Influence Mechanism of University Faculty's Willingness to Commercialize Scientific Research Achievements under Organized Research: A Structural Equation Modeling-Based Computational Analysis of Universities in Liaoning Province

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Abstract. The long-standing low conversion rate of scientific and technological achievements in Chinese universities has become a key bottleneck restricting the implementation of the innovation-driven development strategy. Based on the framework of the Theory of Planned Behavior (TPB), this study embeds the four dimensions of organized scientific research—strategic orientation, resource integration, collaborative research tackling key problems, and achievement transformation orientation—to construct a structural equation computational model for university faculty's transformation intention. Adopting an explanatory sequential mixed research design, 800 questionnaires were distributed through stratified random sampling in universities of Liaoning Province, with 442 valid responses recovered. Structural equation modeling (SEM) was employed for parameter estimation and goodness-of-fit testing. Empirical results show that policy incentives, organizational support, market orientation, and individual capability all have significant positive effects on transformation intention (β=0.148–0.189); perceived value and perceived ease of use play significant partial mediating roles; the four dimensions of organized scientific research significantly enhance core path effects (β=0.091–0.126). The explanatory power of the computational model for transformation intention reaches R^2=0.56. The structural equation computational model constructed in this study incorporates organized scientific research into the TPB computational framework for the first time, filling the theoretical gap in relevant research in Northeast China.

Keywords: Organized scientific research; Theory of Planned Behavior; Transformation of scientific and technological achievements; University faculty; Liaoning Province

1 Introduction

The long-standing low efficiency of scientific and technological achievement transformation has become a key bottleneck restricting the implementation of the innovation-

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M. B. Badzis et al. (eds.), *Proceedings of the 2026 2nd International Conference on Education Research and Training Technologies (ERTT 2026)*, Advances in Social Science, Education and Humanities Research 1042,
https://doi.org/10.2991/978-2-38476-628-4_17

driven development strategy. The implementation rate of effective invention patents among Chinese universities and colleges is less than 15%, and the transformation rate is lower than 5%. As a core region of China's Northeast Old Industrial Base, Liaoning Province is home to four Double First-Class universities, yet its transformation rate of scientific and technological achievements has long been below the national average, forming a unique research setting characterized by "rich resource endowment and sluggish transformation performance".

In 2022, the Ministry of Education of the People's Republic of China explicitly identified "organized scientific research" as the core direction of the reform of the scientific and technological innovation system and mechanism for higher education institutions. Subsequently, Liaoning Province issued a series of policy documents including the *Regulations on Scientific and Technological Innovation of Liaoning Province* in succession. Nevertheless, the intensive advancement of policy supply has not brought about a synchronous significant improvement in transformation performance, which exposes the existence of "transmission time lag" between policy implementation and the behavioral responses of micro-level entities.

At the theoretical level, the Theory of Planned Behavior (TPB) provides a well-established analytical framework for explaining individual behavioral intentions[1]. The theory posits that behavioral intention is jointly determined by attitude toward the behavior, subjective norms, and perceived behavioral control. Extensive meta-analytic studies have confirmed that TPB possesses robust explanatory power for various types of behavioral intentions (Armitage & Conner, 2001[2]). In recent years, TPB has been preliminarily introduced into the fields of scientific and technological achievement transformation and academic entrepreneurship, validating its explanatory power for researchers' transformation behavior. However, existing studies have two major limitations: first, most simply apply the TPB framework without systematically embedding new organizational characteristic variables such as "organized scientific research" [3][4]; second, research samples are highly concentrated in developed regions such as the Yangtze River Delta and Pearl River Delta, with a scarcity of empirical data from Northeast China[5].

Based on the above analysis, this study constructs a structural equation modeling (SEM) for analyzing university faculty members' willingness to commercialize scientific and technological achievements. With the Theory of Planned Behavior (TPB) as its theoretical core, the model incorporates the organizational characteristic dimension of "organized scientific research" and adopts structural equation modeling to conduct parameter estimation and hypothesis testing. This study aims to reveal the action paths and effect magnitudes of various influencing factors on faculty members' transformation willingness through quantitative analysis, so as to provide empirical quantitative basis for optimizing the policies related to commercialization of scientific and technological achievements of universities in Northeast China.

2 Related Work

2.1 Research Progress on Scientific and Technological Achievement Transformation

Research on the transformation of scientific and technological achievements shows an evolutionary trend from macro-institution to micro-behavior. The macro-level perspective focuses on policy design and transformation efficiency evaluation [6]; the meso-level perspective centers on university organizational management practices and institutional mechanism reform [7]; the micro-level perspective concentrates on individual faculty behavior and psychological mechanisms [8]; and the emerging paradigm perspective focuses on the institutional context of "organized scientific research". The limitations of existing research are as follows: most micro-level studies apply behavioral theories by analogy, and fail to systematically embed the characteristic variables of "organized scientific research" into analytical models; research samples are concentrated in developed regions, with a scarcity of data from Northeast China; and there is a lack of operationalized measurement for the characteristic dimensions of organized scientific research. These gaps constitute the direct starting point of this study.

2.2 Theory of Planned Behavior and Its Applications

The Theory of Planned Behavior (TPB), originally proposed by Ajzen (1991) [1], posits that behavioral intention is determined by three core antecedents: attitude toward the behavior, subjective norms, and perceived behavioral control. Extensive meta-analytic research has consistently demonstrated TPB's robust explanatory validity across diverse behavioral domains [9]. Empirical studies further elucidate the differential predictive weight of these constructs: Fini et al. (2018) found that attitude and perceived behavioral control are the strongest predictors of academic entrepreneurial intention ; Haeussler and Colyvas (2011) documented the pivotal role of subjective norms in shaping scientists' engagement in knowledge transfer and commercialization activities [10]; and findings from contextually grounded research in China corroborate the cross-cultural applicability and theoretical utility of TPB.

2.3 Theoretical Connotations of "Organized Scientific Research"

As a policy-driven concept, "organized scientific research" has emerged rapidly. In 2022, a document issued by the Ministry of Education of the People's Republic of China defined it as a research model that is oriented toward national strategic demands and integrates resources through organized modes to promote the transformation of major scientific and technological achievements. Based on a synthesis of existing policy documents, this study extracts six operationalized dimensions to characterize "organized scientific research", namely: organizational support, strategic orientation intensity, resource integration capability, collaborative research intensity, outcome transformation orientation, and incentive mechanism rationality. Compared with existing studies, the advantages of this research lie in: (1) It is the first to incorporate the operationalized

characteristics of "organized scientific research" into the calculation framework of structural equation modeling; (2) It reveals the magnitude of the moderating effect of each characteristic dimension on the formation process of transformation intention through large-sample empirical calculation.

3 Research Design and Computational Analytical Methods

3.1 Construction of the Structural Equation Computational Model

Based on the Theory of Planned Behavior (TPB) as the fundamental framework[1], this study incorporates the characteristic dimensions of organized scientific research[6] and constructs an integrated theoretical model consisting of three components: antecedent variables (external environment and individual characteristics), mediating variables (psychological perception), and outcome variables (behavioral intention), as illustrated in Figure 1.

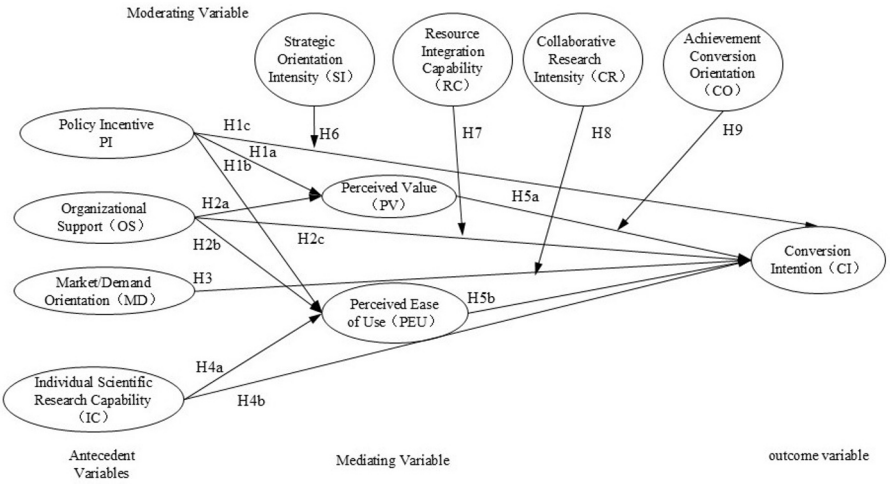


Fig. 1. Conceptual Model of the Influence Mechanism Underlying the Transformation of University-Based Scientific and Technological Achievements

Antecedent variables comprise four theoretically articulated dimensions: (1) Policy incentives—encompassing government- and institution-level instruments designed to catalyze engagement in technology commercialization, including administrative empowerment reforms (e.g., delegated authority over intellectual property management), performance-linked reward mechanisms, and preferential criteria in academic promotion and professional title evaluation [11]; (2) Organizational support—referring to university-provided infrastructural and operational enablers, such as dedicated technology transfer offices, integrated technology commercialization platforms, and formalized interdisciplinary collaborative frameworks; (3) Market- and demand-driven orientation—the defining strategic hallmark of organized scientific research—signifying a paradig-

matic shift from investigator-initiated, curiosity-driven inquiry toward mission-oriented research explicitly aligned with national industrial priorities and pressing socio-economic challenges; (4) Individual research capacity—comprising three interrelated competencies: domain-specific R&D proficiency, market-sensing acuity (i.e., awareness of industry needs and commercial viability), and cross-functional resource integration capability.

Mediating variables consist of two contextually adapted TPB constructs: (1) Perceived value—reflecting faculty members' subjective appraisal of the anticipated benefits associated with technology commercialization, including scholarly recognition, tangible economic returns, and societal impact; (2) Perceived behavioral control—operationalized as perceived ease of use within the institutional and procedural context of technology transfer, capturing faculty members' assessment of their capacity to navigate administrative workflows, access support services, and overcome implementation barriers.

The primary outcome variable is behavioral intention to commercialize scientific and technological achievements—defined as faculty members' consciously held readiness to engage in knowledge transfer activities through formal mechanisms including licensing, assignment, equity-based spin-off formation, startup entrepreneurship, or other legally sanctioned pathways.

Based on the above variable composition, this computational model proposes the following core computational pathways and corresponding hypotheses (H1a–H9): 1. Environment-driven pathway (H1a–H2c): Policy incentives and organizational support indirectly influence transformation intention through perceived value and perceived ease of use; 2. Organized research-driven pathway (H3): market/demand orientation has a direct positive effect on transformation intention; 3. Capability-mediated pathway (H4a–H4b): individual research capability indirectly strengthens intention through perceived ease of use; 4. Cognitive decision-making pathway (H5a–H5b): perceived value and perceived ease of use directly determine transformation intention. The four characteristic dimensions of organized research are incorporated into the model as moderating variables (H6–H9).

3.2 Parameter Estimation Methods for the Computational Model

In this study, the parameter estimation of the computational model adopts the maximum likelihood estimation (MLE) method of the structural equation model. The model goodness of fit is evaluated via such indicators as χ^2/df, CFI, TLI, RMSEA and SRMR. The computational analysis procedure consists of six steps: (1) data preprocessing; (2) reliability and validity calculation; (3) common method bias calculation; (4) parameter calculation of the structural model; (5) mediating effect calculation; (6) moderating effect and multi-group analysis.

3.3 Variable Measurement and Data Collection for the Computational Model

The core variables include 4 antecedent variables, 2 mediating variables, 1 outcome variable and 4 moderating variables. All items are rated on a 5-point Likert scale (1 =

strongly disagree, 5 = strongly agree). The sources of each variable are shown in Table 1. The self-developed scales strictly follow the scale development procedure proposed by DeVellis (2017).

Table 1. Variable measurement design

Variable	Number of measurement items	Source
Policy Incentive(PI)	4	Self-developed (based on policy documents of Liaoning Province)
Organizational Support(OS)	5	Eisenberger et al. (1986); adapted
Market/Demand Orientation(MD)	4	Self-developed (based on policy literature and expert interviews)
Individual Scientific Research Capability(IC)	4	Self-developed
Perceived Value(PV)	4	Self-developed (based on Ajzen, 1991; Zhang et al., 2023)
Perceived Ease of Use(PEU)	5	Ajzen (1991); adapted
Conversion Intention(CI)	4	Li & Wang(2024)
Strategic Orientation Intensity(SI)	4	Self-developed
Resource Integration Capability(RC)	4	Self-developed
Collaborative Research Intensity(CR)	4	Self-developed
Achievement Conversion Orientation(CO)	4	Self-developed

4 Calculation and Analysis Results of Structural Equation Modeling

4.1 Sample Characteristics and Data Quality Calculation

The basic demographic and institutional characteristics of the valid samples are presented as follows: In terms of gender distribution, male respondents account for 57.5% and female respondents account for 42.5%; in terms of age distribution, respondents aged 30 and below account for 13.1%, those aged 31-40 account for 36.9%, those aged 41-50 account for 34.8%, and those aged 51 and above account for 15.2%; in terms of professional title distribution, professors account for 21.5%, associate professors account for 35.3%, lecturers account for 31.2%, and other titles account for 12.0%; in terms of academic degree distribution, respondents holding a doctoral degree account for 62.2%, those holding a master's degree account for 30.1%, and those holding a bachelor's degree or other qualifications account for 7.7%; in terms of academic discipline distribution, respondents from science and engineering disciplines account for 57.7%, those from humanities and social sciences account for 29.4%, and those from other disciplines account for 12.9%; in terms of university tier distribution, respondents from Double First-Class universities account for 31.9% (n=141), those from provincial key universities account for 40.7% (n=180), and those from general undergraduate universities account for 27.4% (n=121).

Data Quality Assessment: The Cronbach's α coefficients of all scales range from 0.761 to 0.857, and the composite reliability (CR) values range from 0.783 to 0.911, all of which exceed the acceptable threshold of 0.70. The goodness-of-fit indices for the measurement model are $\chi^2/df = 2.38$, CFI = 0.934, TLI = 0.926, RMSEA = 0.056, and SRMR = 0.049. The average variance extracted (AVE) values for all variables range from 0.512 to 0.669. Results of the Harman single-factor test indicate that the first factor accounts for 28.64% of the total variance, which is below the critical threshold of 40%. The aforementioned indicators confirm that the data quality meets the basic requirements for structural equation modeling analysis.

4.2 Path Parameter Estimation of the Computational Model

This study adopts structural equation modeling to test each path in the theoretical model. As shown in Table 2, the overall goodness-of-fit indices of the structural model are as follows: $\chi^2/df = 2.59$, CFI = 0.918, TLI = 0.909, RMSEA = 0.060, SRMR = 0.055, indicating that the model fits the observed data well.

Table 2. Results of the direct effect test

Path	Standardized coefficient β	Standard Error (S.E.)	Critical Ratio (C.R.)	p-value	Hypothesis Supported?
Policy Incentive →Perceived Value	0.289	0.056	5.161	<0.001	Yes
Policy Incentive →Perceived Ease of Use	0.235	0.053	4.434	<0.001	Yes
Policy Incentive →Conversion Intention	0.148	0.049	3.020	<0.05	Yes
Organizational Support →Perceived Value	0.231	0.058	3.983	<0.001	Yes
Organizational Support→Perceived Ease of Use	0.305	0.055	5.545	<0.001	Yes
Organizational Support→Conversion Intention	0.179	0.052	3.442	<0.01	Yes
Market/Demand Orientation→Conversion Intention	0.189	0.046	4.109	<0.01	Yes
Individual Scientific Research Capability→Perceived Ease of Use	0.278	0.058	4.793	<0.001	Yes
Individual Scientific Research Capability →Conversion Intention	0.165	0.050	3.300	<0.01	Yes
Perceived Value→Conversion Intention	0.238	0.053	4.491	<0.001	Yes
Perceived Ease of Use →Conversion Intention	0.214	0.051	4.196	<0.001	Yes

Policy incentives (β=0.148, p<0.05), organizational support (β=0.179, p<0.01), market/demand orientation (β=0.189, p<0.01), and individual scientific research capability (β=0.165, p<0.01) all exert significant positive effects on transformation intention. Perceived value (β=0.238, p<0.001) and perceived ease of use (β=0.214, p<0.001)[1] also both have significant positive impacts on transformation intention.

4.3 Mediation Effect Estimation of the Computational Model

To examine the mediating role of perceived value and perceived ease of use between policy incentives, organizational support, individual scientific research capability and

transformation intention, this study adopts the Bootstrap method (with 5000 repeated samplings) to calculate the 95% confidence interval of the indirect effect (see Table 3).

Table 3. Results of the Mediation Effect Test

Path	Mediating Variable	Indirect Effect Value	95% Confidence Interval	Mediation Type
Policy Incentive →Conversion Intention	Perceived Value	0.069	[0.039, 0.103]	Partial Mediation
Policy Incentive →Conversion Intention	Perceived Ease of Use	0.050	[0.026, 0.079]	Partial Mediation
Organizational Support →Conversion Intention	Perceived Value	0.055	[0.029, 0.087]	Partial Mediation
Organizational Support →Conversion Intention	Perceived Ease of Use	0.065	[0.037, 0.098]	Partial Mediation
Individual Scientific Research Capability →Conversion Intention	Perceived Ease of Use	0.059	[0.032, 0.091]	Partial Mediation

The Bootstrap test results indicate that both perceived value and perceived ease of use play a significant partial mediating role between policy incentives, organizational support and transformation intention. The mediating effect of policy incentives via perceived value is 0.069 (95% CI: [0.039, 0.103]), and the mediating effect via perceived ease of use is 0.050 (95% CI: [0.026, 0.079]). The mediating effect of organizational support via perceived value is 0.055 (95% CI: [0.029, 0.087]), and the mediating effect via perceived ease of use is 0.065 (95% CI: [0.037, 0.098]).

4.4 Testing the Moderating Effect of the Computational Model

This study further examined the moderating effects of the four characteristic dimensions of organized scientific research. As shown in Table 4, strategic orientation intensity ($\beta=0.118$, $p<0.05$), resource integration capability ($\beta=0.104$, $p<0.05$), collaborative research intensity ($\beta=0.091$, $p<0.05$), and achievement transformation orientation ($\beta=0.126$, $p<0.01$) all significantly and positively moderate the core path.

Table 4. Results of Moderated Effects Testing (Maximum Likelihood Estimation)

Moderating Path	Interaction Estimate (β)	Standard Error (SE)	Critical Ratio (CR)	p-value	Moderation Supported?
Strategic Orientation Intensity × Policy Incentive →Conversion Intention	0.118	0.052	2.269	<0.05	Yes
Resource Integration Capability × Organizational Support →Conversion Intention	0.104	0.049	2.122	<0.05	Yes
Resource Integration Capability × Market/Demand Orientation →Conversion Intention	0.091	0.046	1.978	<0.05	Yes
Achievement Conversion Orientation × Perceived Value →Conversion Intention	0.126	0.048	2.625	<0.01	Yes

4.5 Multiple Comparative Analysis of Computational Models

The samples were divided into three groups according to university tier (Double First-Class universities, provincial key universities, and general undergraduate universities) for multi-group analysis. The results show that the chi-square difference between the unconstrained model and the constrained model is statistically significant ($\Delta\chi^2$=29.83, Δdf=18, $p<0.05$). The effect of perceived ease of use on conversion intention is significantly stronger in Double First-Class universities than in general undergraduate universities (β_Double First-Class = 0.396 vs β_general = 0.242, $p<0.05$); the effect of market/demand orientation on conversion intention is significantly stronger in general undergraduate universities than in Double First-Class universities (β_general = 0.274 vs β_Double First-Class = 0.149, $p<0.05$).

4.6 Summary of Hypothesis Testing Results

All 15 hypotheses (11 main effects and 4 moderating effects) are supported by empirical data, with a 100% support rate and significance levels of $p < 0.05$ or higher. The structural model explains 56% of the variance in transformation intention (R^2=0.56). Both perceived value and perceived ease of use serve as significant partial mediators between policy incentives/organizational support and transformation intention, revealing the mechanism by which environmental factors influence behavioral intention through cognitive evaluation. All four dimensions of organized research significantly strengthen the core paths, confirming its moderating role in the formation of transformation intention.

5 Conclusions and Recommendations

5.1 Main Research Conclusions

Based on TPB, this study constructs an SEM for university faculty's transformation intention, using 442 survey responses from Liaoning Province. Key findings: First, the model explains 56% of the variance (R^2=0.56), with market/demand orientation showing the strongest effect (β=0.189), validating the "demand-driven" logic of organized research. Second, policy incentives (β=0.148) and organizational support (β=0.179) exert limited direct effects but stronger indirect effects through perceived value and perceived ease of use, indicating that policy effectiveness depends on altering faculty's subjective judgments of "worthwhileness" and "feasibility." Third, all four dimensions of organized research exhibit significant positive moderating effects (β=0.091–0.126), with achievement transformation orientation having the strongest effect (β=0.126), suggesting that incorporating transformation performance into evaluation systems most effectively catalyzes intention formation. Fourth, multi-group analysis reveals significant differences across university tiers: high-tier faculty prioritize process convenience, while general undergraduate faculty rely more on external demand traction.

5.2 Practical Implications

Based on the above research conclusions, this study puts forward the following countermeasures and suggestions, which provide references for Liaoning Province and other similar old industrial base provinces to optimize policies for the transformation of scientific and technological achievements and improve the scientific research management systems of universities.

First, universities should improve the "one-stop" service of technology transfer offices, simplify approval procedures, establish a transformation specialist system, and lower the entry barrier for researchers to carry out achievement transformation. Second, it is recommended to build a policy toolkit and allocate policy resources in a differentiated manner based on researchers' disciplines, professional titles and research types. Third, the "open bidding for breakthrough projects" mechanism should be improved, and a two-way matching platform for industrial demand database and achievement database should be established to organize research tackling around Liaoning's advantageous industries such as equipment manufacturing, metallurgy and petrochemical industry. Fourth, collaborative development across the four dimensions of strategic orientation, resource integration, collaborative research tackling, and achievement transformation orientation should be emphasized. Fifth, double first-class universities should strengthen resource acquisition and sense of control over transformation, while general undergraduate universities should focus on accurate demand matching. Sixth, policy publicity and interpretation should be strengthened to narrow the "perception gap" between policy supply and researchers' perception.

5.3 Research Limitations and Future Prospects

This study has the following limitations, which need to be further explored and broken through in future research. First, cross-sectional data cannot strictly verify causal relationships, and longitudinal tracking design can be adopted in future research. Second, self-reported data may have deviation, and objective transformation behavior data can be incorporated for verification in future research. Third, this study takes Liaoning Province as the research context, so its external validity needs to be tested, and cross-regional comparative research can be carried out in the future. Fourth, the self-developed scale needs further validation. Fifth, the R^2 of the proposed model is 0.56, which still has room for improvement, and variables such as risk preference and innovation culture can be incorporated in future research.

Acknowledgements

This research was funded by the 2025 Liaoning Provincial Social Science Planning Fund (Education Project) under Grant No. L25AED003 (Project Title: "Research on the Influence Mechanism and Enhancement Strategies of University Scientific and Technological Achievement Commercialization"). The authors are grateful for the financial support and the administrative assistance provided by the funding agency and the participating universities in Liaoning Province.

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