



Multivariate Analysis of Employee Emotional Labor on Customer Reuse Intention of Express Delivery Enterprises

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Abstract. At present, scholars have put forward many theoretical and empirical studies that affect customer intention. Taking express delivery enterprises as an example, this paper collects 217 valid questionnaire data from customers, uses structural equation model and Bootstrap interval estimation and other statistical methods in SPSS25.0 and AMOS26.0 to investigate the mechanism of front-line employees' emotional labor to customer reuse intention from the perspective of customer perception, and discusses the mediating role of perceived service quality and customer satisfaction in the model. The results show that employees' surface acting has no significant effect on customer perception of service quality and satisfaction, while deep acting and true expression positively affect customers' perception of service quality and customer satisfaction, and then positively affect customer reuse intention; Perceived service quality and customer satisfaction play an intermediary role in employee emotional labor and customer reuse intention. The theoretical understanding of emotional labor and customer reuse intention was further deepened by multivariate statistical analysis method above, the results also helped express enterprises to improve customer relationship management mechanism from the perspective of employee emotional labor management.

Keywords: Emotional labor · Perceived service quality · Customer satisfaction · Reuse intention · SEM · Bootstrap sampling

1 Introduction

In the field of service, customer reuse intention is indicators of the entire business activities of enterprises. The service depends on the interaction between customers and employees, so the emotional expression of employees in the interaction process has a great effect on customer reuse intention. Therefore, in addition to providing mental and physical labor, most service industries also need to provide a new type of labor force, which is usually called "emotional labor".

Emotional labor was first proposed by sociologist Hochschild in the early 1980s, and he explained it as the work can only be completed by completing emotional efforts [1]. Since then, it has aroused extensive research and discussion in the academic community.

Although different scholars have different views or focuses on the definition of emotional labor, they all have the same view that employees should express and regulate their emotions in the way the organization expects, and this is an indispensable part of their work. At present, scholars mostly use the three-dimensional division of surface acting, deep acting and true expression for research [2]. Superficial acting means pretending to show the emotion of need without touching the deep feelings; Deeply acting for employees to adjust their inner feelings to meet the requirements of the organization; True expressed employees do not need to adjust their emotions from a cognitive perspective, and naturally express the emotions they experience in the workplace.

A large number of studies show that emotional labor will have a certain effect on employees and customers. Generally speaking, superficial acting will have a negative effect, while deep acting and true expression will have a positive effect, such as increasing or decreasing customers' perception and satisfaction of service quality [3, 4]. In the management practice of logistics enterprises, managers usually lack attention to employees' emotional labor and systematic evaluation management mechanism. In the logistics industry, express delivery practitioners have the most contact with customers. The front-line employees of express enterprises work in various business outlets, and their daily work includes customer pickup and delivery, delivery, collection and handling of difficult parts. There are more and more communication and interaction between customers and front-line employees of express enterprises. Therefore, it is necessary to discuss the application of emotional labor in the field of express delivery.

Therefore, based on 217 customer questionnaires, using this theory of customer satisfaction and expectation cognition, this paper builds a structural equation model and other multivariate statistical analysis method with the background of express industry and studies the effect of different dimensions of front-line employees' emotional labor on customer perceived service quality, satisfaction and reuse intention, which is of reference significance for improving customer stickiness and enterprise management decisions in the express industry.

2 Theoretical Basis and Model Assumptions

2.1 Emotional Labor and Perceived Service Quality

In view of the customer participation in the service transaction process and the inseparability of production and consumption, the service quality must be recognized and recognized by customers. The customer's evaluation of service quality should not only consider the service results, but also involve the service process [5]. Hu J.C. et al. concluded that the negative effect of negative expression on perceived service quality is not significant, while the positive effect of positive expression on perceived service quality is significant, and the path effect between samples based on different backgrounds is different [6]. In the existing literature on express delivery service quality, the evaluation perspective is relatively single, focusing on the logistics results, ignoring the service contact process. This paper believes that the emotional labor of front-line employees will affect customers' perception and evaluation of service quality, and makes the following assumptions:

H1: Employees' emotional labor affects customer perception of express service quality. Surface acting has a negative effect (a); Deep acting has a positive effect (b); True expression has a positive effect (c).

2.2 Emotional Labor and Customer Satisfaction

The research on customer satisfaction theory was first proposed with the concept that customers with high satisfaction would increase their purchase and continue to purchase products from the same business [7]. A large number of literatures show that customer perceived emotional labor of employees has a direct effect on customers [9, 10]. As far as the front-line employees of express enterprises are concerned, the basic elements of customer satisfaction can be summarized as behavioral satisfaction, audio-visual satisfaction and conceptual satisfaction. The research shows that under the control of staff's professional skills, service quality and other variables, service personnel's true emotional display has a significant effect on customer satisfaction. Customers are the direct audience for emotional labor of front-line employees in express enterprises [8]. Therefore, this paper makes the following assumptions about the significant effect of emotional labor on customer responses and the way in which different emotional labor strategies work:

H2: Employees' emotional labor affects customer satisfaction. Surface acting has a negative effect (a); Deep acting has a positive effect (b); True expression has a positive effect (c).

2.3 Perceived Service Quality, Customer Satisfaction and Reuse Intention

Customer reuse intention is generally based on customer satisfaction theory and expectation cognition theory. In the theory of customer satisfaction, perceived quality has a direct effect on satisfaction. In the expected cognition theory, satisfaction also has a direct effect on the intention of continuous use. These effects are constantly confirmed in research. Chen Z.H. et al. extracted many characteristics of customer perceived quality through factor analysis, which have significant positive correlation with customer perceived value, satisfaction and reuse intention. Further verified that customer perceived value and satisfaction have significant positive correlation with reuse intention, and customer perceived quality of express service has significant relationship with reuse intention [11]. Therefore, this paper makes the following assumptions:

H3: Perceived service quality has a significant positive effect on customer satisfaction;

H4: Perceived service quality has a significant positive effect on customer reuse intention;

H5: Customer satisfaction has a significant positive effect on customer reuse intention;

2.4 Perceived Service Quality and Customer Satisfaction Play an Intermediary Role

At present, there are some researches on service employees' emotional labor strategies and outcome variables, such as job performance and customer loyalty, but few researches

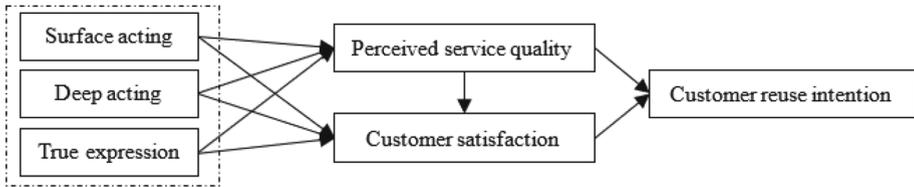


Fig. 1. Theoretical Model

explore the explanation mechanism of emotional labor affecting customer reuse intention. This paper mainly studies how the emotional labor in the process of interaction between express employees and customers can improve the customer's perceived service quality and customer satisfaction, thus affecting the customer reuse intention. Therefore, this paper makes the following assumptions:

H6: Perceived service quality plays a mediating role in employees' emotional labor and customer reuse intention.

H7: Customer satisfaction plays a mediating role in employees' emotional labor and customer reuse intention.

H8: Perceived service quality and customer satisfaction play a chain intermediary role in employee emotional labor and customer reuse intention.

2.5 Theoretical Model

The model drawn based on the above hypothesis is shown in Fig. 1:

3 Research Method and Data Analysis

3.1 Questionnaire Design

This paper uses the questionnaire method to collect and analyze data. The questionnaire is divided into two parts. The first part is the basic information of the sample, and the second part is the variable scale. The variable measurement is based on the mature scale of previous research and improved for the express industry [12–14]. All these models are proved to have good reliability and validity.

3.2 Sample Characteristic Analysis

This paper collects data in the form of online questionnaires. With customers who have used express delivery services as the survey object, 248 questionnaires were collected and 217 valid ones were collected. According to the descriptive statistical results of demographic characteristics, female interviewees are slightly more than male interviewees, which may be due to the fact that female customers use more online shopping and goods receiving and sending services. Compared with other occupations, the students surveyed use express delivery more frequently (54.4%), Students are often under the age of 30. At this age, people have enough time and capital, and their online shopping desire and logistics demand are also large.

Table 1. Basic information of sample.

Gender		Monthly use frequency of express service	
Male	N=91(41.9%)	Less than 10 times	N=91(41.9%)
Female	N=126(58.1%)	10 to 20 times	N=71(32.7%)
		More than 20 times	N=55(25.3%)
Age		Frequently selected express brand	
Under 20	N=56(25.8%)	YD Express	N=94(20.3%)
20 to 29	N=87(40.1%)	YTO Express	N=89(19.3%)
30 to 39	N=38(17.5%)	ZTO Express	N=76(16.5%)
Above 39	N=36(16.6%)	STO Express	N=69(14.9%)
Occupation		SF Express	N=50(10.8%)
Student	N=118(54.4%)	JD Express	N=47(10.2%)
Office worker	N=34(15.7%)	EMS Express	N=37(8%)
Professional	N=35(16.1%)		
Other	N=30(13.8%)		

See Table 1 for specific sample information. There is 41.9% of the respondents use express services less than 10 times a month, and 25.3% of the respondents use express services more than 20 times a month. It can be seen from Table 1 that among many express service enterprises, the four enterprises including YD, YTO, ZTO and STO have more customer-oriented businesses.

3.3 Data Reliability and Validity Test

Testing the data quality of measurement results is an important prerequisite to ensure the significance of subsequent analysis. This paper uses the scaling and dimensionality reduction methods in SPSS25.0 to analyze the reliability and reliability of the data. The formula used is as follows, and the details are described in Table 2.

$$\text{Cronbach's } \alpha = \left(\frac{n}{n-1} \right) \left(1 - \frac{\sum_{i=1}^n S_i^2}{\sum S_t^2} \right) \tag{1}$$

$$\text{KMO} = \frac{\sum \sum_{i \neq j} r_{ij}^2}{\sum \sum_{i \neq j} r_{ij}^2 + \sum \sum_{i \neq j} \alpha_{ij}^2} \tag{2}$$

α is the reliability coefficient, n is the number of test items, S_i^2 is the score variation of all subjects on item I , and S_t^2 is the variance of the total score of all subjects. Reliability of 0.8 or more is acceptable. According to the data, it is calculated from Eq. (1) Cronbach's α coefficients of all variables were between 0.826 and 0.886, which had high reliability.

r_{ij} represents the simple correlation coefficient and α_{ij}^2 represents the partial correlation coefficient. When the KMO value is greater than 0.8, it indicates that the applicability of principal component analysis is good. Principal component analysis and maximum variance method were used to analyze the validity of the questionnaire. Combined with the survey data, it is calculated according to Eq. (2), the KMO value was 0.926, and the P value of Bartlett spherical test was 0. The overall scale has high construct validity.

Table 2. Reliability statistics.

Variable	Measurement items	Load	Cronbach's α	
Surface acting (F1)	SA1: Employees pretend to be enthusiastic when contacting me, even if they are not	0.859	0.830	0.928
	SA2: In order to show proper expression and attitude and hide real feelings when employees serve me	0.844		
	SA3: Employees only show their emotions required by work, and will not change their feelings at that time	0.864		
Deep acting (F2)	DA1: Employees try to feel the emotion required by the organization, and try to be sincere rather than pretending	0.817	0.829	
	DA2: When an employee is in a bad mood, he will try his best to overcome the bad mood and serve me with a cordial attitude	0.739		
	DA3: When I put forward personalized needs, employees try to stand on my side and solve problems for me sincerely	0.727		
True expression (F3)	TE1: The emotions expressed by employees when they serve me are exactly the real feelings in their hearts	0.778	0.827	
	TE2: The employees' feelings when serving me are a natural expression of sincerity	0.821		
	TE3: Employees help me from the bottom of their hearts and want to meet my needs	0.697		
Perceived service quality (F4)	PSQ1: When I encounter difficulties, employees give me corresponding care and help	0.752	0.886	
	PSQ2: I can communicate with employees at any time	0.794		
	PSQ3: Employees are always willing to help me solve problems	0.689		
	PSQ4: Employees are friendly and polite to me	0.716		

(continued)

Table 2. (continued)

Variable	Measurement items	Load	Cronbach's α
Customer Satisfaction (F5)	CS1: I am satisfied with the professional quality of employees	0.578	0.826
	CS2: I was satisfied with the staff's service attitude	0.690	
	CS3: I am satisfied with the overall business level of express delivery	0.742	
Customer Reuse Intention (F6)	CRI1: When I have a demand next time, I will give priority to the express company	0.678	0.858
	CRI2: I am willing to maintain a long-term cooperative relationship with this express company	0.596	
	CRI3: When people around me need to use this express company, I will recommend it to them	0.632	

3.4 Correlation Analysis

The description statistics results show that the mean value of each measurement item and each variable is between 3–4 points, and the scale scoring method is 1–5 positive scoring. The absolute value of the skewness coefficient of each measurement item is within 3, and the absolute value of the kurtosis coefficient is within 8, which belongs to the standard range, so it can be explained that the data of each measurement item meets the normal distribution.

In this paper, the bivariate correlation method in SPSS25.0 is used to analyze the correlation relationship of data. Verifying the correlation between variables is the premise of regression analysis, which is not directional. In this analysis, all variables were significantly correlated at 95% or more significant levels. The Pearson correlation coefficient is calculated as Eq. (3), and the detailed results are shown in Table 3.

$$r = \frac{\sum_{i=0}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=0}^n (x_i - \bar{x})^2 + \sum_{i=1}^n (y_i - \bar{y})^2}} \tag{3}$$

The correlation coefficients range from -1 to 1, and when the absolute value of r is close to 1, it indicates a strong linear correlation between the two variables. The correlation coefficient r of each variable is greater than 0, indicating that there is a significant positive correlation between each variable without considering other variables.

3.5 Structural Equation Model

The AMOS26.0 was used to model the structural equation. Structural equation modeling is a multivariate statistical method that applies linear equations to represent relationships

Table 3. Pearson correlation.

Variable	Mean	SD	F1	F2	F3	F4	F5	F6
F1	3.1993	0.81250	1					
F2	3.6496	0.88308	.172*	1				
F3	3.6146	0.84880	.209**	.577**	1			
F4	3.6475	0.90499	.189**	.590**	.561**	1		
F5	3.6081	0.84465	.164*	.587**	.576**	.739**	1	
F6	3.6620	0.83224	.207**	.589**	.568**	.770**	.746**	1

*P < 0.05; ** P < 0.01; *** P < 0.001.Two-tailed

between variables. In one SEM, the measurement part and the structural part are estimated simultaneously. The fitness test result CMIN/DF is 1.748, chi square degrees of freedom are in the excellent range of 1–3. RMSEA (residual root mean square) = 0.059 < 0.08, which is acceptable. NFI, CFI, GFI and other fitted index are close to 0.9, indicating that the SEM model has good fitness. The formula for the relevant indices is as Eqs. (4) to (10), and the detailed results are shown in Table 4.

$$\text{CMIN} = (n - 1) * F(S; \widehat{\Sigma}) \quad (4)$$

$$\text{RMSEA} = \sqrt{\frac{T_h - df_h}{df_h(N - 1)}} \quad (5)$$

$$\text{IFI} = \frac{T_b - T_h}{T_b - df_h} \quad (6)$$

$$\text{TLI} = \frac{(T_b/df_b) - (T_h/df_h)}{(T_b/df_b) - 1} \quad (7)$$

$$\text{CFI} = \frac{(T_b - df_b) - (T_h - df_h)}{(T_b - df_b)} \quad (8)$$

$$\text{NFI} = \frac{T_b - T_h}{T_b} \quad (9)$$

$$\text{GFI} = 1 - \frac{F(S; \widehat{\Sigma})}{F(S; \widehat{\Sigma}(0))} \quad (10)$$

n represents the amount of data, S represents the actual data matrix, $\widehat{\Sigma}$ represents the hypothetical model matrix. DF is the difference between the information provided by the data and the information required by the model. N-1 in the denominator in Eq. 5 is to eliminate the effect of sample size on chi-square values. The statistical values and degrees of freedom of the hypothetical model are denoted as T_h and df_h , and the benchmark model is denoted as T_b and df_b .

Table 4. Fitting index of structural equation model.

Index	CMIN/DF	RMSEA	IFI	TLI	CFI	NFI	GFI
Value	1.748	0.059	0.956	0.946	0.955	0.902	0.898

Table 5. Test results of path relationship between variables.

Path	Estimate	S.E.	C.R.	P
F4 <--- F3	0.432	0.072	5.667	***
F4 <--- F2	0.497	0.072	6.256	***
F4 <--- F1	0.078	0.06	1.187	0.235
F5 <--- F1	-0.029	0.052	-0.499	0.618
F5 <--- F3	0.208	0.068	2.874	0.004
F5 <--- F2	0.192	0.068	2.548	0.011
F5 <--- F4	0.637	0.097	6.514	***
F6 <--- F5	0.471	0.121	3.795	***
F6 <--- F4	0.47	0.119	3.838	***

The analysis results from Table 5 are the standard path coefficients and significance of the hypothetical relationship. Surface acting has no significant predictive effect on perceived service quality and customer satisfaction ($\beta = 0.078, P = 0.235; \beta = -0.029, P = 0.618$), while deep acting and true expression have significant predictive effect on perceived service quality and satisfaction ($\beta > 0, P < 0.05$). In assumptions H1 and H2, H1a and H2a are not supported by empirical evidence, and other assumptions are valid. In addition, according to the data in the last three rows of the table and the corresponding P value ($\beta > 0, P < 0.001$), it can be analyzed that H3, H4 and H5 are valid.

3.6 Test of Mediation Effect Hypothesis: Bootstrap Sampling

This paper uses the Process plug-in of SPSS25.0 software to test the intermediary effect of perceived service quality and customer satisfaction by Bootstrap sampling method, and gender, age and occupation are used as control variables. The method is used to conduct 5000 repeated samples within 95% confidence interval, the test of the mediation effect in this method is based on whether the confidence interval contains 0, if the upper and lower bounds do not include 0 in the analysis results, it means that there is a mediation effect.

According to the results shown in Table 6, it can be inferred that perceived service quality plays a mediating role between emotional labor and customer reuse intention, the indirect effect values of this path are 0.240 and 0.244 respectively. Customer satisfaction plays a mediating role between perceived emotional labor and customer reuse intention, the indirect effect values of this path are 0.076 and 0.081 respectively. The perceived

Table 6. Mediation effect test results.

Indirect path and coefficient formula	Estimate	S.E.	Boot LLCI	Boot ULCI
F2 ---> F4 ---> F6 ($ind_1 = a_1b_1$)	0.240	0.041	0.164	0.324
F2 ---> F5 ---> F6 ($ind_2 = a_2b_2$)	0.076	0.023	0.037	0.128
F2 ---> F4 ---> F5---> F6 ($ind_3 = a_1db_2$)	0.118	0.025	0.074	0.174
Total ₁ = $ind_1 + ind_2 + ind_3$	0.434	0.050	0.336	0.534
F3 ---> F4 ---> F6 ($ind_4 = m_1b_1$)	0.244	0.044	0.165	0.339
F3 ---> F5 ---> F6 ($ind_5 = m_2b_2$)	0.081	0.025	0.039	0.137
F3 ---> F4---> F5---> F6 ($ind_6 = m_1db_2$)	0.118	0.026	0.074	0.178
Total ₂ = $ind_4 + ind_5 + ind_6$	0.443	0.054	0.336	0.551

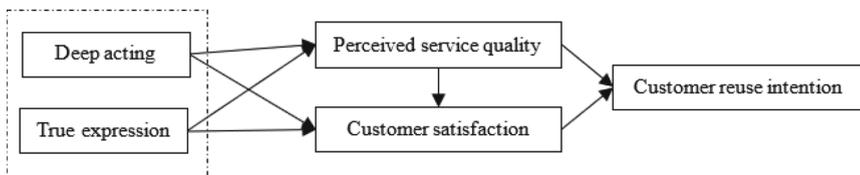
service quality and customer satisfaction play a chain mediating role between emotional labor and customer reuse intention, the indirect effect values of this path are 0.118 and 0.118 respectively. From the upper and lower bounds of each effect in the table, we can know that H6, H7 and H8 are true.

4 Conclusion

4.1 Discussion of Results

From the perspective of customer perception, this paper adopts the methods of literature analysis and questionnaire survey to investigate the customers of express enterprises. It can be found that the emotional labor of front-line employees has a positive impact on perceived service quality, customer satisfaction and reuse intention in express enterprises through the statistical verification and analysis. The influence of deep acting and true expression is significant but surface acting is not; The empirical results also confirmed the relationship between perceived service quality, customer satisfaction and customer reuse intention in customer satisfaction theory and expectation confirmation theory once again. Perceived service quality and customer satisfaction play a chain intermediary role in employee emotional labor and customers reuse intention. The results can provide some theoretical guidance for express service enterprises to manage their employees' emotions.

According to the experimental conclusion, the model Fig. 1 is corrected, and the model Fig. 2 is obtained:

**Fig. 2.** Corrected model

4.2 Management Inspiration

In the current trend of the popularity of the concept of emotional value, emotion has gradually become a quantitative indicator into our lives. The social attributes of service industry practitioners represent that they need to do some emotional work every day. The emotional labor of front-line employees is an indispensable part of express service, and employees often need to adjust their emotional state to meet customer needs. The difference between employees' true emotions and emotional expression not only determines the emotional consumption of employees, but also affects customers' emotions and attitudes from the perspective of customer perception. The front-line employees of express enterprises work for a long time, but the average contact time with a single customer is short. Customers do not respect employees frequently, and the improvement of service results quality may not satisfy all customers. Therefore, emotional labor is particularly important in influencing customers' wishes.

From the perspective of enterprise management, we hope that employees can serve customers with enthusiasm, serve the expectations of each customer with a smile and courtesy, and work hard to do their own job well. This state of loving life and labor will become the spiritual wealth of employees and enterprises, which will enable customers to reach a higher level of satisfaction, thus enhancing the willingness to use the express service again. When employees have emotional burnout, they often think about whether the work itself is bad or the definition of work is biased. Therefore, the essence of express service enterprises' emotional management of employees is not to hide emotions, but to adjust employees' cognition. Employees' positive cognition of work is conducive to more in-depth play and true expression.

4.3 Limitations

Influenced by time and epidemic situation, this paper collects data by online questionnaire, so the number of survey samples is small, and the seriousness of the respondents to fill in the questionnaire needs to be considered. In addition, if conditions permit, a customer employee double questionnaire can be used in future research to explore whether the difference between employee emotional labor and customer perception will affect service performance.

In addition, front-line employees of express enterprises usually need to demonstrate their professionalism and service concept in a very short period of time to respond quickly to customer needs. Therefore, in addition to the positive impact of emotional labor on customers' responses in routine work, we can also explore how employees can calm customers' emotions when helping customers solve problems, and whether they can use their emotional labor to guide customers and leave a good impression.

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