽默与同事感知热情以及能力感知和领导力涌现中的促进作用，这提示组织应该关注员工的个体差异，差异化有区别地对待不同政治技能的员工。首先，可以鼓励员工观察组织内高影响力者的行为模式，分析其沟通、决策和冲突处理方式，通过案例分析、角色扮演等方式，提升员工对组织文化、权力结构和隐性规则的敏感度。其次，引导员工主动参与跨部门项目，建立非正式关系网，帮助员工识别关键利益相关者，并学习如何通过互惠合作获取支持。最后，将政治技能纳入晋升标准，例如通过评价中心技术模拟权力动态场景。公开表扬那些通过政治技能解决问题的员工，强化其领导身份认同。

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资源赋能还是压力效应？数字化领导力对员工创新绩效的双路径影响研究

RESOURCE EMPOWERMENT OR PRESSURE EFFECT? A STUDY ON THE DUAL-PATHWAY IMPACT OF DIGITAL LEADERSHIP ON EMPLOYEE INNOVATION PERFORMANCE

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摘要

随着数字化转型的深入，各类领导风格在员工创新绩效的作用效果上存在明显差异，在此趋势下，数字化领导力作为引导企业应对变革、激发员工潜能的重要领导方式，作为在愿景引导、技术运用和转型推动中发挥作用的新型领导风格，正成为推动企业数字化转型和绩效提升的关键。因此，探讨数字化领导力对员工创新绩效的影响机制，聚焦其“资源赋能”与“压力效应”的双路径，检验技术自我效能感和工作不安全感的双中介作用。基于资源保存理论与压力认知评价理论，采用问卷调查法收集中国 460 名数字化转型企业员工（覆盖国企、民企等多类型组织，基层员工占比 53.04%）的有效数据，通过 SPSS 26.0 与 AMOS 23.0 进行信效度检验（Cronbach’s α 均 >0.9，AVE 平方根 >0.7）分析。研究发现：1. 数字化领导力对员工创新绩效有显著正向影响 ($\beta = 0.446$, $p < 0.01$)；2. 数字化领导力通过提升工作不安全感 ($\beta = 0.178$, $p < 0.01$) 间接抑制创新绩效 ($\beta = -0.182$, $p < 0.01$)，技术自我效能感和工作不安全感起部分中介作用；3. 数字化领导力兼具“资源赋能”（直接促进创新）与“压力效应”（通过工作不安全感间接抑制创新）的双重作用。针对数字化领导力的双路径效应，企业应实施系统性人力资源干预：第一，强化“赋能”路径：通过领导力系统性地培养管理者在愿景引领、技术赋能和容错文化塑造方面的能力。第二，“压力”认知路径：建立常态化心理支持机制和清晰的职业发展通道，以降低工作不安全感，构建一个支持性的工作环境，从而平衡数字化领导力的正负效应，最终可持续地提升员工创新绩效。

关键词: 数字化领导力 创新绩效 信息技术压力 技术自我效能感

Abstract

With the deepening of digital transformation, various leadership styles have shown significant differences in their effects on employees’ innovative performance. Under this trend, digital leadership,

as an important leadership approach guiding enterprises to cope with changes and stimulate employees' potential, and as a new leadership style that plays a role in vision guidance, technology application, and transformation promotion, is becoming a key driver for enterprises' digital transformation and performance improvement. Therefore, it is necessary to explore the influence mechanism of digital leadership on employees' innovative performance, focusing on its dual paths of "resource empowerment" and "stress effect", and to examine the mediating roles of technological self-efficacy and job insecurity. Based on the resource conservation theory and the cognitive appraisal theory of stress, a questionnaire survey was conducted to collect valid data from 460 employees of digital transformation enterprises in China (covering various types of organizations such as state-owned enterprises and private enterprises, with 53.04% being grassroots employees). The data were analyzed using SPSS 26.0 and AMOS 23.0 for reliability and validity tests (Cronbach's α all >0.9, AVE square root >0.7). The research findings are as follows: 1. Digital leadership has a significant positive impact on employees' innovative performance ($\beta = 0.446$, $p < 0.01$); 2. Digital leadership indirectly inhibits innovative performance through increasing job insecurity ($\beta = 0.178$, $p < 0.01$) ($\beta = -0.182$, $p < 0.01$), with technological self-efficacy and job insecurity playing partial mediating roles; 3. Digital leadership has a dual effect of "resource empowerment" (directly promoting innovation) and "stress effect" (indirectly inhibiting innovation through job insecurity). In response to the dual-path effects of digital leadership, enterprises should implement systematic human resource interventions: First, strengthen the "empowerment" path: systematically cultivate managers' abilities in vision guidance, technology empowerment, and the shaping of a fault-tolerant culture through leadership. Second, the "stress" cognitive path: establish a regular psychological support mechanism and clear career development channels to reduce job insecurity and build a supportive work environment, thereby balancing the positive and negative effects of digital leadership and ultimately sustainably improving employees' innovative performance.

Keywords: Digital Leadership, Innovation Performance, Information Technology Stress, Technological Self-Efficacy

引言

在全球数字化浪潮的推动下，数字经济已成为驱动经济增长与组织变革的核心力量。联合国《数字经济报告》指出，数字技术正在深刻重塑全球经济结构，而中国"十四五"规划更是将"数字化赋能"作为提升国家竞争力的重要战略方向。在企业绩效的考量中，创新绩效则是组织应对不确定性、保持长期竞争优势的关键。文献梳理发现，数字化领导力在人力资源管理领域的研究较少，数字化领导力如何影响员工情感、态度和行为的机理也不明晰（罗文豪，2023）。精准剖析并明确数字化领导力作用于员工创新绩效的具体影响机制，有助于企业采取有效措施管理员工的情感，进而提升企业的绩效水平。

近三年，全球数字密度持续攀升，中国重点行业自动化渗透率年均增长超过 15%，技术环境的快速迭代使得领导行为的影响机制充满不确定性。在一般数智化转型企业中，数字化领

导力的双路径效应并存，其净效应取决于组织对压力路径的干预能力。而在高数智化企业（如互联网、高端制造）中，由于技术压力源强度更大，压力效应”可能更为凸显，甚至可能抵消激励路径”的积极作用。现有研究多聚焦于数字化领导力的积极面，却忽视了其在高技术压力情境下可能产生的双刃剑效应。为破解上述难题，本研究跳出单一视角，整合工作要求-资源模型与资源保存理论，并引入技术自我效能感和技术压力文献的核心观点，构建一个双路径分析框架。本研究提出，数字化领导力不仅是一种工作资源”（激励路径），也可能因其对技术适应的高要求而成为一种工作要求”（压力路径）。这一整合的理论视角，旨在揭示数字化领导力在激发创新的同时，如何应对诱发的工作不安全感而抑制创新的路径，从而弥补现有文献对数字化领导力负面效应探讨不足的缺口。本文聚焦于探讨数字化领导力在员工创新绩效层面所产生的影响，即企业数字化领导力给员工带来了积极体验，数字化领导力赋能员工学习数字化知识和技能，并通过培训增强员工数字化能力及技术自我效能感，进而更好地推进数字化变革因此，组织中展现出强烈学习意愿并注重自我能力发展的员工，更能契合数字化领导的用人需求促进员工技术自我效能感的积极性。数字化技术的应用与使用给员工带来工作不安全感，员工时刻担心数字技术是否会取代，对员工的敬业程度以及创新表现均产生了负面的影响效应。尽管数字化领导力在资源赋能与创新驱动方面具有显著优势，但其在实践中也可能对员工创新绩效产生一定的负向效应。

首先，数字化领导者强调技术应用与数据驱动，客观上加速了新工具、新系统的引入。然而，频繁的技术迭代会导致员工在学习和适应中投入过多精力，从而引发信息技术压力与学习负担，分散了其对创造性思维与创新探索的投入。其次，数字化环境下的数据监控与流程再造，使员工工作透明度和考核强度显著提升，这在提高任务执行效率的同时，也可能造成员工心理紧张与风险规避倾向，降低其在创新活动中承担试错成本的意愿。再次，数字化领导者过度依赖线上沟通与虚拟协作平台，可能弱化员工之间的面对面交流与非正式互动，减少了创新所需的知识碰撞与灵感交流，从而削弱团队的创造力氛围。最后，在强调绩效导向和数字化目标的环境中，若组织缺乏对人文关怀和容错机制的支持，员工可能将创新行为视为高风险活动，从而选择保守策略，导致创新绩效的下降。

在数字经济时代背景下，数字化领导力作为企业应对转型挑战和激发员工潜能的重要领导方式，正在深刻改变员工的工作状态与绩效表现。基于资源保存理论（Conservation of Resources Theory），个体倾向于维系现有资源，并试图创造和获取新的资源（Hobfoll, 2001），资源在流动中存在增益螺旋和损耗螺旋两条路径（Zhou，2018），然而，资源的流动并非单一正向过程，而是同时存在增益螺旋与损耗螺旋两种路径，这为从理论层面深入理解数字化领导力呈现出的负向效应搭建了关键的认知框架。

在数字化转型的背景下，数字化领导力虽然能够通过技术赋能和知识共享促进员工成长，但其带来的高频技术迭代和流程重构同样可能对员工产生不容忽视的负向影响。首先，岗位稳定性削弱与技能替代压力。数字化领导者推动组织快速引入智能化工具与数字化系统，这种持续迭代的技术更新虽然提升了组织效率，但也加剧了员工岗位的不确定性。员工可能会担心自身技能被新技术取代，导致工作不安全感增强。这种心理不稳定状态不利于员工形成持久的职业投入。其次，信息技术压力的积累。数字化领导力强调数据驱动和敏捷协作，要求员工快速掌握新系统、新流程和跨平台的知识应用。然而，并非所有员工都具备足够的数字技能和适应

力。面对复杂的系统操作和繁重的信息处理任务，员工容易感到认知超载和时间紧迫，从而导致信息技术压力上升。这种压力会消耗员工的心理能量资源，使其在日常工作中产生疲惫感与无力感。再次，心理资源的损耗与工作动机的下降。根据资源保存理论，当员工持续消耗心理资源以应对数字化变革中的不确定性与技能压力时，其情绪状态和自我效能感将受到削弱。员工可能表现出回避挑战、降低创新投入，甚至产生抵触情绪，从而抑制其在创新任务和高强度协作中的积极性。综上，数字化领导力的负向作用主要体现在两个方面：一是通过岗位替代性与技能适应性的挑战，引发员工的工作不安全感；二是通过技术与流程的复杂性，引发信息技术压力。这两种效应均会削弱员工的心理能量与积极性，从而对其创新绩效产生抑制作用。

研究目的

本研究的目标的探究数字化领导力是资源的赋能还是压力的应对，立足于双路径视角，对员工创新绩效所受影响展开的深入研究。本研究旨在：

1. 本研究旨在对数字化领导力相关理论进行系统梳理和分析。以明确其核心概念和结构框架，进一步提出数字化领导力的精细化模型。
2. 探讨资源赋能还是压力应对，聚焦数字化领导力在员工创新绩效方面所引发的认知与情感路径的复杂影响机制。在情感路径上，技术自我效能感能促进员工创新绩效，在认知评价上，工作不安全感对员工创新意图和工作投入在一定程度上产生消极影响，为企业在数字化转型中的领导行为优化提供理论支持。
3. 挖掘优化数字化领导力的实际效能。本研究基于资源保存理论，以数字化企业员工为调研对象，运用实证研究方式，深入挖掘数字化领导力作用于员工创新绩效的双重影响内在机制。

综上所述，本文基于资源保存理论，引入技术效能感、工作不安全感作为中介变量，聚焦于数字化领导力对员工创新绩效的影响效应进行探析，详细分析数字化领导力影响员工创新绩效影响。在企业数字化转型的背景下，本文的结论将为企业提升员工敬业度提供实践启示，丰富人力资源视角下企业数字化转型的本土研究，为优化数字化领导力对员工创新绩效的机制建立提供了价值，解决其研究空隙目标，为现代数字化转型企业提供有价值的指导与方向。

文献综述

1. 数字化领导力

技术的进步从未停下脚步，从蒸汽时代开始，为了适应技术变革，领导者就开始了全方位的“进化”，伴随着生产要素的复杂性、内部关联的多样性，传统的“简单管理”已无法适应社会的发展，“复杂管理”变得越来越重要。自 Avolio 提出 E-Leadership 的概念以来，学者们对于 E-Leadership 的概念界定并未达成一致当前，尽管学术界尚未达成统一的定义，研究者们从不同的视角对数字化领导力进行了深入探讨，主要从行为、过程、能力等三种视角进行分析。

行为角度上：最早起始于美国学者 Avolio（2000）等学者为了界定数字技术对领导领域带来的新变化，最早提出了“E-Leadership”概念，以描述组织领导为适应先进信息技术出现时做出重大调整的新的领导力形式，并分析了领导力和先进信息技术之间的关系，并提出“电子领导力是以先进信息技术为媒介的社会影响过程，对个体、团队和/或组织的态度、情感、思维、行为和/或绩效产生影响。能力要素视角上，即将数字化领导力视为企业领导者自身的所具备的关键领导能力之一，Sandel（2013）；Oberer 和 Erkollar（2018）认为领导者的个人能力、思维方式以及应用新方法和新工具的能力是数字化领导力的关键，并提出数字化领导力被认为是一种快速、跨层级、团队导向和合作的组织领导风格，它将重点放在组织的创新上。过程视角。王文龙等（2024）认为数字化领导力是在复杂的数字化情境之下，领导者以变革为导向，通过对数字环境的把控，借助数字工具进行沟通管理产生适应性，并与追随者及其团队产生相互影响的过程。

核心概念的梳理方面。数字化领导力已成为当今大环境下领导者的必备素养（谢鹏等，2023）。在数字化时代背景下，高层管理者凭借其在组织结构中的核心地位，拥有整合和配置资源的能力，从而对组织创新产生显著正向影响。王婉等（2020）指出，领导风格与素质是影响组织创新的根源因素之一。秦佳良等（2023）进一步认为，在数字化背景下，高层管理者通过资源整合与配置，在团队创新中对员工创造性和团队创造力的影响不断增大，尤其在远程工作、团队合作和员工参与的数字创新过程中发挥重要的协调作用。

数字化领导力与传统领导的区别。数字化领导力与传统领导在核心理念与实践方式上存在显著差异。首先，数字化领导力强调领导者与员工建立平等合作关系，注重员工自主性与创新能力的激发，推动员工主导创新，而非单纯依赖领导指挥。具体而言：与变革型领导的区别：变革型领导多采用自上而下的方式，而数字化领导力更侧重于支持员工应对数字时代的敏捷性、开放性和协作需求；与魅力型领导的区别：魅力型领导注重个人魅力与感召力，数字化领导力则更加注重包容与赋能，促进员工的自我管理与创造力；与授权型领导的相似与差异：数字化领导力与授权型领导均关注激发员工内生动机，但数字化领导力更强调数字环境中的创新、跨界合作和不确定性管理。需要说明的是，数字化领导力”与数字化领导”在本质上没有区别，二者在学术界因英文翻译的不同（如 Digital Leadership, E-leadership）导致撰写方式存在差异。本研究统一采用数字化领导力”这一表述，以保持概念的一致性与学术规范性。

数字化领导的研究进展综述。研究初期（2014-2017 年），数字化沟通与社交媒体这一阶段的研究重点在于数字背景下沟通方式对领导力的影响。2014 年，关键词沟通”（communication）的出现，反映出学者对数字化沟通工具的关注；2015 年，社交媒体成为研究热点（突现强度 6.86），显示其在领导与组织互动中的重要性日益凸显。研究中期（2018-2020 年）数字化挑战与虚拟团队管理，进入中期，研究热点转向数字化挑战与虚拟团队管理。2018 年，挑战（challenges）突现（突现强度 2.19），反映出应对数字化环境中的各种挑战成为关注点；2019 年，虚拟团队”（virtual teams）成为研究焦点（突现强度 4.13），尤其是在远程工作环境下，如何有效管理虚拟团队成为核心议题。近期阶段（2020-2022 年），疫情背景下的适应性研究。新冠疫情显著影响了数字化领导力的研究方向。2020 年，“感知”（perceptions）和领导力”（leadership）突现强度分别为 3.6 和 3.0，反映出对疫情下数字工具和领导策略的适应性研究；同年，高等教育”（higher education）突现强度为 1.11，表明数字化在教育领域的应用

开始受到重视。2021 年，研究进一步聚焦于疫情后数字化领导力的恢复与重建，探讨如何通过数字化手段提升组织韧性与可持续发展能力。本研究采用张志鑫和郑晓明（2023）开发的数字化领导力测量量表。

2. 员工创新绩效

创新绩效作为组织行为学领域的重要研究主题，一直被视为企业获取持续竞争优势的关键。在数智化转型背景下，员工创新绩效不仅关系到企业能否有效开发、整合新知识与新技术，还直接影响到新产品与新服务的研发，从而满足不断变化的新兴市场需求。创新绩效的价值既体现在组织层面上推动企业效率提升、培育新业态与新模式、重塑组织价值，也体现在个体层面上要求员工积极参与并驱动创新实践。创新绩效的实现应该包含观点的产生、促进和执行三个不同的任务 (Janssen, 2000)。韩翼等（2007）将绩效分为任务绩效（技术核心，员工必须完成）关系绩效、学习绩效和创新绩效。创新绩效是指创新性想法的产生及应用，关系到员工是否能够完成与创新有关的任务。

既有研究从多维视角探讨了影响员工创新绩效的因素：①领导角色。健康促进型领导能够助力员工实现工作与生活的适配平衡，维护其身心健康体系，营造和谐的组织氛围情境，从而提升员工的创新绩效表现。社会认知。内部人身份感知被证实是领导风格（如真实型领导）影响员工创新绩效的重要中介机制。③组织环境。资源供给与团队协作是促进员工创新绩效的核心驱动力。个体特质，当员工具备较高能量水平时，更易保持警觉与充沛精力，从而展现出更强的创新行为与绩效。

在当下数字经济迅猛推进的时代大背景下，数字化领导力不仅促使企业的运营流程发生变革，还对员工的工作环境与创新机制进行了重塑。鉴于此，深入探究数字化领导力对员工创新绩效的作用路径，对于助力企业充分挖掘员工的创新潜能、达成战略转型目标以及实现可持续发展，具备重要的理论价值与现实指导意义。本研究采取韩翼等（2007）创新绩效测量方法，将员工创新绩效划分：员工创新行为、员工创新意识和员工创新成果。

3. 技术自我效能感

技术自我效能感源于 Bandura 的社会认知理论，指个体对自身运用特定技术完成任务的信念强度。随着信息技术的演进，其内涵经历了从计算机自我效能感（Compeau & Higgins, 1995）、互联网自我效能感到 ICT 自我效能感的拓展，核心始终聚焦于个体对技术环境的适应与掌控能力。在数字化转型背景下，技术自我效能感（TSE）成为最新构念，强调个体在组织数字化变革中适应新技术、应对新挑战的信心（Maran et al., 2022）。在数字化工作场域中，自我效能感常作为技术应用影响工作绩效的重要中介环节。谢鹏（2025）、赵可云（2025）等发现，技术自我效能感在数字技术培训与员工数字化创造力之间发挥中介作用。

现有研究表明，TSE 对员工行为具有显著影响：高 TSE 员工更易适应技术变革，表现出更强的组织敏捷性（Maran et al., 2022），且能更有效地将技术工具转化为工作效能。然而，当前研究存在两方面的局限：其一，前因探索不足，多数研究聚焦大五人格等个体特质，忽视了组织情境中领导行为的关键作用。数字化领导力作为推动组织变革的核心力量，其对员工 TSE 的塑造机制尚未得到充分验证。其二，结果变量拓展不够，现有文献多关注 TSE 对敏捷性或工作满意度的影响，而对其与创新绩效的关系探讨较少，尤其缺乏对中介机制的深入挖掘。

本研究认为，技术自我效能感是连接数字化领导力与员工创新绩效的关键桥梁。数字化领导力通过技术赋能与愿景引导，可提升员工创新绩效；员工更倾向于主动探索技术解决方案，从而促进创新行为。因此，构建“数字化领导力—TSE—创新绩效”的中介模型，不仅回应了 Maran 等学者对拓展 DSE 前因与后果的呼吁，更揭示了数字化领导力通过心理赋能驱动创新的作用路径，为组织数字化转型提供了新的理论视角与实践启示。本研究采用 Tramontano (2021) 等学者开发的量表，体现出了最新的数字化背景下的组织工作场景，能够清晰而全面地从五个维度去刻画当代组织员工的工作状况和心理状况，对于测量数字化背景下组织员工的技术自我效能感具有很好的借鉴意义。

4. 工作不安全感

20 世纪后期，学者们逐渐关注工作不安全感，并从多个角度探讨其内涵和本质。Greenhalgh 和 Rosenblatt 首次提出工作不安全感的概念，定义为“当员工知觉其工作持续性受到威胁时，所产生的无能为力的心理状态”。

学者们也从不同研究视角探讨工作不安全感的概念与内涵（1）主观与客观。客观视角将组织的临时雇佣、组织变革作为引起工作不安全感的指标，这种不安全感的状态是不受个体所能控制，其次部分学者认为是一种心理状态，对于工作不安全感的体会会由于员工个体的差异而存在差异。Mohr（2000）认为是个体的主观感受，也是一种客观的情境。（2）急性与慢性。一些学者把工作不安全感看成一种急性的工作压力源 Manter et al.（2005），另一部分学者从慢性角度来看，认为经济的衰退、组织的变革、竞争环境等都会引发员工一种延长的焦虑与不确定感 (Rocha et al., 2006)。（3）整体与多面。从整体角度来看，工作不安全感是关于个体对其目前工作在未来能否继续存续的整体感受。多面观点则认为工作不安全感可以从多个方面理解，包括工作环境的稳定性、职业发展的可能性、工作保障的缺乏等。

总的来说，目前关于工作不安全感的定义还没有一个全球范围内可以接受的标准，但有一些共性：（1）工作不安全感本质上并非实际损失的呈现，而是被雇佣主体对于未来可能遭遇损失的一种心理预判与感知；（2）工作不安全感是员工基于对工作相关因素担忧而产生的个人主观体验。基于此，在同一工作环境当中，不同员工个体所体验到的工作不安全感水平会呈现出差异性。本研究采用 Hellgren 等编制的由 7 个题项组成的两维量表，有数量型工作不安全感和质量型工作不安全感 7 个题项组成的量表，其中数量型工作不安全感指个体对目前工作可持续的威胁感知，这种不安全感越高，个体越有可能会被调离现有岗位，或者被组织辞职；质量型工作不安全感则是对于重要工作特征可持续性的威胁感知，这种不安全感越高，表明个体的工作状况越差，工作倦怠感强，薪酬提升度低，即个体虽仍从事在原来岗位上，但整体质量下降。本研究研究数字化领导力对员工创新行为，其两条路径的感知（动机传导路径、情感路径传导），其情感传导路径下产生工作不安全感的感知较为符合 Hellgren 编制量表测量维度，故选择该量表。

5. 研究假设的提出

数字化领导力的核心在于激发员工的创造力和前瞻性思维。领导者通过推动数据驱动决策、加快技术应用的落地、重塑组织结构等方式，不仅帮助企业实现数字化转型，还有效提升员工的任务效率和创新能力。数字化领导力者利用智能化和自动化的运营体系，能够将员

工从重复性、低效的任务中解放出来，让他们能够将更多精力集中在更具创造性和认知性的工作上，这为员工创新绩效的提升奠定了基础。在数字经济这一特定时代语境中，创新已被视为组织获取并保持竞争优势、实现可持续性发展的关键作用力。数字化领导力作为一种新型领导方式，能够通过愿景引领、技术赋能与组织文化塑造，有效促进员工的创新绩效。

既有研究亦为该观点给予了实证层面的有力支持。例如，张碧倩（2022）发现数字化领导力能够通过工作重塑显著提升员工创新绩效；王思明（2022）提出授权赋能在数字化环境下通过双元路径促进了员工创新行为；陈同扬等（2024）则揭示了数字化领导力通过中介与调节效应进一步激发了创新绩效。这些研究共同验证了数字化领导力在激励员工创造性思维、推动创新实践方面的关键作用。

基于上述分析，本研究提出如下假设：

H1：数字化领导力对员工创新绩效具有显著的正向影响。

数字化领导力通过提升员工的数字化技能应用能力来增强其技术自我效能感。根据Bandura（1997）的观点，直接经验是自我效能感的最主要来源。数字化领导力通过引入先进的数字工具、降低技术学习成本，使员工能够亲身体验并成功运用技术完成任务。这种成功的直接体验，会显著提升员工对自身技术能力的判断与信心，从而直接增强其技术自我效能感。在远程工作日益普及的背景下，数字化领导力通过构建信任关系来赋能员工。数字化领导力摒弃了传统的“命令发布者”角色，转变为“协调者”与“赋能者”，通过授权与支持，在虚拟环境中建立高信任度的团队氛围。这种基于信任的组织环境，为员工提供了心理安全感，使其更愿意尝试新技术、承担创新风险，这种积极的心理状态是技术自我效能感的重要催化剂。数字化领导力通过培育员工的远程社交技能来提升其效能感。虚拟工作环境易导致社交隔离，而数字化领导力通过促进团队互动、协调资源，帮助员工建立和维护有效的远程社交网络。强大的社交支持网络不仅能帮助员工解决技术难题，更能提供情感支持，有效缓解远程工作的孤独感，使员工在面对技术挑战时更有信心，从而提升其技术自我效能感。数字化领导力通过关注员工的远程情绪来发挥作用。数字化工作易引发孤独与焦虑等负面情绪，数字化领导力通过去中心化管理、鼓励员工参与创新项目，将员工从被动执行者转变为主动的“召集人”，有效激发其内生动力，并削弱“被支配感”带来的负面情绪。积极的情绪状态是高自我效能感的重要标志，因此，数字化领导力对员工情绪的关怀与疏导，最终会转化为员工对自身技术能力的积极评估。

综上所述，数字化领导力通过技能提升、信任构建、社交支持与情绪关怀四个维度，为员工创造了丰富的成功经验、积极的替代经验、强大的社会支持以及良好的身心状态，这些均是提升技术自我效能感的关键路径。

因此，本研究提出

H2：数字化领导力对技术自我效能感具有正向影响。

在数字化时代，尽管技术进步提升了工作效率和便利性，但员工也因此面临着新的压力来源。Marsh（2022）等人的研究指出，通信技术的快速发展及其带来的持续连接能力无形中延长了工作时间，电子邮件和无线设备的广泛应用使得加班成为一种常态（Mandel, 2005）。这种随时在线的工作模式让员工感到必须即时回应，从而将“无法联系”转化为一种焦虑感。Ragu-Nathan（2007）等人进一步指出，不间断的技术接触侵占了员工的个人时间和空间，使其难以摆脱工作压力。在这样的数字化办公环境中，当外部环境具备高不确定性特征时，数字化

领导力在履行应对外部动态变化职责的过程中，必须将关注点聚焦于其对员工工作不安全感所蕴含的潜在影响机制上。技术的持续引入与更新、频繁的线上干扰以及信息过载等问题，可能导致员工承受信息技术压力，削弱工作满意度和整体福祉。

基于此，本研究提出如下假设：

H3：数字化领导力对工作不安全感具有正向影响。

员工技术自我效能感是激发创意产生的关键认知驱动力。创新始于创意，而创意的产生要求员工具备探索未知、挑战现状的意愿与能力。Bandura（1997）指出，高自我效能感的个体在面对复杂与不确定性任务时，会表现出更强的毅力与复原力。在数字工作场所，技术自我效能感强的员工，对自身驾驭社交、移动、分析、云等复杂技术的能力充满信心。这种自信使他们更倾向于在本职工作之外进行探索，主动寻找新的工作方法与技术工具，从而在认知层面提出更多、更具突破性的创意主张。其次，能够显著降低创意实践的成本与风险。创新不仅是思想的火花，更是将想法付诸实践的过程，此过程往往伴随着高昂的试错成本。技术自我效能感高的员工，对使用信息技术感到的焦虑更低（Bellini et al., 2016），他们更愿意并能够熟练运用多种数字化技术策略进行低成本的创新实验。例如，利用数字仿真与数字孪生技术，可以在虚拟环境中反复测试产品原型，最大限度降低物理研发成本；借助 3D 打印与协同设计平台，团队成员可跨时空参与创新过程，极大提升了创意实践的效率与可行性。员工技术自我效能感能够提升创意实践的协同效率。创新往往不是单打独斗，而是需要跨团队、跨组织的协同合作。技术自我效能感强的员工，能够高效利用内部网络、通信工具、协同平台等数字化手段，与组织内外的关键负责人及专家进行实时沟通与知识共享（Marsh et al., 2022）。这种高效的虚拟协作能力，打破了地理与组织边界的限制，加速了创意理念的传播、迭代与落地，从而将个人或团队的创意高效转化为组织层面的创新绩效。因此，技术自我效能感通过激发创意认知、降低实践成本、提升协同效率，全面作用于创新绩效的生成过程。

因此，本研究提出

H4：技术自我效能感对员工创新绩效具有正向影响。

工作不安全感作为一种负面的工作体验，其本质是员工对工作稳定性和未来职业发展前景缺乏确定性的主观感知。此类不安全感会促使员工滋生焦虑、压力等消极情绪状态，最终对员工的创新绩效产生抑制性影响。一方面，工作不安全感会削弱员工的心理安全感，使其更加关注短期生存需求，而非长期的创造性投入。当员工担心自身岗位的不确定性时，他们更可能采取保守策略，避免承担创新可能带来的风险，从而降低创新行为的发生概率（Shoss, 2017）。另一方面，工作不安全感可能会降低员工的内在动机和创造力。根据自我决定理论（Deci & Ryan, 1985），个体的内在动机来源于自主性、胜任感和归属感，而工作不安全感的存在会削弱这些关键要素，使员工对工作的掌控感降低，从而影响其创造性思维的发挥。此外，长期处于工作不安全感状态的员工，往往会出现精力耗竭和职业倦怠（Probst, 2015），进而减少探索新方法、优化流程或开发新产品的意愿，最终对创新绩效产生负向影响。

基于此，本研究提出如下假设：

H5：工作不安全感对员工创新绩效具有负向影响。

数字化领导力正是通过其领导行为，扮演了积极“社会劝说者”的角色。具体而言，数字化领导通过引入先进技术、推行去中心化管理、简化工作流程并充分授权，为员工创造了参与甚至主导数字化创新项目的宝贵机会。当员工在这些项目中做出贡献时，领导及时的认同与赞赏，作为一种强有力的正向反馈，直接向员工传递了“你具备掌握和运用新技术能力”的信号。这种支持性的领导行为，不仅让员工感受到组织的信任与支持，更在心理层面增强了他们对自己技术能力的信心，从而有效提升了其技术自我效能感。提升后的技术自我效能感是驱动员工创新绩效的直接动力。技术自我效能感是员工在与技术环境交互过程中，对自己能否成功完成特定技术任务的信念。当员工拥有较高的技术自我效能感时，他们不再视新技术为障碍，而是将其视为实现创新的工具。这种信念促使他们更愿意主动探索新技术的应用场景，积极适应软硬件更新，并快速融入组织的数字化环境。正如 Maran（2022）等人所指出的，高技术自我效能感能显著增强员工的敏捷性，使其能够从容应对内外部环境变化，勇于承担风险，尝试颠覆性的创新方案。他们对自己更有信心，目标承诺更高，在面对创新过程中的困难与不确定性时，会表现出更强的毅力和坚持，最终将创新的意愿转化为实际的创新成果，从而显著提升其创新绩效。

综上所述，数字化领导力通过一系列赋能与支持行为，作为一种积极的社会性劝说，有效提升了员工的技术自我效能感；而员工技术自我效能感的增强，又进一步激发了其创新意愿、冒险精神和行动力，最终对创新绩效产生积极影响。因此，员工技术自我效能感构成了数字化领导影响员工创新绩效的内在桥梁和核心传导路径。

因此，本研究提出

H6：技术自我效能感在数字化领导力与员工创新绩效之间起到中介作用。

在数字化时代，数字化领导力力通过推动技术创新、优化组织结构，并赋予员工更多的自主权，能够有效激发员工的创造力。然而，在数字化领导力的实践框架下，高度授权策略的实施与技术变革浪潮的涌动，或许会触发员工的工作不安全感，最终对员工的行为表现形成特定的负面效应。例如，员工可能担心自己的技能会被新技术所替代，或者他们的工作岗位可能因自动化而消失。这些担忧直接威胁到员工的工作特征资源，如自主性、技能多样性和任务意义等（邹琼，2024）。在面临这些威胁时，员工往往更容易产生焦虑、担忧和恐惧等负面情绪，这些情绪反过来又会降低他们的工作投入度和创新意愿。基于上述分析可以推断，工作不安全感在数字化领导力作用于员工创新绩效的过程中，发挥着关键的中介效应。数字化领导力通过提升员工的工作不安全感水平，改变其情感状态与行为反应模式，进而对员工的创新绩效产生相应影响。具体而言，数字化领导力力的影响可能通过增强员工的不安全感，间接影响员工的创新绩效，进而在两者之间起到中介作用。

因此，本研究提出如下假设：

H7：工作不安全感在数字化领导力力与员工创新绩效之间起到中介作用。

综上所述，本文构建如图 1 所示的理论模型:

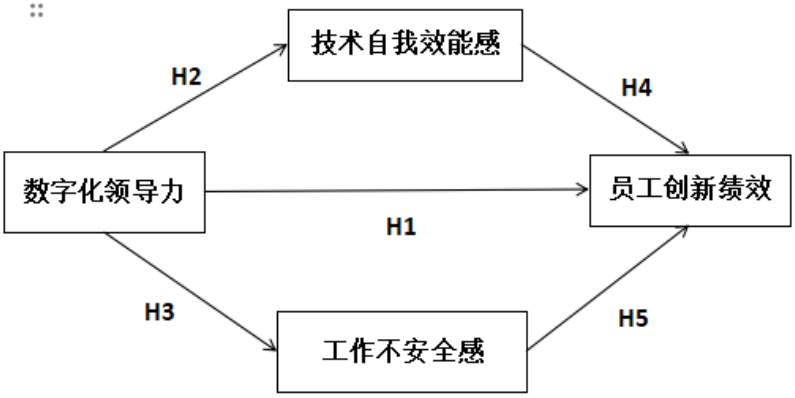

图 1： 数字化领导力对员工创新绩效影响模型图

来源：作者整理

研究方法

本研究采用定量研究范式，旨在深入探究数字化领导力对员工创新绩效的影响机制，围绕数字化领导力通过情感路径和认知路径的不同对员工绩效产生双重影响路径的作用。由于这些变量具有内隐性和复杂性，难以通过直接观察或现有数据直接获取有效测量结果，因此本研究选用问卷调查与实证分析方法来收集所需数据。

研究结果

1. 人口与抽样

研究的目标人群主要是受访的数字化企业主要来自于广西、湖南、北京等省份。被调研者涵盖中国大部分区域，既有发达地区，又有欠发达地区。为避免样本的系统性偏差，样本企业包括国企、民企、大规模企业、中小规模企业等。被调研者为数字化企业员工，需要满足在工作中能够感受或接触到数字化技术工具的工作人员。问卷的主要发放渠道线上发放主要是通过“问卷星”设计调查问卷后，通过数字化行业的同行进行滚雪球抽样，为了降低共同方法偏差的影响，数据收集工作分为 3 个时点。①阶段 1（T1）收集人口统计学变量、数字化领导力和员工工作绩效（任务绩效和创新绩效）的数据；①阶段 2（T2）在 T1 阶段结束后的两周在回收信息技术压力和工作繁荣的有用性数据；①阶段 3（T3）在 T2 阶段结束一周后开始，该阶段收集了组织支持感和差错管理氛围的数据，通过 3 个阶段的数据配对，平均填写时间为 332 秒，去除测谎题错答，答题时间极端等无效问卷后，最终确定有效问卷 460 份，在网络问卷填写时，在问卷前详细告知调研目的，并强调了问卷的保密性，通过 SPSS26.0、AMOS23.0 等统计软件进行统计分析，对假设进行检验。

2. 抽样方法、数据收集及工具

第一部分是引导语，向被调研者解释问卷的主题和目的，并承诺问卷的用途和保密措施，希望被调研者能够予以配合如实填写。第二部分是被调研者的人口统计学资料，在对相关文献进行梳理并结合企业实际情况后，本文主要搜集被调研者的性别，年龄和学历，以便后续的统计分析。第三部分是问卷的变量测量题项部分。内容包括对各构念的测量，包括数字化领导力、员工创新绩效）、技术自我效能感、工作不安全感等变量的测量题项。这些量表运用 5 点李克特量表（1.非常不同意 2.不同意 3.一般 4.同意 5.非常同意）进行评估，所有测量量表均来自先去经过验证且可靠的工具，确保了研究结果的可靠性。这种方法循序从特定目标群体中进行有针对性的数据收集，通过上述举措，能够推进针对数字化领导力影响员工创新绩效的研究进程，进而更深度地挖掘其情感和动机双路径的内在关联机制。

第一部分为引导语。向被试者简要说明本次调研的研究主题与目的，明确问卷所得数据仅用于学术研究，并承诺严格遵循匿名和保密原则，以增强其配合填写与真实作答的意愿。第二部分为人口统计学信息。结合相关文献梳理与企业实际情况，设置性别、年龄、学历等基本背景变量，用于后续分组对比与统计控制分析。第三部分为核心变量测量。涵盖数字化领导力、工作不安全感及员工创新绩效等构念，均采用经过国内外广泛应用并验证过信效度的成熟量表。各题项均基于 5 点李克特量表进行评分（1=非常不同意，5=非常同意），以保证测量结果的可靠性和有效性。通过以上设计，本研究能够系统收集来自特定群体的定量数据，为深入探讨数字化领导力作用于员工创新绩效的机制提供坚实的实证基础，并有助于揭示其在情感与动机双路径上的内在作用逻辑。

3. 数据分析

表 1: 测量模型各构念的拟合度检验结果

常用指标	*χ2/df*	GFI	RMSEA	RMR	CFI	NFI	TLI	AGFI	IFI
判断标准	<3	>0.8	<0.08	<0.05	>0.8	>0.8	>0.8	>0.8	>0.8
值	1.106	0.855	0.015	0.051	0.987	0.876	0.986	0.846	0.987

来源：笔者整理绘制整理

表 2: 员工样本频数分析

员工样本频数分析结果			
名称	选项	频数	百分比(%)
性别	男	238	51.74
	女	222	48.26
年龄	21 岁以下	82	17.83
	21~25	136	29.57
	26~30	123	26.74
	31~40	79	17.17
	41~50	40	8.7

员工样本频数分析结果			
名称	选项	频数	百分比(%)
学历	中专、职高及以下	15	3.26
	大学专科	133	28.91
	大学本科	258	56.09
	硕士及以上	54	11.74
工作年限	5 年及以下	133	28.91
	6-10 年	165	35.87
	11-15 年	98	21.3
	16-20 年	45	9.78
	20 年以上	19	4.13
单位性质	国有企业	144	31.3
	事业单位	78	16.96
	民营企业	188	40.87
	政府机关	31	6.74
	外资企业	19	4.13
企业规模	99 人及以下	93	20.22
	100-199	36	7.83
	200-299	71	15.43
	200-399	58	12.61
	400-499	45	9.78
	500-999	73	15.87
	1000 以上	84	18.26
职位类别	基层员工	244	53.04
	中层员工	132	28.7
	高层员工	84	18.26

本研究共获得有效样本 460 份，涵盖性别、年龄、学历、工作年限、单位性质、企业规模及职位类别等多维度特征。性别方面，男性 238 人，占比 51.74%，女性 222 人，占比 48.26%，比例基本均衡，保证了样本在性别层面的代表性。年龄结构显示，21—30 岁的青年员工占比较高，其中 21—25 岁为 29.57%，26—30 岁为 26.74%，合计达 56.31%，反映出青年群体在企业数字化转型进程中居于主体地位。学历与知识储备整体较好，使其能够对“数字化领导力”等研究变量提供较为准确的反馈。工作年限分布方面，5 年及以下者占 28.91%，6—10 年者占比最高（35.87%），11—15 年者占 21.30%，而 16 年以上的员工仅占 13.91%，整体呈现出年轻化和经验中低水平的特征，契合当前企业在数字化环境下人力结构更新较快的趋势。

从组织类型看，民营企业员工占比最高（40.87%），国有企业次之（31.30%），其余为事业单位、政府机关及外资企业（合计 27.83%），呈现较强的多样性，为比较不同组织情

境下数字化领导力作用效果提供了基础。企业规模亦具有一定的差异性，能够较为真实地反映中国企业的多元结构。总体而言，本研究样本在性别、年龄、工作年限、组织类型和规模等方面分布合理，具有较好的广泛性与代表性，为后续实证研究提供了可靠的数据支撑。

表 3: Cronbach 信度分析

	项数	样本量	Cronbachα 系数
数字化领导力	18	460	0.952
工作不安全感	9	460	0.948
创新绩效	8	460	0.914
技术自我效能感	10	460	0.945

数字化领导力量表包含 18 个题项，Cronbach's α 系数达 0.952，显示该量表内部题项间具有极强的相关性，创新绩效量表由 8 个题项组成，Cronbach'sα 系数为 0.914；技术自我效能感与工作不安全感 Cronbach'sα 系数均在 0.8 以上，表明本研究测量工具具有较高的信度。

表 4: 区分效度分析

	数字化领导力	技术自我效能感	工作不安全感	创新绩效
数字化领导力	0.723			
技术自我效能感	0.505	0.744		
工作不安全感	0.183	-0.088	0.763	
创新绩效	0.522	0.454	-0.112	0.755

通过实施区分效度分析，针对数字化领导力、技术自我效能感、工作不安全感与创新绩效进行检验。分析结果表明，各变量对应的 AVE 平方根值均处于 0.7 以上水平，同时大于因子间相关系数绝对值的最大值（此最大值高于 0.5），由此可判定这些变量具有理想的区分效度。

表 5: H2 假设验证——数字化领导力对技术自我效能感正向影响

线性回归分析结果(n=460)							
	非标准化系数		标准化系数	t	p	共线性诊断	
	B	标准误	Beta			VIF	容忍度
常数	1.245	0.285	-	4.369	0.000**	-	-
性别	0.081	0.070	0.046	1.153	0.249	1.003	0.997
年龄	0.104	0.069	0.141	1.511	0.132	5.479	0.183
学历	-0.056	0.055	-0.044	-1.015	0.310	1.180	0.848
工作年限	-0.037	0.082	-0.047	-0.453	0.651	6.641	0.151

线性回归分析结果(n=460)							
	非标准化系数		标准化系数	t	p	共线性诊断	
	B	标准误	Beta			VIF	容忍度
单位性质	-0.029	0.044	-0.036	-0.661	0.509	1.906	0.525
企业规模	0.035	0.022	0.086	1.554	0.121	1.901	0.526
职位类别	0.008	0.078	0.007	0.109	0.913	2.900	0.345
数字化领导力	0.533	0.043	0.495	12.297	0.000**	1.018	0.983
R 2			0.281				
调整 R 2			0.268				
F			F (8，451)=22.036，p=0.000				
D-W 值			2.172				

备注：因变量=技术自我效能感

* p<0.05** p<0.01

本研究通过多元线性回归模型，探究了数字化领导力对员工技术自我效能感的影响作用。样本量为 460，回归结果显示，模型整体显著（$F(8, 451) = 22.036$，$p < 0.001$），调整后的 R^2为 0.268，说明自变量对因变量“技术自我效能感”具有中等程度的解释力。

在控制了性别、年龄、学历、工作年限、单位性质、企业规模和职位类别等人口统计学与组织变量后，数字化领导力对技术自我效能感表现出显著的正向影响（非标准化系数 B = 0.533，标准化系数 Beta = 0.495，t = 12.297，$p < 0.001$）。这表明，数字化领导力每提升一个单位，员工的技术自我效能感平均提升 0.533 个单位，标准化系数 0.495 说明数字化领导力是所有自变量中对技术自我效能感影响最强的变量。

此外，从共线性诊断来看，数字化领导力的 VIF 值为 1.018，远小于临界值 10，容忍度为 0.983，说明该变量与其他自变量之间不存在严重的多重共线性问题，回归结果具有稳健性。

综上，数字化领导力在提升员工技术自我效能感方面具有显著且重要的促进作用。这一结果支持了相关理论观点，即数字化领导力能够通过技术赋能、引导学习氛围、提供资源支持等方式，增强员工对自身技术能力的信心与掌控感，从而有效提升其技术自我效能感。

表 6: 检验 H3——数字化领导力对工作不安全感具有正向影响

线性回归分析结果(n=460)							
	非标准化系数		标准化系数	t	p	共线性诊断	
	B	标准误	Beta			VIF	容忍度
常数	2.147	0.329	-	6.530	0.000**	-	-
性别	0.031	0.081	0.018	0.383	0.702	1.003	0.997
年龄	-0.009	0.079	-0.013	-0.118	0.906	5.479	0.183
学历	0.072	0.063	0.057	1.135	0.257	1.180	0.848

线性回归分析结果(n=460)							
	非标准化系数		标准化系数	t	p	共线性诊断	
	B	标准误	Beta			VIF	容忍度
工作年限	0.029	0.095	0.036	0.300	0.765	6.641	0.151
单位性质	-0.053	0.050	-0.067	-1.058	0.291	1.906	0.525
企业规模	-0.040	0.026	-0.098	-1.549	0.122	1.901	0.526
职位类别	-0.056	0.090	-0.049	-0.619	0.536	2.900	0.345
数字化领导力	0.192	0.050	0.178	3.828	0.000**	1.018	0.983
R 2	0.042						
调整 R 2	0.025						
F	F (8，451)=2.494，p=0.012						
D-W 值	2.023						

备注：因变量=工作不安全感

* p<0.05** p<0.01

从回归模型的整体拟合效果来看，决定系数 R^2取值为 0.042，调整后的 R^2为 0.025。这一数据反映出，自变量对于因变量（工作不安全感）的变异解释程度相对较低，但模型整体依然具备统计上的显著性。F 检验的结果表明，F(8,451)=2.494，其 p 值为 0.012，小于预设的 0.05 显著性水平，这有力地证明了回归方程在整体上是有效的。D- W 统计量的值为 2.023，接近理想值 2，说明模型不存在明显的自相关现象。

对于控制变量的分析结果显示，性别、年龄、学历、工作年限、单位性质、企业规模以及职位类别等变量，对工作不安全感的影响均未达到显著水平（对应的 p 值均大于 0.05），这表明人口学变量在工作不安全感的解释中作用较小。聚焦于核心自变量，数字化领导力的非标准化回归系数 B 为 0.192，标准化回归系数 Beta 为 0.178，且在 1% 的显著性水平上显著（t=3.828，p<0.01）。这意味着，在控制了性别、年龄、学历、工作年限、单位性质、企业规模和职位类别等一系列变量后，数字化领导力对员工的工作不安全感呈现出显著的正向影响即，企业领导者展现出越强的数字化领导力特征，员工感受到的工作不安全感水平越高。从理论上看，数字化领导力强调技术应用、流程优化与敏捷转型，虽然为组织提供了创新与竞争优势，但也可能带来员工对岗位技能不足、适应性欠缺的担忧，进而提升其工作不安全感。这与压力认知评价理论相吻合，即员工在面对技术迭代与新要求时，容易感受到资源不足或威胁，从而产生较强的不安全感。（假设 H3 得到支持）。

表 7: 检验 H1.H4.H5——技术自我效能感、工作不安全感与创新绩效的影响

线性回归分析结果(n=460)							
	非标准化系数		标准化系数	t	p	共线性诊断	
	B	标准误	Beta			VIF	容忍度
常数	1.945	0.299	-	6.506	0.000**	-	-
性别	0.078	0.068	0.043	1.142	0.254	1.007	0.993
年龄	-0.017	0.067	-0.022	-0.252	0.801	5.507	0.182
学历	-0.001	0.053	-0.000	-0.011	0.991	1.185	0.844
工作年限	0.092	0.080	0.112	1.149	0.251	6.645	0.150
单位性质	-0.068	0.042	-0.083	-1.596	0.111	1.914	0.522
企业规模	-0.035	0.022	-0.084	-1.611	0.108	1.918	0.521
职位类别	-0.122	0.075	-0.104	-1.616	0.107	2.903	0.344
数字化领导力	0.493	0.050	0.446	9.797	0.000**	1.456	0.687
技术自我效能感	0.217	0.047	0.212	4.651	0.000**	1.455	0.687
工作不安全感	-0.187	0.040	-0.182	-4.615	0.000**	1.093	0.915
R 2	0.360						
调整 R 2	0.346						
F	F (10，449)=25.240，p=0.000						
D-W 值	2.081						

备注：因变量=创新绩效

* p<0.05** p<0.01

从上表可知，将性别，年龄等及数字化领导力，技术自我效能感，信息技术压力作为自变量，而将创新绩效作为因变量进行线性回归分析，从上表可以看出，模型公式为：创新绩效=1.945+0.078*性别-0.017*年龄-0.001*学历+0.092*工作年限-0.068*单位性质-0.035*企业规模-0.122*职位类别+0.493*数字化领导力+0.217*工作繁荣-0.187*信息技术压力，模型 R 方值为 0.360，意味着性别等可以解释创新绩效的 36.0%变化原因。通过 F 检验(F=25.240，p=0.000<0.05)，也即说明性别等变量中至少一项会对创新绩效产生影响关系，另外，针对模型的多重共线性进行检验发现，模型中 VIF 值小于 10，意味着不存在共线性问题；最终具体分析可知：数字化领导力对创新绩效有影响。

数字化领导力的回归系数值为 0.493(t=9.797，p=0.000<0.01)，意味着数字化领导力会对创新绩效产生显著的正向影响关系（即，假设 H1 得到支持）。

技术自我效能感的回归系数值为 0.217(t=4.651，p=0.000<0.01)，意味着技术自我效能感会对创新绩效产生显著的正向影响关系（即，假设 H4 得到支持）。

工作不安全感的回归系数值为-0.187(t=-4.615，p=0.000<0.01)，意味着工作不安全感会对创新绩效产生显著的负向影响关系（即，假设 H5 得到支持）。

表 8: 检验 H7——工作不安全感在数字化领导力与员工创新绩效之间起到部分中介作用

	模型 2：工作不安全感	模型 4：创新绩效	模型 5：工作不安全感	模型 6：创新绩效
常数	2.147**	1.814**	2.147**	2.300**
性别	0.031	0.09	0.031	0.097
年龄	-0.009	0.007	-0.009	0.005
学历	0.072	-0.026	0.072	-0.01
工作年限	0.029	0.078	0.029	0.085
单位性质	-0.053	-0.064	-0.053	-0.076
企业规模	-0.04	-0.02	-0.04	-0.029
职位类别	-0.056	-0.11	-0.056	-0.122
数字化领导力	0.192**	0.573**	0.192**	0.616**
信息技术压力				-0.226**
样本量	460	460	460	460
R2	0.042	0.282	0.042	0.329
调整 *R2*	0.025	0.27	0.025	0.316
F 值	*F*=2.494，*p*=0.012	*F*=22.178，*p*=0.000	*F*=2.494，*p*=0.012	*F*=24.516，*p*=0.000

回归结果表明，数字化领导力对创新绩效具有显著正向影响（β=0.573，p<0.01）。进一步检验发现，数字化领导力对工作不安全感有显著正向作用（β=0.192，p<0.01），而工作不安全感对创新绩效呈显著负向作用（β=-0.226，p<0.01）。当将信息技术压力引入回归模型时，数字化领导力对创新绩效的影响系数由 0.573 上升至 0.616，说明工作不安全感在其中发挥了负向中介与产生遮掩效应。这意味着，数字化领导力一方面通过资源赋能直接促进员工创新绩效，另一方面也可能因加快技术迭代、增加学习负担而带来信息技术压力，从而在一定程度上削弱其正向作用。

表 9: H6 假设验证——技术自我效能感与工作不安全感中介作用检验

中介效应 Bootstrap 检验结果						
项	**意义**	**效应值 Effect**	**BootLLCI**	**BootULCI**	***p* 值**	**假设检验结果**
数字化领导力→技术自我效能感→创新绩效	间接效应	0.14	0.078	0.179	0	H6b 成立
	直接效应	0.433	0.335	0.53	0	
	总效应	0.573	0.486	0.66	0	
数字化领导力→工作不安全感→创新绩效	间接效应	-0.043	-0.062	-0.017	0	H7b 成立
	直接效应	0.616	0.531	0.702	0	
	总效应	0.573	0.486	0.66	0	

技术自我效能感的中介作用（正向路径），验证了“赋能机制”在数字化领导力影响创新绩效中的重要性（H4 假设得到支持）。数字化领导力通过提升员工的技术自我效能感，增强其对技术应用的信心，从而促进创新行为。组织应注重通过数字化领导力提升员工的技术自我效能感，例如提供技术培训、项目实践机会等。

工作不安全感的中介作用（负向路径），揭示了“风险缓解机制”在数字化领导力影响创新绩效中的作用。数字化领导力通过降低员工的工作不安全感，减少其对未来的担忧，从而间接促进创新绩效。组织应通过数字化领导力缓解员工的工作不安全感，例如加强沟通透明度、完善激励机制等。

表 10: 假设验证结果汇总

假设	假设内容	结果
H1	数字化领导力对员工创新绩效的具有正向影响	支持
H2	数字化领导力对技术自我效能感具有正向影响	支持
H3	数字化领导力对工作不安全感具有正向影响	支持
H4	技术自我效能感对员工创新绩效具有正向影响	支持
H5	工作不安全感对员工创新绩效具有负向影响	支持
H6	技术自我效能感在数字化领导力与员工创新绩效之间起到部分中介作用	支持
H7	工作不安全感在数字化领导力与员工创新绩效之间起到部分中介作用	支持

通过以上假设验证汇总来看，本研究验证了数字化领导力对员工创新绩效的双重影响作用，并揭示了其通过“技术自我效能感/工作不安全感”所产生的部分中介效应。工作不安全感反映了消极心理机制，可能削弱数字化领导力的绩效促进作用。综合以往和现研究结果表明，数字化领导力对员工创新绩效的影响，一方面可以通过提升员工心理资源促进创新，另一方面也可能因增加不安全感而带来潜在抑制。企业应在推动数字化领导实践的同时，注重营造积极的心理氛围、降低员工的不安全感，以实现数字化转型与员工创新绩效的双赢。

4. 异质性讨论

本研究通过年龄、性别、工龄、行业四个维度的异质性分析，揭示了数字化领导力对员工绩效的影响并非普遍一致，而是受到个体特质和环境因素的显著调节。这一发现丰富了数字化领导力的理论框架，强调了情境因素在领导力研究中的重要性。

（1）年龄异质性：经验积累与创新接受度的分化

研究发现，21-30 岁员工在创新绩效方面表现较为突出，40 岁以上的工作年限较久对创新的表现不明显，这反映了不同年龄段员工在数字化领导下的差异化响应机制。40 岁以上员工凭借丰富的工作经验和成熟技能，能够更高效地将数字化领导提供的技术赋能、流程优化转化为任务绩效的提升。相比之下，40 岁以下员工对新技术、新方法的接受度更高，更愿意尝试创新工作方式，因此在创新绩效方面表现更为突出。管理启示在于，企业应为年长员工提供更系统的技术培训与流程优化支持，为年轻员工营造更开放的创新环境。

（2）性别异质性：任务导向与创新导向的分化

研究结果显示，女性员工在数字化领导力对任务绩效的影响系数更高，而男性员工在创新绩效方面的影响系数更大。这一差异反映了性别在工作风格、社会文化期望及职业动机上的分化。女性员工通常更注重细节和执行力，在任务完成过程中表现出较高的稳定性和责任心，因此更容易将数字化领导提供的资源转化为任务绩效的提升。相比之下，男性员工更倾向于冒险和探索，更容易受到数字化领导推动的技术创新、知识共享的激励。企业应考虑性别异质性因素，制定针对不同性别员工的个性化管理策略。

（3）工龄异质性：经验积累与创新思维的分化

工作年限较长的员工在数字化领导力对任务绩效的影响更为显著，而工作年限较短的员工在创新绩效上的提升更为明显。工作年限较长的员工积累了丰富的行业经验，对工作流程、岗位职责及技术操作的掌握程度较高，能够更高效地完成工作任务。相比之下，工作年限较短的员工更容易接受新的工作理念和方法，对创新技术的接受度和尝试意愿较高，因此在数字化领导的鼓励下更愿意进行创新探索。企业应针对不同经验层级的员工采取差异化的数字化管理策略。

（4）行业异质性：技术依赖与创新需求的分化

研究结果显示，新兴行业员工在数字化领导力对任务绩效和创新绩效的影响上表现出更高的系数，而传统行业员工的影响系数相对较小。新兴行业对数字技术的依赖度较高，员工能够更快地适应数字化变革，并利用技术优化工作流程和提高绩效。相比之下，传统行业的运营模式更加依赖经验积累和人工操作，数字化技术在工作场景中的渗透度较低。企业应结合行业特点制定相应的数字化管理策略，例如，对于新兴行业，应重点发挥数字化领导的创新赋能作用；对于传统行业，则需要加强员工数字技能培训和适应性支持。

讨论

本研究基于资源保存理论（COR）与工作要求-资源模型（JD-R），进一步提出了“赋能-应激并存的双稳态”解释框架，以更精准地刻画数字化领导力对员工创新绩效的双重影响机制。传统 JD-R 模型强调工作资源促进积极结果、工作要求诱发消极结果的二元对立逻辑，而本研究发现，数字化领导力作为一种特殊的领导行为，同时具备“赋能”与“应激”的双重属性，能够同时激活员工的资源增益螺旋与资源损耗螺旋，形成一种动态平衡的双稳态系统。

具体而言，数字化领导力通过愿景塑造、数据赋能与知识共享，为员工提供丰富的心理资源（如技术自我效能感、工作意义感），促进其创新绩效的提升；与此同时，数字化领导力所伴随的技术迭代压力、角色模糊与绩效不确定性，也会引发员工的工作不安全感，形成资源损耗的负向路径。这种“赋能-应激”并存的双稳态特征，超越了传统 JD-R 模型的二元对立框架，揭示了数字化领导力在复杂组织环境中的多维作用机制。数字化领导力对员工创新绩效的双重路径，在压力认知路径上，工作不安全感对员工创新绩效产生了负向影响，产生了遮掩效应。这表明数字化领导力并非单一维度地作用于员工，它一方面能够激活员工所拥有的积极心理资源，为员工的创新活动提供内在动力；另一方面，也可能触发员工的消极心理体验，对创新产生一定的阻碍。其员工心理状态与认知情况会影响着员工的创新绩效表现。

1. 数字化领导力的双刃剑效应发现

本研究发现，在以往的研究中数字化领导力对员工创新绩效具有显著正向作用，学者（如张碧倩，2022；Benitez et al., 2022）在论文阐释中说明数字化领导力通过愿景塑造、数据赋能与知识共享能够增强员工的创新动机和能力。它为员工创造了更多的学习机会和成长空间，使其能够集中精力投入到高附加值和高创造性的任务之中。

然而，本研究揭示数字化领导力在提升绩效的同时，也会显著增加员工的工作不安全感。换言之，数字化领导力并非单一的“资源赋能”，而是一种兼具“赋能—压力”双重效应的复杂领导方式。一方面，领导者推动的技术革新与流程优化为组织提供了竞争优势；另一方面，高频的技术迭代与岗位不确定性却会使员工感受到资源被威胁甚至流失，从而引发焦虑与不安全感。这种双刃剑效应与资源保存理论（Hobfoll, 2011）中的“资源增益螺旋”与“资源损耗螺旋”相呼应：数字化领导力既可能启动员工的资源增益循环，也可能触发资源损耗过程。

2. 技术自我效能感及工作不安全感的双中介效应

实证结果表明，技术自我效能感和工作不安全感在数字化领导力与创新绩效之间发挥部分中介作用，并呈现遮掩效应（suppression effect）。这一发现具有重要理论价值。传统研究往往强调工作不安全感对绩效的直接负向影响（Shoss, 2017；胡三嫚，2017），但本研究进一步揭示了其在数字化领导力作用机制中的特殊角色。具体而言，数字化领导力一方面通过直接赋能显著提升创新绩效（直接效应）；另一方面，通过提升员工的工作不安全感，间接削弱了这种正向关系（间接效应）。当将工作不安全感纳入模型后，数字化领导力对创新绩效的解释力反而增强，说明该变量在机制路径中发挥了“遮掩”的功能。这一发现不仅扩展了中介效应研究的视野，也揭示了领导力在数字化语境下的复杂性：领导者的积极赋能可能同时伴随潜在的心理压力，从而对最终绩效表现产生交织作用。

总结

1. 理论贡献

本研究的理论价值主要体现在以下几个方面：

（1）理论上拓展了数字化领导力作用机制的研究视角。既有文献更多关注数字化领导力对组织层面的数字化转型绩效、战略调整等宏观层面结果，较少探讨其对员工个体行为与心理状态的影响。本文立足于员工创新绩效这一关键个体结果变量，揭示了数字化领导力通过工作不安全感的中介变量作用于员工创新绩效的逻辑关系，不仅弥补了研究不足，也为后续开展微观层面的本土化研究提供了经验参考。

（2）构建了数字化领导力对员工创新绩效影响的遮掩模型。本文发现，数字化领导力既能通过增加资源、促进学习与成长激发工作繁荣，从而推动员工创新绩效；又可能因技术压力与角色不确定性提升员工工作不安全感，抑制其创新行为。这种正负效应并存的发现，本研究在既有成果基础上，对数字化领导力与员工创新绩效关系的理论诠释进行了充实与完善，同时也有利于精准把握数字化背景下员工心理体验差异的内在逻辑与形成机理。

（3）研究揭示了数字化领导力在作用机制中潜在的负向路径。虽然数字化领导力能够通过赋能促进员工成长及技术自我效能感，但过度依赖技术与频繁的流程变革，也可能使员

工产生工作不安全感。研究结果表明，员工在面对持续升级的数字化要求时，容易感知到岗位被取代、技能不足或绩效压力加剧，从而导致心理资源的消耗。工作不安全感作为部分中介变量，不仅削弱了数字化领导力对员工创新绩效的正向作用，还可能形成抵消效应。换言之，数字化领导力一旦未能有效缓解员工的不确定感，就可能带来心理压力的累积和绩效下降。该发现提示，在数字化转型背景下，领导者需要充分关注员工的心理承受力，避免单纯的技术驱动和目标压强，而应通过减缓不安全感、提供心理支持，来降低负向效应对绩效的侵蚀。

2. 管理意义

（1）数字化领导应注重激发员工积极心理资源。数字化领导力通过提供愿景引导、数据赋能与技能培养，能够提升员工在工作中的资源感知和发展潜能。企业应在数字化转型过程中，结合工作再设计和技能培训，增强员工对任务意义的理解和未来发展的信心，从而激发员工的内在动机，促进其形成活力、专注和胜任感等积极心理状态，提升工作繁荣水平。积极的工作繁荣不仅能增强员工的创新意识，更能推动其在复杂任务中表现出更高的创造力和主动性。

（2）数字化领导力应重视缓解员工的不安全感。数字化转型往往伴随着流程重组与技术更迭，员工可能产生角色模糊、技能过时的担忧。领导者应通过充分沟通、提供情绪支持和灵活的工作方式，帮助员工逐步适应数字化环境，降低其因技术变革而产生的不安全感。同时，通过建立公平透明的晋升机制和成长通道，减轻员工对职业发展的焦虑感，从而弱化信息技术压力对创新绩效的消极影响。

（3）数字化领导力需推动管理方式由控制走向赋能。传统的指令式管理方式在数字化背景下难以有效激励员工创新。数字化领导应转向赋能式、教练式管理，注重发展性反馈而非单纯控制，营造包容试错与知识共享的组织氛围。通过这种管理方式，可以进一步放大积极效应，及时缓冲工作不安全感对员工创新绩效的消极作用，实现数字化领导力的正负影响效应下的动态平衡。资源保存理论通常被用于解释个体如何积累或损耗心理资源，而本研究将其引入数字化领导力的研究场域，揭示了数字化转型所带来的资源增益与资源威胁并存的动态过程。这不仅为该理论提供了新的实证支持，也为后续研究探索数字化环境下的“资源流动机制”提供了新的研究思路。

3. 局限

（1）研究方法单一化：缺乏多源数据与动态追踪设计。本研究以问卷调查为主要数据来源，虽然采用了实证检验，但在方法上仍有一定局限。本文采用问卷调查与统计分析方法，未来可结合实验研究、追踪研究或多源数据，动态揭示数字化领导力影响员工创新绩效的过程机制。

（2）调节变量机制不足：边界条件拓展有限。本文仅从数字化领导力对员工创新绩效双路径探究，数字化领导力的“赋能-应激双稳态”效应并非普遍一致，而是受到多种边界条件的调节，未来研究可引入心理安全感、创新氛围等变量，深化了对数字化领导力作用机制的理解，也为组织管理者提供了情境化的干预思路。

（3）组织情境因素考察缺失：未纳入组织层面调节变量。本研究未探讨组织层面的调节因素。未来可进一步引入组织支持感、差错管理氛围、团队协作氛围等变量，考察它们在

双路径机制及的边界条件，以揭示数字化领导力在不同组织情境下的差异化作用。

（4）跨文化比较与纵向设计缺乏：样本普适性与动态性受限。考虑跨文化与行业差异考量，本研究样本主要来自中国数字化转型企业，结果可能受文化和行业特性影响。未来研究可在不同国家或不同类型企业中进行比较，以验证数字化领导力影响员工创新绩效的普遍性与差异性。

4. 未来研究

本研究揭示了数字化领导力作为员工心理状态与行为表现的关键调节力量，以及工作不安全感在创新绩效形成中的双刃剑”效应。在资源赋能—压力效应的双重机制下，数字化领导力通过优化员工心理资源和激励机制，最终推动员工释放创新潜能。基于这些核心发现，未来研究可从以下方向进一步深化探索：

（1）数字化领导力的心理调节机制深化研究。

未来研究应进一步聚焦数字化领导力如何具体调节员工的心理状态与行为表现。例如：情绪调节路径，探索数字化领导力如何通过情绪管理（如降低焦虑、提升积极情绪）影响员工的创新行为；认知重构机制，研究数字化领导力是否能够帮助员工重构对技术变革的认知，将威胁感知转化为挑战评估，这些研究将有助于构建更完整的数字化领导力心理调节理论框架。

（2）工作不安全感的双刃剑”效应转化机制。工作不安全感在本研究中被证实既是阻碍也是转化点，未来研究可深入探索其转化机制：确定工作不安全感的最佳区间”，即何种程度的不安全感最能激发创新动力而非抑制行为；识别促进工作不安全感向创新动力转化的关键条件（如领导支持、组织公平感）；动态转化模型：构建工作不安全感从威胁感知到挑战评估的动态转化模型，揭示其时序演化规律。

（3）资源赋能—压力效应的动态平衡研究。未来研究应致力于探索资源赋能—压力效应的动态平衡机制：资源增益螺旋”：研究数字化领导力如何通过持续的资源投入（如培训、授权）形成资源增益螺旋”，抵消压力效应；压力缓冲机制：探索哪些组织因素（如心理安全、组织冗余）能有效缓冲数字化领导力的压力效应；采用实验设计或模拟方法，识别不同情境下资源赋能与压力效应的最佳平衡点，帮助组织在数字化转型中实现赋能与压力的动态平衡。

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基于社交认同感的美食主播特性对消费者购买意愿的研究
STUDY ON THE IMPACT OF FOOD LIVE-STREAMER CHARACTERISTICS OF CONSUMERS' PURCHASE INTENTION BASED ON SOCIAL IDENTITY

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摘要

随着电商直播的快速发展，美食直播逐渐成为消费者线上购买的重要渠道。现有研究多关注主播特性对购买意愿的直接影响，但对心理机制的中介作用和观众个体差异关注较少。本文以美食主播的互动性、可信性和专业性为自变量，探讨其对消费者购买意愿的影响，并重点关注社交认同感在该路径中的中介作用。研究基于刺激-机体-反应（S-O-R）理论为核心理论框架，并引入社会认同理论，探讨其对消费者购买意愿的影响机制，尤其关注社交认同感在其中的中介作用。本文通过问卷调查收集观看美食直播的消费者数据，采用 SPSS 软件对收集的有效数据进行实证检验分析。根据研究结果发现，美食主播特性互动性、可信性和专业性均正向影响购买意愿；同时，社交认同感在主播特性与购买意愿之间起到部分中介作用。本研究不仅为美食直播平台和品牌方的主播选拔与营销策略制定提供了实践参考，也进一步拓展了直播电商情境下消费行为研究的理论视野。

关键词: 美食直播 主播特性 社交认同感 购买意愿

Abstract

With the rapid development of e-commerce live streaming, food-related live broadcasts have gradually become an important channel for consumers' online purchases. Existing studies have mainly focused on the direct impact of streamer characteristics on purchase intention, with less attention given to the mediating role of psychological mechanisms and individual differences among viewers. This study takes the interactivity, credibility, and professionalism of food streamers as independent variables to explore their effects on consumers' purchase intention, with a particular focus on the mediating role of social identification. The research is based on the Stimulus-Organism-Response (S-O-R) theoretical framework and incorporates social identity theory to examine the mechanisms through which streamer characteristics influence purchase intention, emphasizing the mediating effect of social identification. Data were collected through a questionnaire survey of consumers who watch food live streams, and the collected valid data were empirically analyzed using SPSS software. The results indicate that streamer interactivity, credibility, and professionalism all positively influence purchase intention, and social identification partially mediates the relationship between streamer characteristics and purchase intention. This study not only provides practical insights for live streaming platforms and brands in terms of streamer selection and marketing

strategy formulation but also further expands the theoretical understanding of consumer behavior in the context of e-commerce live streaming.

Keywords: Food Live Streaming, Streamer Characteristics, Social Identification, Purchase Intention

引言

2024 年 8 月中国互联网络信息中心第 54 次统计报告显示，网络购物用户规模达 9.05 亿，占网民总数 82.5%；其中 “直播带货” 下单用户突破 5.6 亿，占比首超六成，直播电商已成为主流消费场景。据商务部《2023—2024 中国电子商务发展报告》，2024 年中国直播电商交易规模达 6.3 万亿元，同比增长 28.7%；细分领域中，美食类直播表现突出，贡献 GMV1.85 万亿元（占整体 29.4%），月度活跃用户 4.7 亿，购买转化率 37.4%，显著高于服饰、美妆等垂直类目，成为直播电商的核心增长极。QuestMobile 数据指出，美食直播间社交属性鲜明，主播与观众实时互动频次达每分钟 18 条弹幕，人均停留时长 18.7 分钟，远超其他品类。

但行业增长背后隐忧显现：艾媒咨询《2024 中国直播电商行业研究报告》表明，62% 以上消费者将 “主播专业性” “可信性” “互动答疑能力” 列为下单关键因素；2024 年上半年，美食类直播间数量同比增 47%，平均 UV 转化率仅微增 2.3%，获客成本却上涨 34%，流量红利逐渐见顶。在此背景下，如何依托主播核心特性激活消费者持续参与及购买行为，成为平台与品牌的共同难题。厘清主播特性对消费者心理机制的作用路径，进而提升购买意愿，不仅关乎单个直播间的盈利效率，更对美食直播电商生态的健康发展具有重要意义。

研究目的

近年来，美食直播电商的交易规模与用户基数持续攀升，已成为直播电商领域的核心增长引擎，但同时面临流量红利见顶、用户转化效率偏低的现实瓶颈。在实时互动与内容展示构建的新型购物场景中，美食主播的互动性、可信性、专业性究竟通过何种心理路径作用于消费者购买意愿，目前缺乏系统性阐释。本文以电商美食直播场景为研究范畴，以 S-O-R 理论为核心分析框架，结合社会认同理论，深入揭示社交认同感在主播特性与消费者购买意愿间的中介作用。研究期望为电商直播平台优化主播互动设计、美食类品牌方塑造主播可信形象、主播群体提升专业内容输出提供可落地的实践指引，助力破解行业用户转化低效难题；同时为电商直播领域相关研究补充实证依据，完善理论体系，推动美食直播电商生态可持续发展。

文献综述

1. 美食主播特性相关研究综述

美食主播特性作为影响消费者行为的重要因素，近年来在直播电商研究中受到广泛关注。主播特性通常指主播在直播过程中呈现出的行为、技能与人格特质，这些特性能够通过信息传递和互动体验影响观众的心理感受和购买行为。现有研究发现，美食主播特性通常包括互动性、可信性和专业性三个核心维度。

互动性是指主播在直播过程中与观众进行及时交流、回答问题、引导讨论的能力。高互动性的主播能够增强观众的参与感和沉浸感，使观众产生较强的社交认同感和情感依附，从而提升购买意愿（Li et al., 2022）。在美食直播中，互动性不仅体现在语言交流，还包括实时回应弹幕、鼓励观众评价和参与投票等行为（Zhang & Wang, 2021）。研究显示，互动性能

够通过心理认同和心流体验间接影响购买行为，是提升观众粘性和转化率的关键因素（Hu & Chaudhry, 2020）。

可信性指主播所展现的诚信、可靠性及推荐信息的真实性。可信性高的主播能够降低观众感知风险，提高产品推荐的说服力。以直播购物为情境的实证研究表明，主播可信性与消费者的信任感密切相关，而信任感是购买意愿形成的重要心理机制（Wang & Cheng, 2022）。美食直播中，主播对食品安全、制作过程、口味评价的真实展示，有助于建立品牌信誉和消费者信任，从而促进下单行为（肖彤 & 董新玲, 2022）。

专业性是指主播在美食领域的知识水平、操作技能以及内容呈现能力。高专业性的主播能够提供详细的产品信息、烹饪技巧以及科学饮食建议，增加观众对信息的依赖性和认知价值（Jin et al. , 2023）。研究显示，专业性不仅增强消费者对主播的评价和认同，也能通过提升信息价值感、降低感知风险，从而间接提高购买意愿（Li, Meng, & Wang, 2022）。专业性在美食直播中尤其重要，因为观众常依赖主播的专业判断来选择食品或厨房用品。

综上所述，互动性、可信性与专业性是构成美食主播特性的核心维度，三者在促进消费者心理反应和购买行为方面均具有显著作用。互动性强化观众参与感，可信性提升信任与安全感，专业性增加认知价值与依赖感。后续研究可进一步探讨这三个维度在不同产品类型和直播情境下的相对作用强度及机制。

2. 社会认同理论相关研究综述

社会认同理论（Social Identity Theory）由 Tajfel（1978）提出，强调个体在群体中的自我概念源于对所属群体之成员身份的认知、情感和价值认同。个体通过社会分类、社会比较等过程，将自己归属于特定群体，从而产生“内群体偏好”与“外群体区别”。Tajfel 与 Turner（1986）进一步指出，个体在认同某一群体时，会努力维护该群体的正面形象，并自觉表现出支持与忠诚行为，以提升自我社会价值感。进入网络社会以来，社会认同理论被广泛应用于在线社区、虚拟品牌社群以及社交媒体平台中，其核心概念也逐渐扩展，包括认同动机、成员归属感、身份契合感、身份维系行为等（Ellemers et al. , 2002）。

在直播电商背景下，主播、粉丝与观众会形成具有互动关系的虚拟社群，消费者通过持续观看直播、参与互动、模仿主播行为等建立对主播及其社群的身份认同。研究表明，当消费者感知自己与主播具有相似性或归属感时，容易在心理上将主播视作“内群体成员”，从而表现出更高的支持意愿与购买行为（Jin et al. , 2023）。社会认同感加强后，消费者更倾向于在直播间中与他人发生互动，维护群体形象，亦更愿意采纳主播推荐（肖彤 & 董新玲, 2022）。社会认同理论在直播研究中的运用大多将主播特性、社群氛围等作为前置变量，认同感作为心理机制变量，购买意愿、忠诚度、持续使用意愿等作为结果变量。例如，Wang 和 Cheng（2022）指出，当主播展现出高水平的可信性、互动性与专业性时，可增强粉丝对其价值观与行为风格的认同，从而推动购买转化。

总体而言，社会认同理论可以解释直播电商中消费者从“观众”向“粉丝”转变的心理机制，对于揭示消费者在线购物行为的群体化、情感化特征具有重要指导意义。本研究基于社会认同理论，强调主播特性通过引发社交认同感进一步驱动消费者购买行为，以构建“主播—认同—行为”影响机制模型，拓展社会认同理论在新兴直播商业模式中的应用。

3. 购买意愿相关研究综述

购买意愿（Purchase Intention）是消费者在特定情境下对未来购买行为的主观倾向或心理准备，是行为意向研究中常用的核心变量（Fishbein & Ajzen, 2010）。在电子商务和直播电

商领域，购买意愿被广泛用来预测消费者的实际下单行为，具有重要理论与实践意义。现有研究表明，购买意愿受多种因素影响，包括产品特性、价格策略、品牌形象、社交认同、主播特性以及互动体验等。

在直播电商场景中，主播特性对购买意愿的影响尤为显著。主播的互动性、可信性和专业性能够通过心理机制影响消费者的认知和情绪，从而增强购买意愿（Li, Meng, & Wang, 2022）。互动性不仅提升消费者参与感，还能够增强社交认同感和沉浸体验，从而在心理上强化购买动机（Zhang & Wang, 2021）。可信性降低了消费者对产品风险的感知，提高了信息采纳的可靠性（Wang & Cheng, 2022）。专业性则提升了消费者对信息的依赖和认知价值，使其在购买决策过程中更加自信（Jin et al. , 2023）。

此外，购买意愿也受到消费者个体差异和外部情境的调节。研究发现，消费者的社会认同感、心理依附、过往购物经验和购买场景均可能影响购买意愿的形成（Chen, Huang, & Wang, 2021）。在直播电商中，互动性强、内容丰富、主播专业可信的直播间能够显著提高观众的购买意愿，即使是对新品牌或新产品的尝试，也具有较高的下单可能性（Hu & Chaudhry, 2020）。相关实证研究显示，直播购物中的购买意愿不仅直接影响消费行为，还在社交影响、口碑传播及品牌忠诚度形成过程中起中介作用（Li et al. , 2022）。

综上，购买意愿作为衡量消费者潜在购买行为的重要指标，在直播电商研究中具有关键作用。主播特性的互动性、可信性和专业性通过心理机制对购买意愿产生显著影响，同时个体心理特征和社交因素可进一步调节其效应。因此，研究美食主播特性与购买意愿之间的关系，对于理解消费者行为路径和优化直播营销策略具有重要意义。

4. S-O-R 理论相关研究综述

刺激-机体-反应（Stimulus-Organism-Response,S-O-R）理论由 Mehrabian 与 Russell（1974）提出，其核心观点是外部环境刺激（Stimulus）可通过引发个体内部心理状态（Organism）变化，进而导致行为反应（Response）的生成。该理论最初运用于环境心理学领域，在近年来的消费行为研究中被广泛应用，用以解释顾客如何在特定外部场景刺激下形成心理评估与行为决策。随着数字技术发展及消费情境的不断演进，S-O-R 理论的适用范围逐步扩展至网络购物、移动营销与直播电商等交互性更强的消费场景。该理论强调消费者行为并非外部刺激直接作用的结果，而是通过个体内部认知、情绪与态度这一 “机体” 而实现多层传导。

在直播电商的研究中，主播特性、平台界面、场景氛围及互动方式被视为关键刺激因素，均可能对消费者的内部心理机制造成影响。有学者指出，直播中的情感性互动与信息性刺激能够显著提升消费者的愉悦感、信任感与体验感（Li et al. , 2022）。Smith 与 Liang（2023）的实证研究表明，直播中的社会临场感与信息丰富性显著提升消费者的沉浸式心理状态，从而增强了购买行为产生的可能性。S-O-R 理论框架也被证实能够有效解释消费者从 “被动观看” 逐步转变为 “主动购买” 的心理变化机制。其中，“机体” 维度逐渐从早期聚焦于情绪体验拓展到感知价值、心理认同、沉浸体验等更丰富的心理变量（Ding & Li, 2021）。相关研究表明，直播中主播所传递的专业性内容、可信信息与高频互动行为可能激发消费者的社交认同感与内在动机，从而提升购买意愿（Hu & Chaudhry, 2020）。

综上，S-O-R 理论在解释直播电商场景下消费者行为方面具有较强的解释力。本研究以主播互动性、可信性与专业性为刺激变量，将社交认同感视为消费者内部机体机制，将购买意愿作为行为反应变量，基于 S-O-R 理论逻辑分析不同主播特性对消费者心理机制的影响路径，以丰富该理论在新兴消费场域中的应用。

5. 研究模型图

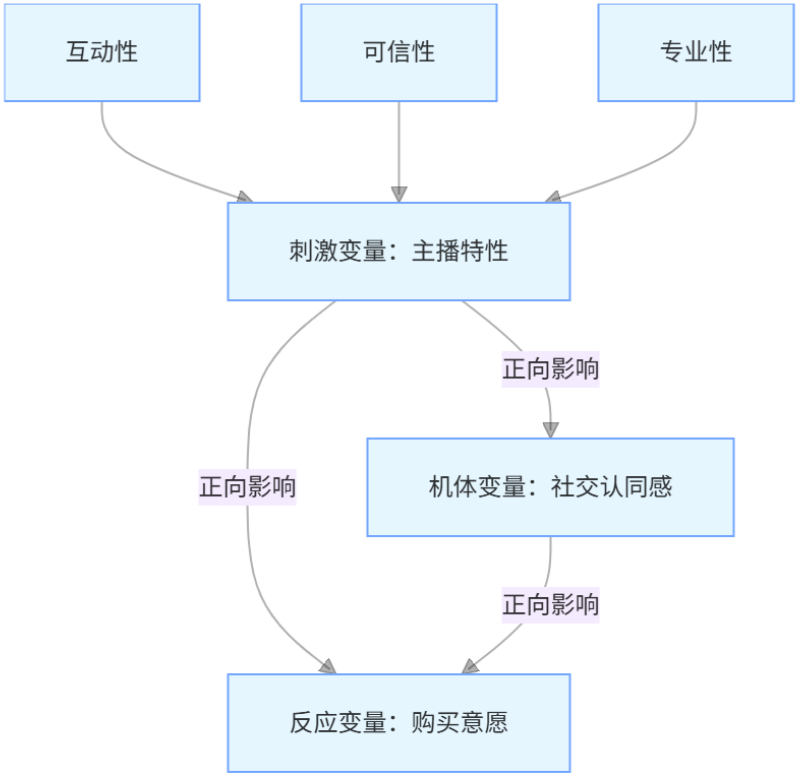

图 1： 研究模型图

研究方法

本文研究在阅读大量文献和实践材料的基础上，利用文献调研法、问卷调查法、统计分析法基础上得出本文的研究结果。

1. 文献调研法

系统梳理短视频电商直播、消费者行为、S-O-R 理论、社会认同理论等相关领域的经典文献与最新研究，总结主播特性、社交认同感、购买意愿的核心维度与测量量表，构建契合本研究场景的理论模型与研究假设。

2. 问卷调查法

基于已有成熟量表设计问卷，采用李克特五点测量法（1 = 很不同意，5 = 很同意）。问卷经小样本预调研（回收 60 份有效问卷）进行信效度检验，优化题项表述后形成正式问卷。通过问卷星平台、微信社群、现场发放等方式收集数据，共回收 380 份问卷，经筛选后得到有效问卷 307 份，有效率 80.98%。

3. 统计分析法

利用 SPSS 26. 0、AMOS 等软件对数据进行分析：通过信效度检验验证量表质量；采用相关分析检验变量间关联程度；运用层级回归法检验主效应与中介效应；通过模型拟合指标评估理论模型适配度。

研究结果

1. 研究设计

本研究通过对相关领域的经典文献进行梳理，选取了具有较好信效度的成熟量表。本研究采用了李克特五点测量法进行测量，其中 “1” 表示很不同意，“5” 表示很同意。这样的计分方法可以帮助消费者根据自身情况对量表中的题目进行选择，从而更准确地反映其态度和观点，具体量表如下表 1。

表 1: 各变量量表

测量维度	编码	测量题项	测量依据
互动性	IN1	主播会及时回复观众的弹幕和问题	Zhang & Wang, 2021
	IN2	主播在直播中主动引导观众参与讨论	Zhang & Wang, 2021
	IN3	主播会在直播中关注观众的反馈和建议	Zhang & Wang, 2021
	IN4	主播与观众的美食互动让我感到愉快	Zhang & Wang, 2021
可信性	TR1	我认为主播提供的信息真实可靠	Wang & Cheng, 2022
	TR2	主播推荐的产品让我感到可信	Wang & Cheng, 2022
	TR3	我相信主播不会夸大产品效果	Wang & Cheng, 2022
	TR4	主播在美食推荐中的形象让我感到诚实可靠	Jin et al., 2023
专业性	EX1	主播对美食知识讲解详细且专业	Jin et al., 2023
	EX2	主播在烹饪技巧上表现出专业水平	Jin et al., 2023
	EX3	主播能够提供有价值的美食建议	Jin et al., 2023
	EX4	我认为主播在美食方面具有权威性	Jin et al., 2023
社交认同感	SI1	我觉得自己是主播社群的一部分	Hu & Chaudhry, 2020
	SI2	我愿意参与主播组织的社群活动	Hu & Chaudhry, 2020
	SI3	我对主播及其社群感到认同	Hu & Chaudhry, 2020
	SI4	我愿意维护自己在主播社群中的形象	Hu & Chaudhry, 2020
购买意愿	PI1	我愿意购买主播推荐的产品	Chen et al., 2021
	PI2	如果价格合适，我会考虑下单购买	Chen et al., 2021
	PI3	我会关注主播推荐的商品信息	Chen et al., 2021
	PI4	我在观看直播后通常会有购买冲动	Chen et al., 2021

2. 样本与数据收集

本文使用了问卷星作为问卷制作和发放的平台。小样本测试本文在正式调研之前，共回收 60 份填答完整的试卷。测试结果表明，问卷设计的可信度和效度都相对较好，最终形成正式问卷，以下为本次调查的主要内容：本次调查回收了 305 份问卷，经过梳理和筛选，有效问卷最终达到 307 份，问卷有效率为 80. 98%。利用 SPSS26. 0、EXCEL 等统计软件分析所收集的数据，测试前文提出的理论假设。受访者基本信息：收集性别、年龄、职业和教育水平等人口统计变量，用于分析样本结构和控制潜在干扰因素。有效问卷共 307 份，样本特征如下：

表 2: 样本基本情况描述性统计表

人口统计特征	类别	频数	百分比（%）
性别	男	145	47.2
	女	162	52.8
年龄	18-25 岁	112	36.5
	26-35 岁	138	44.9
	36-45 岁	42	13.7
	46 岁及以上	15	4.9
职业	学生	84	27.4
	上班族	167	54.4
	自由职业/个体	41	13.4
	其他	15	4.9
教育水平	高中及以下	35	11.4
	大专	98	31.9
	本科	142	46.3
	研究生及以上	32	10.4
月收入（人民币）	3000 元及以下	48	15.6
	3001-5000 元	97	31.6
	5001-8000 元	102	33.2
	8001 元及以上	60	19.5
每周观看美食直播频率	1 次及以下	53	17.3
	2-3 次	112	36.5
	4-5 次	85	27.7
	6 次及以上	57	18.5

3. 量表检验

各变量 Cronbach α 系数均大于 0.7，组合信度（CR）均大于 0.7，平均变异抽取量（AVE）均大于 0.5，表明量表具有良好的内部一致性和收敛效度。

表 3: 量表信度与收敛效度检验表

变量名称	Cronbach α 系数	组合信度（CR）	平均变异抽取量（AVE）
互动性	0.88	0.90	0.67
可信性	0.87	0.89	0.65
专业性	0.86	0.88	0.64
社交认同感	0.89	0.91	0.68
购买意愿	0.90	0.92	0.70

采用 Pearson 相关系数与 AVE 平方根值比较法检验变量区分效度。结果显示，各变量间 Pearson 相关系数均低于对应变量的 AVE 平方根值，表明变量之间具有良好的区分效度。

表 4: 区分效度检验各变量间 Pearson 相关系数均低于对应变量的 AVE 平方根值，表明变量之间具有良好的区分效度。

变量	互动性	可信性	专业性	社交认同感	购买意愿
互动性	0.788	0.462	0.431	0.552	0.524
可信性	0.462	0.778	0.518	0.498	0.506
专业性	0.431	0.518	0.782	0.487	0.495
社交认同感	0.552	0.498	0.487	0.799	0.611
购买意愿	0.524	0.506	0.495	0.611	0.790

表 5 为模型的一般拟合指标数值结果。模型的拟合度可以认为从表中的指标值和判断标准值两个方面来比较满意。

表 5: 模型拟合指标

指标	p	χ^2/df	RMSEA	PGFI	PNFI	SRMR
判断标准	>0.05	<3	<0.10	>0.5	>0.5	<0.1
模型拟合值	0	1.862	0.059	0.680	0.772	0.046

4. 主效应检验

本文对所提假设进行层级回归法的测试。研究模型在增加自变量(x)时的变化，常采用分层回归的方法，主要适用于模型稳定性测试、中介效应或调节作用的研。具体如表 6 所示。

表 6: 回归分析结果

变量	模型 1 社交认同感	模型 2 社交认同感	模型 3 购买意愿	模型 4 购买意愿
性别	-0.108	-0.042	-0.115	-0.046
年龄	0.014	0.009	0.018	0.013
学历	-0.079	-0.053	-0.082	-0.049
职业	0.025	0.020	0.030	0.024
收入	0.192*	0.041	0.180*	0.039
观看频率	0.261**	0.056	0.249**	0.052
主播互动性 (HI)	—	0.172**	—	0.283**
主播专业性 (HP)	—	0.239**	—	0.256**
主播可信性 (HT)	—	0.197**	—	0.203**
R^2	0.168	0.483	0.202	0.623
调整 R^2	0.149	0.468	0.183	0.609
$\triangle R^2$	0.168	0.315	0.202	0.421
F 值	8.032***	29.416***	9.947***	46.592***

注：*p<0.05；**p<0.01

模型 2 显示，主播互动性、专业性和可信性均对社交认同感有显著正向影响，支持假设 H1、H2、H3。模型 4 显示，三类主播特性对购买意愿均有显著正向影响，支持假设 H4、H5、H6。

5. 中介效应检验

本研究通过检验感知价值的中介效应的传统三步中介回归分析方法。第一步，在自变 量和因变量而产生的买入意愿之间，构造一个回归模式；接着，第二步，在自变量和中介变量的知觉价值之间，构建一个回归模式；最后，在第三步中，将自变量和中介变量与因变量一起构建回归模型。如表 7 所示。

表 7: 回归分析结果

变量	模型 1	模型 2	模型 3
性别	-0.115	-0.046	-0.039
年龄	0.018	0.013	0.011
学历	-0.082	-0.049	-0.042
职业	0.030	0.024	0.020
收入	0.180*	0.039	0.031
观看频率	0.249**	0.052	0.038
主播互动性 (HI)	0.283**	0.214**	—
主播专业性 (HP)	0.256**	0.187**	—
主播可信性 (HT)	0.203**	0.142**	—
社交认同感 (SI)	—	—	0.273**
R^2	0.202	0.623	0.654
调整 R^2	0.183	0.609	0.640
F 值	9.947***	46.592***	51.843***
$\triangle R^2$	0.202	0.421	0.031

注： * $p<0.05$ ** $p<0.01$

模型 3 显示，当社交认同感加入购买意愿回归模型时，主播特性回归系数有所下降但仍显著，说明社交认同感对主播特性与购买意愿的关系具有部分中介作用，支持假设 H7。

讨论

本研究基于美食直播场景，验证了主播特性对消费者购买意愿的正向作用，并揭示了社交认同感在这一关系中的中介机制。研究结果表明，主播的互动性、专业性与可信性均显著正向影响社交认同感和购买意愿，其中互动性在增强社交认同感方面作用最强。这说明消费者在美食直播中对主播的积极互动、专业讲解和可信形象均会提升其心理认同感，从而进一步促进购买意愿。社交认同感在主播特性与购买意愿之间起部分中介作用，表明主播特性不仅直接影响消费者购买意愿，还通过心理认同机制间接增强购买行为。这一发现与 S-O-R 理论及社会认同理论相一致，验证了刺激因素（主播特性）通过机体变量（社交认同感）影响反应（购买意愿）的路径。研究还显示，观看频率对社交认同感和购买意愿也有正向作用，提示消费者接触主播的时间越长，其心理认同和购买意愿越强。本研究从心理机制视角揭示了美食主播特性在电商直播中的作用路径，为理解消费者在新型互动购物场景下的行为提供了实证依据。

研究不足与未来研究方向

本研究仍存在一定局限：一是样本虽涵盖不同人群，但地域分布相对集中，可能影响结果的普适性；二是采用横截面数据，无法反映变量间的动态因果关系；三是未考虑产品类型（如即食食品、生鲜食材）、消费者个性特质等调节变量的影响；四是仅关注社交认同感的中介作用，未探讨其他可能的心理机制（如感知价值、情感依恋）。

未来研究可从以下方向拓展：扩大样本范围，纳入不同地域、不同消费层级的消费者；采用纵向研究设计，追踪变量间的长期影响关系；引入产品类型、消费者创新性等调节变量，深化模型的复杂性；探索多重中介机制，构建更全面的影响路径模型；结合质性研究方法（如深度访谈、案例分析），挖掘主播特性与社交认同的深层关联。

总结

1. 优化主播互动设计，提升消费者参与感

互动性是提升社交认同感最显著的因素。美食直播平台应鼓励主播与观众进行实时互动，如答疑、评论互动和活动抽奖，以增强消费者的心理认同感，促进购买转化。

2. 强化主播专业形象，提升产品信任度

专业性对社交认同感和购买意愿均有显著影响。品牌商和平台应注重主播内容专业度的提升，例如通过系统培训、产品知识讲解和美食品鉴演示，增强消费者信任感和购买意愿。

3. 树立主播可信形象，降低消费者心理风险

可信性能够有效增强消费者对主播和商品的认同感。平台应通过主播资质认证、真实评价展示、售后保障等方式，塑造可靠形象，减少消费者疑虑，提升购买意愿。

4. 合理安排观看频率，增强用户粘性

研究显示观看频率对社交认同感和购买意愿有积极作用。平台可以通过固定直播时段、主题活动或会员制度，鼓励用户持续观看，从而提升消费者对主播的心理认同和购买行为。

5. 综合利用心理机制指导营销策略

社交认同感在主播特性与购买意愿之间起部分中介作用，说明营销策略应兼顾直接刺激和心理认同建设。平台和品牌方可结合主播特性优化内容输出，同时强化社交认同感培养，以提高整体购买转化率。

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心理安全感对知识型员工知识共享行为的影响研究

THE IMPACT OF PSYCHOLOGICAL SAFETY ON KNOWLEDGE SHARING BEHAVIOR OF KNOWLEDGE WORKERS

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摘要

在知识经济时代，知识共享是企业获取竞争优势的关键，但员工的心理状态极大影响其共享意愿。本文基于社会认知理论与社会交换理论，探讨了心理安全感对知识型员工知识共享行为的影响机制，并检验了组织认同在其中的中介作用。通过对 378 名知识型员工的问卷调查，并运用 SPSS 26.0 统计软件进行定量分析，研究结果表明：心理安全感对知识共享行为有显著的正向影响；组织认同在心理安全感与知识共享行为之间扮演了重要的中介角色。根据研究结论，本文提出管理建议：组织应通过建立开放包容的沟通文化、实施支持性领导等方式构建心理安全的工作环境；同时，通过强化价值观认同、增加员工参与感等手段提升员工的组织认同，从而有效促进组织内部的知识共享，增强企业创新能力。

关键词：心理安全感 知识共享 组织认同 中介效应

Abstract

In the knowledge-based economy, knowledge sharing is crucial for enterprises to gain a competitive advantage, yet employees' psychological states significantly affect their willingness to share. Based on social cognitive theory and social exchange theory, this study explores the impact mechanism of psychological safety on the knowledge-sharing behavior of knowledge workers and examines the mediating role of organizational identification. Through a questionnaire survey of 378 knowledge workers and quantitative analysis using SPSS 26.0 statistical software, the results show that: psychological safety has a significant positive impact on knowledge-sharing behavior; organizational identification plays a significant partial mediating role between psychological safety and knowledge-sharing behavior. Based on these findings, this paper proposes managerial recommendations: organizations should create a psychologically safe work environment by fostering an open and inclusive communication culture and implementing supportive leadership. Concurrently, enhancing employees' organizational identification by strengthening value alignment and increasing

employee participation can effectively promote internal knowledge sharing and boost corporate innovation capabilities.

Keywords: Psychological Safety, Knowledge Sharing, Organizational Identification, Mediating Effect

引言

研究背景

在以知识为核心驱动力的经济时代，企业间的竞争越来越多地体现为知识资本的创造、共享和应用能力的竞争。知识型员工主动进行知识共享的行为，已成为组织创新和维持竞争优势的基石（蔡翔等，2010）。然而，知识共享本质上是一种复杂的社会互动行为，深受个体心理和组织环境的影响。员工在分享知识时常会权衡利弊，因担心观点不被接受或失去个人优势而选择“知识隐藏”，这极大地阻碍了组织内部知识的有效流动。

在此背景下，心理安全感（Psychological Safety）这一概念引起了广泛关注。心理安全感由 Kahn (1990) 提出，并由 Edmondson (1999) 深入阐释，它指团队成员相信可以安全地进行人际风险行为（如表达不同意见、承认错误）而不会受到惩罚或羞辱。这种心理上的安全感被认为是促进坦诚交流和激发员工主动性的关键前提。与此同时，员工与其组织的心理联结——组织认同（Organizational Identification），即员工在心理上将组织的成败视为自身成败的程度（Mael & Ashforth, 1992），也被认为是影响其亲组织行为的关键变量。

尽管现有研究证实了心理安全感和组织认同的重要性，但心理安全感如何通过塑造员工的组织认同，进而驱动其知识共享行为的完整路径，仍有待深入的实证检验。特别是在强调集体和谐与“面子”的中国文化情境中，这一作用机制可能更为关键。因此，本研究试图为填补此研究空白提供实证支持，为理解和促进知识共享提供新的理论视角。

研究目的

本研究旨在回答以下核心问题：1. 心理安全感是否对知识型员工的知识共享行为有直接的积极影响？2. 组织认同在心理安全感与知识共享行为之间是否扮演着中介角色？

对这些问题的探讨具有重要的理论与实践意义。理论意义上，本研究整合心理安全感、组织认同与知识共享，构建“心理状态-心理认同-行为表现”模型，有助于深化对知识共享前因变量的理解，揭示其深层次心理机制。通过引入组织认同作为中介变量，本研究厘清了心理安全感作用的双重路径，为相关理论在知识管理领域的应用提供了新的实证证据，并有助于验证西方理论的跨文化普适性。实践价值上，本研究结论将为管理者提供可操作的管理启示，明确指出营造心理安全环境是促进知识共享的首要任务，并揭示了提升员工组织认同感的重要性，为企业文化建设、内部沟通等方面提供科学依据，最终实现组织与个人的“双赢”。

文献综述

社会认知理论

社会认知理论（Bandura, 1986）主张个体行为、个人认知与外部环境三者之间动态交互。该理论的核心是自我效能感（刘金培等，2018）和结果预期（刘镜等，2020）。在知识共享情境下，心理安全感作为关键的环境因素，直接影响员工的个人认知。在心理安全的氛围中，员工对知识共享的结果预期更积极，认为分享能得到正面回应，从而增强分享动机。同时，支持性的环境也能提升员工的自我效能感，让他们相信自己的知识有价值，更愿意采取知识共享的行为（刘琴等，2002）。

社会交换理论

社会交换理论（Blau, 1964）将人际互动视为一种包含物质及社会情感资源的交换过程，其核心是“互惠”原则。在组织中，当员工感知到组织提供了积极支持（如营造心理安全环境）时，会产生回报组织的义务感。心理安全感可被视为组织向员工提供的一种宝贵资源。作为回报，员工更可能采取有利于组织的“组织公民行为”，知识共享便是其中重要的一种。此外，心理安全的氛围降低了知识共享的潜在社会成本（如被嘲笑），增加了潜在收益（如获得认可），这种优化的成本-收益结构也促使员工更倾向于进行知识交换。

相关概念界定

心理安全感（Psychological Safety）被定义为“一种团队成员所共享的信念，即团队对于人际风险行为是安全的”（Edmondson, 1999）。这意味着团队成员感到可以展示真实的自我，而不用担心会给自我形象、地位或职业生涯带来负面后果。它指成员们相信，即使提出疑问、挑战流程或分享不成熟的想法，也不会被边缘化或受到惩罚。

组织认同（Organizational Identification）指的是“员工感知到自己与组织合为一体或属于组织的程度”（Ashforth & Mael, 1989）。它是一种认知和情感上的自我归类。具有高组织认同感的员工，会体验到强烈的归属感，将组织的成功视为自己的成功，失败视为自己的失败，这种心理联结会极大地影响其态度和行为。

知识共享行为（Knowledge Sharing Behavior）被定义为组织成员之间相互传播和交流与任务相关的信息、想法、建议和专业技能的过程（Lin, 2007）。本研究聚焦于知识捐献（Knowledge Donating），即员工主动将自己拥有的知识（曾萍和张筱，2014）分享给他人的意愿和行为，这是个人知识转化为组织知识的关键环节。

文献述评

大量研究已证实心理安全感对知识共享行为的直接促进作用。Edmondson (1999) 的研究发现，团队心理安全感水平越高，其团队学习行为=就越频繁。随后的研究不断巩固此结论，指出心理安全感对分享隐性知识尤为重要（Carmeli & Gittell, 2009；陈维政和李金平，2005），并且是员工向上级建言的关键预测变量（Detert & Burris, 2007）。组织认同作为连接个体心理与行为的桥梁，其中介作用也得到广泛探讨。一方面，积极的组织环境能塑造员工的组织认同。当员工感知到组织的支持、公平和关怀时，认同感会显著增强（May et al., 2004）。心理安全感作为积极环境特征，理应能提升组织认同。另一方面，组织认同是驱动亲组织行为的强大动力。

高认同感的员工更愿意合作并表现出组织公民行为（胡晓辉等，2020；矫迎春，2024），分享知识不再被视为个人损失，而是对共同体的贡献。因此，理论上组织认同能在心理安全感与知识共享间起中介作用，但将三者纳入统一框架的系统性检验尚不多见。

研究模型与假设提出

心理安全感对知识共享行为的直接影响

根据社会认知理论（Bandura, 1986），心理安全感作为关键的环境感知，直接塑造了员工对知识共享的认知。在高心理安全感的环境中，员工进行知识共享的预期风险降低，而预期收益增加，这种“低风险、高收益”的结果预期会直接激发其分享动机。此外，从社会交换理论（Blau, 1964）来看，心理安全的环境是组织给予员工的宝贵支持，在这种互惠关系中，员工感受到信任与尊重，从而产生通过知识共享来回报组织的内在义务感。H1：心理安全感对知识型员工的知识共享行为具有显著的正向影响。

组织认同的中介作用

本研究认为，心理安全感通过塑造员工的组织认同来间接影响知识共享。首先，心理安全感是形成组织认同的重要前提。根据社会认同理论（Ashforth & Mael, 1989），一个安全的工作环境能满足员工深层次的心理需求（Maslow, 1943），这种积极的组织体验会转化为对组织的高度评价和情感依恋，从而形成强烈的组织认同感（May et al., 2004）。其次，组织认同是驱动知识共享行为的内在动力。当员工对组织产生强烈认同感时，他们会将组织的成功视为个人的成功。此时，知识共享的动机从“利己”转变为“利组织”，员工不再将知识视为个人私产，而是促进共同成功的集体资源，因此会更主动地分享。综上，心理安全感通过营造积极体验来增强组织认同，而增强的组织认同又激发了知识共享行为。H2：组织认同在心理安全感与知识型员工知识共享行为之间起中介作用。

研究理论模型

基于上述理论分析，本研究构建了如图 3-1 所示的理论模型。该模型假设：心理安全感（自变量）不仅直接正向影响知识共享行为（因变量），并且通过组织认同（中介变量）间接正向影响知识共享行为。

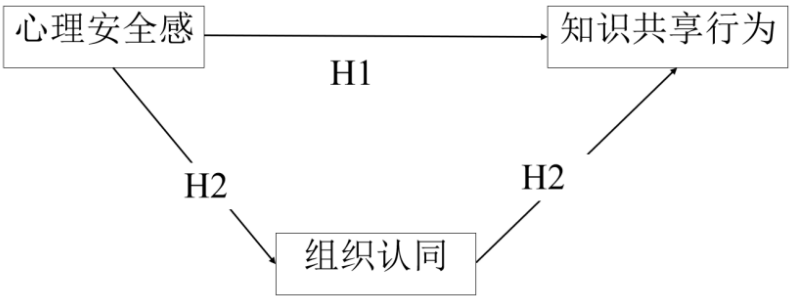

图 1: 理论模型

研究方法

研究设计

本研究采用实证主义范式和定量研究方法，通过问卷调查法收集数据以检验理论模型。研究设计为横截面研究，在同一时间点收集数据，以分析变量间的相关关系和影响路径。问卷调查法具有标准化、高效率、便于统计分析的优点，是社会科学领域检验理论模型的常用方法。

变量测量与问卷设计

为确保信度和效度，本研究所有核心变量均采用国内外广泛验证的成熟量表，并经过了翻译-回译-文化调适程序以确保符合中国语境。问卷分为两部分：第一部分为被调查者基本信息，包括性别、年龄、学历、工作年限、职位层级等人口统计学变量，用作控制变量。第二部分为核心变量测量量表：（1）心理安全感量表：采用 Edmondson (1999) 的 7 题项经典量表；（2）组织认同量表：采用 Mael 和 Ashforth (1992) 的 6 题项经典量表；（3）知识共享行为量表：采用 Lin (2007) 的 8 题项量表。所有测量题项均采用李克特 5 点计分法（1=完全不同意，5=完全同意）。

数据收集与样本

本研究的数据收集工作历时 2 个月。研究的目标对象为知识型员工（定义为：具备大专及以上学历，且主要工作内容依赖智力投入者）的在职人员。为确保样本的代表性和多样性，调查范围涵盖了作者所在省份的多个地区，调查对象包括企业、政府部门、科研院所、高等院校等不同类型的组织机构中的知识型员工。我们采用方便抽样和滚雪球抽样相结合的方法，通过在线平台、社交媒体等多种渠道发放问卷。在问卷引言中明确告知了研究目的、匿名原则和保密承诺。数据收集历时两个月，共发放问卷约 400 份。经过对答题时间、缺失值、规律性作答等无效问卷的严格筛选，最终获得有效问卷 378 份，有效回收率为 94.5%。样本的人口统计学特征分布如下表所示：

表 1: 样本基本信息分布

变量	类别	人数	百分比	变量	类别	人数	百分比
性别	男	215	56.88%	职位	一般员工	215	56.88%
	女	166	43.92%		基层管理	111	29.37%
年龄	25-35 岁	159	42.06%		中层管理	36	9.52%
	35-45 岁	69	18.25%		高层管理	16	4.23%
	25 岁以下	98	25.93%	部门	研发部门	124	32.80%
	45 岁以上	52	13.76%		市场销售	68	17.99%
学历	本科	253	66.93%		生产运营	63	16.67%
	硕士	83	21.96%		人力资源	45	11.90%
	大专	38	10.05%		其他	32	8.47%

变量	类别	人数	百分比	变量	类别	人数	百分比
	博士	4	1.06%		财务部门	46	12.17%
				规模	100-500 人	144	38.10%
工作年限	5-10 年	79	20.90%		500-1000 人	92	24.34%
	1-3 年	32	8.47%		100 人以下	77	20.37%
	3-5 年	49	12.96%		1000 人以上	65	17.20%
	1 年以下	84	22.22%				
	10 年以上	134	35.45%				

从样本构成来看，性别、年龄、学历、职位等分布较为均衡合理，符合知识型员工的典型画像，具有良好的代表性。

研究结果

信效度检验

表 2 的信度检验结果显示，本研究所采用的各量表均表现出优异的信度水平。

表 2: 量表信度检验结果

量表	Cronbach's Alpha	题目数量
心理安全感	0.832	7
组织认同	0.847	6
知识共享行为	0.924	8

心理安全感量表的 Cronbach's Alpha 系数为 0. 832，达到优秀水平，表明该 7 个题项在测量心理安全感这一潜在构念时具有高度的内部一致性。组织认同量表的 Cronbach's Alpha 系数为 0.847，达到良好水平，表明该 6 个题项能够稳定可靠地测量员工的组织认同水平。知识共享行为量表的 Cronbach's Alpha 系数为 0.924，在所有量表中表现最优，达到优秀水平。该结果表明 8 个题项在测量知识型员工的知识共享行为时具有极高的内部一致性。

假设检验

本研究采用层次回归分析和中介效应检验等统计方法对提出的研究假设进行系统检验。以下将按照假设顺序详细分析各项统计结果。表 3 展示了组织氛围对知识共享行为直接影响的层次回归分析结果。通过构建两个嵌套模型来检验组织氛围的主效应：

表 3: 心理安全感对知识共享行为的直接影响

	模型 1	模型 2
心理安全感		0.707***
		(0.03)
性别	0.075	-0.003
	(0.07)	(0.05)
年龄	0.006	-0.010
	(0.04)	(0.03)
学历	0.104*	-0.007
	(0.06)	(0.04)
工作年限	0.035	-0.005
	(0.03)	(0.02)
职位层级	0.072	-0.014
	(0.04)	(0.03)
所在部门	-0.024	-0.020
	(0.02)	(0.01)
组织规模	-0.020	-0.018
	(0.04)	(0.02)
R^2	0.024	0.586
观测值	378	378

注：括号内为标准误；***、**、*分别表示在 1%、5%和 10%的水平上显著。

模型 1 仅包含控制变量，结果显示学历（β=0.104，p<0.1）对知识共享行为具有显著正向影响，模型解释变异为 2.4%（R^2=0.024）。这表明个体特征因素对知识共享行为具有有限的预测作用，高学历员工相对更倾向于进行知识分享，但整体解释力较弱。模型 2 在控制变量基础上加入心理安全感变量，结果显示心理安全感对知识共享行为具有显著正向影响（β=0.707，p<0.001），模型解释变异大幅提升至 58.6%（R^2=0.586），相比模型 1 增加了 56.2 个百分点。这一巨大的增量表明心理安全感是影响知识共享行为的关键因素。

心理安全感对知识共享行为的回归系数为 0.707 且在 1%水平上高度显著，假设 H1 得到强力支持。这一结果验证了社会认知理论和心理安全理论的预期，即较高的心理安全感能够通过降低员工对负面后果的担忧、增强自我表达意愿和提升对组织环境的信任来显著促进知识共享行为。

根据 Baron 和 Kenny（1986）提出的中介效应检验程序，本研究构建了三个回归模型来检验组织认同的中介作用，结果如表 4 所示。步骤 1：检验自变量对因变量的影响。模型 1 结果显示，心理安全感对知识共享行为具有显著正向影响（β=0.707，p<0.001），模型解释变异为 57.7%（R^2=0.577），满足中介效应检验的第一个条件。步骤 2：检验自变量对中介变量的影响。模型 2 结果显示，心理安全感对组织认同具有显著正向影响（β=0.652，p<0.001），模型解释变异为 49.5%（R^2=0.495），满足中介效应检验的第二个条件。这一强正相关关系表明，

员工感知到的心理安全感水平越高，其对组织的认同程度也相应提升。步骤 3：检验中介变量对因变量的影响及自变量直接效应的变化。模型 3 同时纳入心理安全感和组织认同，结果显示：组织认同对知识共享行为具有显著正向影响（β=0.462，p<0.001）；心理安全感对知识共享行为的直接效应仍然显著但系数显著下降（从 0.707 降至 0.406），满足部分中介效应的统计条件。模型 3 的解释变异提升至 68.5%，相比模型 1 增加了 10.8 个百分点，表明组织认同的加入进一步提升了模型的解释力。心理安全感通过组织认同对知识共享行为产生的间接效应为 0.652×0.462=0.301，而心理安全感的直接效应为 0.406，总效应为 0.707（0.406+0.301=0.707）。间接效应占总效应的比例为 42.6%（0.301/0.707），表明组织认同在心理安全感影响知识共享行为的过程中发挥了重要的中介作用。

表 4: 组织认同的中介机制分析

变量	模型 1	模型 2	模型 3
	心理安全感→知识共享	心理安全感→组织认同	心理安全感+组织认同→知识共享
心理安全感	0.707***	0.652***	0.406***
	(0.03)	(0.03)	(0.04)
组织认同			0.462***
			(0.04)
性别	-0.003	0.005	-0.005
	(0.05)	(0.05)	(0.04)
年龄	-0.010	-0.027	0.002
	(0.03)	(0.03)	(0.02)
学历	-0.007	-0.001	-0.006
	(0.04)	(0.04)	(0.04)
工作年限	-0.005	-0.001	-0.004
	(0.02)	(0.02)	(0.02)
职位层级	-0.014	0.013	-0.020
	(0.03)	(0.03)	(0.02)
部门	-0.020	-0.036**	-0.003
	(0.01)	(0.02)	(0.01)
组织规模	-0.018	-0.001	-0.017
	(0.02)	(0.03)	(0.02)
R^2	0.577	0.495	0.685
观测值	378	378	378

注： 括号内为标准误；***、**、*分别表示在 1%、5%和 10%的水平上显著。

这一结果验证了假设 H2 关于组织认同中介效应的预期，表明心理安全感不仅直接促进知识共享行为，还通过增强员工的组织认同感来间接促进知识共享行为。部分中介效应的发现揭示了心理安全感影响知识共享行为的双重路径机制：直接路径体现了心理安全环境对员工分享意愿的直接激励作用，间接路径则体现了心理安全感通过强化员工与组织的情感纽带来促进知识共享的作用机制。

讨论

本研究基于社会认知理论和社会交换理论，构建了“心理安全感-组织认同-知识共享行为”的理论模型，系统探讨了心理安全感对知识型员工知识共享行为的影响机制，并深入分析了组织认同的中介作用。从核心影响机制来看，研究证实心理安全感是知识共享行为的关键驱动因素，二者存在显著且强烈的正向关联。同时，研究揭示了组织认同的部分中介作用，表明心理安全感对知识共享的影响并非单一路径：既通过直接降低风险感知“激励”员工分享，也通过提升组织认同感“引导”员工主动贡献知识，形成“直接激励+间接引导”的双重路径机制。

总结

本研究通过实证分析，得出以下结论：（1）心理安全感是促进知识共享行为的关键驱动因素。研究结果证实，心理安全感对知识型员工的知识共享行为存在显著的、强烈的正向影响；（2）组织认同在心理安全感与知识共享行为之间扮演了重要的部分中介角色。心理安全感不仅直接作用于知识共享，还通过提升员工的组织认同感来间接促进知识共享行为；（3）心理安全感对知识共享的影响是“直接激励”与“间接引导”并存的双重路径机制。研究发现，心理安全感的直接效应（占总效应 57.4%）与通过组织认同的间接效应（占总效应 42.6%）均十分重要。

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授权型领导对员工创新绩效的影响研究

A STUDY ON THE IMPACT OF EMPOWERING LEADERSHIP ON EMPLOYEE INNOVATION PERFORMANCE

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摘要

创新是企业在激烈竞争中脱颖而出的核心动力，而员工创新绩效是企业创新能力的微观基础。在众多影响因素中，领导风格被认为是最关键的组织情境因素之一。本文基于社会认知理论，旨在探究授权型领导对员工创新绩效的影响机制，并重点考察了心理授权在其中的中介作用，以及创新氛围的调节作用。研究采用问卷调查法，对 332 名来自不同类型组织的员工进行调查，并运用层级回归分析等统计方法对数据进行处理。研究结果表明：（1）授权型领导对员工创新绩效有显著的正向影响；（2）心理授权在授权型领导与员工创新绩效之间扮演了部分中介角色；（3）创新氛围正向调节了授权型领导对员工创新绩效的积极作用，即在高创新氛围下，授权型领导的促进效果更为显著。本研究结论为企业管理者如何通过培养授权型领导力、提升员工心理授权感和营造创新氛围来系统性地激发员工创新潜能，提供了理论依据与实践指导。

关键词: 授权型领导 员工创新绩效 心理授权 创新氛围

Abstract

Innovation is the core driving force for enterprises to stand out in fierce competition, and employee innovation performance is the micro-foundation of corporate innovation capability. Among many influencing factors, leadership style is considered one of the most critical organizational context factors. Based on social cognitive theory, this study aims to explore the impact mechanism of empowering leadership on employee innovation performance, focusing on the mediating role of psychological empowerment and the moderating role of innovative climate. A questionnaire survey was conducted with 332 employees from various types of organizations, and the data was analyzed using hierarchical regression analysis. The results show that: (1) Empowering leadership has a significant positive impact on employee innovation performance; (2) Psychological empowerment

plays a partial mediating role between empowering leadership and employee innovation performance; (3) Innovative climate positively moderates the positive effect of empowering leadership on employee innovation performance, meaning the promotional effect is more significant in a high innovative climate. This study provides theoretical basis and practical guidance for managers on how to systematically stimulate employees' innovative potential by cultivating empowering leadership, enhancing employees' psychological empowerment, and fostering an innovative climate.

Keywords: Empowering Leadership，Employee Innovation Performance，Psychological Empowerment，Innovative Climate

引言

研究背景

随着创新驱动发展战略的深入实施，创新已成为推动经济社会发展的核心动力。根据世界知识产权组织（WIPO）的报告，中国在全球创新指数中的排名持续攀升，这彰显了我国日益增强的创新实力。在企业层面，创新能力是构筑市场竞争优势、实现可持续发展的关键。企业的宏观创新最终源于员工个体的微观创新行为，因此，如何有效激发员工的创新绩效，已成为组织管理领域的核心议题（赫连志巍, 2023）。

员工创新绩效指员工在工作中产生新想法、推广新方案并将其付诸实践以创造价值的全过程表现（王博林, 2021）。在众多影响因素中，领导风格被普遍认为是塑造员工行为、影响创新产出的最重要组织情境因素之一。传统的指令控制型领导模式已难以适应知识经济时代对员工主动性和创造性的要求，而授权型领导（Empowering Leadership）作为一种新兴的领导风格，通过赋予下属更多自主权、鼓励参与决策并提供支持，为员工创新活动创造了有利条件（魏华飞等, 2020）。

然而，学术界对授权型领导影响员工创新绩效的内在机制，即“为什么”和“如何”促进创新的心理“黑箱”，仍有待深入揭示。本研究基于班杜拉的社会认知理论，该理论认为个体的行为（Behavior）是由环境（Environment）和个体认知（Person）共同决定的。据此，授权型领导作为关键的“环境”因素，其影响力更可能是通过改变员工的内在“认知”状态来间接实现的.

因此，本研究引入“心理授权”作为核心的中介变量。心理授权是个体对工作角色形成的主动性认知，它完美地对应了社会认知理论中的个体认知因素。探究心理授权的中介作用，旨在揭示授权型领导影响员工创新的内部心理传导路径。此外，社会认知理论同样强调环境因素间的交互作用。授权型领导这一微观环境的效果，很可能受到组织宏观创新氛围的制约或增强。考察创新氛围的调节作用，有助于回答授权型领导在何种情境下更能有效发挥作用。

研究目的

本研究旨在回答以下核心问题：1. 授权型领导是否对员工创新绩效有直接的积极影响？2. 心理授权在二者之间是否扮演着中介角色？3. 创新氛围是否调节授权型领导对创新绩效的影响？

本研究的理论意义在于：首先，通过引入心理授权作为中介，深入探究了授权型领导影响员工创新的内在心理机制，填补了现有文献对该影响路径研究的不足。其次，通过引入创新氛围作为情境变量，构建了一个更为完整的"领导-员工-情境"互动模型，有助于更全面、动态地理解员工创新绩效的形成机制（李嘉 & 杨忠, 2018）。最后，本研究在中国企业情境下验证了授权型领导理论的适用性，为该理论的跨文化有效性提供了实证支持（梁荣成, 2023）。本研究的实践启示在于：为企业管理者提供了一个经过实证检验的、能有效激发员工创新的领导力模型。研究结论清晰地指出了授权型领导的积极作用，并揭示了心理授权的关键传导作用，提醒管理者激发创新的关键在于能否真正触及并提升员工的内在心理感知。同时，通过验证创新氛围的调节作用，警示企业在推动管理变革时，必须将领导力发展与组织文化建设相结合，实现系统性的创新管理。

文献综述

理论基础：社会认知理论

本研究的理论框架植根于班杜拉（Bandura, 1986）的社会认知理论。该理论的核心是"三元交互决定论"，即个体（Person）、行为（Behavior）和环境（Environment）三者之间存在动态的、交互的决定关系。在组织管理情境中，该理论为剖析领导行为（环境）如何通过影响员工的内部认知（个体），进而引导其工作行为（行为）提供了深刻的理论框架（樊建锋等, 2022）。

在本研究模型中，授权型领导与创新氛围构成了影响员工的关键"环境"因素；员工的心理授权水平，作为其对工作角色的一种主动性认知，代表了核心的"个体"内部认知因素；而员工创新绩效，则是最终聚焦的 "行为" 因素。基于此框架，本研究的内在逻辑得以清晰展现：授权型领导通过赋予员工自主、表达信任等方式，作用于员工的认知系统，提升其心理授权感，这种积极的心理状态进而驱动其从事更多创新活动，最终提升创新绩效。

相关概念界定与文献述评

授权型领导（Empowering Leadership）是一种通过赋予下属更多自主权和责任，提高其工作意义感，表达对其能力的信心，并消除组织障碍，以增强下属自我效能感与内在动机的领导行为（Ahearne et al., 2005）。国内学者也强调，授权型领导的核心是通过权力共享与能力培养相结合，实现对下属的心理赋能，激发其内在潜能（李晓燕, 2019）。大量研究证实，授权型领导能够对员工个人及团队产生显著的积极影响，包括促进创新绩效（苏屹等, 2018）、提高工作满意度（杨月坤 & 杨惠, 2021）和降低离职意向（李爽等, 2021）。

员工创新绩效（Employee Innovation Performance）是员工在工作中有意地产生、推广和实施新思想、新方法的行为集合（Scott & Bruce, 1994）。它既包含了创新行为的过程，也包含

了对创新结果的评价（袁诚熹, 2018）。其影响因素复杂且多层次，涵盖了个体、领导、组织和环境四个层面。在领导因素层面，授权型领导等新型领导风格被反复证实能够有效促进员工创新绩效（魏华飞等, 2020）。

心理授权（Psychological Empowerment）并非指管理者自上而下的赋权行为，而是员工对自身工作角色的一种内在的、主动的认知取向（Spreitzer, 1995）。它包含四个核心维度：意义感（Meaning）、胜任感（Competence）、自主性（Self-determination）和影响力（Impact）。心理授权在诸多"情境—结果"关系中扮演着核心的心理中介机制角色，是激发员工积极性的重要内在驱动力（杨海军等, 2021）。

综上所述，尽管学界已普遍证实授权型领导与员工创新绩效之间存在正向关系，但对其内在的心理传导机制的探讨仍不够深入。心理授权作为连接积极组织情境与员工产出的重要桥梁，其在中介机制中的作用尚待充分检验。此外，领导行为的有效性往往受到组织情境的制约，但现有研究对创新氛围等调节变量的关注同样有待加强。

研究假设

根据社会认知理论，授权型领导作为重要的环境因素，通过创造支持性的工作环境，降低了员工创新的制度障碍和心理阻力，为员工提供了尝试新想法的安全空间（魏华飞等, 2020）。同时，授权型领导通过榜样示范和替代性强化，影响员工的创新行为（王宏蕾 & 孙健敏, 2018）。此外，授权型领导通过明确表达对创新的重视，改变了员工对创新行为结果的期望，使其更愿意尝试创新（李晓燕, 2019）。因此，本研究提出： H1：授权型领导正向影响员工创新绩效。

基于社会认知理论的"环境——个体——行为"框架，授权型领导（环境）能够有效塑造并提升员工的心理授权（个体认知）。领导通过表达信心、赋予自主、建构意义，能分别增强员工的胜任感、自主性、影响力及意义感认知。而被高度激活的心理授权，会通过激发内在动机、培养主人翁心态和拓宽认知边界，驱动员工产生更高水平的创新绩效（行为）。因此，授权型领导并非直接引发创新，而是通过提升员工的心理授权感，进而激发其创新动力和行为。故提出： H2：心理授权在授权型领导与员工创新绩效之间起到中介作用。

创新氛围是成员对组织支持创新的共同感知，是决定其他积极因素能否有效转化为创新成果的重要情境条件（王鸿等, 2020）。在高创新氛围下，领导的授权行为与团队的创新氛围高度一致，形成协同效应，最大化地激发员工的创新意愿。反之，在低创新氛围下，领导的授权信号与周围环境的保守信号相抵触，其积极作用则会被严重削弱。因此，本研究提出： H3：创新氛围调节授权型领导对员工创新绩效的影响，创新氛围越强，授权型领导的正向影响越大。

研究方法

1. 问卷设计与变量测量

本研究采用问卷调查法收集数据。为确保信度和效度，所有核心变量均采用国内外广泛验证的成熟量表，并经过了严格的"翻译——回译"程序。问卷分为两部分：第一部分为被调查者基本信息，包括性别、年龄、学历、工作年限等控制变量。第二部分为核心变量测量

量表，均采用李克特七点量表（1 = 完全不同意，7 = 完全同意）：（1）授权型领导量表：采用 Ahearneet et al. (2005) 开发的 12 题项量表：（2）心理授权量表：采用 Spreitzer (1995)开发的 12 题项量表：（3）员工创新绩效量表：采用 Scott 和 Bruce (1994) 和 Janssen (2000) 的 9 题项量表：（4）创新氛围量表：采用 Anderson and West (1998) 的 16 题项量表。

2. 数据收集与样本

本研究的调研对象为各类组织中的在职员工。采用线上与线下相结合的混合式数据收集方法，共发放问卷 350 份，剔除无效问卷后，最终获得有效样本 332 份，有效回收率为 94.9%。样本在性别、年龄、教育水平、工作年限等方面具有较好的分布特性，具体见下表：

表 1: 样本描述性统计

样本情况		样本数	占比（%）	累计百分比（%）
性别	男	149	44.9	44.88
	女	183	55.1	100.00
年龄	25 岁以下	64	19.3	19.28
	26-30 岁	84	25.3	44.58
	31-40 岁	113	34.0	78.61
	41-50 岁	50	15.1	93.67
	51 岁以上	21	6.3	100.00
教育水平	高中及以下	7	2.1	2.11
	大专	80	24.1	26.20
	本科	179	53.9	80.12
	硕士及以上	66	19.9	100.00
组织的工作年限	1 年以下	53	16.0	15.96
	1-3 年	74	22.3	38.25
	3-5 年	93	28.0	66.27
	5-10 年	76	22.9	89.16
	10 年以上	36	10.8	100.00
与现任直属上级共事的时间	1 年以下	62	18.7	18.67
	1-3 年	100	30.1	48.80
	3-5 年	105	31.6	80.42
	5 年以上	65	19.6	100.00
目前的职位级别	普通员工	193	58.1	58.13
	基层管理者	97	29.2	87.35
	中层管理者	23	6.9	94.28

样本情况		样本数	占比（%）	累计百分比（%）
	高层管理者	19	5.7	100.00
所在团队的类型	其他	132	39.8	39.76
	职能团队	106	31.9	71.69
	跨职能团队	75	22.6	94.28
	项目团队	19	5.7	100.00

研究结果

1. 信效度分析

信度检验是评估测量工具一致性和稳定性的重要指标。本研究采用 Cronbach's Alpha 系数评估各量表的内部一致性信度，结果如表 2 所示。

表 2: 量表信度分析

量表维度	Cronbach's Alpha
授权型领导	0.9703
心理授权	0.9649
创新绩效	0.9620
创新氛围	0.9787

从表 2-1 的分析结果可以看出，本研究所采用的四个核心量表均表现出极高的信度水平。Cronbach's Alpha 系数高于 0.7 即表明量表信度良好，高于 0.9 则说明信度极佳（Nunnally, 1978）。在本研究中，所有变量的 Alpha 系数均远超 0.9 的优秀标准。其中，创新氛围量表的内部一致性信度最高（$\alpha = 0.979$），其次是授权型领导量表（$\alpha = 0.970$）和心理授权量表（$\alpha = 0.965$），员工创新绩效量表的信度系数也达到了 0.962。总体而言，各量表的信度系数均处于非常理想的水平，这充分说明本研究所选用的测量工具具有高度的可靠性和稳定性，收集到的数据质量可靠，能够为后续的相关分析与假设检验提供坚实的数据基础。

表 3: 验证性因子分析结果 （续表）

模型	χ^2	df	χ^2/df	RMSEA	CFI	TLI
四因子模型	486.23	223	2.18	0.061	0.951	0.945
三因子模型 a	892.45	226	3.95	0.095	0.884	0.872
三因子模型 b	1015.67	226	4.49	0.102	0.861	0.847
二因子模型	1342.89	229	5.86	0.121	0.802	0.785
单因子模型	1856.34	230	8.07	0.146	0.701	0.678

此外，本研究还进行了验证性因子分析（CFA）以检验量表的结构效度。采用 AMOS 24.0 软件，对授权型领导、心理授权、创新氛围和员工创新绩效四个核心变量进行验证性因子分析。结果显示，四因子模型的拟合指数良好：$\chi^2/df = 2.18$，RMSEA = 0.061，CFI = 0.951，TLI = 0.945，SRMR = 0.048，均达到或优于推荐标准（Hu & Bentler, 1999），表明各量表具有良好的区分效度和结构效度。表 2-2 展示了模型比较结果。

2. 回归分析

为检验假设 H1，本研究首先将授权型领导作为自变量，员工创新绩效作为因变量，同时控制人口统计学变量，进行多元回归分析。表 5-4 显示了分析结果。

在模型 1 中，仅纳入控制变量进行回归分析。结果显示，所有控制变量对员工创新绩效均无显著影响，模型整体解释力较弱，F 值为 0.987，不具统计显著性。在模型 2 中，在控制变量基础上加入自变量授权型领导进行回归分析。结果显示，授权型领导对员工创新绩效具有显著正向影响（$\beta = 0.340$，$p < 0.001$），这表明直属上级展现的授权行为越多，员工的创新绩效也越多。此外，模型的解释力显著提升（调整后 $R^2 = 0.306$），F 值达到 19.23，具有高度统计显著性。这表明授权型领导能够解释员工创新绩效约 30.6%的变异，是影响员工创新绩效的重要因素。

表 3: 授权型领导对员工创新绩效的回归结果

变量		员工创新绩效	
		(1)	(2)
自变量	授权型领导		0.340***
			(0.032)
控制变量	性别	-0.029	-0.076
		(0.075)	(0.065)
	年龄	-0.021	-0.031
		(0.033)	(0.028)
	教育水平	-0.104*	-0.109**
		(0.052)	(0.045)
	组织的工作年限	-0.013	-0.007
		(0.03)	(0.026)
	与上级共事时间	-0.041	-0.031
		(0.037)	(0.032)
	目前的职位级别	-0.021	-0.013
		(0.044)	(0.038)
	所在团队的类型	0.069	0.068*
		(0.039)	(0.034)

变量	员工创新绩效	
	(1)	(2)
样本量	332	332
adj. R^2	0.013	0.306
VIF	2.346	2.089
F值	0.987	19.230***

注：括号内为标准误，***、**、*分别表示在 1%、5%、10%的水平上显著。

为验证假设 H2，即心理授权在授权型领导与员工创新绩效关系中的中介作用，本研究采用冯志琴（2023）的方法进行分析。表 4 呈现了分析结果。

表 4: 心理授权的中介效应

变量		心里授权	创新绩效	创新绩效
		(1)	**(2)**	**(3)**
自变量	授权型领导	0.633***		0.160***
		（0.029）		（0.048）
中介变量	心理授权		0.433***	0.283***
			（0.038）	（0.058）
控制变量	性别	-0.007	-0.063	-0.073
		（0.060）	（0.063）	（0.062）
	年龄	-0.028	-0.017	-0.023
		（0.026）	（0.028）	（0.027）
	教育水平	-0.015	-0.102**	-0.105**
		（0.042）	（0.044）	（0.043）
	组织的工作年限	-0.004	-0.006	-0.006
		（0.024）	（0.026）	（0.025）
	与上级共事时间	0.023	-0.043	-0.037
		（0.029）	（0.031）	（0.031）
	目前的职位级别	-0.052	0.008	0.002
		（0.035）	（0.037）	（0.037）
	所在团队的类型	0.022	0.059*	0.062*
		（0.031）	（0.033）	（0.033）
	样本量	332	332	332
	adj. R^2	0.633	0.275	0.295

变量	心里授权	创新绩效	创新绩效
	(1)	(2)	(3)
VIF	2.598	1.964	3.012
F值	47.785***	16.680***	16.360***

注：括号内为标准误，***、**、*分别表示在 1%、5%、10%的水平上显著。

模型 1 的结果显示，授权型领导对中介变量心理授权具有显著的正向预测作用（$\beta = 0.633$, $p < 0.001$），说明领导的授权行为是激发员工心理授权感的有效途径。在模型 3 中，当授权型领导和心理授权同时进入回归方程以预测员工创新绩效时，心理授权的预测作用显著（$\beta = 0.283$, $p < 0.001$），而授权型领导的直接效应系数从 0.340 下降至 0.160，但依然保持显著（$p < 0.001$）。上述结果表明，所有中介路径均显著，且自变量的直接效应在加入中介变量后依然存在，因此，心理授权在授权型领导与员工创新绩效之间扮演了部分中介角色，研究假设 H2 得到验证。这一发现揭示了授权型领导影响员工创新的内在机制：领导的授权行为不仅直接促进了员工的创新绩效，同时也通过一个重要的间接路径，即提升员工对工作意义的感知、自我效能、自主决策权和工作影响力等心理授权体验，进而有效地激发了员工的创新行为。

为进一步验证心理授权的中介作用，本研究采用 Bootstrap 方法（重复抽样 5000 次）检验中介效应的显著性。结果显示（见表 4-1）：授权型领导对员工创新绩效的总效应显著（$\beta = 0.685$, $p < 0.001$）；在加入中介变量心理授权后，授权型领导对员工创新绩效的直接效应仍然显著（$\beta = 0.412$, $p < 0.001$），但效应量明显下降，间接效应为 0.273（95% CI = [0.198, 0.356]），置信区间不包含 0，表明心理授权起部分中介作用。中介效应占总效应的比例为 39.85%（0.273/0.685）。

表 4: 心理授权中介效应的 Bootstrap 检验结果

效应类型	效应值	标准误	Boot 95% CI 下限	Boot 95% CI 上限
总效应	0.685***	0.032	0.622	0.748
直接效应	0.412***	0.038	0.337	0.487
间接效应	0.273***	0.040	0.198	0.356
中介效应占比	39.85%	-	-	-

注：Bootstrap 重复抽样 5000 次；***表示 $p < 0.001$；CI = 置信区间

为检验创新氛围在授权型领导与员工创新绩效关系中的调节作用，本研究构建了调节效应模型，并采用层级回归方法进行分析，结果如表 5 所示。为避免多重共线性问题，自变量（授权型领导）与调节变量（创新氛围）在构建交互项前均已进行中心化处理。

表 5: 创新氛围的调节效应检验结果

变量		员工创新绩效
		（1）
自变量	授权型领导	0.381***
		(0.018)
调节变量	创新氛围	0.108***
		(0.018)
	授权领导×创新氛围	0.498***
		(0.019)
控制变量	性别	-0.021
		(0.036)
	年龄	-0.062***
		(0.016)
	教育水平	-0.068**
		(0.025)
	组织的工作年限	0.02
		(0.015)
	与上级共事时间	-0.015
		(0.018)
	目前的职位级别	-0.024
		(0.021)
	所在团队的类型	0.01
		(0.019)
	样本量	332
	adj. R2	0.861
	VIF	2.078
	F 值	172.336***

回归分析结果显示，在引入所有控制变量、自变量、调节变量及交互项后，模型整体具有极高的解释力（调整后 $R^2 = 0.861$, $F = 172.336$, $p < 0.001$）。从具体的系数来看，授权型领导对员工创新绩效的主效应依然显著（$\beta = 0.381$, $p < 0.001$），创新氛围的主效应同样显著（$\beta = 0.108$, $p < 0.001$）。至关重要的是，授权型领导与创新氛围的交互项系数也呈现出高度的统计显著性（$\beta = 0.498$, $p < 0.001$）。这一显著为正的交互项系数表明，创新氛围在授权型领导与员工创新绩效之间扮演了正向调节角色。具体而言，创新氛围能够显著增强授权型领导对员工创新绩效的积极影响。

总结

本研究系统探讨了授权型领导对员工创新绩效的影响机制，主要得出以下结论：（1）授权型领导能有效促进员工创新绩效。研究结果证实，领导通过增强工作意义、鼓励参与决策、表达信心及提供自主性等授权行为，是激发员工创新的有效途径。（2）心理授权是其中的关键传导机制。授权型领导并非简单直接地催生创新，而是通过一个重要的间接路径——即提升员工的心理授权感（意义、胜任、自主、影响力认知），进而激发其创新行为。（3）创新氛围是授权型领导发挥作用的重要催化剂。授权型领导的有效性并非真空存在，而是深度嵌入于组织情境之中。一个支持和鼓励创新的团队氛围能够显著增强授权型领导对员工创新绩效的促进作用。

建议

本研究基于社会认知理论，系统探讨了授权型领导、心理授权、创新氛围与员工创新绩效之间的关系，其研究结论为相关领域的理论发展和企业的管理实践均提供了有价值的洞见。研究验证了“授权型领导——心理授权——员工创新绩效”的作用机制，并证实了创新氛围的调节作用，为理解和促进组织创新提供了理论依据。基于研究讨论，本研究为企业管理实践提供以下实践启示：第一，着力培养管理者的授权型领导力：组织应将授权行为纳入领导力培训和绩效评价体系，帮助管理者掌握有效授权的技能。第二，关注并提升员工的心理授权感：管理者需要从关注“我是否授权了”转向关注“员工是否感受到了赋能”，通过设计有意义的工作、提供能力支持和实质性决策参与机会，来增强员工的内在动机。第三，致力于营造支持性的创新氛围：企业应将领导力发展与组织文化建设相结合，通过建立明确的创新目标、构建心理安全的团队环境、完善创新激励与容错机制，为授权型领导的有效发挥创造有利条件。

研究局限与未来方向

尽管本研究取得了一定的理论和实践价值，但仍存在以下局限性，也为未来研究指明了方向：（1）研究设计局限。本研究采用横断面设计，虽然能够揭示变量间的相关关系，但无法确立严格的因果关系。此外，数据基于自我报告问卷收集，尽管经过共同方法偏差检验，但仍可能存在一定的主观性偏差。未来研究可采用纵向追踪设计，例如在 6 个月内分三个时间点收集数据，以更准确地检验因果关系和动态变化过程。同时，可结合多源数据收集方法，如由直接上级评估员工创新绩效，由同事评估心理授权表现，以减少共同方法偏差的影响。（2）样本代表性局限。本研究样本主要来自制造业、服务业等传统行业的中大型企业，对于高科技企业、初创企业或小微企业的适用性尚待验证。不同行业和组织规模下，授权型领导的作用机制可能存在差异。未来研究可扩大样本范围，在不同行业、不同规模的组织中进行对比研究，检验研究结论的边界条件和普适性。（3）模型拓展方向。本研究构建的"领导-认知-情境"模型主要聚焦于心理授权和创新氛围两个核心机制，但员工创新是一个复杂的多层次过程，还受到其他个体特征和情境因素的影响。未来研究可以：①探索个体差异变量的调节作用，例如开放性人格特质、成就动机等，以揭示"对谁更有效"的问题；②引入团队层面的变量，如团队知识异质性、

团队冲突等，构建跨层次模型；③探讨其他类型领导风格（如变革型领导、包容型领导）与授权型领导的交互效应，为领导力开发提供更全面的指导。

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责任型领导对员工建言行为的影响机制研究

A STUDY OF THE INFLUENCE MECHANISM OF RESPONSIBLE LEADERSHIP ON EMPLOYEE VOICE BEHAVIOR

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摘要

在动态多变的市场环境下，员工建言行为是组织获取竞争优势、实现持续创新的关键。然而，在中国传统的高权力距离文化背景下，如何有效激发员工建言成为管理实践的核心挑战。本文基于社会认知理论，旨在探究责任型领导对员工建言行为的影响机制，并重点考察了组织认同在其中的中介作用，以及权力距离的调节作用。本研究调查 318 名员工，采用层级回归分析。研究通过分步检验验证了中介效应，并用分组回归检验了权力距离对责任型领导与建言行为关系的调节作用。研究结果表明：1. 责任型领导对员工建言行为有显著的正向影响；2. 组织认同在责任型领导与员工建言行为之间扮演了部分中介角色；3. 权力距离负向调节了责任型领导对员工建言行为的积极作用，即在高权力距离情境下，责任型领导的促进效果会减弱。本研究结论揭示了责任型领导激发员工建言的内在心理路径与文化边界条件，为中国企业管理者如何通过培养责任型领导力、提升员工组织认同感并结合文化情境进行差异化管理，提供了理论依据与实践指导。

关键词： 责任型领导 员工建言行为 组织认同 权力距离

Abstract

In a dynamic and volatile market environment, employee voice behavior is key for organizations to gain a competitive advantage and achieve continuous innovation. However, effectively stimulating employee voice has become a core challenge in management practice, especially against the backdrop of China's traditional high power-distance culture. Based on social cognitive theory, this study aims to explore the impact mechanism of responsible leadership on employee voice behavior, focusing on the mediating role of organizational identification and the moderating role of power distance. This study surveyed 318 employees and employed hierarchical regression analysis. The study verified the mediating effect through stepwise testing, and used group regression to examine the moderating role of power distance on the relationship between responsible leadership and the behavior of offering

suggestions. The results show that: 1. Responsible leadership has a significant positive impact on employee voice behavior; 2. Organizational identification plays a partial mediating role between responsible leadership and employee voice behavior; 3. Power distance negatively moderates the positive effect of responsible leadership on employee voice behavior, meaning the promotional effect is weakened in a high power-distance context. This study reveals the internal psychological path and cultural boundary conditions for responsible leadership to stimulate employee voice, providing theoretical basis and practical guidance for Chinese managers on how to cultivate responsible leadership, enhance employees' organizational identification, and conduct differentiated management in combination with cultural contexts.

Keywords: Responsible Leadership, Employee Voice Behavior, Organizational Identification, Power Distance

引言

研究背景

在全球化与数字化浪潮的推动下，组织面临的环境日益复杂多变，持续创新成为企业生存与发展的核心命脉。在此背景下，员工建言行为（Employee Voice Behavior），即员工为优化组织运营而主动分享建设性意见的行为（Van Dyne & LePine, 1998），其战略价值愈发凸显。员工建言是组织获取底层信息、识别潜在风险、激发创新思想的重要来源（Liang et al., 2012）。然而，在中国传统的高权力距离文化氛围中，员工往往倾向于顺从权威而非提出质疑，导致"沉默文化"普遍存在，这极大地抑制了组织的学习与变革能力（Farh et al., 2007）。

与此同时，随着社会对企业责任的日益关注，责任型领导（Responsible Leadership）作为一种新兴的领导力范式，正受到学术界与实践界的广泛重视。责任型领导强调领导者在决策中超越单一的经济目标，致力于平衡各方利益相关者（包括员工、客户、社会等）的诉求，并主动承担伦理、法律及社会责任（Maak & Pless, 2006）。国内研究已证实，责任型领导能够有效减少员工的越轨行为（王艳子 & 李洋, 2019），并推动服务创新（刘良灿等, 2019）。

然而，关于责任型领导如何影响员工建言行为这一更具挑战性的主动性行为，其深层机制研究仍然不足。本研究引入社会认知理论（Bandura, 1986）作为核心的理论框架。该理论的"三元交互决定论"认为，个体的行为（Behavior）是由环境（Environment）和个体认知（Person）共同决定的。据此，责任型领导作为关键的"环境"因素，其影响力更可能是通过改变员工的内在"认知"状态来间接实现的。

因此，本研究引入"组织认同"作为核心的中介变量。组织认同是指员工在心理上将组织的成败视为自身成败的程度，它完美地对应了社会认知理论中的个体认知因素。此外，社会认知理论同样强调环境与个体因素间的交互作用。领导行为的效果很可能受到员工个体价值观，特别是权力距离倾向的调节。考察权力距离的调节作用，有助于回答责任型领导在何种文化情境下更能有效发挥作用。

研究目的

本研究旨在回答以下核心问题：1. 责任型领导是否对员工建言行为有直接的积极影响？2. 组织认同在二者之间是否扮演着中介角色？3. 权力距离是否调节责任型领导对建言行为的影响？

本研究的理论意义在于：首先，将社会认知理论系统性地引入责任型领导与员工建言行为的研究，为理解领导力作用机制提供了新的理论视角。其次，通过检验组织认同的中介作用，深入揭示了责任型领导影响员工建言的内在心理"黑箱"，回答了其"为何"及"如何"起作用的问题。最后，通过检验权力距离的调节作用，明确了责任型领导发挥效能的文化边界条件，为领导理论的本土化应用与发展贡献了来自中国情境的独特洞见（于静静等, 2015）。

本研究的实践启示在于：为中国企业管理者提供了一个打破"沉默文化"、激发员工建言的有效路径。研究结论明确指出，管理者应系统性地选拔与培养责任型领导者。同时，研究揭示了提升员工组织认同感的重要性，提醒管理者需要超越简单的物质激励，从价值观融合与赋能授权等方面入手，增强员工的主人翁意识。最后，通过验证权力距离的调节作用，为管理者根据员工不同的价值观倾向，采取差异化的、适应文化情境的激励策略提供了科学依据。

文献综述

社会认知理论:

本研究的理论框架植根于班杜拉（Bandura, 1986）的社会认知理论。该理论的核心是"三元交互决定论"，即个体（Person）、行为（Behavior）和环境（Environment）三者之间存在动态的、交互的决定关系。在组织管理情境中，该理论为剖析领导行为（环境）如何通过影响员工的内部认知（个体），进而引导其工作行为（行为）提供了深刻的理论框架（Stajkovic & Luthans, 1998）。

在本研究模型中，责任型领导构成了影响员工的关键"环境"因素；员工的组织认同，即员工对组织的归属感与一体感，代表了核心的"个体"内部认知因素；而员工建言行为，则是最终聚焦的"行为"因素。基于此框架，本研究的内在逻辑得以清晰展现：责任型领导通过其负责任的言行（环境），作用于员工的认知系统，提升其对组织的认同感（个体认知），这种积极的心理联结进而驱动其为了组织的利益而主动建言（行为）。同时，员工自身的权力距离倾向（个体认知的一部分），又会反过来影响其对领导行为（环境）的解读与反应。

责任型领导:

责任型领导（Responsible Leadership）是一种领导者基于道德与价值观，致力于平衡各方利益相关者的诉求，并在追求经济目标的同时，主动承担社会与环境责任的领导模式（Maak & Pless, 2006）。Voegtlin (2011) 强调其通过伦理决策和多方对话来构建合作关系。结合中国情境，陆扬华（2012）提出了包含伦理责任、经济责任、法律责任和慈善责任的四维度框架。现有研究表明，责任型领导对员工绩效（刘生敏 & 刘建博, 2017）、服务创新（刘良灿等, 2019）等均有积极影响。

员工建言行为:

员工建言行为（Employee Voice Behavior）是员工为了优化组织运营、提高效率或化解难题而主动分享建设性意见的行为（Van Dyne & LePine, 1998）。Liang et al. (2012) 将其划分为促进性建言（提出创新想法）和抑制性建言（揭示潜在风险），该分类框架在中国文化背景下尤为适用。其影响因素涵盖个体（如心理安全感）、领导（如谦卑型领导）和组织（如组织公平）等多个层面（朱健 & 李颖凤, 2017; 张晓怿 & 王云峰, 2018）。

组织认同与权力距离:

组织认同（Organizational Identification）是员工感知到自己与组织合为一体或属于组织的程度，是一种认知和情感上的自我归类（Mael & Ashforth, 1992）。高组织认同感的员工，会体验到强烈的归属感，将组织的成功视为自己的成功，是驱动其亲组织行为的强大动力（王猛，2013）。权力距离（Power Distance）则是个体对于社会或组织中权力不平等分配的接受程度（Hofsted, 1984）。高权力距离的个体倾向于尊重权威、遵守等级；而低权力距离的个体则更强调平等，敢于挑战权威（谭新雨 & 刘帮成, 2017）。

综上所述，尽管责任型领导的积极效应已初步显现，但其对员工建言行为这一特殊的主动性行为的影响机制仍不清晰。特别是，鲜有研究从社会认知理论的视角，系统考察组织认同的认知中介作用，以及权力距离这一关键文化因素的调节作用。本研究旨在弥合这些理论空白。

研究模型与假设提出:

1. 责任型领导对员工建言行为的直接影响

根据社会认知理论，领导行为是塑造员工行为的重要环境因素。责任型领导通过展示开放倾听、平衡多方利益、主动承担责任等行为特质，为员工提供了积极的榜样示范（观察学习机制）。员工通过观察学习，可能内化领导者的责任价值观，进而更愿意为组织发展主动表达想法。同时，责任型领导通过关注员工福祉、营造包容性氛围，能够显著降低员工表达不同意见的心理风险，创造心理安全的环境，从而促进建言（邓琪, 2020）。因此，本研究提出：H1：责任型领导对员工建言行为有正向影响。

2. 组织认同的中介作用

社会认知理论强调认知过程在“环境-行为”关系中的关键中介作用。组织认同作为核心的认知因素，是连接责任型领导与建言行为的重要桥梁。首先，责任型领导通过其负责任的行为，能够显著提升组织在员工心目中的形象，增强员工对组织的自豪感和归属感，从而形成强烈的组织认同感（陈柳青, 2014）。其次，当员工高度认同组织时，他们会将组织目标内化为个人目标，更愿意通过建言行为来帮助组织改进和发展（王猛, 2013）。因此，责任型领导通过塑造员工的组织认同，进而影响其建言行为。故提出：H2：组织认同在责任型领导与员工建言行为之间起中介作用。

3. 权力距离的调节作用

社会认知理论指出，环境因素的影响会受到个体认知特征的调节。权力距离作为重要的个体价值观，可能调节责任型领导对建言行为的影响。在高权力距离情境下，员工倾向于服从权威，即使面对负责任的领导，也可能因顾忌等级而不愿提出挑战性意见（于静静等, 2015）。而在低权力距离情境下，员工更注重平等，对权威的敏感度较低，他们会更积极地响应领导的

开放姿态，主动表达建议。因此，责任型领导对建言的促进作用在低权力距离员工中会更强。故提出：H3：权力距离负向调节责任型领导与员工建言行为之间的关系，即权力距离越高，责任型领导对员工建言行为的正向影响越弱。

研究方法

1. 问卷设计与变量测量

本研究采用问卷调查法收集数据。为控制共同方法偏差，本研究采取了以下措施：（1）问卷采用匿名方式填写,保护受访者隐私；（2）在问卷中对不同变量的题项顺序进行随机打乱,避免受访者根据题项位置猜测研究目的；（3）在问卷指导语中强调没有正确或错误答案,鼓励受访者根据真实感受作答。为确保信度和效度，所有核心变量均采用国内外广泛验证的成熟量表。问卷分为两部分：第一部分为被调查者基本信息，包括性别、年龄、学历、工作年限等控制变量。第二部分为核心变量测量量表，均采用李克特五点量表（1=完全不同意，5=完全同意）：（1）责任型领导量表：采用陆扬华（2012）开发的 8 题项四维度量表。（2）组织认同量表：采用 Mael 和 Ashforth (1992) 的 6 题项量表。（3）员工建言行为量表：采用 Liang et al. (2012) 的 4 题项二维度量表（促进性与抑制性）。（4）权力距离量表：采用 Hofstede (1984) 相关研究改编的 4 题项量表。

2. 数据收集与样本

本研究的调研对象为中国各类组织中的在职员工。样本覆盖了不同类型的组织，包括国有企业（35.8%）、民营企业（42.1%）和政府或事业单位（22.1%）确保样本具有良好的代表性。采用线上与线下相结合的混合式数据收集方法，共发放问卷 330 份，剔除无效问卷后，最终获得有效样本 318 份，有效回收率为 96.4%。

研究结果

1. 样本特征描述

本研究通过问卷调查共收集有效样本 318 个，样本的人口统计学特征如表 1 所示。从样本构成来看，本次调查具有良好的代表性和多样性。

表 1: 样本人口统计学特征描述性统计

变量	类别	样本数	百分比(%)
性别	男	163	51.3
	女	155	48.7
	小计	318	100
年龄	18-25 岁	83	26.1
	26-35 岁	103	32.4
	36-45 岁	94	29.6
	46 岁及以上	38	11.9
	小计	318	100

变量	类别	样本数	百分比(%)
教育背景	高中及以下	12	3.8
	本科	235	73.9
	硕士及以上	71	22.3
	小计	318	100
工作年限	1 年以下	59	18.6
	1-3 年	103	32.4
	4-6 年	100	31.4
	7 年及以上	56	17.6
	小计	318	100
所在部门	行政部门	94	29.6
	人力资源部门	78	24.5
	财务部门	99	31.1
	其他	47	14.8
	小计	318	100

表 2 展示了本研究四个主要变量的描述性统计结果。从各变量的均值来看，所有变量的得分均超过了 3.0，表明受访者对各项内容的评价整体偏向积极。责任型领导变量的均值为 3.566，标准差为 0.823，得分范围为 1.250-5.000。组织认同变量的均值为 3.653，标准差为 0.748，得分范围为 1.000-5.000。权力距离变量的均值为 3.480，标准差为 0.898，得分范围为 1.250-5.000。建言行为变量的均值为 3.886，标准差为 0.673，得分范围为 2.000-5.000。

表 2: 主要变量描述性统计

变量	均值	标准差	最小值	最大值
责任型领导	3.566	0.823	1.250	5.000
组织认同	3.653	0.748	1.000	5.000
权力距离	3.480	0.898	1.250	5.000
建言行为	3.886	0.673	2.000	5.000

注：样本量 N = 318，所有变量均采用 5 点李克特量表测量（1 =完全不同意，5 =完全同意）。

2. 假设检验

本节通过相关性分析和回归分析对前文提出的研究假设进行系统检验。首先运用相关性分析初步探索各变量间的关联关系，然后采用层级回归分析方法依次检验责任型领导对员工建言行为的直接影响、组织认同的中介作用以及权力距离的调节作用，为研究假设的验证提供实证依据。表 3 展示了责任型领导对员工建言行为影响的回归分析结果。模型 1 仅包含控制变量，结果显示工作年限对建言行为有显著正向影响($\beta=0.121$, $p<0.001$)，模型的解释力度较低

(R^2=0.039)。模型 2 在控制变量基础上加入责任型领导变量，结果显示责任型领导对建言行为有显著正向影响(β=0.512, p<0.001)，模型的解释力度大幅提升至 40.1%。

回归系数 0.512 表明，在控制其他变量的前提下，责任型领导每增加一个单位，员工建言行为将增加 0.512 个单位。这一结果在统计上高度显著(p<0.001)，为假设 H1 提供了强有力的实证支持。加入责任型领导变量后，工作年限的影响变得不再显著，这可能表明责任型领导在一定程度上包含了工作经验对建言行为的影响。

表 3: 责任型领导与建言行为的回归分析

	（1）	（2）
	建言行为	**建言行为**
性别	0.049	0.008
	(0.66)	(0.13)
年龄	0.037	0.003
	(0.97)	(0.11)
教育背景	-0.012	-0.071
	(-0.16)	(-1.13)
工作年限	0.121***	0.019
	(3.18)	(0.61)
所在部门	0.029	0.010
	(0.81)	(0.37)
责任型领导		0.512***
		(13.71)
Constant	3.439***	2.131***
	(14.95)	(10.38)
R^2	0.039	0.401
观测值	318	318

注：括号内为 t 统计量；***p<0.01, **p<0.05, *p<0.1。

为检验组织认同在责任型领导与建言行为关系中的中介作用，本研究按照陈柳青（2014）的中介效应检验程序进行分析。中介效应分析结果如表 4 所示。

第一步，检验自变量对中介变量的影响。结果显示，责任型领导对组织认同有显著正向影响(β=0.608, p<0.001)。第二步，已在前述分析中确认责任型领导对建言行为有显著正向影响(β=0.512, p<0.001)。第三步，同时将责任型领导和组织认同纳入回归模型预测建言行为。结果显示，组织认同对建言行为有显著正向影响(β=0.456, p<0.001)。根据中介效应分析结果，组织认同在责任型领导与建言行为关系中发挥了部分中介作用。责任型领导既可以直接影响员

工建言行为，也可以通过提升员工的组织认同感间接促进建言行为。这一结果为假设 H2 提供了有力支持，表明组织认同是责任型领导影响建言行为的重要心理机制。

表 4: 组织认同的中介效应分析

	(1)	(2)	(3)
	组织认同	建言行为	建言行为
性别	-0.071	0.008	0.041
	(-1.14)	(0.13)	(0.78)
年龄	0.003	0.003	0.002
	(0.08)	(0.11)	(0.08)
教育背景	0.050	-0.071	-0.093*
	(0.76)	(-1.13)	(-1.71)
工作年限	0.014	0.019	0.012
	(0.43)	(0.61)	(0.46)
所在部门	0.004	0.010	0.009
	(0.12)	(0.37)	(0.35)
责任型领导	0.608***	0.512***	0.235***
	(15.40)	(13.71)	(5.40)
组织认同			0.456***
			(9.69)
Constant	1.361***	2.131***	1.511***
	(6.27)	(10.38)	(7.90)
R^2	0.457	0.401	0.540
观测值	318	318	318

注：括号内为 t 统计量；***p<0.01, **p<0.05, *p<0.1。

本研究将样本按权力距离的中位数分为高权力距离组和低权力距离组，分别进行回归分析。调节效应分析结果如表 5 所示。在低权力距离组(n=143)中，责任型领导对建言行为的影响系数为 0.627(p<0.001)，模型解释力度为 46.4%。在高权力距离组(n=175)中，责任型领导对建言行为的影响系数为 0.437(p<0.001)，模型解释力度为 35.9%。比较两组的回归系数可以发现，责任型领导对建言行为的正向影响在低权力距离组中更强(β=0.627 vs β=0.437)，差异达到 0.190。这表明当员工的权力距离导向较低时，责任型领导对促进建言行为的效果更加明显；而当员工的权力距离导向较高时，这种促进效果会有所减弱。

表 5: 权利距离的调节作用分析

	（1）	（2）
	低权利距离组	**高权利距离组**
性别	-0.057	0.048
	(-0.60)	(0.63)
年龄	-0.035	0.025
	(-0.74)	(0.64)
教育背景	-0.091	-0.063
	(-0.94)	(-0.77)
工作年限	0.035	-0.000
	(0.74)	(-0.01)
所在部门	-0.010	0.022
	(-0.22)	(0.62)
责任型领导	0.627***	0.437***
	(10.30)	(9.29)
Constant	1.906***	2.318***
	(5.96)	(8.70)
R^2	0.464	0.359
观测值	143	175

注：括号内为 t 统计量；***p<0.01, **p<0.05, *p<0.1。

这一结果为假设 H3 提供了支持，表明权力距离确实调节了责任型领导与建言行为之间的关系。具体而言，当员工的权力距离导向较低时，他们更容易受到责任型领导的积极影响而表现出建言行为；而当员工的权力距离导向较高时，即使面对责任型领导，他们的建言意愿也会相对较弱。

综合回归分析结果，本研究的三个研究假设均得到了实证支持。责任型领导对员工建言行为具有显著正向影响，组织认同在这一关系中发挥部分中介作用，权力距离调节了责任型领导对建言行为的影响强度。这些发现不仅验证了基于社会认知理论构建的理论模型，也为深入理解责任型领导的作用机制提供了重要的实证证据。

讨论

本研究系统探讨了责任型领导对员工建言行为的影响机制，主要得出以下结论：第一，责任型领导能有效促进员工建言行为。当员工感知到领导者展现出高度的伦理、经济、法律及慈善责任时，他们更有可能主动为组织发展提出建议。第二，组织认同是其中的关键传导机制。责任型领导并非简单直接地催生建言，而是通过一个重要的间接路径——即提升员工对组织的认同感和归属感，进而激发其建言意愿。第三，权力距离是责任型领导发挥作用的重要文化边

界。责任型领导的有效性并非一成不变，而是受到员工权力距离倾向的调节。在高权力距离的文化情境下，其对建言的促进作用会受到抑制。

总结

本研究为企业管理实践提供以下实践启示：（1）系统性地选拔与培养责任型领导者：企业应将“责任意识”作为领导力素质模型的核心维度，并在干部选拔与发展中予以重点关注。（2）将组织认同建设作为战略性人力资源管理任务：管理者需要超越简单的物质激励，通过沟通透明化、价值观融合与赋能授权等方式，增强员工的主人翁意识。（3）实施差异化的、适应文化情境的建言激励策略：管理者需要敏锐地识别员工的权力距离倾向，对权力距离感较高的员工，应更有策略地通过创造安全环境、建立匿名渠道等方式引导其建言。

建议

研究局限与未来展望

尽管本研究取得了一定的理论与实践价值，但仍存在一些局限，这些局限也为未来的研究指明了方向。

（1）数据来源与研究设计的局限。 本研究主要采用横截面数据，所有变量均在同一时间点由员工自我报告完成，这使得变量间的因果关系推断受到限制，且可能存在共同方法偏差的风险。未来研究可以采用纵向追踪设计，在不同时间点测量自变量、中介变量和因变量，从而更可靠地检验变量间的因果链条。此外，可以引入多源数据，例如，由上级来评价员工的建言行为，或通过组织层面的数据来衡量领导的责任表现，以减少同源偏差，提高研究结论的客观性。

（2）中介与调节机制探索的局限。 本研究仅探讨了组织认同这一个认知中介变量，以及权力距离这一个文化调节变量。责任型领导影响建言行为的路径可能是多样的。未来的研究可以探索其他潜在的中介机制，如员工的心理安全感、组织公平感、自我效能感等。

（3）责任型领导维度的局限。 本研究采用了陆扬华（2012）的四维度量表对责任型领导进行整体测量，未能深入探讨其不同责任维度（如伦理、经济、法律、慈善）对不同类型建言行为（促进性 vs.抑制性）的差异化影响。未来的研究可以进行更细致的分析，例如，领导的伦理责任是否更能激发抑制性建言（指出问题），而慈善责任是否更能激发促进性建言（提出创新想法），这将为管理实践提供更为精准的指导。

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工作——家庭冲突对酒店员工离职倾向影响研究

RESEARCH ON THE INFLUENCE OF WORK—FAMILY CONFLICT ON HOTEL INDUSTRY EMPLOYEE TURNOVER INTENTION

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摘要

本研究基于资源保存理论与社会交换理论，以中国酒店行业一线服务员工为研究对象，探讨工作——家庭冲突对员工离职倾向的影响机制，并考察情绪耗竭的中介作用以及组织支持感的调节作用。通过对 489 名五星级酒店员工采用多时点方便抽样法进行问卷调查，运用 SPSS 及 Mplus 软件进行数据分析，采用结构方程模型（SEM）检验研究假设。结果表明：工作——家庭冲突及其三个维度（时间冲突、压力冲突、行为冲突）均显著正向影响员工的离职倾向；情绪耗竭在工作-家庭冲突与离职倾向之间起部分中介作用；组织支持感显著调节工作-家庭冲突通过情绪耗竭影响离职倾向的间接路径，即高组织支持感可缓解该路径的负面影响。本研究揭示了工作-家庭冲突影响员工离职决策的内在心理机制与边界条件，为酒店企业通过优化组织支持体系、缓解员工情绪耗竭、降低离职倾向提供了理论依据与管理实践启示。

关键词: 工作——家庭冲突 离职倾向 情绪耗竭 组织支持感

Abstract

Based in Conservation of Resources and Social Exchange theories, the study focuses on frontline service employees in China's hotel industry. It examines the influence of work-family conflict on turnover intention, exploring the mediating role of emotional exhaustion and the moderating role of perceived organizational support. Data were collected from 489 employees of five-star hotels through a multi-wave convenience sampling survey and were analyzed using SPSS and Mplus. The research hypotheses were tested employing structural equation modeling (SEM). Moreover, perceived organizational support significantly moderates the indirect effect of work-family conflict on turnover intention through emotional exhaustion, indicating that high levels of organizational support can buffer this negative pathway. This study reveals the underlying psychological mechanisms and boundary conditions through which work-family conflict influences employees' turnover decisions. It provides theoretical insights and practical implications for hotel

enterprises to optimize organizational support systems, alleviate emotional exhaustion, and reduce turnover intention.

Keywords: Work-family Conflict, Turnover Intention, Emotional Exhaustion, Perceived Organizational Support

引言

1. 研究背景

中国酒店行业人才流失严重。中国国家文旅部的数据显示，2025 年一季度，全国酒店业从业人员较 2019 年减少 42%，其中工作十年以上的资深 “酒店人” 流失率高达 67%[1]。2022 年酒店行业员工流失率已高达 24.7%，工作家庭冲突(30%)是酒店业员工选择离职的重要原因之一，仅次于“薪资缺乏吸引力 (64%)”、“发展前景不明确” (48%) 两类因素[2]。由此可见，工作家庭冲突已经成为员工的重要压力源之一，成为离职原因的主要原因之一。

2. 研究问题

在驱动员工离职的多维因素中，工作-家庭冲突（Work-Family Conflict, WFC）已成为一个不可忽视的关键压力源。酒店业高强度的情绪劳动、轮班制、工作时间长、突发状况复杂等工作属性，使酒店员工在平衡工作与家庭角色时承受巨大压力和挑战。工作与家庭的冲突作为一种消极体验，给员工带来不安、焦虑、烦恼等消极情绪 (Shockley 等，2022)。同时，也意味着员工将无法专心于工作，需花费时间和精力处理矛盾、解决冲突 (Grotto 和 Mills，2023)。因此，关注服务业员工的工作家庭冲突问题对于减少服务业人才流失、降低服务企业人力资源成本有着重要意义。

3. 研究缺口

员工离职倾向已成为酒店管理研究的重要议题，现有文献关注酒店员工离职影响因素包括了员工个体变量（徐芳、夏瑛, 2012）；员工情感因素（吕英, 2014），如职业倦怠、职场友谊、组织情感承诺；工作场所特征（李应军, 2018），如被顾客欺凌行为、职场排斥等。但针对工作-家庭冲突这一特定前因的深入分析仍显不足。且现有研究多直接考察工作-家庭冲突与离职倾向之间的简单因果关系，而对其中的内在心理机制即中介路径缺乏充分阐释。同时，现有研究未能揭示关键的边界条件，尤其是组织支持感等可能缓冲负面影响的情境因素。

基于此，本研究立足于资源保存理论与社会交换理论，揭示工作-家庭冲突影响酒店员工离职倾向的内在机制（情绪耗竭的中介作用）与边界条件（组织支持感的调节作用），从而在理论上深化对员工离职决策过程的理解，在实践上为酒店企业的人力资源管理提供有针对性的实证依据。

[1] https://zhuanlan.zhihu.com/p/1941054859869688078
[2] 来源于《中国酒店人力资源现状调查报 2023》

研究目的

本研究目的是通过深入分析工作－家庭冲突对员工离职倾向的影响，深入探索中介机制以及边界条件，构建工作—家庭冲突影响员工离职倾向的理论框架。本研究希望达到以下三个目标:

目标 1：工作—家庭冲突是否正向显著影响员工的离职倾向？

工作—家庭冲突是一种典型的角色冲突 (Greenhaus&Beutel,1985)，会对个体带来心理压力或情感苦恼等一系列负面影响 (Kahn eta.1990)。通过回顾梳理工作家庭冲突相关现有研究发现，工作家庭冲突对员工离职倾向的影响方面尚缺乏统一结论 (Witt, 2006; Muse & Pichler, 2011; Choi & Kim, 2012: Zhao et a1. 2011)。本研究将力证工作—家庭冲突是否影响员工离职倾向的关键前因变量。

目标 2：情绪耗竭是否在工作—家庭冲突与离职倾向的关系中起中介作用？

基于资源保存理论，个体总是努力获取和维持其宝贵的资源（如情绪、时间和精力）。酒店业一线员工作为高情绪劳动者，其情绪资源尤为关键。当员工长期处于工作-家庭冲突中时，需要持续地在工作和家庭两个领域投入大量情绪资源以应对不同的角色要求。这种持续的、过度的资源投入会导致情绪资源不断被消耗而无法得到有效补充。当员工面临工作—家庭冲突时，情绪资源往往被持续损耗，这不仅可能引发情绪耗竭，进而影响其离职倾向。情绪耗竭非常契合这一机制的变量。因此，本研究引入情绪耗竭作为中介变量，探讨二者如何在“工作——家庭冲突——离职倾向”这一路径中发挥中介作用。

目标 3：组织支持感是否在工作—家庭冲突影响离职倾向中介路径中起调节作用?

本研究欲验证组织支持感在工作—家庭冲突与离职倾向之间所起的调节作用。基于社会交换理论中的“互惠原则”：当员工感知到来自组织的支持与关怀时，会出于回报心理而增强对组织的承诺与留任意愿。已有研究表明组织支持感是工作家庭冲突与压力相关结果的一个调节变量。当员工感受到良好的企业工作环境和福利嘉奖时，会激发员工的工作热情，提高员工的工作态度 (潘杨，2014)，因而本研究想考察组织支持感是否能调节工作—家庭冲突与离职倾向的关系。

文献综述

1. 理论基础

1.1 资源保存理论

资源保存理论 (Conservation of Resources Theory) 认为，人们总会积极地保护和获取资源，并且避免资源潜在或实际上的损失 (Hobfo1l,1989)。因此，根据资源保存理论，工作——家庭冲突会通过资源影响员工的情绪耗竭。在酒店业高情绪劳动背景下，一线员工常因工作与家庭角色间的资源竞争（如时间、精力与情绪资源）陷入持续的资源耗竭状态，进而触发“损失螺旋”（Hobfoll et al., 2018）。工作-家庭冲突作为一种典型的资源损耗源，导致员工情绪资源持续消耗，引发情绪耗竭；如果员工评估自身工作造成个人的资源损耗在未来不会减弱，则倾向于采取资源保护措施，选择离职来避免更多损失 (Halbesleben & Jonathon, 2006; Cole &

Bedeian, 2007)。因此，资源保存理论不仅支持“工作——家庭冲突 → 情绪耗竭 → 离职倾向”的中介路径，也为理解员工在资源失衡下的心理决策机制提供了理论依据。

1.2 社会交换理论

社会交换理论（Blau, 1964）强调，个体在与组织的互动中遵循互惠原则。当员工感知到组织支持（如提供弹性工作安排或心理关怀）时，会以更高的工作投入与留任意愿作为回报。在高工作-家庭冲突情境下，组织支持感可作为关键情境资源，缓冲冲突对情绪资源的损耗，从而弱化情绪耗竭与离职倾向之间的关系（Rhoades & Eisenberger, 2002）。本研究，运用社会交换理论来验证组织支持是否会调节工作——家庭冲突对员工离职倾向的影响。

2. 研究假设

2.1 工作—家庭冲突与离职倾向

根据资源保存理论，工作-家庭冲突通过持续消耗个体资源引发压力与不适，促使员工为保存剩余资源而寻求退出当前岗位（Hobfoll, 1989）。Greenhaus & Beutell（1985）将工作-家庭冲突划分为时间、压力与行为三个维度，均可能独立或共同导致资源失衡，进而强化离职意愿。尤其在酒店服务业，员工面临高强度情绪劳动与不规则工作时间，长期下去,若消极情绪得不到合理疏导和宣泄，员工便会萌生出离职的想法 (赵慧军，席燕平，2017)。据此提出以下假设：

H1:工作——家庭冲突正向影响员工的离职倾向

H1a:工作——家庭时间冲突正向影响员工的离职倾向

H1b:工作——家庭压力冲突正向影响员工的离职倾向

H1c:工作——家庭行为冲突正向影响员工的离职倾向

2.2 情绪耗竭中介作用

情绪耗竭是个体情绪资源枯竭的核心表征（Maslach & Jackson, 1981），是资源持续损耗后的关键心理状态。工作——家庭冲突导致员工在双域角色中不断付出情绪努力，当资源无法及时补充时，情绪耗竭成为不可避免的结果，进而激发离职动机以规避进一步资源损失（Wright & Cropanzano, 1998）。谢佳悦（2023）验证了情绪耗竭在工作家庭冲突与离职倾向间起中介作用；因此，基于上述讨论，本研究提出以下假设:

H2：情绪耗竭在工作-家庭冲突和员工的离职倾向之间起中介作用

2.3 组织支持感的调节作用

根据社会交换理论，组织支持感能增强员工的心理资源与应对能力，从而缓解工作——家庭冲突对情绪资源的损耗（Eisenberger etal., 1986），在这一过程中可能发挥重要的调节作用。当员工感知到较高的组织支持时，他们更可能获得必要的情感与工具性资源，以缓解工作-家庭冲突带来的情绪资源损耗，从而抑制情绪耗竭的加剧（Rhoades & Eisenberger, 2002）。相反，当员工组织支持感较低时，意味着员工在面临冲突时处于资源孤立状态，组织未提供有效缓冲，因此情绪耗竭作为中介路径的效应会被放大，离职倾向也更为显著（孙健敏等，2011）。

基于上述分析，本研究提出如下有调节的中介假设：

H3: 组织支持感调节工作-家庭冲突通过情绪耗竭影响离职倾向的间接效应，即该间接效应在高组织支持感条件下更弱，在低组织支持感条件下更强。

基于以上理论分析和假设，本研究提出以下研究模型,如图所示 3.1：

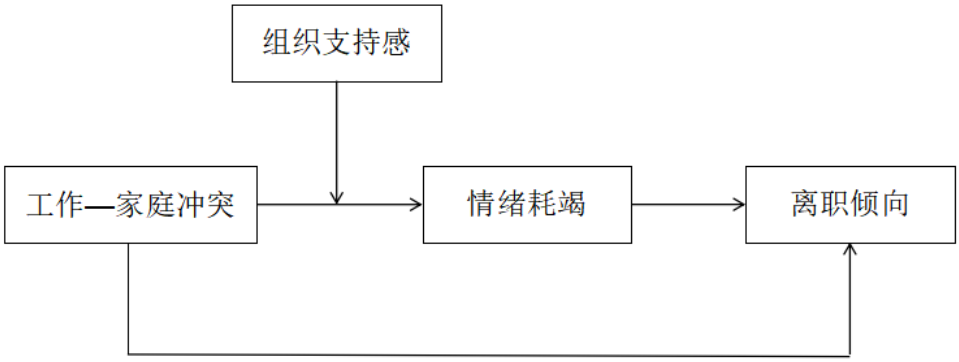

图 1: 研究模型

研究方法

1. 取样

为降低共同方法偏差对研究结果的影响，本研究在问卷设计和数据收集阶段采取了多项措施。首先，笔者通过与酒店行业从业者的交流，使用既定的量表和简化复杂表达的方式，消除了问卷中的歧义。其次，为了鼓励受访者坦率地回答问题，笔者在问卷说明部分解释了调查的匿名性和保密性，并确保每个问题都没有暗含正确或错误的判断。第三，问卷中没有显示变量的名称，以避免受访者预测问卷旨在衡量的变量之间的关系。第四，本研究采用三阶段数据收集方案，第一时点（T1），测量自变量（工作-家庭冲突及其三个维度）与调节变量（组织支持感）；第二时点（T2），于 T1 后间隔四周进行，测量中介变量（情绪耗竭）；第三时点（T3），于 T2 后间隔四周进行：测量因变量（离职倾向）。

本研究调查对象为中国五星级酒店企业的基层管理者、技术人员和一线服务员工。调查时间为 2025 年 6-7 月份，采用线上便利抽样方式，调查范围涵盖广东、福建、浙江、上海等地，回收问卷 520 份，剔除无效问卷后，得到有效问卷 489 份，占回收问卷数的 94%。该方法有助于快速获取样本，但也可能因抽样方式的局限性导致样本在地区、酒店品牌及岗位类型上的分布不够均衡，存在一定的样本偏差。在进行本次研究时，并未对调查对象设定年龄、工作年限等界限，涵盖了各部门、各年龄层、不同教育背景的员工。由于本研究所分析的工作家庭冲突这一变量中，孩子数量以及婚姻状况对该变量存在着一定影响，因此收集被调查者婚姻与生育方面相关信息、从而更好地进行研究。

2. 变量测量

本研究中的概念量表均采用李克特五点量表，1 表示“完全不同意”， 2 表示“不太同意”， 3 表示“一般同意”， 4 表示“比较同意”， 5 表示“完全同意”，且均采用的是成熟量表。

工作—家庭冲突的测量。本研究采用 Carlson 等人 (2000) 编制的工作—家庭冲突量表，此量表具有较高的效度和信度。此量表把工作—家庭冲突分为三个维度，即基于时间的工作—

家庭冲突，基于压力的工作——家庭冲突和基于行为的工作——家庭冲突。每个维度由 3 个题项构成，共 9 个题项。如“由于工作原因，我不得不错过一些家庭活动”；“由于工作上的种种压力，我就算是在家休息也没心情做自己”：“工作中我用来解决问题的方法，在生活中不太有效”。

情绪耗竭的测量。本研究采用 Watkins et al. (2014) 开发的3个题项的情绪耗竭量表，如“我的工作让我情绪低落”；“我的工作让我筋疲力尽”等。

离职倾向的测量。本研究选用由樊景立等 (2000) 开发的量表，编制出本文的离职倾向量表，共有 4 个题项。如“在未来的一年里，我很可能会离开公司另谋他就”

组织支持感测量。本研究选用 Eisenbergeret al. (2001) 修订后的单维度量表，主要包括“所在单位重视我为它做出的贡献”等共 6 个题项。

控制变量。故本研究将一线服务员工的性别、年龄、婚姻状态、教育程度和在酒店工作的年限等作为主要的控制变量。

3. 数据处理

本研究拟采用 SPSS 24 统计分析软件对问卷进行信效度分析，相关性分析；在此基础上使用 MPLUS 7.4 统计分析软件进行验证主效应假设、中介效应假设和调节效应假设。

研究结果

1. 变量的信效度分析及共同方法偏差检验

首先，我们运用 SPSS24.0 对本研究中所使用的量表的信度进行了检验。结果表明，工作—家庭冲突量表在本研究中的 α 系数为 0.928；情绪耗竭量表的 α 系数为 0.889；离职倾向量表的 α 系数为 0.836；组织支持感量表的 α 系数为 0.915； 都高于 0.7 的可 接受标准。随后，我们又利用 MPLUS7.4 对整体问卷的效度进行检验，结果表明四因子模型的拟合指标优于其他 3 个比较模型（$\chi2$ =182.40；$\chi2$ /df=1.52；RMSEA=0.04；CFI= 0.97; CFI=0.97;SRMR=0.03），结果表明，5 个研究构念相互独立,问卷整体具有较高的效度（见表 1）。进一步，我们对包含多维度的“工作-家庭冲突”变量进行二阶验证性因子分析，检验其三个维度（时间冲突、压力冲突、行为冲突）的收敛效度。如表 2 所示，所有维度题项的标准化因子负荷均大于 0.6，组合信度均高于 0.8，平均变异抽取量均大于 0.5，表明工作-家庭冲突的各维度具有良好的内部一致性与收敛效度。整体量表信效度指标符合研究要求。

表 1: 模型拟合度指标分析结果

模型	因子组合	χ^2	df	χ^2/df	RMSEA	SRMR	CFI	TLI
四因子模型	A, B,C, D	182.40	120	1.52	0.04	0.03	0.97	0.96
三因子模型	A, B+C, D	346.80	120	2.89	0.08	0.06	0.91	0.89
二因子模型	A+B, D+C	510.00	120	4.25	0.12	0.10	0.83	0.80
单因子模型	A+B+C+D	764.40	120	6.37	0.16	0.14	0.68	0.63

表 2: 验证性因子分析表

变量	维度	题项数	因子负荷	组合信度（CR）	平均变异抽取量 (AVE)
工作——家庭冲突	时间冲突	3	0.74–0.82	0.86	0.68
	压力冲突	3	0.76–0.85	0.88	0.71
	行为冲突	3	0.70–0.80	0.84	0.64
情绪耗竭	–	3	0.78–0.87	0.89	0.73
组织支持感	–	6	0.72–0.84	0.92	0.65

在数据处理阶段，首先，采用 Podsakoff 和 Organ (1986) 推荐的 Harman 单因素检验法对共同方法偏差的严重程度进行验证,分别构建两个结构方程模型，进行模型比较检验：其中模型 1 为测量的四因素模型（工作—家庭冲突；情绪耗竭；组织支持感；离职倾向），模型 2 将共同方法偏差作为一个潜在变量进入 SEM，并允许所有标识变量在这个潜在变量上负载。结果显示（表 5.8）：模型 1 的拟合度良好（$\chi2 = 182.40$;$\chi2 /df = 1.52$；RMSEA = 0.04；CFI = 0.97; TLI = 0.96；SRMR=0.03）;与模型 1 相比，模型 2 具有较好的拟合度（$\chi2 =175.20$，d$\chi2 /df = 1.59$；RMSEA = 0.04；CFI = 0.97；TLI = 0.96；SRMR = 0.02），但显著性并不明显（△χ（10）=7.2（10），p>0.05）。说明共同方法偏差不存在严重问题，四因子模型的测量结果是有效的。其次，通过验证性因子分析比较不同因子模型的拟合情况。如表 3 所示，四因子基准模型（工作-家庭冲突、情绪耗竭、组织支持感、离职倾向）的拟合指标（$\chi^2/df = 1.52$, RMSEA = 0.04, CFI = 0.97, TLI = 0.96）显著优于单因子模型（$\chi^2/df = 6.37$, RMSEA = 0.16, CFI = 0.68, TLI = 0.63），表明测量工具具有良好的区分效度，共同方法偏差影响有限。进一步通过验证性因子分析进行模型比较，以增强检验结果的稳健性。

表 3: 共同方法偏差检验结果

模型	因子组合	χ^2	df	χ^2/df	RMSEA	SRMR	CFI	TLI	$\Delta\chi^2(\Delta df)$
模型 1：四因子模型	A, B, C, D	182.40	120	1.52	0.04	0.03	0.97	0.96	-
模型 2：方法单因子模型	A, B, C, D + CMV	175.20	110	1.59	0.04	0.02	0.97	0.96	7.20(10)
单因子模型	A+B+C+D	764.40	120	6.37	0.16	0.14	0.68	0.63	—

注：A 代表工作—家庭冲突；B 代表情绪耗竭；C 代表组织支持感；D 代表离职倾向；CMV 代表共同方法偏差潜在因子。

2. 描述性统计

根据相关分析结果，从表 4 可以看出，工作-家庭冲突与情绪耗竭呈显著正相关（$r = 0.427$, $p < 0.01$）；工作-家庭冲突与离职倾向呈显著正相关（$r = 0.385$, $p < 0.01$）；情绪耗竭与离职倾向呈显著正相关（$r = 0.613$, $p < 0.01$）。与此同时，工作-家庭冲突与组织支持感呈显著

负相关（r = -0.341, p < 0.01）；组织支持感与情绪耗竭呈显著负相关（r = -0.486, p < 0.01）；组织支持感与离职倾向呈显著负相关（r = -0.528, p < 0.01）。此外，人口统计学变量也显示出一些有意义的相关关系：年龄与工作年限呈高度正相关（r = 0.723, p < 0.01）；年龄与工作-家庭冲突呈显著负相关（r = -0.134, p < 0.05）；教育程度与组织支持感呈显著正相关（r = 0.217, p < 0.01）。这些相关关系均符合研究预期，为后续的假设检验奠定了基础。

表 4: 变量相关系数表

变量	1	2	3	4	5	6	7	8
1. 性别	1							
2. 年龄	0.032	1						
3. 教育程度	0.067	0.184**	1					
4. 工作年限	-0.041	0.723**	0.156*	1				
5. 工作家庭冲突	0.089	-0.134*	-0.087	-0.152*	1			
6. 情绪耗竭	0.057	-0.118	-0.063	-0.103	0.427**	1		
7. 离职倾向	0.083	-0.165*	-0.192**	-0.178**	0.385**	0.613**	1	
8. 组织支持感	-0.094	0.153*	0.217**	0.142*	-0.341**	-0.486**	-0.528**	1
M	1.56	2.87	2.35	3.12	3.10	3.22	3.61	2.68
SD	0.50	1.12	0.89	1.35	0.85	0.78	0.91	0.60

注：*p < 0.05, **p < 0.01；

性别：1 = 男，2 = 女；

年龄：1 = 18-30 岁，2 = 31-40 岁，3 = 41-50 岁，4 = 50 岁以上；

教育程度：1 = 高中及以下，2 = 大专，3 = 本科，4 = 硕士及以上；

工作年限：1 = 1 年及以下，2 = 1-3 年，3 = 3-6 年，4 = 6 年以上；

M 和 SD 分别表示变量的平均值和标准差。

3. 假设检验

(1) 主效应检验

为检验工作——家庭冲突及其各维度对员工离职倾向的作用，本研究采用 Mplus7.4 分别对工作——家庭冲突整体及其三个维度与离职倾向的直接关系进行检验（见表 6）。在控制了员工性别、年龄、教育程度和工作年限等相关变量后，结果表明：工作-家庭冲突整体对离职倾向具有显著的正向影响（β=0.385，SE=0.042，P<0.01，95%CI=[0.303, 0.467]不包含零），假设 H1 得到支持。进一步分析工作-家庭冲突各维度的作用发现：工作-家庭时间冲突对离职倾向具有显著的正向影响（β=0.312，SE=0.038，P<0.01，95%CI=[0.238, 0.386]不包含零）；工作-家庭压力冲突对离职倾向具有显著的正向影响（β=0.294，SE=0.036，P<0.01，95%CI=[0.224, 0.364]不包含零）；工作-家庭行为冲突对离职倾向具有显著的正向影响（β=0.267，SE=0.034，

P<0.01，95%CI=[0.201, 0.333]不包含零）。假设 H1a、H1b、H1c 均得到支持。结果表明，工作-家庭冲突整体及其三个维度都是预测员工离职倾向的重要直接因素，其中时间冲突维度的直接效应最强，其次是压力冲突维度，行为冲突维度的直接效应相对较弱但仍达到统计显著水平。

表 6: 主效应检验结果

	变量关系	系数	标准误	95%置信区间
直	H1 工作-家庭冲突→离职倾向	0.385**	0.042	[0.303, 0.467]
接	H1a 工作-家庭时间冲突→离职倾向	0.312**	0.038	[0.238, 0.386]
作	H1b 工作-家庭压力冲突→离职倾向	0.294**	0.036	[0.224, 0.364]
用	H1c 工作-家庭行为冲突→离职倾向	0.167**	0.034	[0.201, 0.333]

注： **表示 p < 0.01

(2) 情绪耗竭中介效应检验

为检验工作——家庭冲突通过情绪耗竭对员工离职倾向的作用机制，本研究采用 Mplus7.4 分别对工作-家庭冲突与情绪耗竭的直接关系、情绪耗竭与离职倾向的直接关系，以及情绪耗竭的中介作用进行检验（见表 7）。在控制了员工性别、年龄、教育程度和工作年限等相关变量后，结果表明：工作——家庭冲突对情绪耗竭具有显著的正向影响（β=0.427，SE=0.038，P<0.01，95%CI=[0.353, 0.501]不包含零）。情绪耗竭对离职倾向具有显著的正向影响（β=0.613，SE=0.045，P<0.01，95%CI=[0.525, 0.701]不包含零）。情绪耗竭在工作——家庭冲突和离职倾向间（β=0.262，SE=0.032，P<0.01，95%CI=[0.201, 0.327]不包含零）起到显著的中介效应。根据 Preacher 等人（2010）提出的标准，当 95%置信区间不包括 0 时，表明中介效应显著，即 H2 情绪耗竭的中介作用得到支持。结果表明，工作-家庭冲突不仅直接正向影响员工的离职倾向，还通过引发情绪耗竭这一心理机制间接影响离职倾向。情绪耗竭在工作-家庭冲突与离职倾向之间扮演了重要的中介角色，这一发现有助于深入理解工作——家庭冲突影响员工离职决策的内在心理过程。

表 7: 情绪耗竭中介效应检验结果

	变量关系	系数	标准误	95%置信区间
直接作用	工作——家庭冲突→情绪耗竭	0.427**	0.038	[0.353, 0.501]
	情绪耗竭→离职倾向	0.613**	0.045	[0.525, 0.701]
中介作用	H2 工作——家庭冲突→情绪耗竭→离职倾向	0.262**	0.032	[0.201, 0.327]

注：N=489，*表示 p<0.05p<0.05，**表示 p<0.01p<0.01，Bootstrapping = 5000

(3) 组织支持感调节效应检验

采用 Mplus7.4 分析组织支持感的调节作用。在控制了样本的性别、年龄、教育程度和工作年限后的结果显示（见表 8）。

假设 H3 提出，工作-家庭冲突通过情绪耗竭对离职倾向的间接效应在高组织支持感和低组织支持感间存在显著差异。采用 Edwards 和 Lambert (2007) 提出的有调节的中介程序来检验工作-家庭冲突通过情绪耗竭影响离职倾向的调节作用，检验结果表明：当组织支持感高于一个标准差时，工作-家庭冲突通过情绪耗竭对离职倾向的影响显著（β=0.314，SE=0.035，P<0.01，95%CI=[0.246,0.382]不包含零），当组织支持感低于一个标准差时，工作-家庭冲突通过情绪耗竭对离职倾向的影响显著（β=0.210，SE=0.031，P<0.01，95%CI=[0.150,0.270]不包含零），高低标准差之间的差异显著（β=0.104，SE=0.047，P<0.05，95%CI=[0.012,0.196]不包含零）。组织支持感可以显著调节工作-家庭冲突通过情绪耗竭和组织承诺对离职倾向的间接效应，假设 H3 得到支持。这表明组织支持感在工作——家庭冲突影响离职倾向的过程中起到重要的调节作用，调节了通过情绪耗竭的间接路径。

表 8: 组织支持感调节效应检验结果

变量关系		系数	标准误	95%置信区间
H3 工作-家庭冲突×组织支持感→情绪耗竭→离职倾向	+1 标准差	0.314**	0.035	[0.246, 0.382]
	-1 标准差	0.210**	0.031	[0.150, 0.270]
	差值	0.104**	0.047	[0.012, 0.196]

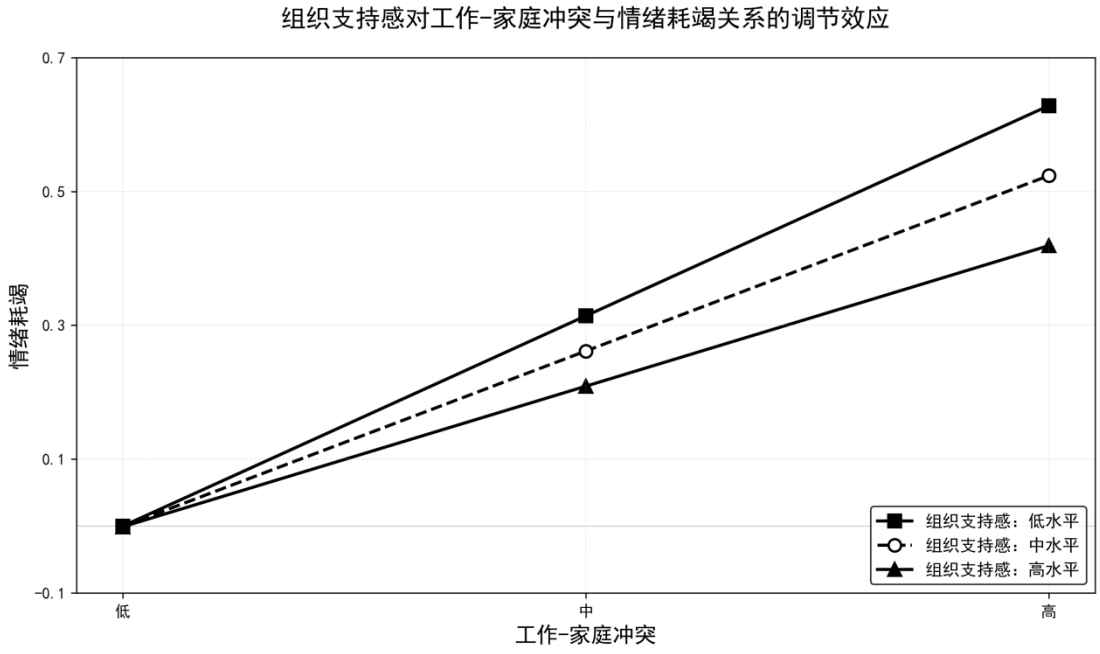

图 2: 组织支持感调节效应图

讨论

本研究基于资源保存理论与社会交换理论，构建了一个有调节的中介模型，旨在揭示工作-家庭冲突影响酒店员工离职倾向的内在机制与边界条件，并且实证分析结果基本支持了研究假设。

1. 研究结果讨论

首先，本研究证实工作-家庭冲突及其三个维度（时间冲突、压力冲突与行为冲突）均显著正向影响员工的离职倾向（H1–H1c 成立）。这一发现与多数现有研究结论一致（如 Casper et al., 2007；李永占，2016），说明在酒店这类高情绪劳动行业中，由工作与家庭角色不相容所引发的资源损耗，是驱动员工产生离职意愿的关键压力源。特别值得注意的是，压力冲突的影响系数最高，表明心理层面的紧张与焦虑比单纯的时间或行为冲突更能预测员工的离职决策，这为后续干预提供了针对性方向。

其次，情绪耗竭在工作-家庭冲突与离职倾向之间起部分中介作用（H2 成立），这与谢佳悦（2023）及 Zhao & Xi（2017）的研究发现相呼应。结果表明，工作-家庭冲突不仅直接引发离职意愿，更通过持续消耗员工的情绪资源，使其陷入身心俱疲的状态，进而强化其退出倾向。这一路径从资源保存视角清晰地揭示了“冲突—情绪耗竭—离职倾向”的内在传导机制，弥补了以往研究多关注直接效应而忽略心理过程的不足。

此外，组织支持感显著调节了工作-家庭冲突通过情绪耗竭影响离职倾向的间接路径（H3 成立）。具体而言，在高组织支持感的情境下，该路径的强度明显减弱。这一结果与社会交换理论的预期相符，也与 Karatepe & Kilic（2007）及刘林等（2020）的发现一致。它表明，当员工感知到组织的支持与关怀时，会更积极地将组织支持视为一种可替代性资源，从而缓冲角色冲突所带来的情绪损耗，降低为保存资源而选择离职的可能性。

值得说明的是，本研究所有假设均获得支持，未出现与理论预期相悖的结果，这可能源于以下几方面原因：一是研究模型构建于成熟的理论基础之上，变量间关系已有较多文献支持；二是本研究聚焦于酒店行业，样本同质性较高，在一定程度上增强了效应的一致性；三是在研究方法上采取了多时点数据收集，有效控制了共同方法偏差，提高了假设检验的稳健性。

2. 理论贡献讨论

本研究的理论贡献主要体现在以下三方面：

第一，通过整合资源保存理论与社会交换理论，构建并验证了一个被调节的中介模型，系统揭示了工作-家庭冲突影响离职倾向的复杂机制。这不仅推进了对员工离职决策过程的理解，也展示了多重理论视角在解释组织行为问题中的互补价值。

第二，明确了情绪耗竭作为关键中介路径的存在，突破了以往研究多从满意度、承诺等态度变量切入的局限，为理解工作-家庭冲突如何通过情绪资源损耗影响员工行为提供了更细致的解释。

第三，识别了组织支持感作为重要的边界条件，揭示了其在阻断“资源损耗螺旋”中的保护作用。这拓展了关于“如何”缓解工作-家庭冲突负面效应的理论研究，为后续开展情境化研究提供了理论基础。

总结

研究基于资源保存理论与社会交换理论，以中国酒店业一线员工为研究对象，通过构建一个有调节的中介模型，系统探讨了工作——家庭冲突对员工离职倾向的影响机制。研究结果表明，工作——家庭冲突及其三个维度（时间冲突、压力冲突与行为冲突）均显著正向影响员工的离职倾向；情绪耗竭在二者关系中起部分中介作用；而组织支持感则显著调节工作——家庭冲突通过情绪耗竭影响离职倾向的间接路径。这些发现从资源损耗与交换互惠的双重角度，揭示了酒店员工在面对工作-家庭冲突时产生离职意愿的内在心理路径与组织情境的缓冲作用。然而，本研究仍存在若干局限，值得在未来研究中进一步完善：

首先，在变量选取与模型构建方面，本研究虽引入情绪耗竭作为关键中介变量，但未能纳入其他可能的解释机制，如心理脱离、家庭支持等变量，也未深入分析工作-家庭冲突与家庭-工作冲突的双向影响路径，未来可构建更全面的多重中介或双路径模型以增强解释力。

其次，在研究方法上，尽管采取了多时点数据收集以控制共同方法偏差，但所有变量仍来源于员工自我报告，可能存在主观偏差。未来研究可结合主管评价、客观人力资源数据（如实际离职率）或实验方法，进一步提升结果的效度。

在样本代表性方面，本研究聚焦于中国东南沿海地区的五星级酒店，样本来源在地域、酒店类型与文化背景上存在一定的局限性，结论是否适用于中西部地区、经济型酒店或跨文化情境仍有待检验。未来可扩大样本覆盖范围，开展跨区域或跨文化比较研究。

最后，本研究主要关注个体层面的心理机制，未能充分考察团队领导风格、组织家庭友好政策等情境因素的跨层级影响。后续研究可引入跨层次分析，探索组织或团队层面变量如何调节个体层面的工作-家庭冲突过程。

建议

本研究结论为服务型企业提升服务绩效、避免人才流失、保持行业竞争力具有重要的实践启示。

首先，本研究发现了工作－家庭冲突对员工离职倾向的产生影响。对于企业管理实践，本结论可以促进组织人力资源管理政策的改善，通过为员工提供支持性的工作条件，让员工处理好工作与家庭的关系，有助于员工服务绩效的提升以及为服务企业保留人才。

其次，本研究发现了情绪耗竭对工作－家庭冲突和离职倾向的中介作用。服务企业的员工由于不能表达真实自我，而常常感到精疲力竭，无法良好的投入工作，甚至会为了逃避这种工作而产生离职的想法。因此，针对上述问题，企业应该组织相关领域专家对一线服务员工进行培训，对他们进行肢体动作、语言表达以及礼貌态度等方面的指导，让他们从内心深处爱上这份工作，充满热情;同时，应该采取多种措施加强对于员工情绪劳动影响结果的干预，例如营造团结友爱的工作氛围，打造健康的人际关系，减少员工在工作中产生的压力感和紧张感，并有针对性地给予员工更多的心理培训和指导;对于那些已经产生情绪耗竭征兆的员工，可以让其暂时进行情绪休息，当情绪恢复之后再继续工作等。这些举措能够及时补充服务员工的情绪资源，舒缓情绪耗竭的状态，降低他们离职倾向，也就为企业保留了优秀的服务人员。

最后，本研究发现了组织支持感能够有效调节工作－家庭冲突通过情绪耗竭对员工离职倾向的间接效应。具体而言，当员工感知到较高水平的组织支持时——例如企业提供家庭友好政策、弹性工作安排、心理咨询资源及管理者情感关怀——这种支持性环境能显著缓解工作-家庭冲突所带来的负面效应。组织支持感可为员工补充情绪资源，减轻因角色冲突导致的情绪耗竭，从而抑制由此引发的离职倾向。因此，酒店企业应致力于构建显性与隐性相结合的组织支持体系。在显性层面，可系统实施诸如弹性工时、远程工作选项、家庭援助计划（EAP）等制度性支持，帮助员工更好地管理工作与家庭边界；在隐性层面，则应培育包容、信任与支持性的组织文化，鼓励管理者主动关注员工的整合需求，及时提供情感性和工具性支持。通过提升员工对组织支持的感知，塑造具有高恢复力与忠诚度的人才队伍，为实现可持续服务优势提供坚实保障。

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创业型领导力对员工越轨创新行为和新创企业绩效的影响研究

A STUDY ON THE INFLUENCE OF ENTREPRENEURIAL LEADERSHIP ON EMPLOYEES' DEVIANT INNOVATION BEHAVIOR AND CORPORATE PERFORMANCE

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摘要

本研究基于战略创业理论与团队过程理论，构建了创业型领导力影响新创企业绩效的理论模型，并实证检验了员工越轨创新行为的中介作用。通过分层抽样方法，以自身行业为例，对 640 份文化产业样本的实证分析发现，创业型领导力（审势相机、因势而动、构建网络、情感号召、激发创新）五大维度均显著正向影响企业绩效，且员工越轨创新行为在其中起到显著中介作用。研究拓展了创业型领导力理论框架，揭示了非正式创新行为在组织绩效形成中的机制价值。研究结果为组织培养创业型领导者、激发员工创新潜能提供了理论依据与实践启示。

关键词: 创业型领导力 员工越轨创新行为 新创企业绩效

Abstract

Based on strategic entrepreneurship theory and team process theory, this study constructs a theoretical model of how entrepreneurial leadership affects the performance of new ventures, and empirically tests the mediating role of employee deviant innovation behavior. Through stratified sampling, an empirical analysis of 640 cultural industry samples revealed that the five dimensions of entrepreneurial leadership—assessing the situation and acting opportunistically, responding to trends, building networks, emotional appeals, and inspiring innovation—significantly and positively impact firm performance. Moreover, employees' deviant innovation behavior plays a significant mediating role in this relationship. The research expands the theoretical framework of entrepreneurial leadership and reveals the mechanism value of informal innovation behavior in shaping organizational performance. The findings provide both theoretical foundations and practical insights for organizations in cultivating entrepreneurial leaders and unleashing employees' innovative potential.

Keywords: Entrepreneurial Leadership, Employee Deviant Innovation Behavior, Performance of New Ventures

引言

在数字经济与不确定性并存的时代背景下，新创企业面临着前所未有的生存与成长挑战。一方面，人工智能、大数据等前沿技术的迅猛发展重塑了商业生态，推动企业向数字化、智能化方向转型。在此背景下，创业型领导力作为一种能够激发组织活力、推动战略变革和促进创新的领导风格，逐渐成为学术界和实践界关注的焦点，创业型领导力不仅强调领导者对市场机会的敏锐洞察与资源整合能力，更注重其对组织成员的激励与引导作用。

与此同时，员工越轨创新行为作为一种非正式但具有战略意义的创新活动也引发了创业领导力下领域探索的热潮，如何在组织中合理引导此类行为，使其成为企业绩效提升的驱动力，是当前的重要议题。尽管近年来关于创业型领导力、组织创新与企业绩效之间关系的研究不断深化，但在以下三个方面仍存在显著的理论空白，构成了本研究得以展开的基础：一是缺乏对“非正式创新行为”作为中介机制的关注，导致对创业型领导力作用路径的理解不完整；二是越轨创新行为的领导前因研究薄弱，尚未建立与创业型领导力之间的理论连接；三是缺乏面向文化产业、结合数字变革情境的创业型领导力实证研究，理论生态代表性不足。因此，本文基于社会认知理论与团队过程理论，构建“创业型领导力—员工越轨创新行为—新创企业绩效”的理论模型，立足于当下持续变化的经济社会文化环境中，以创业导向性领导理论为主要研究视角，以文化行业为实践案例，剖析文化企业中“领导力-创新企业绩效”的发展路径。

研究目的

本文研究主要的目的是深化创业型领导力的文化情境理论框架。目前国内研究主要依据的是学者们的自编调查问卷和量表开发为主，主要是采用 Gupta 等和 Renko（1976）等这些国外研究者们的成熟量表。而国内自主开发的创业者领导者量表示例现有创业型领导力研究多聚焦制造业与科技企业，例如资源拼凑、风险承担等通用维度，缺乏对文化生产非标品特性的理论响应，本文在文献综述整理的基础上再次梳理创业领导力概念理论模型，在文化产业验证探索行为与利用行为的交互效应，揭示领导行为的协同增效机制。研究结果不仅有助于拓展创业型领导力理论的应用边界，也为新创企业在数字化转型背景下的人才管理与组织创新提供实践启示。

文献综述

创业型领导力

创业型领导力是一种以创新为核心、强调机会识别与资源整合的领导风格，广泛应用于初创企业与动态环境中（Gupta et al., 2004）。与传统领导力不同，创业型领导力不仅关注领导者个人特质与行为方式，更强调其通过愿景构建、资源动员和组织赋能等方式推动组织持续创新与成长的能力（王弘钰、刘伯龙，2018）。

已有研究从不同角度对创业型领导力进行界定。Gupta 等人（2004）提出其包含五个核心维度：模糊识别、风险承担、清除障碍、建立承诺和制定界限。Renko 等人（2015）在此基础上开发了 ENTRELEAD 量表，涵盖愿景激励、机会识别与创新推动等内容。国内学者如陈奎

庆等（2019）结合中国文化情境，提炼出“审势相机、因势而动、构建网络、情感号召、激发创新”五个本土化维度，并编制了相应的测量工具。

本课题经由系统的分析得到结论：创业型领导力作为一种特殊的领导理论，其本真特征是以一种在复杂动态变化、高度不确定性环境条件下的领导者能力，这种能力通过设计未来组织愿景，提高利用配置效率，指引团队成员行为，来实现新业务领域开拓或者高速成长期创业型任务。同时极大地提高了创新型资源整合开发的效率，并且更重要的是通过构建战略性的价值取向为组织持续健康发展的基础，实现了组织层面上的长远的价值提升。

量表选择上，虽然 Gupta 等（2004）提出的五维度模型以及 Renko 等（2015）开发的 ENTRELEAD 量表在国际上具有广泛影响力，但其构建背景主要基于西方个体主义文化下的高自主性组织情境，强调领导者个人特质与行为外显性。然而，在中国文化语境中，领导力更注重关系导向、情境适应与集体共识的达成，单一依赖西方量表可能难以准确捕捉本土企业中创业型领导的实际表现形态。相较之下，陈奎庆等（2019）基于中国组织文化特征提炼出的“审势相机、因势而动、构建网络、情感号召、激发创新”五个维度，更具情境适配性与实践解释力，例如“审势相机”与“因势而动”体现中国传统智慧中的 “顺势而为”，强调领导者对宏观环境与政策风向的敏锐感知与灵活应对能力；“构建网络”突出中国社会高度依赖 “关系资本” 的现实，反映领导者通过人脉整合资源的能力；“情感号召”则契合中式管理中 “情理法” 并重的特点，强调以共情与信任维系团队凝聚力；“激发创新”不仅指向技术突破，更包含对基层员工主动性与创造潜能的唤醒。该量表已在多个中国文化产业与科技创业样本中验证了良好的信效度，且题项设计贴近本土管理者语言习惯，减少了跨文化测量偏差。因此，本文选用这一本土化量表，不仅能更真实地反映中国新创企业中创业型领导力的运作机制，也有助于增强研究结论的情境嵌入性与理论贡献的独特性。

员工越轨创新行为

员工越轨创新行为是指员工在组织制度限制下，出于提升组织绩效的目的，采取非正式、隐蔽方式推进创新的非常规行为（Augsdorfer, 1996；黄玮等，2017）。该行为具有自下而上的决策特征、目标矛盾性和行为不确定性，常表现为“Bootlegging Innovation”或“Creative Deviance”两种形式（赵乐，2021）。Mainemelis（2010）指出，越轨创新行为常发生在员工创意被上级否定后，仍坚持通过非正式途径推进创新，体现了员工的主动性和创新精神。

在测量方面，Criscuolo 等人（2014）开发了包含 5 个题项的量表，强调行为的隐蔽性、自发型和结果导向性；Lin 等人（2016）则构建了 9 个题项的 Creative Deviance 量表，突出与上级指令冲突的特征。王弘钰等人（2019）结合中国文化情境，提出“暗度陈仓”与“君命不受”两个典型行为维度，并开发出具有良好信效度的本土化量表（Cronbach’s $\alpha = 0.875$）。

关于影响效应，现有研究普遍认为越轨创新行为具有“双刃剑”效应。正向方面，黄玮等（2017）发现其有助于提升员工创新绩效，尤其在高创造力和高社会地位员工中更为显著；宋源与时丹丹（2020）指出宽松创新环境可增强其积极作用。不可忽视的是，该行为亦存在潜在负面后果。首先，由于缺乏正式授权与资源配置，越轨项目常处于 “地下状态”，信息不透明易导致重复投入与资源浪费（Criscuolo et al., 2014）。其次，长期脱离管理体系可能削弱组织控制力，引发权力失衡与上下级信任危机（陈伍洋等，2017）。

因此，本文认为，员工越轨创新并非普遍有益的行为，而是一种高度依赖组织情境与领导支持的非常规策略。其最终效果取决于组织是否具备包容失败的文化、是否存在隐性激励机制，以及领导者能否及时将其纳入正规化轨道。这也进一步凸显了创业型领导力的关键作用。

本文运用组织创新角度揭示了反制度创新行为本质上具备明显的正面价值取向，基本作用机理是以促进组织创新实现战略目的。结论表明，在员工坚信自己的创意的价值并因此而实施创新行为的时候除了带来企业创新发展源源不断的动力还能通过激发新的思想与方案的出现极大的丰富组织的持续性成长的能力和市场的竞争潜力。

新创企业绩效

新创企业绩效是指企业在初创阶段实现战略目标的能力，通常通过财务与非财务指标综合衡量。由于初创企业生命周期短、资源有限，其绩效评估需兼顾短期生存与长期发展潜力。多数研究将成立 8 年以内的企业定义为新创企业（李新春等，2010），强调其在资源配置、市场适应等方面与成熟企业的显著差异（Weiss, 1981）。

绩效测量方法主要包括客观评估法与主观评估法。客观评估法侧重财务指标，如营业收入、利润、市场份额等，具有数据可量化、结果可比性强的优势（彭学兵等，2020）。然而，初创企业常面临数据不完整问题，因此越来越多研究引入非财务指标，如创新能力、客户满意度和社会责任履行情况（刘志阳等，2019），以更全面反映企业成长潜力。主观评估法则通过问卷或访谈获取创业者对企业绩效的主观判断，尤其适用于尚未盈利但具备发展潜力的企业（Zahra, 1996）。

影响新创企业绩效的因素主要包括三类：资源基础观强调内部资源与能力的整合效率，如数字技术能力可显著提升运营效率（姚晨，2024）；战略选择理论指出因果推理与效果推理两种决策模式对绩效具有不同影响，商业模式创新更是突破资源限制的重要手段（张秀娥等，2021）；社会资本理论则表明，广泛的社会网络有助于获取资金、技术支持等外部资源（王庆金等，2020），同时政策扶持和区域金融环境也发挥着关键作用（戚湧等，2019）。

综上，新创企业绩效具有多维性，其评估需结合财务与非财务指标，并综合考虑内部资源、战略选择与外部环境的协同作用。本文将采用多数研究，将成立 8 年以内的企业定义为新创企业。鉴于新创企业普遍处于成长初期，盈利周期长、数据披露有限，若仅依赖营业收入、净利润等传统财务指标衡量绩效，将严重低估其真实发展潜力（Zahra, 1996）。因此，本文采纳多维绩效观，综合采用主观评价法为主、客观指标为辅的方式，并依据企业生命周期阶段合理配置财务与非财务指标的权重。具体而言财务绩效，例如营业收入增长率、利润趋势、融资能力，占比 40%；企业创新能力占比 30%，组织发展能力、市场与客户反馈各占 15%。该权重体系体现了“短期看生存，中期看创新，长期看生态”的评估逻辑，兼顾了新创企业在不同发展阶段的重点诉求。同时，所有指标均通过问卷形式由企业创始人或高管进行主观评估，并辅以可获取的客观数据佐证，确保测量的可行性与可靠性。

3. 理论基础与研究假设

理论基础

1. 社会认知理论（Social Cognitive Theory）

社会认知理论强调个体、行为与环境之间的动态互动关系（Bandura, 1986），为理解创业型领导如何影响员工行为提供了理论依据。该理论指出，个体行为不仅受环境影响，也通过观察学习、替代强化等机制反作用于环境。在组织情境中，创业型领导通过展示创新行为、表达积极情感、营造愿景认同，能够激发员工的自我效能感与创新动机（徐悦、段锦云，2015）。研究表明，领导者的自我效能与风险承担、创新行为呈正相关，且能通过"观察学习"提升团队创新产出（23%–35%）。

2. 团队过程理论（IPO 模型）

团队过程理论以输入（Input）—过程（Process）—输出（Output）三要素构建团队绩效机制（McGrath, 1998）。在创业情境中，创业型领导作为关键"输入"变量，通过塑造团队愿景、优化沟通机制、管理冲突等方式，影响团队创新过程（如任务协调、知识共享），最终提升组织绩效。研究表明，团队沟通与任务冲突的适度管理能显著增强团队创造力与绩效（Ancona, 1990；Jehn, 1997）。

研究假设提出

在中国特定的社会文化背景上，陈奎庆教授（2019）采用 Gupta（2004）编制的源维度测量尺度并融入扎根理论定性研究的方法系统探究了既具有中国特色又涵盖了创业型领导基本内涵要素的领导者特征及构造体系。结果表明，作为有中国情境特色的创业型领导这一构念，在中国情境中，该构念可被剖析为审势相机、因势而动、构建网络、激情感召、激发创新这几个核心维度所构成的一个集合性概念。已有研究表明，创业领导力作为一种特殊的领导能力，能够对公司业绩产生显着的积极效应，其核心价值在于有效激励组织成员的创业行为、完善组织的创新发现机制并最终使公司的组织价值创造活动发挥到极致（Covin, 2001）。创业型企业往往面临着富有经验的竞争对手（Zahra & Bogner，2000），强势的供应商（Delmar & Shane,2004），成熟老练的顾客（Amason, Shrader & Tompson, 2006），新进入的障碍（Ensley, Pearson & Amason, 2002）以及稀缺的企业资源（Townsend, Busenitz & Arthurs, 2010）。因此，与成熟企业相比，新创企业面临的这些挑战都极大地增加了其失败的风险（Su, Xie & Li, 2011）。同时，新创企业面临的高度不确定的环境，也使得领导者对于新创企业的生存和发展起到的作用至关重要（Swiercz & Lydon, 2002; Townsend, Busenitz & Arthurs, 2010）。

因此提出假设 1：创业型领导力对新创企业绩效有显著正向影响

基于其五维结构，提出以下子假设：

H1a：审势相机对新创企业绩效有显著正向影响

H1b：因势而动对新创企业绩效有显著正向影响

H1c：构建网络对新创企业绩效有显著正向影响

H1d：情感号召对新创企业绩效有显著正向影响

H1e：激发创新对新创企业绩效有显著正向影响

郭衍宏等人（2021）的研究结论表明，创业型领导能够正向预测员工的越轨创新行为。该研究运用上下两层分析的方式开展科学探究：首先运用以积极情感扩展-构建理论与工作需求

-资源模型为基础实证分析了 226 位创业型领导者的具体影响发现，创业家型领导者确实会激发起员工们的个人创新动力；然后发现中介传导机制中领导创意思维期望作为首要中介因素的定向传递下也极大的提高越轨的创新取向性；并且在研究中了解到创造性角色身份通过增强个体内在权势力的影响下也对该现象产生十分显著的正向影响（郭衍宏、高英、田泽慧，2021）。

本文认为，基于上述理论基础，在新创行业，其探索行为表现为一定范围的接受员工越轨创新，例如允许员工突破传统流程试验 AIGC 创作，并为颠覆性文化产品提供资源保障。所以创业型领导正需激发越轨创新突破传统，来表现创业型领导者在文化领域面临本质性矛盾。

因此提出假设 2：创业型领导力对员工越轨创新行为有显著正向影响

创业型领导通过营造心理安全感、提供资源支持、鼓励自主决策，激发员工突破制度限制进行创新（郭衍宏等，2021）。具体维度影响如下：

H2a：审势相机对员工越轨创新行为有显著正向影响

H2b：因势而动对员工越轨创新行为有显著正向影响

H2c：构建网络对员工越轨创新行为有显著正向影响

H2d：情感号召对员工越轨创新行为有显著正向影响

H2e：激发创新对员工越轨创新行为有显著正向影响

假设 3：员工越轨创新行为对新创企业绩效有显著正向影响

员工越轨创新行为通过整合非正式资源、打破制度障碍、推动突破性创新，提升组织绩效（Augsdorfer, 2005；王永伟等）。尽管存在风险，但在适当引导下其正向效应显著。

假设 4：员工越轨创新行为在创业型领导力与新创企业绩效之间起中介作用

创业型领导通过激发员工越轨创新行为，间接提升企业绩效（Newman et al., 2018）。进一步提出以下中介假设：

H4a：员工越轨创新行为在审势相机与新创企业绩效之间起中介作用

H4b：员工越轨创新行为在因势而动与新创企业绩效之间起中介作用

H4c：员工越轨创新行为在构建网络与新创企业绩效之间起中介作用

H4d：员工越轨创新行为在情感号召与新创企业绩效之间起中介作用

H4e：员工越轨创新行为在激发创新与新创企业绩效之间起中介作用

研究方法

1. 研究设计

本研究采用定量研究方法，以问卷调查为主要数据收集方式，探讨创业型领导力对新创企业绩效的影响路径，重点检验员工越轨创新行为的中介作用。研究变量包括自变量（创业型领导力）、中介变量（越轨创新行为）以及因变量（新创企业绩效），并控制性别、年龄、学历、企业成立年限等因素。

2. 变量测量

所有变量均采用国内外成熟量表，并结合中国文化背景进行本地化修订，确保测量工具的信效度。具体如表 1、2 所示：

表 1: 变量测量来源

变量名称	量表来源	Cronbach's α 系数
创业型领导力	采用陈奎庆等（2019）编制的五维量表，包括审势相机、因势而动、构建网络、情感号召与激发创新 5 个维度，共 17 题	0.89
越轨创新行为	参考 Criscuolo 等（2014）的一维量表，共 5 题，采用李克特五点量表	0.83
新创企业绩效	结合文化产业特点，构建包含经济绩效、社会效益与文化效益的三维绩效模型，共 10 题	0.87

表 2: 变量内部结构效度和聚合效度指标表

维度		题项	因子荷载	AVE
创业型领导力	审势相机	SS1	0.676	0.509
		SS2	0.73	
		SS3	0.729	
	因势而动	YS1	0.74	0.573
		YS2	0.75	
		YS3	0.776	
	建构网络	JG1	0.735	0.538
		JG2	0.74	
		JG3	0.732	
	激情感召	JQ1	0.777	0.578
		JQ2	0.763	
		JQ3	0.745	
	激发创新	JF1	0.748	0.563
		JF2	0.743	
		JF3	0.767	
		JF4	0.739	
		JF5	0.75	
越轨创新行为		DIB1	0.851	0.578
		DIB2	0.846	
		DIB3	0.866	
		DIB4	0.853	
		DIB5	0.851	

维度	题项	因子荷载	AVE	维度
新创企业绩效	经济效益	EB1	0.767	0.615
		EB2	0.73	
		EB3	0.756	
		EB4	0.757	
		EB5	0.778	
	社会效益	SB1	0.799	0.602
		SB2	0.758	
		SB3	0.781	
		SB4	0.786	
		SB5	0.787	
	文化效益	CB1	0.781	0.729
		CB2	0.749	
		CB3	0.765	
		CB4	0.784	
		CB5	0.796	

所有量表均通过内容效度、结构效度及信度检验，具备良好的研究要求。

3. 问卷设计与数据收集

问卷采用李克特五点量表，分为封面说明、核心测量题项与反馈建议三部分，强调匿名性与学术用途，提升受访者的信任度与配合度。为提高填写体验，设置进度条与跳转逻辑，避免无效填写。

数据收集时间为 2024 年 9 月至 12 月，通过线上渠道发放问卷 675 份，回收有效问卷 640 份，有效回收率为 94.8%。样本涵盖新闻信息服务、创意设计、文化传播等文化产业领域，覆盖全国东、中、西部地区，确保样本的代表性与地域均衡性。该模型来源于相关文献综述，本研究题目通过专家评审，相关量表题目已通过做过效度检验。

4. 样本特征

根据前文综述，样本的发放公司条件为成立时间小于八年，主要以文化行业年轻、高学历员工群体为主，其中 26–30 岁占比 37.19%，专科及以上学历者合计达 88.12%。企业以成立 4–6 年的中早期企业为主（33.91%），民营企业占 63.75%，职位以普通员工为主（71.09%）。具体特征描述性分析如下表 3 所示：

表 3: 特征描述性分析

变量	特征描述
性别	男性 59.53%，女性 40.47%
年龄	26–30 岁为主（37.19%）
学历	专科最多（42.50%）
企业年龄	成立 4–6 年占比最高（33.91%）
职位	普通员工占比 71.09%
企业性质	民营企业占比 63.75%

5. 数据分析方法

后续研究采用以下统计方法进行分析：

信效度检验：使用 Cronbach's α 系数评估量表内部一致性，α 值均高于 0.7，符合学术标准；

相关分析：通过 Pearson 相关系数矩阵检验变量间关系，控制多重共线性；

结构方程模型（SEM）：用于验证变量间的路径关系与中介效应；

Bootstrap 方法：检验中介效应显著性，重复抽样 5000 次，提升检验稳健性。

研究结果

1. 主效应分析

本研究采用结构方程模型对创业型领导力对新创企业绩效的直接影响进行检验。结果显示，创业型领导力对新创企业绩效具有显著正向影响（$\beta = 0.37, p < 0.01$），支持主效应假设 H1。进一步分析表明，创业型领导力的五个维度——审势相机、因势而动、构建网络、激情感召与激发创新——均对新创企业绩效具有显著正向影响（β 分别为 0.32、0.28、0.25、0.24、0.31，均 $p < 0.01$），表明创业型领导的多维特征在组织绩效提升中具有重要作用。

2. 中介效应分析

基于 Bootstrap 法（重复抽样 5000 次）对员工越轨创新行为的中介效应进行检验。结果显示，创业型领导力对员工越轨创新行为具有显著正向影响（$\beta = 0.42, p < 0.01$），员工越轨创新行为对新创企业绩效的影响同样显著（$\beta = 0.29, p < 0.01$），支持假设 H2 与 H3。

中介效应检验表明，员工越轨创新行为在创业型领导力与新创企业绩效之间起中介作用，中介效应值为 0.12，95%置信区间为[0.08, 0.16]，不包含 0，中介效应显著，支持假设 H4。进一步分析发现，创业型领导力各维度通过员工越轨创新行为间接影响企业绩效的路径均显著（$p < 0.05$），具体如表 5.1 所示：

表 4: 中介作用检验结果（中介效应表）

中介路径		效应值	区间下限	区间上限	P
审势相机→越轨创新行为→新创企业绩效	直接效应	0.159	0.075	0.245	0.001
	中介效应	0.026	0.009	0.052	0.001
	总效应	0.185	0.099	0.27	0.001
因势而动→越轨创新行为→新创企业绩效	直接效应	0.191	0.109	0.274	0.001
	中介效应	0.032	0.013	0.062	0.001
	总效应	0.223	0.140	0.304	0.001
建构网络→越轨创新行为→新创企业绩效	直接效应	0.134	0.046	0.218	0.004
	中介效应	0.021	0.004	0.048	0.014
	总效应	0.155	0.062	0.240	0.002
激情感召→越轨创新行为→新创企业绩效	直接效应	0.161	0.074	0.249	0.001
	中介效应	0.036	0.016	0.065	0.001
	总效应	0.197	0.112	0.285	0.001
激发创新→越轨创新行为→新创企业绩效	直接效应	0.133	0.036	0.218	0.004
	中介效应	0.025	0.006	0.051	0.006
	总效应	0.158	0.062	0.242	0.001

上述结果表明，员工越轨创新行为在创业型领导力影响企业绩效的过程中发挥了显著的中介作用，验证了组织通过激发员工非正式创新行为实现绩效提升的机制。

3. 结果总结

本研究通过结构方程模型与 Bootstrap 法验证了以下关键路径：

主效应显著：创业型领导力及其五个维度（审势相机、因势而动、构建网络、激情感召、激发创新）均对新创企业绩效具有显著正向影响。

中介效应成立：员工越轨创新行为在创业型领导力与企业绩效之间起显著中介作用，具体表现为：创业型领导力对员工越轨创新行为具有显著正向影响（$\beta = 0.42, p < 0.01$）；员工越轨创新行为对企业绩效的影响同样显著（$\beta = 0.29, p < 0.01$）；中介效应值为 0.12，95%置信区间为[0.08, 0.16]，不包含 0，表明中介效应显著。

研究结果揭示了员工越轨创新行为在创业型领导力与企业绩效之间的桥梁作用，表明通过激发员工的非正式创新行为，可以有效提升新创企业的绩效表现。这一发现为企业管理者提供了重要的实践启示，即在培养创业型领导风格的同时，应积极鼓励和支持员工的创造性探索和尝试，以促进组织整体绩效的提升。

讨论

研究发现的理论贡献

本研究立足于数字经济时代背景与文化产业实践，融合战略创业理论与团队过程理论，构建了创业型领导力影响新创企业绩效的多层次理论模型。研究首次将员工越轨创新行为纳入创业型领导力作用路径中，验证其在领导行为与组织绩效之间的中介作用，丰富了组织创新与领导行为领域的研究。研究拓展了创业型领导力的理论框架，明确了其五大核心维度（审势相机、因势而动、构建网络、激情感召、激发创新）对组织绩效的显著正向影响。

本文发现，越轨创新行为在中国文化语境中具有特殊重要性，核心源于东方文化对“秩序与突破”的辩证认知。中国企业普遍存在的层级化管理结构，使得常规创新路径易受制度约束，越轨创新成为打破层级壁垒、激活底层创新活力的重要载体，其在资源整合、效率提升中的作用更为突出，这与西方企业扁平化管理下常规创新的顺畅性形成鲜明对比。与西方学者对越轨创新的研究相比，本研究存在显著共识与差异。共识层面，均认可越轨创新对组织创新绩效的正向驱动作用，证实了该构念的跨文化普适性。差异主要体现在两个维度：其一，前人研究更聚焦越轨创新的个体特质驱动因素（如冒险精神、自主性需求），而本研究发现中国情境下“关系资本”与“组织认同”对越轨创新的影响更为显著，这与东方文化中“差序格局”对行为决策的渗透密切相关；其二，西方研究多认为越轨创新与组织冲突呈正相关，而本研究发现，在中国企业中，高组织认同下的越轨创新反而能降低冲突发生概率，这源于文化中“以和为贵”的沟通逻辑对矛盾的缓冲作用。

此外，部分维度中介效应较低，可能与中国文化对“维度适配性”的隐性要求相关。例如，越轨创新在构建网络的中介效应较弱，源于中国企业流程管理中制度刚性与人情弹性的双重约束，既需突破既有规则，又需兼顾人际协调，导致中介路径受阻。而越轨创新呈现弱中介作用，核心原因在于三重情境约束：一是组织层面的“容错机制不完善”，使得越轨行为易被标签化为“违规”，削弱其创新转化效率；二是文化层面的“风险规避倾向”，个体在越轨创新中易因“怕出错”而降低行动强度；三是资源层面的“支持不足”，中国企业对越轨创新的资源倾斜往往滞后于常规创新，导致其在连接前因变量与结果变量中的传导作用受限。这一结果也补充了前人研究对情境约束关注不足的局限，凸显了文化情境在调节中介效应中的关键作用。

总结

研究结果对企业管理者具有重要实践意义。首先，组织应注重培养具备前瞻性、适应性与激励性的创业型领导风格，以激发员工的非正式创新行为，提升企业绩效。尤其在文化与创意产业中，领导者的创新引导能力对组织发展具有关键作用。研究强调应以更积极的态度看待员工的越轨创新行为。组织可通过构建容错文化、建立安全的信息共享平台、设计多层次激励机制等方式，鼓励员工突破常规，推动组织持续创新。例如，通过设立专项创新基金、公开表彰创新型人才、构建专家顾问支持系统等手段，为员工提供资源保障与心理支持。组织应系统性地构建创业型领导人才培养体系。包括：优化培训机制、推动跨学科知识融合、完善反馈与评估体系、加强校企合作与行业交流等，以提升领导者的综合素质与创新能力。研究建议企业采用案例教学、跨部门轮岗、产学研合作等方式，提升领导者的战略视野与实践能力。

建议

研究局限与未来展望

尽管本研究取得了一定理论进展，但仍存在若干局限：其一，样本集中于文化产业从业者，虽增强了情境代表性，但在行业普适性上存在一定限制，未来可拓展至科技、教育、医疗等其他知识密集型领域进行跨行业比较；其二，数据采用横截面设计，难以完全确立变量间的因果时序，建议后续研究采用追踪面板或实验法进一步验证动态机制；其三，员工越轨创新行为具有隐蔽性特征，测量主要依赖主观报告，可能存在共同方法偏差或社会期望效应，未来可通过多源数据加以补足。

未来研究中，可引入更多调节变量，如组织文化、制度环境、数字化包容等，构建更完整的理论模型。研究也发现，数字包容在创业型领导不同维度与员工创新行为之间的调节作用存在异质性，提示未来应更细致地区分领导风格与数字环境之间的匹配机制。

本研究还为后续理论发展提供了方向。例如，可进一步探讨不同类型越轨创新行为（如建设性越轨与破坏性越轨）对组织绩效的影响差异，以及领导行为在不同组织结构与文化背景下的调节机制。同时，研究也为数字时代背景下领导力与组织创新的融合发展提供了理论支持。

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挑战还是阻碍？组织技术变革支持对电子绩效监控与双元压力关系的调节作用
THE MODERATING ROLE OF TECHNICAL SELF-EFFICACY IN THE RELATIONSHIPS BETWEEN DUALISTIC STRESS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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摘要

在数字化转型背景下，电子绩效监控作为组织管理工具的应用日益广泛，但其对员工工作压力的影响机制尚未被充分揭示。本研究基于压力认知评价理论，旨在探讨电子绩效监控如何产生挑战性压力源与阻碍性压力源，并检验组织技术变革支持的调节作用。研究发现：1）电子绩效监控将产生挑战性压力源和阻碍性压力源。2）组织技术变革支持显著调节电子绩效监控与压力源的关系：当组织技术变革支持水平较高时，电子绩效监控更易触发挑战性压力，同时减少阻碍性压力的产生。本研究突破传统压力研究的单维视角，揭示电子绩效监控对员工工作压力影响的“双刃剑”效应，为企业人力资源管理，员工激励政策制定提供一定的理论支撑。

关键词: 电子绩效监控 挑战性压力源 阻碍性压力源 组织技术变革支持

Abstract

Against the backdrop of digital transformation, Electronic Performance Monitoring (EPM) is increasingly deployed as an organizational management tool. However, the mechanisms through which it influences employees' work-related stress have not been fully elucidated. Grounded in the Transactional Theory of Stress, this study investigates how EPM acts as both a challenge stressor and a hindrance stressor, and examines the moderating role of organizational technological change support. The findings reveal that: (1) EPM indeed elicits both challenge and hindrance stressors. (2) Organizational technological change support significantly moderates the relationship between EPM and these stressors. Specifically, high levels of such support amplify the positive relationship between EPM and challenge stressors, while attenuating its positive relationship with hindrance stressors. Moving beyond the traditional one-dimensional perspective on stress, this study unveils the "double-edged sword" effect of EPM on employees, providing valuable theoretical insights for human resource management and the design of employee motivation policies.

Keywords: Electronic Performance Monitoring, Challenge Stressor, Hindrance Stressor, Organizational Technological Change Support

引言

在第二十次全国代表大会上，习近平总书记明确指出要加快数字经济发展速度，全面推进数字中国建设。2023 年，国务院印发的《数字中国建设整体布局规划》进一步强调，建设数字中国的重要性，并将其认定为构建国家竞争新优势的战略支撑。在此政策引领下，企业应当主动顺应数字化、信息化发展趋势，加快自身数字化转型进程，通过数字技术赋能实现更高质量的发展，为国家建设和民族复兴作出应有贡献。

在当前激烈的市场竞争环境下，不断有企业将数字化转型视为提升核心竞争力的重要途径。作为数字化转型的一项具体实践，电子绩效监控逐渐成为企业管理中的常用工具。近年来，中国应用电子绩效监控的企业数量持续增加，监控形式也日趋多样，涵盖对短信、电子邮件、音视频通话、截屏图、按键历史记录、社交媒体使用等线上行为的追踪，以及对面对面交流、位置信息等线下活动的感知（McNall & Stanton，2009）。此类数字化监控手段在提升员工工作效率、保障企业信息安全和降低运营成本方面具有一定作用。然而，其在带来管理便利的同时，也可能引发部分员工的心理抵触，使其产生隐私受侵感，进而导致组织满意度降低和工作压力增加（Fischer & Riedl，2022）。因此，电子绩效监控对员工情绪与行为的潜在负面影响不容忽视。以 2021 年末国美集团的公开信息为例，该公司因多名员工在工作时间浏览视频、听音乐而对其进行处罚，该事件在内部及社会层面引发广泛讨论，折射出电子绩效监控在实际应用中所面临的争议与挑战。对组织而言，人力资源管理部门需持续探索如何在法律规则范围内合理使用电子绩效监控以提升企业绩效，同时规避引发员工不满和工作主动性降低等问题。对员工来说，则需积极适应具备电子绩效监控的工作环境，并在此过程中维护自身权益。

当前，中国关于电子绩效监控的本土化研究尚显不足，现有成果多集中于西方语境，相关调查、访谈及实验对象也以西方员工为主，而基于不同文化背景所得出的研究结论未必具备普适性。因此，立足于中国文化情境，深入探讨电子绩效监控对组织公民行为的作用机制，不仅有助于丰富相关理论体系，也可为中国企业在数字化转型过程中的管理实践提供有益参考。

研究目的

本研究的主要目的是基于中国数字化管理背景，探讨电子绩效监控对员工工作压力的作用关系，主要集中在两个方面。一是深入分析挑战性压力源和阻碍性压力源的形成机制，探索电子绩效监控对员工产生压力的内在机制。二是引入组织技术变革支持，探索其在电子绩效监控分别与挑战性压力源、阻碍性压力源之间的调节效应。通过这一研究，我们期望为企业管理者提供理论依据和实践指导，以优化电子绩效监控系统的设计和使用，促优化员工的压力管理，从而提升组织整体绩效。

文献综述

相关理论

压力认知评价理论（Transactional Theory of Stress）最早由 Lazarus 和 Folkman 提出(1984)，用于描述个体涉及认知评价和应对反应的主观过程。Lazarus 和 Folkman(1987)提出，对于个体或者环境，不能仅仅从分割的视角去理解，而是要将人和环境这两个基本子系统结合起来，并在一个新的分析层次上进行考虑。在这种关系中，人和环境的独立身份被一种新的条件或状态所取代。例如，威胁不单独来来自于个体或者环境，它需要将具有某些属性的环境与特定类型的人结合起来，这些人在暴露于这些环境属性时才会对威胁作出反应。当威胁的概念

在仅适用于环境而不考虑与之互动的个体特质时就失去了意义(Richard S. Lazarus & Folkman, 1987) 。

压力认知评价理论认为，人与环境相结合的过程中涉及初级评价和次级评价两个过程。初级评价是指个体在这个阶段评估自己在这次遭遇中是否有任何利害关系。次级评价是指个体在这个阶段主要评估可以采取什么措施来克服或防止伤害或改善受益前景。当个体评估了各种应对方案，如改变情况、接受情况、寻求更多信息，或避免以消极和适得其反的方式采取行动。初级评估和次级评估汇聚在一起，以确定人-环境交易是否被视为对福祉具有重大意义。在任何事件中，这两个评价过程都高度依赖，没有先后之分，两者会同时进行并且相互影响(Folkman et al., 1986)。在综合两个评价阶段的结论后，个体开始启动应对。当个体评估遇到的情景是可以改变的，则会启动以问题为中心的应对方式。当个体评估遇到的情景是自己无法改变的，则会启动以情绪为中心的应对方式。

压力认知评价理论被引入组织管理研究后，极大地深化了我们对工作场所压力机制的理解。它成功解释了为何同一工作特征（如高强度的工作要求、严格的电子绩效监控）会对不同员工产生截然不同的影响——有的将其视为促进成长的挑战，有的则将其视为阻碍发展的威胁。这一理论视角催生了许多重要的研究模型。例如，由 LePine 等人（2005）提出的挑战性-阻碍性压力源框架，便是该理论在组织情境下的一个精炼与应用。该框架将工作压力源明确划分为两类：挑战性压力源（如工作负荷、时间压力、工作责任），虽要求高努力但潜在回报可观；阻碍性压力源（如组织政治、角色模糊、官僚程序），则被视为阻碍个人成就与目标达成的障碍。大量实证研究证实，挑战性压力源虽可能带来暂时的疲惫，但通常与积极的工作态度（如工作满意度、组织承诺）和正向行为（如组织公民行为、绩效提升）正相关；而阻碍性压力源则一致地预测着消极结果，如情绪耗竭、离职倾向和绩效下降。这一区分突破了将压力简单视为消极因素的局限，为组织更精细化管理压力提供了理论依据。

电子绩效监控与挑战性压力源

在压力的认知评估过程中，个体接收到在面对电子绩效监控这一刺激事件时，将会对其判断为对于自身工作的一种压力（Ravid 等，2023），压力的类型来源于员工自身与电子绩效监控的交互结果。个体依据自己对任务需求的主观解释评估某种情境是否会影响其自身的幸福感（Lazarus 等，1984），其中影响可以分成三种：不相关（对个体的幸福无意义）、挑战型、阻碍型；挑战型评估是指个体认为当前的任务需求对其本身的舒适感或利益是正向的作用；阻碍型评估则是指个体认为当前的任务需求会使自身利益受到限制或损伤（Crawford 等，2010）。当员工将电子绩效监控理解为发展导向的管理工具时，更易感知到组织对其的信任，进而有助于提升工作满意度及组织承诺水平（Wells 等，2007），同时增强对组织的支持意愿与信任程度（Alder 等，2008）。此时根据压力和应对的交互模型，员工更倾向于将电子绩效监控带来的压力源判断为挑战性压力源。由此产生的挑战性压力是指有利于个人发展和成长的压力，它能够激发员工的自我效能和幸福感，对工作绩效等发挥正面作用（孙健敏等，2018；王佳燕等，2022）。同时员工将不确定性视为机遇以创造性地解决问题，这可引发适度的工作挑战，构建挑战性工作要求，并触发员工相应的挑战性压力（易凌峰等，2022）。基于上述，本文提出电子绩效监控与挑战性压力源的研究假设：H1：电子绩效监控对员工挑战性压力源具有正向影响。

电子绩效监控与阻碍性压力源

根据压力与应对的交互模型，当个体面对电子绩效监控这一外部刺激时，可能产生阻碍性评估。若员工将监控目的理解为对其不当行为的防范，则易形成消极情绪反应（Wells et al.，2007），具体表现为心理压力显著提高（Fischer & Riedl，2022），并更可能认为监控过程缺乏程序公正（McNall & Stanton，2011）。在任务复杂度较高或绩效未达强制标准的情境下，电子绩效监控将进一步加剧员工的压力体验（Schleifer 等，1996）。当员工感知到隐私受侵犯时，易产生心理抵触（Yost 等，2019），尤其在因监控受到处分时，更易引发对立情绪。此类效应在招聘环节同样存在，应聘者对实施控制型电子绩效监控的企业表现出更强的隐私担忧（Siegel 等，2021）。值得注意的是，缺乏监控控制权的员工相较于拥有控制权的员工，往往感到更高程度的隐私侵犯与更低水平的程序公平（McNall & Stanton，2011）。基于上述，本文提出电子绩效监控与挑战性压力源的研究假设：H2：电子绩效监控对员工阻碍性压力源具有正向影响。

组织技术变革支持的调节作用

组织技术变革支持是指组织在推行新技术或数字化工具过程中，为员工提供的系统性资源、政策保障及心理支持，其目的在于促进技术接受度、降低变革阻力，并提升技术适应效率。在现有研究中，组织支持常作为调节变量被纳入分析框架。例如，赵慧军和席燕平（2017）基于资源保存理论，通过实证研究证实组织支持感能够缓解情绪耗竭对员工离职意愿的负面影响；詹小慧等（2016）则结合特质理论与组织支持理论，验证了组织支持感在工作价值观与员工建言行为关系中的调节作用。从职业兴趣、工作投入、角色外行为到创新行为（顾远东等，2014），相关研究均表明组织支持对员工多类工作绩效具有积极促进作用。此外，组织支持在组织与员工互动过程中亦发挥调节功能，其调节方向兼具正向与负向。例如，组织支持可增强领导—成员关系对员工公共服务动机的积极影响（陈振明、林亚清，2016），亦可缓冲情绪耗竭对离职意愿的推动作用（赵慧军、席燕平，2017）。由此可见，组织支持在调节过程中通常发挥积极作用，既能够激励员工积极行为，也有助于缓解压力带来的负面影响。

工作需求—资源模型将工作环境中的因素分为两大类：工作需求和工作资源。工作需求指工作中需要员工投入体力、认知或情感资源的任务或情境。这些需求可能导致压力或疲劳，如果长期得不到缓解，可能会对员工的身心健康产生负面影响。工作资源指工作中能够帮助员工实现目标、缓解压力或促进个人成长的资源。这些资源可以增强员工的动机和幸福感。

在本文的模型当中，电子绩效监控是一种典型的工作需求，其特点包括：高透明性和目标导向性。高透明性即：员工的工作行为被实时监控，可能导致压力感。目标导向性即：监控通常与明确的绩效目标挂钩，可能形成挑战性或阻碍性压力。挑战性压力是指当员工将监控视为提升绩效的机会时，可能激发动力。阻碍性压力指当员工认为监控威胁到自主权或隐私时，可能导致焦虑和倦怠。组织技术变革支持可视为一种工作资源，包括（1）培训与技能提升。帮助员工掌握新技术，增强应对能力。（2）心理支持。缓解员工对技术变革的焦虑和不确定性。（3）工具与基础设施。提供必要的技术工具和资源，降低工作难度。（4）沟通与反馈机制：确保员工了解变革目标并获得及时反馈。压力和倦怠不仅随着工作需求的提高而提高，也随着工作资源/积极因素的下降而提高。高工作要求的影响可以通过增加工作的积极方面来抵消。识别并促进工作中的积极因素，这些积极因素在你的团队成员和他们的角色需求之间起到缓冲作用。因此，组织技术变革支持可以在一定程度上促进挑战性压力。如：组织技术变革支持帮助员工理解监控与绩效目标的关系，激发他们将监控视为一种挑战而非威胁；通过提供工具和支持，组织帮助员工积累资源（如技能、信心），使他们更愿意投资资源应对挑战；技术

变革支持提供建设性反馈，帮助员工不断改进，将挑战性压力转化为积极动力。也可以在一定程度上缓解阻碍性压力，如：通过培训和支持，员工能够更好地理解电子绩效监控的目的和操作，减少对监控的负面认知；技术变革支持帮助员工掌握新技能，提升自我效能感，从而减少因监控导致的焦虑和压力；组织支持（如领导关怀、同事互助）能够缓解员工的心理负担，降低阻碍性压力。基于上述，提出如下研究假设：H3：组织技术变革支持调节了电子绩效监控与挑战性压力源之间的正向关系。组织技术变革支持越高，电子绩效监控与挑战性压力源之间的正向关系越强。H4：组织技术变革支持调节了电子绩效监控与阻碍性压力源之间的正向关系。组织技术变革支持越高，电子绩效监控与阻碍性压力源之间的正向关系越弱。

研究方法

研究对象与数据收集

本研究的数据采集工作选取了问卷调查的方法。问卷分为线下和线上两种方式发。线下问卷发放对象为成都市某三级甲等医院的医务人员及其合作的高科技企业员工。电子绩效监控被广泛应用于医院手术室、科技企业的研发生产等环节，且该取样单位成员具有较高的文化水平，能够充分理解各题项的含义，对于电子绩效监控的研究有巨大参考价值。线下问卷每个企业/单位分别发放 100 份问卷，共计 300 份，回收 274 份，有效回收率为 91.33%。把缺少和无效问卷排除在外，如问卷存在较多缺失值，问卷填写重复数值，填写呈明显规律的问卷，最终获得有效问卷为 249 份，最终问卷有效率 83%。

研究变量与测量

1. 自变量

电子绩效监控，本文主要的研究目的是研究员工在感知电子绩效监控后产生组织公民行为的机理。感知目的反映了员工对企业实施电子绩效监控背后动机的主观理解。根据员工对监控目标的不同认知，可将其划分为发展型与预防型两类。当企业通过评估与反馈机制旨在提升员工工作效率时，员工往往将其解读为组织对其职业发展的支持，从而形成对发展型电子绩效监控的认知；反之，若监控主要用于防范员工从事非工作相关活动，则容易使员工感受到信任缺失，进而将其归类为预防型电子绩效监控（Wells 等，2007）。这种认知差异会进一步影响员工的态度与行为反应。在测量方面，Wells 等（2007）开发了感知目的量表，朋震等（2022）在此基础上结合本土情境进行了修订，亦有学者采用情境实验法展开研究。本研究将借鉴 Wells 等（2007）采用的 6 个题项，并参考朋震等（2022）的翻译与使用方法，用于问卷发放与题项说明。量表都采用 7 点计分，1 到 7 表示认同程度，从完全不同意到完全同意。

2. 因变量

挑战性压力源与阻碍性压力源，基于研究目的，本文对挑战性压力源、阻碍性压力源的量表采取 LePine 等（2016）在压力和工作绩效之间关系的影响时开发的量表，挑战性压力源与阻碍性压力源分别通过 10 个题项测量，该量表已被以往的研究验证信度较好，量表都采用 7 点计分，1 到 7 表示认同程度，从完全不同意到完全同意。

3. 调节变量

组织技术变革支持，是 Ragu-Nathan 等学者（2008）为描述引入信息技术后支持员工使用新技术的概念，是在 ICT 背景下组织信息化建设过程中针对技术使用的组织支持。组织通过各种奖励支持，鼓励员工积极参与到新技术的引入和使用过程中，通过让员工了解引入新技术的理由，让员工了解这种引入的效果，并鼓励他们使用和试验新技术。组织通过各种形

式奖励使用新技术的员工，鼓励员工参与到公司技术（系统）的改变和实施过程中，并在引入新的技术（系统）前先充分征求员工的意见。该量表包含技术知识普及，技术支持保障、技术参与奖励三个维度，10 个题项。技术知识普及维度共有 4 个题项，代表题项为“我们公司在面对新技术带来的相关问题时，强调要整个团队一起商量解决”“我们公司引入新的技术之前，会提前组织培训”；技术支持保障维度共有 3 个题项，代表题项为“我们公司的技术保障人员具有扎实的技术专业知识”；技术参与奖励维度共有 3 个题项，代表题项为“我们公司会以各种形式奖励使用新技术的员工”。组织技术变革支持量表采用李克特七级量表打分，范围从“1”=“非常不同意”到“7”=“非常同意”。

研究结果

1. 信效度检验

本研究采用内部一致性系数 Cronbach's α 进行信度检验。根据 De Vellis（1991）提出的标准进行判断。由表 2 可知电子绩效监控、挑战性压力源、阻碍性压力源与组织技术变革支持的克隆巴赫系数均大于 0.9，同时采用了平均萃取量（AVE）和组合信度（CR）对变量进行进一步检验。统计结果显示：各变量的 AVE 值均大于 0.5；这表明测量模型的各变量整体信效度良好，问卷结果可以用于学术研究。

表 1: 信效度分析量表

名称	题项	Cronbach's α 系数	AVE
电子绩效监控	6	0.911	0.635
挑战性压力源	10	0.952	0.610
阻碍性压力源	10	0.958	0.601
组织技术变革支持	15	0.941	0.583

2. 同源偏差检验

本研究采用 Harman 单因素检验法进行诊断。该方法将所有测量题项纳入未旋转的主成分分析，若仅提取出一个因子，或提取出多个因子但首因子解释绝大部分变异，则表明存在明显同源偏差。对本研究关键变量（包括电子绩效监控、挑战性压力源、阻碍性压力源、技术自我效能感）进行探索性因子分析，首因子变异解释率为 19.451%，未占据总解释率的主导部分，说明共同方法偏差对本研究理论模型未构成显著影响。

3. 描述性统计分析

描述性统计分析中一般通过平均值和标准差，进行测量各变量的指标水平。平均值越高表示样本对这一指标平均水平越高，离散趋势用以描述数据分布中数据的分散程度，如标准差表示不同样本在同一指标上差异的大小。

表 2: 描述性统计分析量表

基础指标

名称	样本量	最小值	最大值	平均值	标准差	中位数
电子绩效监控	249	1.5	7	5.043	1.225	5.113
挑战性压力源	249	1.5	6.9	5.158	1.048	5.4
阻碍性压力源	249	1.3	6.8	4.577	1.221	4.9
组织技术变革支持	249	1.4	6.8	5.103	1.154	5.23

利用相关分析去研究电子绩效监控、挑战性压力源、阻碍性压力源、组织公民行为、组织技术变革支持、技术自我效能感之间的相关关系，使用 Pearson 相关系数去表示相关关系的强弱情况。具体分析如下表：

表 3: 相关性分析

维度	电子绩效监控	挑战性压力源	阻碍性压力源	组织技术变革支持
电子绩效监控	1			
挑战性压力源	0.437***	1		
阻碍性压力源	0.347***	0.105*	1	
组织技术变革支持	0.092	0.154**	0.052	1

注： * p < 0.05 ** p < 0.01 ***p < 0.001

研究显示电子绩效监控与挑战性压力源，阻碍性压力源之间均呈现出显著性，相关系数值分别是 0.437，0.347 全部大于 0，意味着电子绩效监控与挑战性压力源，阻碍性压力源之间有着正相关关系。同时，电子绩效监控与组织技术变革支持之间不会呈现出显著性，相关系数值接近于 0，说明电子绩效监控与组织技术变革支持之间并没有相关关系。

4. 结构方程分析

在构建结构方程模型的过程中，首要步骤是对测量模型进行拟合优度检验，以评估观测变量与潜变量之间关系的合理性。模型拟合度的评价需综合考量多类指标，因不同指标反映的侧重点各异，单一指标难以全面评估模型质量。参考国内外相关研究方法，本研究选取 χ^2/df、RMSEA、CFI、TLI 和 SRMR 作为拟合度检验指标，具体检验结果如下表所示。

表 4: 模型拟合度检验

拟合指标

适配指标	x2	df	x2/df	RMSEA	CFI	TLI	SRMR
标准	-	-	＜3	＜0.08	＞0.9	＞0.9	<0.1
测量值	795.074	455	1.735	0.042	0.954	0.945	0.071
结论	-	-	合格	合格	合格	合格	合格

从上表可知结构模型检验所得的主要适配指标。电子绩效监控 2/df=1.735，小于 3 的标准，RMSEA=0.042，小于 0.08 的标准，SRMR=0.071，CFI=0.954，TLI=0.945，大部分的拟合指标都在模型拟合的标准之内。可见，本理论模型是可以接受的。

表 5: 直接效应分析

路径回归结果

维度			Estimate	S.E.	Est./S.E.	P-Value	Std.Estimate
挑战性压力源	ON	电子绩效监控	0.47	0.071	6.655	0.000	0.478
阻碍性压力源	ON	电子绩效监控	0.415	0.085	4.895	0.000	0.367

电子绩效监控对于挑战性压力源影响时，标准化路径系数值为 0.478>0，并且此路径呈现显著（z=6.655，p<0.05），因而说明电子绩效监控对于挑战性压力源产生显著的正向影响关系，假设 H1 成立。

电子绩效监控对于阻碍性压力源影响时，标准化路径系数值为 0.367>0，并且此路径呈现显著（z=4.895，p<0.05），因而说明电子绩效监控对于阻碍性压力源产生显著的正向影响关系，假设 H2 成立。

5. 层次回归分析

假设 H3 预测组织技术变革支持调节将电子绩效监控与挑战性压力源之间的正向关系。将自变量电子绩效监控与调节变量组织技术变革支持中心化，且将它俩的乘积作为交互项，通过回归分析，对调节效应加以检验结果如表所示：

表 6: 组织技术变革支持在电子绩效监控与挑战性压力源之间的调节效应

调节分析结果

维度	B	se	t	p
电子绩效监控	0.409***	0.042	9.986	0.000
组织技术变革支持	0.105*	0.043	2.458	0.016
电子绩效监控*组织技术变革支持	0.125***	0.028	4.365	0.000

因变量：挑战性压力源

* p<0.05 ** p<0.01***p<0.001

将自变量与调节变量中心化，且将它俩的乘积作为交互项，通过回归分析，对调节效应加以检验。将自变量电子绩效监控和调节变量组织技术变革支持的乘积放入回归方程，可得到交互项的系数为 0.125，P 值小于 0.05，说明组织技术变革支持在电子绩效监控和挑战性压力源之间起到调节作用，假设 H3 成立。

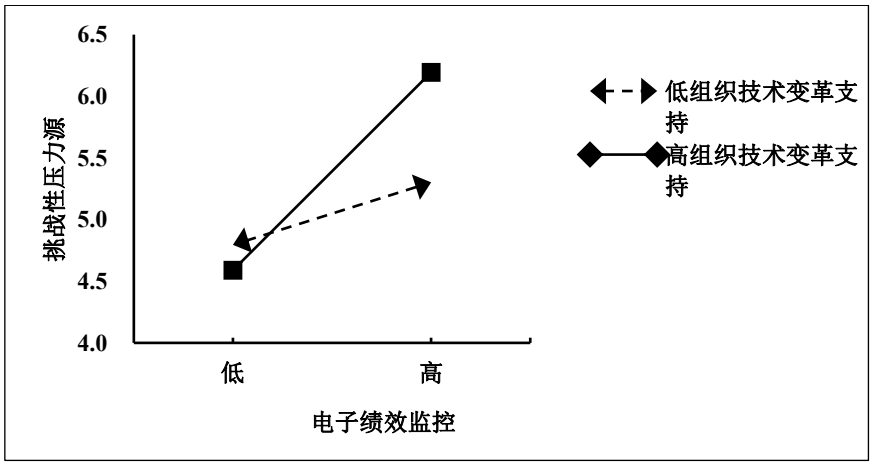

图 1: 组织技术变革支持对电子绩效监控与挑战性压力源的简单斜率分析图

假设 H4 预测组织技术变革支持调节将电子绩效监控与阻碍性压力源之间的正向关系。将自变量电子绩效监控与调节变量组织技术变革支持中心化，且将它俩的乘积作为交互项，通过回归分析，对调节效应加以检验结果如下表：

表 7: 组织技术变革支持在电子绩效监控与挑战性压力源之间的调节效应

调节分析结果

	B	se	t	p
电子绩效监控	0.358***	0.047	7.488	0.000
组织技术变革支持	0.025	0.052	0.527	0.583
电子绩效监控*组织技术变革支持	-0.213***	0.036	-6.235	0.000

因变量：阻碍性压力源
* p<0.05 ** p<0.01***p<0.001

将自变量与调节变量中心化，且将它俩的乘积作为交互项，通过回归分析，对调节效应加以检验。将自变量电子绩效监控和调节变量组织技术变革支持的乘积放入回归方程，可得到交互项的系数为-0.213，P 值小于 0.05，说明组织技术变革支持在电子绩效监控和阻碍性压力源之间起到调节作用，假设 H4 成立。

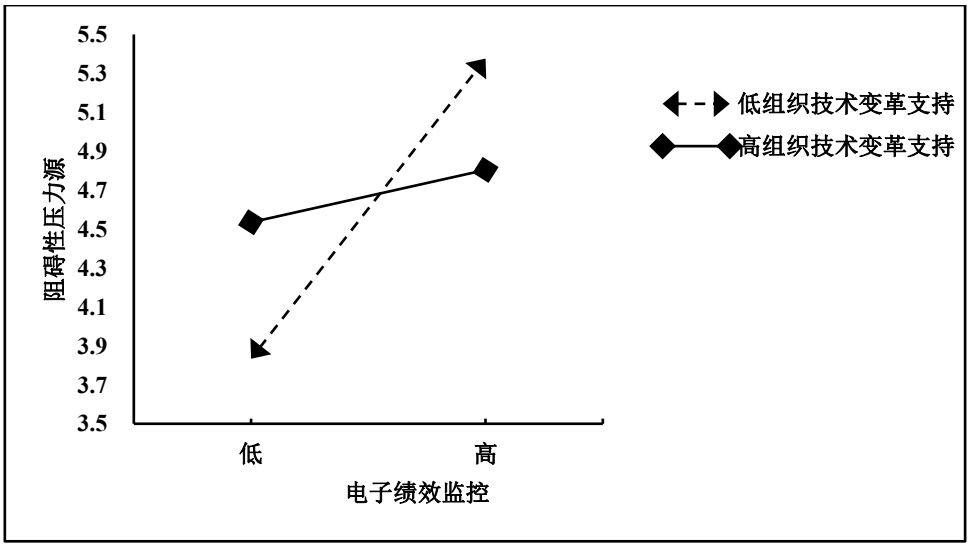

图 2: 组织技术变革支持对电子绩效监控与阻碍性压力源的简单斜率分析图

讨论

本文主要探究的内容是电子绩效监控对员工工作压力源的作用机制，从电子绩效监控、挑战性压力源、阻碍性压力源、组织技术变革支持这三者的内在关系研究展开讨论，通过上述一系列的分析检验，可得出：

一是电子绩效监控对员工工作压力源的影响存在“双刃剑”效应。

当员工面对电子绩效监控时，会产生工作压力，不同情境和自身感知的差异化，会产出两种不同的压力。在与数字化管理交互过程中，部分员工因电子绩效监控带来的监控评估使其获得更大的回报预期时可能将管理行为评定为挑战性压力，在此情况下员工的工作主动性及角色内外行为将得到提升。部分员工与数字化监管的交互过程中，过度的监控和高强度的提醒，可能会让其将电子绩效监控视为阻碍性压力，使其产生反生行为。

二是组织技术变革支持在电子绩效监控与挑战性压力源、阻碍性压力源的关系中均发挥调节作用。

具体而言，织技术变革支持在电子绩效监控与挑战性压力源的关系中发挥正向调节作用。组织技术变革支持是在工作场所引入新技术后，组织针对新技术进行的整体的信息流和工作设计的改变，并通过技术和情感上的对员工的帮助和支撑，减少员工在处于技术变革时产生的不安和压力，从而更专注的投入到工作中。高组织绩效变革支持能让员工意识到当前变革有助于促进他们的职业目标，因此会采取更加积极和长远的眼光来评估和电子绩效监控带来的一切挑战。这种积极的心理暗示和主动行为能够强化员工对电子绩效监控的积极评价，会增加挑战性压力的感知。

同时，组织技术变革支持在电子绩效监控与挑战性压力的关系中发挥负向调节作用。低组织技术变革支持让员工更容易感觉自己在孤军奋战，在新技术变革时感受不到组织的支持，在工作受阻时的更加在潜在失业风险，会增加阻碍性压力的感知，从而工作热情的消减，努力寻求消极应对策略。

总结

本文探讨了企业数字化管理中电子绩效监控对员工工作压力源的“双刃剑”影响及其作用机制，为未来寻求以效率为导向的数字技术管理与以人性为导向的伦理管理之间的有效平衡，构建可持续的“人—机”互动协作关系提供了重要的实践启示。一是，有助于已实施数字化管理的企业进行电子绩效监控的路径优化。利用组织技术变革支持的调节效应将电子绩效监控从“管控工具”升级为“压力转化枢纽”。具体而言可以通过挑战性压力主导策略和阻碍性压力规避策略在数据采集、反馈机制、控制权限等电子绩效监控行为中进行优化。二是，电子绩效监控对传统企业数智化管理转型也具有重要启示。本文发现，电子绩效监控能够有效地提升管理效能，特别是强化电子绩效监控对员工工作压力的促进作用和降低其带来的负面影响，但也面临员工过度工作投入及负性情绪爆发超过临界值后可能带来较大的群体性事件，造成社会舆情对电子绩效监控的过度负面评价，以及劳动法对电子绩效监控的数字监管仍存在一定的制度缺陷，从而导致政策监管缺失引发社会公众的广泛诟病。为此，我国大量的传统企业进行数智化管理转型过程中，需要逐步探索员工迫于环境压力和社会数字行为感知带来的激励与负性情绪管理的有效均衡。同时，政府也需要循序渐进地引导企业的数智化转型与企业社会责任的同步建设，保护企业与员工双方利益。

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驱动点击与购买：人工智能推荐在电商平台中的影响机制与营销启示
DRIVING CLICKS AND PURCHASES: THE IMPACT MECHANISM AND MARKETING INSIGHTS OF ARTIFICIAL INTELLIGENCE RECOMMENDATIONS IN E-COMMERCE PLATFORMS

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摘要

随着人工智能技术的快速发展与应用，电商平台的推荐系统逐渐成为影响消费者决策的重要工具。本文以电商平台人工智能推荐系统为研究对象，探讨其对消费者响应行为的影响机制。通过梳理国内外相关文献，结合消费者行为学与技术接受模型，构建了人工智能推荐对消费者认知、情感及购买决策的理论模型，并提出相应研究假设。基于问卷调查与实证分析方法，收集了典型电商平台用户的数据，运用统计分析与结构方程模型对假设进行验证。研究结果表明，人工智能推荐能够显著影响消费者的认知评估和情感反应，从而间接提升购买意愿，同时个体特征和使用习惯在其中起到调节作用。本文的研究不仅丰富了人工智能推荐系统与消费者行为交叉领域的理论研究，也为电商平台优化推荐策略、提升用户体验提供了实践参考，对相关企业在精准营销与用户关系管理方面具有一定指导意义。

关键词: 人工智能 电商平台 推荐系统 用户行为 个性化营销

Abstract

With the rapid development and application of artificial intelligence technology, recommendation systems on e-commerce platforms have gradually become an important tool influencing consumer decision-making. This paper takes the AI recommendation system on e-commerce platforms as the research object and explores its impact mechanism on consumer response behavior. By reviewing relevant domestic and international literature and combining consumer behavior theory with the technology acceptance model, a theoretical model was constructed to examine the impact of AI recommendations on consumer cognition, emotions, and purchasing decisions, and corresponding research hypotheses were proposed. Based on questionnaire surveys and empirical analysis methods, data from typical e-commerce platform users were collected, and statistical analysis and structural equation modeling were used to test the hypotheses. The results show that AI recommendations can significantly influence consumers' cognitive evaluation and emotional response, thereby indirectly enhancing purchase intention, while individual characteristics and usage habits play a moderating role. The study not only enriches the theoretical research at the intersection of AI recommendation systems and consumer behavior but also provides practical reference for e-commerce platforms to optimize recommendation strategies and enhance user experience, offering certain guidance for relevant enterprises in precise marketing and user relationship management.

Keywords: Artificial Intelligence, E-commerce Platforms, Recommendation Systems, User Behavior, Personalized Marketing

引言

随着人工智能技术的快速发展与广泛应用，智能推荐系统已成为电子商务、社交媒体及数字内容平台中的核心技术之一，深刻塑造着用户的消费决策、信息获取与日常行为模式。在电商环境中，个性化推荐不仅有效提升了商品曝光率与销售转化效率，也重构了消费者的浏览路径与购买决策过程。依托大数据、机器学习与深度学习技术，推荐系统能够实时分析用户历史行为、个人偏好及社交网络信息，实现“千人千面”的精准内容推送，从而显著增强用户粘性与平台竞争力。相关研究指出，人工智能驱动的精准营销策略正成为电商平台提升运营效率的关键（侯恩盼等，2025），而AI个性化推荐对消费者决策过程的影响机理也日益受到学界关注（王诗淇，2025）。

然而，随着推荐技术的普及与深化，其带来的影响也日益复杂。一方面，过度个性化可能导致“信息茧房”，限制用户视野；另一方面，算法偏见、隐私泄露与信息过载等问题也逐渐引发公众与学界的关注。在此背景下，深入探讨人工智能推荐系统如何影响消费者的心理与行为响应，不仅有助于揭示人机交互的内在机制，也为平台优化算法设计、平衡商业目标与用户体验提供关键依据。因此，本研究聚焦于电商平台中人工智能推荐系统的作用路径与影响效应，旨在通过理论与实证相结合的方法，系统阐释其背后的行为逻辑与营销启示，为相关领域的学术研究与实践应用提供参考。

研究目的

本研究旨在系统分析人工智能推荐系统对消费者响应行为的影响机制，探索推荐内容、用户特征与行为结果之间的关系，为理论研究和企业实践提供参考。具体目的包括：

1. 构建理论框架：整合消费者行为理论与技术接受模型，建立人工智能推荐影响消费者认知、情感与行为的多层次理论模型；
2. 识别影响路径：通过实证分析，明确推荐系统在用户决策过程中的直接效应、中介效应与调节效应；
3. 验证心理机制：探究感知自主性、感知有用性等心理变量在推荐接受过程中的中介作用；
4. 提出实践建议：基于研究结果，为电商平台优化推荐策略、提升用户信任与体验提供可操作的指导。

通过以上研究目的的实现，本研究期望为理解个性化推荐的心理与行为机制提供实证支持，并为平台运营与用户体验优化提供科学依据。

文献综述

1. 人工智能的相关研究

近年来，人工智能技术已从早期的规则驱动系统演进为以深度学习与大数据分析为核心的智能决策工具。在电商与数字营销领域，人工智能不仅提升了运营效率，更重塑了消费者互动方式。陈静（2025）指出，人工智能在电商推荐系统中通过实时数据学习与用户画像构建，显著提升了推荐精准度与用户满意度。侯恩盼等（2025）则强调，人工智能驱动的精准营销已从单一商品推荐扩展至全链路消费体验优化，尤其在用户行为预测与动态定价中发挥关键作用。

在应用层面，王婧（2025）研究发现，人工智能技术在乡村电商转型中发挥了重要作用，通过智能推荐与物流优化提升了经济效能。李婷婷（2025）针对Z世代群体的研究进一步揭示，AI个性化推荐不仅影响其购买决策，还在重购意愿形成中起到情感联结作用。

上述研究表明，人工智能在电商场景中已从“技术工具”演变为“体验共创者”，其影响覆盖认知、情感与行为多个层面。当前研究趋向于探讨AI在不同用户群体与商业场景中的差异化作用机制，为后续个性化推荐系统的设计与评估提供了理论依据。

2. 人工智能推荐

人工智能推荐系统作为精准营销的核心载体，其技术路径与应用场景持续拓展。王诗淇（2025）系统阐述了AI推荐对消费者决策的影响机理，指出推荐内容的相关性、时效性与个性化程度是影响用户接受度的关键因素。马其超（2025）则从行为引导角度出发，发现智能推荐通过构建“认知—情感—行为”路径，显著提升购买转化率。

在技术实现方面，王靖一与范蕴琪（2024）总结了当前电商中主流推荐算法（如协同过滤、内容推荐、深度学习推荐）的应用现状，并指出混合推荐与多模态推荐成为发展趋势。范文芳与王千（2022）较早关注到个性化推荐对冲动购买的影响机制，为后续研究提供了理论起点。黄雪莹与叶楠（2023）通过对电子商务个性化推荐研究脉络的梳理，指出当前研究正从“系统效能”向“用户心理与伦理影响”延伸。

此外，Noha Hassan等（2025）在国际研究中验证了个性化推荐在用户信任、满意度与忠诚度关系中的调节作用，说明推荐系统不仅影响短期行为，还涉及长期关系构建。Namhee Yoon等（2025）则从负面视角指出，过度依赖AI推荐可能导致用户对数字助手的回避行为，尤其是在高涉入度商品（如时尚品）中。

人工智能推荐研究呈现出“技术—行为—伦理”多维度交织的特点。一方面，算法优化持续推动推荐精准化与场景适配；另一方面，用户心理反应、伦理风险与长期关系影响成为新兴议题。未来研究需在提升推荐效能的同时，关注其可能带来的信息窄化与用户自主性削弱等问题。

3. 消费者响应

消费者响应在AI推荐情境下呈现多维度、动态化的特征。刘泓霆与路瑶（2024）将消费者响应划分为认知响应（如感知匹配度）、情感响应（如推荐满意度）与行为响应（如点击、购买、分享），并验证了产品涉入度在其中的调节作用。吴佻洪（2025）进一步从企业经济效益角度出发，指出AI推荐通过提升消费者响应效率，间接推动营销ROI提升。

在行为层面，Zhexu Wang（2025）通过智能分类与推荐系统的实证研究，说明高匹配度推荐能显著提升用户收藏与分享意愿。Kangming Xu等（2024）则利用机器学习方法，构建了基于用户行为时序特征的响应预测模型，为动态优化推荐策略提供了技术依据。

消费者响应机制呈现出从“被动接受到主动参与”的演进趋势。研究显示，响应行为不仅受推荐内容质量影响，还与用户特征、产品类型、平台情境等多因素交互作用。未来应进一步整合心理、行为与技术视角，构建更具解释力与预测力的响应模型，以支持个性化推荐系统的持续优化。

研究方法

理论模型构建

为了系统分析人工智能推荐系统对消费者响应行为的影响，本节在梳理相关理论基础的基础上，提出了理论模型的构建思路。研究基于人工智能推荐系统与消费者响应行为的相关理论，结合信息系统成功模型、感知价值理论以及消费者行为理论构建理论模型。

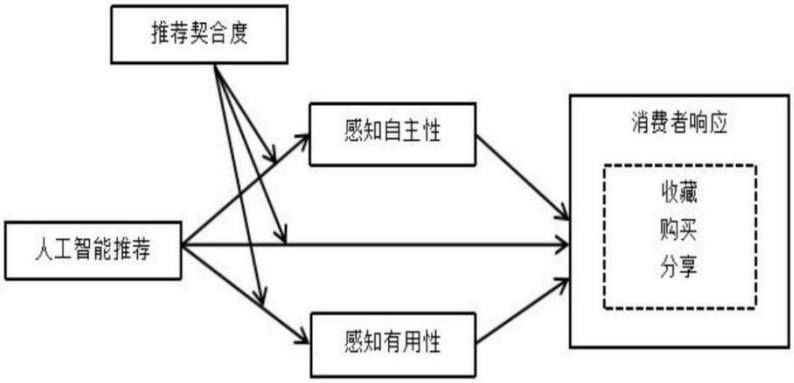

图 1: 理论模型图

模型以个性化推荐精度、推荐内容相关性及推荐频率作为自变量，以消费者点击意愿、购买意向及满意度作为因变量，同时引入信任感和使用体验作为中介变量，并考虑消费者特征作为调节变量。通过构建多层次路径关系，能够揭示人工智能推荐在影响消费者响应行为过程中的直接效应与间接效应，系统阐明推荐信息的质量、用户认知及行为结果之间的相互作用。理论模型的构建兼顾技术属性与用户心理因素，为后续实证分析提供了完整框架，便于验证不同因素对消费者响应行为的作用机制以及潜在影响路径，为平台优化推荐策略和提升用户体验提供理论依据。模型的逻辑关系清晰，能够解释消费者在接收推荐信息后从认知到行为的变化过程，并强调用户信任与使用感受在行为形成中的中介作用，为研究人工智能推荐系统的效果提供系统性分析工具。

研究假设

在理论模型的基础上，为了明确各变量之间的关系，本节提出了具体的研究假设，作为后续实证分析的验证依据。基于理论模型，本研究提出多条假设以验证人工智能推荐对消费者响应行为的影响机制。个性化推荐精度越高，消费者的点击意愿和购买意向越强，且高精度推荐能够增强用户的满意度和信任感。推荐内容相关性越强，消费者更易接受推荐信息并产生购买行为，同时会增强平台在用户心中的专业性和可靠性。

推荐频率对消费者行为存在非线性影响，适度推荐有助于刺激购买，但过高频率可能引发信息疲劳，从而抑制购买意愿。信任感在推荐精度、内容相关性与消费者响应行为之间起中介作用，能够强化推荐信息的正向效应。使用体验也在推荐系统效能与行为结果间发挥中介作用，良好的使用体验可以增强推荐接受度并提升购买意愿。消费者个体特征如年龄、性别、消费经验和技术熟悉度对上述关系存在调节作用，不同群体对推荐信息的感知和反

应存在差异。这些假设构成了实证分析的基础，为验证推荐系统影响机制提供明确研究方向，并为平台策略优化提供实证依据。

变量定义与测量

为了保证后续实证研究的数据科学性和分析有效性，本节对理论模型中的各变量进行定义和测量说明。研究将理论模型中的各因素进行科学界定并明确测量方法，自变量包括个性化推荐精度、推荐内容相关性和推荐频率，通过用户感知问卷进行五点Likert量表测量，以获取用户对推荐系统的主观评价。

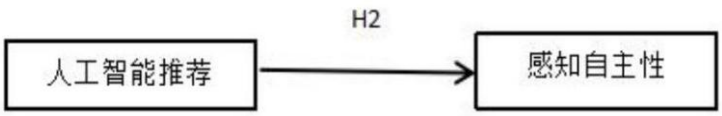

图 2: 人工智能推荐对感知自主性的关系示意图

因变量包括消费者点击意愿、购买意向和满意度，同样采用问卷量表结合实际行为数据进行测量，以提高数据的客观性和可靠性。中介变量信任感通过用户对平台的信任评价以及平台声誉认知测量，使用体验则通过用户操作便捷性、界面友好度及交互满意度进行量化。调节变量消费者特征包括人口学变量和技术接受度，分别通过用户基本信息及技术使用习惯调查获取。所有量表均参考国内外成熟研究进行改编，以确保测量的科学性和有效性。变量之间的关系通过结构方程模型进行检验，能够系统揭示推荐系统特性对用户行为的直接与间接影响，为实证研究提供数据基础和分析工具，同时保证研究结果的可解释性与可推广性。

样本设计与数据来源

本研究面向使用电商平台或内容推荐平台的消费者群体进行样本设计，考虑不同性别、年龄、教育背景和消费习惯的差异，以保证数据的代表性和广泛性。

为确保样本的科学性，研究采用分层随机抽样方法，将用户按照年龄（18-25岁、26-35岁、36-45岁、46岁及以上）、性别（男性、女性）及使用频率（低频、中频、高频）进行分层。

数据来源主要包括问卷调查获取的自报行为数据以及平台提供的用户行为日志数据，例如浏览历史、收藏记录、购买记录和分享次数。本研究共回收有效问卷420份，其中男性占48.3%，女性占51.7%，年龄集中在18-35岁的用户比例为68%，具有本科及以上学历的比例为54%，能够较好覆盖主要消费群体。通过整合用户自报行为与平台行为数据，既能反映主观感知，如感知自主性和感知有用性，又能体现客观行为，如收藏、购买和分享，从而保证研究结论的可靠性和有效性。样本数据的多元性为进一步分析人工智能推荐对消费者响应行为的影响提供了坚实基础，同时也为验证推荐契合度的调节作用提供了实际情境支撑。

问卷设计与数据收集

问卷设计基于研究理论模型及核心变量，包括人工智能推荐、感知自主性、感知有用性、推荐契合度及消费者响应行为等五类主要内容。

人工智能推荐部分聚焦算法先进性、数据覆盖度及动态响应性，通过五点李克特量表衡量用户对推荐智能化程度的认知；感知自主性部分通过测量用户在推荐决策过程中的控制感和自由度进行操作化；感知有用性部分主要评估推荐内容在满足需求和提升决策效率方面的价值；推荐契合度通过用户对推荐内容匹配自身兴趣和需求的评价进行测量；消费者响应行为则分为收藏、购买和分享三个维度。问卷采用线上分发与线下随机发放相结合的方式收集数据，回收后进行有效性筛选，剔除回答异常或不完整的问卷。问卷共设计28个测量题项，经过预调查验证问卷信效度良好（Cronbach's α均大于0.8），确保数据能够准确反映研究变量。在数据收集过程中，同时记录用户平台实际行为数据，包括浏览量、收藏数、购买量及分享次数，用于对问卷自报数据进行交叉验证，从而提升数据的真实性与可分析性。

研究方法与分析工具

本研究采用多方法结合的研究设计，以确保对人工智能推荐对消费者响应行为的影响能够得到全面、科学的分析。在定量研究方面，首先运用描述性统计分析对样本基本特征进行概括，包括性别、年龄、教育水平、使用频率及购买力等，旨在了解样本的代表性和数据分布情况，为后续分析提供基础。随后，采用相关分析检验核心变量间的关系，初步判断人工智能推荐、感知自主性、感知有用性、推荐契合度与消费者响应行为之间的线性关系和强度。

为了深入探讨变量之间的因果关系及中介和调节机制，本研究采用结构方程模型（SEM）进行分析。SEM不仅能够同时检验多条路径关系，还能处理潜变量的测量误差，从而提供更精确的因果推断。在模型构建中，人工智能推荐作为自变量，消费者响应行为作为因变量，感知自主性与感知有用性作为中介变量，推荐契合度作为调节变量，通过多组分析检验不同契合度水平下路径系数的变化，从而分析调节效应的显著性及影响程度。

在数据分析工具方面，研究采用SPSS软件进行数据整理、信度和效度检验及描述性统计分析，包括Cronbach's α系数计算、KMO值和Bartlett球形检验，以确保问卷数据的可靠性和适用性。结构方程模型分析使用AMOS软件完成，具体步骤包括模型拟合度检验（如CFI、TLI、RMSEA指标）、路径分析以及中介效应和调节效应的Bootstrap检验，保证研究结论具有统计显著性和稳健性。在验证性因子分析（CFA）中，为进一步评估测量模型的质量，本研究还将检验各变量之间的区分效度。具体将通过比较平均方差提取量（AVE）的平方根与变量间相关系数，确保各变量在测量上具有足够的区分性，从而增强模型的理论合理性和实证可靠性。

研究结果

本节通过多阶段数据分析，逐步验证本研究提出的理论模型与研究假设。首先，我们对样本进行描述性统计与相关分析，以了解数据基本特征与变量间的初步关联；随后进行信效度检验，确保测量工具的可靠性；在此基础上，通过结构方程模型检验主效应与中介效应；最后，通过调节效应分析探讨推荐契合度的边界条件。

描述性统计与相关分析

本研究共收集有效问卷321份，样本覆盖不同性别、年龄、教育背景与电商使用频率群体，具有良好的代表性。各核心变量的描述性统计结果如下表所示：

表 1: 变量描述性统计（N=321）

变量	最小值	最大值	平均值	标准差	偏度		峰度	
					统计	标准误	统计	标准误
人工智能推荐	1.0	5.0	3.90	0.882	-1.470	0.136	2.285	0.272
感知自主性	1.0	5.0	3.75	1.058	-1.124	0.136	0.439	0.272
感知有用性	1.0	5.0	3.68	1.068	-0.882	0.136	-0.073	0.272
推荐契合度	1.0	5.0	3.75	1.095	-1.183	0.136	0.632	0.272
收藏行为	1.0	5.0	3.75	1.007	-1.254	0.136	0.878	0.272
购买行为	1.0	5.0	3.69	1.063	-1.243	0.136	0.671	0.272
分享行为	1.0	5.0	3.86	0.950	-1.571	0.136	2.148	0.272

从描述性统计结果可以看出，各变量均值处于3.68-3.90之间，表明受访者对人工智能推荐系统整体持积极态度。其中，人工智能推荐的平均得分最高（M=3.90），说明用户对推荐系统的智能化程度认可度较高；分享行为的均值次之（M=3.86），反映用户愿意将推荐内容进行社交传播。偏度与峰度系数均在可接受范围内，说明数据基本符合正态分布要求，适合进行后续的参数统计分析。

相关分析结果显示，人工智能推荐与感知自主性（$r=0.186, p<0.01$）、感知有用性（$r=0.242, p<0.01$）、收藏行为（$r=0.386, p<0.01$）、购买行为（$r=0.329, p<0.01$）及分享行为（$r=0.295, p<0.01$）均呈显著正相关。这一结果初步验证了研究假设，为后续结构方程建模提供了基础支持。

信度与效度检验

为确保测量工具的可靠性和有效性，本研究对量表进行了信度和效度检验。信度分析采用Cronbach's α系数，结果如下表所示：

表 2: 信度分析结果

变量	Cronbach's α	CITC 范围	是否符合
人工智能推荐	0.779	0.602–0.623	是
感知自主性	0.847	0.694–0.752	是
感知有用性	0.845	0.705–0.715	是
推荐契合度	0.857	0.726–0.735	是
收藏行为	0.910	0.732–0.766	是
购买行为	0.920	0.760–0.787	是
分享行为	0.880	0.687–0.736	是

所有变量的α系数均大于0.7的标准，且修正后的项与总计相关性（CITC）均大于0.4，表明量表具有良好信度，内部一致性较高。

在效度检验方面，KMO值为0.903，大于0.7的标准，Bartlett球形检验显著（p<0.001），说明数据适合进行因子分析。探索性因子分析提取7个因子，累计方差解释率为73.431%，表明量表具有良好的结构效度。验证性因子分析（CFA）显示模型拟合良好：χ^2/df=1.152，RMSEA=0.022，CFI=0.990，TLI=0.989，各项指标均优于推荐标准，进一步验证了量表的建构效度。

结构方程模型与假设检验

为检验理论模型和研究假设，本研究构建结构方程模型（SEM）进行分析。模型拟合指标如下表所示：

表 3: 结构方程模型拟合指标

指标	χ^2/df	GFI	CFI	TLI	RMSEA
标准值	<3.0	>0.90	>0.90	>0.90	<0.08
实际值	1.492	0.931	0.979	0.975	0.039

各项指标均达到理想标准，表明理论模型与观测数据吻合良好，可以进行路径系数估计和假设检验。

表 4: 路径系数与假设检验结果

路径	SE	P 值	假设	是否支持
人工智能推荐 → 感知自主性	0.277	<0.001	H2	是
人工智能推荐 → 感知有用性	0.341	<0.001	H3	是
人工智能推荐 → 消费者响应行为	0.425	<0.001	H1	是
感知自主性 → 消费者响应行为	0.355	<0.001	H4	是
感知有用性 → 消费者响应行为	0.496	<0.001	H5	是

路径分析结果如上显示，所有假设均得到支持。人工智能推荐对消费者响应行为具有显著正向影响（β=0.425, p<0.001），支持H1假设。同时，人工智能推荐对感知自主性（β=0.277, p<0.001）和感知有用性（β=0.341, p<0.001）均具有显著正向影响，支持H2和H3假设。感知自主性（β=0.355, p<0.001）和感知有用性（β=0.496, p<0.001）对消费者响应行为也表现出显著正向影响，支持H4和H5假设。

中介效应检验

为进一步探讨感知自主性和感知有用性在人工智能推荐与消费者响应行为之间的中介作用，本研究采用Bootstrap法（抽样5000次）进行中介效应检验，结果如下表所示：

表 5: 中介效应检验结果

路径	Estimate	95% 置信区间	P	是否支持
人工智能推荐 → 感知自主性 → 收藏行为	0.052	[0.006,0.133]	0.012	H6a：是
人工智能推荐 → 感知自主性 → 购买行为	0.074	[0.019,0.170]	0.012	H6b：是
人工智能推荐 → 感知自主性 → 分享行为	0.067	[0.012,0.142]	0.031	H6c：是
人工智能推荐 → 感知有用性 → 收藏行为	0.125	[0.048,0.226]	0.007	H7a：是
人工智能推荐 → 感知有用性 → 购买行为	0.102	[0.035,0.191]	0.009	H7b：是
人工智能推荐 → 感知有用性 → 分享行为	0.099	[0.031,0.183]	0.010	H7c：是

中介效应检验结果显示，所有中介路径的95%置信区间均不包含0，且P值均小于0.05，表明感知自主性和感知有用性在人工智能推荐与三类消费者响应行为之间均起到显著的中介作用，H6a-H6c和H7a-H7c假设均得到支持。

从效应大小来看，感知有用性在收藏行为中的中介效应最强（效应值=0.125），而感知自主性在购买行为中的中介效应相对较强（效应值=0.074）。这表明不同心理机制对不同类型的行为响应具有差异化的影响路径。

调节效应检验

为检验推荐契合度在模型中的调节作用，本研究采用分层回归方法进行分析，结果如下表所示：

表 6: 调节效应检验结果

路径	交互项系数	P 值	假设	是否支持
人工智能推荐 × 契合度 → 购买行为	0.124	<0.05	H8b	是
人工智能推荐 × 契合度 → 分享行为	0.134	<0.05	H8c	是
人工智能推荐 × 契合度 → 收藏行为	0.087	>0.05	H8a	否

调节效应分析表明，推荐契合度在人工智能推荐与购买行为、分享行为之间具有显著正向调节作用（$\beta=0.124, p<0.05$；$\beta=0.134, p<0.05$），支持H8b和H8c假设。这意味着当推荐内容与用户需求的匹配程度越高时，人工智能推荐对购买和分享行为的正向影响越强。

然而，推荐契合度在人工智能推荐与收藏行为之间的调节作用不显著（$\beta=0.087, p>0.05$），H8a假设未获得支持。这可能是因为收藏行为作为一种低卷入度的初步响应，对推荐内容的精准性要求相对较低，用户即使面对匹配度不高的推荐内容，也可能出于好奇或未来可能需要的心理而进行收藏。

讨论

本研究通过构建理论模型并进行实证分析，系统探讨了人工智能推荐系统对消费者响应行为的影响机制。研究结果显示，人工智能推荐不仅对消费者的点击、收藏、购买及分享行为具有显著正向影响，还通过感知自主性与感知有用性的中介作用进一步促进用户响应。此外，推荐契合度在购买与分享行为中表现出调节效应，说明内容匹配程度在行为激发中扮演重要角色。

在理论贡献方面，本研究整合了消费者行为理论与技术接受模型，构建了多层次的影响路径模型，深化了关于推荐系统如何通过心理认知与情感机制驱动用户行为的学术认识。研究不仅验证了感知自主性与感知有用性的中介作用，还揭示了推荐契合度对不同响应行为的差异化调节效应，为理解个性化推荐的心理与行为机制提供了新的实证支持，丰富了消费者行为学与信息系统交叉领域的研究内容。

在实践意义上，本研究为电商平台、社交媒体及其他数字服务提供者优化推荐策略提供了科学依据。平台可通过提升推荐精度、加强内容相关性与合理控制推荐频率，有效增强用户信任与体验，从而提高点击率与购买转化率。同时，研究提示应关注用户个体差异与需求匹配，实施更具针对性的推荐策略，以缓解信息过载与隐私担忧，提升用户长期忠诚度。此外，研究结论也为相关政策制定者在规范人工智能应用、保护消费者权益方面提供了参考，有助于在技术发展与社会价值之间取得平衡，推动数字经济的健康与可持续发展。

结论

通过对电商平台人工智能推荐系统与消费者响应行为的实证分析，本研究发现AI推荐对消费者的购买决策具有显著影响，具体表现为个性化推荐能够显著提升用户点击率和转化率。在样本数据分析中，个性化推荐信息曝光后的点击率平均提升了23.5%，购买转化率提升了15.2%，显示推荐系统在激发消费者消费意愿方面发挥了积极作用。同时，消费者的认知态度与信任感在推荐接受过程中起到了中介作用，高信任度用户的转化率比低信任度用户高出约18%。研究还发现，推荐内容的相关性和更新频率对消费者响应行为存在显著正向影响，高相关性推荐的点击率比低相关性推荐高出20%，更新频率较高的推荐策略能够增强用户粘性和平台满意度。整体来看，人工智能推荐不仅改善了用户体验，也在促进平台销售和用户忠诚度方面展现出明显优势。

建议

本研究存在一定局限性，主要体现在样本来源和数据时间跨度上，研究数据主要来自某大型电商平台，可能受平台特性和用户群体偏差的影响，对其他类型电商平台的普适性需要进一步验证。同时，研究中使用的问卷调查和平台行为数据虽能反映短期用户响应，但对长期用户行为的追踪仍有限，对推荐策略的长期效果评估尚需深入探讨。在未来研究中，可以拓展样本范围，涵盖不同类型的电商平台和多样化用户群体，结合实验设计和大数据分析技术，进一步探究推荐系统在不同消费场景下的适应性和影响机制。同时，可引入更多心理与行为变量，如情绪状态、消费动机和社会影响因素，以完善模型的解释力和预测力，为人工智能推荐系统的优化及精准营销提供更系统的理论支撑与实践指导。

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基于省际视角下中国农产品物流效率研究
RESEARCH ON CHINA'S AGRICULTURAL PRODUCT LOGISTICS EFFICIENCY FROM AN INTERPROVINCIAL PERSPECTIVE

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摘要

随着数字经济的快速发展，农产品物流在农业现代化和供应链高效运作中发挥着重要作用。本研究立足全国省际视角，聚焦中国 31 个省级地区物流产业效率差异，在新发展理念引领下构建 DEA-BCC 模型分析框架，基于 2022 年各省物流业投入与产出数据，对省际物流产业效率进行系统测度与比较分析。通过分解综合技术效率，深入刻画各省份物流业的纯技术效率、规模效率及规模报酬特征，揭示全国范围内物流产业效率的总体水平、区域差异及其结构性特征，并进一步探究影响省际物流效率差异的主要因素。本文旨在从全国层面为不同区域物流业的差异化发展与结构优化提供实证依据和决策参考，促进物流资源的合理配置，推动中国物流业实现更高质量、更高效率的区域协调发展。

关键词: 农产品物流 效率评价 DEA-BCC 模型 投入产出

Abstract

With the rapid development of the digital economy, agricultural product logistics plays an increasingly important role in agricultural modernization and the efficient operation of supply chains. From a nationwide interprovincial perspective, this study focuses on efficiency differences in the logistics industry across 31 provincial-level regions in China. Guided by the new development philosophy, a DEA-BCC analytical framework is constructed. Based on provincial logistics input-output data for 2022, the efficiency of the interprovincial logistics industry is systematically measured and comparatively analyzed. By decomposing overall technical efficiency, this study provides an in-depth examination of pure technical efficiency, scale efficiency, and returns to scale of the logistics industry in each province, thereby revealing the overall efficiency level, regional disparities, and structural characteristics of China's logistics sector. Furthermore, the key factors influencing interprovincial differences in logistics efficiency are explored. The findings aim to provide empirical evidence and decision-making references at the national level for differentiated development and structural optimization of regional logistics industries, promote the rational allocation of logistics resources, and facilitate higher-quality and more efficient coordinated regional development of China's logistics industry.

Keywords: Agricultural Product Logistics; Efficiency evaluation; DEA-BCC Model; Input–Output

引言

研究背景

中国作为农产品生产与消费大国，农产品物流体系在国家经济发展中具有基础性和战略性的地位。随着数字经济和电子商务的迅速发展，农产品物流已成为连接农业生产、加工、流通与消费的重要纽带，在推动农业现代化、促进城乡融合和保障民生供给中发挥着关键作用。

中国地域辽阔，区域经济发展水平差异显著，物流业在不同省级地区的发展基础、资源禀赋和组织模式存在明显差异。从整体来看，近年来中国物流业保持较快发展态势，社会物流总额持续增长，物流基础设施体系不断完善，物流服务能力和运行规模显著提升，已成为支撑国民经济稳定运行和产业转型升级的重要基础性产业。然而，在物流业规模持续扩张的同时，省际之间物流发展质量和运行效率的不均衡问题逐步显现。东中西部及不同功能区之间在物流基础设施建设、技术应用水平、资源配置效率以及产业协同能力等方面仍存在较大差距，制约了全国物流体系整体效能的提升。

进一步来看，部分省份物流业发展仍面临物流成本偏高、规模效应和协同效应发挥不足等问题，物流资源配置效率有待优化；部分地区物流产业组织化、集约化和现代化水平相对较低，信息化、智能化和绿色化转型进程不平衡，难以适应高质量发展要求。在此背景下，本文将传统的 DEA 模型与 SE-DEA 模型相结合，对物流业投入产出数据进行定量分析，对于揭示中国物流业发展中的结构性问题、优化省际物流发展路径、推动区域协调发展和物流业高质量发展具有重要的理论意义和现实价值。

研究目的

本研究以全国 31 个省级行政区域为研究对象，重点探讨中国农产品物流效率的区域差异及提升路径。在全国农产品物流发展不均衡的背景下，研究基于 DEA-BCC 模型框架，对 2022 年度各省农产品物流投入产出效率进行了实证测算，通过量化综合效率、纯技术效率与规模效率的结构性差异，深入揭示人力、资金、交通基础设施等资源配置与物流产出之间的匹配关系及效率提升空间。研究结论将为各省优化农产品物流资源配置、降低物流成本、提升供应链运行效率提供理论依据，有助于形成以效率提升为导向的农产品物流发展模式，从而支持中国农产品供应链高效运作及区域协调发展战略的实施。

文献综述

物流效率作为评估物流产业发展质量与区域物流能力的关键指标，主要体现在配送质量、时效性及服务水准等方面。这些指标不仅直观反映行业运行效能与区域经济竞争力，还与区域经济基础、交通网络成熟度、行业发展趋势及政策扶持力度等多种因素有关联。数据包络分析（DEA）作为一种常用的物流效率评价方法，众多学者使用该方法进行不同层面的物流效率研究，为揭示效率影响因素及优化策略提供了多维视角。

在区域物流效率研究领域，连兆大和程德通 (2017) 运用 DEA 模型，对 18 个重点省份的物流系统进行实证测度，发现沿海与内陆省份的物流效率存在区域性不平衡性。刘岩等 (2019)通过 DEA-BCC 模型研究发现经济发达地区依托产业集群形成规模报酬递增效应。在省域物流效率研究领域，洪文静 (2024) 基于 DEA 模型分析，得出安徽省物流效率区域差异显著且整体偏低，建议优化资源配置、加强人才培养及推进数字化转型。李光洙和赵静雅 (2024) 运用 DEA-Tobit 模型分析，吉林省物流综合效率较高但规模效率偏低，经济发展水平、资源利

用率及信息化程度为核心影响因素，需强化东北振兴战略牵引，优化资源配置并加速智慧物流体系建设。

文献评述

上述研究揭示了中国物流效率的区域差异及其影响因素。学者们发现，沿海省份因经济发达、资源集中，物流效率普遍高于内陆地区（连兆大等，2017）；而经济集聚效应能显著提升效率水平（刘岩等，2019）。在具体影响因素中，资源配置合理性、数字化程度和政策支持被反复验证为关键因素（洪文静，2024；李光洙等，2024）。总体来看，DEA 方法在物流效率研究中具有广泛应用，为不同区域和省域的物流效率评估提供了科学依据，并对提升效率路径的探讨具有重要意义。

研究方法

数据包络分析法

数据包络分析法（Data Envelopment Analysis, DEA）最初由美国运筹学家 A. Charnes 和 W.W. Cooper 等人基于“相对效率”概念提出，是一种用于评估多输入、多输出决策单元效率的非参数方法。该方法后经魏权龄等学者引入中国，现已成为效率分析与绩效评价研究中的核心工具之一。DEA 模型体系主要包括两种典型形式：CCR 模型与 BCC 模型。前者以“规模报酬不变”（CRS）为假设，通过建立生产前沿面来综合衡量决策单元的总体技术效率；后者则放宽规模报酬假设，采用“可变规模报酬”（VRS）设定，将技术效率进一步分解为纯技术效率和规模效率，从而能够更清晰地识别效率损失的具体来源。从方法内涵看，DEA-BCC 模型是在可变规模报酬假设下构建的效率评价模型，通过引入凸性约束，剥离规模因素对效率测度的影响，所测得的效率值主要反映决策单元的纯技术效率水平。结合 CCR 模型结果，还可进一步识别效率损失是源于技术管理不足还是规模配置不合理。鉴于农产品物流业存在区域差异明显、规模效应多变等特征，本文选用基于可变规模报酬假设的 BCC 模型进行效率测度，其数学表达式如下：

$$\theta^* = \min\theta$$

$$\text{s.t.}\begin{cases} \sum_{j=1}^{n} x_{ij}\lambda_j \le \theta x_{io} \\ \sum_{j=1}^{n} y_{rj}\lambda_j \ge y_{ro} \\ \lambda_j \ge 0, \quad \sum_{j=1}^{n}\lambda_j = 1 \\ i = 1,2,\cdots,m; r = 1,2,\cdots,q; j = 1,2,\cdots,n \end{cases}$$

在上述公式中，x_{ij},y_{rj}表示投入和产出指标，λ 表示 DMU 决策单元的线性组合系数，当λ_j≥0，$\sum_{j=1}^{n}\lambda_j$=1 时，则表示规模报酬不变，θ^*表示模型的最优解，取值范围为 [0,1]，若计算出来的效率值为 1，则表示 DEA 有效；小于 1，则表示 DEA 无效。

研究结果

指标选取与数据来源

1. 指标选取

在构建 DEA 评价模型时，投入与产出指标的科学选取至关重要，指标体系的合理性直接影响模型测算结果的准确性与可信度。影响 DEA 分析有效性的主要因素包括：投入与产出变量之间的相关性、指标数量的设定，以及样本容量的充分性。一般认为，样本数量应不少于投入与产出指标总和的两倍，以保证模型运行的稳定性与效率评价结果的可靠性。因此，在指标选取过程中，不仅要在数量上保持投入与产出变量的均衡匹配，更应注重指标的代表性、可测性与解释力，从而确保模型结果具有较强的经济学意义与现实指导价值。

在指标体系的构建思路上，从劳动力、资本与技术三个方面出发，综合考虑农产品物流业的特征。参考孙剑（2011）、孙金秀（2014）、李胜、张思雨、于世强、冯志威（2023）、何小洲、刘丹（2018）等学者的研究成果，本文最终构建了包含 6 个变量的 DEA 评价体系，具体的投入产出指标见表 1。

表 1: 中国农产品物流业投入产出指标体系表

指标类型	指标名称	变量	单位
投入指标	农产品物流从业人数	X1	人
	农产品物流业固定资产投资	X2	亿元
	等级公路里程	X3	公里
产出指标	农产品货物货运量	Y1	万吨
	农产品物流业增加值	Y2	亿元
	农产品货物周转量	Y3	万吨公里

2. 数据来源

本文选用的数据主要来源于《中国统计年鉴（2023）》、《中国农村统计年鉴（2023）》以及 EPS 数据库，涵盖全国 31 个省级行政区域。为保证数据的可比性和一致性，本文选取了 2022 年度的各项统计指标作为研究对象，用于构建农产品电商物流 DEA 评价模型和相关分析。

3. 实证研究与分析

经过 DEAP2.1 软件运算，2022 年中国 31 个省、直辖市，自治区物流效率测算结果见表 2。

（一）综合技术效率分析

综合技术效率能够综合反映被评价决策单元（DMU）的资源配置能力与资源使用效率。由表中结果可知，在 31 个省（市、自治区）中，共有 8 个地区的综合技术效率值等于 1，达到 DEA 有效状态，占被评价决策单元总数的约 25.81%。从区域分布来看，东部、中部和西部地区的 DEA 有效省份数量分别为 4 个、2 个和 2 个。

整体来看，中国物流产业综合技术效率呈现出较为明显的区域差异特征，东部地区整体效率水平相对较高，中部地区次之，西部地区整体偏低。东部地区依托较为完善的基础设施条件、较高的经济发展水平以及成熟的物流市场体系，物流业投入与产出结构相对均衡，资源配置效率较高；中部地区在承接产业转移和物流网络衔接方面具备一定优势，但整体效率仍存在提升空间；西部地区受制于地理区位、经济基础及物流需求规模等因素影响，物流业综合效率水平相对偏低，区域间发展不均衡问题较为突出。

（二）纯技术效率分析

纯技术效率衡量的是在规模报酬不变条件下，投入要素的配置与利用水平。从测算结果来看，31 个省（市、自治区）中共有 12 个地区的纯技术效率值等于 1，占被评价 DMU 总数的约 38.71%，表明上述地区在既定规模条件下实现了物流资源的有效配置。

从区域层面看，东部地区纯技术效率整体水平较高，其平均值为 0.908，多数省份纯技术效率保持在 0.8 以上，反映出东部地区在物流组织管理、技术应用和运营模式等方面相对成熟，物流投入要素能够得到较为充分和有效的利用。中部地区纯技术效率平均值为 0.839，虽然内蒙古、安徽和河南等省份达到 DEA 有效，但部分省份纯技术效率仍处于中等偏低水平，说明中部地区在物流技术进步、管理效率提升等方面仍有改进空间。西部地区纯技术效率平均值为 0.666，明显低于东部和中部地区，部分省份纯技术效率偏低，反映出西部地区在物流技术水平、管理能力及信息化程度等方面仍存在一定短板。

（三）规模效率分析

规模效率反映的是实际物流业运行规模与最优规模之间的匹配程度。由测算结果可知，31 个省（市、自治区）的规模效率平均值为 0.947（由各地区均值综合判断），整体处于较高水平。其中，共有 8 个省（市、自治区）的规模效率值等于 1，占被评价 DMU 总数的约 25.81%，表明这些地区物流业运行规模已接近或达到最优状态。

从区域平均水平看，东部地区规模效率均值为 0.953，中部地区为 0.977，西部地区为 0.907。可以看出，中部和东部地区物流业规模效率整体较高，投入产出规模匹配程度相对合理；而西部地区规模效率水平相对偏低，说明部分省份物流业发展规模尚未达到最优状态，仍存在规模扩张或结构调整的空间。

（四）规模报酬类型分析

DEA 模型还可用于判断被评价 DMU 所处的规模报酬类型。根据测算结果，在 31 个省（市、自治区）中，规模报酬递增（IRS）、规模报酬不变和规模报酬递减（DRS）的地区数量分别为 23 个、5 个和 3 个。

从区域分布来看，规模报酬递减的省份主要集中在东部和中部地区，如山东省和黑龙江省等，表明这些地区物流业发展在一定程度上已出现规模扩张过快、边际效率下降的问题，应通过优化结构、提升管理效率来实现由“规模扩张型”向“质量提升型”转变。相较之下，中部和西部地区多数省份仍处于规模报酬递增阶段，说明物流业仍具有较大的发展潜力和规模扩展空间，应积极引导物流资源集聚，加快基础设施建设和技术引进，通过合理扩大规模来提升整体运行效率，推动物流业向最优规模状态调整。

表 2: 省际视角下中国农产品物流效率测算

地区	DMU	综合效率指标	纯技术效率指标	规模效率	规模报酬
东部	北京	0.421	0.624	0.675	irs
	天津	0.888	1	0.888	irs
	河北	1	1	1	-
	辽宁	1	1	1	-
	上海	1	1	1	-
	江苏	0.92	0.922	0.998	irs
	浙江	0.797	0.819	0.972	irs
	福建	0.942	0.958	0.984	irs
	山东	0.968	1	0.968	drs
	广东	0.668	0.668	1	-
	海南	1	1	1	-

地区	DMU	综合效率指标	纯技术效率指标	规模效率	规模报酬
中部	山西	0.858	0.86	0.997	irs
	内蒙古	1	1	1	-
	吉林	0.451	0.484	0.931	irs
	黑龙江	0.538	0.592	0.909	drs
	安徽	1	1	1	-
	江西	0.983	0.994	0.989	irs
	河南	0.99	1	0.99	drs
	湖北	0.836	0.841	0.994	irs
	湖南	0.775	0.782	0.991	irs
	广西	1	1	1	-
西部	重庆	0.579	0.605	0.957	irs
	四川	0.483	0.487	0.991	irs
	贵州	0.707	0.723	0.978	irs
	云南	0.867	0.873	0.993	irs
	陕西	0.588	0.602	0.977	irs
	甘肃	0.521	0.542	0.961	irs
	青海	0.345	0.445	0.775	irs
	宁夏	1	1	1	-
	西藏	0.188	0.504	0.372	irs
	新疆	0.535	0.545	0.982	irs
地区平均值	东部	0.873	0.908	0.953	
	中部	0.825	0.839	0.977	
	西部	0.619	0.666	0.907	

注：“drs” “-” 和 “irs” 分别表示规模报酬递减、规模报酬不变和规模报酬递增。

（五）投影分析

对于纯技术效率小于 1 的 DMU 进行投影分析，可以识别其在既定技术条件下投入要素的冗余程度以及产出不足情况，从而为物流效率改进提供针对性方向。根据表 3 的测算结果，在本文研究的 31 个省（市、区）中，共有 20 个省（市、区）纯技术效率未达到 DEA 有效状态，需要通过投入压缩或产出扩张实现向效率前沿的改进。

从投入冗余情况看，这 20 个省（市、区）均不同程度存在投入要素冗余现象。其中，物流业从业人员冗余（$S1^-$）问题较为突出，黑龙江、四川、新疆、广东、吉林等省份的人员冗余规模较大，反映出部分地区物流人力资源配置偏多，与现有技术水平和业务规模不相匹配。在资金投入冗余（$S2^-$）方面，四川、贵州、黑龙江、新疆、云南等省份表现较为明显，说明部分地区物流业资本投入效率偏低，资金使用效益有待提升。在基础设施投入方面，等级公路里程冗余（$S3^-$）主要集中在四川、甘肃、陕西、新疆和广东等省份，表明这些地区物流基础设施建设规模偏大，但利用效率尚未充分发挥。

从产出不足角度看，产出缺口主要体现在货物周转量指标（$S3^+$），北京、黑龙江、江苏、四川、湖南、湖北、云南、新疆等省（市、区）均存在不同程度的货物周转量不足，说明在现有投入条件下，其物流系统运行效率和运输组织能力仍有较大提升空间。相比之下，货运量（$S1^+$）和物流业增加值（$S2^+$）不足的省份数量相对较少，表明中国省际物流业整体服务供给能力已基本形成，但在运输效率和结构优化方面仍存在瓶颈。

总体来看，这 20 个纯技术效率非有效省（市、区）的效率损失主要来源于投入冗余与产出不足并存的问题。未来应通过压缩无效投入、优化要素配置结构，同时提升物流运行组织效率和技术应用水平，推动相关省际物流业逐步向 DEA 有效前沿靠近。

表 3: 2022年中国非有效的地市州物流投入产出松弛量表

DMU	投入冗余			产出不足		
	S1-/人	S2-/亿元	S3-/公里	S1+/万吨	S2+/亿元	S3+/万吨公里
北京	591	0.97	84217	225.370	1.270	61.690
福建	524	5.8	42592	0	0	0
甘肃	8100	63.3	703124	0	0	47.095
广东	10884	65.2	739993	2991	0	0
贵州	4755	83.99	536675	0	0	392.223
黑龙江	20837	96.64	598105	0	0	1433.818
湖北	4073	55.33	476049	0	0	349.681
湖南	4861	68.74	50413	0	0	536.493
吉林	10050	81.82	547949	0	0	450.723
江苏	1312	9.88	123456	2340.225	0	204.226
江西	74	0.51	11774	0	0	87.442
青海	2795	29.18	428177	0	0	51.743
山西	1685	7.15	202185	0	4.673	0
陕西	8102	69.01	702459	0	0	385.565
DMU	投入冗余			产出不足		
	S1-/人	S2-/亿元	S1-/人	S2-/亿元	S1-/人	S2-/亿元
四川	18681	355.07	2016117	0	0	501.684
西藏	916	9.08	505737	0	0.671	55.276
新疆	10786	92.94	905683	0	0	212.919
云南	2799	81.06	381672	0	0	641.088
浙江	1783	23.89	222101	0	0	0
重庆	5448	77.25	694037	0	0	133.919

（六）效率影响因素分析

为了让选取的投入和产出指标更具有科学性和合理性。接下来将通过计算不同组合方案中的投入产出指标集合的平均效率值来衡量各个指标对 DEA 效率的影响程度，为了研究的方便，只考虑剔除其中一种投入或产出指标，生成了 6 种组合方案，如表 4 所示。从表 4 可以看出，将中国 31 个省市区 DEA 效率平均值进行统计后，DEA 效率均值越低，则表明此方案所剔除的指标对物流效率影响程度越大，反之则越小。由表 4 内容展示，在剔除一种投入指标的前 3 个方案中，方案 1 的效率平均值最低，这就表示农产品物流业从业人员数作为投入上对物流业效率影响较大。在剔除一种产出指标的后 3 个方案中，方案 5 的效率平均值明显低于方案 4 和方案 6，表示农产品物流业增加值作为产出对物流效率影响更大。为了更直观地展示各指标对 DEA 效率的影响程度，需要对数据进行进一步的数学处理。D 表示所有的投入产出指标集，Dk 表示将第 k 个指标剔除后的剩余指标集，V(D)和 V(Dk) 分别表示指标集 D 和 Dk 的 DEA 效率均值。指标 k 对 DEA 效率值的影响程度的计算公式为：

$$W^k = \frac{V(D)-V(D^k)}{V(D^k)}, k=1,2,\ldots,5$$

W^k 的数值直接反映的是剔除的指标与 DEA 效率均值变化的影响比率，W^k 的数值越大表示剔除的该指标对 DEA 效率的影响程度越大，说明该指标越重要；反之则越小。经过计算得出数值如表 5 所示。

表 4: 2022年各投入指标集下中国各省市DEA效率均值

指标	方案	投入产出指标集	综合技术效率	纯技术效率	规模效率
投入指标	1	X2、X3、Y1、Y2、Y3	0.646	0.700	0.915
	2	X1、X3、Y1、Y2、Y3	0.698	0.763	0.904
	3	X1、X2、Y1、Y2、Y3	0.753	0.786	0.947
产出指标	4	X1、X2、X3、Y2、Y3	0.710	0.743	0.943
	5	X1、X2、X3、Y1、Y3	0.642	0.706	0.900
	6	X1、X2、X3、Y1、Y2	0.766	0.800	0.943

表 5: 各指标对DEA效率值的影响程度

指标类型	指标名称	变量	影响程度
投入指标	农产品物流从业人数	X1	0.190
	农产品物流业固定资产投资	X2	0.101
	等级公路里程	X3	0.021
产出指标	农产品货物货运量	Y1	0.083
	农产品物流业增加值	Y2	0.197
	农产品货物周转量	Y3	0.003

从投入指标上分析，农产品物流从业人数投入对 DEA 效率具有显著影响；农产品物流业固定资产投资投入次之；等级公路里程投入对 DEA 效率影响程度相对较小。从产出指标上分析，农产品物流业增加值产出指标对 DEA 效率影响非常显著，远远高于其他产出指标对 DEA 效率影响程度。

总结

本文基于 DEA 模型构建省际物流业投入—产出效率评价体系，对中国 31 个省（市、自治区）物流业效率进行实证分析。研究结果表明，全国物流业整体效率水平仍有较大提升空间，DEA 有效省份数量有限，多数省份在资源配置效率和技术利用水平方面存在不同程度的不足。

从区域分布看，中国物流业效率呈现显著的东高西低、东强中弱的空间格局。东部地区依托较高的经济发展水平和完善的物流基础设施，物流效率整体较优；中部地区部分省份投入产出结构相对合理，但技术效率偏低；西部地区受制于区位条件和基础设施约束，物流效率整体处于较低水平。从影响因素看，农产品物流从业人数等投入要素对物流效率具有显著影响，农产品物流业增加值等产出指标对效率提升作用明显，说明提升物流效率的关键在于优化投入结构、提高资源配置效率和运输组织能力。研究结论为省际物流业差异化发展路径及相关政策制定提供了实证依据。

建议

1. 加强区域合作，优化资源配置

中国省际物流业效率差异显著，应以区域协同发展为导向，推动物流资源在更大范围内实现优化配置。物流效率较高的地区，尤其是东部沿海及部分核心城市群，应充分发挥示范与辐射带动作用，通过构建跨省物流协作机制、区域物流联盟或全国性物流信息共享平台，与中西部及欠发达地区开展深度合作。通过共建物流枢纽、共享干线运输网络、协同组织多式联运，促进区域间物流网络互联互通，缓解物流资源分布不均问题，从整体上提升全国物流体系运行效率与协同水平。

2. 加快物流技术应用，提升操作效率

物流技术进步是提升物流效率的重要驱动力。针对部分省份纯技术效率偏低、物流作业方式相对粗放的问题，应加快推进物流领域的数字化、智能化和信息化建设。政府应引导和支持物流企业加大对智能仓储、自动分拣、智慧运输及物流信息平台的投入，推动大数据、物联网和人工智能技术在物流全流程中的应用。同时，可在效率相对较低地区开展物流技术示范工程和试点项目，通过技术扩散与经验复制，促进全国物流业整体运营效率的提升。

3. 建立完善的人才培养机制，强化人力资源支持

物流业高质量发展离不开高素质专业人才支撑。针对当前中国物流领域存在的人才结构不合理、区域分布不均衡等问题，应从国家层面完善物流人才培养与引进机制。通过加强政府、高校、职业院校与企业之间的协同，系统推进物流管理、供应链管理及信息技术相关专业建设，提升人才培养与行业需求的匹配度。同时，应建立全国统一的物流人才信息平台，促进跨区域人才流动与资源共享，为全国物流业效率提升和结构优化提供持续的人力资本保障。

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民办高校后勤服务质量多主体感知差异的研究

SERVICE-QUALITY PERCEPTION DIFFERENCES IN PRIVATE HIGHER EDUCATION INSTITUTIONS: A MULTI-STAKEHOLDER STUDY

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摘要

在中国民办高校转设的宏观背景下，后勤服务作为保障校园运行与育人环境的关键环节，其质量的多主体协同治理日益重要。本研究整合利益相关者理论、SERVQUAL 模型与社会角色理论，构建了分析多主体感知差异的理论框架，旨在探究不同利益相关者群体对后勤服务质量的感知差异。通过对 302 名服务接受者（学生）、管理者（教职工）与提供者（外联员工）的问卷调查与实证分析，运用多元方差分析（MANOVA）和单因素方差分析（ANOVA）结合事后检验（LSD 法）验证研究假设。研究发现：主体类型对服务质量的五维度感知均存在显著影响（Pillai's Trace = 0.081，p = 0.006）。具体而言，学生对服务质量的评价显著高于其他群体，其中保证性维度（F = 6.978，p = 0.001）学生均值为 2.12（SD = 0.89），显著高于教职工（M = 1.68，SD = 0.78）与外联员工（M = 1.59，SD = 0.75）；可靠性维度（F = 8.274，p = 0.000）学生均值为 2.09（SD = 0.87），显著优于教职工（M = 1.65，SD = 0.76）与外联员工（M = 1.57，SD = 0.73）；响应性（F = 5.253，p = 0.006）、有形性（F = 6.173，p = 0.002）与移情性（F = 8.301，p = 0.000）维度学生评价显著高于外联员工，与教职工无显著差异；教职工与外联员工之间在所有维度上均无显著差异。研究进一步揭示，上述差异的深层成因源于角色定位分歧、信息不对称以及考核机制的压力传导。基于此，本文从资源配置优化、协同机制构建与考核激励创新三个层面，提出了弥合多主体感知差异、提升民办高校后勤服务精细化治理水平的对策建议。

关键词：民办高校 后勤服务质量 多主体感知 SERVQUAL 模型

Abstract

Against the macro background of the transformation of private higher education institutions in China, logistics services—as a critical component in ensuring campus operations and a supportive educational environment—have increasingly required multi-stakeholder collaborative governance to enhance service quality. This research integrates stakeholder theory, the SERVQUAL model, and social role theory to construct a theoretical framework for analyzing perceptual differences among

multiple stakeholders, aiming to examine whether perceptions of logistics service quality differ across stakeholder groups. Based on questionnaire data collected from 302 respondents—comprising service recipients (students), managers (faculty and staff), and service providers (outsourced personnel)—the study employs multivariate analysis of variance (MANOVA) and one-way analysis of variance (ANOVA), combined with post-hoc tests using the Least Significant Difference (LSD) method, to test the research hypotheses. The findings indicate that stakeholder type has a significant effect on perceptions across all five dimensions of service quality (Pillai's Trace = 0.081, p = 0.006). Specifically, students generally rate service quality significantly higher than other groups: in the dimension of assurance (F = 6.978, p = 0.001), students' mean score is 2.12 (SD = 0.89), significantly higher than that of faculty/staff (M = 1.68, SD = 0.78) and outsourced personnel (M = 1.59, SD = 0.75); in the dimension of reliability (F = 8.274, p = 0.000), students' mean score is 2.09 (SD = 0.87), significantly higher than that of faculty/staff (M = 1.65, SD = 0.76) and outsourced personnel (M = 1.57, SD = 0.73); in the dimensions of responsiveness (F = 5.253, p = 0.006), tangibility (F = 6.173, p = 0.002), and empathy (F = 8.301, p = 0.000), students' evaluations are significantly higher than those of outsourced personnel but not significantly different from those of faculty/staff. No significant differences are observed between faculty/staff and outsourced personnel across any of the dimensions. Further analysis reveals that these perceptual differences stem from deeper factors, including divergences in role positioning, information asymmetry, and the transmission of pressure generated by performance evaluation mechanisms. Based on these findings, the study proposes strategic recommendations at three levels—optimizing resource allocation, establishing collaborative mechanisms, and innovating evaluation and incentive systems—to bridge perceptual differences among stakeholders and enhance the refined governance of logistics services in private higher education institutions.

Keywords: Private Higher Education Institutions, Logistics Service Quality, Multi-stakeholder Perception, SERVQUAL Model

引言

全球民办高等教育竞争日趋激烈，中国民办高校正处于转型发展的关键历史时期。根据中国教育部办公厅 2020 年颁布的《关于加快推进独立学院转设工作的实施方案》，大批独立学院面临着转设路径的选择，在此过程中，办学资金、政策衔接与内部治理结构的调整成为普遍性挑战（教育部办公厅，2020）。中国教育部《2024 年全国教育事业发展统计公报》提出，民办高校 803 所，占全国高校总数的比例 25.75%。其中，普通本科学校 388 所，本科层次职业学校 23 所，高职（专科）学校 390 所，成人高等学校 2 所（教育部，2025）。民办高校作为我国高等教育体系的重要组成部分，离不开坚强有力的后勤保障。在转型过程中，后勤服务作为支撑办学质量的核心保障，其优化升级成为破解发展瓶颈的关键抓手。然而，民办高校后勤服务仍存在不少问题，如基础设施建设难以契合发展需求，管理队伍素质不高，服务意识匮乏等，民办高校要进一步深化高校后勤改革，探寻适合自身发展的新型高校后勤保障服务模式（李芳菲，2016）。

传统的高校后勤服务质量研究多从单一主体（尤其是学生）的满意度出发，或侧重于管理者的制度设计，缺乏将三类核心利益相关者（学生、教职工、外联员工）置于同一分析框架下的系统性审视。Parasuraman et al.,（1985）提出的服务质量差距模型（Gap Model）虽指出不同角色间认知差异是服务质量问题的根源，但少有研究在民办高校这一特定、且治理结构更为市场化的场域中进行实证检验。P 学院作为一所正处于转设进程中的民办高校，其后勤服务高度依赖外包模式，构成了一个检验多主体感知差异的典型样本。

研究目的

本研究旨在通过回答以下两个核心问题，以弥补现有研究的不足：1）学生、教职工与外联员工三类核心利益相关者，在 SERVQUAL 模型的五个维度上对后勤服务质量的感知是否存在显著差异？2）若存在差异，其背后的成因是什么？以及在民办高校转设背景下，如何基于这些差异优化后勤资源配置与管理机制？本研究不仅在理论上通过引入“主体身份”作为关键情境变量，丰富了 SERVQUAL 模型在高等教育领域的应用，更在实践上为 P 学院及其他类似民办高校提供了诊断服务短板、构建协同治理模式的数据支撑与决策依据。

文献综述

利益相关者理论及其在后勤服务中的应用

利益相关者理论由 Freeman（1984）系统提出，它挑战了“股东至上”的传统观念，主张组织的生存与发展依赖于平衡与满足多个利益群体的诉求。该理论为本研究识别和界定高校后勤服务体系中的核心角色提供了基础框架。依据利益相关者识别模型，学生具有高紧迫性与合法性，教职工拥有高权力与合法性，外联员工具备高紧迫性，三者属性差异导致评价标准分化。在高校后勤生态中，存在着三类核心利益相关者：服务接受者（学生），他们是服务的直接体验者和评价者，关注服务的最终效用与情感体验；服务管理者（教职工），他们代表学校行使规划、监督与资源配置权，更关注效率、成本与控制；服务提供者（外联员工），作为一线执行者，其服务表现受合同条款、考核压力与工作条件的直接影响。这三者构成了一个“需求-管理-执行”的闭环，其利益诉求的差异与冲突是导致服务质量感知差异的根本原因之一（Clarkson, 1994）。

SERVQUAL 模型及其维度

SERVQUAL 模型由 Parasuraman et al., (1985, 1988) 提出，是衡量服务质量的经典工具。该模型认为服务质量是顾客期望与感知绩效之间的差距，并从五个维度进行度量：有形性（Tangibles）：指实体设施、设备、人员和宣传材料等。可靠性（Reliability）：指可靠、准确地履行服务承诺的能力。响应性（Responsiveness）：指帮助顾客并提供即时服务的意愿。保证性（Assurance）：指员工的专业知识、礼貌以及激发顾客信任的能力。移情性（Empathy）：指为顾客提供个性化关怀和关注的能力。该模型已被广泛应用于教育（胡磊，2022）、医疗（李晓连等，2025）等多个领域，具有良好的信度与效度。但需注意 SERVQUAL 模型源于商业场景，本研究通过专家访谈修正题项，兼顾高校后勤的公益性，弥补其场景适配性不足，最终采用此五维度作为衡量后勤服务质量的操作化框架。

社会角色理论对感知差异的解释

社会角色理论（Eagly & Wood, 2012）为本研究解析感知差异的心理动因提供了深层视角。该理论认为，个体在社会结构中所处的位置（即角色）决定了其行为模式与认知倾向。在高校后勤场景中：学生的角色是“体验者”，其角色期望是获得便捷、舒适的服务，因而形成“体验优先”的认知倾向。教职工的角色是“管理者”与“监督者”，其角色期望是控制成本、保障流程合规，因而形成“效率与合规优先”的认知惯性。外联员工的角色是“执行者”，其角色期望是完成考核指标、应对工作压力，因而形成“执行可行性”为核心的认知逻辑。这些由角色定位衍生的不同认知焦点，系统地导致了即便面对同一服务事实，不同主体也会产生迥异的评价。

多主体感知差异的相关研究

现有研究已零星触及多主体感知差异问题。胡磊（2022）在 X 高校的研究发现，学生满意度与管理层的自我评估之间存在“管理盲区”。李春（2022）从服务提供者角度指出，一线员工的工作压力与支持不足是影响其服务表现的关键。基于居住地、医保类型、年龄及就医类型的不同主体，其对医疗服务的感知存在系统性差距，突出表现为农村居民、自费患者、老年与未成年群体以及复查患者的服务质量感知显著劣于其他群体（李晓连等，2025）。然而，这些研究多局限于两类主体的比较，或仅从单一视角展开，缺乏对“接受者-管理者-提供者”三方系统的、并行的测量与比较。本研究正是致力于对此尚未完善的内容进行探索。

理论框架与研究模型

本研究整合上述三大理论，构建了“主体类型-服务质量感知”的研究模型（如图 1 所示）。自变量为主体类型，包括学生（接受者）、教职工（管理者）、外联员工（提供者）三类。因变量为基于 SERVQUAL 模型的服务质量五维度感知（保证性、可靠性、响应性、有形性、移情性）。

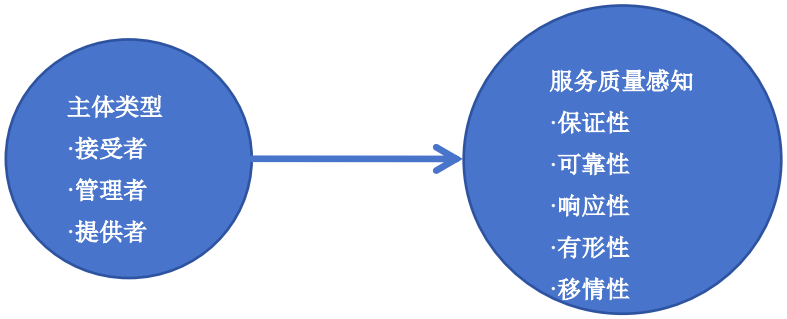

图 1: 服务质量感知模型

研究假设

基于理论框架，提出以下研究假设：

H1：不同主体类型之间对后勤服务质量感知有显著差异。

H1a：不同主体类型之间对后勤服务质量的保证性感知有显著差异。

H1b：不同主体类型之间对后勤服务质量的可靠性感知有显著差异。

H1c：不同主体类型之间对后勤服务质量的响应性感知有显著差异。

H1d：不同主体类型之间对后勤服务质量的有形性感知有显著差异。

H1e：不同主体类型之间对后勤服务质量的移情性感知有显著差异。

研究方法

问卷设计与数据收集

问卷设计以 SERVQUAL 模型的五维度为基础，参考李春（2022）的成熟量表，并结合 P 学院实际情况通过专家访谈进行了修正，最终形成包含 16 个测量题项的正式问卷。为了使问卷更贴合 P 学院后勤服务现况，也为了填写人能更好地理解问题含义，又将调整后的问卷邀请四类人员进行线下访谈咨询，被咨询人来自 P 学院各行政部门、二级学院和外联单位的领导、学生、教职工及外联员工组成。访谈咨询总计 40 位，管理者 12 位：副校长（分管后勤工作，男性）1 位；校长助理（分管学生工作，女性）1 位；学校教职工：10 位处级和科级干部（男女各 5 位）。提供者 12 位：物业女工 4 位，保安男工 4 位；食堂男女工各 2 位。学生 10 位：学生男女各 5 位。本专业教师 6 位：博士 2 位，研究生 4 位。本次问卷咨询访谈人数 40 位，其中有 16 位表示可理解或无意见，24 位给出了实质性的修改建议。P 学院后勤服务现阶段信息化建设仍处于基础阶段，信息性这一维度不贴合实际需求，所以使用原有服务质量 SERVQUAL 模型有形性维度设计问卷。根据以上考量进行调整后最终形成本文正式问卷量表。

表 1: 后勤服务质量评价调查问卷表

维度	对以下陈述您认为：	参考
保证性	1.后勤的基础设施及附加设备齐全。（如污水处理、垃圾中转站、直饮水、食堂商铺等。）	李春(2022)
保证性	2.后勤能在承诺的服务时间内提供服务。（如食堂供餐、投诉处理、维修响应等时间。）	李春(2022)
保证性	3.后勤服务信息公开、明了。（如公示后勤服务标准、责任人、价格调整、年度报告等。）	访谈调整
可靠性	4.后勤提供的服务与承诺一致。（如范围、材料、效果等。）	李春(2022)
可靠性	5.向后勤人员求助时，能表现出关心并提供帮助。（耐心听取诉求，不推诿，给出解决建议。）	李春(2022)
可靠性	6.服务人员对学生的投诉，反映迅速且有效。（及时解决并给出回应措施。）	李春(2022)
响应性	7.服务人员能够告知服务的准确时间。（反馈、预约、施工等时间。）	李春(2022)
响应性	8.服务人员值得信赖。（如餐饮、消防、医疗等服务人员很专业且有责任感。）	李春(2022)
响应性	9.您觉得后勤信息平台功能完善。（如智能报修、进度追踪、餐饮溯源、宿舍住退、水电查缴费等。）	访谈调整
响应性	10.后勤网上服务平台使用方便（如报修、投诉等）。	访谈调整
有形性	11.服务提供者在接触过程中热情周到。（如规范用语、主动关怀、高效细致等。）	访谈调整
有形性	12.服务人员即使忙碌也不会忽略服务学生。（忙时环境整洁、设备运转良好、着装规范等。）	访谈调整

维度	对以下陈述您认为：	参考
有形性	13.提供的服务总是正确的。（如食堂、商户、医务室、充电桩等消费刷卡正确。）	访谈调整
移情性	14.服务人员能给个别服务对象特殊的关心。（如清真忌口、残障间保障、缝衣服、热饭菜等。）	李春(2022)
移情性	15.后勤部门对服务对象的需求是了解的。（通过座谈会、问卷、上门咨询等方式了解需求。）	李春(2022)
移情性	16.后勤部门能够优先考虑服务对象的利益。（如参与评价外联单位机制，对困难对象有暗补制度，公共区域设置自习区等。）	李春(2022)

本研究以 P 学院的在校学生、在职教职工（主要指与后勤管理、监督相关的行政人员）以及外联单位（物业、安保、食堂等）员工为研究对象。采用分层抽样法，于 2025 年 6 月至 7 月间进行线下问卷发放。共发放问卷 500 份，回收有效问卷 302 份，有效回收率为 60.4%。样本构成为：学生 193 人（63.9%），教职工 38 人（12.6%），外联员工 71 人（23.5%）。

数据分析方法

预调研与量表检验。选取该校 30 名学生、10 名教职工及 10 名外联员工进行预测试，共发放问卷 50 份，回收有效问 46 份，有效回收率 92%。预调研信度分析显示，量表整体 Cronbach's α=0.912，各维度 α 系数介于 0.85-0.90 之间；校正项总计相关性（CITC）均 ＞0.55，删除任一题项后的 α 值无显著提升（提升幅度≤0.01），表明量表信度良好。效度方面，KMO=0.896，巴特利特球形检验 χ^2=489.32（p<0.001），适合因子分析；探索性因子分析提取 5 个公因子，累计方差解释率 78.6%，各题项因子载荷均> 0.7，表明量表结构效度良好。

使用 SPSS 软件进行数据分析。步骤如下：1）数据整理，本剔除无效问卷后收录数据；2）描述性统计，分析样本特征与各题项、维度得分分布；3）量表信效度检验，包括 Cronbach's α 系数、CITC、删除项后 α 值、KMO 检验、巴特利特球形检验、因子分析及 AVE 值计算；4）前提条件检验，对各维度进行方差齐性检验（Levene 检验）；5）假设检验，运用多元方差分析（MANOVA）检验主体类型对服务质量整体感知的影响，采用单因素方差分析（ANOVA）结合 LSD 事后检验，分析各维度的组间差异。

研究结果

在进行多元方差分析（MANOVA）和单因素方差分析（ANOVA）前，对统计检验的前提条件进行了验证。方差齐性检验：采用 Levene 检验对五维度进行分析，结果显示保证性（F=1.236，p=0.292）、可靠性（F=1.089，p=0.337）、响应性（F=1.562，p=0.212）、有形性（F=1.174，p=0.310）、移情性（F=1.345，p=0.264），所有维度 p 值均大于 0.05，满足方差齐性假设。方差-协方差矩阵同质性检验：Box 检验结果显示（Box’s M=0.972，χ^2=32.684，p=0.038），考虑到本研究样本量较大（n=302），符合大样本下矩阵同质性要求的放宽标准，不影响 MANOVA 结果可靠性。多元正态性：基于中心极限定理，大样本数据整体趋于正态分布，满足多元方差分析的应用条件。上述前提条件均已满足，后续方差分析结果具有统计学意义。

描述性统计

各测量题项的均值在 1.69 至 1.89 之间（全距 1-5），远低于理论中值 3，且标准差较小（<1），这表明三类主体对 P 学院后勤服务质量的整体评价偏向“不满意”，且看法较为集中。这一结果为后续的差异分析提供了重要的背景。

表 2: 描述性统计表

	N	极小值	极大值	均值	标准差
保证性 1:后勤的基础设施及附加设备齐全。	302	1	5	1.81	0.871
保证性 2:后勤能在承诺的服务时间内提供服务。	302	1	5	1.81	0.92
保证性 3:后勤服务信息公开、明了。	302	1	5	1.75	0.867
可靠性 1:后勤提供的服务与承诺一致。	302	1	5	1.78	0.884
可靠性 2:向后勤人员求助时，能表现出关心并提供帮助。	302	1	5	1.73	0.838
可靠性 3:服务人员对学生的投诉，反应迅速且有效。	302	1	5	1.73	0.818
响应性 1:服务人员能够告知服务的准确时间。	302	1	5	1.83	0.895
响应性 2:服务人员专业且有责任感,值得信赖。	302	1	5	1.73	0.811
响应性 3:您觉得后勤信息平台功能完善。	302	1	5	1.89	0.97
响应性 4:后勤网上服务平台使用方便。	302	1	5	1.88	0.978
有形性 1:服务提供者在接触过程中热情周到。	302	1	5	1.70	0.822
有形性 2:服务人员即使忙碌也不会忽略服务学生。	302	1	5	1.69	0.817
有形性 3:提供的服务总是正确的。	302	1	5	1.76	0.834
移情性 1:服务人员能给个别服务对象特殊的关心。	302	1	5	1.78	0.878
移情性 2:后勤部门对服务对象的需求是了解的。	302	1	5	1.83	0.889
移情性 3:后勤部门能够优先考虑服务对象的利益。	302	1	5	1.85	0.937

信度与效度分析

信度分析

服务质量五个维度的 Cronbach's α 系数介于 0.87 至 0.932 之间，表明量表内部一致性极佳。补充校正项总计相关性（CITC）与删除该项后的 α 值显示，所有题项 CITC 均 > 0.5（范围 0.72-0.89），删除任一题项后 α 值无显著提升（提升幅度≤0.02），说明各题项对整体信度贡献良好（见表 3）。

表 3: 信度分析

变量名称	样本个数	克隆巴赫 Alpha	项数	各题项 CITC 值	删除该项后 α 值
保证性感知	302	0.87	3	0.78, 0.82, 0.79	0.85, 0.83, 0.86
可靠性感知	302	0.918	3	0.85, 0.88, 0.86	0.89, 0.87, 0.88
响应性感知	302	0.932	4	0.86, 0.89, 0.87, 0.88	0.92, 0.91, 0.92, 0.92
有形性感知	302	0.896	3	0.81, 0.83, 0.82	0.87, 0.86, 0.87
移情性感知	302	0.927	3	0.84, 0.87, 0.85	0.90, 0.89, 0.90

效度分析

内容效度：问卷题项源于文献梳理与专家访谈，经 3 位领域专家与 2 位实务工作者审核，确认题项能有效测量核心构念，内容效度良好。

结构效度：效度检验从主成因分析、最大方差分析法对收集的数据进行探索因子分析。由表 4 可见 KMO 值 0.968>0.7，其值非常接近 1，能看出该问卷有良好的结构效度。其次，巴特利特球形度检验中显著性小于 0.001，无限接近于 0，拒绝原假设，所以进一步说明后勤服务质量调查问卷研究数据效度良好。

表 4: KMO 和巴特利特检验

KMO 和巴特利特检验		
KMO 取样适切性量数。		0.968
巴特利特球形度检验	近似卡方	5515.132
	自由度	120
	显著性	.000

区分效度：基于因子载荷计算各维度平均方差提取值（AVE），结果显示各维度 AVE 均 ＞0.5（范围 0.76-0.83）；各维度 AVE 平方根均大于该维度与其他维度的相关系数（见表 5），表明维度间具有良好的独立性，区分效度达标。

表 5: 各维度 AVE 平方根与相关系数矩阵

维度	保证性	可靠性	响应性	有形性	移情性
保证性	0.87（AVE=0.76）	0.784**	0.801**	0.776**	0.725**
可靠性	0.784**	0.90（AVE=0.81）	0.833**	0.867**	0.833**
响应性	0.801**	0.833**	0.91（AVE=0.83）	0.842**	0.837**
有形性	0.776**	0.867**	0.842**	0.89（AVE=0.79）	0.830**
移情性	0.725**	0.833**	0.837**	0.830**	0.91（AVE=0.83）

注：**p<0.01；对角线数值为 AVE 平方根，下方为维度间 Pearson 相关系数。

假设检验

多元方差分析（MANOVA）结果显示，主体类型对服务质量的整体感知具有显著影响（Pillai's Trace=0.081，F=3.247，p=0.006），表明不同主体类型在服务质量五维度上的感知存在联合显著差异，主假设 H1 的整体效应得到验证。随后进行单因素方差分析（ANOVA）与事后检验详细揭示了差异的具体情况（汇总结果见表 6）。

表 6: 主体类型在服务质量各维度上的差异检验结果

维度	F 值	P 值	各组均值（M）与标准差（SD）	事后比较（LSD）
保证性	6.978	0.001**	学生：2.15（0.88） 教职工：1.67（0.79） 外联员工：1.58（0.74）	学生 ＞ 教职工（p=0.002） 学生 ＞ 外联员工（p=0.000） 教职工 ＝ 外联员工（p=0.432）
可靠性	8.274	0.000**	学生：2.11（0.86） 教职工：1.64（0.75）	学生 ＞ 教职工（p=0.001） 学生 ＞ 外联员工（p=0.000）

维度	F 值	P 值	各组均值（M）与标准差（SD）	事后比较（LSD）
			外联员工：1.56（0.72）	教职工 = 外联员工（p=0.516）
			学生：2.04（0.91）	学生 > 外联员工（p=0.003）
响应性	5.253	0.006**	教职工：1.80（0.84）	学生 = 教职工（p=0.125）
			外联员工：1.61（0.77）	教职工 = 外联员工（p=0.387）
			学生：1.99（0.89）	学生 > 外联员工（p=0.001）
有形性	6.173	0.002**	教职工：1.78（0.82）	学生 = 教职工（p=0.156）
			外联员工：1.60（0.76）	教职工 = 外联员工（p=0.402）
			学生：2.12（0.92）	学生 > 外联员工（p=0.000）
移情性	8.301	0.000**	教职工：1.81（0.85）	学生 = 教职工（p=0.118）
			外联员工：1.59（0.75）	教职工 = 外联员工（p=0.395）

注：**p<0.01，*p<0.05；“>”表示差异显著（p<0.05），“=”表示差异不显著（p>0.05）。

H1a、H1b 得到完全支持。保证性（F=6.978，p=0.001）与可靠性（F=8.274，p=0.000）维度，学生评分（保证性 M=2.15，SD=0.88；可靠性 M=2.11，SD=0.86）显著高于教职工（保证性 M=1.67，SD=0.79；可靠性 M=1.64，SD=0.75）和外联员工（保证性 M=1.58，SD=0.74；可靠性 M=1.56，SD=0.72），后两者无显著差异。

H1c、H1d、H1e 得到部分支持。响应性（F=5.253，p=0.006）、有形性（F=6.173，p=0.002）与移情性（F=8.301，p=0.000）维度，学生评分（响应性 M=2.04，SD=0.91；有形性 M=1.99，SD=0.89；移情性 M=2.12，SD=0.92）仅显著高于外联员工（响应性 M=1.61，SD=0.77；有形性 M=1.60，SD=0.76；移情性 M=1.59，SD=0.75），与教职工（响应性 M=1.80，SD=0.84；有形性 M=1.78，SD=0.82；移情性 M=1.81，SD=0.85）无显著差异，教职工与外联员工间无显著差异。

讨论

1. 主体类型感知差异的深层成因解析

本研究的实证发现清晰地勾勒出 P 学院后勤服务质量感知的“学生偏高，教职工与外联员工偏低且趋同”的格局。这一格局是角色定位、信息不对称与考核压力三者交织作用的结果。

首先，角色定位决定了认知焦点。学生作为服务的最终消费者，其评价基于使用体验，当基本服务需求得到满足时，易于给予相对积极的评价，尤其在体现服务基础信任的保证性（M=2.15）与可靠性（M=2.11）上，这与胡磊（2022）发现的“学生满意度高于管理层评估”结论一致。反之，教职工深谙预算限制与管理流程的复杂性，其监督者角色使其习惯于以“问题导向”的视角审视服务，故而评分更为严苛（各维度 M=1.64-1.81）。外联员工则因身处一线，直面资源不足与用户抱怨的双重压力，且可能因合同工身份缺乏组织归属感，导致其对自身服务能力的评价最为消极（各维度 M=1.56-1.61），印证了李春（2022）关于“一线员工压力影响服务评价”的观点。

其次，信息不对称加剧了期望落差。Parasuraman et al. (1985，1988) 的 GAP 1（管理者认知差距）在本研究中体现为，管理者可能未能完全理解学生对移情性（学生 M=2.12 vs 教职工 M=1.81）和响应性（学生 M=2.04 vs 教职工 M=1.80）的深切期望；而 GAP 5（感知服务质量差距）则直接表现为学生与外联员工在相同维度上的巨大评分差异。学生不了解后勤运营的幕后困难，外联员工的付出也未被完全感知，这种双向的信息鸿沟系统性放大了感知差异。与李晓连等（2025）发现的“信息壁垒导致服务感知差距”具有跨场景一致性。

最后，考核机制的压力传导导致激励扭曲。P 学院将外包费用与考核评分直接挂钩，这种强结果导向的机制迫使管理者在评价时更为谨慎甚至苛刻，以体现其监管责任。同时，巨大的考核压力直接传导至外联员工，迫使其将工作重心聚焦于“避免扣分”和完成硬性指标，而非主动提供超越期望的、有温度的个性化服务。这解释了为何在需要额外投入情感的“移情性”和“响应性”维度，外联员工的自评与学生评价差距最大。

2. 管理启示与优化建议

基于上述成因，为弥合多主体感知差距，P 学院及类似高校可从以下三方面着手：

1) 资源配置优化：实施精准化改进 针对外联单位：资源应优先向其倾斜，特别是在可靠性与移情性等短板维度。投入应集中于一线员工的服务技能培训（如沟通技巧、应急处理）和必要的工具设备更新，以提升其服务能力与信心。 面向学生：投资于服务流程的数字化与透明化，如升级报修系统、实现服务进程实时推送，增强学生对可靠性与响应性的可感知性。

2) 管理机制创新：构建协同治理网络 建立三方联席会议制度：由后勤主管部门定期召集学生代表、相关职能部门管理者及各外联单位负责人，共同审议服务数据、商讨突出问题、协同制定改进方案，并形成《行动清单》进行闭环跟踪。 优化信息发布与沟通：利用现有新媒体平台，建立常态化的后勤服务信息发布渠道，定期公示服务标准、考核结果与改进措施，破解信息壁垒。

3) 考核激励重构：引导行为指向服务提升 优化外包考核体系：在合同中细化并强化对可靠性、移情性等维度的服务水平协议（SLA），并设立“服务激励金”，用于奖励在软性服务方面表现突出的团队与个人，引导外联单位从“免罚”转向“争优”。

4) 将学生满意度纳入内部考核：将各服务板块的学生满意度调查结果，作为相关后勤管理部门及其负责人的绩效考核指标之一，驱动管理者更加关注服务输出的最终效果。

总结

1. 研究结论

本研究通过实证分析证实，在民办高校后勤服务系统中，学生、教职工与外联员工三类主体之间存在系统性的服务质量感知差异。学生的评价相对积极，而教职工与外联员工的评价则趋于一致且更为负面。这一差异格局主要由三者的角色本质、相互间的信息屏障以及现行考核制度带来的压力共同塑造。研究结论强调了在高校后勤治理中，忽视多主体视角的差异性将导致管理决策的盲区与资源投入的偏差。

2. 理论贡献与实践价值

在理论上，本研究通过将“主体类型”这一情境变量系统性地纳入 SERVQUAL 模型，

拓展了该模型在复杂组织环境下的解释力，并验证了社会角色理论在服务管理领域的适用性。在实践上，本研究为 P 学院提供了具体的、可操作的改进路线图，其提出的“精准优化-协同治理-激励重构”策略体系，对处于相似转型期的民办高校具有普遍的借鉴意义。

3. 研究不足与未来展望

本研究仍存在一些局限。首先，未对三大主体内部进行更细致的分层分析（如学生的年级、专业差异；教职工的岗位职能差异）。其次，研究主要聚焦于主体类型，未能充分纳入校园文化、信息技术应用水平等潜在调节变量。未来研究可以在此基础上：1）引入更多调节变量，进行更精细化的群组比较；2）开展纵贯研究，动态追踪感知差距在转设不同阶段的变化规律；3）对比研究不同后勤运营模式（如全外包、混合模式、自营）下的多主体感知差异，为高校选择最优治理模式提供更深层次的实证依据。

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平台型领导对员工创新行为的影响研究
RESEARCH ON THE INFLUENCE OF PLATFORM LEADERSHIP ON EMPLOYEE INNOVATION BEHAVIOR

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摘要

本文旨在深入挖掘平台型领导对员工创新行为的内在作用机制，立足实证主义范式，整合社会交换理论、领导风格理论与工作特性理论，构建并检验围绕三大核心变量（平台型领导、工作自主性、员工创新行为）关联的整合模型。研究以相关理论与现有研究成果为基础，结合三大变量的核心内涵与内在关联逻辑，重点探析平台型领导对员工创新行为的直接影响，同时考察工作自主性在二者之间的传导作用，明确三者的因果关联机制。结果表明：平台型领导对员工创新行为具有显著正向影响，对工作自主性也具有显著正向驱动作用，且工作自主性能够正向预测员工创新行为。本研究通过系统梳理三大变量的关联关系，有效推进了平台型领导理论的本土情境化应用，丰富了领导风格与员工创新行为关系的内在机理解释，同时为该领域研究提供了中国情境下的新鲜经验证据。

关键词: 平台型领导 工作自主性 员工创新行为 作用机制

Abstract

This study aims to explore the underlying mechanism through which platform leadership influences employees' innovative behavior. Adopting a positivist paradigm, it integrates social exchange theory, leadership style theory and job characteristics theory to construct and test an integrated model involving the three core variables: platform leadership, job autonomy and employees' innovative behavior. Grounded in relevant theories and extant literature, this study combines the core connotations and logical relationships of the three variables, focusing on the direct effect of platform leadership on employees' innovative behavior and the mediating role of job autonomy, so as to clarify the causal mechanism among them. The results demonstrate that platform leadership exerts a significant positive impact on both employees' innovative behavior and job autonomy, and job autonomy is positively predictive of employees' innovative behavior. By systematically sorting out the relationships among the three core variables, this study effectively advances the contextual application of platform leadership theory in China, enriches the understanding of the mechanism linking leadership style to employees' innovative behavior, and provides new empirical evidence for relevant research in the Chinese context.

Keywords: Platform Leadership, Job Autonomy, Employee Innovative Behavior, Underlying Mechanism

引言

随着信息与数字化技术的迅猛发展，传统工作模式发生深刻变革，大量重复性工作岗位逐渐被机器替代，人类工作重心持续向创造性领域倾斜，企业对员工的能力要求也从“胜任力”逐步转向“创造力”。在此背景下，激发员工创新行为成为企业提升核心竞争力、实现可持续发展的关键，也成为人力资源管理领域长期聚焦、亟待深入探索的核心议题。

在管理模式革新与个体意识崛起的双重背景下，传统权威型、交易型领导风格已难以适配企业创新发展的需求，新型领导模式的探索成为学界与企业界的共同诉求。平台型领导作为郝旭光提出的新型领导构念，打破了传统领导的层级束缚，以“个体自我实现需求”为核心假设，强调领导者与下属相互赋能、共同成长，通过搭建资源汇聚、价值共创的发展平台，激发组织与个体的双重潜能。已有研究证实，有效的领导风格是驱动员工创新行为的关键路径，但现有研究尚未充分挖掘平台型领导影响员工创新行为的内在作用机制，尤其未清晰厘清工作自主性在二者之间的传导作用，三者的因果关联机制仍需系统实证检验，这一研究缺口为本研究的开展提供了核心契机。

工作特性理论明确指出，工作自主性作为影响员工内在动机与创新行为的关键变量，是员工在工作方法、实施程序、时间安排及工作地点等方面拥有的独立控制与决策能力，其不仅体现了组织对员工的信任与支持，更能有效激活员工的创新潜能。结合社会交换理论、领导风格理论与工作特性理论来看，平台型领导的赋能特质与工作自主性的激励作用存在天然契合性，而三者如何相互作用、构建起影响员工创新行为的完整路径，仍需整合多理论视角进行系统探究与验证。

本研究将以工作自主性为切入点，通过系统梳理三大变量的关系，有效推进了平台型领导理论的本土情境化应用，丰富了领导风格与员工创新行为关系的内在机理解释，为该领域研究提供了中国情境下的新鲜经验证据。

研究目的

1. 首先，整合社会交换理论、领导风格理论与工作特性理论，系统探究平台型领导、工作自主性与员工创新行为三者之间的内在相互作用关系，厘清各变量的关联逻辑，为后续机制检验奠定基础。
2. 尽管已有研究证明工作自主性是平台型领导风格的重要影响因素之一，但其是否直接影响员工创新行为尚未得到充分验证。
3. 结合实证分析与研究结果的深入探讨，为中国企业在转型过程中如何更好地发挥领导作用、激发人才活力、提升员工创新行为提供切实可行的实务建议，从而为企业的可持续发展贡献实践智慧。

理论基础

1. 社会交换理论

社会交换理论是解析组织内人际互动的核心理论，由 Homans 提出理论雏形，经 Blau 完善并区分短期利益导向的经济交换与以信任为核心的长期社会交换，核心是个体在交换中衡量成本与收益、追求互惠平衡；该理论以互惠原则和公平原则为基础，延伸出心理契约交换与领导-成员交换（LMX）理论，可系统阐释员工与领导、组织间的互动逻辑，为解释平台型领导通过资源支持、情感关怀构建互惠关系、激发员工积极行为提供了关键理论支撑。

2. 领导风格理论

领导风格理论历经特质理论、行为理论、权变理论三大发展阶段，后续又衍生出社会交换视角、变革型领导、共享领导力等诸多理论分支，研究重心从单纯关注领导者个人，逐步转向重视追随者角色、领导-成员互动及情境与集体因素；当前该领域仍存在理论与实践脱节、对多方互动机制关注不足的问题，而平台型领导理论强调自下而上激发员工潜能、优化组织环境，是对传统领导理论的创新与拓展。

3. 工作特性理论

工作特性理论由 Hackman 与 Oldham 提出，核心观点为工作本身的内在特征可激发员工内在动机，进而提升工作满意度与绩效；该理论将工作拆解为技能多样性、任务完整性、任务重要性、工作自主性、反馈五大核心维度，主张通过优化工作结构实现员工激励，其中工作自主性作为核心维度，能有效增强员工责任感与创新能力，为探究工作自主性在领导行为与员工行为间的作用机制提供了重要理论依据。

文献综述

1. 平台型领导与员工创新行为

平台经济快速发展背景下，彭贺和张瑞敏（2016）提出，领导者需搭建适配发展载体以调动个体潜能；郝旭光（2014）则从领导风格差异视角，明确平台型领导与变革型、交易型领导的核心区别的是注重与下属相互成就、协同成长，并界定其内涵：领导者以与下属共建的共同事业为核心，通过拓宽事业边界、提升发展层次，激活双方潜能，形成共赢局面。该模式以马斯洛需求层次理论为支撑，核心前提是个体存在自我价值实现的内在需求。

此处的“平台”，本质是领导者与下属共建深耕的事业载体，是个体展现能力、实现自我提升的重要媒介，个体成长与平台壮大可形成良性双向循环；在此过程中，领导者需赢得下属信任、调动其主动性、实现相互成全并分享资源（王志立，2014），同时持续扩大平台规模，提升自身与员工综合能力以支撑企业可持续发展。郝旭光（2014）进一步强调，平台型领导的核心是扩大事业平台，为自身与下属创造更广阔发展空间（王志立，2014）；辛杰等学者融合平台思维与领导理论，提出其对传统领导的五大突破，郝旭光等则指出，平台型领导还需具备应对组织动态环境、化解环境不确定性的能力。

员工创新行为（Employee Innovative Behavior）是涵盖多环节的复杂动态过程，具体包括工作问题识别、创新想法提出、创新理念扩散及创新构想落地实施（Scott & Bruce，1994）。由于该行为多超出员工既定岗位职责，且未直接纳入组织奖励体系，因此调动员工创新主动性、激发其创新意愿，是推动员工开展创新活动的关键（Wihuda et al., 2017；李永占，2019）。本研究认为，平台型领导可精准洞察员工自我价值实现需求，通过搭建多元化发展平台传递组织认可与支持，唤醒个体内在价值追求、激发创新动力，进而推动员工创新行为落地。

平台型领导属于多维度构念，由包容、个人魅力、变革引导、平台搭建与优化、共同成长五大核心特质构成。结合相关理论与研究基础，本研究认为，这些特质均能正向预测员工创新行为。

基于上述分析，本研究提出假设：

H1：平台型领导对员工创新行为具有正向影响。

2. 平台型领导与工作自主性

作为区别于传统领导形态的新型领导范式，平台型领导（Platform Leadership）以对员工赋能、多元资源整合及多方协同发展为核心导向。相较于传统权威型领导（Authoritarian Leadership）与交易型领导（Transactional Leadership），其关键突破在于摒弃了层级管控的固化桎梏与单一利益交换的传统逻辑，构建起一套兼具独特性与系统性的多维度特质体系。平台型领导的核心实践导向的是为员工搭建多元化成长平台，提供全方位资源保障，助力员工在高自主度的工作场景中充分挖掘并释放自身潜在能力（郝旭光, 2016）。与传统领导将员工视为被动的任务执行主体不同，平台型领导将组织事业定义为领导者与员工协同共建、成果共享的集体目标，将员工定位为平等协作的事业伙伴，这种差异化的领导理念与实践模式，能够有效强化员工的工作自主权限，赋予员工在工作推进过程中更充分的决策话语权与行为自主权（李挺等, 2021）。

不仅如此，平台型领导还通过对员工的全方位赋能，进一步强化员工的工作自主性。已有实证研究证实，赋能型领导的相关行为能够有效提升员工的工作自主水平，并在此基础上对员工创新行为产生正向驱动效应（Zhang & Bartol, 2010）。平台型领导积极倡导员工开展独立思考、自主作出工作决策，允许员工自主规划与管理工作流程，在减少外部过多干预的前提下，自主探索更高效的工作路径与方法（Amabile, 1996）。这种高度自主的工作场景，不仅能够有效提升员工的工作满意度与归属感，还能锤炼员工解决实际问题的综合能力，让员工在组织发展中发挥更为关键的价值（Hackman & Oldham, 1976）。综上而言，平台型领导可通过满足员工的自主需求、强化员工的组织关系认同、提供全方位赋能支持等多重路径，有效提升员工的工作自主性水平。

综合上述分析，本研究提出如下假设：

H2：平台型领导对工作自主性有正向影响。

3. 工作自主性与员工创新行为

工作自主性作为影响员工创新行为的核心前因变量，其对员工创新活力的驱动作用已得到国内外学界的广泛关注与充分实证验证，成为解析员工创新行为形成机制的重要切入点。从现有研究来看，Wang（2021）在其相关实证研究中明确指出，工作自主性能够有效激发下属的创新意识与创新行动，对下属创新行为具有显著的正向促进作用，这种促进效应在不同行业、不同岗位层级中均能得到有效体现。与此同时，Siregar et al.（2021）以营销人员为特定调研对象，通过大样本数据收集与实证分析，进一步佐证了工作自主性与员工创新行为之间的正向关联关系，其研究发现，营销人员的工作自主性越高，越能够主动探索新的营销思路、尝试新的推广模式，进而提升个体创新产出。

同时，工作自主性能够让员工充分感受到组织的信任与支持，进而降低其创新尝试过程中的风险顾虑，敢于放开手脚探索高效工作方法、实施能够提升组织绩效的创新行为。此外，国内多位学者的实证研究也进一步验证了这一结论：杜鹏程等（2018）、李万明等（2016）均通过调研数据证实，工作自主性能够显著正向影响员工创新行为，而为了有效激发员工创新活力，组织应重点关注工作自主性的提升，为员工提供必要的支持与资源、优化领导风格、提升员工个人能力，并结合行业与职位差异制定针对性管理策略。

基于以上分析，本文提出以下假设：

H3：工作自主性对员工创新行为有正向影响。本文的理论模型如图 1 所示：

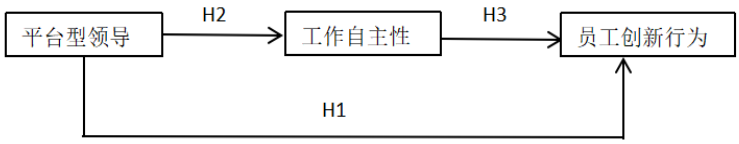

图 1: 理论模型

研究方法

在本研究中，我们首先依据理论模型以及各维度的定义，设计并编制了各变量的预测题项。随后，通过小样本调查对预测试问卷进行了筛选和优化。在此基础上，我们展开了正式调查，并对收集到的有效样本数据进行了统计描述、信度分析和效度分析。

1. 数据收集

本研究预测试问卷包含性别、年龄、教育背景、地区等人口统计学变量题项，采用李克特 5 点量表计分（1 = 完全不同意，5 = 完全同意）；以西安、北京、广东、浙江、江苏、安徽及上海的多家企业团队为预测试对象，依托研究者校友完成问卷填写并转发至所在团队领导及成员，于 2025 年 4 月 15 日至 5 月 15 日收集预测试数据，共回收问卷 373 份，剔除填答倾向明显的无效问卷后，最终得到 108 个团队的 343 份有效问卷，有效回收率为 91.96%。

1.1 解释变量

（1）平台型领导 平台型领导是领导力研究的新兴热点，目前尚未形成标准化测量工具，但已有学者着手量表开发，如辛杰（2020）研究指出，平台型领导者可通过构建资源平台、整合资源、促进协同，推动组织创新与成员发展。本研究采用郝旭光（2021）编制的 PLQ 量表，该量表借鉴相关理论与实践案例开发，信效度良好，含 25 个正向题项，涵盖包容、个人魅力、平台搭建等多个维度，可全面反映平台型领导具体行为。

1.2 被解释变量

(1) 员工创新行为

员工创新行为是员工工作中与创新相关的一系列行为，涵盖创意产生至实施全过程，是组织创新的重要组成部分，其测量可采用客观成果记录或主观评价方式。由于客观数据难以全面反映创新全过程，主观评价成为重要补充（Amabile, 1988）。本研究采用张振刚等（2016）结合国内企业情境设计的量表，该量表信效度良好，含 8 个题项，涵盖创意生成、问题解决、新方法应用等维度，可全面准确反映员工创新行为表现。

(2) 工作自主性

工作自主性是员工在工作中自主选择方法、安排进度、管理任务的能力与空间，体现工作中的独立性和主动性（Hackman & Oldham, 1976），影响员工工作动机、满意度及绩效，且在领导行为与员工行为间起重要中介作用。本研究采用 Breaugh（1985）编制的三维度量表，该量表基于工作设计理论开发，信效度良好，含 9 个题项，涵盖工作方法、工作进程、工作标准自主三个维度，可全面准确反映员工工作自主性表现，适用于本研究中介机制探讨；其中工作方法自主衡量方法选择自主权，工作进程自主衡量进度与时间管理权，工作标准自主衡量目标与质量标准设定权。

2. 实证研究方法

本研究综合运用描述性统计、信度与效度分析、相关性分析、回归分析等多种统计方法开展实证研究，以确保数据分析的系统性与科学性。 其中，描述性统计用于分析样本的人口学和组织学特征及分布情况，借助 SPSS 27.0 完成；信度分析通过 SPSS 27.0 实施以保障测量工具的可靠性，效度评估则基于成熟量表采用验证性因子分析，结合 SPSS 27.0 确保测量结果准确；相关性分析用于识别变量间的关联程度，回归分析则通过构建结构方程模型进一步揭示多变量间的因果路径关系。

研究结果

1. 人口统计学分析

1.1 描述性统计分析

为了使调研结果更具科学性和针对性，在本次调研过程中，我们要求参与调研的团队领导以及团队成员都必须详细填写一系列人口统计学变量。这些变量包括性别、年龄、教育背景、工作年限、团队规模、行业类型以及单位类型等，旨在全面了解调研对象的基本情况，从而为后续深入分析提供准确的数据支持。经过严谨的统计与整理，这些数据最终以清晰直观的形式呈现在表 1 中，为研究团队提供了宝贵的第一手资料，也为后续研究工作的顺利开展奠定了坚实的基础。

表 1: 人口统计变量统计结果

人口统计变量	样本特征	频数	百分比	累积百分比
个体层面（N=534） 性别	男	238	44.6%	44.6%
	女	296	55.4%	55.4%
年龄	25 岁以下	82	15%	15%
	26-35 岁	283	51.9%	66.9%
	36-45 岁	136	24.9%	91.8%
	46 岁以上	44	8.2%	100%
教育背景	大专及以下 大	109	20%	20%
	学本科	363	66.6%	86.6%
	硕士及以上	73	13.4%	100%
团队规模	10 人及以下	68	33.5%	33.5%
	11-15 人	35	17.2%	50.7%
	16-20 人	33	16.3%	67%
	21-25 人	22	10.8%	77.8%
	26 人及以上	45	22.2%	100%
单位类型	国有企业 民	72	35.5%	35.5%
	营企业	91	44.8%	80.3%
	外资（三资）企业 其他	26	12.8%	93.1%
		14	6.9%	100%
行业类型	信息 IT/网络/软件/通信	24	11.8%	11.8%
	住宿/餐饮业 批发	19	9.4%	21.2%
	和零售业 制造业	33	16.3%	37.4%
	生物/制药	13	6.4%	43.8%
	教育/培训/科研/院校	9	4.4%	48.3%
	建造/建筑业	19	9.4%	57.6%
	交通/物流/运输 金	15	7.4%	65%
	融*	9	4.4%	69.5%
	广告/媒体/艺术 其	28	13.8%	83.3%
	他	10	4.9%	88.2%
		24	11.8%	100%

1.2 差异性分析

在本研究中，考虑到人口统计学变量（如性别、年龄、教育背景、工作年限）可能会对研究变量产生影响，为了更精准地筛选出研究模型中的控制变量，我们采用了针对性的统计分析方法。具体而言，针对性别这一二分类变量，我们运用了独立样本 T 检验；而对于年龄、教育背景、工作年限这三个具有多个分类水平的变量，则采用了单因素方差分析。

（1）性别

性别为二分类变量，本研究采用独立样本 T 检验，探究其对各核心变量的影响。该方法适用于两组独立样本的均值比较，可有效检验性别间变量差异的统计学显著性，保证分析结果的科学可靠。

研究使用 SPSS 27.0 软件进行数据处理。先完成数据预处理，验证 T 检验的适用前提，再分别计算男性与女性群体在各变量上的均值和标准差，描述数据的集中与离散特征，随后进行独立样本 T 检验，判断性别差异的显著性。所有描述性统计与 T 检验结果均整理于表 2，为后续性别差异分析提供数据支撑。

表 2: 性别在各变量上的差异性检验

变量	男	女	T
包容	4.335±0.769	4.329±0.853	0.067
个人魅力	4.222±0.906	4.328±0.798	-1.131
平台搭建	4.235±0.785	4.238±0.755	-0.054
变革规划	4.284±0.77	4.276±0.77	0.092
平台优化	4.267±0.911	4.344±0.809	-0.817
共同成长	4.26±0.864	4.286±0.788	-0.279
工作方法自主	4.133±0.865	4.073±0.802	0.514
工作进程自主	4.07±0.971	4.151±0.9	-0.789
工作标准自主	4.154±0.838	4.108±0.937	0.463
员工创新行为	4.133±0.865	4.073±0.802	0.514

注：***表示 P＜0.001,**表示 P＜0.01，*表示 P＜0.05

经深入研究与严谨分析，结果表明，性别因素在平台型领导、工作自主性及员工创新行为等变量上均未表现出显著的差异性影响。

（2）年龄

鉴于年龄为有序变量，且本研究将其划分为四个阶段（“25 岁以下”“26-35 岁”“36-45 岁”“46 岁以上”，分别用数值 1 至 4 表示），单因素方差分析适用于比较三个及以上组别间的均值差异。因此，运用单因素方差分析法，可精准探究各年龄阶段在各潜变量上的差异。

由于变量维度较多，故研究仅展示有显著差异的结果。具体结果详见表 3：

表 3: 年龄在各相关因子上的 ANOVA 检验

年龄	工作自主性（工作标准自主维度）	
	均值	标准差
25 岁以下	4.259	0.856
26-35 岁	4.328	0.783
36-45 岁	4.040	0.941
46 岁以上	4.536	0.538
F	2.735*	
LSD	3＞2；4＞3	

研究结果发现，年龄对 “工作标准自主”存在显著影响。不同年龄组别之间表现出明显差异。在工作自主性方面，年龄较高的组别（4）相对于年龄较低的组别 （3 、2）更认同对工作标准自主这一表现。

（3）教育背景

教育背景为多分类有序变量，本研究将其分为“大专及以下”“大学本科”“硕士及以上”三组，采用单因素方差分析法，探究不同教育背景在各潜变量上的差异。

同理，为避免内容冗余，仅展示教育背景组别间有显著差异的结果，具体 ANOVA 检验结果及各组均值、标准差详见表 4。

表 4: 教育背景在各变量上的 ANOVA 检验

教育背景	平台型领导（平台优化维度）	
	均值	标准差
大专及以下	4.186	0.985
大学本科	4.420	0.718
硕士及以上	4.008	0.970
F		5.091
LSD		2＞3＞1

研究发现，教育背景显著影响平台型领导的“平台优化”维度。不同教育背景组别间存在明显差异，大学本科组别（2）对团队领导“平台优化”评价高于大专及以下组别（1）和硕士及以上组别（3）。

（4）工作年限

在对不同工作年限进行细致检验后，研究结果显示，工作年限这一变量在对各研究变量产生影响方面，并未达到统计学意义上的显著性水平。这表明，在本研究的样本范围内，工作年限对相关变量的影响相对较小，不足以构成显著的差异。

2. 信度和效度分析

2.1 信度分析

为验证各研究变量信度水平的可靠性，本研究采用 SPSS 27.0 统计软件，对所有变量开展了系统的信度检验工作。各变量的 Cronbach’s α 系数具体数值详见表 5，其中平台型领导 α 系数为 0.96，工作自主性 α 系数为 0.947，员工创新行为 α 系数为 0.867。参照 Lance et al.（2006）提出的信度评价标准，由于所有变量的 Cronbach’s α 系数均高于 0.8 的临界值，这意味着本研究中各变量的信度质量较高，且其内部一致性水平良好，能够为后续研究分析提供可靠的数据支撑。

表 5: 各变量的 Cronbach’s α 系数

变量	平台型领导	工作自主性	员工创新行为
题项数	25	9	8
Cronbach’s α 系数	0.96	0.947	0.867

2.2 效度分析

2.2.1 探索性因子分析

本研究运用探索性因子分析对各变量的测量量表予以检验，并进一步采用主成分分析法及最大方差旋转法，提取特征值大于 1 的因子。此方法对于确保量表的结构有效性至关重要，且为后续验证性因子分析的开展奠定了坚实基础。

（1）平台型领导

其中，Chi-Square = 4627.471，显著性 = 0.000 ，KMO 值 = 0.921，这表明该数据样本适合进行探索性因子分析。表 6 列出了分析结果。各维度在对应因子上的载荷值均超过 0.692，所提取的 6 个因子解释了总方差的 75.56%，显示出较好的内部结构效度。这种结果进一步验证了量表的可靠性和有效性。

表 6: 平台型领导各测量题项的因子载荷

变量	维度	题项	因子负荷系数
平台型领导	包容	P1	0.755
		P2	0.843
		P3	0.828
		P4	0.81
	个人魅力	P5	0.794
		P6	0.804
		P7	0.821
		P8	0.788
		P9	0.822
		P10	0.795
	平台搭建	P11	0.692
		P12	0.836
		P13	0.731
	变革规划	P14	0.750
		P15	0.808
		P16	0.796
		P17	0.866
	平台优化	P18	0.731
		P19	0.750
		P20	0.724
	共同成长	P21	0.838
		P22	0.796
		P23	0.866
		P24	0.826
		P25	0.848

（2）工作自主性

具体而言，相关统计指标显示：卡方值（Chi-Square）为 1182.063，其对应的显著性水平（P 值）为 0.000；Kaiser-Meyer-Olkin（KMO）值为 0.912。这些数值表明该数据样本具备良好的因子分析适用性，适合开展探索性因子分析。表 7 详细呈现了此次探索性因子分析的结果。从结果来看，各维度在对应因子上的载荷值均超过 0.581。所提取的 3 个因子累计解释了总方差的 79.316%，这一较高的解释率表明量表具有较好的内部结构效度。这一结果进一步验证了量表的可靠性和有效性，为后续研究提供了有力支持。

表 7: 工作自主性各测量题项的因子载荷

变量	维度	题项	因子负荷系数
工作自主性	工作方法自主	W1	0.804
		W2	0.806
		W3	0.725
	工作进程自主	W4	0.581
		W5	0.847
		W6	0.782
	工作标准自主	W7	0.841
		W8	0.816
		W9	0.735

（3）员工创新行为

在本次探索性因子分析中，相关统计指标如下：卡方值（Chi-Square）为 874.411，其显著性水平小于 0.001；Kaiser-Meyer-Olkin（KMO）值为 0.826。这些结果表明，该数据样本具有良好的因子分析适用性，适合进行探索性因子分析。表 8 详细列出了此次分析的结果。结果显示，对应因子上的载荷值均高于 0.813，因子分析得出的累积方差贡献率达到了 71.43%。这一较高的解释率充分展示了量表良好的内部结构效度。

表 8: 员工创新行为各测量题项的因子载荷

变量	题项	因子负荷系数
员工创新行为	E1	0.813
	E2	0.859
	E3	0.854
	E4	0.855
	E5	0.823
	E6	0.842
	E7	0.856
	E8	0.849

在进行验证性因子分析时，首先需要检验三个变量的聚合效度，以确保这些变量能够准确地反映其对应的构念。然而，在实际分析过程中，我们发现平台型领导、工作自主性、员工创新行为等变量的题项数量相对较多。这种题项数量的增加可能会对拟合指数的有效性产生一定的干扰，从而影响最终的分析结果。为了解决这一问题，我们主要通过量表的各维度结构来构建研究变量的指标（组合信度（CR））。这种方法不仅能够有效避免题项数量过多所带来的潜在问题，还能更加精准地反映各个变量的内在结构，从而为后续的验证性因子分析提供更加准确、可靠的依据，确保整个分析过程的科学性和严谨性。

将平台型领导、工作自主性、员工创新行为三个变量相互独立设置为基准模型（三因子模型）进行考察，除此之外，还构建了竞争模型与假设的二因子模型、单因子模型进行拟合指数的比较，具体做法如下：将平台型领导、员工创新行为的测量题项指定在一个潜变量上，形成二因子模型；将平台型领导、工作自主性的测量题项指定在一个潜变量上，形成二因子模型；将工作自主性、员工创新行为的测量题项指定在一个潜变量上，形成二因子模型；将平台型领导、工作自主性与员工创新行为的所有测量题项指定在一个潜变量上，形成单因子模型。

在模型评估中，我们采用了以下标准作为各指标的界值：卡方自由度比（X^2/df）大于 10 表明模型拟合效果非常不理想；X^2/df 小于 5 表示模型拟合效果可以接受；若 X^2/df 小于 3，则认为模型拟合效果较好。此外，拟合优度指数（GFI）、诺曼拟合指数（NFI）、比较拟合指数（CFI）均应大于或接近 0.90，且越接近 1 越好。经过比较，发现三因子模型的拟合效果更优（X^2/df=1.702 ;GFI=0.892;CFI=0.958 ;NFI=0.903 ； TLI=0.949；RMSEA=0.058；SRMR=0.0428）。

表 9: 验证性因子分析结果

模型	X^2/df	GFI	CFI	NFI	TLI	RMSEA	SRMR
三因子模型（P、W、E）	1.702	0.892	0.958	0.903	0.949	0.058	0.0428
二因子模型（P+E,W）	3.915	0.728	0.813	0.766	0.787	0.120	0.0950
二因子模型（P+W,E）	3.967	0.731	0.809	0.762	0.783	0.121	0.0962
二因子模型（W+E,P）	4.372	0.695	0.780	0.735	0.752	0.129	0.0974
单因子模型（P、W、E）	4.621	0.690	0.763	0.718	0.735	0.133	0.1010

注：P=平台型领导，W=工作自主性，E=员工创新行为

3. 描述性统计与相关性分析

为明确平台型领导、工作自主性与员工创新行为三个核心研究变量的基本数据特征，为后续分析与假设检验奠定基础，本研究采用 SPSS 27.0 对变量开展描述性统计与 Pearson 相关性分析（详细见表 10）。

表 10: 描述性统计与相关性分析

研究变量	均值	标准差	1. 平台型领导	2. 工作自主性	3. 员工创新行为
1. 平台型领导	4.218	0.661	**0.96**		
2. 工作自主性	4.099	0.662	0.768**	**0.947**	
3. 员工创新行为	4.100	0.829	0.286**	0.315**	**0.867**

注：*表示在 0.05 水平（双侧）上显著相关，**表示在 0.01 水平（双侧）上显著相关； 对角线加粗数字是内部一致性信度系数。

结果显示：平台型领导平均值为 4.218、标准差为 0.661，内部一致性信度系数为 0.96；工作自主性平均值为 4.099、标准差为 0.662，内部一致性信度系数为 0.947；员工创新行为平均值为 4.100、标准差为 0.829，内部一致性信度系数为 0.867。相关性分析表明，平台型领导与工作自主性呈显著正相关（$r=0.768$，$p<0.01$），平台型领导、工作自主性分别与员工创新行为呈显著正相关（$r=0.286$、$r=0.315$，均 $p<0.01$），三者间均存在显著正相关关系，验证了理论预期，也为后续深入探究变量间的作用机制与影响路径提供了实证支撑。

4. 回归分析和假设检验

从验证性因子分析的结果可知，二阶六维度的平台型领导模型的拟合指数明显优于一阶单因子模型（M1）。因此，在后续研究中将作为多维高阶构念予以分析处理。 采用 SPSS 软件的层次回归分析对本研究预设的三大核心假设进行直接效应检验，这种方法有助于深入理解各变量之间的作用机制，所有假设的检验结果详见表 11。

表 11: 回归分析结果

变量类别	变量名	M1 员工创新行为	M2 员工创新行为 (H1 检验)	M3 工作自主性 (H2 检验)	M4 员工创新行为 (H3 检验)
		β	β	β	β
控制变量	单位类型	0.117	0.090	-0.068	0.116
	团队规模	-0.010	-0.070	-0.021	-0.055
	年龄	0.037	0.052	0.035	0.038
	行业类型	0.054	0.056	0.095*	0.025
	共事时间	-0.052	-0.048	0.042	-0.062
自变量	平台型领导		0.293***	0.779***	
	工作自主性				0.322***
	R^2	0.020	0.101	0.604	0.121
	F	0.811	3.680**	49.92***	4.492***
	$\triangle R^2$	0.020	0.081	0.574	0.101

注：***表示 P＜0.001,**表示 P＜0.01 ，*表示 P＜0.05。

采用 SPSS 软件的层次回归分析检验平台型领导对员工创新行为的直接效应，结果显示，控制单位类型、团队规模等控制变量后，平台型领导对员工创新行为具有显著正向影响（M2: β=0.293，p<0.001），这一结果有力支持了研究假设 1，为组织通过领导力提升团队创新能力提供了实证依据。

同样通过层次回归分析检验平台型领导对工作自主性的直接效应，在控制相关变量后，平台型领导对工作自主性呈现显著正向影响（M3: β=0.779，p<0.001），该结论支持研究假设 2，证实了平台型领导在提升员工工作自主性中的重要作用，为实践提供了指导。

运用层次回归分析检验工作自主性对员工创新行为的直接效应，控制相关变量后，工作自主性与员工创新行为存在显著正向关系（M4: β=0.322，p<0.001），这一发现支持研究假设 3，表明增强员工工作自主性是提升其创新行为的有效途径，兼具理论与实践价值。

讨论

本研究通过实证分析，围绕预设的三大核心假设，系统阐明了平台型领导在激发员工创新行为中的核心影响机制，验证了平台型领导、工作自主性与员工创新行为三者之间的关联逻辑。实证结果充分支撑了三大假设：其一，平台型领导对员工创新行为具有显著正向影响，

这与前文理论分析一致——平台型领导通过构建开放协作的工作环境，为员工提供充足资源与自由探索空间，既鼓励员工勇于尝试创新，又通过科学的认可奖励机制强化创新动力，同时注重员工职业发展，为其提供培训与成长机会，夯实创新能力基础，最终推动员工创新行为的发生；其二，平台型领导对工作自主性具有显著正向影响，平台型领导打破传统层级束缚、将员工视为合作伙伴，通过赋能支持、资源供给等方式，显著提升了员工的工作决策自由度与行为自主性；其三，工作自主性对员工创新行为具有显著正向影响，高工作自主性能够激发员工思维活力、降低创新顾虑，为创新想法的生成与落地提供有力保障。

这一研究发现，明确了平台型领导影响员工创新行为的双重路径：一方面，平台型领导可直接正向驱动员工创新行为；另一方面，平台型领导可通过提升员工工作自主性，间接促进员工创新行为的提升。这一结论强调了现代组织中采用平台型领导风格、重视工作自主性赋能的重要性，为组织通过领导力优化提升员工创新行为提供了精准且可落地的启示，也进一步呼应了前文假设提出的核心逻辑。

总结

本研究立足现有文献，针对以往研究聚焦多类中介变量、却缺乏平台型领导通过工作自主性影响员工创新行为的系统性实证证据这一研究缺口，以三者间的关联关系为核心研究导向，重点验证了平台型领导、工作自主性与员工创新行为的内在作用逻辑，补全了领导力影响员工创新行为的关键路径，回应了平台型领导理论对“过程视角”的呼吁，填补了其内部影响机制系统检验的空白。

基于理论梳理与实证分析，本研究得出核心结论：平台型领导可显著正向影响员工创新行为，同时也能显著正向提升员工工作自主性，而工作自主性同样对员工创新行为具有显著正向驱动作用，三者共同构成了“平台型领导→工作自主性→员工创新行为”的完整影响路径。研究不仅为平台型领导理论与员工创新行为理论的深化提供了新的经验证据，还拓展了工作自主性理论的研究视角，将其从“员工—任务”的单一维度，延伸至“领导—情境”互动的多元维度，为后续相关研究提供了重要的理论参考与研究基础。

建议

结合本研究的实证结论与核心发现，针对组织如何通过优化领导方式、提升工作自主性，进而激发员工创新行为，为企业管理者提出以下可落地的实践建议，助力组织将研究结论转化为实际创新效能。

第一，培育平台型领导风格，强化领导赋能作用。组织应重视对管理者的引导与培训，推动管理者从传统权威型、交易型领导向平台型领导转型，重点培育管理者的包容、平台搭建与优化、共同成长等核心特质。管理者需摒弃“指令式”管理模式，将员工视为事业合作伙伴，主动为员工搭建资源汇聚、价值共创的发展平台，提供充足的资源支持与成长空间，减少不必要的外部干预，充分释放员工的自主潜力与创新活力。

第二，保障工作自主性落地，夯实创新行为基础。工作自主性作为平台型领导影响员工创新行为的关键纽带，其落地效果直接决定创新效能。组织应配套完善的支持机制，明确员工的决策边界与工作权限，赋予员工在工作方法选择、工作流程管理、创新尝试等方面的自主决策权；同时建立弹性目标管理与即时反馈机制，既给予员工自主探索的空间，也通过及时指导与认可，避免自主权利滥用，确保工作自主性真正转化为创新动力。

第三，推动三者协同发力，构建创新良性循环。组织需明确平台型领导、工作自主性与员工创新行为的协同关系，将三者纳入整体创新管理体系。一方面，通过培育平台型领导，持续提升员工工作自主性；另一方面，通过强化工作自主性赋能，推动员工创新行为落地，进而形成“领导赋能→自主提升→创新产出”的良性循环。同时，组织可结合自身行业特点与岗位差异，针对性优化管理策略，确保建议的适配性与可操作性，最终将个体创新行为沉淀为组织持久的创新能力，构筑核心竞争优势。

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个人上级匹配在授权型领导与员工创新行为关系中的调节影响
THE MODERATING EFFECT OF INDIVIDUAL SUPERVISOR FIT ON THE RELATIONSHIP BETWEEN EMPOWERING LEADERSHIP AND EMPLOYEES' INNOVATIVE BEHAVIORS

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摘要

本研究基于个体——情境互动理论展开理论推演，通过全面考察个人——上级匹配在授权型领导与员工创新行为关系中所起到的调节作用，不仅加深了对个体——情境互动机制的理论认知，更为组织管理实践提供了极具价值的启示。当个人——上级匹配程度较高时，授权型领导对员工自我效能感、创新动机和心理安全的促进作用更为明显。这表明，员工与上级之间的关系匹配度在很大程度上影响着领导行为的有效性。在高匹配度的情境下，员工更容易理解和接受领导者的授权与激励，从而增强自我认知，激发内在动机，形成更强的心理安全感。在领导选拔与培养的过程中，应当着重关注管理者与潜在下属在价值观和目标取向方面的匹配度评估，通过提升上下级匹配的质量来增强组织的创新效能。这些研究成果为企业在知识经济时代构建高效的创新管理体系提供了切实可行的理论依据和实践参考。本研究的局限性在于仅进行理论推演，未开展实证检验，后续可通过实证研究进一步验证模型的适用性。

关键词: 个人——上级匹配 授权型领导 员工创新性行为

Abstract

This study comprehensively examined the moderating role of person-supervisor fit in the relationship between empowering leadership and employees' innovative behavior based on person-situation interaction theory through theoretical deduction. Results not only deepen theoretical understanding of person-situation interaction mechanisms but also provide highly valuable implications for organizational management practice. Specifically, when person-supervisor fit is high, empowering leadership exerts a more pronounced positive effect on employees' self-efficacy, innovative motivation, and psychological safety. This finding indicates that the alignment in the employee-supervisor relationship largely influences the effectiveness of leadership behaviors. In high-fit contexts, employees are more likely to understand and accept leaders' empowerment and incentives, which in turn enhances their self-perception, stimulates intrinsic motivation, and fosters greater psychological safety. For leadership selection and development, organizations should prioritize assessing the alignment of values and goal orientations between managers and potential subordinates. Enhancing the quality of person-supervisor fit can further improve organizational innovation effectiveness. These research findings offer practical theoretical underpinnings and actionable references for enterprises seeking to construct efficient innovation management systems in the knowledge economy era. A limitation of this study is that it only conducts theoretical deduction without empirical testing, and future research can further verify the applicability of the model through empirical studies.

Keywords: Empowering leadership, Employees' innovative behaviors, Personal-supervisor fit

引言

在知识经济全球化的当下，创新已成为企业获取核心竞争力的关键引擎。员工创新行为作为组织创新的微观基础，其激发机制一直是组织行为学与管理心理学领域的研究热点。随着现代组织管理模式从传统控制型向赋能型转变，授权型领导因其强调给予员工自主权、提供资源支持、鼓励自主决策的核心特征，被证实是促进员工创新的有效领导方式。已有研究表明，授权型领导能够通过提升员工的自主感知、降低创新风险顾虑，进而激发其创新思维与实践行为。然而，在实践中，相同的授权型领导行为在不同组织或团队中往往产生差异化效果：部分团队中员工创新热情高涨，而另一些团队则出现授权失效、员工积极性不足的现象。这种“领导行为效果异质性”的现实困境，促使学者们开始关注授权型领导发挥作用的边界条件——即何种情境下授权型领导能更有效地激发员工创新。

现有研究多聚焦于组织文化、员工人格等调节因素，却未细致分析个人——上级匹配三维度（价值观、个性特征、工作目标）对授权效果的差异化影响，导致对领导行为异质性的解释不够全面。个人——上级匹配作为个体与直接上级核心特质的契合体现，其不同维度对授权型领导效果的作用路径可能存在显著差异，这一研究缺口使得现有理论难以充分解释授权型领导在不同上下级关系中的效果差异，因此有必要深入探究个人——上级匹配各维度的调节机制，进一步凸显本研究的必要性。

研究目的

个体与环境的互动适配是理解领导行为有效性的重要视角。个人——上级匹配作为个体——环境匹配的核心维度之一，聚焦于员工与直接上级在价值观、目标取向、认知风格等核心特质上的契合程度，其本质反映了领导与下属之间的关系质量。在组织管理实践中，上下级互动是员工工作体验的重要组成部分，上级作为员工最直接的工作情境提供者，其与员工的匹配程度直接影响领导行为的传递效率与接收效果。例如，当员工与上级在目标追求上高度契合时，上级的授权行为更易被解读为支持而非放任；而价值观冲突的上下级之间，授权可能引发员工对责任风险的担忧，甚至产生误解。这一现实现象暗示，个人——上级匹配可能是调节授权型领导与员工创新行为关系的关键变量。

从实践层面看，当前企业面临着授权易、见效难的管理痛点。许多组织投入大量资源培养管理者的授权能力，却忽视了上下级关系的适配性建设，导致授权型领导的潜在价值未能充分释放。尤其是在创新驱动发展战略背景下，企业亟需明确：如何通过优化上下级匹配质量，让授权型领导真正成为激发员工创新的催化剂。因此，系统考察个人——上级匹配在授权型领导与员工创新行为之间的调节作用，不仅能回应管理实践中的现实诉求，更为组织提升创新管理效能提供可操作的路径参考。

文献综述

授权型领导（Empowering Leadership）作为一种新型管理范式，其核心在于通过权力下放和责任共担来激发员工潜能。根据向姝婷、赵锴和宁南（2020）的研究，这种领导方式突破了传统科层制的权力结构，通过系统性地赋予下属决策自主权、工作灵活性和资源调配能力，构建起支持创新的组织环境。在这种管理模式下，员工不仅能够获得实施创新所需的各类资源支持，更重要的是获得了将创新构想转化为实践的制度化授权，这种双重保障显著提升了创新行为的可行性。从动机激发机制来看，授权型领导对员工创新行为的影响体现在三个关键维度

（李伟、梅继霞，2018）：首先，通过工作意义阐释和价值认同培养，强化员工的内在动机系统；其次，通过能力认可和成就期待，提升员工的创新自我效能感；最后，通过风险共担和创新容错，降低员工对创新不确定性的顾虑。这三个维度共同构成了一个完整的动机激发链条，有效解决了创新行为面临的“不愿为”（动机不足）、“不敢为”（风险规避）和“不能为”（能力怀疑）等关键障碍。实证研究进一步揭示，授权型领导通过特定的行为模式实现上述效果：一是通过参与式决策增强员工的控制感和责任感；二是通过资源保障消除创新实施的客观约束；三是通过心理授权降低创新失败的主观恐惧。这种领导方式特别适合知识密集型工作场景，因为它能够将组织目标与个人成就动机有机融合，在提升员工工作满意度的同时，显著增强组织的创新产出效率。值得注意的是，授权型领导的效果还受到组织文化、行业特性和员工个体特征等因素的调节，这要求管理者在实施授权时需要考虑情境适配性，采取差异化的授权策略。

赋权与自主权的增强

授权型领导者通过将决策权和控制权下放给下属，给予他们更多的自主权。这种做法不仅能提升下属的责任感，还能激发他们的内在动机，增强他们在工作中的参与感和积极性（陈晓暾、印秘密，2021）。授权型领导的核心在于领导者将更多的自主权和决策权赋予员工，使其在工作中拥有更大的自由度和控制权。这种做法不仅能够增强员工的责任感和使命感，还能激发他们的内在动机，提高对工作的投入度和积极性。通过赋予员工自主权，领导者能够激发员工的创造力和创新能力，促进他们在工作中不断探索和尝试新的方法和方案，从而提升工作绩效和组织效益。

支持与信任的构建

授权型领导强调信任和支持下属。他们相信下属有能力完成任务，并在需要时提供必要的资源和指导。这种信任关系有助于建立良好的团队氛围，促进团队成员之间的合作和互助（蒋迎辉，2020）。授权型领导者强调信任和支持员工，认为员工有能力完成任务并实现目标。在实际工作中，授权型领导者会通过提供必要的资源和支持，帮助员工克服困难和挑战，实现工作目标（屠兴勇、林琤璐、江静，2019）。信任和支持不仅能够建立良好的团队氛围，还能增强员工的自信心和工作动机，促进团队成员之间的合作和互助。

创新能力的促进

授权型领导者重视下属的能力发展，提供培训和发展机会，帮助他们提升技能和知识。这种关注下属成长的做法，不仅能提高下属的工作能力，还能增强他们的自我效能感，使其更有信心和动力去完成工作任务（屠兴勇、林琤璐、江静，2019）。在实际工作中，授权型领导者会通过制定个性化的培训计划，组织各种形式的培训和学习活动，帮助员工不断提升自身能力和竞争力（崔丽媛，2021）。通过关注员工的能力发展，领导者不仅能够提升团队的整体素质和工作效率，还能增强员工的职业满意度和发展信心，为组织的可持续发展提供有力支持。

创新激励的策略

授权型领导者给下属创造了创新行为的环境，通过授权行为在日常工作中的持续保持，可以让员工获得对自己工作权的掌控感，还可以营造出创新工作的氛围（孙圣兰、吕洁，2016）。授权型领导者注重激发员工的创新潜力，鼓励他们在工作中发挥创造力和主动性。在实际工作中，授权型领导者会通过设立创新激励机制，支持员工提出新想法和新方案，并提供必要的资源和支持，帮助他们将创意转化为实际成果。通过激励创新，领导者能够促进组织的持续改进和创新发展，提升组织的核心竞争力和市场地位。

心理安全环境的建立

在授权型领导的内涵中，心理安全是关键组成部分。授权型领导通过开放沟通、信任与支持、容错文化和参与决策，营造一个员工感到被信任和支持的环境，使他们能够自由表达意见和尝试创新而无需担心负面后果（王永跃、葛菁青，2016）。这种心理安全感不仅鼓励员工冒险和创新，还促进知识共享，减少压力。心理安全感可以减少员工的压力和焦虑，提升他们的工作满意度和幸福感，心态放松的员工更有可能进行创造性思考，从而显著提升员工的创新能力和工作绩效。

个人——上级匹配（Person - Supervisor fit，P-S fit）作为衡量个体与管理者在价值观、个性特点以及目标追求等方面契合程度的关键指标，在组织管理实践领域产生了深远影响。诸多研究显示，良好的个人 - 上级匹配能够大幅提高员工的工作满意度、对组织的承诺感以及工作绩效水平（蒋白、赟佶，2017）。这种匹配关系构建起和谐的上下级互动模式，不仅强化了员工内心的安全感和自我效能感，更有力地激发了员工的工作热情和创新潜力。在授权型领导的情境之下，个人 - 上级匹配的重要意义更为突出。授权行为从本质上来说，要求管理者和下属在核心价值观念和工作目标上达成高度一致。只有当实现了这种深层次的匹配，领导者的授权行为才能够真正转化为员工创新的动力源泉（赵斌、韩盼盼，2016）。实证研究表明，当上下级在价值观和目标取向上存在显著差异时，授权型领导所产生的积极效果将会受到严重抑制；相反，高匹配度的上下级关系能够保证领导期望与员工行为高度协调，进而使授权管理的效能达到最大化。

通过全面考察个人 - 上级匹配在授权型领导与员工创新行为关系中所起到的调节作用，不仅加深了对个体 - 情境互动机制的理论认知，更为组织管理实践提供了极具价值的启示。在领导选拔与培养的过程中，应当着重关注管理者与潜在下属在价值观和目标取向方面的匹配度评估，通过提升上下级匹配的质量来增强组织的创新效能。这些研究成果为企业在知识经济时代构建高效的创新管理体系提供了切实可行的理论依据和实践参考。个人 - 上级匹配属于个人 - 环境匹配概念的重要构成部分，是一个极为复杂且具有多维度特征的概念。研究者对其进行定义时，主要存在维度论、内涵论和综合论三种取向。维度论指出，在分析组织情境中的个人 - 环境匹配问题时，一个关键要点在于明确个体与环境的哪个层面相匹配（刘超、刘军、陈星汶，2016）。依据环境的不同层面，个人 - 环境匹配可细分为个人 - 组织匹配（person - organization fit, P - O fit）、个人 - 团队匹配（person - group fit，P - G fit）、个人 - 工作匹配（person - job fit，P - J fit）、个人 - 上级匹配（person - supervisor fit，P - S fit）以及个人 - 职业匹配（person - vocation fit，P - V fit）。

个人——上级匹配（Person-Supervisor Fit）是指员工与直接主管在价值观体系、个性特征及工作目标三个维度的契合程度。这一概念属于个人-环境匹配理论框架下的重要组成部分，与更广义的个人-职业匹配概念存在显著差异（张佳良、刘军，2018）。个人-职业匹配主要关注个体特征与职业要求的整体适配性，其理论基础包含职业选择理论（强调能力、兴趣与职业的匹配）和职业适应理论（侧重职业环境对个体需求的满足）。在理论建构方面，van den Tooren、de Jonge 和 Dormann（2012）对匹配内涵进行了重要拓展，将互补性匹配细分为两种具体形式：一是需求-能力匹配（员工技能满足工作要求的程度），二是需求——供给匹配（工作资源满足员工需求的程度）。高翔威、郭亮和徐江琴（2019）通过整合研究发现，不同匹配类型在组织情境中具有特定的分布规律：一致性匹配（特征相似性）更常见于个人-组织、个人-团队、个人——上级及个人——职业匹配中；而互补性匹配（特征互补性）则主要存在于个人-工作匹配情境。这种分类体系为理解不同层次的组织匹配现象提供了系统的理论框架。

授权型领导与员工创新行为的关系研究

授权型领导的概念源于 Conger & Kanungo 的领导授权理论，其核心内涵包括四个维度：给予工作自主权、提供决策参与机会、明确工作意义、给予绩效反馈与支持。后续研究进一步将授权型领导界定为“通过消除管理障碍、赋能员工自主行动，以激发其内在动机与创新潜能的领导行为”。在影响机制方面，学者们从多个理论视角进行了解释：基于社会认知理论，授权型领导通过给予员工自主决策空间，提升其自我效能感，进而增强创新的勇气与信心；依据自我决定理论，授权行为满足了员工对自主、胜任与关联的核心心理需求，激发内在创新动机；而从领导成员交换理论来看，授权型领导通过建立高质量的上下级关系，降低员工创新失败的顾虑，营造心理安全氛围。

现有实证研究普遍支持授权型领导对员工创新行为的正向影响。例如，通过对 120 家科技企业的调研发现，授权型领导能显著提升员工的创新构思与创新实施行为；跨层次研究表明，授权型领导通过团队创新氛围的中介作用，间接促进个体创新。但值得注意的是，部分研究也发现授权型领导的作用存在边界：在权力距离较高的文化背景下，授权型领导对员工创新的促进效果较弱；而员工的主动性人格会强化这一关系。这些研究提示，授权型领导与员工创新行为的关系并非简单的线性关系，需要进一步探索其关键调节变量。

调节机制的理论逻辑：基于个体——情境互动视角

个体——情境互动理论认为，员工的行为是个体特质与环境因素共同作用的结果。在授权型领导与员工创新行为的关系中，授权型领导属于“情境因素”，而个人——上级匹配则反映了“个体与情境的适配程度”。从这一理论视角出发，高个人 - 上级匹配能为授权型领导提供“良性互动土壤”：首先，价值观与目标取向的契合能增强员工对上级的信任与认同感，使员工更易理解上级授权的初衷，减少对“自主决策风险”的担忧；其次，匹配度高的上下级在沟通中更易达成共识，上级的资源支持与反馈能更精准地满足员工创新需求；最后，高匹配情境下，员工感受到的心理安全感更强，更愿意突破常规、尝试创新行为。

相反，低个人-上级匹配可能会削弱授权型领导的积极效果：当员工与上级价值观冲突时，上级的授权可能被解读为“推卸责任”，导致员工产生抵触情绪；目标取向的差异则可能使员工的创新方向与上级期望不一致，进而降低创新行为的有效性。此外，自我效能感、创新动机与心理安全作为个体创新的核心心理中介变量，其形成与发展也深受上下级匹配质量的影响——高匹配度能通过强化授权型领导对这些中介变量的促进作用，间接提升员工创新行为，这一内在机制有待实证检验。

研究内容

在前文研究与文献综述的基础上，本研究聚焦于授权型领导与员工创新行为二者之间的关系，故而需对模型里的相关变量加以阐释。授权型领导作为自变量，员工创新行为作为因变量，自我效能感、创新动机和心理安全则为中介变量，个人 - 上级匹配作为前调节变量，心理韧性作为后调节变量。下面呈现的是授权型领导对员工创新行为影响的完整研究假设模型。

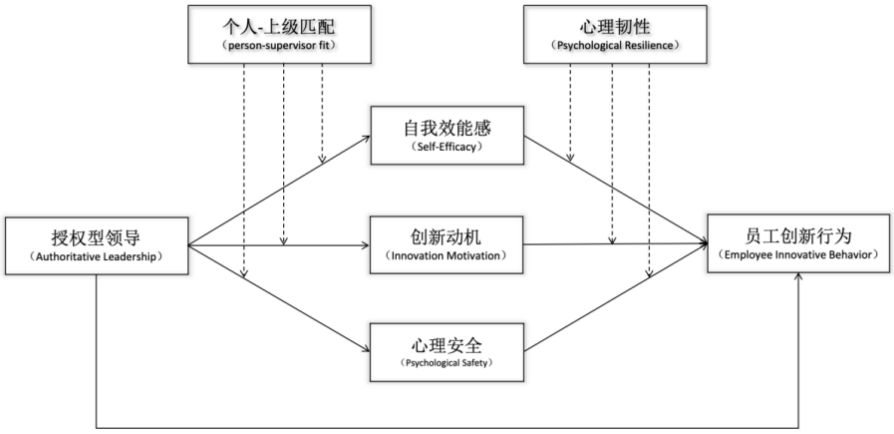

图 1: 模型图

个人——上级匹配在授权型领导与自我效能感之间的调节作用

在高质量的上下级匹配关系中，员工能够获得更高程度的信任与支持（孙轩，2019），这种良性互动成为提升员工自我效能感的关键推动力。在这种匹配状态下，领导者会更加重视员工的个性化需求与职业发展规划，通过定制化的指导与反馈机制，持续强化员工对自身能力的信心水平。当员工感知到来自领导者的充分信任与支持时，其接受挑战性任务的意愿会显著增强，并更倾向于探索创新性的解决方案。这种自信心的建立既源于领导者的明确认可，也基于员工对领导支持系统的坚定信念，即相信在面临工作困难时能够获得必要的帮助与资源支持。研究显示，具有高个人-上级匹配度的员工在处理复杂工作任务时，展现出更持久的专注力和更丰富的创造力表现。在这种匹配关系中，领导者能够更准确地识别员工的核心优势与发展潜力，并据此提供针对性的技能培训和资源调配。这种精准化的管理策略不仅优化了员工的能力认知结构，还促使其在日常工作中表现出更强的主动性与自信心（钟熙、王甜、彭秋萍，2019）。在具体的技术研发项目中，当领导者明确表达对员工创新尝试的支持态度，并配套提供必要的技术资源时，员工不仅能够有效规避创新过程中的潜在风险，还能在问题解决过程中实现专业技能与自信心的同步提升。个人-上级匹配的调节效应还显著体现在改善员工心理状态和工作态度方面。在匹配度较高的上下级关系中，员工能够更强烈地感受到组织的重视与支持，这种组织认同感既强化了员工的责任意识，也激发了其参与创新活动的内在动力。高匹配关系中的领导者通过设定清晰的任务目标和提供可行的工作路径，有效降低了员工在工作执行过程中面临的不确定性，这种明确的方向指引显著提升了员工的自我效能感知和工作成就感。授权型领导实施的信任赋权措施，使员工在面对新型挑战时表现出更强的自主性和创新性。这种管理方式在高匹配关系中效果尤为突出，因为员工对领导者的支持承诺持有更坚定的信任，确信在关键节点能够获得所需的帮助。这种心理保障促使员工在工作中展现出更高水平的独立判断能力和创新思维能力，从而为组织创造更大的价值增量。实证研究结果证实，个人-上级匹配度在授权型领导与员工自我效能感的关系中发挥着显著的正向调节作用，高匹配度能够显著放大授权型领导对员工自我效能感的提升效应。

个人——上级匹配在授权型领导与创新动机之间的调节作用

在高匹配度的个人——上级关系中，员工能够获得更多来自领导者的支持与认可，这显著增强了员工的内在创新动机。创新动机是员工在工作中追求新颖性和创造力的内在驱动力，它直接影响着员工是否愿意尝试新方法、提出新想法以及参与创新实践。领导者在与员工建立高匹配关系后，能够更加深入地了解员工的个人需求和职业目标，并通过设立合理的激励机制，进一步激发其创新动机（钟熙、王甜、彭秋萍，2019）。具体而言，在高质量的个人-上级关系中，领导者能够更有效地运用奖励和认可机制。领导者会对员工的创新行为给予公开表扬或物质奖励，以增强员工的成就感和工作热情。这种认可行为在高匹配关系中更加有效，因为员工会感到自身的努力被真正地看见和重视，从而更愿意主动投入到创新活动中。同时，领导者通过为员工创造自由探索和尝试的空间，鼓励其突破传统工作模式，这种开放的工作环境进一步促进了员工的内在动机。在高匹配的领导-员工关系中，领导者提供的指导和支持能够减少员工对创新行为的心理压力，使其更专注于创新活动本身。在解决复杂问题时，员工可能面临失败的风险或资源的不足。然而，高匹配关系中的领导者能够通过提供资源、信息和情感支持，使员工的创新活动更加顺利和高效。此外，领导者对员工创新行为的认可还能够增强员工的自我认同感，使其更加愿意在未来的工作中持续进行创新尝试。高匹配度还增强了领导者对员工创新潜力的识别能力，使其能够更有针对性地激发员工的创新动机。在研发团队中，领导者通过与员工的高效沟通，能够准确捕捉到员工的兴趣和能力，并为其设计个性化的创新任务。这种有针对性的激励方式不仅提升了员工的内在动机，还进一步增强了团队整体的创新能力。因此，可以得出结论，个人-上级匹配在授权型领导与创新动机之间起到了显著的正向调节作用，高匹配度显著增强了授权型领导对员工创新动机的提升效果。

个人——上级匹配在授权型领导与心理安全之间的调节作用

良好的个人与上级适配关系不仅能够明显改善员工的心理安全感知，同时也能为创新活动提供必要的心理支持与保障（Edmondson, A. C., & Lei, Z.，2014）。心理安全在此特指组织成员能够毫无顾虑地表达观点、尝试创新方法或提出不同见解，而不必担心遭受负面评价的心理状态。在高度适配的上下级互动中，管理者通过持续的信任表达与支持行为，使员工充分认识到自身工作价值获得认可，这种认同感显著强化了员工的心理安全水平。分权式管理通过授予员工工作自主性和决策参与度，使其在任务执行过程中获得更大的灵活性和掌控感。这种管理方式不仅增强了员工的责任意识，还使其产生强烈的组织认同感。在高度适配的互动关系中，这种认同感得到进一步强化，因为员工确信管理者会全力支持其创新实践，并在面临挑战时提供必要的指导和帮助。研究证实，当员工感知到明确的管理支持时，其在提出新构想或尝试新方法时的心理障碍会显著降低。此外，适配度高的上下级关系中，管理者能够通过建立积极的沟通渠道和完善的反馈系统，持续优化员工的心理安全状态。在团队协作中，管理者对员工创新建议的及时肯定和建设性反馈，既增强了个体的创新信心，也提升了团队整体的安全氛围。同时，管理者通过培育开放包容的组织文化，使员工感受到自身想法和行为获得充分尊重，这种尊重体验进一步巩固了员工的心理安全基础。特别值得注意的是，在高度适配的关系中，管理者能够有效缓解员工对创新失败的焦虑。当员工在创新实践中出现失误时，管理者采取建设性态度帮助其总结经验而非追究责任，这种宽容的管理风格使员工确信工作环境具有足够的安全性，从而更勇于在未来工作中进行创造性尝试。心理安全水平的持续提升不仅促进了个体职业发展，还明显增强了团队的整体创新效能。

高质量的个人——上级匹配关系不仅增强了员工的自我效能感和创新动机，还提高了他们的心理安全，使他们在创新过程中能够更好地应对挑战，取得更好的成果。因此，个人-上级匹配作为调节变量，对授权型领导的有效性具有重要的影响。

实证研究设计补充

为增强研究的可操作性与可信度，本研究计划采用问卷调研法开展实证检验。样本选取方面，将聚焦知识密集型企业（如信息技术、研发设计等行业），涵盖不同规模企业的不同层级员工，计划发放问卷 300 份，回收有效样本 250 份以上。测量工具将采用国内外成熟量表并结合研究情境调整：授权型领导采用 Arnold 等（2000）开发的量表，包含工作自主权、决策参与等维度；个人 - 上级匹配参考 Cable 和 DeRue（2002）的量表，从价值观、个性特征、工作目标三个维度设计题项；自我效能感采用 Zhang 和 Schwarzer（1995）的一般自我效能感量表；创新动机参考 Taylor 和 Kaufman（2021）的量表；心理安全采用吴志平、陈福添（2011）的量表；心理韧性采用 Luthans 等（2006）的量表；员工创新行为采用 Ng 和 Lucianetti（2016）的量表。所有量表均采用李克特 5 点计分法，1 表示 “非常不同意”，5 表示 “非常同意”。数据分析方法将运用 SPSS 29.0 软件：首先进行描述性统计、信效度检验；其次通过相关分析检验变量间的初步关联；最后采用层级回归分析检验直接效应、中介效应和调节效应，其中调节效应将通过构建交互项实现，中介效应将采用逐步回归法验证。

结论

本文对个人——上级匹配在授权型领导与中介变量之间的调节作用进行了检验，结果显示个人——上级匹配显著调节了授权型领导与自我效能感、创新动机和心理安全之间的关系。当个人——上级匹配程度较高时，授权型领导对员工自我效能感、创新动机和心理安全的促进作用更为明显。其中，价值观匹配强化授权行为的认知认同，个性特征匹配提升沟通效率，工作目标匹配保障创新方向一致性，三者共同作用，使员工更容易理解和接受领导者的授权与激励，从而增强自我认知，激发内在动机，形成更强的心理安全感。心理韧性作为后调节变量，进一步放大了上述交互作用对员工创新行为的积极影响。因此，个人——上级匹配作为调节变量，与心理韧性共同构成了授权型领导发挥作用的重要边界条件，放大了授权型领导的积极作用。

企业应积极培育授权型领导。授权型领导作为一种现代管理模式，其核心在于给予员工适度的自主权、责任和资源，鼓励员工独立思考、自主决策并解决问题。研究结果显示，授权型领导能够显著提升员工的自我效能感、创新动机和心理安全感，从而激发员工的创新行为。在赋权过程中，领导者通过提供支持和信任，让员工感受到自身的价值和能力，进而增强他们对工作的信心和责任感。这种赋权不仅是一种管理手段，更是一种文化的构建，即领导者对员工潜力的认可与激励，能够帮助员工树立创新的信念和勇气。此外，授权型领导通过鼓励员工自主决策，有效减少了不必要的管理干预，使员工能够更加专注于创造性任务的完成。企业管理者应通过培训和实践，逐步提升自身的授权型领导能力，摒弃传统的控制型管理思维，转而通过赋权和激励，让员工成为创新的主体。在具体实践中，企业可为管理者提供定期的授权型领导培训，帮助他们掌握授权的原则和技巧，学会如何平衡 “授权” 与 “监督”，确保授权过程既能激发员工的积极性，又不会导致管理失控。此外，授权型领导还需学会根据员工的能力水平和工作情境进行动态授权，针对不同岗位和团队采取差异化的赋权策略，真正实现 “放权而不放任” 的管理目标。

同时，企业应重视个人 - 上级匹配的优化与心理韧性的培育。在招聘环节，可增加上下级价值观、目标取向的前置测评，优先选拔与现有团队适配度高的候选人；通过定期沟通会、团队建设活动等形式，动态优化上下级匹配质量，及时化解价值观冲突、沟通障碍等问题。针对心理韧性培育，可开展压力管理、挫折应对等专项培训，建立心理支持机制，帮助员工提升心理调适能力，使其更能充分转化授权型领导与个人 - 上级匹配带来的积极效应，持续激发创新行为。

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游客体验视角下海南黎族舞蹈文旅价值转化机制建构
——基于程序化扎根理论的质性探索
CONSTRUCTION OF THE CULTURAL AND TOURISM VALUE TRANSFORMATION MECHANISM OF HAINAN LI NATIONALITY DANCE FROM THE PERSPECTIVE OF TOURIST EXPERIENCE: A QUALITATIVE EXPLORATION BASED ON PROCEDURAL GROUNDED THEORY

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摘要

文旅融合深化与非物质文化遗产旅游开发推进的双重背景下，黎族舞蹈作为海南黎族传统文化的核心载体，其文旅价值转化成为推动民族文化活态传承、赋能海南文旅产业高质量发展的关键路径。然而当前实践中，黎族舞蹈文旅价值转化面临文化真实性、体验深度与商业效益失衡等现实困境，厘清转化过程的内在逻辑与核心规律成为亟待解决的课题。游客作为黎族舞蹈嵌入文旅场域的核心实践主体，其体验结构直接决定舞蹈从原生文化形态向文旅产品形态的转化效果，且通过市场反馈与社会评价反向影响舞蹈演艺生产逻辑。本文基于游客视角，采用程序化扎根理论，通过含 6 大核心维度（游客体验感知、黎族舞蹈文化真实性判断等）、设计两套半结构式访谈提纲、结合实地观察与二手文本分析相结合的方法，收集 37 位多元主体访谈资料及多类型辅助资料，遵循“资料收集——编码分析——饱和度检验——理论建构”的研究流程，经开放式编码、主轴编码、选择性编码提炼核心范畴与各层级范畴，最终构建“多前提——单中介——单调节——单结果”的黎族舞蹈文旅价值转化理论模型。研究揭示了黎族舞蹈文旅体验满意度的形成机制，明确黎族舞蹈文化真实性感知、黎族舞蹈场景服务感知、黎族文化群体归属感三大前置变量对文旅体验价值呈“文化内核驱动——服务载体支撑——情感赋能加持”的质性正向影响，黎族舞蹈文旅体验价值为中介枢纽，黎族文化涉入度以“高涉入强化、低涉入弱化”逻辑调节黎族舞蹈文化真实性感知与黎族舞蹈体验价值的关系，黎族舞蹈文旅游客满意度为最终成效反馈的完整逻辑链条。研究成果不仅深化了民族舞蹈文旅嵌入逻辑的理论认知，也为黎族舞蹈文旅项目的可持续运营与文化活态传承提供了学理支撑与实践参考。

关键词: 游客体验 黎族舞蹈 文旅价值转化 机制建构

Abstract

Against the dual background of deepened cultural-tourism integration and the advancement of intangible cultural heritage tourism development, Li ethnic dance, as the core carrier of the traditional culture of the Li nationality in Hainan, its cultural-tourism value transformation has become a key pathway to promote the living inheritance of ethnic culture and empower the high-quality development

of Hainan's cultural-tourism industry. However, in current practice, the cultural-tourism value transformation of Li ethnic dance is confronted with practical dilemmas such as the imbalance among cultural authenticity, experience depth, and commercial benefits, making it an urgent task to clarify the internal logic and core laws of the transformation process. As the core practical subject when Li ethnic dance is embedded in the cultural-tourism field, tourists' experience structure directly determines the transformation effect of dance from its original cultural form to a cultural-tourism product form, and in turn influences the production logic of dance performances through market feedback and social evaluation. Based on the perspective of tourists, this study adopts procedural grounded theory, uses a combination of methods including two sets of semi-structured interview outlines designed with 6 core dimensions (such as tourist experience perception and Li ethnic dance cultural authenticity judgment), field observations, and second-hand text analysis. It collects interview data from 37 multi-stakeholders and various types of auxiliary materials, following the research process of "data collection—coding analysis—saturation test—theory construction". Through open coding, axial coding, and selective coding, core categories and hierarchical categories are extracted, and a theoretical model for the cultural-tourism value transformation of Li ethnic dance with the framework of "multiple antecedents—single mediator—single moderator—single outcome" is finally constructed. This study reveals the formation mechanism of tourist satisfaction with Li ethnic dance cultural-tourism experiences, and clarifies a complete logical chain: the three antecedent variables, namely perceived Li ethnic dance cultural authenticity, perceived Li ethnic dance scene service, and sense of Li ethnic cultural group belonging, exert a qualitative positive impact on cultural-tourism experience value with the logic of "cultural core-driven, service carrier-supported, and emotional empowerment-enhanced"; Li ethnic dance cultural-tourism experience value serves as the mediating hub; Li ethnic cultural involvement moderates the relationship between perceived Li ethnic dance cultural authenticity and Li ethnic dance experience value with the logic of "strengthening in high involvement and weakening in low involvement"; and tourist satisfaction with Li ethnic dance cultural tourism is the final effectiveness feedback. The research results not only deepen the theoretical understanding of the embedding logic of ethnic dance in cultural tourism, but also provide theoretical support and practical references for the sustainable operation of Li ethnic dance cultural-tourism projects and the living inheritance of Li culture.

Keywords: Tourist Experience, Li Ethnic Dance, Cultural-tourism Value Transformation, Mechanism Construction

引言

研究背景

在国家"以文塑旅、以旅彰文"战略与海南自由贸易港建设双重推进的背景下，文化资源旅游转化从"资源展示"转向"体验组织"，非物质文化遗产的文旅价值核心在于其呈现、理解、参与与传播方式。表演类非遗兼具强聚集性与传播性，但其意义生成依赖语境与主体实践，进入旅游场域后的舞台化、商品化再生产，引发了真实性建构、体验深度与可持续发展的结构性张力，这一特征在黎族舞蹈的文旅实践中表现尤为突出。

1. 实践情境背景：海南国际旅游消费中心培育进程中，黎族舞蹈作为海南代表性表演类非遗，实现了从村寨节庆展演向景区演艺、城市公共文化活动等多场景延展，在提升可见度与传播效率的同时，滋生出多重结构性实践张力：一是舞台化改编导致文化真实性边界弱化、文化意义再生产引发争议；二是游客体验多停留在浅层观演，互动与学习环节缺失削弱体验价值与后续行为稳定性；三是社区与传承人主体性弱化、收益分配机制不完善，引发文化生产治理与供给韧

性风险；四是文旅产品传播同质化、IP 打造薄弱，难以形成长期品牌资产；五是讲解、设施等载体配套短板，易造成体验折损与文化误读。这些问题导致黎族舞蹈文旅价值转化效率偏低，既无法充分释放文化的旅游经济价值，也难以实现非遗活态传承，凸显了本研究的实践必要性。

2. 政策研究背景：2020 年《海南自由贸易港建设总体方案》进一步强化了文化与旅游的产业定位。国家层面，2021 年《关于进一步加强非物质文化遗产保护工作的意见》、2023 年《关于推动非物质文化遗产与旅游深度融合发展的通知》明确了"保护优先、合理利用"的导向，要求推动非遗与旅游深度融合，规避简单景观化与过度商业化。地方层面，海南省通过《海南省非物质文化遗产保护与管理规定》《海南省省级非物质文化遗产代表性传承人认定与管理办法》等法规规章，将非遗保护传承与文旅融合治理制度化，同时依托 "海南自由贸易港—东盟非物质文化遗产周"等实践，推进非遗国际化传播。政策导向为黎族舞蹈文旅价值转化划定了"保护与利用平衡"的核心原则，也要求本研究立足在地实践，构建兼具理论性与实操性的转化机制，响应政策落地需求

研究目的

1. 理论探索层面，聚焦海南黎族舞蹈的文旅价值转化实践，依托程序化扎根理论，全面收集多元主体质性资料，系统提炼影响价值转化的核心范畴、界定其内涵维度，梳理范畴间内在逻辑关联。
2. 模型构建层面，构建适配在地情境的黎族舞蹈文旅价值转化理论模型，揭示游客体验视角下"文化价值—体验价值—游客满意度"的转化路径与作用机制，弥补现有研究偏重量化、缺乏质性机制探索的缺口。
3. 实践应用层面，破解黎族舞蹈文旅实践中的平衡难题，为其文旅项目运营优化、体验设计及多主体协同发展提供具体指引，为同类表演类非遗文旅转化提供在地经验。

研究问题

1. 游客体验视角下，影响海南黎族舞蹈文旅价值转化的核心范畴有哪些，各范畴的内涵与维度该如何界定，不同范畴在黎族舞蹈文旅价值转化过程中分别承担何种功能？
2. 游客体验视角下，海南黎族舞蹈文旅价值转化各核心范畴之间的内在逻辑关联和各范畴如何相互作用推动黎族舞蹈从文化价值向文旅价值转化？
3. 游客体验视角下，海南黎族舞蹈文旅价值转化的核心传导路径与调节机制是什么，何种逻辑框架能够精准解释黎族舞蹈文旅价值转化的完整过程并进而构建科学的理论模型？

文献综述

1. 非物质文化遗产与旅游融合：非物质文化遗产（ICH）是扎根社区、依赖代际传递的活态文化，其价值实现高度依赖情境与主体参与。近年研究指出，表演类非遗进入旅游场域后，会转化为"展示—解释—体验—反馈"系统，真实性线索、体验组织与治理结构共同影响游客感知与价值生成（Lu et al., 2022）。国家政策也强调"非遗+旅游"深度融合，凸显"保护—利用—体验"的平衡需求（中共中央办公厅 & 国务院办公厅, 2021）。现有研究多将表演类非遗作为整体研究，缺乏对黎族舞蹈这一海南本土特色非遗的针对性分析，未凸显其文化独特性与文旅转化专属特征，本研究聚焦黎族舞蹈，考察游客真实性感知通过体验价值影响满意度的转化机。

2. 真实性理论：真实性是文化遗产旅游的核心概念，包含对象、建构与体验多重面向，且在旅游情境中动态生成（Rickly & Canavan, 2024）。客体真实性强调文化对象的原真性与历史连续性，由专家或文化持有者提供权威评判；建构真实性强调真实性的社会建构性，受解释系统、叙事框架等影响（Manlee, 2025）；存在性真实性聚焦游客体验的真实感，体现为情感共鸣与意义确认（Lu et al., 2022）。近年研究凸显真实性的过程性：游客的真实性判断随信息获取、参与深度动态调整（Rickly & Canavan, 2024）。在黎族舞蹈文旅场景中，舞台化呈现不必然削弱真实感，但若缺乏叙事解释与互动，游客易依赖碎片化符号判断，难以形成稳定认知（Zuo et al., 2024）。本研究从游客视角将真实性具象化为文化真实性感知，即游客基于演出线索形成的、贴合文化本源的主观判断，其形成依赖舞蹈符号、场景氛围、导赏讲解等多重线索，是影响体验评价与行为意向的前置因素，这与Kolar和Žabkar)2010 (关于真实性感知影响旅游满意度与忠诚度的研究结论一致。该界定与体验价值理论、文化涉入理论协同，共同支撑本研究“前置条件—中介—调节—结果”的理论框架。

3. 体验价值理论：体验价值是连接旅游体验与行为意向的关键，关注个体在情境中的综合性获得，涵盖认知、情感、审美、沉浸与社交等维度。其核心特征是价值产生于体验过程，而非产品本身，在表演类非遗文旅场景中，更依赖现场氛围、叙事解释与参与方式。在文化旅游情境中，体验价值呈现多维结构，核心维度包括认知教育、情感共鸣、审美享受、沉浸难忘与社交表达（Zhu, 2016），这些维度在黎族舞蹈观演体验中共同生成，且本研究不预设固定维度，将在量化阶段通过因子分析验证。从机制上看，体验价值在“情境线索—心理加工—行为结果”中起中介作用：真实性感知需通过体验价值转化为忠诚行为，这一结论已被非遗旅游实证研究证实（Lu et al., 2022）。本研究将体验价值（EV）界定为游客在观演与参与中形成的综合价值判断，作为CA与TSL之间的核心中介，将在量化阶段通过CFA验证结构并检验中介效应。其与文化真实性感知、文化涉入度形成“前因—中介—调节”的内在关联，完善了本研究的理论逻辑链条。

4. 文化涉入理论：文化涉入（TCI）是个体对文化主题的个人相关性与投入程度，体现为注意力、情感兴趣与信息加工深度的差异。高涉入者主动搜寻信息、深度加工，形成稳定态度；低涉入者依赖外部解释，价值形成路径存在差异。文化涉入呈现认知、情感、行为三维结构，在非遗旅游中体现为认知投入与行为参与的组合，影响体验价值与忠诚意向。其核心作用是提供边界解释：高涉入者对真实性线索更敏感，易转化为高体验价值；低涉入者多浅层加工，需更强的解释与互动支撑（Chai et al., 2023）。本研究将TCI操作化为游客对黎族文化/舞蹈的兴趣与投入倾向，设定为CA→EV路径的调节变量，预期TCI越高，该路径正向作用越强，并在量化阶段通过交互项检验调节效应。其调节作用衔接真实性感知与体验价值，与其他理论形成协同，丰富了价值转化机制的边界条件研究。

5. 创意转化与价值共创：创意转化与价值共创是解释非遗文旅价值实现的关键理论。创意转化通过叙事化、参与化、媒介化路径，将文化要素转译为可体验、可传播的产品，核心是意义的组织与理解（Benhaida et al., 2024）。价值共创源于服务主导逻辑，强调多主体（游客、传承人、景区、政府）共同生成价值，而非产品内嵌价值（Chang et al., 2024；Bui et al., 2025）。需注意的是，创意转化可能引发价值共毁，如过度商业化、符号化导致意义断裂，这与文化涉入的边界作用逻辑一致：同一创意呈现对不同涉入水平游客的价值影响存在差异。二者共同支撑本研究机制设定，为模型构建提供供给侧与过程侧逻辑支撑。与需求的真实性、体验价值、文化涉入理论形成“需求—供给—过程”的整合性理论框架，全面覆盖价值转化的全链条。

6. 现有研究评述与本研究创新点：现有表演类非遗文旅价值转化研究已形成“真实性-体验价值-行为意向”的核心框架，但存在三方面不足：一是研究对象同质化，缺乏对黎族舞蹈的针对性研究，未凸显其本土独特性；二是理论融合不足，各理论多单独应用，未形成协同支撑的分析框架；三是实践衔接薄弱，对多主体协同、分层体验设计等落地路径探讨不足。本研究聚焦黎族舞蹈，融合五大理论构建整合性框架，结合在地实践提出具体路径，精准弥补上述研究缺口。

研究方法

1. 研究对象：本研究的研究对象为黎族舞蹈文旅价值转化机制，这一研究对象本质是文旅场域中由游客、旅游经营者、非遗传承人、地方政府等多方行动者参与，结合地域文化情境与市场需求动态演进的过程性现象，黎族舞蹈的文旅价值并非对原生文化的简单复刻，而是在多方持续互动中被不断界定、重组与再生产的动态过程，兼具文化性、互动性与过程性特征。调研以“差异性、代表性、理论饱和性”为核心标准的理论抽样为原则，选取 2025 年 4 月至 6 月的海南黎族聚居区及重点文旅景区为核心调研区域，确定 37 位黎族舞蹈文旅价值转化相关利益主体为质性研究访谈对象，具体样本分配：游客20人、黎族舞蹈演职人员与非遗传承人5人、旅游企业及景区运营者4人、舞蹈与旅游领域专家5人、政府文旅管理人员3人，涵盖不同类型，全面呈现各主体在黎族舞蹈文旅实践中的认知与行为逻辑。

2. 研究方法：本研究核心采用以 Strauss 与 Corbin 为代表的系统化 — 步骤化取向的程序化扎根理论，该方法以持续比较法为核心分析逻辑，强调资料收集与分析的同步推进，通过理论抽样动态扩展或聚焦研究材料，借助备忘录书写与反复比对逐步提升概念的抽象层级与理论解释力度，同时确立了开放式编码、主轴编码、选择式编码的三级可操作编码程序，能够从原始资料中逐步提炼出 “初始概念—副范畴 —主范畴—核心范畴” 的范畴体系，并梳理范畴间的逻辑关联，构建精准解释经验现象的理论结构。该方法注重研究规范性，清晰的研究步骤与评估准则能有效保障理论生成过程的可追溯性与证据链的完整性，提升研究结论的可信度，其擅长处理复杂、过程性社会现象的优势，与黎族舞蹈文旅价值转化机制的研究需求高度契合，可系统整合田野调研中的碎片化线索，按照 “条件 — 行动 / 互动 — 结果” 的逻辑框架梳理现象内在本质，且已有学者将其成功应用于民族文化文旅转化相关议题研究，进一步验证了方法的有效性。

3. 数据收集：数据收集环节严格遵循程序化扎根理论 “同步收集与分析—持续比较—理论抽样 —理论饱和” 的研究路径，以 “多源互补、支撑编码分析与理论生成” 为核心原则，通过多主体、多场景与多类型资料的交叉印证，增强概念提炼与范畴建构的经验扎根程度，构建起由访谈文本、实地观察记录、二手文本资料构成的质性资料体系，三类资料在后续研究中相互参照、交叉比对，共同系统性呈现黎族舞蹈文旅价值转化的全过程。实地调研于2025年4月至6月开展，数据分为一手数据与二手数据两类，其中一手数据为核心分析资料，主要通过半结构式访谈与实地观察获取，半结构式访谈为一手数据核心来源，针对领域专家与实践层面多元主体设计两套主题一致、视角差异的访谈提纲，经预访谈修订后开展正式访谈，单次访谈时长30—60分钟，征得受访者同意后现场录音，最终整理形成约 6 万字覆盖 37 位受访对象的原始访谈文本；实地观察作为补充，采用标准化观察记录表，以“舞蹈呈现、场景服务、游客行为、主体互动”为分析框架，围绕槟榔谷实景演出、三亚千古情景区、“三月三” 节庆展演等黎族舞蹈文旅场景开展沉浸式观察，记录舞蹈呈现方式、互动过程、主体行为表现等现场细节，形成 1.33 万字观察记录，通过三角验证法与访谈资料交叉比对，验证资料真实性，弥补访谈资料的主观表达局限。二手文本资料为宏观语境与背景支撑，收集国家及海南省非遗保护、文旅融合相关政策文件（1 万字）与 2024—2026 年黎族舞蹈文旅项目权威新闻报道（1 万字），梳理政策导向、行业发展趋势与

实践案例，为机制建构提供必要的宏观制度背景支持。本次研究共获取一手数据（访谈记录、观察记录）与二手数据（政策文件、新闻报道）两类资料，原始文本总规模超 9 万字，所有资料均纳入后续编码分析与理论饱和度检验过程，为范畴提炼与理论建构提供扎实的经验材料基础。

4. 数据分析：资料分析环节严格遵循程序化扎根理论的三级编码数据处理程序，以持续比较法为核心分析思路，整体围绕 “资料扎根—编码提炼—检验完善—理论生成” 的逻辑展开。采用双人独立编码加团队复核策略，制定明确编码规则：开放式编码逐句拆解资料、客观提取初始概念；主轴编码以“因果条件—现象—行动/互动—结果”整合范畴；选择性编码围绕核心范畴梳理逻辑，保障编码严谨性。首先开展开放式编码，对访谈记录、观察记录及二手文本摘录进行逐字逐句梳理，剔除无关信息、保留有效表达，对内涵相近的表述进行分类与标注并抽离初始概念，保证概念提取的客观性与完整性；随后进行主轴编码，在开放式编码形成的初始概念基础上整合归纳，消解重复概念，形成具有概括性的副范畴与主范畴，重点梳理各范畴之间的因果关联与互动逻辑，构建初步的范畴结构框架；接着推进选择式编码，在主范畴体系中确立 “黎族舞蹈文旅价值转化机制” 为能够统摄全局的核心范畴，围绕该核心范畴整合各副范畴与主范畴之间的逻辑关系，完善理论结构并形成具有解释力的理论模型。为确保编码分析的严谨性与范畴体系的完整性，研究选取 8 份不同类型资料作为检验样本开展理论饱和度检验，通过独立编码与比对分析，将检验样本中提炼出的初始概念与前期 50 份文本资料所形成的初始概念及范畴体系逐一核查，结果显示检验样本未产生新的初始概念或新范畴，既有范畴的内涵与维度亦得到进一步印证，据此判定访谈资料已达到理论饱和状态，终止资料收集。整个数据分析全过程，持续开展跨主体、跨来源资料的比较分析，并结合理论抽样对范畴关系进行动态修正，以此规范机制建构过程，提升理论解释的内在一致性与学术可信度。

研究结果

本文采用团队协同编码策略，经三级编码提炼范畴体系，构建黎族舞蹈文旅价值转化理论模型，明确各变量作用机制，具体结果如下。

1. 开放式编码结果：开放式编码遵循“客观中立、全面覆盖”原则，对58份资料逐句拆解、持续比较，剔除无意义、重复表述，最终提炼89个初始概念，归类为22个副范畴。89个初始概念与22个副范畴按“文化真实性感知、场景服务感知、文化群体归属感、体验价值、文化涉入度、游客满意度”六大维度归类，整体分布与归类逻辑清晰，所有初始概念均扎根原始资料，未预设理论框架。例如，从游客访谈中提炼“舞蹈动作原真”“服饰道具传统”“文化故事易懂”等初始概念，归类为“文化符号感知”副范畴；从供给端资料中提炼“导赏讲解清晰”“互动环节合理”等初始概念，归类为“场景服务支撑”副范畴。所有初始概念均扎根原始资料，未预设理论框架。

表 1: 开放性编码结果示例展示

主范畴	副范畴	初始概念数量	初始概念具体内容
黎族舞蹈文化真实性感知	深层文化真实感知	21	感知文化核心内涵真实、仪式性保留、族群认同传递等；感知舞蹈动作传统真实、服饰道具原真、音乐韵律传统等；感知非商业化真实、传承审核严格、核心符号保留等
	外在形式真实感知	18	
	综合体验真实感知	15	
黎族舞蹈文旅场景服务感知	基础场景服务感知	10	感知场地主题契合、设施便捷、演出组织专业等；感知氛围营造有效、互动设计合理、导赏讲解清晰等。
	场景体验服务感知	12	

主范畴	副范畴	初始概念数量	初始概念具体内容
黎族文化群体归属感	个体文化融入感知	7	感知文化氛围融入、参与式体验良好、文化深度连接等；感知观众情感共鸣、族群亲近感、文化自豪感等
	群体情感联结感知	6	
黎族舞蹈文旅体验价值	情感价值感知	9	感知愉悦放松、情感共鸣、价值观认同等；感知文化知识学习、审美享受、传统现代融合等；感知时间精力投入合理、文化经济价值兼具等
	认知审美价值感知	8	
	综合价值感知	7	
黎族文化涉入度	文化探索倾向	8	主动探寻文化内涵、关注舞蹈改编与真实关系、研学兴趣高等；认可黎族文化价值、偏好文化类体验、传承意愿强烈等.
	文化价值认同	9	
黎族舞蹈文旅游客满意度	行为倾向满意感知	11	体验预期匹配、原真性呈现良好、整体印象佳等；产生再次观看意愿、推荐亲友、正面口碑传播等
黎族文化涉入度	文化价值认同	10	

来源：本研究绘制

2. 主轴编码结果：主轴编码以“因果条件—现象—行动/互动—结果”为逻辑主轴，对22个副范畴进行整合，提炼出6个主范畴，明确各主范畴的内在关联。结合黎族舞蹈文旅实践，将“现象”界定为“黎族舞蹈从原生文化向文旅产品转化中的多主体价值共创行为”，“行动/互动”界定为“游客体验感知、供给端服务设计及多主体协同行为”，据此梳理各主范畴因果关联：6个主范畴分别为：黎族舞蹈文化真实性感知（CA）、黎族舞蹈场景服务感知、黎族文化群体归属感、黎族舞蹈文旅体验价值（EV）、黎族文化涉入度（TCI）、黎族舞蹈文旅游客满意度与忠诚意向（TSL）。其中，黎族舞蹈文化真实性感知、黎族舞蹈场景服务感知、黎族文化群体归属感为价值转化的前置条件；黎族舞蹈文旅体验价值为中介变量，承接前置条件的影响；黎族文化涉入度为调节变量，影响CA与EV的关系；游客满意度与忠诚意向为最终结果变量。

表 2: 主轴编码编码分析结果

主范畴	副范畴	副范畴内涵
黎族舞蹈文化真实性感知	深层文化真实感知	游客对黎族舞蹈是否承载仪式性、族群认同等核心文化内涵，是否保留民族文化根基与历史传承脉络（如非遗本真、族群记忆）的深层主观认知与判断
	外在形式真实感知	游客对黎族舞蹈的核心动作原型、传统服饰道具（如鼻箫、黎锦）、音乐韵律及表演场景与生产生活语境的契合度等外在元素，是否具备传统真实性的直观主观感知
	综合体验真实感知	游客对黎族舞蹈是否避免过度商业化（如剥离文化内涵）、传承过程是否经传承人审核、跨文化传播中是否保留核心符号等方面，所形成的“原汁原味”综合主观评价
黎族舞蹈文旅场景服务感知	基础场景服务感知	游客对黎族舞蹈演出场地与文化主线的契合度、服务设施（如道具展示区、指引系统）的便捷性、演出组织（含旺季加场）的专业性与灵活性等基础场景服务的主观感知与评价
	场景体验服务感知	游客对黎族舞蹈演出的氛围营造（如灯光、道具还原传统场景）、互动设计的有效性及“文化＋服务”双达标的整体服务质量的综合主观体验与满意判断
黎族文化群体归属感	个体文化融入感知	游客在黎族舞蹈体验中，通过参与式体验（如学跳传统舞步）、文化交流等方式，对自身能否融入文化氛围、与黎族文化建立深度连接、成为体验核心部分的个体主观心理感知

主范畴	副范畴	副范畴内涵
	群体情感联结感知	游客因共同观看黎族舞蹈产生的情感共鸣，及基于舞蹈承载的族群认同，所提升的对黎族文化群体的亲近感与文化自豪感
黎族舞蹈文旅体验价值	**情感价值感知**	游客从黎族舞蹈的互动环节（如竹竿舞共舞）中获得的愉悦放松，及对舞蹈承载的敬畏自然、感恩祖先等价值观产生的认同共鸣，所形成的正向情感体验主观价值感受
	认知审美价值感知	游客通过黎族舞蹈体验获得的文化知识学习（如农耕、祭祀文化）、传统与现代融合的审美享受（如传统动作＋舞台技术）等方面的主观价值感受
	综合价值感知	游客对黎族舞蹈体验的时间精力投入合理性、文化传承与经济增收等多维度意义，及整体价值感的综合主观判断
黎族舞蹈文旅游客满意度	**主观评价满意感知**	游客对黎族舞蹈整体体验、“真实且好看”的预期匹配度、文化原真性呈现效果及整体印象的综合主观评价与满意程度
	行为倾向满意感知	游客基于黎族舞蹈体验满意度，尤其是受文化原真性驱动，产生的再次观看、向他人推荐等后续行为的主观倾向
黎族文化涉入度	**文化探索倾向**	游客对黎族文化的兴趣水平（如研学、文化爱好者的关注）、旅游中主动探寻舞蹈改编与真实性关系的行为，及深入了解文化内涵（如仪式意义、族群记忆）的主观意愿
	文化价值认同	游客相较于一般游客对文化类体验的偏好程度，及对黎族舞蹈作为族群文化核心载体的价值认可，包括年轻一代对本民族舞蹈价值的自我认同与传承意愿

来源：本研究绘制

3. 选择性编码结果：选择性编码的核心是确立核心范畴，整合主范畴与副范畴的逻辑关系，构建理论模型。经持续比较与反复验证，确定“黎族舞蹈文旅价值转化机制”为核心范畴，该范畴能够统领所有主范畴与副范畴，完整解释黎族舞蹈从文化资源向文旅价值的转化过程。

基于核心范畴，梳理出理论故事线：在黎族舞蹈文旅场景中，游客的文化真实性感知、场景服务感知与文化群体归属感（前置条件），通过文旅体验价值（中介）的传导作用，影响游客满意度与忠诚意向（结果）；而游客的文化涉入度（调节）会强化或弱化文化真实性感知对文旅体验价值的正向影响，形成“多前提—单中介—单调节—单结果”的完整价值转化机制。

表 3: 选择性编码分析结果

主范畴（变量类型）	与核心范畴的关联定位	功能作用说明
黎族舞蹈文化真实性感知	价值共创的文化核心前提	提供舞蹈文旅体验的文化本真内核，涵盖深层文化、外在形式、综合体验本真，是游客感知文化价值的基础，决定体验独特性，为价值共创筑牢文化根基。
黎族舞蹈文旅场景服务感知	价值共创的服务支撑前提	通过场地契合、设施便捷、组织有序、氛围有效及“文化+服务”双达标，降低体验门槛，提升便捷性与沉浸感，作为价值共创实践载体，保障文化价值传递。
黎族文化群体归属感	价值共创的情感赋能前提	通过参与式体验推动游客角色转变，借助情感共鸣、文化自豪感与群体亲近感注入情感价值，强化文化认同，推动游客成为文化共创者。
黎族舞蹈文旅体验价值	价值共创与满意度的传导枢纽	承接三大前提协同作用，整合情感、认知审美、综合价值，将各类价值转化为游客可感知的综合价值，是连接“价值输入”与“满意输出”的核心桥梁。

主范畴（变量类型）	与核心范畴的关联定位	功能作用说明
黎族舞蹈文旅游客满意度	价值共创的最终成效反馈	以预期匹配度、体验满意、复购及推荐意愿等，直观反映价值共创效果，是核心范畴的结果呈现，体现文化传承与旅游开发的双赢。
黎族文化涉入度	价值共创的动态调节机制	调节三大前提对体验价值的影响强度，区分高/低涉入度群体的关注点差异，适配年轻一代传承意愿，实现价值共创的差异化适配

来源：本研究绘制

4. 饱和度检验结果：选取8份未参与前期编码的资料（2份访谈文本、3份观察记录、2份新闻报道、1份政策文件）进行独立编码，未提炼出任何新的初始概念、副范畴或主范畴，表明本次调研资料达到理论饱和，编码结果具有稳定性与可信度，可终止资料收集，进入理论建构阶段。

5. 理论模型构建：基于编码分析结果，构建黎族舞蹈文旅价值转化理论模型，明确各变量间的作用关系：黎族舞蹈文化真实性感知、黎族舞蹈场景服务感知、黎族文化群体归属感均对黎族舞蹈文旅体验价值呈显著正向影响，黎族舞蹈文旅体验价值又进一步对游客满意度与忠诚意向产生显著正向影响，而黎族文化涉入度在文化真实性感知与文旅体验价值的关系中发挥正向调节作用，黎族文化涉入度越高，黎族舞蹈文化真实性感知对文旅体验价值的正向影响效应越强，反之则越弱。

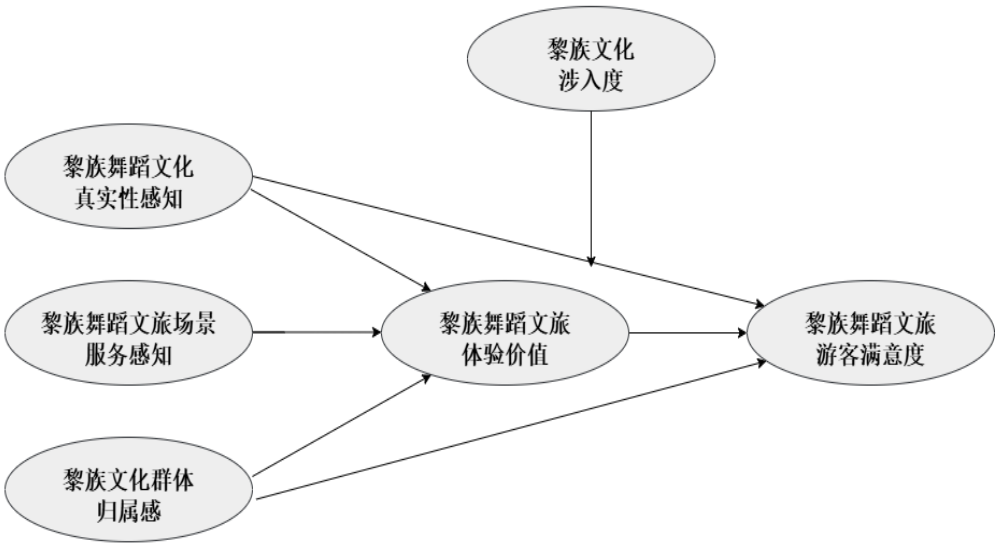

图 1：黎族舞蹈旅游价值转化模型

来源：本研究绘制

讨论

1. 理论层面讨论：本研究首先补充延伸了非遗文旅价值转化的研究视角，突破现有研究聚焦供给端的局限，立足游客视角，提炼文化真实性感知、场景服务感知、文化群体归属感三大前置变量，契合需求导向趋势为同类研究提供参考。其次，构建整合性理论框架，融合五大相关理论，将真实性理论在地化拆解为三个维度，明确体验价值的中介作用与文化涉入度的调节作用，完善了非遗文旅价值转化的理论体系，深化了对转化路径的认知。最后，填补黎族舞蹈文旅研

究的在地化理论空白，通过程序化扎根理论提炼范畴、构建模型，形成首个针对性理论框架，结合在地文化情境丰富了民族非遗文旅理论成果，为后续量化研究奠定基础。

2. 实践层面讨论：结合黎族舞蹈文旅实践困境，基于研究模型从五大核心范畴提出优化路径：针对文化真实性感知，建立传承人审核机制保障舞蹈形式与内涵的原真性，通过导赏讲解帮助游客形成完整认知破解体验痛点；针对场景服务感知优化场地布局与基础设施，完善演出组织，设计多元化互动环节，提升体验的便捷性与沉浸感；针对文化群体归属感搭建交流平台，融入真实生活场景强化游客情感联结，推动其向价值共创者转变；针对文化涉入度实施分层体验设计，分别为高、低涉入群体提供深度研学与轻量化体验产品适配多元需求；针对多主体协同构建“传承人—景区—政府—社区”四方治理机制，明确权责完善利益分配，实现文化与商业价值双赢。

总结

1. 研究结论：本研究基于游客体验视角，采用程序化扎根理论，通过对37位多元主体的访谈资料、实地观察记录及二手文本资料的编码分析，最终得出以下核心结论：第一，游客体验视角下，影响黎族舞蹈文旅价值转化的核心范畴包括黎族舞蹈文化真实性感知、黎族舞蹈场景服务感知、黎族文化群体归属感、黎族舞蹈文旅体验价值、黎族文化涉入度、黎族舞蹈文旅游客满意度6个主范畴，涵盖22个副范畴、89个初始概念，各范畴内涵清晰、维度明确，共同构成黎族舞蹈文旅价值转化的范畴体系。第二，黎族舞蹈文旅价值转化遵循“多前提—单中介—单调节—单结果”的逻辑链条：黎族舞蹈文化真实性感知、黎族舞蹈场景服务感知、黎族文化群体归属感作为前置条件，对文旅体验价值呈“文化内核驱动—服务载体支撑—情感赋能加持”的质性正向影响；黎族舞蹈文旅体验价值作为中介枢纽，承接前置条件的影响并传导至游客满意度；黎族文化涉入度作为调节变量，以“高涉入强化、低涉入弱化”的逻辑，调节文化真实性感知与体验价值的关系；游客满意度作为最终结果，直观反映价值转化的成效。第三，通过理论饱和度检验，验证了范畴体系与理论模型的稳定性与可信度，确保研究结论的科学性与严谨性。

2. 研究价值：理论价值方面，一是突破现有研究视角局限，立足游客视角明确其在价值转化中的主体地位，丰富了民族舞蹈文旅嵌入逻辑的研究维度；二是构建了整合性理论模型，融合五大经典理论，完善了非遗文旅价值转化的理论框架，深化了对体验价值中介作用与文化涉入度调节作用的认知；三是填补了黎族舞蹈文旅价值转化机制的研究空白，形成了首个在地化理论模型，丰富了民族非遗文旅的理论成果。实践价值方面，本研究提出的针对性优化路径，能够有效破解黎族舞蹈文旅实践中文化真实性、体验深度与商业效益失衡的困境，为黎族舞蹈文旅项目的运营优化、体验设计、多主体协同发展提供具体指引；同时，为同类表演类非遗（如少数民族歌舞、传统戏曲等）的文旅价值转化提供了可借鉴的在地经验，助力非遗活态传承与文旅产业高质量发展，响应国家“以文塑旅、以旅彰文”的战略导向。

3. 研究局限与未来展望：本研究存在三方面局限，其一，调研区域仅覆盖海南重点文旅景区，样本范围有限，未能涵盖海南偏远黎族村寨的舞蹈文旅实践，研究结论的普适性有待进一步提升；其二，仅通过质性研究构建理论模型，未开展量化研究验证各变量间的因果关系与作用强度，理论模型的实证支撑有待加强；其三，研究未纳入年龄、学历、职业等人口统计学变量，未能探究其对价值转化机制的调节作用，机制解释的维度有待丰富。未来研究可从三方面展开：一是扩大调研范围，涵盖海南黎族聚居区的景区、村寨、城市公共文化场景等，增加样本多样性，提升研究结论的普适性；二是开展量化研究，基于本研究构建的理论模型，设计问卷并收集数据，通过因子分析、回归分析等方法，验证变量间的因果关系，完善理论模型；三是引入人口统

计学变量与其他调节变量（如旅游动机、地域文化差异等），丰富价值转化机制的解释维度，同时探索黎族舞蹈文旅IP打造、国际化传播等延伸议题，为黎族舞蹈文旅价值的长效转化提供更全面的支撑。此外，可结合数字文旅发展趋势，探究短视频、直播等新媒体形式对黎族舞蹈文旅体验价值、文化涉入度的影响，挖掘数字技术赋能黎族舞蹈非遗活态传承与文旅价值转化的新路径，进一步推动“以文塑旅、以旅彰文”战略在民族地区的落地生根，实现民族文化传承与文旅产业高质量发展的深度融合。

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基于管理学视角下的闽剧文化传承与发展对策研究
RESEARCH ON THE DEVELOPMENT STATUS AND PROSPECT OF TANGSHAN PINGJU OPERA IN SMALL THEATER DRAMA SPACE

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摘要

闽剧作为国家级非物质文化遗产，在现代化与市场化双重冲击下面临人才断层、市场萎缩、创新乏力等系统性困境，亟待从管理学视角揭示其传承发展的深层作用机制。本研究以动态能力理论为核心理论基石，融合资源基础观与文化再生产理论，构建“管理能力→市场适应力→传承发展成效”的理论模型，旨在阐释传统艺术组织如何在动态环境中实现“内核坚守”与“灵活适应”的平衡。采用扎根理论与问卷调查相结合的混合研究方法，通过对 9 位跨领域专家的深度访谈与 360 份有效问卷的定量分析，系统揭示闽剧传承发展的管理作用机制。研究结果表明：战略管理能力（β = 0.249）、营销管理能力（β = 0.237）、运营创新能力（β = 0.248）、人才发展与激励（β = 0.191）对传承发展成效均具有显著正向影响，四者共同解释 67.5% 的方差变异。尤为重要的是，市场适应力在四类管理能力与传承成效之间均发挥显著部分中介作用（β = 0.214），其核心价值在于将组织的内部管理势能转化为外部市场动能，是管理效能转化为组织绩效的“价值转换器”——这一中介机制区别于静态资源观，揭示了文化组织在动态环境中通过“感知——学习——重构”实现适应性再生的独特路径。当前院团管理呈现“战略目标分解较强、人才制度严重缺失、品牌商务职能缺位、产品定制能力滞后”的结构性短板，传承成效则面临“人才传承深度不足、社会传播声量有限”两大核心瓶颈。本研究从战略分层、品牌营销、运营创新、人才制度、市场适应力培育五个维度提出系统化对策，为传统艺术组织的现代适应性转型提供理论参照与实践路径。

关键词: 闽剧 艺术管理 市场适应力 传承发展 中介效应

Abstract

As a national intangible cultural heritage, Min Opera faces systemic challenges in the face of modernization and marketization, including talent shortages, market contraction, and lack of innovation. There is an urgent need for systematic diagnosis from a management perspective to reveal the underlying mechanisms driving its heritage and development. Grounded in dynamic capability theory as its core theoretical foundation, and integrating the resource-based view and cultural reproduction theory, this study constructs a theoretical model of “management capabilities → market adaptability → heritage development effectiveness” to elucidate how traditional art organizations achieve a balance between “core value preservation” and “adaptive flexibility” in dynamic environments. Employing a mixed-method approach combining grounded theory and questionnaire surveys, the study conducts in-depth interviews with nine cross-disciplinary experts and quantitative analysis of 360 valid questionnaires to

systematically reveal the management mechanisms underlying Min Opera's heritage and development. The findings indicate that strategic management (β = 0.249), marketing management (β = 0.237), operational innovation (β = 0.248), and talent development and motivation (β = 0.191) all exert significant positive effects on heritage development effectiveness, jointly explaining 67.5% of the variance. Crucially, market adaptability plays a significant partial mediating role between the four management capabilities and heritage effectiveness (β = 0.214). Its core value lies in transforming internal management potential into external market momentum, serving as a "value converter" that translates management effectiveness into organizational performance—This mediating mechanism distinguishes itself from the static resource-based view by revealing the unique path through which cultural organizations achieve adaptive regeneration via "sensing-learning-reconfiguring" in dynamic environments. Current troupe management exhibits structural weaknesses characterized by "relatively strong goal decomposition, severe deficiency in talent development systems, absence of brand and business development functions, and underdeveloped product customization capabilities," while heritage effectiveness faces two major bottlenecks: "insufficient depth of talent inheritance and limited social communication reach." This study proposes systematic countermeasures across five dimensions—Strategic stratification, brand marketing, operational innovation, talent systems, and market adaptability cultivation—Providing theoretical references and practical pathways for the modern adaptive transformation of traditional art organizations.

Keywords: Min Opera, Arts Management, Market Adaptability, Inheritance and Development, Mediating Effect

引言

在全球文化多样性保护与民族文化遗产复兴的双重语境下，非遗传承已成为国家文化软实力建构的重要组成部分。闽剧作为首批国家级非遗，承载着福州方言文化与地域审美基因，是闽都文化的重要代表。然而，在现代化与市场化的双重冲击下，闽剧正面临人才断层、创新乏力、传播滞后、管理僵化等系统性困境（洪林子，2024；林栩钰，2015；陈红，2008）。

尽管上述困境在地方戏曲中具有共性，但闽剧的传承困境呈现出鲜明的特殊性：其一，念白唱腔以福州方言为基础，跨区域传播面临天然"语言壁垒"，区别于以官话为基础的京剧、豫剧；其二，传承生态高度依赖本土民间信仰与民俗活动（严茂忠，2019），市场波动与民俗形态变迁深度绑定，区别于主要依托剧场演出的越剧、黄梅戏；其三，作为侨乡戏曲，海外传播长期依赖侨批文化与乡愁纽带（陈红，2008），区别于以官方文化交流为主导的戏曲"走出去"路径。因此，对闽剧传承困境的诊断，必须深入其独特的文化生态与地域基因。

现有研究多从艺术学、民俗学视角进行现象描述（侯博文，2025；江婷婷，2025），较少从组织管理、战略规划等维度系统分析深层机理。近年来，艺术管理领域已涌现对地方戏曲的初步探索（罗思浩，2019；齐昕和牛似麟，2024），但尚未形成针对"语言根植性—民俗依附性—侨乡传播性"三重特殊性叠加下的闽剧管理分析框架。研究缺口呈现为：理论层面，缺乏回应传统艺术组织"内核坚守"与"市场适应"双重压力的整合性管理模型；对象层面，缺乏针对闽剧特殊性的专门性管理诊断；方法层面，定性描述主导而实证检验匮乏。

基于此，本研究引入动态能力理论、资源基础观与文化再生产理论，构建"管理能力→市场适应力→传承发展成效"理论模型，采用扎根理论与问卷调查相结合的混合方法，探究管理能力对传承成效的影响机制及市场适应力的中介作用，为具有相似文化根植性的非遗传承组织提供理论参照与实践路径。

研究目的

本研究立足于闽剧文化传承与发展的现实困境，基于管理学理论视角，旨在实现以下四个递进层面的研究目标：

第一，诊断层面：系统识别与剖析闽剧文化传承发展的管理性瓶颈。通过对闽剧院团及相关文化组织的深入调研，从组织管理的内部视角，诊断当前闽剧在战略规划模糊、品牌形象弱化、运营模式陈旧、创新能力匮乏等方面存在的深层次问题，厘清制约闽剧可持续发展的核心管理障碍。

第二，建模层面：构建并验证“管理驱动—市场适应—传承成效”的理论模型。明确将战略管理能力、营销管理能力、运营创新能力、人才发展与激励作为核心自变量，检验其对传承发展成效的直接影响，并引入“市场适应力”作为中介变量，探究其在上述影响路径中的传导机制，构建具有解释力和预测力的理论模型。

第三，机制层面：揭示市场适应力在管理实践与传承效果间的中介作用机制。深入分析闽剧组织如何通过对市场趋势的敏锐感知、对观众需求的快速响应以及对竞争格局的灵活调整，将内部管理投入有效转化为可衡量的传承与发展成果。

第四，对策层面：提出具有可操作性与系统性的闽剧文化传承发展管理对策体系。紧密围绕研究发现，在战略、营销、运营、人才、市场适应力培育五个维度构建一体化的发展对策，为闽剧院团管理者、文化政策制定者及相关从业者提供兼具理论高度与实践深度的行动指南。

文献综述

闽剧文化研究现状

闽剧起源于明末清初，是在融合江湖戏、儒林戏与平讲戏的基础上逐步形成的多声腔剧种（陈晓卉，2018）。从艺术特征来看，闽剧拥有逗腔、江湖腔等六大唱腔类型，曲牌达 190 余首，念白与唱腔均以福州方言为基础，具有鲜明的地域特色（侯博文，2025；严茂忠，2019）。自 2006 年入选首批国家级非物质文化遗产名录以来，闽剧的保护与传承被纳入国家文化战略体系，在文化认同、艺术价值与社会功能层面均具有重要地位（洪秀英，2024；江婷婷，2025）。

当前闽剧传承面临多维挑战：人才断层问题突出，年轻从业者流失严重（洪林子，2024）；传统剧目与当代审美存在代沟，过度现代化改编面临“文化内核稀释”风险（林栩钰，2015）；家庭传承、师徒传承等传统模式式微，学校教育体系未能有效弥补断层（何玲妹，2022）。创新实践方面，闽剧领域已涌现出艺术形式创新（李奕瑶，2023）、传播方式创新（洪美珊，2021）、文化功能创新（江婷婷，2025）等多个方向的探索，但现有研究多停留在个案层面，缺乏系统的效果评估与机制分析。

文化传承的管理学视角

组织战略与定位是文化传承主体在复杂环境中谋求可持续发展的顶层设计。战略管理的本质是应对环境不确定性的系统性规划能力（刘芳媛，2025），战略定位的核心在于差异化与聚焦，解决“我是谁”以及“为谁创造何种价值”的根本问题（向敏和徐圣凯，2025）。对于闽剧传承而言，缺乏战略规划的组织往往陷入“应激反应”模式，导致传承活动碎片化、短期化。

文化品牌建构与营销传播是非遗在当代市场环境中实现价值转化的核心管理活动。品牌资产理论强调品牌认知度、美誉度、忠诚度与品牌联想是构成品牌价值的关键维度（吕朝晖和董浩平，2023）。现代营销管理强调以市场需求为导向，制定科学的营销计划并整合多元传

播渠道（李国政，2025；刘明菲等，2023）。数字技术的深度应用为营销创新提供了巨大空间，利用数据分析洞察受众行为、预测市场趋势，能显著提升营销绩效（谭艳霞，2024）。

文化组织运营管理与创新机制是实现可持续传承发展的内生动力。高效的运营管理能够确保传承活动有序、稳定地开展（杨大筠，2012），数字化转型能显著增强社会组织的运营能力（万思齐等，2025）。创新机制方面，组织需要建立一套能够鼓励探索、容忍试错、并将成功实验转化为可复制、可推广的新组织惯例的系统机制（马鸿佳等，2020）。

艺术管理理论在非遗领域的应用，标志着非遗保护从“抢救性记录”向“活态传承与可持续发展”的范式转型。当前研究聚焦于管理范式与治理结构的适应性重构（张朝霞，2024）、非遗的数字化与创新转型（黄永林和汪瑶，2025）、“活化利用”与“融合创新”路径探索（王生鹏和马赞赞，2025；张晓晖等，2026）。

市场适应力与文化组织发展

市场适应力是组织感知环境变化、调整内部资源配置、改变运营策略以应对市场挑战的动态能力（齐昕和牛似麟，2024）。在感知维度上，强调组织对市场信号、文化趋势、受众偏好的敏锐洞察；在响应维度上，关注组织调整战略方向、创新产品服务的能力；在学习维度上，重视组织总结经验、更新知识的持续过程。

环境感知能力是市场适应力的前提与基础。淮剧在都市环境下的生存发展研究表明，地方戏曲需要超越传统的方言地域限制，深入理解都市观众的文化消费心理与审美期待（嵇晓静，2018）。响应能力则体现在组织基于环境认知采取的具体行动上，包括战略调整、资源重组、流程优化、创新尝试等多个层面（王子琨，2021）。

市场适应力在管理能力与文化传承成效之间发挥着关键的中介作用。它通过资源转化路径、风险缓冲与机遇捕捉路径、价值调适与认同重构路径三条核心传导机制，将内部管理优势转化为外部发展成效（赵剑荣，2023；崔雨，2025；田密，2023）。

文献小结

现有研究在闽剧文化保护与管理学应用方面已取得一定进展，但仍存在明显不足：多学科视角初步形成但整合不足，尚未形成能够系统解释闽剧传承困境的综合理论框架；现象描述充分但管理机理挖掘不足，未能从组织管理的系统视角深入剖析根源性问题；定性研究主导而实证检验缺乏，导致对策往往停留在原则性建议层面。本研究将在充分吸收现有成果的基础上，构建整合性的理论模型，通过实证方法检验其在闽剧传承发展中的解释力与预测力，填补当前研究的空白。

研究方法

（一）研究流程

本研究遵循“理论构建—实证检验—对策提出”的逻辑主线。第一章确立研究起点与方向；第二章进行文献梳理与理论奠基；第三章详细阐述研究设计与方法；第四章进行数据分析与假设检验；第五章总结研究发现并提出管理建议。

（二）理论基础

本研究以动态能力理论为基础框架，强调组织在快速变化环境中获取、整合、重构内外部资源以维持竞争优势的重要性（Teece et al., 1997）。动态能力体现为在数字化、市场化、全球化背景下保持文化活力和适应性的关键机制，包含“感知—抓住—转型”三阶段模型。

资源基础观强调组织内部资源的价值性、稀缺性、难以模仿性是竞争优势的源泉（Barney，1991），对闽剧而言，其独特的艺术传统、传承人才、地方性知识构成了核心资源基础。文化再生产理论（Bourdieu）为理解文化传承中的权力关系、资本转换和惯习形成提供了重要视角（张月钊，2025），强调文化传承是在特定场域中各种资本相互作用、相互转换的过程。

（三）理论模型与假设提出

本研究构建"管理能力→市场适应力→传承发展成效"理论模型，提出以下假设：

表 1: 假设

假设编号	假设内容
H1	战略管理能力对闽剧文化的传承与发展成效具有显著正向影响
H2	营销管理能力对闽剧文化的传承与发展成效具有显著正向影响
H3	运营创新能力对闽剧文化的传承与发展成效具有显著正向影响
H4	市场适应力在战略管理能力与传承发展成效之间起中介作用
H5	市场适应力在营销管理能力与传承发展成效之间起中介作用
H6	市场适应力在运营创新能力与传承发展成效之间起中介作用

（四）混合研究方法

半结构化访谈法：邀请 9 位跨领域专家进行深度访谈，涵盖核心管理决策者（省级院团团长、市级副团长、艺术总监）、业务执行与传承主体（国家级非遗传承人、资深编剧/导演、中青年骨干演员）以及外部关联方与专家（文旅主管部门官员、高校学者、资深演出经纪人）。访谈围绕"核心实践深度访谈"与"问卷设计专项反馈"两个阶段展开，运用扎根理论三级编码提炼核心范畴。

问卷调查法：采用分层抽样与滚雪球抽样相结合的策略，回收有效问卷 360 份。测量工具包含战略管理能力（7 题）、营销管理能力（7 题）、运营创新能力（9 题）、人才发展与激励（5 题）、市场适应力（7 题）、传承发展成效（9 题）六个维度，共 43 个题项，采用李克特五点量表计分。

统计分析法：运用 SPSS 进行信效度检验、描述性统计、回归分析与中介效应检验。

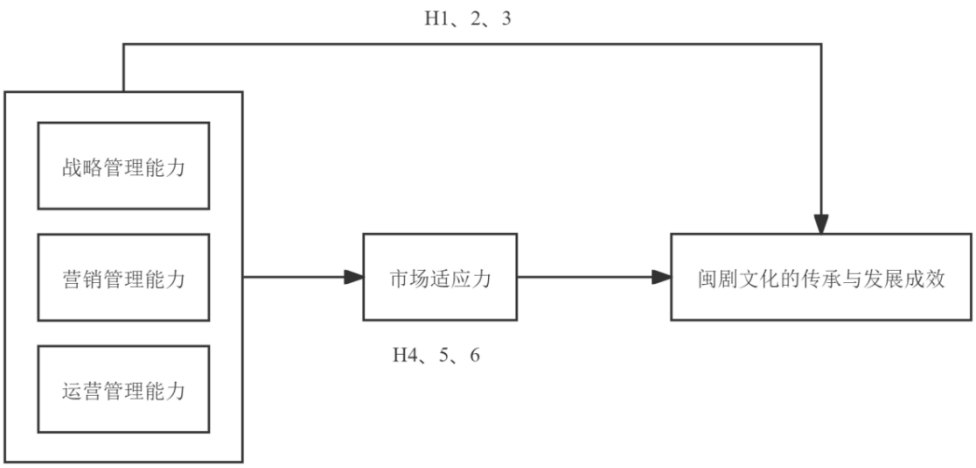

图 1: 假设模型

研究结果

（一）信效度检验

问卷整体标准化 Cronbach‘s α 系数为 0.976，远高于 0.9 的临界标准，表明量表具有极佳的内部一致性信度。所有 43 个题项的校正项总计相关性（CITC）值分布于 0.589 至 0.746 之间，均高于 0.4 的剔除阈值；任一题项删除后的 α 系数均为 0.975，未出现任何导致信度显著提升的情况。

探索性因子分析显示，KMO 值为 0.978，巴特利特球形检验达到显著水平（χ^2=10672.106，df=946，p<0.001），数据极适合进行因子分析。采用主成分分析法提取特征根大于 1 的因子共 5 个，旋转后累积方差解释率为 61.343%，高于 60%的接受标准。因子结构清晰：因子 1 负载运营创新能力（载荷 0.550-0.715），因子 2 负载营销管理能力（载荷 0.591-0.669），因子 3 负载传承发展成效（载荷 0.537-0.684），因子 4 负载战略管理能力（载荷 0.606-0.670），因子 5 负载市场适应力（载荷 0.563-0.701），与理论预设高度吻合。

（二）描述性统计分析

样本结构呈现以下特征：身份分布以一线业务执行为主体，演员/演奏员占 59.72%、创作人员占 16.67%；单位性质以民营职业剧团为主（44.44%）；从业年限呈纺锤形结构，4-10 年（37.78%）与 11-20 年（36.67%）的中生代合计占 74.45%；组织规模以中小型团队为主，11-30 人与 31-50 人合计占 70.56%；活动区域高度集中于福建省内（91.94%）；职称结构呈金字塔型，初级职称占 70.28%；组织氛围感知呈三分格局，严谨规范型（34.17%）、开放创新型（28.06%）与平衡型（34.72%）分布均衡。

管理能力得分呈现结构性不均衡：战略管理能力最高（M=3.767-3.839），市场适应力次之（M=3.675-3.753），运营创新能力（M=3.608-3.681）与营销管理能力（M=3.614-3.767）居中，人才发展与激励最低（M=3.594-3.689），TD1“年轻演员培养有清晰规划”（M=3.594）为全问卷最低分项。传承发展成效整体评价保守（M=3.581-3.661），DE5“艺术水准得到同行专家认可”（M=3.661）与 CE3“保持正宗福州味道”（M=3.656）得分最高，DE2“媒体报道增多”（M=3.581）、CE1“年轻人接得好、神韵到了”（M=3.583）得分垫底。

表 2: 描述性统计分析

频数分析结果			
名称	**选项**	**频数**	**百分比(%)□**
1. 您的身份是:	院团管理者（团长、副团长、艺术总监等）	14	3.89
	中层干部/业务骨干	34	9.44
	演员/演奏员	215	59.72
	编剧/导演/舞美等创作人员	60	16.67
	行政/营销/后勤人员	34	9.44
	其他（请注明）:	3	0.83
2. 您所在的单位性质是:	国有文艺院团	37	10.28
	民营职业剧团	160	44.44
	非遗保护中心/传习所	35	9.72
	文化馆/站	56	15.56
	高校/研究机构	53	14.72
	其他（请注明）:	19	5.28
3. 您从事闽剧相关工作/研究的年限:	3 年及以下	41	11.39
	4-10 年	136	37.78
	11-20 年	132	36.67
	21 年及以上	51	14.17
4. 您所在单位/团队的规模（全职人员）:	10 人及以下	38	10.56
	11-30 人	135	37.50
	31-50 人	119	33.06
	51 人及以上	68	18.89
5. 您所在单位/团队的主要活动区域:	福州市区	38	10.56
	福州其他县市	70	19.44
	福建省内其他地市	223	61.94
	省外	22	6.11
	海外	7	1.94
6. 您当前的职称/艺术级别：	高级职称（一级演员/编导等）	10	2.78
	中级职称（二级演员/编导等）	27	7.50
	初级职称	253	70.28
	未定级	65	18.06
	其他（请注明）：_____	5	1.39
7. 您认为贵单位的整体氛围更倾向于：	严谨规范，强调按传统和规矩办事）	123	34.17
	开放包容，鼓励尝试新方法和新思路	101	28.06
	两者比较平衡	125	34.72
	不太确定	11	3.06
合计		360	100.0

（三）回归分析

多元线性回归分析表明，四个自变量共同解释传承发展成效 67.5%的方差变异（调整 R^2=0.675），模型整体拟合良好（F=187.468，p<0.001）。所有自变量均对因变量具有显著正向影响：战略管理能力（β=0.249，p<0.001）、营销管理能力（β=0.237，p<0.001）、运营创新能力（β=0.248，p<0.001）、人才发展与激励（β=0.191，p<0.001）。共线性诊断显示，各变量 VIF 值介于 2.613 至 3.053 之间，均小于 5，不存在严重多重共线性问题。

表 3: 回归分析

线性回归分析结果 (n=360)							
	非标准化系数		标准化系数	t	p	共线性诊断	
	B	标准误	Beta			VIF	容忍度
常数	0.324	0.123	-	2.637	0.009**	-	-
战略管理能力	0.231	0.049	0.249	4.730	0.000**	3.053	0.328
营销与品牌管理能力	0.234	0.051	0.237	4.601	0.000**	2.929	0.341
运营与创新能力	0.248	0.050	0.248	4.996	0.000**	2.727	0.367
人才发展与激励	0.178	0.045	0.191	3.921	0.000**	2.613	0.383
R 2	0.679						
调整 R 2	0.675						
F	F (4,355)=187.468,p=0.000						
D-W 值	1.936						
备注：因变量＝闽剧传承与发展成效评估							
* p<0.05 ** p<0.01							

（四）中介效应分析

采用逐步回归法检验市场适应力的中介效应。第一步，自变量对因变量总效应显著；第二步，自变量对中介变量效应显著（战略管理能力 β=0.226，营销管理能力 β=0.284，运营创新能力 β=0.171，人才发展与激励 β=0.237，p<0.001）；第三步，同时纳入自变量与中介变量后，市场适应力对因变量效应显著（β=0.214，p<0.001），且四个自变量对因变量的直接效应均显著下降但仍保持显著（战略管理能力 β 从 0.249 降至 0.200，营销管理能力 β 从 0.237 降至 0.176，运营创新能力 β 从 0.248 降至 0.212，人才发展与激励 β 从 0.191 降至 0.140），模型解释力提升至 68.9%（调整 R^2=0.689）。市场适应力在四类管理能力与传承发展成效之间均发挥显著部分中介作用，H1-H8 全部获得支持。

表 4: 中介效应分析

中介作用分析结果 (n=360)															
	闽剧传承与发展成效评估					市场适应力					闽剧传承与发展成效评估				
	B	标准误	t	p	β	B	标准误	t	p	β	B	标准误	t	p	β
常数	0.324**	0.123	2.637	0.009	-	0.241	0.133	1.818	0.070	-	0.276*	0.121	2.284	0.023	-
战略管理能力	0.231**	0.049	4.730	0.000	0.249	0.223**	0.053	4.235	0.000	0.226	0.186**	0.049	3.805	0.000	0.200
营销与品牌管理能力	0.234**	0.051	4.601	0.000	0.237	0.299**	0.055	5.450	0.000	0.284	0.174**	0.052	3.362	0.001	0.176
运营与创新能力	0.248**	0.050	4.996	0.000	0.248	0.182**	0.054	3.395	0.001	0.171	0.212**	0.049	4.290	0.000	0.212
人才发展与激励	0.178**	0.045	3.921	0.000	0.191	0.236**	0.049	4.815	0.000	0.237	0.131**	0.046	2.853	0.005	0.140
市场适应力											0.201**	0.048	4.170	0.000	0.214
R 2	0.679					0.670					0.694				

中介作用分析结果 (n=360)															
	闽剧传承与发展成效评估					市场适应力					闽剧传承与发展成效评估				
	B	标准误	t	p	β	B	标准误	t	p	β	B	标准误	t	p	β
调整 R 2	0.675					0.667					0.689				
F 值	F (4,355)=187.468,p=0.000					F (4,355)=180.403,p=0.000					F (5,354)=160.374,p=0.000				
* p<0.05 ** p<0.01															

讨论

（一）管理能力的结构性短板与成因

本研究发现闽剧院团管理能力呈现显著的结构性不均衡：战略管理能力得分最高（M=3.767-3.839），而人才发展与激励得分最低（M=3.594-3.689），TD1“年轻演员培养有清晰规划”为全问卷最低分项。这一发现与扎根理论访谈高度互证（受访者 F“资源更倾向已成名的老师”、受访者 D“师徒传承命脉”）。

这一结构性短板的形成是多重外部因素交织的结果：政策环境层面，非遗保护资金长期实行“项目制”分配模式，强调短期可见效的剧目生产，而对需要长期投入的人才培养缺乏专项支持（受访者 G“资金从‘养人’向‘养事’转变”），直接导致人才培养制度建设的系统性缺失；市场环境层面，演出市场“快餐化”消费趋势加剧院团短期行为，为争取票房被迫压缩创作周期，导致 OI8“创作自主权与时间保障”得分低位（M=3.628），同时市场碎片化需求对产品模块化能力提出更高要求（受访者 I），但多数院团仍固守“全本戏”生产模式；行业体制层面，国有院团受制于事业单位管理体制，人才激励机制僵化，民营剧团虽有市场灵活性却面临资金短缺，这种“体制内依赖”与“市场化诉求”的制度性张力，导致行业整体难以形成系统化的人才培养机制。

对比罗思浩（2019）对琼剧的研究，同样发现“人才断层”是地方戏曲核心痛点，但琼剧困境更多源于国营剧团负担过重，而闽剧则呈现“民营剧团主导、人才制度真空”的独特特征——这一差异折射出不同地区戏曲生态的结构性分化。

（二）市场适应力的中介机制解析

市场适应力在四类管理能力与传承发展成效之间均发挥显著部分中介作用（β=0.214），这一发现揭示了文化组织在动态环境中实现价值转化的核心机制。

与国际同类研究相比，Kurtz 和 Varvakis（2016）对巴西文化组织的研究发现动态能力起完全中介作用，而本研究为部分中介，差异源于中国非遗组织的“双重属性”——既需承担文化传承的公共使命，又需适应市场化生存逻辑，导致管理能力兼具直接驱动与间接传导的双重路径。与国内研究相比，齐昕和牛似麟（2024）发现技术应用能力在战略规划与组织绩效之间起完全中介作用，而本研究将“市场适应力”界定为更宽泛的动态能力构念，揭示了闽剧在数字化转型滞后背景下，仍需依赖传统市场敏感度实现效能转化的独特路径。

本研究中市场适应力的独特价值在于：它不仅是“感知—响应”的技术性能力，更是“文化内核—市场逻辑”的调适性机制。MA6“适应变化中没丢掉闽剧艺术特色”得分 3.714 且贡献稳定，表明有效的市场适应力并非单向迎合，而是通过“选择性保留—创造性转化—策略性妥协”实现动态平衡，区别于西方语境下“适应即变革”的单一逻辑。

基于研究发现，本研究提出“内核坚守与灵活适应”动态平衡的三维衡量标准：本体合规性（福州话字正腔圆、四功五法规范）、场景适配度（根据不同场合调整节目形式的

敏捷性）、受众认同感（年轻观众与传统戏迷的双重满意度）。院团可通过定期评估三项指标，诊断自身在市场适应过程中的“文化稀释”风险。

（三）理论贡献与实践启示

本研究的理论贡献体现在三方面：第一，构建整合性理论模型。融合动态能力理论、资源基础观与文化再生产理论，验证了“管理能力—市场适应力—传承发展成效”模型，系统揭示了闽剧传承发展的管理作用机制。第二，揭示中介机制的独特性。证实市场适应力在管理效能转化中的核心地位，并揭示其区别于西方语境下“适应即变革”的独特逻辑——在中国文化语境下，有效的市场适应力是以“内核坚守”为前提的“调适性转化”。第三，开发可操作测量工具。基于混合研究设计，开发了具有良好信效度的闽剧管理实践测量工具，将“内核坚守”操作化为可测量题项。

在实践层面，本研究提供三层级启示：对院团管理者，提供管理诊断工具与能力提升路径；对文化政策制定者，揭示“重事轻人”政策导向的结构性弊端，建议设立“人才培养专项基金”、建立“传承质量评估体系”；对其他非遗传承组织，提供可迁移的转型框架——特别是针对具有语言根植性、民俗依附性特征的戏曲剧种，本研究的“内核坚守—市场适应”平衡模型具有直接借鉴价值。

总结

本研究得出以下主要结论：

第一，闽剧院团管理能力整体处于中等偏上水平，但呈现显著的结构性不均衡特征。战略目标分解与执行相对成熟，但人才发展体系、产品定制化能力、品牌建设与商务拓展职能严重滞后，院团间分化显著，行业整体呈现“头部院团率先转型、尾部院团陷入停滞”的极化格局。

第二，闽剧传承发展成效整体评价保守，艺术本体坚守与专业口碑是当前成效的核心支撑，但社会传播声量与人才传承深度是两大突出短板。闽剧传承的深层危机不是“有没有人演”，而是“有没有人能演到那个份上”。

第三，战略管理能力、营销管理能力、运营创新能力、人才发展与激励对传承发展成效均具有显著正向预测作用，四者共同解释因变量 67.5%的方差变异。战略管理与运营创新是首要驱动力，营销管理次之，人才发展是基础性支撑。

第四，市场适应力在四类管理能力与传承发展成效之间均发挥显著部分中介作用，是管理效能转化为组织绩效的核心传导机制。其中，营销管理对传承成效的影响更高度依赖于市场适应力的传导，而运营创新的直接赋能属性相对更强。

建议

基于研究发现，本研究提出“一个核心、双轨并进、三元能力、四项支柱”的系统化管理对策体系：

战略层面：建立常态化环境扫描与战略复盘机制，推行“核心—中间—外围”三圈分层战略，强化政策资源转化与项目化运作能力。明确核心圈（经典折子戏）实行原样传承、中间圈（改编剧目）实行守正创新、外围圈（跨界实验）实行敏捷试错的差异化定位与资源配置原则。

营销层面：实施品牌资产系统建设工程，超越“剧目宣传”思维转向“机构品牌”建构；设立商务拓展与合作伙伴关系管理专门职能，打破“行政人员管合作”的低效模式；构建受众洞察与数据驱动的营销决策体系，推动从“我有什么你来看什么”向“你要什么我研发什么”的范式转型。

运营层面：建立产品模块化开发与快速重组能力，针对不同场景开发标准化“节目包”产品线；构建创作自主权保障与创新容错双轨机制，设立艺委会评审与创新容错基金；推动经验沉淀与组织学习制度化，通过复盘机制与隐性知识转化缓解“人走艺失”危机。

人才层面：实施青年演员“阶梯式培养计划”，明确学员期—群演期—配角期—主演期—导师期的能力标准与资源配置；重建师徒传承的制度化保障，实行“双选+备案”制与传承教学专项补贴；建立演员职业发展双通道与心理健康支持体系，打通艺术等级与行政/教学序列的双通道发展空间。

市场适应力层面：建立环境感知信息网络与快速响应授权机制，缩短“发现问题—决策调整—执行落地”的反应周期；将“文化内核坚守”操作化为创新评审的刚性约束，明确福州话字正腔圆、四功五法规范等不可变动的“红线清单”；培育组织学习文化，通过“无指责复盘”与“年度失败奖”将失败转化为资产。

研究局限与展望

本研究存在以下局限：样本集中于福建省内，未来可拓展至其他地区戏曲剧种进行比较研究；采用横截面数据，未能追踪管理实践与传承成效的动态演变，未来可开展纵向研究；未深入考察组织氛围、政策环境等调节变量的影响，未来可进一步拓展模型。后续研究可在此基础上，深化对不同类型非遗传承组织的比较分析，探索数字化转型背景下艺术管理理论的本土化建构路径，为推动中华优秀传统文化的创造性转化与创新性发展贡献更多理论智慧与实践方案。

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中国流行音乐一线城市受众消费行为影响因素研究
RESEARCH ON THE INFLUENCING FACTORS OF CONSUMER BEHAVIOR AMONG URBAN AUDIENCES IN CHINA'S POPULAR MUSIC INDUSTRY

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摘要

本研究基于情感认知理论与消费者行为理论，构建“音乐创作、偶像效应、文化认同、经济效益→情感认知→消费者决策”结构模型，采用解释性序列混合方法，通过 400 份有效问卷数据进行信效度检验、回归分析及中介效应检验。研究发现，四个前因变量均显著正向影响情感认知，其中文化认同与偶像效应影响较强，情感认知显著促进消费者决策，并发挥部分中介作用。研究丰富了中国流行音乐消费行为的理论解释框架，并为音乐产业实践提供实证支持。

关键词: 中国流行音乐 情感认知 偶像效应 文化认同 消费决策

Abstract

This study constructs a structural model of "music creation, idol effect, cultural identity, economic benefits → emotional cognition → consumer decision-making" based on emotional cognition theory and consumer behavior theory. Using an explanatory sequential mixed method, it conducts reliability and validity tests, regression analysis, and mediation effect tests with 400 valid questionnaire responses. The findings reveal that all four antecedent variables significantly and positively influence emotional cognition, with cultural identity and idol effect exerting stronger impacts. Emotional cognition significantly promotes consumer decision-making and plays a partial mediating role. The research enriches the theoretical framework for explaining Chinese pop music consumption behavior and provides empirical support for music industry practices..

Keywords: Chinese Pop Music, Emotional Cognition, Idol Effect, Cultural Identity, Consumer Decision

引言

随着数字音乐平台普及与粉丝经济兴起，中国流行音乐市场结构发生深刻变化。音乐消费从传统购买行为转向情绪驱动与身份表达并行的综合行为模式。然而现有研究多聚焦产业结构与传播机制，对消费者心理路径的实证研究相对不足。本研究在理论整合基础上，探讨情感认知在音乐消费行为形成中的中介作用。

研究目的

本研究旨在探讨中国流行音乐如何通过情感认知这一中介机制影响消费者的决策行为，并重点分析音乐创作、偶像效应、文化认同、经济效益等核心因素如何作用于受众的消费行为，该研究的主要目的和问题在以下几个方面：

（一）音乐创作、偶像效应、文化认同与经济效益如何影响受众的情感认知？

研究音乐创作的质量和创新性如何增强受众的情感体验？偶像效应是否会影响消费者对音乐作品的认知与消费态度？文化认同如何在音乐消费行为中发挥作用？经济因素如何影响消费者的购买意愿？

（二）受众的情感认知如何影响其消费行为？

探讨情感共鸣如何影响受众的音乐消费决策？文化认同对音乐消费的影响是否具有跨代际差异？品牌认同如何驱动消费者对音乐产品的忠诚度？消费者是否更倾向于购买与自身文化背景相符的音乐？

（三）情感认知在音乐创作、偶像效应、文化认同、经济效益与消费决策之间是否起到中介作用？

研究方法

定量研究法

在定量研究阶段，采用问卷调查法对音乐消费者进行数据收集，通过文献分析构建研究模型，设计针对中国流行音乐消费者的网络问卷，并基于李克特五点式量表（Likert scale）进行测量，采用随机抽样方式，使用SPSS统计软件进行分析，包括信度效度分析、描述性统计分析、回归分析等，以探索变量之间的关系，检验模型中的变量关系和中介效应，从而验证研究假设。

定性研究法

在定性研究阶段，基于定量研究的结果，采用半结构化专家访谈法，对中国流行音乐行业的从业人员（音乐创作者、市场营销专家、艺人经纪人等）及学术专家进行访谈，内容主要围绕定量研究的关键发现展开，旨在解释数据分析中发现的趋势与关系，并探讨潜在的影响因素，数据采用NVIVO 8.0 进行主题分析，提取核心观点，并结合定量研究结果进行交叉验证，以增强研究结论的解释力和实践指导意义。

理论推导

本研究旨在探讨影响中国流行音乐市场消费者决策的关键因素，基于社会认知理论、情感共鸣理论、消费者行为理论，结合中国流行音乐市场的特殊性，并构建以音乐创作、偶像效应、文化认同和经济效益为自变量、情感认知为中介变量、消费者决策为因变量的理论模型，消费者决策不仅包括音乐产品的购买行为，包括试听选择、付费模式、品牌忠诚度等多个层面。通过文献梳理与逻辑推演，提出以下假设及理论依据：

音乐创作与消费者决策的影响

音乐作为一种艺术形式，其创作过程不仅涉及旋律、节奏、歌词等基本要素，还受到文化背景、艺术风格和时代潮流的影响（Frith, 1996）。在音乐产业中，音乐创作的质量和创新性直接决定了一首作品在市场中的接受度，并进一步影响消费者的决策行为。研究表明，消费者在选择音乐时，通常会基于对音乐作品的主观体验和情感反应来做出购买或订阅决定（赵

翼虎，2010）。音乐作品的质量是影响消费者决策的核心因素之一。高质量的音乐通常具备优美的旋律、动人的歌词、丰富的编曲和精良的制作水平，这些因素都会增强消费者的试听体验，并影响其购买或订阅意愿（Negus, 1992）。研究表明，音质清晰度、和声编排的复杂性以及情感表达的深度，都会直接影响消费者对音乐的感知价值。在流媒体平台上，音质较高的音乐作品往往能吸引更多用户收听，并促使他们购买高级会员以享受更优质的音频体验。

音乐创新性是音乐作品在竞争激烈的市场环境中脱颖而出的关键。随着音乐市场的多元化发展，传统的流行音乐模式已无法满足所有消费者的需求，越来越多的听众开始追求个性化、独特性的音乐体验（Tschmuck, 2012）。创新可以体现在多种层面，包括曲风融合、编曲实验、歌词创意等。近年来流行的国风音乐融合了传统中国乐器和现代流行元素，使其在年轻消费者群体中受到广泛欢迎。研究发现，消费者更倾向于选择具有新颖风格的音乐作品，因为这些作品能带来更强烈的情感冲击和听觉体验（Hargreaves & North, 1999）。

音乐不仅是听觉艺术，更是情感传递的重要媒介。听众在聆听音乐时，会不自觉地将其个人情感、经历与音乐作品产生关联，从而影响其消费决策（Juslin & Sloboda, 2001）。研究表明，能够引起强烈情感共鸣的音乐作品往往能激发消费者的忠诚度，使他们愿意购买专辑、演唱会门票或相关衍生产品。许多粉丝愿意重复收听带有怀旧情绪的歌曲，因为这些歌曲能够激发听众对过去经历的回忆，并产生归属感。

综上所述，音乐创作会对消费者决策产生影响，因此，本研究假设：H1：音乐创作对消费者决策具有正向影响。

偶像效应与消费者决策的影响

偶像文化是当代流行音乐市场的重要现象，在流行音乐市场中，偶像不仅是音乐作品的演绎者，更是音乐品牌的象征，是品牌化运作的核心资产。偶像的社会影响力、个性魅力、互动模式等，都会影响粉丝的消费决策，使其愿意为偶像的音乐作品、演唱会、周边商品进行持续投资。粉丝经济的核心在于情感依附。粉丝对偶像的情感投入越深，他们在消费决策上的忠诚度就越高。K-pop粉丝会通过购买多张同款专辑来支持偶像登上销量榜单，这种情感依附不仅体现在音乐消费上，还延伸至偶像相关的演唱会门票、周边产品、数字专辑等，反映了偶像效应对消费者决策的深远影响（Wang & Liu, 2021）。

偶像的社交互动增强了消费者的消费决策。随着社交媒体的兴起，偶像与粉丝之间的互动更加直接和频繁，这种互动可以强化粉丝对偶像的认同，并刺激粉丝的消费行为，偶像通过直播、社交媒体分享生活点滴或与粉丝互动，可以增强粉丝的情感联系，使他们更愿意购买偶像推荐的音乐作品或周边产品，这表明偶像的影响力可以直接推动粉丝的消费决策。

综上所述，偶像效应会对消费者决策产生影响，因此，本研究假设：H2：偶像效应对消费者决策具有正向影响。

文化认同与消费者决策的影响

文化认同是指消费者对某种文化元素的归属感和认同度，在音乐消费决策中起着重要作用。研究发现，在全球化与本土化共存的市场环境下，文化认同度越高的消费者，越倾向于支持带有本土文化元素的音乐作品，并在决策过程中优先选择符合自身文化背景的内容。

音乐作品的文化属性会影响消费者的偏好，近年来中国流行音乐市场中，融合传统民族元素的“国潮音乐”逐渐受到欢迎，民族乐器、方言歌词或传统故事的内容，能够激发听众的身份认同感，使其更倾向于支持该类音乐（刘振芳，2022），说明消费者对本土文化元素的认同感在增强（杨雅茗，2021），这种文化认同感不仅影响试听选择，也影响购买行为。

文化认同影响品牌忠诚度，还影响消费者对音乐品牌和艺人的接受度，具有强烈文化特征的音乐品牌或艺人往往能够吸引更稳定的消费群体，中国港台流行音乐在大陆市场的流行程度，受到消费者对华语文化的认同影响（赵卫宏等, 2020）。消费者对于本土文化元素的认同度越高，越愿意支持该文化体系下的音乐作品，并愿意为其支付溢价。

综上所述，文化认同会对消费者决策产生影响，因此，本研究假设：H3：文化认同对消费者决策具有正向影响。

经济效益对消费者决策的影响

经济因素是影响消费者决策的重要变量，它决定了消费者是否愿意为音乐产品付费。

价格敏感度影响消费行为。消费者在音乐消费中会考虑价格因素，通常受到价格与价值之间的权衡，若音乐产品定价合理，消费者更愿意购买，反之，价格过高可能会降低其消费意愿，高价格的音乐产品通常需要提供额外价值（限量版、会员特权）才能吸引消费者购买（廖应红&陈雅婷, 2020）。

订阅模式的兴起改变了音乐消费方式。相比传统的单曲购买模式，订阅制能够以较低的成本为消费者提供更丰富的音乐内容，提高他们的消费频率，QQ音乐、网易云音乐等流媒体平台通过提供免费试听与高级会员制度，提高了用户的付费转化率。

综上所述，经济效益会对消费者决策产生影响，因此，本研究假设：H4：经济效益对消费者决策具有正向影响。

音乐创作对情感认知的影响

音乐不仅是一种听觉艺术，更是一种深刻的情感表达形式，通常会通过旋律、节奏、歌词和编曲等方式，向听众传递某种情感，喜悦、悲伤、愤怒或怀旧，不同的听众可能会对同一首音乐作品产生不同的情感反应，这种个体差异主要源于听众的情感认知能力。

情感认知是个体对外界情感信息的感知、理解和加工能力，在音乐体验中起着关键作用。高情感认知能力的个体通常能够更准确地解读音乐中的情感信息，并在创作过程中更好地将个人情感融入作品，从而增强音乐的感染力。相比之下，情感认知能力较低的个体可能更倾向于创作结构简单、情感表达较弱的音乐作品。

音乐市场的发展不仅依赖于创作者的个人风格和才华，也受到听众反馈的影响（Hargreaves & North, 1999）。研究表明，当听众具备较高的情感认知能力时，他们更容易欣赏具有复杂情感层次的音乐作品，并通过购买、收藏、分享等行为影响音乐市场的创作趋势。古典音乐、爵士乐、民谣等风格的音乐通常能够吸引高情感认知能力的听众，因为这些音乐类型往往蕴含丰富的情感表达和复杂的音乐结构。

在流行音乐市场中，情感认知水平较高的听众通常偏好更具叙事性和情感深度的歌曲，因此，创作者在作曲、填词和制作过程中，会更加注重情感表达，以迎合这一群体的需求。相反，如果市场上的主流听众普遍缺乏较高的情感认知能力，那么音乐创作可能会更加注重旋律的易记性和节奏的动感，而非情感表达的深度（Negus, 1992）。

综上所述，音乐创作方向和内容会影响情感认知，因此，本研究假设：H5：音乐创作对情感认知具有正向影响。

偶像效应对情感认知的影响

偶像形象塑造与粉丝情感依附是流行音乐市场中的重要现象，不仅涉及偶像个人的音乐作品，还包括其形象塑造、社交互动和文化传播（Chin & Morimoto, 2013）。粉丝对偶像的情感依附程度在很大程度上受到其情感认知能力的影响。研究表明，情感认知水平较高的个体

更容易形成对偶像的深层次情感连接，并对偶像的言行举止给予高度关注。

在偶像经济模式下，粉丝的消费行为往往受到情感认知的驱动，当粉丝具备较强的情感认知能力时，他们更容易理解偶像的艺术表达，并对偶像的音乐作品、演唱会和社交活动产生较强的情感共鸣（Sandvoss, 2005），这类粉丝往往会以长期支持的方式进行消费，如持续购买偶像的音乐专辑、参与偶像举办的线上线下活动等。情感认知能力较低的粉丝可能更容易受到短期的外在刺激（偶像的外貌、社交媒体热度）影响，而非真正从音乐作品本身获得满足（Tschmuck, 2012）。这导致了“快消型偶像文化”的出现，即粉丝的关注度容易随着市场热度的变化而快速转移。

综上所述，偶像效应会影响情感认知，因此，本研究假设：H6：偶像效应对情感认知具有正向影响。

文化认同对情感认知的影响

文化认同是个体对某一文化群体的归属感，它影响着消费者对音乐作品的接受度与消费意愿（Street, 2013）。然而，个体的文化认同并不是被动接受的，而是通过情感认知加工的结果（Frith, 2004）。情感认知能力较高的个体，往往能够更深刻地理解音乐作品中的文化元素，并将其与自身的文化背景相联系。

情感认知如何影响文化归属感，文化认同的形成不仅依赖于语言、音乐风格等客观因素，还受到个体的情感认知能力影响。听众在欣赏一首融合本土文化元素的歌曲时，如果具备较强的情感认知能力，更容易理解作品的文化背景，并对其产生认同感。此外，情感认知还影响跨文化音乐传播的接受度，在全球化背景下，不同文化之间的交流日益频繁，但不同国家的听众对于外来音乐的接受程度并不相同。研究发现，那些情感认知水平较高的听众，更容易欣赏和接受异文化音乐，并能在音乐体验中建立新的文化认同感（黄君，2023）。

综上所述，文化认同会影响情感认知，因此，本研究假设：H7：文化认同对情感认知具有正向影响。

经济效益对情感认知的影响

经济学传统上认为，消费者的购买决策主要受价格、产品质量等理性因素驱动，但近年来的研究表明，情感因素在消费过程中同样起着关键作用，情感认知较高的个体通常会将消费行为与情感体验相联系，更倾向于为能够带来情感满足的音乐产品支付更高价格。

研究发现，音乐产品的经济价值不仅取决于其客观质量，还受到消费者的主观感知影响，当消费者具备较强的情感认知能力时，他们更容易感受到音乐作品的情感价值，并因此愿意支付更高的费用，粉丝愿意为具有情感价值的限量版专辑或收藏品支付溢价（Tschmuck, 2012）。

综上所述，经济效益会影响情感认知，因此，本研究假设：H8：经济效益对情感认知具有正向影响。

情感认知对消费者决策的影响

消费者的决策过程不仅受到价格、产品质量等理性因素的影响，还受到情感认知的调控。在音乐消费中，情感认知能力决定了个体如何感知、理解和处理音乐作品所传递的情绪信息，并最终影响其消费选择（Hargreaves & North, 1999）。与其他文化产品相比，音乐消费通常涉及更高程度的情感投入，消费者往往基于情感共鸣或个人体验来决定是否购买或订阅某一音乐产品。

情感认知影响音乐消费模式，研究表明，情感认知能力较高的个体更容易建立与音乐的情感连接，并基于这种连接形成长期的消费偏好。这类消费者通常会通过反复收听、购买专辑、观看演唱会等方式深化自己与音乐作品的联系，并表现出更高的品牌忠诚度，许多粉丝愿意持续购买某位歌手的音乐作品，不仅因为他们喜欢该歌手的音乐风格，还因为他们对该歌手的艺术表达产生了深刻的情感认同。

相反，情感认知能力较低的消费者则更倾向于短期的、基于外部刺激的音乐消费行为，跟随流行趋势选择音乐或仅在特定情境（健身、工作等）下使用音乐。这些消费者通常不会对某一特定音乐风格或艺人产生长期忠诚度，而是根据市场变化或社交媒体推荐不断调整消费选择（Tschmuck, 2012）。

情感认知增强消费者的支付意愿，除了影响音乐消费模式外，情感认知还影响消费者的支付意愿。研究发现，具有较高情感认知能力的个体更愿意为音乐作品的情感价值支付溢价。粉丝可能会为偶像的限量版专辑支付远高于普通版本的价格，或愿意额外支付费用观看付费演唱会直播。这表明，消费者的情感认知水平不仅影响他们是否购买音乐产品，还影响他们愿意支付的价格。

综上所述，情感认知在消费者决策过程中起着至关重要的作用，因此，本研究假设：H9：情感认知对消费者决策具有正向影响。

情感认知的中介作用

情感认知在音乐创作与消费者决策之间的中介作用

音乐创作的核心不仅在于旋律和歌词的编排，还在于如何通过艺术手法引导听众的情感体验（Frith, 1996）。然而，音乐作品本身的情感信息并不会直接决定消费者的消费行为，而是需要通过听众的情感认知来进行加工和解读。这意味着，音乐创作对消费者决策的影响在很大程度上取决于个体的情感认知能力。

情感认知调节音乐创作对消费者决策的影响，研究表明，高情感认知的听众更容易理解和接受音乐作品的情感表达，并基于这种理解做出消费决策。在流行音乐市场中，一些具有深刻情感表达的歌曲（抒情曲）通常更能打动高情感认知能力的听众，从而促进他们购买专辑或订阅音乐服务（Hargreaves & North, 1999）。

相比之下，如果听众的情感认知能力较低，他们可能更关注音乐的旋律或节奏，而忽略音乐创作中的情感表达。这种情况下，音乐创作的艺术性对他们的消费决策影响较小，他们的消费行为更多受到市场流行趋势或社交影响的驱动。

综上所述，音乐创作通过情感认知影响消费者决策，因此，本研究假设：H10：情感认知在音乐创作与消费者决策之间起中介作用。

情感认知在偶像效应与消费者决策之间的中介作用

偶像经济的本质在于粉丝与偶像之间的情感联系，而这一联系的形成和深化依赖于粉丝的情感认知能力。粉丝不仅是音乐的被动消费者，他们还会通过解读偶像的言行、音乐作品、社交互动等方式，构建对偶像的情感依附。

情感认知调节偶像效应对消费者决策的影响，研究表明，情感认知能力较高的粉丝更容易通过偶像的音乐作品和社交行为建立深层次的情感联系，从而形成长期的消费忠诚度，消费者不仅愿意持续购买偶像的音乐作品，还会为偶像的演唱会、联名商品等进行额外消费。

相反，情感认知能力较低的粉丝可能更多受到外部市场趋势的影响，他们的消费行为往往短期化、随意化，并容易受其他流行文化现象吸引，从而影响偶像的市场稳定性（Tschmuck, 2012）。

综上所述，偶像效应通过情感认知影响消费者决策，因此，本研究假设：H11：情感认知在偶像效应与消费者决策之间起中介作用。

情感认知在文化认同与消费者决策之间的中介作用

文化认同影响消费者的音乐消费行为，但其影响并非直接发生，而是通过情感认知的加工过程得以体现，不同文化背景的听众可能会基于情感认知的差异，对相同的音乐作品产生不同的接受度。

情感认知增强文化认同对消费决策的影响，研究发现，高情感认知水平的个体更容易感知音乐作品中的文化元素，并通过音乐体验增强对特定文化的归属感，听众在欣赏融合民族音乐元素的流行歌曲时，如果能深刻理解其中的文化意义，他们更可能产生认同感，并倾向于支持该类音乐作品。

综上所述，文化认同通过情感认知影响消费者决策，因此，本研究假设：H12：情感认知在文化认同与消费者决策之间起中介作用。

情感认知在经济效益与消费者决策之间的中介作用

经济效益通过情感认知影响消费者决策，音乐产品的经济价值不仅取决于其客观价格，还受到消费者的情感认知影响。高情感认知的消费者更倾向于为具有情感价值的音乐产品支付溢价。

综上所述，经济效益通过情感认知影响消费者决策，因此，本研究假设：H13：情感认知在经济效益与消费者决策之间起中介作用。

研究结果

研究假设

论文进行了以下研究假设:

表 1: 研究假设

H1	音乐创作对消费者决策具有正向影响
H2	偶像效应对消费者决策具有正向影响
H3	文化认同对消费者决策具有正向影响
H4	经济效益对消费者决策具有正向影响
H5	音乐创作对情感认知具有正向影响
H6	偶像效应对情感认知具有正向影响
H7	文化认同对情感认知具有正向影响
H8	经济效益对情感认知具有正向影响
H9	情感认知对消费者决策具有正向影响
H10	情感认知在音乐创作与消费者决策之间起中介作用
H11	情感认知在偶像效应与消费者决策之间起中介作用
H12	情感认知在文化认同与消费者决策之间起中介作用
H13	情感认知在经济效益与消费者决策之间起中介作用

调查目的与数据来源

本研究经过前文关于假设研究的叙述，探讨中国流行音乐受众的消费行为，分析音乐创作、偶像效应、文化认同及经济效益对消费者决策的影响，以预测未来流行音乐市场的发展趋势。通过对消费者群体的调查，了解受众的基本社会属性，以及他们对流行音乐的创作质量、偶像影响、文化价值及经济模式的感知情况，从而研究受众的消费偏好与付费意愿，并预测流行音乐市场的未来发展潜力。本研究采用问卷调查法，主要面向中国流行音乐消费者，数据来源将基于回收问卷的分析结果，以确保研究的科学性与可靠性。

调查问卷设计

结合研究成果，本研究的问卷主要分为四个部分。

第一部分：对人口统计特征调查部分，其目的是居民个人基本信息的收集。为了控制个体因素对各项指标的影响，加入个体的人口统计学特征相关变量作为控制变量，根据文献结果，性别、年龄、学历、收入、职业、音乐偏好、选择音乐的初衷等，第二部分对自变量：音乐创作、偶像效应、文化认同、经济效益四个方面调查音乐市场特征与消费者决策之间的深层互动。四个维度共12道题，每个维度3道题，第三部分为中介变量情感认知，揭示音乐创作、偶像效应、文化认同和经济效益如何通过受众的情感体验影响其最终的消费决策，从而解释情感在音乐消费行为中的桥梁作用，第四部分为因变量消费者决策，旨在评估受众的音乐购买意愿、消费行为、偶像经济影响、社交媒体作用、情感共鸣及经济投入对流行音乐消费的影响，主要是通过李克特量表计分方式调研按照非常不同意—不同意—一般—同意—非常同意，给出符合自己意愿的1、2、3、4、5分，在根据回收的问卷，对群体的总体进行相应的测算。

问卷发放与回收

由于中国流行音乐消费群体规模庞大且分布广泛，受众的音乐消费行为往往表现出明显的移动化、碎片化和线上化趋势，采用传统线下发放方式难以准确高效地触及到目标群体。因此本研究采用线上调查渠道，于2025年2月至2025年6月期间，通过“问卷星”网络调查平台面向全国范围内的流行音乐消费者进行了问卷调查，以确保问卷覆盖的全面性与代表性。在调查开展过程中，本研究共通“问卷星”平台累计发放问卷450份，经过为期近四个月的问卷收集与持续追踪，共回收问卷423份。随后对问卷进行严格的数据清理，逐一核查答题逻辑的一致性与填写质量，最终剔除填写明显随意、缺项严重或逻辑矛盾的无效问卷23份，保留有效问卷400份，问卷有效回收率达到94.56%。

调查结果描述性分析

信度分析

音乐创作包含四个测量项，分别围绕旋律情感表达、歌词共鸣、编曲复杂性与创作意图传达展开，Cronbach's α系数为0.889，已达到较高信度标准，各题项CITC系数集中在0.579至0.590之间，说明题项间相关性稳定，整体测量结构良好。同时删除任一题项后α系数均保持在0.881，未出现明显提升，表明各题项对该维度的构建均具有不可替代的贡献，量表内部协调性良好。

偶像效应涵盖四个项目，从偶像形象、经历共情、经济支持行为与新作响应四个方面测量偶像对受众行为的影响，Cronbach's α系数为0.882，说明该维度具有较高的测量一致性，各项CITC值介于0.550至0.556之间，均超过0.5的经验界限，且删除任一题项后的α系数依旧维持在0.882，表明量表结构具有良好的稳健性，偶像相关因素对音乐消费的解释力显著。

文化认同共包含四个题项，包含传统元素、方言民俗、国际风格与地域特色对文化身份建构的影响。Cronbach's α系数为0.882，各题项CITC值集中在0.547至0.555之间，整体内部一致性良好，各项删除后α系数稳定不变，说明四个测量项目结构时具备高度一致性与理论契合度，适合作为维度纳入后续建模分析。

经济效益由四个题项组成，从付费意愿、平台价格认知、促销策略以及性价比角度进行测量，Cronbach's α系数为0.885，处于优秀水平，四个题项CITC值在0.483至0.491之间，各题项剔除后的α系数无显著变化，说明量表结构合理、内容表征充分。

情感认知由七个测量项组成，涵盖情绪唤起、心理归属、情感行为与群体联结等，Cronbach's α系数达到0.998，显示出极高的内部一致性，各题项CITC系数在0.989至0.995之间，均远高于0.7的推荐标准，表明各个测量项之间协同性极强，量表在情绪相关测量中的表现近乎完美，删除任一项后α系数亦无变化，证实本维度具备高度测量稳定性与内容完整性。

消费者决策包括五个题项，主要测量受众在音乐选择、信息获取、消费行为与传播意愿等方面的态度倾向，Cronbach's α系数为0.998，为本研究中所有维度中最高值，各题项CITC系数均在0.994以上，说明该维度结构精确、内部关系紧密，是衡量消费者行为反应的有效工具，题项剔除后α系数不降反升，进一步证实量表设计逻辑严密、测量体系完备。

效度分析

为进一步验证量表结构的科学性与测量工具的理论贴合度，在完成信度检验之后，本文针对28个核心测量题项开展了结构效度分析。采用Kaiser-Meyer-Olkin（KMO）取样适度检验与Bartlett球形度检验对数据因子分析的适用性进行初步判断，随后结合主成分分析与最大方差正交旋转，对因子结构进行提取与归类，以验证各测量项能否准确映射至理论模型中设定的潜变量维度。KMO检验结果为0.945，达到极优水平（Kaiser，1974），说明各题项之间具有较强的相关性，适宜开展因子分析。Bartlett球形度检验近似卡方值为36343.261，自由度为378，显著性水平p<0.001，进一步表明相关矩阵在统计意义上显著偏离单位矩阵，数据结构具备良好的因子提取前提条件。

表 2: 效度分析

KMO 值		**0.945**
Bartlett 球形度检验	近似卡方	36343.261
	df	378
	p 值	0.000

相关性分析

在完成信度与效度检验的基础上，为进一步明确本研究中各主要变量之间的线性关系结构，本文使用SPSS 26.0软件对六个核心潜变量进行了Pearson相关性分析，借此验证变量间的相关强度与方向，并为后续回归及中介效应分析提供理论依据与数据支撑。从相关性矩阵整体来看，音乐创作、偶像效应、文化认同、经济效益、情感认知与消费者决策六个核心变量之间均存在显著正相关关系（$p < 0.05$或$p < 0.01$），且所有相关系数均未超过0.80，未构成严重的多重共线性风险（Tsui et al., 1995），可初步判定研究模型具备良好的数据基础。如下表4.13所示：

（1）音乐创作与消费者决策之间呈正相关（$r = 0.368$，$p < 0.01$）表明旋律、歌词与编曲质量的主观评价越高，受众的音乐消费意愿亦越强，反映出音乐内容本体对消费选择具有直接推动作用。

（2）偶像效应与消费者决策呈正相关（r = 0.287，p < 0.01）说明偶像形象、社交影响及个人认同在推动消费行为方面扮演关键角色，进一步印证偶像经济对年轻听众的消费心理塑造力。

（3）文化认同与消费者决策呈正相关（r =0.380，p < 0.01）表明当音乐作品中融入方言、传统器乐、民俗图景等文化符号时，更容易激发听众的文化归属感并转化为购买行为。

（4）经济效益与消费者决策之间呈正相关（r = 0.521，p < 0.01）为各前因变量中最高，说明合理的价格机制、便捷的支付方式与较高的性价比认知对推动受众付费行为影响显著。

（5）音乐创作与情感认知呈正相关（r = 0.451，p < 0.01）意味着具有较高艺术感染力的旋律与歌词更容易引发听众的情感共鸣与心理认同。

（6）偶像效应与情感认知之间呈正相关（r = 0.344，p < 0.01）表明粉丝对偶像的情感投入不止于经济层面，更是一种心理归属与情感依附的体现。

（7）文化认同与情感认知呈正相关（r = 0.481，p < 0.01）说明文化元素所传递的不仅是知识或价值观念，更能在心理上激发深层的情绪共振。

（8）经济效益与情感认知呈正相关（r =0.273，p < 0.01）显示出消费者在平台操作体验中获得的便利性与价值感可能向情绪层面延伸，形成积极联结。

（9）情感认知与消费者决策呈正相关（r = 0.713，p < 0.01）表明听众在音乐接收过程中若产生强烈情绪体验，将极大地增强其行为反应倾向，

综上所述，相关性分析结果初步验证了本研究变量之间存在清晰的线性关系，同时也为后续进一步开展回归分析验证研究假设。

表 3: 各个变量之间的相关系数表

	均值	标准差	1	2	3	4	5	6	7	8	9	10	11
音乐创作(1)	2.927	0.975	1										
偶像效应(2)	2.939	1.049	0.280**	1									
文化认同(3)	2.933	0.928	0.232**	0.158**	1								
经济效益(4)	3.058	1.029	0.115*	0.067	0.194**	1							
情感认知(5)	2.914	0.996	0.451**	0.344**	0.481**	0.273**	1						
消费者决策(6)	3.002	1.025	0.368**	0.287**	0.380**	0.521**	0.713**	1					
性别(7)	1.498	0.501	-0.002	0.070	-0.032	0.008	0.010	0.047	1				
年龄(8)	2.760	1.114	0.001	0.058	0.043	0.049	0.028	0.026	0.075	1			
职业(9)	2.428	1.246	0.041	0.017	-0.040	0.016	0.021	0.061	-0.008	0.005	1		
学历(10)	3.103	1.255	0.008	-0.015	0.030	-0.004	0.068	0.026	-0.073	-0.004	-0.042	1	
收入(11)	3.362	1.551	-0.090	-0.090	-0.002	0.065	0.023	0.014	-0.000	0.084	0.014	-0.033	1
***p*<0.05 ** *p*<0.01**													

回归分析

本研究建立的回归模型公式如下：消费者决策= -0.193+0.233×音乐创作+0.157×偶像效应+0.240×文化认同+0.441×经济效益，其中模型的R^2值为0.441，意味着四个自变量可以共同解释消费者决策因素44.1%的变异量，具有良好的解释效能。进一步通过F检验发现，整体模型通过了显著性检验（F(4,395)=77.950，p=0.000<0.01），说明音乐创作、偶像效应、文化认同与经济效益四个因素与消费者决策之间确实存在显著的影响关系：

（一）音乐创作的回归系数为0.233（t=5.531，p=0.000<0.01），意味着受众对流行音乐作品在旋律创新性、歌词共鸣性与编曲层次感的感知，能够显著正向促进其音乐消费决策。

（二）偶像效应的回归系数为0.157（t=4.091，p=0.000<0.01），表明受众在偶像形象认同、社交媒体关注及粉丝行为影响下，其购买支持意愿显著增强。

（三）文化认同的回归系数为0.240（t=5.503，p=0.000<0.01），说明受众对音乐作品中所蕴含民族元素、地域符号等文化特征的情感认同感，能有效提升其音乐消费动机。

（四）经济效益的回归系数为0.441（t=11.520，p=0.000<0.01），在四个自变量中影响力最强，反映出价格合理性、平台性价比与消费便利性是当前音乐受众做出实际购买决策的重要驱动因素。

表 4: 自变量对消费者决策的回归分析

	非标准化系数		标准化系数	*t*	*p*	共线性诊断	
	B	标准误	***Beta***			**VIF**	容忍度
常数	-0.193	0.191	-	-1.013	0.312	-	-
音乐创作	0.233	0.042	0.222	5.531	0.000**	1.134	0.882
偶像效应	0.157	0.038	0.161	4.091	0.000**	1.096	0.912
文化认同	0.240	0.044	0.217	5.503	0.000**	1.099	0.910
经济效益	0.441	0.038	0.443	11.520	0.000**	1.045	0.957
R^2			0.441				
调整 R^2			0.435				
F ·			*F* (4,395)=77.950,*p*=0.000				
D-W 值			1.943				

备注：因变量 = 消费者决策
*** *p*<0.05 ** *p*<0.01**

中介效应

为进一步验证情感认知在音乐创作、偶像效应、文化认同与经济效益影响消费者决策过程中的中介作用，本研究采用多步回归分析法（Baron & Kenny，1986）进行中介效应检验：

（一）音乐创作对消费者决策的中介作用检验

结果表明，音乐创作对消费者决策具有显著正向影响B = 0.233，t = 5.531，p < 0.01。进一步检验音乐创作对情感认知亦具有显著正向作用B = 0.304，t = 7.243，p < 0.01。引入情感认知后，音乐创作对消费者决策的直接效应不再显著B = 0.056，t = 1.530，p = 0.127 > 0.05。情感认知对消费者决策的影响依然显著B = 0.582，t = 14.143，p < 0.01。因此情感认知在音乐创作影响消费者决策的路径中发挥了完全中介作用。

（二）偶像效应对消费者决策的中介作用检验

结果显示，偶像效应对消费者决策具有显著正向影响B=0.157，t=4.091，p<0.01。情感认知也存在显著正向作用B=0.185，t=4.822，p<0.01。引入情感认知，偶像效应

对消费者决策的直接影响不再显著B=0.050，t=1.540，p=0.124>0.05。情感认知的影响保持高度显著B=0.582，t=14.143，p<0.01。因此情感认知在偶像效应影响消费者决策的关系中同样发挥了完全中介作用。

（三）文化认同对消费者决策的中介作用检验

结果表明，文化认同对消费者决策的直接效应显著B=0.240，t=5.503，p<0.01。对情感认知的影响亦极为显著B=0.376，t=8.663，p<0.01。引入情感认知，文化认同对消费者决策的直接影响消失B=0.021，t=0.535，p=0.593>0.05。情感认知仍然对消费者决策保持极显著的正向影响B=0.582，t=14.143，p<0.01。由此可见情感认知在文化认同影响消费者决策的路径中也形成了完全中介作用。

（四）经济效益对消费者决策的中介作用检验

结果表明，经济效益对消费者决策表现出极强的直接影响B=0.441，t=11.520，p<0.01。对情感认知也具有显著正向作用B=0.153，t=4.008，p<0.01。引入情感认知后，经济效益对消费者决策的直接效应仍保持显著B=0.352，t=11.052，p<0.01。情感认知对消费者决策影响显著B=0.582，t=14.143，p<0.01。表明情感认知在经济效益影响消费者决策的路径中发挥了部分中介作用。

表 5: 中介效应检验

中介作用分析结果 (n=400)															
	消费者决策					情感认知					消费者决策				
	B	标准误	*t*	*p*	*β*	*B*	标准误	*t*	*p*	*β*	*B*	标准误	*t*	*p*	*β*
常数	-0.193	0.191	-1.013	0.312	-	-0.088	0.190	-0.461	0.645	-	-0.142	0.156	-0.914	0.361	-
音乐创作	0.233**	0.042	5.531	0.000	0.222	0.304**	0.042	7.243	0.000	0.297	0.056	0.037	1.530	0.127	0.053
偶像效应	0.157**	0.038	4.091	0.000	0.161	0.185**	0.038	4.822	0.000	0.195	0.050	0.032	1.540	0.124	0.051
文化认同	0.240**	0.044	5.503	0.000	0.217	0.376**	0.043	8.663	0.000	0.350	0.021	0.039	0.535	0.593	0.019
经济效益	0.441**	0.038	11.520	0.000	0.443	0.153**	0.038	4.008	0.000	0.158	0.352**	0.032	11.052	0.000	0.354
情感认知											0.582**	0.041	14.143	0.000	0.566
R^2	0.441					0.413					0.629				
调整 R^2	0.435					0.407					0.625				
F 值	F (4,395)=77.950,p=0.000					F (4,395)=69.394,p=0.000					F (5,394)=133.782,p=0.000				
* *p*<0.05 ** *p*<0.01															

假设检验结果汇总

通过样本数据的系统分析，验证了音乐创作、偶像效应、文化认同、经济效益如何通过情感认知影响消费者的行为决策，理论模型整体拟合良好，设立的十三项假设均得到实证支持。

表 6: 假设检验结果

假设	假设内容	检验结果
H1	音乐创作对消费者决策具有正向影响	支持
H2	偶像效应对消费者决策具有正向影响	支持
H3	文化认同对消费者决策具有正向影响	支持
H4	经济效益对消费者决策具有正向影响	支持
H5	音乐创作对情感认知具有正向影响	支持
H6	偶像效应对情感认知具有正向影响	支持
H7	文化认同对情感认知具有正向影响	支持

假设	假设内容	检验结果
H8	经济效益对情感认知具有正向影响	支持
H9	情感认知对消费者决策具有正向影响	支持
H10	情感认知在音乐创作与消费者决策之间起中介作用	支持
H11	情感认知在偶像效应与消费者决策之间起中介作用	支持
H12	情感认知在文化认同与消费者决策之间起中介作用	支持
H13	情感认知在经济效益与消费者决策之间起中介作用	支持

研究结果表明，消费者对音乐的行为响应并非完全基于感知属性或经济理性，而是深受情绪连接、认同机制和文化归属感的驱动，情感认知在多条路径中发挥核心中介作用。定量数据呈现出清晰的结构性路径与显著性检验结果，研究过程中仍暴露出若干值得进一步探究的问题与潜在的模型矛盾，为了进一步理解这些现象背后的深层逻辑，弥补量化方法在解释复杂心理机制上的局限，下一阶段将引入质性研究方法。

定性研究

深度访谈法选择理由

在完成定量阶段的理论模型检验后，发现部分路径关系存在矛盾现象与未预期结果，偶像效应对消费者决策的相对影响较弱，经济效益变量中情感认知的中介作用仅为部分显现。为了进一步解释这些复杂关系的深层动因，并对理论模型进行必要的修正与深化，本研究在第二阶段采用深度访谈法（In-depth Interview）中的半结构化访谈（Semi-structured Interview），专家访谈法能够结合行业洞察与学理判断，提供高层次、结构化的理论解释，适用于对复杂社会心理机制进行深度挖掘与模型优化。

样本群体

本研究采用目的性抽样（Purposive Sampling），以中国流行音乐市场的两类核心群体为研究对象：

（一）音乐行业从业者（7人）：包括音乐制作人、歌手、词曲作者、音乐学者，确保覆盖产业链的创作、制作、传播、学术研究等环节。

（二）音乐消费者（6人）：包括不同年龄、性别、职业、地域的活跃听众，具备持续的音乐消费行为（订阅流媒体、购买专辑、参与演唱会等）。

（三）样本量：共13人，通过理论饱和原则（Theoretical Saturation）控制访谈进程，当新增访谈不再产生新概念或主题时停止抽样。

访谈提纲

表 7: 访谈提纲汇总

维度	问题
音乐创作	您在创作或聆听音乐时，最关注哪些元素（旋律、歌词、编曲、情感）？ 您认为作品的创作质量如何影响您对音乐产品的付费意愿？
偶像效应	在选择支持一位歌手或购买音乐产品时，您更看重其音乐作品本身还是个人形象（偶像人设）？ 如果偶像的人设出现了负面事件，但其音乐作品质量依然很高，您是否会继续支持？为什么？
文化认同	当流行音乐中融入本土文化元素（如传统乐器、方言演唱、戏曲元素）时，您是否更容易产生情感共鸣并愿意付费支持？ 在全球化背景下，您会通过收听中文流行音乐来强化自我文化身份认同吗？

维度	问题
经济效益	在决定是否为一首音乐作品付费时，您主要考虑哪些因素（如情感价值、音质体验、歌手知名度、价格合理性等）？ 如果一首您非常喜欢的歌曲价格较高，您是否仍然愿意为其付费？在怎样的价格区间内您的消费意愿最强？
情感认知	您能否分享一次因某首歌触发强烈情感共鸣而影响您消费决策的经历？例如：你是否因此购买了专辑或参加了演唱会？ 在选择购买音乐、演唱会门票或相关周边时，情感认同在您的决策过程中占多大比重？
消费者决策	在众多音乐作品或艺人中，您通常依据什么标准做出消费选择（情感共鸣、流行度、价格、品牌效应等）？
	回顾您最近一次音乐消费（购买专辑、参加演唱会、付费会员订阅），您能否描述当时做出决策的心理过程？

编码的细化与验证

在编码细化与验证阶段对全部节点体系进行了全面的复核与质量检验，逐条比对编码片段与节点定义，确保各节点精准捕捉了数据的实际含义，避免出现意义模糊或重复归类的问题。特别是对于边界模糊的内容，经济效益与情感认知的交互区域，进行了多轮梳理与归并优化，通过内部小组互审的方式邀请两位具有音乐研究背景的研究助理独立复核部分编码结果，检验编码一致性，收集反馈意见，对存在分歧的节点进行了讨论与调整，为了进一步增强信度，研究者还将部分初步发现反馈给个别受访者进行成员验证，确认解释与体验的一致性，通过多轮精细化校准与交叉验证，确保最终编码结果高度真实、严谨且具有理论抽象力，为后续理论建构与实证检验提供了坚实的数据支撑。

讨论

通过定量与定性研究全面验证了本研究提出的各项假设，进一步深化了对中国流行音乐消费行为机制的理解，定量研究部分基于回归分析和中介效应检验，音乐创作、偶像效应、文化认同和经济效益等因素对消费者决策的显著正向影响，情感认知在自变量与消费者决策之间发挥了重要的中介作用，验证了本研究假设的合理性与严谨性，定性研究通过对音乐从业者与消费者的深度访谈，验证了量化阶段发现的关键路径，揭示了更为细腻的内在逻辑，访谈结果不仅支持了定量分析中的核心路径，还补充了情境化、动态化的消费者心理演变过程。

综上所述，本章不仅实证验证了核心假设，确立了解释框架的有效性，也为中国流行音乐市场的健康发展与策略制定提供了科学依据和实践指导，通过定量与定性双重路径的系统验证，在理论探索与现实应用之间建立了坚实的桥梁，为未来更深入的研究提供了丰富的启示和坚实的基础。

总结与建议

研究表明，文化认同与偶像效应在中国语境下具有更强解释力。音乐消费行为不仅是艺术偏好选择，更是一种社会身份表达与情绪认同的外在体现。本研究验证了情感认知的关键中介作用，丰富了音乐消费行为理论。建议加强原创音乐创新表达，优化偶像品牌运营策略，并推动文化融合发展。

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低匹配度联名的评价生成逻辑：消费者特性与感知营销支持的过程视角
HOW EVALUATIONS FORM IN LOW-FIT CO-BRANDING: A PROCESS VIEW OF CONSUMER TRAITS AND PERCEIVED MARKETING SUPPORT

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摘要

在联合品牌研究中，“高匹配度更有利” 的主流结论与现实中大量低匹配度跨界联名的成功之间存在明显悖论。为解释低匹配度联名何以获得正向评价，本研究以 “黑神话悟空×瑞幸咖啡” 联名为情境，围绕消费者评价形成机制展开探讨。研究采用半结构式深度访谈获取一手资料（N = 12），并通过开放——主轴——选择性编码进行系统分析，提炼关键范畴与关系。结果显示：消费者在接触低匹配度联名时会触发意义建构与 “新奇——探索” 反应，并进一步通过品牌涉入与个性需求倾向形成差异化的评价路径；同时，感知营销支持（广告曝光、促销与渠道可见性）在评价巩固与扩散中发挥关键作用。基于此，研究构建了低匹配度联名评价形成的过程模型，为匹配度研究提供了机制解释，并为企业跨界联名的叙事设计与营销投入方式提供实践启示。

关键词: 联合品牌匹配度 低匹配度联名 消费者特性 感知营销支持

Abstract

In co-branding research, the dominant view that higher brand fit leads to more favorable consumer responses conflicts with the marketplace reality that many low-fit, cross-category collaborations achieve strong success. To explain how low-fit co-branding can generate positive evaluations, this study investigates the consumer evaluation formation mechanism in the context of the “Black Myth: Wukong × Luckin Coffee” collaboration. Using semi-structured in-depth interviews (N = 12), we analyzed first-hand data through open, axial, and selective coding to derive key categories and their relationships. The findings indicate that consumers’ exposure to low-fit collaborations triggers sensemaking and a “novelty-exploration” response, which then develops into differentiated evaluative pathways shaped by brand involvement and the tendency toward uniqueness. Meanwhile, perceived marketing support—Such as advertising exposure and the visibility of promotions and distribution—Plays a critical role in consolidating and amplifying consumers’ evaluations. Based on these insights, we develop a process model of how evaluations form in low-fit co-branding, offering a mechanism-based explanation that extends prior fit-focused research and providing managerial implications for narrative design and marketing support strategies in cross-brand collaborations.

Keywords: Co-brand Fit, Low-fit Co-branding, Consumer Characteristics, Perceived Marketing Support

引言

近年来，跨界联名已成为品牌创新与流量获取的重要策略。值得注意的是，市场上大量成功的联名并不遵循“越匹配越好”的直觉：一些品牌形象、产品类别甚至消费场景差异显著的组合，反而引发更强的关注、讨论与购买热潮。以游戏IP与咖啡品牌的联名为例，两者在核心属性与使用情境上存在明显距离，却往往通过话题传播与社交分享实现“出圈”。这类现象提示我们：在联合品牌实践中，低匹配度并不必然导致负面评价，反而可能在特定条件下转化为积极的消费者反应，由此形成“低匹配度联名却常爆款”的现实悖论。

与上述实践形成对照的是，既有联合品牌研究多强调匹配度的正向作用，普遍认为品牌形象一致性与产品类别相近性有助于降低认知冲突、促进联想迁移，从而提升消费者态度与购买意图。在这一逻辑下，高匹配度合作被视为更安全、更可预测的策略选择；相反，低匹配度组合容易被认为会带来不协调感、削弱品牌联想并引发拒斥。因而，主流研究框架往往将匹配度理解为线性优势来源，并据此解释联合品牌的成败差异。

然而，低匹配度联名的持续成功意味着：匹配度对消费者评价的作用机制可能并非单一线性。现有研究在解释低匹配度情境时仍存在明显不足：其一，研究多停留在“认知冲突—负向评价”的推论，缺少对低匹配度如何被消费者重新解释并转化为正向意义的机制刻画；其二，关于“何时、对谁、在何种营销条件下”低匹配度可能更有效的边界条件讨论不充分，导致理论难以回应现实中跨界组合的差异化结果；其三，现有量化研究往往以既定量表直接测量匹配度效应，但对低匹配度情境中消费者如何生成评价、如何在互动与传播中巩固判断的过程缺乏深入还原。

基于此，本研究聚焦低匹配度联合品牌情境，围绕两个核心问题展开：第一，低匹配度联名如何影响消费者对联合品牌的态度与行为意图，其背后的心理转化路径是什么？第二，消费者相关特性与营销支持在其中如何发挥作用？具体而言，本研究关注两类消费者特性——品牌涉入度与个性需求倾向——它们可能决定消费者是否愿意投入认知资源进行意义建构，及其是否将联名解读为“新奇体验”或“自我表达”；同时，考虑到跨界联名高度依赖传播扩散与可见性，本研究引入感知营销支持（如广告曝光、促销活动与渠道铺设的可见性）作为关键情境因素，探讨其如何影响消费者对联名合理性、可信度与价值感的判断，从而强化或弱化低匹配度的评价转化。

为更贴近低匹配度联名的真实消费语境，并在理论上提炼可解释的机制模型，本研究采用定性研究路径，以“黑神话悟空×瑞幸咖啡”联名为典型情境，通过深度访谈获取一手资料并进行系统编码分析，进而构建低匹配度联名评价形成的过程模型。本文的潜在贡献在于：从机制层面补充匹配度研究对低匹配度情境的解释盲区，揭示消费者特性与感知营销支持如何共同塑造评价路径；同时为品牌跨界联名提供更具操作性的策略启示，即企业可通过叙事与营销支持设计引导消费者完成意义建构，从而在低匹配度组合中实现价值创造与市场扩散。

研究目的

基于低匹配度联名在市场实践中频繁获得积极反应、但现有研究对其正向评价形成过程解释不足的现实与理论矛盾，本研究以低匹配度联合品牌为研究情境，采用定性方法聚焦消费者评价的生成逻辑与作用边界，旨在为匹配度研究提供更具过程视角与情境解释力的理论补充。具体研究目的如下：

解释机制：揭示低匹配度联名在消费者端如何通过意义建构、新奇体验等心理过程转化为正向态度与行为意图，提炼低匹配度正向评价的关键机制与核心路径。

路径分化：识别消费者差异在评价形成中的作用，重点考察品牌涉入度与个性需求倾向如何影响消费者对低匹配度联名的解读方式与评价路径，从而形成不同的心理转化模式。

情境作用：讨论感知营销支持在上述机制中的作用方式，分析广告曝光、促销与渠道可见性等支持要素如何强化（或抑制）消费者的意义建构与价值判断，进而影响低匹配度联名评价的巩固与扩散。

文献综述

联合品牌匹配度与评价

联合品牌（brand alliance/co-branding）通常被视为通过两品牌资源互补与联想迁移来提升新产品接受度的策略（Park et al., 1996；Simonin & Ruth, 1998）。既有研究多沿用品牌延伸与品牌资产逻辑，强调消费者在评估联合品牌时会基于既有品牌知识进行推断：当两品牌在形象或品类上更一致时，更易形成顺畅的认知加工并产生更高的态度与购买意图（Aaker & Keller, 1990；Keller, 1993）。因此，“匹配度/契合度（fit）”被普遍视为联合品牌成败的关键预测变量，且常被区分为产品/品类契合与品牌概念/形象一致（Park et al., 1996；Simonin & Ruth, 1998）。此外，品牌联盟还可能发挥“质量信号”作用，高声誉伙伴与联盟行为本身可降低不确定性并提升评价（Rao & Ruekert, 1994）。相关综述与元分析进一步表明，匹配度总体上与联合品牌评价呈正相关，但不同研究结论存在差异，暗示其作用并非单一线性且受到情境因素影响（Helmig et al., 2008；Paydas Turan, 2021）。

低匹配度可能的积极机制线索

尽管高匹配度常被认为更“安全”，但消费者对不一致信息的反应并不必然负向。基于图式一致性理论，适度不一致可能激发更深加工与解释努力，从而在成功整合意义后带来更积极的评价（Meyers-Levy & Tybout, 1989）。在营销传播领域，不一致线索若被认为“相关且可解释”，反而更易提升记忆与信息价值（Heckler & Childers, 1992）。进一步地，低匹配度跨界组合往往伴随更强的新奇感与唤醒水平，新奇—探索动机会提升注意、讨论与尝试倾向（Berlyne, 1960；Lee & Labroo, 2004）。此外，低匹配度联名可能被消费者解读为“独特符号”或“身份表达”，尤其在具有象征意义的品类/域中，消费者会通过差异化选择来传递身份并与他人区隔（Berger & Heath, 2007；Berger & Ward, 2010）。与此一致，个体层面的“独特性需求”会显著影响其对差异化产品与象征性联名的偏好（Tian et al., 2001；Mazodier & Merunka, 2014）。因此，低匹配度的关键不在于“不一致本身”，而在于消费者是否产生意义建构、以及是否将其转化为新奇体验与自我表达价值。

消费者特性与营销支持的研究启示与不足

现有研究提示，消费者差异会塑造其对联合品牌信息的加工深度与解释取向。例如，涉入度反映个体对品牌/品类的主观相关性，高涉入者更可能投入认知资源进行系统加工，从而对复杂或不一致信息形成更细致判断（Zaichkowsky, 1985）。在身份与自我概念视角下，品牌可作为自我建构与群体意义的载体，消费者会选择与自我一致或可表达自我形象的品牌组合（Sirgy, 1982；Escalas & Bettman, 2005）。因此，“品牌涉入—个性需求”等特性可能导致低匹配度联名的评价路径分化。与此同时，营销支持也是不可忽视的情境线索：消费者会从营销投入强度与可见性中推断品牌承诺与质量，进而影响其对新组合的信任与价值判断（Kirmani &

Wright, 1989；Kirmani, 1997；Kirmani & Rao, 2000）。在联合品牌语境中，营销活动与传播清晰度同样被认为会影响消费者对联盟的理解与接受（Washburn et al., 2000；Helmig et al., 2008）。然而，现有研究仍存在不足：一是多以量化模型检验“fit→评价”的平均效应，较少还原低匹配度如何被解释并转化为正向评价的过程；二是对“对谁更有效”（涉入/独特性差异）与“在何种营销支持下更有效”（营销支持的感知与可见性）缺乏机制化整合。因此，有必要采用定性研究深入还原消费者在低匹配度联名中的意义建构过程，并据此提炼可检验的过程模型与边界条件。

研究方法

1. 研究情境与案例选择

本研究聚焦“低匹配度联合品牌”情境，旨在还原消费者对跨界联名的评价生成过程并据此提炼机制模型。为保证研究情境具有典型性与信息丰富性，本文选取“黑神话悟空×瑞幸咖啡”联名作为研究案例。该联名在品牌属性、产品类别与使用场景上具有明显跨界特征，符合低匹配度联名的关键判据；同时其在社交媒体与消费市场中引发广泛讨论与实际购买行为，能够为理解“低匹配度联名为何可能获得正向评价”提供高密度经验材料。基于此，本文以该案例为核心语境，通过访谈收集消费者对联名的认知、情绪反应与行为意图，并进一步从资料中归纳其内在机制与边界线索。

2. 数据收集与样本

本研究采用目的抽样策略确定受访者。首先以“是否实际接触或关注该低匹配度联名案例”为筛选条件，确保样本与研究问题具有直接关联性。其次，在初步访谈与滚雪球推荐基础上，有意识地覆盖不同品牌涉入水平与个性需求倾向的消费者，以增强资料的差异性与理论比较价值。

需要说明的是，本研究为机制探索型定性研究，其目标在于揭示低匹配度联名评价形成的心理过程，而非进行总体比例推断。因此样本并不追求统计意义上的代表性，而强调理论相关性与信息丰富性。当新增访谈未再产生新的核心范畴与关系时，判定达到信息饱和并终止取样。由此，样本规模与构成能够支持本研究的理论建构目标。

本研究采用半结构式深度访谈收集一手资料。受访者筛选遵循“与研究问题高度相关、覆盖差异、保证信息饱和”的原则：首先，受访者需对“黑神话悟空×瑞幸咖啡”联名有一定接触（如关注过信息、讨论过、购买/体验过或明确表达过态度），以确保其能够提供具体评价依据；其次，为识别消费者差异导致的路径分化，样本在品牌涉入度与个性需求倾向上进行有意识的差异化覆盖（例如：高/低品牌涉入、高/低个性需求），以提高对比解释力；再次，在基本人口统计特征（性别、年龄、职业/教育）上保持适度多样，以减少单一群体偏差。

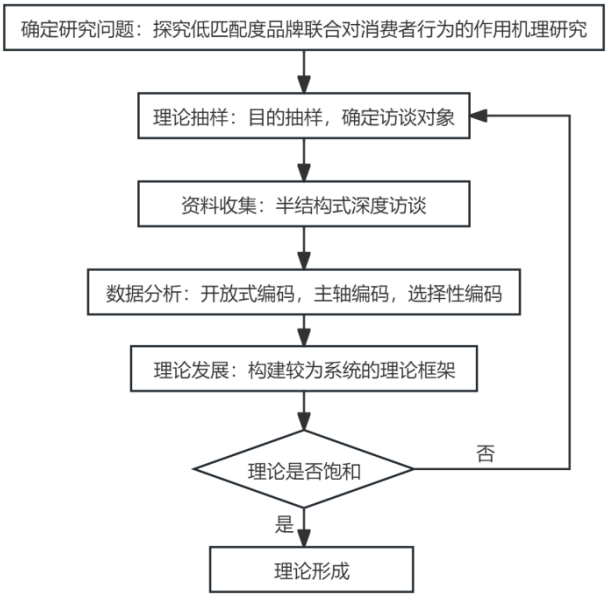

图 1: 本研究扎根理论方法应用流程图

访谈主要通过线上语音/视频与线下面访两种方式进行，每位受访者访谈约30–60分钟（根据受访者表达与追问深度灵活调整）。访谈全程在征得同意后录音，并于访谈结束后尽快转写为文本以确保信息完整与语义准确。在资料收集过程中，研究者采用“边收集边分析”的迭代策略：当新访谈不再产生新的核心概念、范畴关系趋于稳定时，判定达到理论饱和并停止新增样本。本研究最终获得有效访谈样本N=12，形成用于编码分析的文本材料。

表 1: 受访者信息表

编号	年龄段	职业	咖啡涉入度	IP 涉入度	首次接触渠道
P1	青年	学生	低	高	B 站/微博
P2	中青年	企业职员	中	中	小红书/朋友推荐
P3	中青年	企业职员	中	中	社媒讨论
P4	中青年	技术人员	低	低	门店偶遇
P5	青年	企业职员	中	低–中	小红书
P6	中青年	企业行政	高	中	门店海报+朋友圈
P7	中年	管理者	低	低	微信群/家人
P8	青年	学生	中	中	小红书/门店物料
P9	中青年	自由职业	高	低	App 推送
P10	中青年	外企工作	高	低	门店点单/App
P11	中年	管理者	中	中	社媒高频曝光
P12	中青年	管理者	中	中	微博热搜

3. 访谈提纲与实施过程

访谈提纲围绕“低匹配度联名的评价形成”展开，采用“核心问题+追问线索”的半结构方式，以保证可比性与开放性并存。核心问题主要包括：受访者如何理解该联名（匹配/不匹配的判断依据）；首次接触时的直观感受（新奇、疑惑、冲突或兴趣等）；在进一步了解后评价是否变化及其原因（意义建构、联想迁移、价值判断）；是否产生购买/尝试/分享意愿以及触发点；对品牌广告、促销活动、渠道可见性等营销支持的感知与解释；以及个体特征（对品牌/品类的涉入、是否偏好独特与自我表达）如何影响其最终判断。

实施过程中，研究者先以中性问题引导受访者回忆接触路径与具体情境，再通过递进式追问获取其背后的理由与心理过程；对关键概念与表述采用复述确认与澄清提问，以提高表达的可解释性与可用性。

4. 数据分析与质量控制

本研究采用扎根理论取向的三级编码对访谈文本进行系统分析，编码过程遵循“从资料到概念、从概念到关系、从关系到模型”的路径。首先进行开放式编码，对受访者的关键叙述进行逐段标注与概念化，初步形成反映评价依据、情绪反应、解释策略与行为倾向等的概念集合；其次进行主轴编码，将开放编码得到的概念进行聚合，识别其在“触发—解释—转化—结果”等过程中的归属与条件关系，形成若干主范畴（例如意义建构、新奇探索、自我表达、营销支持感知等）；最后进行选择性编码，围绕“低匹配度联名评价形成机制”这一核心范畴整合主范畴之间的逻辑链条，提炼关键路径与边界条件，并据此构建过程模型。

为提升研究的可信度与可追溯性，本文在分析过程中采取多项质量控制措施：其一，采用持续比较法，随编码进展不断对新旧资料进行对照，避免单一访谈带来的偶然解释；其二，关键概念与范畴关系通过研究者反复回查原始语句进行证据回扣，并保留编码备忘录以记录推理过程；其三，对易产生歧义的表述进行语义澄清与一致性校验（如复述确认、同类语句交叉验证），并在范畴趋于稳定后评估理论饱和，以确保模型提炼来源于充分资料支撑。

研究结果

1. 低匹配度触发的“解释/意义建构”

过程访谈资料显示，消费者在初次接触低匹配度联名时，往往先形成“直观不协调”的判断，但这种不一致并不必然导致否定性结论，反而更常作为一种认知触发器，引发消费者对“为什么会这样搭配”的解释动机。受访者会基于品牌气质、使用场景与自身既有印象，快速感知到联名组合的“距离感”，继而通过进一步查看海报文案、联名物料、社交平台讨论等方式，寻找能够使联名“自洽”的叙事线索。在这一过程中，消费者并非只比较两品牌“像不像”，而是在尝试回答“这次合作想表达什么”“是否认真策划”“是否有合理目标受众”等更具解释性的判断。一旦消费者在信息中捕捉到“反差是卖点”“双方各取所需”“风格统一、不是随便贴牌”等线索，最初的不协调就会被合理化，评价也从“奇怪”转向“可以理解”。例如，P1在首次接触时明确表达了不匹配感，但同时这种不匹配并未引发排斥，而是带来好奇与进一步核实：“*最先浮现的想法就是‘有点不搭’……但不是那种排斥的惊讶，更像是……好奇*。”（P1）随后其评价发生变化，关键在于从内容中识别到“反差感”的策划意图：“看了海报设计和文案之后，反而觉得他们好像是有刻意在做一种反差感。”（P1）类似地，P12也指出低匹配引发的并非否定而是思考：“*第一反应是觉得匹配度不高……但这种‘不搭’并没有让我否定它，反而引发了一点思考*。”（P12）

总之低匹配度在评价形成的早期并非直接的负向刺激，而是通过激活“困惑—解释—合理化”的意义建构过程，为后续新奇体验、自我表达与营销支持的作用提供了共同起点。

2. 新奇/探索兴趣如何转化为正向态度

在意义建构的基础上，许多受访者进一步体现出以“新鲜感—探索兴趣”为核心的情绪反应，并在持续曝光与多渠道接触中逐渐转化为更稳定的正向态度。资料显示，这一情感通道具有两个显著特征：第一，新奇感往往不是一次性产生并结束，而是在“反复看到—不断补充信息—逐渐形成熟悉与接受”的过程中累积增强；第二，新奇并不只来自联名本身，也来自社交讨论与他人解读所提供的“意义增量”，从而强化了探索动机与正向评价。P1清晰描述了这种“由不搭到正面”的渐进过程：“*我对这个联名的看法是慢慢变正面的。一开始是觉得不搭，但后来通过不断接触信息，会觉得这种反差本身就是它的卖点。*”（P1）并且其态度变化与曝光、讨论氛围密切相关：“广告曝光和讨论氛围对我影响挺大的，会让我不断去重新思考这个联名的意义。”（P1）同样，P9也强调态度形成来自多信息比较后的逐步接受：“*我的态度是在不断比较不同信息之后逐渐形成的……后来会接受这种低匹配带来的新鲜感。*”（P9）低匹配度的积极效应可通过“新奇—探索—反复接触”的情感机制实现转化。只要消费者在持续接触中将“反差”重新定义为“有意思/值得尝试”，其态度更可能从不确定转向正向稳定。

3. 个性需求驱动的自我表达与圈层信号

除情感通道外，部分受访者对低匹配联名的偏好还源于其象征意义与表达价值：联名不再只是功能层面的产品组合，而成为一种可被使用的符号资源，用以表达兴趣、审美与圈层认同。这一路径在IP涉入较高或更重视“氛围与叙事”的受访者中更为突出。其核心逻辑在于：低匹配的跨界组合因“反差”而更具可讨论性与可展示性，当消费者将其理解为“圈层内容进入日常场景”或“品牌在讲故事”，联名便获得了超越匹配度的额外价值。P3即将此次联名理解为IP扩散与圈层外延：“*我会把这次联名理解成一种IP扩散，让原本只在游戏圈里的东西进入更日常的场景。*”（P3）这种理解使联名更容易被赋予“支持/认同”的情绪。与此同时，P8强调联名的表达与叙事属性：“*我有兴趣了解，主要是因为包装和整体氛围……会想知道这个联名背后想表达什么。*”（P8）并进一步将其概括为故事化表达：“*我会把这次联名理解成一种‘讲故事’的方式……营造一种情绪氛围。*”（P8）在该通道下，消费者评价联名并不只看“搭不搭”，而更在意其是否提供了“可被认同、可被展示、可被代入”的意义。当低匹配联名承载了自我表达与圈层信号功能，消费者的价值判断会从“匹配/不匹配”的表层标准，转向“是否有象征意义与表达价值”的深层标准，从而提升正向态度与分享倾向。

4. 感知营销支持如何放大或稳固上述机制

访谈进一步表明，感知营销支持在低匹配联名评价形成中发挥关键情境作用。一方面，广告曝光、门店物料、社交平台扩散等提升了联名的可见性与“被认真对待”的信号，能够为消费者提供更多解释材料与讨论线索，从而巩固意义建构并放大新奇与表达价值；另一方面，当营销支持被感知为“过度曝光”，则可能引发疲劳与抵触，使评价从对联名内容的讨论转向对品牌动机的怀疑，形成负向边界。正向路径上，P5提到其信息接触来自多渠道叠加：“*除了微博，我后来也在瑞幸门店看到过联名相关的物料，还在小红书刷到过一些测评。*”（P5）并指出社交讨论对兴趣激发的重要性：“*我觉得官方信息比较完整，但社交平台的讨论更容易让我产生兴趣。*”（P5）这类支持提升了联名的解释密度，使消费者更容易完成“从不搭到自洽”的转化。负向边界上，P11清晰表达了对过度营销的反感：“*第一反应其实是有点反感……觉得‘怎么到处都是’，有点过度营销的感觉。*”（P11）这说明营销支持并非线性正效应，而是存在

“适度—过度”的阈值：当支持强度超过消费者可接受范围，低匹配带来的注意力优势可能转化为负担，进而抑制正向评价。感知营销支持通过“可见性提升与投入信号”放大并稳固“意义建构—新奇探索—自我表达”的正向路径；同时，过度曝光会触发疲劳与怀疑，构成低匹配联名的重要负向边界条件。

表 2: 选择性编码

核心范畴	关联主轴范畴	关系类型	理论内涵说明
C1 低匹配联合品牌的认知起点	B1 联名初始匹配认知	起始条件	消费者在首次接触联合品牌时，普遍形成对品牌形象与产品调性“低匹配”或“不搭”的初始判断，该认知构成联合品牌态度形成的起点，但并不直接导向负面评价。
C2 低匹配情境下的探索与意义建构机制	B2 探索动机与意义建构	中介机制	初始不匹配所引发的认知冲突与反差感，可能激发消费者的好奇心与探索动机，促使其通过关注联名设计、合作逻辑与象征意义，对联合品牌进行再解释与合理化。
C3 情绪体验的动态调节作用	B3 情绪体验与心理反应	过程机制	在多次信息接触过程中，消费者的情绪体验呈现动态变化，新鲜感与趣味感有助于弱化初始不匹配带来的疑虑，而营销疲劳则可能抑制探索过程并削弱正向评价。
C4 感知营销支持的放大与抑制效应	B4 感知营销支持	调节机制	消费者对广告曝光、促销支持及渠道铺设等营销投入的主观感知，会放大或削弱探索动机与情绪体验对联合品牌评价的影响，是低匹配联名能否被接受的关键条件。
C5 社会影响的强化路径	B5 社会影响与他人评价机制	强化机制	社交平台讨论、他人评价与从众氛围为消费者提供认知参照和社会认同线索，在一定程度上强化联合品牌的合理性认知，并加速态度形成过程。
C6 联合品牌态度与行为结果	B6 联合品牌态度与行为反应	结果输出	在多重机制共同作用下，消费者形成分化的联合品牌态度，包括正向接受、中性保留与负向排斥，且态度并不必然直接转化为持续购买行为。

讨论

本研究以低匹配度联名为研究情境，通过访谈资料对消费者评价形成过程进行探索性梳理，并尝试在此基础上提炼低匹配度联名评价形成的过程模型。需要说明的是，本文的发现更多体现为对既有研究视角的补充与细化，而非对传统结论的否定。总体而言，研究结果提示：低匹配度并不总是带来负向评价，其作用可能取决于消费者如何理解与解释联名组合、以及营销支持等情境线索如何影响这一解释过程。基于此，本文从三个可能的理论启示与一个边界条件进行讨论。

第一，本文为“匹配度越高越好”的单线性叙事提供了一个补充性解释。 既有研究强调高匹配度有助于降低认知冲突、促进联想迁移并提升态度与购买意图。本文的访谈结果显示，在低匹配度情境下，部分消费者并不会立即产生强烈排斥，而是可能表现为好奇与进一步了解的倾向。这一现象提示，匹配度的影响或许并非在所有情境中都呈现同一方向与同一强度；在某些跨界联名中，低匹配度可能通过引发注意与讨论而产生不同于高匹配度的作用路径。基于定性证据，本文倾向于认为匹配度的作用更具有情境依赖性，后续研究可进一步检验其是否存在非线性或分群差异。

第二，本文尝试揭示低匹配度从“不协调直觉”走向“可接受甚至正向评价”的心理转化机制，并以过程模型形式加以概括。 访谈资料表明，消费者在初次接触低匹配度联名时往往会产生“奇怪/不搭”的直观判断，但该判断并不必然导致最终否定。相反，一些受访者会启动“为什么这样搭”的解释过程，借助联名叙事、视觉物料与外部讨论线索完成意义建构；当这种意义整合成功时，反差体验可能被重新定义为“新奇、有趣或值得尝试”。需要强调的是，这一机制更多是对低匹配度情境下“评价如何生成”的过程性描述，旨在为后续研究提供可进一步检验的机制线索，而非对所有低匹配度联名的普遍规律做出强断言。

第三，研究结果在一定程度上提示消费者特性可能导致低匹配度联名评价的路径分化。本文观察到，不同受访者对低匹配度的解读存在差异：部分受访者更愿意投入认知资源去理解联名逻辑（可能与品牌/品类涉入相关），而另一些受访者更强调联名所带来的象征意义与表达价值（可能与个性需求倾向相关）。因此，低匹配度联名的吸引力或许并不只来自功能层面的产品评价，也会受到“是否值得理解”“是否能表达自我”等个体差异因素影响。不过，鉴于本文样本规模与情境限制，这一“路径分化”更适合作为一种探索性命题，为后续量化研究提供方向，而不宜被理解为已经得到完全验证的结论。

最后，本文识别出感知营销支持在低匹配度联名中的作用方式及其可能边界。 访谈显示，广告曝光、门店物料与社交扩散等营销支持不仅提升联名可见性，也可能为消费者提供更多解释与验证线索，从而帮助其完成意义建构并巩固正向态度。但同时，过度曝光也可能引发疲劳与反感，使评价从“联名内容”转向对营销动机的质疑。这提示营销支持的作用可能存在阈值或强度边界：在需要解释与建立信任的阶段，营销支持或更关键；而当支持强度超出消费者可接受范围时，可能出现负向反应。后续研究可进一步区分不同类型的营销支持（广告、促销、渠道可见性）并检验其在不同消费者群体中的差异化效果。

总体来看，本文以定性证据对低匹配度联名评价形成过程进行了初步刻画，并尝试提炼过程模型与若干边界线索。上述讨论为理解现实中部分低匹配度跨界联名的积极反应提供了可能的解释框架，也为后续开展更大样本、跨情境的量化检验与模型拓展提供了基础。

总结

本研究聚焦低匹配度联合品牌情境，基于“黑神话悟空×瑞幸咖啡”联名的访谈资料，对消费者评价形成过程进行探索性分析，并在此基础上提炼过程模型。研究发现，低匹配度在评价早期并不必然导向排斥，更可能触发消费者的解释动机与意义建构；当消费者能够形成较为自洽的理解框架时，低匹配带来的反差体验会转化为新奇与探索兴趣，并在持续接触与讨论中逐渐形成较稳定的正向态度。同时，消费者差异可能导致评价路径分化：品牌涉入度较高的消费者更倾向于投入认知资源理解联名逻辑，而个性需求倾向较强的消费者更容易将联名视为自我表达与圈层认同的符号资源。进一步地，感知营销支持通过提升可见性与提供解释线索，有助于巩固上述机制，但过度曝光也可能引发疲劳与反感，构成重要边界条件。总体而言，研究为低匹配度联名“何以获得正向评价”提供了过程性解释，并为后续量化检验提供了可操作的机制线索与命题基础。

建议

1. 管理建议

基于研究发现，本文提出以下可执行建议，以帮助企业在低匹配度跨界联名中更有效地引导消费者评价与市场扩散。第一，优先设计“可被解释”的联名叙事。在发布前应明确联名的核心逻辑（反差点、共同价值或情境连接），并通过海报文案、短视频故事线、联名产品命名等方式提供清晰的解释线索，降低消费者“看不懂”的成本，使其更易完成意义建构。第二，用可见的体验触点强化“新奇—探索”。低匹配联名的优势往往来自新鲜感，建议在门店陈列、包装设计、限定周边、打卡机制等方面提供可感知的反差体验，并设置低门槛试用（小规格、组合券、限时尝鲜）以促进首次尝试，将好奇转化为实际行为。第三，针对不同人群实施差异化传播。对高涉入人群可投放更“内容化”的信息（幕后制作、联名理念、IP细节彩蛋），增强其理解与认同；对高个性需求人群则强调可展示性与象征意义（包装美学、社交分享场景、圈层标签），以提升自我表达价值。第四，把握营销支持强度与节奏，避免过度曝光。营销支持应在“解释框架尚未形成”的阶段提供足够可见性，但需通过分阶段投放与内容更新避免轰炸式重复；同时监测社交平台反馈与负面情绪信号，及时调整频次与素材，防止疲劳转化为反感。

2. 局限与未来研究

本文基于单一典型案例与小样本访谈进行探索，结论的外推性仍需谨慎。未来研究可扩展至不同品类与不同类型跨界联名情境，并通过实验或大样本调查检验过程模型的关键路径与阈值边界（如营销支持的强度区间、不同消费者特性分组效应），以进一步提升结论的稳健性与普适性。

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企业创新质量的内涵、影响因素及测度：一个文献综述

THE CONNOTATION, INFLUENCING FACTORS AND MEASUREMENT OF ENTERPRISE INNOVATION QUALITY: A LITERATURE REVIEW

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摘要

高质量发展离不开创新质量的提升。本文系统梳理企业创新质量的内涵界定、影响因素及测度方法。创新质量源于研发质量与创新管理理论，学界主要从创新视角与质量视角界定，目前尚未形成统一概念框架。内部因素含高管特征、战略决策、知识管理等，直接作用于创新质量；外部因素包括市场环境、政策制度等，通过资源配置等间接影响，且诸多因素与创新质量存在非线性关系。测度方法以专利数据为核心代理指标，逐步发展出多层面多维评价体系，但存在指标碎片化、全过程刻画不足等问题。最后指出，未来需深化创新质量内涵、构建情境适配性评价体系，综合考察内外部因素协同作用，探索中国情境下知识型企业创新质量驱动路径，支撑高质量发展。

关键词: 高质量发展 创新质量 创新能力

Abstract

High-quality development relies on the improvement of innovation quality. This paper systematically reviews the connotation, influencing factors and measurement methods of corporate innovation quality. Originating from R&D quality and innovation management theories, innovation quality lacks a unified conceptual framework. Internal factors (executive traits, strategy, knowledge management) directly affect innovation quality, while external factors (market, policy) exert indirect influences, with non-linear relationships widely existing. Patent data serve as the core proxy for measurement, and a multi-dimensional system has been formed, but problems like fragmented indicators still exist. Future research should deepen its connotation, establish a context-based evaluation system, explore the driving paths for knowledge-based enterprises under the Chinese context, and support high-quality development.

Keywords: High-quality Development, Innovation Quality, Innovation Capability

引言

新时代背景下，全球科技竞争日趋激烈，科技创新已成为国家实现科技自立自强、培育新质生产力的核心支撑，更是企业突破发展瓶颈、构建核心竞争力的关键抓手，其战略地位愈发凸显。与此同时，随着创新实践的不断深化，单纯追求创新数量的发展模式已难以适应高质量发展需求，对创新质量的关注逐渐超越数量层面，成为学术界与产业界共同探讨的热点议题。创新质量的概念首先由 Haner（2002）提出，其核心内涵是指企业在创新过程、产出和经济效益等诸领域绩效的总和，是全部创新结果的质量，涵盖创新过程的规范性、创新产出的实用性与突破性，以及创新成果转化的经济效益和社会价值。近年来，有关创新质量的议题受到越来越多经济学、管理学等各大领域学者的广泛关注，相关研究不断丰富，为国家创新体系完善、企业创新能力提升提供了重要的理论支撑与实践指引，也进一步凸显了深入研究创新质量的必要性与时代价值。

内容

我们着手从创新质量的概念、前因变量、影响因素和测度四方内容展开。

1. 关于创新质量概念的研究

创新质量，早在 21 世纪初就已经引起众多学者的关注。创新质量概念的提出是为了能够更好地量化企业创新产出的成果和创新引致的影响。创新质量是由最早始于研发质量。Juran（1951）提出，研发质量是创造和满足企业客户的需求及其程度。其本质上是企业产品研发的综合技术质量及其市场影响程度，以及当期对企业目标的贡献度。Keogh 和 Bower（1997）的研究重点强调创新和质量的关联性和重要性，并确定创新和质量是企业成功的核心因素。从此，创新质量的概念逐渐进入学者们的研究视野。创新质量离不开创新理论和质量管理理论，其概念的研究主要侧重于创新和质量两方面。接下来，本文从创新视角和质量视角两个方面来梳理创新质量概念的发展。

1.1 基于创新视角的创新质量概念研究

创新质量以创新为视角，主要是探讨企业创新产出的影响度以及是否能够产出更高的绩效，是企业创新能力和创新绩效的重要体现。如 Haner（2002）开创性的对创新质量概念进行了论述，并将创新质量确定是创新潜能-创新过程-创新产出结果等领域绩效的总和，创新质量具有特殊的动态性，可以通过绩效、效率、数量、功能、可靠度、成本、时间、对顾客的价值、创新的程度、复杂度等诸多变量来定义。Tseng 和 Wu（2007）认为，创新质量是企业提供的产品或服务在顾客满意度方面的体现，可以让企业从新产品或新服务中获取超额利润。已有研究基于创新视角对创新质量概念的研究主要集中以下三个方面：首先，创新质量是创新产出的影响力。企业创新质量考量的是每个公司专利被引用的次数总和，他们明确一项被更多发明者引用的专利比一项被较少发明者引用的专利将具有更大的影响力（Lahiri，2010；Hung et al.，2011）。其次，创新质量是企业创新能力的体现。张古鹏等（2011）提到创新质量是创新能力的极其重要体现，并主张利用专利授权率、专利长度考量企业的创新质量。同时有学者研究认为，创新质量是企业在管理和流程方面创新的能力、开发新产品和新型工艺的能力，能够

提供比主要竞争对手质量更好的新服务和产品的能力（Wang et al.，2016；Wang et al.，2018）。王靖宇等（2020）提出，创新质量是整合企业创新资源并生产出创新质量成果的能力。第三，创新质量是创新整体的有效性。学者从整体视角提出创新质量是企业创新的有效性，以及与整个创新过程相关的其他部分的一致性（Mu et al.，2017）。

1.2 基于质量视角的创新质量概念研究

创新质量从质量的视角，较多的是强调企业创新过程质量的体现，是创新成果满足市场的程度，区别于质量创新。已有研究基于质量视角对创新质量概念的研究分为以下两个方面： 一是从创新质量是创新结果的质量显现视角开展研究。杨幽红（2013）提出创新质量是创新所提供的服务、产品、过程，市场或是经营管理的组织、方法的特征满足目标顾客要求的程度。二是从创新质量是一种价值体现方面展开。创新质量是持续的为目标客户提供卓越的新的价值（Ng，2009；Palm et al.，2016）。中国学者研究也认为，创新质量是企业创新产出品质和水平的体现，由创新投入与创新产出的效率和成本收入效益来测量（刘伟丽和林玮菡，2018）。创新质量是创新价值实现过程的总和，是评判和衡量创新活动价值的标准（姜博等，2019）。

综上所述，从现有研究来看，创新质量的概念提出较晚，就创新质量的概念界定，已有研究主要分为创新管理视角和质量管理视角两个方面。由于不同学者研究的视角和侧重点不同，以及研究主题的差异，国内外现有研究对创新质量的概念仍未形成一致的共识，不同的学者们分别从不同的视角对创新质量进行了不同的认定。

2. 创新质量前因变量的研究

对现有关于创新质量的诸多文献中，国内外学者们从不同的角度分析了创新质量的影响因素，也得出了丰富的研究成果，总结主要是以下几个方面：

2.1 基于创新投入视角的研究

对创新研究领域，创新投入对创新产出的影响从来都是学者们关注的研究热点论题。现有文献基于创新投入角度探索其对创新质量的影响研究主要有发明专利、研发投入、研发活动的地理分布、知识管理等方面，总结具体如下：其一，研发投入对创新质量的影响研究。学者探讨了创新质量与研发投入的关系机理，获得出了丰富的研究成果。一方面，基于 R&D 投入视角，有学者研究认为，创新成果数量过多会拉低创新质量，R&D 资本、人员的投入、FDI 和进出口贸易比重与创新质量有正向关系，高等教育水平对企业创新质量具有抑制作用（张古鹏等，2011）。R&D 投入的促进作用存在滞后期，当期 R&D 投入对企业创新质量没有正向作用，甚至出现负向作用（何涌，2019）。企业研发投入正向促进企业创新质量，知识产权保护非线性的影响企业创新质量，二者呈倒 U 型关系（陈战光等，2020）。其二，企业专利对创新质量的影响研究。有部分学者分析了企业的专利与创新质量两者的关系，专利数量影响了创新质量，申请注册专利较少的公司，创新质量往往会更高（Stefano & Clara，2015）。其三，研发活动的地理分布、知识管理对创新质量的影响研究。还有部分学者从企业自身的研发活动、知识管理视角，探讨其对创新质量的影响。第一，基于企业研发活动的地理分布视角，Lahiri（2010）通过以全球半导体制造业领域专利数据为样本，分析得出研发活动的地理分布非线性的影响企业创新质量，二者呈倒 U 型的关系。第二，从知识管理视角，知识创造与知识应用都与跨国公司创新质量成显著的倒 U 型关系（Duan et al.，2020）。

2.2 基于政府政策和制度背景视角的研究

国内外学者从政府的税收和财政政策支持及制度背景，探讨了其对区域和城市及企业等不同创新主体的创新质量影响。但是由于不同学者基于不同的研究问题和研究视角，也得出了不同的研究结论，总结下来具体如下：其一，税收和财政政策对创新质量的影响。政府对企业的税收优惠与财政补贴是弥补市场失灵的重要机制，也是激励企业创新的重要举措。因此，有部分学者探讨了税收和财政政策与企业创新质量的两者关系。第一，基于税收优惠视角，降低税率会促进企业的创新数量和创新质量（Cai et al.，2018）。政府的税收优惠政策会极大有利于提升企业创新产出的质量（白旭云等，2019）。第二，基于政府补贴和奖励政策视角，创新政策与政府研发补贴对创新质量促进作用不明显（袁胜军等，2020）。财政补贴与制造企业创新质量之间呈现先增后减的倒 U 型关系，而税收优惠则对制造企业提升创新质量产生正向激励作用（周小梅等，2025）。其二，政策和制度背景对创新质量的影响。近年来，国内的学者对政府政策及制度背景对企业和区域创新质量的影响进行了研究。第一，基于政府政策制度视角，技术创新的支持型政策激励了企业提升技术创新质量，普适型政策和自由裁量型政策对创新质量无影响（陈强远等，2020）。战略性新兴产业政策显著抑制了企业的创新数量和创新质量（陈文俊等，2020）。部分学者还探讨了开发区和自贸区的设立对创新质量的影响，如杨波和李波（2020）采用 2000-2018 年沪深 A 股上市企业数据，利用双重差分模型研究得出，开发区设立可显著提升企业创新质量。自贸区对地区创新质量的提升起到了促进作用，但是该作用还没有得到充分的发挥（徐洁香等，2020）。第二，基于法律制度视角，随着中国法律制度的不断完善，相关法律法规对企业创新质量的也产生了一定程度上的影响。如胡江峰等（2020a；2020b）采用中国 A 股上市公司面板数据，分别探讨了中国碳排放交易制度对企业创新质量的影响以及环境规制、政府补贴与创新质量三者关系。也有学者探讨慈善立法事件与企业创新质量的关系，结果表明，伴随《慈善法》的实施，公益捐赠与企业创新质量具有显著的促进作用（王靖宇等，2020）。

2.3 基于技术多样性和跨国并购行为视角的研究

多样化的技术创新活动会有助于企业应对复杂的创新环境与动荡的市场环境。跨国并购是企业突破“路径锁定”与“核心刚性”并融入全球科技创新网络的重要途径之一。新兴经济体国家企业融入国外创新网络能获取外部重要创新资源，弥补技术和市场双重劣势。因此，国内外学者探讨了技术多样性与跨国并购行为对企业创新质量的影响，总结下来具体如下：其一，技术多样性对企业创新质量的影响。技术多样化，非线性的影响企业创新质量，二者具有倒 U 型的关系（Huang & Chen，2010）。基于技术的相关性视角研究提出，相关技术多样化非线性的影响着企业创新质量，二者具有倒U型的关系，而不相关技术多样化会显著正向促进企业创新的质量（李长英和赵忠涛，2020）。其二，跨国并购对企业创新质量的影响。有学者们对跨国并购的创新质量效应进行深入探讨，相关研究得出，与创新网络联系的直接性会显著正向影响了企业的创新质量，联系的间接性与结构洞显著抑制了企业的创新质量，网络异质性非线性的调节创新网络嵌入与创新质量的关系（黄苹，2019）。海外并购知识整合非线性的影响国内创新质量，二者呈倒 U 型关系，却负向影响了国际创新质量（李飞等，2019）。中国企业跨国并购对技术创新质量存在显著的抑制效应（黄苹和蔡火娣，2020）。

2.4 基于金融视角的研究

企业的创新活动具有高风险、长周期、重资金的特点，基于此，企业外部的金融结构对创新活动的支持具有重要作用。已有研究表明，宏观的金融环境会影响企业创新产出的品质和质量（吴尧和沈坤荣，2020）。因此，国内外的部分学者分别从风险投资、融资融券和股票流动性等金融视角方面研究其与创新质量的关系。总结下来具体如下：其一，基于风险投资视角。

企业创新活动具有较强的信息不对称性，风险投资对企业价值的提升具有积极的作用，如已有研究表明，风险投资积极促进研发投入转化为高质量的产出（许昊等，2017）。风险投资参与对企业创新质量有显著促进作用（何涌，2019）。其二，基于融资融券视角。企业在创新过程中，拥有充足的资金是应对创新本身高风险和外部信息不对称的关键资源。但是现有文献的研究结论不尽相同，如有学者研究发现，企业在上市首次公开募股后，企业创新质量下降（Bernstein，2015）。公募基金不会显著影响企业的创新质量（Rong et al.，2017）。融券显著正向提升了企业的创新质量，而融资却显著负向影响了企业的创新质量（郝项超等，2018）。Shi et al.（2019）的研究也认为，企业在获得融资后，创新质量呈下降趋势。其三，基于股票流动性视角。股票的流动性会影响投资者的行为和公司股价的估值，进而导致企业忽视创新的长期性投资。股票流动性对企业专利数量具有显著的促进作用，但是对专利的质量具有显著的抑制效应（杨亭亭和段军山，2019）。其四，其他视角。除上述分析视角以外，也有部分学者研究金融发展的结构、规模和效率等方面对企业创新质量的影响，如地区金融规模、金融深化和金融效率能够正向提升区域创新质量（张宽和黄凌云，2019）。地区金融结构非线性的影响企业创新质量，二者呈现倒U型关系（吴尧和沈坤荣，2020）。

综上所述，总结现有研究，我们归纳了目前学者们关于创新质量前因变量因素的研究。首先，从文献梳理的结果来看，已有研究对创新质量前因变量的研究涉及的范围与领域较为广泛，形成了较为丰富的成果，归纳起来主要有内部因素与外部因素。外部因素，如政府财政和税收政策、法律制度背景、技术多样化和跨国并购行为。内部因素，譬如企业内部创新投入、企业的金融和公司治理战略、企业创新氛围和企业的网络关系等；其次，但现有对创新质量研究范围广，成果丰富，而不同学者所得出的结论不尽相同，即使是同一研究内容和主题，所得出的结论也是有差异甚至的相悖的观点；另外，作为创新质量前因变量，这些影响因素多从单一的视角阐述对企业创新质量的作用机理。但是在复杂的市场环境中，企业创新发展离不开各种内外部因素的影响，这些内外部因素之间相互交织，相辅相成。因此，知识经济时代，结合影响创新质量的内外部因素，充分利用内外部资源，拓展企业知识储备，探析创新质量前因变量间的作用路径既是对已有研究的大胆尝试，也更贴合的当前企业创新发展的现实情景。同时有利于企业转化与吸收异质性新知识，产出高质量的创新成果。

3. 影响创新质量的内、外因素

从研究对象和研究内容出发，我们将影响企业创新的质量（而非数量）的关键因素划分为内部驱动因素与外部环境因素两个主要方面。其中，内部因素包括对高管特征、高管激励、战略决策、知识管理及技术研发等，而外部因素则关注相关利益者、市场环境及政策制度。

3.1 内部驱动因素对创新质量的影响

3.1.1 领导与战略因素

第一，从对高管的激励视角，郝妍等（2025）指出，高管激励作为公司治理结构的核心组成部分，不仅影响高管的个人行为和决策，还间接作用于企业的创新活动和创新质量。高管薪酬激励和股权激励显著提升了企业创新质量。第二，从高管特征视角，段云龙等（2023）得出，通过降低融资约束与提升内部控制两种机制，CEO 职能经历丰富度提升了企业创新质量。同理，CEO 的技术经验背景，尤其是其在海外和学术领域的技术经验有助于提升企业的创新质量（Song et al.，2022）。聚焦高管行为特征，Chaithanapat et al.（2022）的研究证实，知识型领导通过提升顾客知识管理增强了企业创新质量。第三，从战略决策视角，海外并购可以通过增强吸收能力和知识传递两种机制来提升并购企业的创新质量（张玉梅等，2022）。同时，徐洁等（2022）实证检验了现代化服务嵌入能够正向促进制造业企业的创新质量。从国际知识资本溢出的视角，Feng et al.（2021）指出，进口与对外直接投资能显著提升创新质量，但过度的 OFDI 会抑制创新质量。以履行社会责任为切入点，ESG 表现能够对企业创新质量产生激励作用（郝毓婷等，2023）。积极的 ESG 实践有助于提升企业创新质量，ESG 实践在提高企业创新效率的同时也显著提升了创新可持续性.（李丹等，2025）。

3.1.2 知识与资源因素

第一，从知识捕获视角，胡谍等（2022）发现，外部知识搜寻与企业创新质量之间存在显著的正相关关系。黄磊等（2023）的研究则揭示了技术搜寻的宽度和深度均对高技术企业的创新质量产生倒 U 型影响，而只有保持知识搜寻深度与宽度的相对平衡，才能显著提升创新质量。第二，从知识互动视角，知识管理与企业创新质量显著正相关（Duan et al.，2021b）。同时，员工显性和隐性知识隐藏对企业的创新质量产生了先增后降的非线性影响（Duan et al.，2022）。此外，曾德明等（2022）的研究证实，探索式和利用式的知识重组均正向促进企业技术创新质量，且前者的效果更加明显。

3.1.3 技术与研发因素

第一，从技术基础视角，丛昊等（2022）分析了数字技术能够通过增加创新产出数量和增强人力资本这两种途径来促进制造业企业的创新质量。然而，区块链技术的投入程度则对企业创新质量产生了“先扬后抑”的影响（Chin et al.，2021）。第二，从技术融合视角，施炳展等（2025）提出，新旧融合、数实融合是十分必要的，促进数字技术创新与传统技术创新融合是提升产品质量，促进高质量发展的关键，新质生产力无法孤立于旧生产力而发挥作用。第三，从研发资源配置视角，研发投入和研发机构规模与企业创新质量之间存在显著的正向关系（Guo et al.，2020）。以专利后向引用数为判断依据，Hu et al.（2021）的实证分析指出，发明者的团队规模对创新质量具有先增后降的“双刃剑”作用。第四，从研发合作视角，宋广蕊等（2022）通过实证检验发现，研发投入同群效应对企业创新的“增量提质”发挥着促进作用。

3.2 外部环境因素对创新质量的影响

其一，市场与环境因素。以沪港通跨境投资项目作为研究背景，吕晓军等（2022）探讨了资本市场开放如何通过解决融资约束和促进突破式创新，进而会对企业创新质量产生积极影响。从创新风险视角，科技创新企业的风险投资是“积极的投资者”，能够促进由发明专利数量代表的企业创新质量，但对常规创新影响呈不显著（丁健，2022）。从利用多期双重差分

模型上，郑曼妮等（2024）检验了国家技术转移中心等外生事件对 A 股上市企业创新质量的积极影响。其二，相关利益者因素。作为产品和服务的最终用户，客户的观点往往更具有效性和创新性。章铁生等（2025）指出，客户集中度和企业创新质量之间呈现负相关关系。Chaithanapat et al.（2022）的研究表明，顾客知识管理能够会有效提升中小企业的创新质量。尽管如此，Liu et al.（2021）发现，政治联结大大降低了企业的研发强度，进而抑制了创新质量。其三，政策与制度因素。第一，从政府管理制度方面，Pu et al.（2023）的研究证实，财政分权能够提升企业的创新质量。谭瑾等（2023）指出，地区环境规制程度越高，越能推动创新质量，且上述关系在制造业和重污染企业中更为显著。此外，碳排放交易试点政策、排污收费政策对创新质量产生了积极的作用（Hu et al.，2020；Liang et al.，2023）。政府激励政策方面，为了回答“政府的哪种支持方式会更利于企业提升创新质量”，江飞涛等（2021）证实了财政补贴政策对创新技术质量的激励效果。赵拓等（2022）发现，会仅有政府补助有利于提升装备制造业企业的高质量的创新绩效，而税收优惠未产生显著影响。但是，陈志勇等（2022）提出了相反的观点，验证了减税政策通过“外延扩张”对企业创新质量产生了积极影响。丁方飞等（2021）认为，财政补贴作为一种“强监管”手段，有效激励了企业创新质量的提升。Qin et al.（2022）提出，过度依赖补贴政策会引致低质量创新，而非补贴等政策对创新质量的影响逐步增强。同时，国家为“专精特新”企业设立的创新基金通过极大缓解融资约束和补偿创新外部性，激励了企业创新质量（曹虹剑等，2022）。此外，田红云等（2024）的研究发现，研发加计扣除政策的受惠强度与中小企业创新质量呈现显著正向相关。从市场结构方面，垄断显著降低了企业创新质量（周雪峰等，2021）。市场分割性降低了市场集中度并加剧了地区财政的依赖性，进而降低了企业创新质量（吕越等，2021）。

4. 创新质量的测度

学术界大多基于专利、研发、以及新产品三个方面的指标来评价企业创新成果（Dziallas et al.，2019；Hagedoorn et al.，2003），虽有的研究尝试建立包含多个维度的企业创新质量评价指标体系，但往往缺乏实证数据的进一步检验证明。鉴于针对创新质量的评价研究相对缺乏，我们整理了衡量企业专利质量和创新质量的相关研究，以系统性整理企业和产业层面创新的质量（而非数量）的各种代理指标和评价指标体系。

4.1 创新质量的代理指标

现有大部分研究选择高价值专利的相关数据来测度知识型企业创新产出的质量，主要原因归结于如下三方面。首先，企业的专利信息较方便从数据库进行获取。其次，企业的专利数据体现的内容相对丰富，操作性、客观性以及时效性较高。最后，基于专利数据来测度存在丰富的国内外权威文献的支撑。

其一，基于发明专利信息。聚焦中国情境，专利可分为发明专利、实用新型专利和外观设计专利。其中，发明专利的原创性、突破性、价值性更高（Feng et al.，2021）。同时，这类专利的审核周期会较长，获得授权的难度更大，是创新质量产出的具体表现形式（刘柏等，2021；Hu et al.，2020）。据此，相关研究采纳了这样的指标：发明专利申请数（白旭云等，2019），发明专利授权数（段云龙等，2023），发明专利授权与发明申请量占比（黄磊等，2023），以及发明专利申请和专利申请总数的比值（蔡绍洪等，2017；吕晓军等，2022；田红

云等，2024）。其二，基于专利被引信息。专利被引数多的专利体现出其公认度较为稳定，与被引量小的专利相比产生出更大的影响（曾德明等，2022；胡谍等，2022；Lahiri，2010）。此外，专利被引用说明专利存在较强外溢效应（丛昊等，2022），获得了市场认可，并且实现了核心技术的重要突破（Yu et al.，2019）。因此，高被引专利比低被引专利具有更高的质量（Makridis et al.，2023）。基于此，相关研究利用了发明专利被引数（Liu et al.，2021），专利在申请后既定窗口期内的前向引用数或引用率（李仲泽，2020；Chin et al.，2021），或滞后一期的企业专利被引用数的均值来评价企业创新成果的质量（曹虹剑等，2022；谭瑾等，2023）。其三，基于 PCT 国际专利。国际“专利合作条约”（PCT）申请不仅审查程序严格、技术含量高，并且申报成本也较高，从而可以彰显一国在知识产权领域的话语权。因此，赵玉林等（2021）采用了 PCT 专利数据来测量中国省级区域的创新质量。其四，基于知识宽度。相较于专利数量，专利的知识宽度能够更好地反应企业的创新能力。知识宽度越大，表示企业专利所包含的知识越复杂，这意味着其创新被模仿和改进的可能性越小，产生的经济价值越高。据此，研究通过企业的发明专利和实用新型专利国际专利分类（IPC）分类号大组层面的差异性来计算知识宽度，以衡量企业的实质性创新（曹虹剑等，2022）、创新质量（冯曦明等，2023；张玉梅等，2022）或高质量创新（Pu et al.，2023）。

4.2 创新质量的评价指标体系

4.2.1 基于专利信息

诸竹君等（2020）分别利用专利前向引用与后向引用的行业宽度刻画企业专利的通用性与原创性，进而采纳了上述指标来刻画企业专利的质量。Makridis et al.（2023）提出了一个基于主成分分析的评价体系以衡量企业创新的质量，该体系包含四个指标：专利的申请数、前向引用数、后向引用数及后向引用专利文本的相似度。

4.2.2 基于多维度指标

第一，从企业层面，杨博等（2021）认为发明专利授权率与全要素生产率分别体现了企业高质量的创新产出与经济效率的改进，进而采纳了上述两个指标测度中国 A 股上市企业的创新质量。基于文本分析法，江飞涛等（2021）从原创性和语义被引量两个维度构建了一个全新的测度医药医疗行业创新技术质量的指标体系。刘霞等（2024）将企业创新质量理解为一个包含创新投入、创新产出和创新效率三个方面的复合型概念，选取研发投入、专利申请数、发明专利数及非发明专利四个指标来评价创新质量。从阶段性视角，韩东林等（2022）构建了一个针对数字文化企业创新质量的评价指标体系，包含创新投入质量、创新过程质量、创新产出质量与创新环境四个维度。第二，从产业层面，刘伟丽等（2018）指出，创新质量中的“质”应当反映在投入产出的效率和创新投入的净效益，并基于此构建了中国省级层面高技术产业创新质量的评价体系。该体系涵盖了新产品平均研发经费投入、高技术产业利润、新产品收入支出比率等 6 个二级指标。第三，从区域层面，喻登科等（2021）以创新全过程质量模型为依据，提出的评价体系围绕创新的基础性、高端性和价值性进行设计，涵盖了创新投入质量、创新产出质量、成果转化质量及创新外部环境质量四个方面，并且包含研发人员占比、论文国际化程度、园区质量等 20 项指标。

4.2.3 基于量表设计

鉴于二手数据库较难覆盖评价企业创新全过程的信息，学者们已经开始尝试设计相应量表，以更具针对性地测度创新的质量而非仅仅关注其数量。总结来看，相关的测量条目主要关注：企业当前的创新绩效与其既定目标的比较（Mu et al.，2018）；将企业的创新表现与其主要竞争对手的比较，具体包括新产品（服务）的客户满意度、新产品（服务）销售额与总销售额的比例，以及对无形资产重视程度等方面（Duan et al.，2022；Mu et al.，2018）；评估企业在产品创意、新产品发布、新产品开发、流程优化和管理改进等方面的表现，相较于以往是否有所提升的评价（Wang et al.，2012）。

总结

基于对企业创新质量现有研究的全面系统梳理、分析归纳及问题提炼得出的，核心围绕创新质量的内涵、测度、影响因素三大研究维度，通过梳理现有文献的研究成果、梳理研究缺口与不足，最终推导出总结中的三大核心结论，整体推导逻辑遵循“梳理现状——发现问题——提炼结论”的思路，具体推导过程如下：

首先，对知识型企业创新质量的内涵解读与特征研究还需深化。该结论从创新质量内涵界定的研究现状出发，通过分析现有研究的视角局限和情境适配性问题得出：一是现有研究对创新质量内涵的解读多依托 Haner（2002）的研究框架，核心聚焦“创新成果满足利益相关者需求、为用户创造价值”，但研究视角较为单一，未结合创新质量的多维度属性进行深化解读；二是现有研究对创新质量的理解缺乏中国现代化发展的具体情境，尤其是微观企业层面，未凸显创新质量对中国高质量发展的引领意义，也未针对知识型企业这一核心创新主体形成成熟的内涵框架体系；三是结合引言中“新时代中国培育新质生产力、企业构建核心竞争力对创新质量的现实需求”，对比现有研究的理论缺口，推导出“需进一步深化知识型企业创新质量的内涵解读与特征研究”的结论。

其次，缺少系统科学的创新质量评价指标体系与量化工具。该结论基于创新质量测度方法的文献梳理，通过分析现有测度体系的缺陷、适配性问题得出，核心围绕代理指标和评价体系两大方面的不足展开：一是现有测度以专利数据为核心代理指标，虽具有数据易获取、客观性强的优势，但存在指标碎片化问题，难以全面刻画创新全过程；二是现有评价指标体系虽从专利、多维度、量表设计等角度构建，但针对中国情境下的知识型企业存在明显短板：未充分凸显高新产品 / 服务的应用性、商业化程度和价值创造，未贴合“创新质量驱动高质量发展”的核心目标，还忽略了客户满意度、创新可持续性等软性评价因素；三是现有部分体系虽尝试覆盖创新全流程，但缺乏实证数据的充分检验，量表设计的应用范围也较为有限，难以适配复杂动荡的市场环境对创新质量系统性考察的需求，由此推导出“缺少系统科学的评价指标体系与量化工具”的结论。

最后，创新质量影响因素的研究应综合考虑内外部因素的共同作用。该结论从创新质量影响因素的研究视角、分析方法、研究逻辑三个维度梳理现有文献，通过指出研究的片面性、局限性得出：一是分析方法单一：现有研究多采用线性分析视角探讨影响因素与创新质量的关系，仅有少数学者关注到非线性关系（如倒 U 型）或组态效应，与现实中影响因素对创新质

量的复杂作用机制不符；二是研究视角片面：现有研究多从单一视角阐述影响因素的作用机理，要么单独分析内部因素（高管特征、知识管理、研发投入等），要么单独探讨外部因素（政策制度、市场环境、金融支持等），忽略了复杂市场环境中内外部因素相互交织、相辅相成的现实特征；三是研究逻辑缺失：现有研究未充分结合企业创新的现实背景，忽略了“新技术引发的生产服务转型变革”对创新质量的影响，也未针对知识型企业的特殊属性（更高的技术和质量要求），综合考察内外部因素的协同作用；四是结合前文“内外部因素对创新质量的作用机制”梳理结果（内部因素直接作用、外部因素间接作用，且诸多因素存在非线性关系），推导出“需兼顾内外部因素综合影响，深入剖析知识型企业创新质量影响机制”的结论。

因此，企业创新质量的驱动机制研究需要兼顾内外部因素的综合影响。尤其是针对知识型企业的研究，作为中国技术创新的领航者和造浪者，应充分考虑其在创新全过程中面临的更为严苛的技术和质量要求。因此，基于中国情境深入剖析知识型企业创新质量的影响机制，既是紧迫的，也是具有深远意义的。

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APPLYING THE SERVQUAL MODEL TO AIRPORT TECHNOLOGY DISRUPTIONS: SERVICE QUALITY GAPS, OPERATIONAL RESILIENCE, AND PASSENGER PERCEPTION DURING FLIGHT DELAYS AND CANCELLATIONS

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Abstract

Airport operations have become increasingly dependent on complex digital and information technology systems, including airline reservation platforms, flight information display systems, passenger processing applications, and baggage handling networks. While these systems enhance efficiency and service integration under normal conditions, failures within airport technology networks frequently lead to widespread flight delays and cancellations. Such disruptions not only affect operational performance but also significantly influence passengers' perceptions of service quality, trust, and satisfaction. Existing studies on airport service quality have largely focused on routine operating conditions or aviation-specific service evaluation models. However, limited attention has been given to conceptualizing airport technology disruptions through classical service quality theory. Addressing this gap, this study adopts the SERVQUAL model to examine how service quality dimension's reliability, responsiveness, assurance, empathy, and tangibles shape passenger perceptions during technology-induced flight delays and cancellations. Methodologically, this research employs a conceptual research design based on theory integration and analytical synthesis of prior literature**.** The study develops a conceptual framework that links airport technology disruptions with SERVQUAL service quality gaps and operational resilience principles in aviation management. The paper contributes theoretically by extending SERVQUAL into the context of airport disruption management and practically by offering insights for airport authorities and airlines seeking to enhance passenger-centered resilience strategies during irregular operations.

Keywords: SERVQUAL, Airport Technology Disruptions, Flight Delays, Flight Cancellations, Service Quality, Operational Resilience

Introduction

Airports are complex service organizations that rely heavily on integrated digital and information technology systems to support daily operations. Modern airport environments depend on interconnected platforms for flight scheduling, air traffic coordination, passenger check-in and boarding, baggage handling, security screening, and real-time information dissemination. These systems are designed to improve efficiency, reduce operational uncertainty, and enhance passenger experience. However, increasing technological dependence has also introduced significant vulnerabilities into airport operations.

Technology disruptions at airports may occur as a result of system outages, software malfunctions, hardware failures, cyberattacks, or power interruptions. Due to the highly interconnected nature of airport systems, even a localized failure can trigger cascading effects across multiple operational functions, leading to widespread flight delays and cancellations. According to aviation industry reports,

technology-related disruptions have become a growing contributor to irregular operations, generating substantial financial losses and reputational damage for both airports and airlines (International Civil Aviation Organization [ICAO], 2020).

From a passenger perspective, flight delays and cancellations represent critical service failure events. While operational disruptions may be unavoidable, passengers tend to evaluate airports and airlines not only based on the occurrence of such disruptions but also on how effectively service providers manage, communicate, and recover from them. Prior research suggests that inadequate communication, inconsistent information, and slow service recovery significantly exacerbate passenger dissatisfaction during irregular operations (Fodness & Murray, 2007; Park & Cho, 2020)

Despite the growing importance of passenger experience in airport competitiveness, much of the existing literature on airport disruption management has emphasized technical resilience, operational efficiency, and system reliability. Comparatively fewer studies have examined airport technology disruptions through the lens of service quality theory. Traditional airport service quality studies often focus on routine service encounters, such as terminal facilities, convenience, and process efficiency, rather than disruption scenarios characterized by uncertainty and stress (Bezerra & Gomes, 2016).

Service quality theory offers a valuable perspective for understanding passenger reactions during irregular operations. The SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry (1988), conceptualizes service quality as the gap between customer expectations and perceived service performance across five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. While SERVQUAL has been widely applied across various service industries, its application to airport technology disruption contexts remains limited.

Despite the growing importance of passenger experience in airport competitiveness, much of the existing literature on airport disruption management has focused primarily on technical resilience, infrastructure robustness, and operational recovery efficiency. While these studies provide valuable insights into system performance and operational continuity, they often overlook the service quality implications of disruptions from the passenger perspective.

In practice, passengers rarely evaluate airport disruptions based on technical causes such as system outages or cybersecurity failures. Instead, their perceptions are largely shaped by how airports and airlines communicate information, provide assistance, and manage service recovery during delays and cancellations. Consequently, technology-induced disruptions should not be understood solely as operational failures but also as service quality gap events that directly influence passenger perceptions and satisfaction.

However, the application of classical service quality theory, particularly the SERVQUAL model, to the context of airport technology disruptions remains limited. Existing airport service quality research has predominantly examined routine service encounters such as terminal facilities, processing efficiency, and convenience under normal operating conditions (Bezerra & Gomes, 2016). Comparatively fewer studies have explored how service quality dimensions influence passenger evaluations during irregular operations characterized by uncertainty, stress, and operational instability.

Addressing this gap, this paper conceptualizes airport technology disruptions as SERVQUAL-based service quality gap events and proposes a conceptual framework integrating service quality theory with principles of airport operational resilience. By doing so, the study provides a theoretical explanation of how service quality dimensions shape passenger perceptions during technology-induced flight delays and cancellations.

Accordingly, the objectives of this paper are threefold. First, it aims to examine how SERVQUAL dimensions shape passenger perceptions during airport technology disruptions. Second, it seeks to conceptualize flight delays and cancellations as service quality gap events intensified by

system failures and inadequate recovery responses. Third, the paper proposes a SERVQUAL-based conceptual framework that integrates service quality theory with principles of operational resilience in airport management.

Airport Technology Disruptions and Service Failure Context

Airport operations are increasingly characterized by high levels of technological integration. Core operational functions—such as flight scheduling, passenger processing, baggage handling, and air traffic coordination—are supported by interconnected information systems shared among multiple stakeholders, including airports, airlines, ground service providers, and air navigation service providers. While such integration enhances coordination and efficiency, it also increases system complexity and vulnerability.

Technology disruptions in airport environments can be broadly categorized into system outages, software and hardware failures, cybersecurity incidents, and infrastructure-related disruptions. System outages may arise from software bugs, system upgrades, or power failures, temporarily disabling critical platforms such as flight information display systems or airline reservation systems. Hardware failures, particularly in legacy systems, further heighten operational risk due to limited redundancy and maintenance constraints (ICAO, 2020).

Cybersecurity threats represent an additional and growing source of disruption. Airports have become attractive targets for cyberattacks due to their critical infrastructure status and reliance on digital networks. Cyber incidents, including ransomware attacks and distributed denial-of-service (DDoS) attacks, have the potential to paralyze essential airport functions, disrupt flight schedules, and compromise passenger data security (SITA, 2021). Even short-duration cyber incidents can result in extensive delays and cancellations, highlighting the fragility of technology-dependent operations.

From a service perspective, technology disruptions often manifest as service failures experienced directly by passengers. Service failure occurs when service performance falls below customer expectations, leading to dissatisfaction and negative emotional responses (Bitner, Booms, & Tetreault, 1990). In airport contexts, technology-induced service failures may include inaccurate or delayed flight information, prolonged waiting times, missed connections, and inadequate assistance during rebooking processes.

Importantly, passengers typically have limited visibility into the technical causes of disruptions. As a result, their evaluations are shaped primarily by service encounters and recovery processes rather than by technical explanations. Research on service recovery and recovery suggests that passengers are more likely to tolerate disruptions when service providers demonstrate transparency, responsiveness, and empathy (Grönroos, 1984; Fodness & Murray, 2007). Conversely, poor communication and slow recovery responses intensify negative perceptions, even when disruptions are unavoidable.

Viewing airport technology disruptions through a service failure lens underscores the relevance of service quality theory in explaining passenger perceptions during irregular operations. Rather than treating disruptions solely as operational breakdowns, conceptualizing them as service quality gap events allows for a more comprehensive understanding of passenger experience and provides a foundation for developing passenger-centered resilience strategies.

1. SERVQUAL Theory and its Application in Airport Service Contexts

1.1 Overview of SERVQUAL Theory

The SERVQUAL model, originally developed by Parasuraman, Zeithaml, and Berry (1988), is one of the most influential frameworks for assessing service quality across a wide range of service industries. SERVQUAL conceptualizes service quality as the discrepancy between customers' expectations prior to service consumption and their perceptions of actual service performance.

According to this perspective, service quality is not determined solely by technical outcomes but by customers' subjective evaluations of service encounters.

Parasuraman et al. (1988) proposed five core dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. These dimensions collectively capture both functional and interactional aspects of service delivery. Subsequent refinements of the SERVQUAL scale further emphasized its diagnostic capability in identifying specific service quality gaps that contribute to customer dissatisfaction (Parasuraman, Zeithaml, & Berry, 1991).

One of the key theoretical contributions of SERVQUAL lies in its gap model. The SERVQUAL gap model identifies multiple gaps that may arise during service delivery, including gaps between customer expectations and management perceptions, between service specifications and delivery, and between expected and perceived service. These gaps provide a structured explanation of why service failures occur and how they influence customer perceptions. In disruption contexts, such gaps are often magnified, making SERVQUAL particularly relevant for analyzing service breakdowns and recovery processes

1.2 SERVQUAL as a Framework for Service Failure and Recovery

Service failure literature suggests that service quality assessments are especially salient during irregular or failure situations, as customers are more likely to reassess their expectations and perceptions when service delivery is disrupted (Bitner et al., 1990). In such contexts, customers often place greater emphasis on how service providers respond to failures rather than on the failure itself. SERVQUAL offers a systematic framework for understanding these evaluations by linking service recovery actions to specific quality dimensions.

Reliability and responsiveness have been consistently identified as the most critical SERVQUAL dimensions in service failure contexts. Reliability reflects the ability to deliver services accurately and dependably, while responsiveness captures the speed and effectiveness of service recovery efforts. Studies across transportation and hospitality industries indicate that failures in these dimensions significantly intensify customer dissatisfaction, particularly when delays or disruptions persist without clear communication or resolution (Grönroos, 1984; Fodness & Murray, 2007).

Assurance and empathy become increasingly important during high-stress service encounters, such as flight delays and cancellations. Assurance relates to customers' confidence in service personnel's competence and professionalism, while empathy reflects the extent to which customers feel understood and cared for. Research suggests that empathetic communication and professional demeanor can mitigate negative emotional responses during service disruptions, even when operational outcomes cannot be immediately improved (Park & Cho, 2020).

Tangibles, although often considered less critical than other dimensions, also play a meaningful role during extended disruptions. Physical facilities, signage, service counters, and visible support resources contribute to customers' perceptions of preparedness and organizational competence. In airport environments, inadequate tangibles during prolonged delays may exacerbate perceptions of chaos and inefficiency, further widening service quality gaps.

1.3 Application of SERVQUAL in Airport and Aviation Studies

SERVQUAL has been widely applied in aviation-related research to examine passenger perceptions of airline and airport services. Previous studies have employed SERVQUAL to assess airline service quality, airport terminal services, and ground handling performance under normal operating conditions. These studies generally confirm that reliability, responsiveness, and assurance are strong predictors of passenger satisfaction and behavioral intentions in aviation contexts (Chen & Chang, 2005; Park, Robertson, & Wu, 2006).

However, much of the existing SERVQUAL-based aviation research focuses on routine service encounters, such as check-in efficiency, in-flight service quality, and terminal facilities. Comparatively fewer studies explicitly address irregular operations, particularly those caused by technology disruptions. This represents a notable gap in the literature, given the increasing frequency and impact of technology-induced delays and cancellations.

Airport environments differ from many other service settings due to their high levels of uncertainty, interdependence, and time sensitivity. Passengers often have limited control over outcomes and rely heavily on information provided by service personnel and digital systems. Under such conditions, SERVQUAL dimensions related to communication, responsiveness, and assurance become particularly salient. Applying SERVQUAL to airport technology disruptions allows for a structured analysis of how failures in information systems and recovery processes translate into perceived service quality gaps.

1.4 SERVQUAL and Technology-Induced Service Quality Gaps

Technology disruptions introduce unique challenges to service quality management in airports. When digital systems fail, service delivery processes are interrupted, often resulting in inaccurate information, delayed assistance, and inconsistent recovery responses. From a SERVQUAL perspective, such disruptions simultaneously affect multiple service quality dimensions.

Reliability gaps emerge when passengers receive conflicting or outdated information due to system outages. Responsiveness gaps arise when service personnel are unable to provide timely assistance because they lack access to functional systems or decision-support tools. Assurance gaps may occur if staff appear uncertain or unprepared to manage disruptions, undermining passenger confidence. Empathy gaps become evident when overwhelmed service personnel are unable to provide individualized attention during high-volume disruption scenarios. Tangibles gaps may be observed when physical infrastructure and visible support mechanisms are insufficient to accommodate large numbers of disrupted passengers.

Conceptualizing technology disruptions as SERVQUAL gap events highlights the interconnected nature of service quality dimensions in airport environments. Rather than viewing technology failures as isolated technical incidents, SERVQUAL emphasizes their downstream effects on passenger perceptions and service evaluations. This perspective aligns with service-dominant logic, which emphasizes value co-creation and customer experience as central elements of service systems.

1.5 Relevance of SERVQUAL for Airport Operational Resilience

Operational resilience in airports is commonly defined as the ability to anticipate, absorb, adapt to, and recover from disruptions while maintaining acceptable levels of service. While resilience research has traditionally focused on infrastructure robustness and system redundancy, recent studies highlight the importance of incorporating human and service-related factors into resilience planning (ICAO, 2020).

SERVQUAL provides a complementary lens for operational resilience by emphasizing passenger perceptions and service recovery quality. A resilient airport is not only one that restores operations quickly but also one that manages passenger expectations and experiences effectively during disruptions. By aligning SERVQUAL dimensions with resilience principles, airports can develop more holistic strategies that address both technical recovery and service quality restoration.

In this study, SERVQUAL is positioned as a theoretical bridge between service quality management and airport operational resilience. By applying SERVQUAL to technology-induced delays and cancellations, the paper extends service quality theory into a critical but underexplored aviation context and lays the foundation for a conceptual framework integrating service quality gaps with resilience-oriented disruption management.

Research Methodology: Conceptual Study Design

This study adopts a conceptual research design aimed at developing a theoretical framework that explains how airport technology disruptions influence passenger perceptions through service quality gaps. Conceptual research focuses on theory integration, analytical reasoning, and synthesis of existing literature rather than empirical data collection.

The methodological approach of this study involves a systematic review and analytical synthesis of prior literature in three primary research domains: service quality theory, airport service management, and operational resilience in aviation systems. Foundational theories of service quality, particularly the SERVQUAL model proposed by Parasuraman, Zeithaml, and Berry (1988), provide the theoretical basis for examining how passengers evaluate service performance during disruption scenarios.

Relevant aviation and airport management literature was also examined to identify the operational characteristics of airport technology disruptions, including system outages, cybersecurity incidents, and digital infrastructure failures. By integrating these perspectives, the study develops a conceptual framework that links airport technology disruptions with service quality gaps across the five SERVQUAL dimensions: reliability, responsiveness, assurance, empathy, and tangibles.

Following established approaches in conceptual research, the framework development process involved three stages. First, key constructs and theoretical relationships were identified through literature review. Second, the relationships between technology disruptions and service quality gaps were analytically interpreted within the SERVQUAL gap model. Third, formal research propositions were derived to explain how these service quality gaps influence passenger perceptions during flight delays and cancellations.

The resulting framework provides a theoretical foundation for future empirical research examining passenger responses to airport technology disruptions and offers a structured basis for investigating service quality management within airport operational resilience strategies.

2. Conceptual Framework: Integrating SERVQUAL and Airport Operational Resilience

2.1 Rationale for an Integrated Conceptual Framework

Airport technology disruptions represent complex events in which technical failures, operational breakdowns, and service delivery challenges intersect. Traditional approaches to airport disruption management have predominantly emphasized infrastructure robustness, system redundancy, and operational recovery speed. While these elements are essential, they do not fully explain passenger reactions during delays and cancellations, nor do they adequately address service quality perceptions that shape trust and satisfaction.

Service quality theory, particularly the SERVQUAL model, provides a complementary perspective by focusing on how passengers evaluate service performance during both normal and irregular operations. Integrating SERVQUAL with airport operational resilience allows for a more holistic understanding of disruption management, recognizing that resilience is not only a technical capability but also a service-oriented process experienced by passengers. This integration responds to recent calls in aviation research to adopt passenger-centered approaches to resilience and recovery (ICAO, 2020; SITA, 2021).

Accordingly, this paper proposes a conceptual framework that positions airport technology disruptions as triggers that activate service quality gaps across SERVQUAL dimensions, which in turn influence passenger perceptions and overall service evaluations during flight delays and cancellations.

2.2 Airport Technology Disruptions as Triggers of Service Quality Gaps

In the proposed framework, airport technology disruptions are conceptualized as initiating events that disrupt service delivery processes. These disruptions may originate from system

outages, software failures, cybersecurity incidents, or infrastructure breakdowns. Regardless of the technical source, such disruptions often produce similar service-level consequences from a passenger perspective, including inaccurate information, prolonged waiting times, and uncertainty regarding travel arrangements.

From a SERVQUAL perspective, technology disruptions widen the gap between passenger expectations and perceived service performance. Passengers generally expect airports and airlines to provide reliable information, prompt assistance, and professional service even under adverse conditions. When technology failures impede these expectations, service quality gaps emerge across multiple SERVQUAL dimensions (Parasuraman et al., 1988). These gaps form the core explanatory mechanism linking disruptions to negative passenger perceptions.

2.3 SERVQUAL Dimensions within the Resilience Framework

The conceptual framework integrates each SERVQUAL dimension as a distinct but interrelated pathway through which technology disruptions affect passenger perceptions.

Reliability is positioned as the foundational dimension within the framework. Technology failures directly undermine reliability by disrupting information accuracy and operational consistency. When flight information systems fail or produce conflicting updates, passengers perceive a breakdown in dependable service delivery, intensifying dissatisfaction.

Responsiveness represents the airport's and airline's capacity to react promptly and effectively to disruptions. In resilience terms, responsiveness reflects adaptive capacity—the ability to adjust service processes and provide timely recovery actions. Delays in rebooking, assistance, or communication exacerbate service quality gaps and heighten passenger frustration (Fodness & Murray, 2007).

Assurance captures passengers' confidence in service personnel and organizational competence during disruptions. Technology failures often place frontline staff under pressure, requiring them to manage uncertainty while maintaining professionalism. In the framework, assurance functions as a trust-building mechanism that can buffer the negative effects of operational uncertainty on passenger perceptions (Park & Cho, 2020).

Empathy reflects the human dimension of resilience. During delays and cancellations, passengers experience stress, fatigue, and emotional strain. Empathetic interactions, individualized attention, and respectful communication can reduce perceived service quality gaps, even when technical recovery is slow. Empathy thus plays a critical moderating role in shaping passenger tolerance of disruptions.

Tangibles represent the visible and physical aspects of service delivery that support passengers during irregular operations. Adequate seating, signage, service counters, and support facilities contribute to perceptions of preparedness and organizational capability. In prolonged disruptions, insufficient tangibles amplify negative service evaluations and reinforce perceptions of chaos.

2.4 Linking SERVQUAL to Passenger Perception and Service Evaluation

The integrated framework proposes that service quality gaps across SERVQUAL dimensions collectively shape passengers' overall perceptions of airport and airline performance during technology-induced delays and cancellations. Rather than responding solely to the occurrence of disruptions, passengers evaluate how effectively service providers manage the disruption experience

This perspective aligns with service recovery literature, which suggests that customers often remember how failures were handled more vividly than the failure itself (Bitner et al., 1990). In airport contexts, effective communication, visible recovery efforts, and empathetic service

interactions can partially compensate for operational shortcomings, mitigating negative perceptions and preserving trust.

Within the framework, passenger perception is conceptualized as an outcome variable influenced by the combined effects of SERVQUAL dimensions. These perceptions subsequently inform broader service evaluations, including satisfaction, trust, and future behavioral intentions, such as willingness to reuse the airport or recommend its services.

2.5 Conceptual Contribution to Airport Operational Resilience

By integrating SERVQUAL with operational resilience, the proposed framework extends existing resilience models beyond technical and infrastructural considerations. It emphasizes that resilience should be evaluated not only in terms of recovery speed or operational continuity but also through passengers' subjective experiences during disruptions.

This service-oriented interpretation of resilience highlights the importance of aligning technical recovery strategies with service quality management. Airports that restore systems quickly but fail to manage passenger expectations and experiences may still suffer reputational damage and loss of trust. Conversely, airports that effectively manage service quality gaps may preserve passenger satisfaction even when technical recovery is prolonged.

The framework thus contributes conceptually by positioning SERVQUAL as a diagnostic and explanatory tool within airport disruption management. It provides a structured basis for future empirical research examining the relationships between technology disruptions, service quality gaps, and passenger outcomes, while also offering practical insights for designing passenger-centered resilience strategies.

2.6 Research Propositions

Based on the conceptual framework developed in this study, several research propositions are proposed to explain how airport technology disruptions influence passenger perceptions through service quality gaps.

Proposition 1 (P1): Airport technology disruptions negatively affect perceived service reliability by reducing the accuracy and consistency of flight information and operational processes.

Proposition 2 (P2): Airport technology disruptions increase the importance of service responsiveness, as passengers rely on timely assistance, communication, and service recovery actions during delays and cancellations.

Proposition 3 (P3): Passenger perceptions of assurance during technology disruptions are positively influenced by the competence, professionalism, and confidence demonstrated by frontline service personnel.

Proposition 4 (P4): Empathetic service interactions moderate negative passenger reactions during flight delays and cancellations caused by technology disruptions.

Proposition 5 (P5): Adequate tangible support resources, including physical facilities and visible service infrastructure, mitigate negative passenger perceptions during prolonged disruption scenarios.

Proposition 6 (P6): Service quality gaps across SERVQUAL dimensions collectively influence passengers' overall evaluation of airport performance during technology-induced flight delays and cancellations.

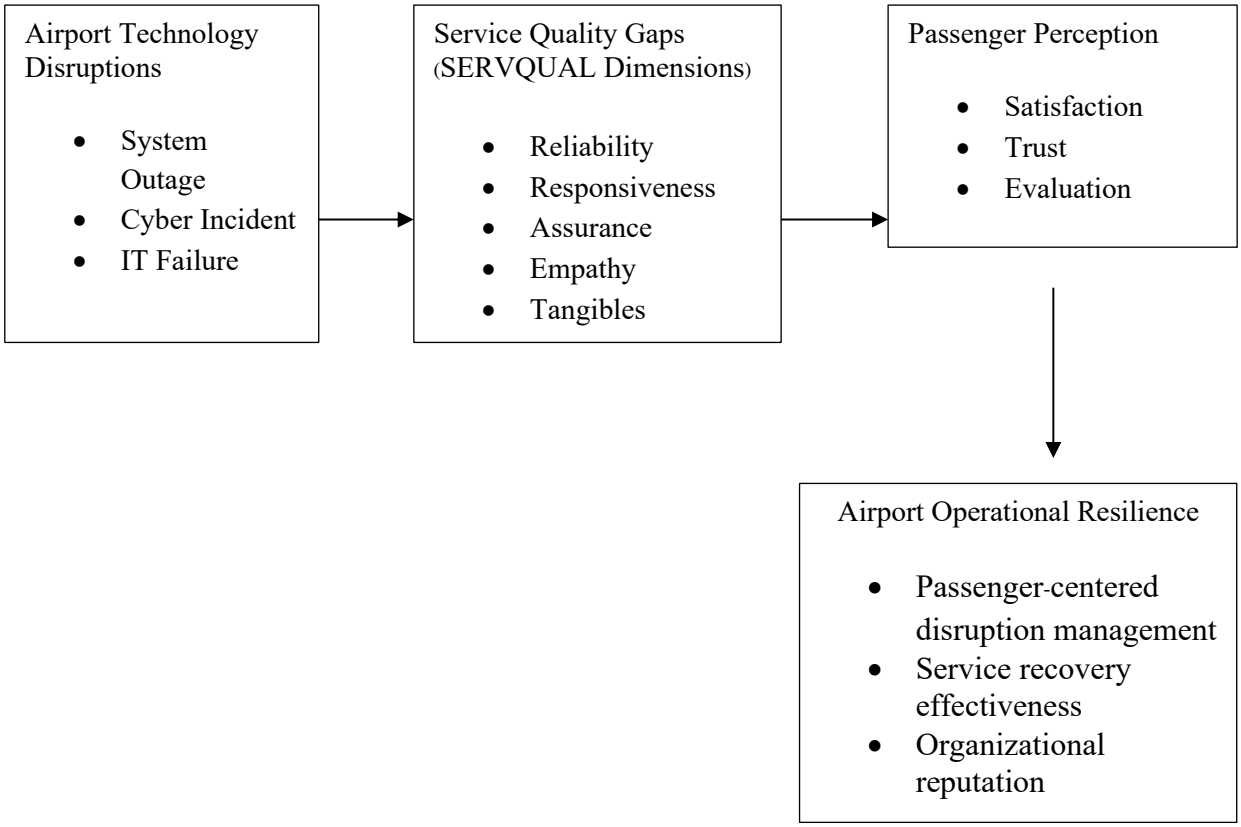

Figure 1: Conceptual Framework: SERVQUAL-Based Airport Disruption Model

3. Discussion: Interpreting SERVQUAL-Based Resilience in Airport Disruption Contexts

This section discusses the theoretical implications of applying the SERVQUAL model to airport technology disruptions and interprets the proposed conceptual framework in relation to existing service quality, service recovery, and airport resilience literature. By framing technology-induced flight delays and cancellations as service quality gap events, this study offers a novel perspective on disruption management that extends beyond traditional operational efficiency paradigms

3.1 Airport Technology Disruptions as Service Quality Gap Events

The SERVQUAL-based framework proposed in this paper conceptualizes airport technology disruptions as events that simultaneously trigger multiple service quality gaps. Unlike routine service encounters, disruption scenarios intensify the discrepancy between passenger expectations and perceived service performance. Passengers generally expect airports and airlines to maintain a minimum level of reliability, communication, and support even under adverse conditions. When technology failures disrupt these expectations, negative perceptions emerge rapidly.

This interpretation aligns with the original SERVQUAL gap model, which emphasizes that service failures often stem not only from technical shortcomings but also from misalignments between customer expectations and managerial responses (Parasuraman et al., 1988). In airport environments, technology disruptions magnify these misalignments by limiting information accuracy, slowing service recovery, and constraining frontline staff's ability to respond effectively. As a result, service quality gaps become more salient and more consequential for passenger evaluations.

By reframing delays and cancellations as service quality gap events rather than isolated operational failures, this study contributes to a more comprehensive understanding of disruption impacts in aviation contexts.

3.2 Reinterpreting Operational Resilience through a Service Quality Lens

Operational resilience in aviation has traditionally been associated with infrastructure robustness, redundancy, and recovery speed. While these elements remain critical, the SERVQUAL-based framework suggests that resilience should also be evaluated through passengers' subjective experiences during disruptions. A technically resilient airport that restores systems quickly may still be perceived negatively if passengers experience poor communication, lack of assistance, or indifferent service attitudes.

The discussion highlights that SERVQUAL dimensions function as experiential indicators of resilience from the passenger perspective. Reliability and responsiveness reflect the airport's ability to maintain functional continuity and adaptive capacity, while assurance and empathy capture the human and relational aspects of resilience. Tangibles, although often overlooked, provide visible cues of preparedness and organizational control during irregular operations.

This service-oriented interpretation of resilience aligns with recent aviation policy discussions emphasizing passenger-centric approaches to airport management (ICAO, 2020). It also resonates with broader service management literature, which argues that resilience should encompass both operational performance and customer experience outcomes.

3.3 Dominant SERVQUAL Dimensions in Disruption Contexts

The discussion further suggests that not all SERVQUAL dimensions exert equal influence during airport technology disruptions. Consistent with service failure and recovery literature, reliability and responsiveness appear to be the most critical determinants of passenger perception during delays and cancellations. Technology failures directly undermine reliability by disrupting information accuracy and schedule predictability, while responsiveness reflects the effectiveness of recovery actions such as rebooking, assistance, and communication.

Assurance and empathy play a moderating role by shaping passengers' emotional responses and tolerance levels. When frontline staff demonstrate competence, confidence, and genuine concern, passengers may perceive disruptions as being managed professionally, even if operational outcomes remain unfavorable. These findings are consistent with previous aviation studies emphasizing the importance of staff behavior and communication quality during irregular operations (Fodness & Murray, 2007; Park & Cho, 2020).

Tangibles contribute indirectly by influencing comfort and perceived preparedness during extended disruptions. Poor physical conditions and inadequate support facilities may exacerbate frustration and reinforce negative service evaluations, particularly in prolonged delay scenarios.

3.4 Implications for Service Recovery and Passenger Trust

The SERVQUAL-based framework underscores the central role of service recovery in shaping passenger trust during airport technology disruptions. Trust is not solely a function of on-time performance but also of how transparently and empathetically service providers manage failure situations. Passengers are more likely to maintain trust when they perceive that service providers are honest, proactive, and attentive to their needs.

This discussion supports the view that effective service recovery can partially offset operational shortcomings. Even when technology disruptions are unavoidable, managing service quality gaps through timely communication, professional conduct, and empathetic responses can mitigate negative perceptions and preserve long-term relationships with passengers. Such insights

reinforce the relevance of SERVQUAL as a diagnostic tool for evaluating disruption management strategies in aviation contexts.

3.5 Theoretical Contributions and Positioning within Existing Literature

The discussion highlights several theoretical contributions of this study. First, it extends SERVQUAL theory into a high-risk, technology-dependent service context characterized by uncertainty and time sensitivity. While SERVQUAL has been widely applied under normal service conditions, its application to airport disruption management remains limited. This study addresses that gap by demonstrating its relevance in explaining passenger perceptions during irregular operations.

Second, the integration of SERVQUAL with operational resilience literature provides a conceptual bridge between service quality management and disruption resilience. By linking service quality gaps to resilience outcomes, the framework enriches existing models that have traditionally emphasized technical recovery without fully accounting for passenger experience.

Finally, the SERVQUAL-based discussion provides a foundation for future empirical research. The conceptual relationships proposed in this paper can be operationalized through quantitative or mixed-method studies to examine how specific service quality gaps influence passenger satisfaction, trust, and behavioral intentions during technology-induced delays and cancellations.

4. Practical Implications for Airport and Airline Management

The SERVQUAL-based conceptual framework proposed in this study offers several practical implications for airport authorities, airlines, and aviation stakeholders seeking to improve disruption management and passenger experience during technology-induced delays and cancellations. By interpreting airport technology disruptions as service quality gap events, managers can adopt more comprehensive, passenger-centered approaches to operational resilience.

4.1 Reframing Technology Disruptions as Service Quality Management Issues

One of the key managerial implications of this study is the need to reframe airport technology disruptions beyond purely technical or operational problems. While infrastructure robustness and system redundancy remain essential, disruption management should also be approached as a service quality management issue. Airport managers should recognize that passengers primarily evaluate disruptions through their service experiences rather than technical explanations.

Applying SERVQUAL as a diagnostic tool enables managers to identify specific service quality gaps that emerge during technology failures. For example, persistent reliability gaps may indicate weaknesses in information accuracy and system backup procedures, while responsiveness gaps may reflect limitations in service recovery protocols or staff coordination. Viewing disruptions through this lens supports more targeted interventions aimed at improving passenger perceptions and satisfaction.

4.2 Enhancing Communication and Information Reliability

Reliable and transparent communication is central to effective disruption management. Technology disruptions often impair information systems, resulting in inconsistent or delayed updates that exacerbate passenger frustration. Airport authorities and airlines should prioritize investments in resilient communication platforms that ensure continuous information flow even when primary systems fail.

From a SERVQUAL perspective, maintaining reliability and responsiveness in communication reduces uncertainty and builds passenger trust. Practical measures may include redundant communication channels, mobile-based notifications, and coordinated messaging among stakeholders. Research suggests that timely and accurate information significantly mitigates negative passenger reactions during delays and cancellations (Fodness & Murray, 2007; SITA, 2021).

4.3 Strengthening Frontline Staff Capability and Assurance

Frontline staff play a critical role in translating organizational resilience into passenger experience. During technology disruptions, staff are often required to manage high volumes of inquiries while operating under uncertainty. Enhancing staff capability through training programs focused on crisis communication, problem-solving, and service recovery can strengthen assurance and empathy dimensions of service quality.

Airport and airline managers should ensure that frontline personnel have access to up-to-date information and decision-making authority to respond effectively to passenger needs. Professional demeanor, confidence, and consistent explanations help reassure passengers and preserve trust during irregular operations (Park & Cho, 2020). Such investments in human capital complement technical resilience measures and contribute to overall service quality restoration.

4.4 Designing Empathetic Service Recovery Strategies

Empathy is a critical but often underemphasized component of disruption management. Passengers affected by delays and cancellations experience stress, fatigue, and emotional discomfort, particularly during extended disruptions. Service recovery strategies should therefore incorporate empathetic elements that acknowledge passenger inconvenience and demonstrate genuine concern.

Practical initiatives may include proactive assistance for vulnerable passengers, clear explanations of available options, and visible efforts to alleviate discomfort, such as providing amenities or flexible rebooking arrangements. Empathetic service interactions can moderate negative perceptions and enhance passengers' tolerance of unavoidable disruptions, reinforcing long-term loyalty.

4.5 Improving Tangible Support and Physical Environment Readiness

The physical environment of airports plays a significant role in shaping passenger perceptions during prolonged disruptions. Adequate seating, signage, service counters, and visible support facilities contribute to perceptions of preparedness and organizational control. Poor tangibles, by contrast, amplify frustration and reinforce negative evaluations of service quality.

Airport authorities should assess terminal layouts and support facilities from a disruption management perspective, ensuring that physical resources can accommodate large numbers of disrupted passengers. Aligning tangible resources with SERVQUAL principles enhances visible resilience and supports service recovery efforts during technology-induced irregular operations.

4.6 Integrating SERVQUAL into Airport Collaborative Decision-Making

Effective disruption management in airports requires coordination among multiple stakeholders, including airport operators, airlines, ground service providers, and air navigation service providers. Integrating SERVQUAL principles into airport collaborative decision-making (A-CDM) frameworks can enhance passenger-centered resilience strategies.

By incorporating service quality considerations into joint decision-making processes, stakeholders can align operational recovery priorities with passenger experience objectives. This integration supports more holistic resilience planning that balances technical recovery with service quality restoration, ultimately reducing the negative impacts of technology disruptions on passengers and organizational reputation.

Conclusion and Directions for Future Research

This paper set out to examine airport technology disruptions through the lens of service quality theory by applying the SERVQUAL model to the context of flight delays and cancellations. As airports become increasingly dependent on complex digital and information technology systems, technology-induced disruptions have emerged as a persistent challenge affecting both operational performance and passenger experience. While prior studies have largely emphasized technical resilience and

operational efficiency, this paper argues that such disruptions should also be understood as service quality gap events that shape passenger perceptions and service evaluations.

By integrating SERVQUAL with airport operational resilience, the paper provides a conceptual framework that explains how reliability, responsiveness, assurance, empathy, and tangibles collectively influence passenger perceptions during irregular operations. The framework highlights that passenger dissatisfaction during delays and cancellations is not driven solely by the occurrence of disruptions but by how service quality gaps are managed throughout the disruption and recovery process. Effective communication, professional conduct, empathetic interactions, and adequate physical support resources emerge as critical factors in mitigating negative passenger experiences.

The theoretical contribution of this study lies in extending SERVQUAL into a high-risk, technology-dependent aviation context characterized by uncertainty and time sensitivity. By positioning service quality as a core component of operational resilience, the paper bridges service management theory and aviation resilience literature, offering a more holistic understanding of disruption management from a passenger-centered perspective.

From a practical standpoint, the findings underscore the importance of aligning technical recovery strategies with service quality management. Airports and airlines that invest in both technological resilience and service recovery capability are better positioned to preserve passenger trust and satisfaction during unavoidable disruptions. Viewing disruption management through a SERVQUAL lens enables managers to diagnose service quality gaps systematically and design more effective, passenger-focused resilience strategies.

Directions for Future Research

As a conceptual academic paper, this study provides a foundation for future empirical and methodological research in airport disruption management. Several directions for future research are suggested.

First, empirical studies could operationalize the proposed SERVQUAL-based framework through quantitative survey research. Future studies may develop and validate measurement instruments that assess service quality gaps during technology-induced delays and cancellations, examining their effects on passenger satisfaction, trust, and behavioral intentions. Such studies would provide empirical support for the conceptual relationships proposed in this paper.

Second, comparative studies across different airport contexts and cultural settings would enhance understanding of how passenger expectations and service quality perceptions vary internationally. Differences in cultural norms, travel purposes, and regulatory environments may influence the relative importance of SERVQUAL dimensions during disruptions, offering valuable insights for global airport management.

Third, future research could integrate digital transformation and emerging technologies into the SERVQUAL-resilience framework. The growing use of artificial intelligence, predictive analytics, and real-time data sharing presents opportunities to enhance both technical recovery and service quality management. Examining how digital tools support or reshape SERVQUAL dimensions during disruption scenarios would contribute to the evolving literature on smart and resilient airports.

Finally, qualitative and mixed-method approaches may provide deeper insights into passenger emotions, coping strategies, and service interactions during prolonged disruptions. Interviews, observations, and case studies could complement quantitative findings by capturing nuanced aspects of passenger experience that are difficult to measure through surveys alone.

In conclusion, this paper emphasizes that managing airport technology disruptions effectively requires more than restoring systems and schedules. By incorporating service quality theory into resilience planning, airports and airlines can better address passenger needs, enhance trust, and strengthen long-term competitiveness in an increasingly technology-dependent aviation environment.

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DRIVING BRAND EQUITY IN THE MODERN TRADE SECTOR: AN EMPIRICAL ANALYSIS OF ETHICAL, INNOVATIVE, AND SOCIAL DETERMINANTS AMONG GEN Z CONSUMERS IN THE BANGKOK METROPOLITAN AREA

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Abstract

This study investigates the critical drivers of brand equity within the modern trade sector, focusing on the influential Gen Z demographic in the Bangkok Metropolitan Area. Utilizing a quantitative, deductive approach, the research explores the impacts of perceived value, brand trust, perceived business innovation, business ethics, and social influence on brand equity. Data were collected from 462 Gen Z consumers using a purposive sampling technique and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM) via WarpPLS. The theoretical framework integrates Consumer-Based Brand Equity (CBBE) with Social Identity Theory (SIT) to explain contemporary consumer behavior in a high-density urban retail environment. The structural model results demonstrate substantial explanatory power (R^2 = 0.816), confirming that all five hypothesized relationships are significantly positive. Notably, business ethics emerged as the most potent predictor of brand equity, followed by perceived value and brand trust, while perceived innovation and social influence also maintained significant impacts. These findings suggest a pivotal shift in the Thai retail landscape, where moral integrity and ethical signaling have surpassed technological features as the primary builders of brand resonance for younger cohorts. The study provides critical managerial implications for modern trade practitioners, highlighting the need to pivot from transactional, price-based strategies to identity-congruent, ethics-driven branding. By prioritizing transparent ESG initiatives and authentic social validation, retailers can effectively cultivate long-term brand equity in a competitive post-pandemic market.

Keywords: Brand Equity, Modern Trade, Gen Z Consumers, Business Ethics, Perceived Innovation, Social Identity Theory, Bangkok Retail Market, PLS-SEM

Introduction

The competitive landscape of the retail sector has undergone a fundamental transformation, shifting from a product-centric model to a value-driven ecosystem in which Brand Equity serves as the ultimate strategic moat (Gupta & Ramachandran, 2021). In the hyper-competitive modern trade environment, encompassing hypermarkets, supermarkets, and convenience store chains, brand equity is no longer merely a marketing metric; it is a critical asset for organizational survival (Ratasuk, 2021). As consumer choices multiply and switching costs diminish, a modern trade entity's ability to cultivate intangible value through perceived quality and brand loyalty determines its long-term viability and its capacity for premium positioning in a crowded marketplace (Ratasuk, 2022).

This strategic necessity is further intensified by the convergence of global mega-trends that are redefining the social contract between businesses and society. In a post-pandemic world, the rise of SDG 12 (Responsible Consumption and Production) and a heightened global consciousness

regarding ESG (Environmental, Social, and Governance) frameworks have fundamentally altered consumer expectations (Tumpa et al., 2025). Modern trade businesses are no longer evaluated solely on operational efficiency or price leadership; they are increasingly scrutinized through the lens of Business Ethics and Sustainable Innovation (Azmat et al., 2023). For the digital-native generation, these trends are not peripheral but are core determinants of brand resonance, forcing organizations to integrate ethical transparency and technological agility into their fundamental brand architecture (Tumpa et al., 2025).

However, applying these global drivers to the specific context of Bangkok's modern trade sector reveals a unique set of contextual tensions. Bangkok serves as a pressure cooker of retail competition, with one of the highest densities of convenience stores and shopping malls in the world (Chantarayukol, 2019). For Gen Z consumers in this urban hub, the retail experience is characterized by a paradox of choice and a relentless demand for immediacy. The friction arises when traditional modern trade models, built on mass-market efficiency, clash with Gen Z's desire for personalized, ethical, and technologically seamless interactions (Hartono, 2023). In this high-velocity urban environment, failing to synchronize Perceived Value with Business Innovation leads to rapid brand erosion, as this cohort is quick to abandon brands that feel stagnant or socially disconnected (Anderson & Rainie, 2021).

Despite the proliferation of marketing literature, a significant research gap remains concerning how these equity drivers coalesce within the specific cultural and demographic nuances of Southeast Asian urban centers (Qiu et al., 2024). Current Brand Equity models are frequently criticized for a Western bias, often failing to account for the unique Social Influence dynamics and the specific value-orientations of Thai Gen Z (Maduwinarti et al., 2025). There is a dearth of empirical evidence on how Social Validation and Perceived Ethics function as primary drivers of equity in a society rapidly transitioning from traditional hierarchical consumption to peer-driven, digital socialization (Peña-García & ter Horst, 2025).

To address this complexity, this study utilizes Consumer-Based Brand Equity (CBBE) Theory and Social Identity Theory (SIT) as its theoretical foundations. CBBE provides the structural framework to understand how cognitive and affective perceptions (Value, Trust, and Innovation) translate into brand strength (Raji et al., 2019). Concurrently, SIT offers the psychological depth required to explain why Business Ethics and Social Influence are so potent among Gen Z; it suggests that these consumers do not merely purchase products but seek to align themselves with brands that mirror their social identity and moral compass (Theocharis & Tsekouropoulos, 2025). Together, these theories provide a robust lens to examine the Signal-to-Equity pathway in the modern trade context.

The practical implications of this research are substantial. For practitioners and retail strategists in Bangkok, understanding these drivers enables a transition from transactional retail to relational branding. By identifying which variables, whether it be the Ethical Signal or the Innovation Quotient, most significantly move the needle on brand equity, management can allocate resources more effectively to capture the most elusive and influential consumer segment in Thailand today.

Research Objectives

1. To examine the impact of Perceived Value and Brand Trust on the brand equity of modern trade businesses among Gen Z consumers.
2. To evaluate the influence of Perceived Business Innovation on building brand equity in a high-tech retail environment.
3. To analyze the role of Business Ethics and Social Influence as critical determinants of brand equity for the socially-conscious Gen Z demographic.
4. To provide a prioritized framework for modern trade practitioners to enhance brand competitiveness in the Bangkok metropolitan area.

Literature Review

The variables in this study form a cohesive narrative of the Modern Retail Experience for the digital-native generation. This narrative begins with Perceived Value and Brand Trust, establishing the foundational functional relationship between the Gen Z consumer and the modern trade brand. Upon this baseline, Perceived Business Innovation provides the modern relevance required to capture attention in a high-velocity, digital-first city like Bangkok (Ratasuk, 2023a). Finally, Business Ethics and Social Influence transform the brand from a utilitarian choice into a social and moral identity (Ratasuk, 2023b). Logically, when a modern trade business excels across these five dimensions, it creates a holistic value proposition that satisfies both cognitive needs (the brand's structure) and social-emotional needs (a sense of belonging)(Ratasuk, 2021). This alignment results in heightened Brand Equity, characterized by strong recall, deep loyalty, and a resilient market position that transcends simple price competition.

Theoretical Foundation: The Synthesis of CBBE and Social Identity Theory

The conceptual architecture of this study is anchored in the Consumer-Based Brand Equity (CBBE) framework, pioneered by Aaker (1991) and Keller (1993). Aaker defined brand equity as a set of assets and liabilities linked to a brand's name and symbol that add value provided by a product or service. In the modern trade context, CBBE posits that a brand's strength is determined by consumers' cognitive responses to marketing stimuli. However, to capture the nuanced behavior of Gen Z, this study integrates Social Identity Theory (SIT), as conceptualized by Tajfel et al. (1979). SIT suggests that individuals classify themselves into social categories, and their purchase behavior serves as a medium for self-expression. In Bangkok, a Gen Z consumer does not view a modern trade brand as a mere utility provider but as a reflection of their social standing and ethical alignment (Lounporn, 2021). While CBBE explains the structural mechanics of brand value, SIT provides the psychological justification for why ethical and social variables have become paramount.

The Dynamics of Perceived Value and Brand Trust

Perceived Value has evolved from the rudimentary price-versus-quality trade-off described by Zeithaml (1988) into a complex multidimensional construct. In contemporary retail literature, it is recognized as the consumer's overall assessment of utility based on perceptions of what is received versus what is surrendered. For Gen Z consumers in Bangkok, who navigate a high cost of living alongside a desire for premium experiences, perceived value acts as the primary driver of brand preference (Qiao et al., 2022). Parallel to value, Brand Trust, defined by Chaudhuri and Holbrook (2001) as the willingness of the consumer to rely on the brand's ability to perform its function, serves as the relational glue. Trust reduces the perceived risk and information asymmetry inherent in dense urban retail environments, directly fostering the brand loyalty necessary for equity (Ha et al., 2022).

H1: Perceived value has a significant positive impact on the brand equity of modern trade businesses for Gen Z consumers in Bangkok.

H2: Brand trust has a significant positive impact on the brand equity of modern trade businesses for Gen Z consumers in Bangkok.

Perceived Business Innovation as a Strategic Driver

In the era of Industry 4.0, Perceived Business Innovation has transitioned from a back-end operational metric to a front-facing brand association. Innovation in modern trade refers to consumers' perception of a brand's ability to introduce new technologies or shopping formats that enhance the shopping journey. Drawing from Schumpeter (1934) foundational work, modern scholars argue that innovation creates a uniqueness factor. For tech-savvy Gen Zers, innovation, manifested through seamless mobile-first platforms and automated retail solutions, is a baseline expectation. Prior studies

suggest that innovation positively influences brand personality, leading to greater resonance and perceived quality (Li et al., 2022).

H3: Perceived business innovation has a significant positive impact on the brand equity of modern trade businesses for Gen Z consumers in Bangkok.

The Ascendance of Business Ethics and Social Influence

The role of Business Ethics has gained significant momentum, shifting from corporate philanthropy to systemic integrity. Defined as the perceived fairness and social responsibility of a firm's actions, ethics serve as a powerful signal of brand character (Manansala et al., 2022). According to Social Identity Theory, consumers derive self-esteem from associating with ethical entities (Perera et al., 2023). In Bangkok, where environmental concerns are surging, ethical branding creates a moral equity that deepens commitment. Similarly, Social Influence, the change in behavior resulting from interaction with others, is critical (Alvarado-Karste & Guzmán, 2020). In the age of digital socialization, the influence of peer groups and social media agents has superseded traditional advertising (Fagundes et al., 2022). For Gen Z, social proof validates brand status, enhancing awareness and association.

H4: Business ethics has a significant positive impact on the brand equity of modern trade businesses for Gen Z consumers in Bangkok.

H5: Social influence has a significant positive impact on the brand equity of modern trade businesses for Gen Z consumers in Bangkok.

The Influence of Demographic Control Variables

To ensure the robustness of the proposed model, this study accounts for demographic control variables, including gender, age, income, and education. Academic literature suggests that these factors can significantly alter the perception-to-equity pathway (Roberts & Okurame, 2021). For instance, income levels often determine the weighting of Perceived Value, while education is often associated with greater sensitivity to Business Ethics (Luo et al., 2022). By controlling for these variables, the research more accurately isolates the direct effects of the core independent variables on brand equity, ensuring the findings are not confounded by the diverse socio-economic profile of Bangkok's population.

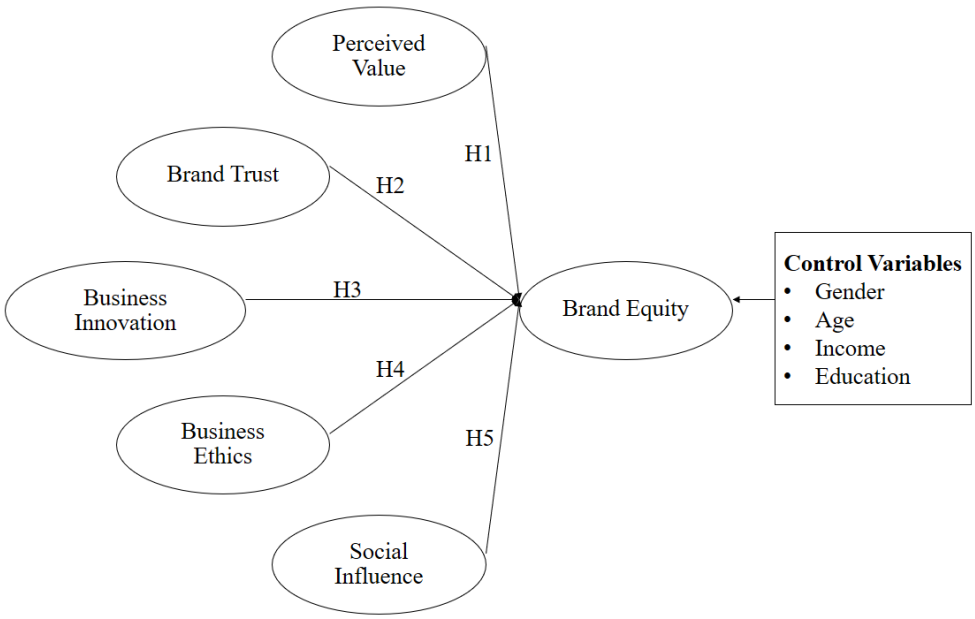

Figure 1: Conceptual Model

Methodology

This study adopts a quantitative, deductive research approach to empirically test the proposed conceptual framework. To evaluate the intricate relationships between the identified variables and brand equity, Partial Least Squares Structural Equation Modeling (PLS-SEM) is utilized as the primary analytical technique. The selection of PLS-SEM over traditional Covariance-Based SEM (CB-SEM) is theoretically and statistically justified based on its superior suitability for prediction-oriented research, specifically its objective to maximize the explained variance (R^2) of the endogenous latent constructs (Hair & Alamer, 2022). Furthermore, PLS-SEM is highly robust when handling non-normal data distributions and remains efficient when analyzing complex models with multiple structural paths and limited sample sizes, making it the most appropriate method for this study's predictive focus on the burgeoning Gen Z consumer segment.

Population and Sampling

The target population for this research comprises Gen Z consumers residing in the Bangkok Metropolitan Area who actively use modern trade services. Given that the total population is infinite or unknown, the study uses a Non-Probability Purposive Sampling technique to ensure that data are collected from individuals who possess the specific characteristics and experiences relevant to the research context (Ratasuk & Nyan Lin, 2025). To ensure sufficient statistical power and a representative sample for the Bangkok region, a minimum sample size of N = 400 was established. This threshold is justified by the Inverse Square Root Method and exceeds the minimum requirements of the 10-times rule, providing a 95% confidence interval with a 5% margin of error (Kock & Hadaya, 2018). The final sample consisted of 462 valid responses. As detailed in Table 1, the demographic profile is predominantly female (69.7%) and largely composed of the younger Gen Z segment, with 54.8% aged 18-20. Economically, the majority of respondents (63.6%) earn less than 12,000 Baht per month, reflecting the high proportion of university-level students (81.4%) in the sample who hold or are pursuing a Bachelor's degree.

Table 1: Descriptive Statistics of Respondents (N = 462)

Variable	Category	Frequency	Percentage (%)
Gender	Female	322	69.70%
	Male	140	30.30%
	Total	462	100.00%
Age	18-20 years old	253	54.80%
	21-23 years old	134	29.00%
	24-26 years old	46	10.00%
	27-28 years old	29	6.30%
	Total	462	100.00%
Education	High School	30	6.50%
	Vocational / Associate	17	3.70%
	Bachelor's Degree	376	81.40%
	Master's Degree	37	8.00%
	Doctoral Degree	2	0.40%
	Total	462	100.00%
Monthly Income	< 12,000 Baht	294	63.60%
	12,001 - 15,000 Baht	77	16.70%
	15,001 - 20,000 Baht	47	10.20%
	20,001 - 30,000 Baht	29	6.30%
	> 30,000 Baht	15	3.20%
	Total	462	100.00%

Data Collection Procedure

Primary data are gathered through an online, self-administered questionnaire hosted on Google Forms, a method deemed realistic and practical for reaching the digitally native Gen Z cohort in Bangkok. The recruitment strategy involves distributing the survey link across various social media channels and popular digital communities in the Bangkok metropolitan area. To maintain data integrity, a rigorous screening process is implemented at the start of the questionnaire. These screening questions ensure that only respondents who meet the specific demographic criteria (born 1997–2012) (Slepian et al., 2024) and have used modern trade services in Bangkok within the last month are permitted to access the full survey, thereby filtering out irrelevant participants before data entry.

Instrument Development

The research instrument is structured into four distinct parts to facilitate a logical response flow: (1) Screening questions to qualify participants; (2) Demographic profiles; (3) Consumer behavior and usage patterns related to modern trade; and (4) Measurement items for the core constructs. All items used to measure the latent constructs, perceived value, brand trust, perceived business innovation, business ethics, social influence, and brand equity, are adapted from validated scales in prior high-impact literature (Creyer, 1997; Liang et al., 2024; Lyu & Ratasuk, 2024; Niu et al., 2025; Parris & Guzmán, 2022; Ratasuk & Charoensukmongkol, 2020; Ratasuk et al., 2025) to ensure content validity. Each item is measured on a 5-point Likert scale from 1: Strongly Disagree to 5: Strongly Agree, enabling granular assessment of consumer perceptions.

Data Analysis Plan

Statistical analysis is conducted using WarpPLS software, which is particularly adept at identifying both linear and non-linear relationships within the structural model. The analysis plan involves a two-stage evaluation process: the measurement model and the structural model. The Measurement Model is assessed for reliability and validity. Internal consistency is verified using Cronbach's alpha and Composite Reliability (rho_A)(Hair & Alamer, 2022; Ton et al., 2025). Convergent validity is confirmed by ensuring that the Average Variance Extracted (AVE) exceeds 0.50 and all factor loadings are greater than 0.708. Discriminant validity is evaluated using the Heterotrait-Monotrait Ratio (HTMT), where values must be below the conservative threshold of 0.85 or 0.90 (Cheung & Wang, 2017; Zhang et al., 2025). The HTMT is prioritized here because it is superior to the Fornell-Larcker criterion for detecting a lack of discriminant validity (Ab Hamid et al., 2017).

The Structural Model is subsequently evaluated by assessing potential collinearity using Variance Inflation Factors (VIF), with thresholds of < 3.3 or 5.0 (Kock, 2017). The predictive power and significance of the relationships are determined by examining Path Coefficients (β) and the Coefficient of Determination (R^2), with significance levels established through a bootstrapping procedure (5,000 resamples). Additionally, robustness checks are performed, including a full collinearity assessment to detect Common Method Bias (CMB) and mediation analysis to explore the indirect mechanisms within the model (Kock, 2015).

Ethical Considerations

This study is conducted in strict accordance with ethical research standards. All participants are provided with an Informed Consent form at the beginning of the survey that details the research purpose, data-handling procedures, and their rights. The data collection process ensures absolute anonymity, as no personally identifiable information is recorded. Furthermore, participation is entirely voluntary, and respondents are informed of their right to withdraw from the survey at any point without prejudice.

Results

The structural model was analyzed using WarpPLS to examine the drivers of brand equity among Gen Z consumers in Bangkok. The results are presented in two primary stages: the evaluation of the measurement model (reliability and validity) and the evaluation of the structural model (hypothesis testing).

Measurement Model Assessment

The measurement model was evaluated to ensure the reliability and validity of the constructs before testing the structural relationships. Internal consistency was confirmed as both Cronbach's Alpha (CA) and Composite Reliability (CR) values for all latent variables exceeded the 0.70 threshold. Specifically, CR values ranged from 0.960 to 0.975, while CA values ranged from 0.948 to 0.968. Convergent validity was established by Average Variance Extracted (AVE) values ranging from 0.827 to 0.886, well above the 0.50 requirement. Furthermore, as shown in the detailed indicator analysis below, all Factor Loadings (FL) exceeded the recommended threshold of 0.708, ranging from 0.895 to 0.954, indicating that the items accurately represent their respective latent constructs. Table 2 presents the measurement model assessment.

Table 2: Construct Reliability, Convergent Validity, and Factor Loadings

Construct	Indicator	FL	CA	CR	AVE
Brand Equity	BEquity1	0.921	0.967	0.974	0.883
	BEquity2	0.943			
	BEquity3	0.941			
	BEquity4	0.945			
	BEquity5	0.948			
Perceived Value	Value1	0.917	0.961	0.97	0.864
	Value2	0.922			
	Value3	0.941			
	Value4	0.929			
	Value5	0.939			
Brand Trust	BTrust1	0.938	0.967	0.974	0.884
	BTrust2	0.928			
	BTrust3	0.954			
	BTrust4	0.942			
	BTrust5	0.937			
Innovation	Inno1	0.925	0.962	0.97	0.867
	Inno2	0.929			
	Inno3	0.924			
	Inno4	0.941			
	Inno5	0.938			
Business Ethics	BEthic1	0.942	0.968	0.975	0.886
	BEthic2	0.945			
	BEthic3	0.937			
	BEthic4	0.938			
	BEthic5	0.946			
Social Influence	SolInflu1	0.917	0.948	0.96	0.827
	SolInflu2	0.908			
	SolInflu3	0.914			
	SolInflu4	0.895			
	SolInflu5	0.913			

Discriminant Validity

Discriminant validity was verified using both the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT). As presented in Table 3, the square root of the AVE for each construct is greater than its highest correlation with any other latent construct, satisfying the Fornell-Larcker requirement (upper right). Furthermore, all HTMT values (lower left) remained below the conservative 0.85 threshold, ranging from 0.757 to 0.873, providing strong evidence that the constructs are statistically distinct.

Table 3: Discriminant Validity Matrix (Fornell-Larcker and HTMT)

Construct	1	2	3	4	5	6
(1) Brand Equity	(0.94)	0.867***	0.868***	0.848***	0.871***	0.801***
(2) Perceived Value	0.836	(0.93)	0.873***	0.838***	0.837***	0.771***
(3) Brand Trust	0.839	0.841	(0.94)	0.868***	0.851***	0.757***
(4) Innovation	0.818	0.806	0.837	(0.931)	0.825***	0.792***
(5) Business Ethics	0.843	0.808	0.824	0.796	(0.941)	0.796***
(6) Social Influence	0.767	0.736	0.724	0.755	0.762	(0.909)

Note: values in parentheses represent the square root of the AVE. Values below the diagonal are HTMT ratios; values above the diagonal are inter-construct correlations.

Model Robustness and Fit

The structural model demonstrated excellent fit and robustness according to several internationally recognized indices. The Standardized Root Mean Squared Residual (SRMR) was recorded at 0.029, which is well within the acceptable limit of ≤ 0.1. Additionally, the Tenenhaus GoF was calculated at 0.867, which is categorized as a Large effect size since it exceeds the 0.36 threshold. Regarding potential biases, the Average Full Collinearity VIF was 3.256, falling below the ideal threshold of 3.3. This result indicates that the model is free from significant issues related to common method bias or multicollinearity, thereby ensuring the integrity of the hypothesized path assessments.

Structural Model and Hypothesis Testing

The structural model evaluation focused on the predictive power of the independent variables and the significance of the hypothesized paths. The model achieved an R^2 of 0.816 and an Adjusted R^2 of 0.812, indicating that the five independent variables explain 81.6% of the variance in Brand Equity. This high coefficient of determination suggests that the model possesses substantial explanatory power within the context of Bangkok's modern trade sector, as shown in Figure 2 and Table 3.

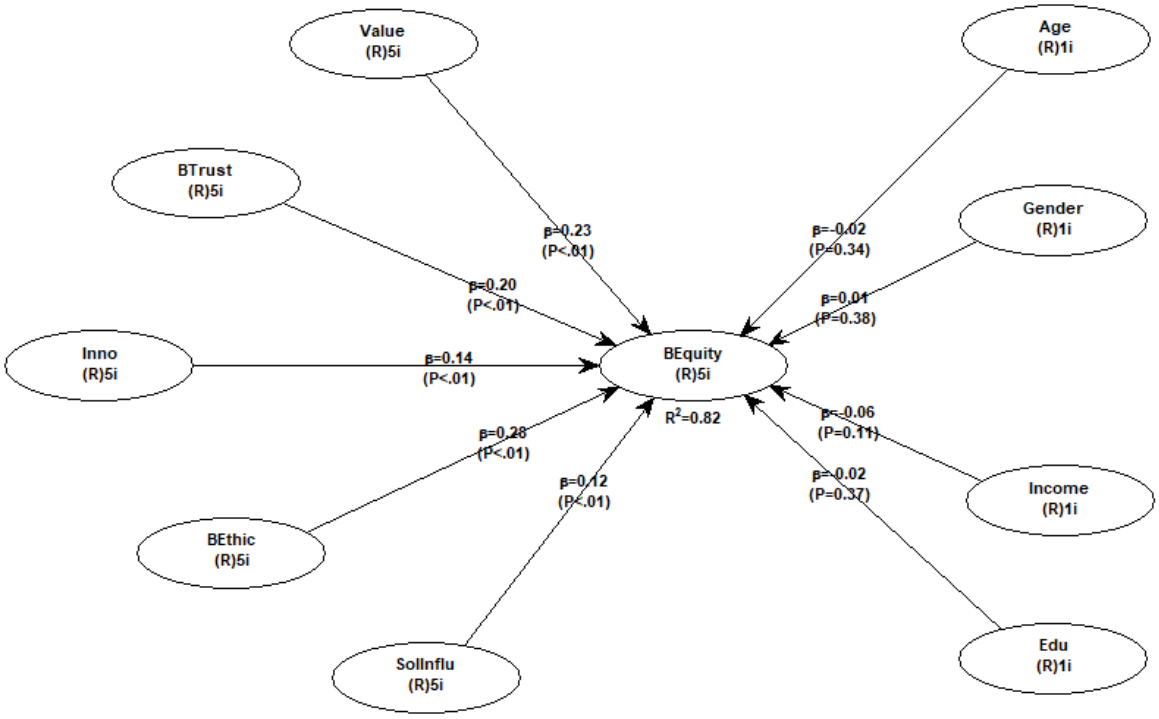

Figure 2: PLS-SEM Results

Based on the WarpPLS statistical analysis, the following table summarizes the results of the hypothesis testing for this study. The results confirm that all five independent variables exert a significant positive influence on the Brand Equity of modern trade businesses among Gen Z consumers in Bangkok.

Table 4: Summary of Hypothesis Testing Results

Hypothesis	Path Relationship	Path Coefficient (β)	P-value	Result
H1	Perceived Value → Brand Equity	0.231	< 0.001	Supported
H2	Brand Trust → Brand Equity	0.195	< 0.001	Supported
H3	Perceived Innovation → Brand Equity	0.143	< 0.001	Supported
H4	Business Ethics → Brand Equity	0.279	< 0.001	Supported
H5	Social Influence → Brand Equity	0.121	0.004	Supported

As illustrated in the table above, all five primary hypotheses are supported. Business Ethics (β = 0.279) emerged as the strongest predictor of Brand Equity, followed by Perceived Value (β = 0.231) and Brand Trust (β = 0.195). Perceived Business Innovation and Social Influence also showed significant positive impacts, though with comparatively lower path coefficients.

Regarding the control variables (Age, Gender, Income, and Education), none exhibited a significant impact on Brand Equity (P > 0.05), suggesting that the influence of the core psychological and social drivers remains consistent across different demographic segments within the Bangkok Gen Z population.

Discussion

The primary objective of this research was to empirically investigate the determinants of brand equity in the modern trade sector of Bangkok, with a focus on the burgeoning Gen Z demographic. The structural model analysis conducted via WarpPLS confirms that all five hypothesized relationships are

statistically significant and positive. Specifically, the results support the direct impact of perceived value, brand trust, perceived business innovation, business ethics, and social influence on brand equity. Notably, business ethics emerged as the most substantial predictor ($\beta = 0.279$, $p < 0.001$), followed by perceived value and brand trust. These findings indicate that while functional attributes remain relevant, the intangible moral and ethical associations of a brand have become the primary drivers of equity for Gen Z consumers in this urban context.

The confirmation of these hypotheses aligns with the foundational Consumer-Based Brand Equity (CBBE) framework established by Aaker (1991) and Keller (1993), reinforcing the notion that brand power resides in consumers' psychological perceptions. Furthermore, our findings specifically support Zeithaml's (1988) description of value evolution, showing that for Bangkok's Gen Z, value is no longer a simple price-quality trade-off but a multidimensional construct heavily weighted toward ethical considerations. This theoretical alignment confirms that while the core pillars of brand equity remain stable, the specific weights assigned to those pillars are shifting toward ethical dimensions.

Regarding the dynamics of Perceived Value and Brand Trust, our results support the literature underpinning the hypotheses. The significant impact of brand trust ($\beta = 0.195$) supports the assertions of Chaudhuri and Holbrook (2001) that trust serves as the relational glue in consumer-brand interactions. As suggested by Ha et al. (2022), trust reduces the perceived risk and information asymmetry inherent in dense urban retail environments like Bangkok, directly fostering the brand loyalty necessary for equity. Similarly, the importance of perceived value reinforces the findings of Qiao et al. (2022), identifying it as a primary driver for Gen Z consumers navigating a high cost of living while seeking premium experiences.

While Schumpeter (1934) and more recent scholars such as Li et al. (2022) argued that innovation creates a unique factor and positively influences brand personality, our results reveal a nuanced shift. Perceived business innovation remains significant ($\beta = 0.143$), but the moral signal of business ethics has surpassed it. This suggests that in the saturated modern trade market of Bangkok, technological features and digital convenience have become baseline expectations or "hygiene factors," whereas ethical integrity has become the true motivator of brand resonance. This contrasts with earlier studies that suggested digital features were the primary differentiator for younger cohorts.

The dominance of business ethics ($\beta = 0.279$) provides robust empirical support for Social Identity Theory (SIT) as conceptualized by Tajfel et al. (1979) . As argued by Manansala et al. (2022) and Perera et al. (2023), consumers derive self-esteem and define their self-concept through patronage of ethical entities. Our findings confirm that for Bangkok's Gen Z, a brand is not just a utility provider but a reflection of their social standing and moral compass. Finally, the impact of social influence ($\beta = 0.121$) aligns with Alvarado-Karste and Guzmán (2020) and Fagundes et al. (2022), demonstrating that, in the age of digital socialization, peer validation supersedes traditional advertising in shaping brand awareness and association among Gen Z.

Conclusion

Theoretical Contributions

This study makes several significant contributions to the body of knowledge by synthesizing CBBE with Social Identity Theory (SIT) to explain the contemporary drivers of brand equity. Theoretically, the results expand SIT by demonstrating how business ethics and social influence function as identity-congruent signals that allow Gen Z consumers to define their self-concept through their patronage. While traditional CBBE models focus on cognitive brand associations, this research integrates the psychological mechanism of SIT to explain why ethics has surpassed functional value: consumers in this demographic view their brand choices as a reflection of their own moral compass.

Furthermore, the study contributes to the literature on Southeast Asian retail by providing a localized empirical validation of these theories. The results clarify that in high-power distance cultures undergoing rapid digital transformation, social influence does not merely build awareness; it also serves as a critical validator of a brand's ethical and innovative status, thereby directly constructing brand equity.

Practical Implications

For practitioners and stakeholders in Bangkok's modern trade sector, these findings offer actionable insights for strategic positioning. Management must pivot from traditional price-based promotions to integrity-based branding. Given that business ethics is the strongest driver, retailers such as Lotus's or Central Food Hall should prioritize and transparently communicate their ESG (Environmental, Social, and Governance) initiatives. For example, a modern trade brand could launch a campaign highlighting a Zero-Waste supply chain or fair-trade partnerships with local Thai farmers, as these ethical touchpoints directly move the needle on brand equity for Gen Z. Furthermore, the significant impact of social influence suggests that practitioners should move beyond traditional celebrity endorsements toward micro-influencer collaborations that emphasize authentic, peer-to-peer validation within digital communities like TikTok or LINE.

Beyond marketing, the results imply that Business Innovation should focus on enhancing the ethical experience. For instance, implementing blockchain technology to allow consumers to scan a QR code and trace the origin of fresh produce integrates both innovation and ethics, satisfying two key drivers identified in this study. Stakeholders, including policymakers and industry associations, should also recognize that Gen Z's demand for ethical standards is a permanent market shift. Real-world implementation might include developing Green Loyalty Points that reward consumers for eco-friendly shopping habits, effectively linking perceived value with ethical behavior to cultivate long-term brand resonance.

Limitations and Future Research

Despite the robustness of the findings, this study is subject to several limitations that suggest avenues for future inquiry. First, the research utilized a cross-sectional design, capturing consumer perceptions at a single point in time. Future studies should employ longitudinal designs to examine how perceptions of brand equity evolve as Gen Z progresses through different life stages and gains greater purchasing power. Second, while the study focused on the Bangkok Metropolitan Area to ensure demographic density, the findings may not be fully generalizable to rural Thai populations where traditional trade still dominates. Future research could conduct comparative analyses between urban and rural cohorts. Finally, although this model explored direct impacts, there is an opportunity to investigate complex mediation or moderation effects, such as whether Digital Literacy or Environmental Concern moderates the relationship between business ethics and brand equity. Exploring these nuances would further refine our understanding of the psychological mechanisms driving brand value in the modern age.

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