

# The Factors Affecting The Crew Staffs' Loyalty Towards World Movie Studios In China

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## Abstract:

*This study investigates the determinants of staff loyalty in the entertainment service industry. We conducted a comprehensive survey involving 625 staff members from HWMS, a prominent Chinese entertainment service provider. Structured questionnaires collected data, which were then analyzed using structural equation modeling (SEM) techniques. Our findings reveal significant relationships among the study variables. Service quality, subjective norm, perceived behavior control, attitude, staff satisfaction, and intention to choose HWMS all positively influence staff loyalty towards HWMS. Mediation analysis further emphasizes the roles of staff satisfaction and intention as mediators in the loyalty formation process. This study contributes to the existing literature by uncovering the intricate determinants of staff loyalty in the entertainment service industry. Empirical evidence highlights the significant impact of service quality, subjective norm, perceived behavior control, and attitude on staff loyalty. Furthermore, staff satisfaction and intention play pivotal mediating roles. These results offer valuable insights for industry practitioners seeking to improve staff loyalty, subsequently enhancing service quality and customer satisfaction.*

**Keywords:** Employee loyalty, The RATER model, Theory of Planned Behavior (TPB), Entertainment service industry, Hengdian world studios (HWMS)

## 5.2 Introduction

The evolution of movie and television production, propelled by advancements in technology and teamwork, has significantly enhanced efficiency in the industry. This transformation is evident in major studios across global cinematic hubs like Hollywood, Tokyo, Mumbai, Hong Kong, Rome, and Moscow, where the integration of state-of-the-art facilities and equipment has become a<sup>1</sup> cornerstone of production (Lv & Tao, 2022; Wang

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et al., 2022). The historical development of the seven major Hollywood studios - MGM, Twentieth Century Fox, Warner Brothers, Paramount, United Artists, Universal, and Columbia - exemplifies this progression, showcasing a blend of practical production spaces and public image cultivation (Jinuo, 2019; S. Kim & Reijnders, 2018).

The architectural evolution of studio buildings, particularly in the Los Angeles region, reflects a unique blend of functionality and symbolism, serving both production needs and corporate image-making (Jacobson, 2014; S. Kim & Reijnders, 2018). This dual function has been pivotal in the growth of representative film studios, transforming them into not just production spaces but also social gathering places (Fortmueller, 2021; Gabriela-Cosmina, 2015).

The advent of online streaming services has challenged traditional filmmaking paradigms, shifting the industry from movie theaters to the internet and altering the dynamics of film production and audience engagement (Hadida et al., 2020; Meziani & Cabantous, 2020). This shift has necessitated a reevaluation of studio functions and the needs of film crews in the contemporary context. The changing landscape of film production, coupled with evolving audience preferences, has significantly impacted the process of filmmaking and the requirements of production crews.

Despite the rich history and evolving nature of film studios, there is a noticeable gap in research focusing on the brand impression of movie studios and the quality of products and services, which are crucial for staff loyalty and satisfaction (S. Kim, 2012; Ross, 2011). Particularly, studies specifically addressing staff loyalty within the unique context of Hengdian World Studios, known as the "Hollywood of the East," are limited.

Recognizing this research gap, particularly in the context of Hengdian World Studios, provides a compelling impetus to delineate specific research objectives aimed at deepening our understanding and addressing these identified shortcomings. The primary objectives of this study are to: 1) uncover the factors affecting staff loyalty towards world movie studios in China, with a focus on Hengdian World Studios; 2) explore the relationships between these factors, understanding how they interact and influence each other; 3) develop a model to enhance staff loyalty towards world movie studios in China, providing a framework for understanding and improving loyalty dynamics; 4) offer managerial suggestions for stakeholders, including local governments and marketing departments of world movie studios in China, to optimize strategies for staff retention and satisfaction.

This study commences with an introduction to the entertainment service industry's contextual background, emphasizing the pivotal role played by staff loyalty within this sector. Following this, we delve into the theoretical framework that forms the foundation of our research, drawing upon the Theory of Planned Behavior (TPB) and integrating insights from the RATER model within the framework of Service Quality Theory. Subsequently, we provide a detailed overview of our research methodology, with a specific focus on the rigorous processes involved in data collection and statistical analysis. Our study's academic and practical significance is underscored, highlighting its potential to make substantial contributions to both theoretical knowledge and industry practices. This comprehensive outline functions as a roadmap, enabling readers to gain a lucid comprehension of the study's organizational structure and overarching research goals.

### **5.3 Literature and hypothesis development**

#### **5.4 Theoretical approach**

The RATER model, an acronym representing Reliability, Assurance, Tangibles, Empathy, and Responsiveness, is employed as the foundational framework for evaluating service quality in the context of Hengdian World Movie Studios. This model encapsulates key dimensions of service quality: Reliability, the consistent and accurate delivery of services (Zeithaml et al., 1990); Assurance, encompassing employee knowledge and courtesy alongside their ability to instill trust (Parasuraman et al., 1991); Tangibles, referring to the physical aspects of the service environment (Wakefield & Blodgett, 1996); Empathy, the provision of caring and personalized attention (Kaur & Soch, 2013); and Responsiveness, the promptness and willingness to assist customers (Buttle, 1996). The RATER model's comprehensive approach to assessing service quality, demonstrated in diverse contexts such as hotels (Xu & Lam, 2008), e-services (Ladhari, 2009), and cultural services (De Rojas & Camarero, 2008), underscores its applicability in analyzing Hengdian Film City. By applying this model, the study aims to intricately examine the service quality dimensions at Hengdian and their influence on staff loyalty, offering insights to elevate the studio's service standards and fortify its industry standing.

The Theory of Planned Behavior (TPB), a cornerstone in behavioral science, provides a sophisticated framework for predicting and understanding human actions within specific contexts. Central to TPB is the premise that individual intentions, shaped by attitudes towards behavior, subjective norms, and perceived behavioral control, are pivotal in determining actual behavior (Hagger, 2019). Developed by Icek Ajzen as an advancement of the Theory of Reasoned Action (TRA), TPB introduces 'Perceived Behavioral Control' to encompass scenarios where individuals lack complete volitional control. This theory has gained empirical validation across various sectors, affirming its versatility and robustness (Zhang et al., 2022).

TPB's key constructs include Attitude towards the Behavior, reflecting an individual's evaluative beliefs (Fishman et al., 2021); Subjective Norm, indicating perceived social pressures (J. Kim et al., 2019); and Perceived Behavioral Control, denoting perceived ease or difficulty of performing the behavior (Ajzen, 2020). These elements collectively influence Intention, which subsequently impacts Actual Behavior (O'Connor & Assaker, 2021).

In the unique setting of Hengdian World Movie Studios (HWMS), TPB offers a valuable lens to understand and predict staff behavior, considering the interplay of social influences, perceived control, and individual attitudes towards HWMS (Zhigang et al., 2022). Integrating TPB with the RATER model enhances the study's ability to trace staff perceptions from service quality evaluation to behavioral outcomes, providing a comprehensive approach for strategic development in HWMS (Abbasi et al., 2022).

#### **5.5 Hypothesis development**

In the hypothesis development section, we examine the pivotal role of service quality as a determinant of staff loyalty, a concept widely recognized in various sectors, including

hospitality and entertainment. Service quality is posited as a precursor to staff satisfaction, which in turn influences loyalty (Luo et al., 2019). Specifically, in entertainment parks and movie studios, superior service quality is crucial for enhancing visitor experience and fostering brand commitment. Staff loyalty, characterized by repeated patronage and positive word-of-mouth, is essential for the success of venues like Hengdian World Movie Studios. Prior research corroborates that perceived service quality significantly predicts staff loyalty, underscoring its strategic importance in the competitive entertainment industry (Alkhurshan & Rjoub, 2020). This study, therefore, hypothesizes:

H1. Service quality positively influences loyalty towards HWMS.

Service quality, a complex construct, is effectively conceptualized through the RATER model model, which identifies five key dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Shah et al., 2021). This model suggests that the gap between expected and perceived service quality is a critical factor influencing staff satisfaction. Staff satisfaction, viewed as a post-consumption evaluation, involves assessing the performance of a service against expectations and is a vital determinant of staff behavior, influencing outcomes like brand loyalty and repurchase intentions (Desmal et al., 2022). Empirical research consistently demonstrates a direct, positive link between service quality and staff satisfaction. Enhanced service quality is seen as a precursor to increased satisfaction levels (Biswas et al., 2021), and it plays a crucial role in creating superior value perceptions, thereby boosting staff satisfaction (Iqbal et al., 2021). Therefore, this study posits:

H2. Service quality positively influences staff satisfaction.

Service quality is fundamentally perceived as the staff's assessment of an organization's excellence, playing a crucial role in shaping perceptions, preferences, and behavioral intentions across various industries (Chi et al., 2020). Conversely, staff intention, indicative of the likelihood of engaging in specific behaviors like choosing a service provider, is shaped by attitudes, subjective norms, and perceived behavioral control, as outlined in the Theory of Planned Behavior (German et al., 2022).

Studies have shown that service quality significantly influences behavioral intentions by impacting staff perceptions and evaluations (Slack et al., 2021), and it positively affects repurchase intentions and word-of-mouth, key factors in staff choice (Rachbini et al., 2021). Hence, this research posits:

H3. Service quality positively influences Intention to choose HWMS.

Subjective norm, a key concept from the Theory of Reasoned Action and the extended Theory of Planned Behavior, posits that an individual's behavior is shaped by their intentions, which in turn are influenced by attitudes towards the behavior, subjective norms, and perceived behavioral control (Hagger, 2019). Empirical studies have delved into the relationship between subjective norms and staff satisfaction. For instance, in the realm of online shopping, it has been observed that staffs' perceptions of others' preferences significantly influence their satisfaction levels (Tsai & Fong, 2021). Similarly, in the hospitality sector, subjective norms have been found to substantially affect staff satisfaction, with approval from family and friends leading to higher satisfaction, positive word-of-

mouth, and increased loyalty (Al Khasawneh et al., 2021). This relationship extends to sustainable products, where perceived social pressure and approval positively impact satisfaction (Habib & Hamadneh, 2021). However, the influence of subjective norms on satisfaction can vary based on factors like cultural context and product type, with stronger effects noted in collectivistic cultures (Tran et al., 2023). Therefore, this research puts forward.

#### H4. Subjective norm positively influences staff satisfaction.

Subjective norm, derived from the Theory of Reasoned Action and the Theory of Planned Behavior, encapsulates the perceived social pressure to engage in or abstain from a behavior. This concept has been extensively examined in various fields, including tourism. Research in tourism has specifically highlighted the influence of subjective norms on destination choice. For instance, Mohamad et al. (2022) found that social influences from family and friends significantly impact tourists' intentions to visit certain destinations. In the context of film tourism destinations like Hengdian World Movie Studios, social influence is particularly salient. Lee et al. (2018) demonstrated that subjective norms could notably sway the intention to visit locations featured in movies or TV shows, especially when endorsed by one's social circle. Additionally, Lavaredas (2023) emphasized that approval or recommendations from friends and family are key factors in choosing film-related travel destinations. However, the effect of subjective norms may vary based on individual differences, cultural contexts, and specific destination attributes, with a more pronounced impact in collectivistic cultures where social influence is more significant Zhuang et al. (2021). Thus, this study develops.

#### H5. Subjective norm positively influences Intention to choose HWMS.

Perceived Behavioral Control (PBC), a concept from the Theory of Planned Behavior, refers to an individual's perception of their ability to execute a specific behavior and is acknowledged as a key predictor of behavioral intentions and actions (Trifiletti et al., 2022). Empirical studies have demonstrated the influence of PBC on staff satisfaction. For instance, Tian et al. (2023) found that in technology acceptance contexts, individuals' confidence in their ability to use technology directly impacts their satisfaction levels. This is echoed in online shopping scenarios, where staffs' self-efficacy and control over the shopping process significantly enhance satisfaction (Flavián et al., 2019). Additionally, in the service industry, PBC, manifesting as staff empowerment, has been shown to positively affect satisfaction, with staffs reporting higher satisfaction when they feel in control of service interactions (Kang et al., 2020). However, the impact of PBC on satisfaction may be moderated by individual differences, situational factors, and the nature of the product or service, underscoring the need to consider these variables in assessing the PBC-satisfaction relationship. Therefore, this study validates the hypothesis that PBC is a significant determinant of staff satisfaction.

#### H6. Perceived behavior control positively influences staff satisfaction.

Perceived Behavioral Control (PBC), a fundamental aspect of the Theory of Planned

Behavior, pertains to an individual's assessment of the ease or difficulty associated with performing a behavior, shaped by resource availability and opportunities. In tourism, PBC is a critical factor influencing destination choice and travel intentions. Research in this domain, such as the study by Shan et al. (2020), highlights that PBC, alongside attitude and subjective norm, significantly affects the intention to select a travel destination. This influence is particularly evident when potential tourists feel a greater sense of control over the travel process, enhancing their likelihood of visiting a specific location.

In the specialized context of film tourism destinations like Hengdian World Movie Studios, PBC emerges as a key determinant. Vila et al. (2021) found that tourists with higher perceived control regarding film-related destinations are more inclined to develop visitation intentions. Additionally, Cahigas et al. (2023) emphasized that the perceived ease of travel to a destination significantly boosts the intention to visit, suggesting that when potential tourists perceive fewer obstacles and adequate resources, their destination choice is positively affected. However, it's important to note that the impact of PBC on travel intentions can be moderated by individual differences, destination-specific factors, and contextual elements like perceived risk and resource availability (Sánchez-Cañizares et al., 2021). Therefore, this research assumes:

H7. Perceived behavior control positively influences Intention to choose HWMS.

Attitude, a fundamental psychological construct, reflects an individual's overall assessment of a concept, which can be either positive or negative (Aiken, 2002; Cacioppo & Berntson, 1994; Reid, 2006) The link between attitude and staff satisfaction has been extensively explored in various research domains. Uzir et al. (2021) suggest that staff attitude is a significant determinant of satisfaction, where a favorable view of a product or service leads to positive post-consumption evaluations. Staffs with positive attitudes often find their expectations met or exceeded, resulting in higher satisfaction.

This correlation is evident across different sectors. In the e-commerce industry, Mofokeng (2021) found that staffs with favorable attitudes towards online shopping experience greater satisfaction, attributed to the fulfillment of their positive expectations. Similarly, in the service sector, Busalim & Ghabban (2021) observed that staff satisfaction is significantly influenced by their attitudes, shaped by prior interactions and experiences with the service. Positive attitudes lead to higher satisfaction due to the alignment between expectations and perceived service quality. Nevertheless, it is crucial to acknowledge the role of other factors such as perceived quality, expectations, and individual differences, which may mediate or moderate the relationship between attitude and satisfaction (García-Rodríguez et al., 2020). The congruence between expected and actual service performance, as influenced by initial attitudes, also plays a pivotal role in determining staff satisfaction levels (Q. Chen et al., 2020). Therefore, this study develops:

H8. Attitude positively influences staff satisfaction.

Attitude, integral to the Theory of Planned Behavior, encapsulates an individual's overall assessment of a behavior and plays a significant role in shaping their behavioral intentions, including travel and destination choices (Y. Han et al., 2020). In tourism research, the influence of attitude on destination selection has been extensively studied. Soliman (2021)

found that tourists' attitudes towards a destination markedly affect their visitation intentions, with positive perceptions of attractions, amenities, and value enhancing the likelihood of visiting. In the specific context of destinations like Hengdian World Movie Studios, attitudes influenced by perceived entertainment value and uniqueness are pivotal. Rahimzhan et al. (2020) showed that positive attitudes towards film tourism destinations significantly boost visitation intentions, particularly when individuals are drawn to the cinematic aspects of the destination. Moreover, Zhou et al. (2023) highlighted that a destination's image and perceived experience quality crucially shape tourists' attitudes and intentions to visit. Positive perceptions of a destination like Hengdian World Movie Studios directly correlate with increased intentions to choose it as a travel destination. Thus, this study develops:

H9. Attitude positively influences Intention to choose HWMS.

Lai et al. (2021) found that tourists' positive attitudes towards a destination significantly boost their loyalty, evident in their intentions to revisit and recommend. For places like Hengdian World Movie Studios, attitudes formed by perceived appeal and uniqueness are key to cultivating loyalty. Wong & Lai (2021) demonstrated that favorable attitudes towards film tourism destinations are strong predictors of loyalty, leading to increased recommendations and return visits. Additionally, Boon Liat et al. (2020) highlighted that satisfaction from previous visits shapes attitudes and, consequently, destination loyalty. Tourists with positive past experiences tend to exhibit stronger loyalty. However, this relationship can be influenced by factors like perceived value and emotional connection, adding complexity to the attitude-loyalty dynamic. Thus, this research hypothesis:

H10. Attitude positively influences Loyalty towards HWMS.

In tourism and destination management, staff satisfaction and loyalty are pivotal areas of study. Staff satisfaction, defined as a post-consumption evaluation where perceived performance is weighed against expectations, is a critical precursor to staff loyalty (Park & Le, 2023). Empirical research in this field consistently reveals a strong, positive correlation between staff satisfaction and loyalty, particularly in tourism destinations. M. Mohamad et al., (2019) in the hospitality sector found that staff satisfaction significantly influences destination loyalty, evident in intentions to return and recommend the destination.

Leo et al. (2021) demonstrated that satisfaction with prior experiences at a destination substantially impacts the intention to revisit and recommend, key indicators of loyalty. Furthermore, Vada et al. (2019) identified satisfaction as a crucial determinant of destination loyalty, encompassing not only the behavioral intention to revisit but also the propensity to recommend and prefer the destination over competitors. However, the satisfaction-loyalty link may be moderated by factors like destination image, perceived value, and overall experience quality (Jeong & Kim, 2020). Thus, this research puts forwards.

H11. Staff satisfaction positively influences Loyalty towards HWMS.

The nexus between behavioral intention and actual behavior, particularly loyalty, is

extensively explored in staff behavior and tourism studies. In tourism, it has been established that the intention to choose a destination positively influences destination loyalty, evident in behaviors like repeat visits and recommendations (Stylidis et al., 2020). Strong intentions towards a destination like Hengdian World Movie Studios (HWMS) significantly predict loyalty, as shown in studies where intention to visit correlates with loyalty behaviors such as revisiting and recommending the destination (X. Chen et al., 2020). Additionally, Nasir et al. (2020) found that intentions to visit a destination are closely linked to actual visitation and positive word-of-mouth, key aspects of destination loyalty. However, the intention-loyalty relationship may be moderated by factors like satisfaction, perceived value, and destination image. Therefore, this research posits:

H12. Intention to choose HWMS positively influences Loyalty towards HWMS.

Service quality, staff satisfaction, and their connection to staff loyalty are well-established concepts in academic research (M. et al., 2020). Service quality is a key factor influencing staff satisfaction, which in turn fosters loyalty behaviors. In the service sector, studies have shown that service quality directly enhances staff satisfaction, leading to increased loyalty (Dam Sao Mai, 2021). High perceptions of service quality elevate satisfaction levels, thereby boosting the likelihood of loyalty behaviors like repeat patronage and positive word-of-mouth. In the specific setting of a tourism destination like Hengdian World Movie Studios (HWMS), the quality of services provided plays a crucial role in shaping visitor satisfaction and, consequently, loyalty. Research in destination tourism indicates that service quality impacts destination loyalty through its effect on tourist satisfaction (M. Mohamad et al., 2019). Visitors satisfied with service quality are more inclined to revisit and recommend the destination. Additionally, in the context of mobile value-added services, staff satisfaction has been shown to mediate the relationship between service quality and loyalty (Hasan et al., 2020). However, factors like perceived value, destination image, and individual expectations may influence the service quality-satisfaction-loyalty nexus. Therefore, this study develops:

H13. Staff satisfaction mediates the relationship between Service quality and Loyalty towards HWMS.

Subjective norm, a fundamental element of the Theory of Planned Behavior, relates to perceived social pressures regarding the performance of a behavior and plays a significant role in influencing staff behaviors, including satisfaction and loyalty (Ong et al., 2021). Research in the tourism sector has established that subjective norms can affect both staff satisfaction and loyalty. Elgarhy & Abou-Shouk (2022) found that when individuals perceive social approval for a destination, their satisfaction and subsequent loyalty towards the destination increase. Elgarhy & Abou-Shouk (2022) highlighted that staff satisfaction mediates the relationship between subjective norm and loyalty in tourism contexts. Strong social influence to visit a destination can significantly enhance satisfaction, which in turn impacts loyalty. However, the influence of staff satisfaction as a mediator may vary depending on individual motivations, perceived behavioral control, and specific destination attributes. Therefore, this study validates the hypothesis that subjective norm significantly influences staff satisfaction and loyalty at HWMS.



H14. Staff satisfaction mediates the relationship between Subjective norm and Loyalty towards HWMS.

Perceived Behavioral Control (PBC), a key aspect of the Theory of Planned Behavior, emphasizes the perceived ease or difficulty of engaging in a behavior (Black et al., 2021). In HWMS's context, this translates to visitors' confidence in their ability to explore and enjoy the studio's offerings.

Staff satisfaction, a core concept in marketing and staff research, reflects the evaluation of the gap between expected and actual product performance (Yoo, 2020). At HWMS, this satisfaction could stem from visitors' experiences, the diversity and quality of attractions, and the overall perceived value of their visit. Loyalty, often defined as the intention to repurchase or revisit and recommend services, is crucial for destinations like HWMS (Yoo, 2020). The potential mediating role of staff satisfaction between PBC and loyalty is significant. Higher PBC levels can lead to more fulfilling experiences, increasing satisfaction and, consequently, loyalty towards HWMS. This mediation effect has been supported in various studies, indicating that fulfilling staff needs and expectations can greatly boost their loyalty (Hashish et al., 2022). Thus, this study assumes:

H15. Staff satisfaction mediates the relationship between Perceived behavior control and Loyalty towards HWMS.

Loyalty is conceptualized as a steadfast commitment to repeatedly patronize or endorse a preferred product or service, leading to repetitive purchase behaviors (Frydman, 2022). High levels of satisfaction and positive attitudes synergistically enhance staff loyalty, resulting in repeated patronage and favorable referrals. In this theoretical context, staff satisfaction plays a mediating role, transforming attitudes into loyalty (Yazdanjoo, 2022). Specifically, within Hengdian World Movie Studios (HWMS), staff satisfaction elucidates how attitudes impact . Loyalty, offering insights into staff behavioral tendencies towards entertainment services. Therefore, this research puts forwards:

H16. staff satisfaction mediates the relationship between Attitude and Loyalty towards HWMS.

Nguyen et al. (2021) introduced the the RATER model model, highlighting that service quality perceptions significantly influence staff behaviors and intentions, with service quality being a key determinant of staff evaluations and subsequent behaviors, including loyalty. Jeong et al. (2019) noted that the intention to choose a service precedes behavior and often serves as an antecedent to loyalty, conceptualized as a deliberate plan to engage in a specific behavior, such as selecting HWMS. Staff loyalty, characterized by consistent preference and commitment (Hajar et al., 2020). Thus, this study put forwards:.

H17. Intention to choose HWMS mediates the relationship between Service quality and Loyalty towards HWMS.

Subjective norm, defined as perceived social pressures regarding a behavior, plays a critical role in shaping intentions and subsequent behaviors (Bustamante et al., 2022). In staff

behavior literature, the intention to choose a service or product, influenced by subjective norms, is a key precursor to actual behavior (H. Han et al., 2020). This intention represents a deliberate plan to engage in a specific behavior, such as selecting HWMS as the preferred service. Staff loyalty, conceptualized as a strong commitment to repeatedly choose a preferred product or service, leads to repeat patronage and positive word-of-mouth (Neuts, 2020). Therefore, this study develops:

H18. Intention to choose HWMS mediates the relationship between Subjective norm and Loyalty towards HWMS.

Perceived behavioral control, defined as the perceived ease or difficulty of performing a behavior, reflects past experiences and anticipated challenges (Ajzen, 2020). In this framework, the intention to choose a service, such as HWMS, emerges as a crucial intermediary linking cognitive evaluations to actual behavior, and is influenced by perceived behavioral control (X. Chen et al., 2022). Staff loyalty, characterized by consistent preference and commitment to a service, leading to repeat patronage and advocacy, is hypothesized to be mediated by the intention to choose HWMS (Chang et al., 2023). Understanding the mediating role of intention is vital in discerning how control perceptions affect loyalty in the entertainment service sector. Enhanced perceived behavioral control is likely to boost intentions to choose HWMS, leading to greater loyalty, a key factor for the success and sustainability of entertainment services like HWMS. Therefore, this research validates the hypothesis, emphasizing the importance of perceived behavioral control in fostering loyalty to HWMS.

H19. Intention to choose HWMS mediates the relationship between Perceived behavior control and Loyalty towards HWMS.

Attitude is defined as an individual's favorable or unfavorable evaluation of the behavior (Ajzen, 2020). The intention to choose, conceptualized as a deliberate plan to engage in a specific behavior, such as selecting HWMS as the preferred service, bridges cognitive evaluations and actual behavior, and is a key precursor to staff loyalty (Helgeson et al., 2021). Staff loyalty, characterized as a deep-seated commitment to a preferred product or service, reflects a positive, long-term relationship between the staff and the service provider, evident in repeat patronage and advocacy (Brehm, 2021). Therefore, this study develops:

H20. Intention to choose HWMS mediates the relationship between Attitude and Loyalty towards HWMS.

## 5.6 Methodology

Data collection involves a structured online-based questionnaire. In this study, a sample of 800 questionnaires were distributed and 625 valid questionnaire attacks were received. The questionnaire, featuring closed-ended and Likert-scale questions, will be distributed electronically and pilot tested for clarity and reliability. The analysis includes descriptive statistics to overview data characteristics, and factor analysis (EFA and CFA) to identify and confirm variable relationships, by using SPSS and AMOS. Structural Equation Modeling (SEM) will test the proposed consumer behavior model. Findings will lead to actionable recommendations for stakeholders.

The questionnaire utilized in this study encompassed the seven variables under investigation, employing a 5-point Likert scale. Detailed measurement information for each variable is provided below:

Focusing on Service Quality at Hengdian World Movie Studios (HWMS), this variable is measured using five distinct items. These items assess various aspects of service quality, including the comfort of utilities, timeliness of service delivery, speed of service presentation, alignment with expectations, and the overall quality of services, as adapted from Zibarzani et al. (2022). This approach aims to provide a comprehensive evaluation of staff perceptions of service quality at HWMS.

Subjective Norm is assessed through a series of items designed to measure the influence of significant others on the respondent's decision to choose Hengdian World Movie Studios (HWMS). The items are adapted to reflect the context of HWMS, focusing on the support from family, the opinions of friends, the views of colleagues, the popularity of HWMS in the respondent's community, and recommendations from respected individuals (Liang et al., 2021). This measurement provides insights into the societal and relational factors influencing the decision to opt for HWMS.

Perceived Behavioral Control is evaluated using three items that gauge a respondent's confidence, capability, and time availability in choosing Hengdian World Movie Studios (HWMS). The items are tailored to the context of HWMS, assessing the respondent's confidence in their ability to visit HWMS, their capability of visiting HWMS, and their time availability for such a visit, as adapted from Vg et al. (2021). This measurement aims to capture the various dimensions of perceived control that an individual might experience regarding their decision to visit HWMS.

Attitude towards Hengdian World Movie Studios (HWMS) is assessed using three items that reflect the respondent's enjoyment, overall satisfaction, and positive perception of filmmaking at HWMS. The items include assessing the respondent's liking for the movie-making process at HWMS, their overall happiness with the experience, and their favorability towards making movies at HWMS, as adapted from Li & Zhu (2022). This measurement is designed to understand the staff's attitudes comprehensively, providing insights into their perceptions and feelings about their filmmaking experiences at HWMS.

Staff satisfaction with Hengdian World Movie Studios (HWMS) is measured using two items that evaluate overall contentment with the services and the perceived quality of service delivery. The items include assessing overall satisfaction with HWMS and the perception of HWMS offering excellent service, adapted from Liang et al. (2021). This approach aims to capture a clear and comprehensive view of staff satisfaction, reflecting their experiences and evaluations of the services provided by HWMS.

The intention to choose Hengdian World Movie Studios (HWMS) is quantified using three items that assess respondents' future to make movies at HWMS, their eagerness to seize opportunities to visit, and their intention to increase visit frequency. This measurement aims to understand the prospective commitment and preference of staff towards HWMS. The items include plans to make more movies at HWMS in the future, the inclination to choose HWMS whenever possible, and intentions to increase the frequency of visits to HWMS, as adapted from Liang et al. (2021). These indicators are designed to

gauge the likelihood of staff choosing HWMS for their future movie-making endeavors, reflecting their preference and commitment to HWMS as a preferred movie studio.

Loyalty towards Hengdian World Movie Studios (HWMS) is assessed using three items that measure respondents' readiness to recommend HWMS, their intention to revisit, and their likelihood of opting for an alternative service provider. The items include the likelihood of recommending HWMS to others, the intention to revisit HWMS, and the possibility of switching from HWMS to another service provider, as adapted from Tajeddini et al. (2022). This measurement approach aims to capture the depth of staff commitment to HWMS, reflecting their loyalty and preference for HWMS over other service providers.

## 5.7 Results

### 5.8 Descriptive analysis

Table 1 offers a comprehensive overview of their gender, age, professional experience, and education level. The gender distribution within the sample is predominantly male, accounting for 69.0% (n=431), while female participants represent 31.0% (n=194). This skew towards male participants is noteworthy in the context of the film and television industry in Hengdian. Age-wise, the sample is concentrated in the middle age groups, with the majority being in the 35-44 (41.1%, n=257) and 45-54 (35.7%, n=223) age brackets, followed by the 55-64 age group at 10.7% (n=67). The younger (18-24) and older (65 and above) age groups are less represented, comprising 4.0% (n=25) and 5.0% (n=31) of the sample, respectively. In terms of professional experience, a significant portion of the participants, 60.8% (n=380), are actors with direct experience in Hengdian's film and television industry. The remaining 39.2% (n=245) are involved in other film and television-related roles, such as directors, producers, and crew members. This distribution underscores the active participation of industry professionals in the study. Regarding educational attainment, the majority of participants have an education level below a Bachelor's Degree (71.2%, n=445), followed by those with a Bachelor's Degree (22.1%, n=138), Master's Degree holders (5.6%, n=35), and a small fraction with Doctorate Degrees (1.1%, n=7). This descriptive analysis provides a detailed demographic profile of the participants, highlighting the predominant presence of middle-aged, male professionals with substantial experience in the film and television industry, predominantly at an educational level below a bachelor's degree. These insights are crucial for understanding the sample's characteristics and lay a foundational context for interpreting the study's subsequent findings.

**Table 1 Essential information**

		Frequency	Percent
Gender	Male	431	69.0
	Female	194	31.0

Age	18-24	25	4.0
	25-34	22	3.5
	35-44	257	41.1
	45-54	223	35.7
	55-64	67	10.7
	65 and above	31	5.0
	Professional Experience	I am a film and television actor with working experience in Hengdian.	380
I have other film and television-related roles (e.g., director, producer, crew) with experience in Hengdian.		245	39.2
I have no film or television working experience in Hengdian.		0	0.0
Education level	Under bachelor's degree	445	71.2
	Bachelor's Degree	138	22.1
	Master's Degree	35	5.6
	Doctorate Degree	7	1.1

### 5.9 Reliability and validity analysis

The reliability, assessed using Cronbach's Alpha, yielded an exceptionally high value of 0.958 across 39 items, indicating an excellent level of internal consistency. This value, significantly surpassing the acceptable threshold of 0.7, attests to the precision and stability of the measurement tool, reinforcing the reliability of the results obtained. The validity of the research instrument was meticulously evaluated using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The KMO value of 0.952 (>0.9), indicates that the sample is highly suitable for factor analysis. This high KMO value suggests that a significant proportion of the variance in our variables can be attributed to underlying factors, which is crucial for a study exploring complex constructs like staff loyalty. Bartlett's Test of Sphericity further corroborates the suitability of the data for factor analysis, with a significant chi-square value of 16059.517 and 741 degrees of freedom, confirming that the correlation matrix is not an identity matrix and is appropriate for factor analysis. These results collectively provide strong empirical evidence for the validity of the research instrument. The high KMO value, coupled with the significant result from Bartlett's Test, indicates that the data is apt for factor analysis and that there are meaningful

relationships between the variables. This enhances the overall validity of the study, ensuring that the instrument accurately captures the constructs under investigation and that the subsequent analyses are based on a solid empirical foundation. Thus, these findings lay a critical groundwork for the study, offering confidence in the exploration of staff loyalty towards Hengdian World Studios and contributing to the scholarly discourse in this field.

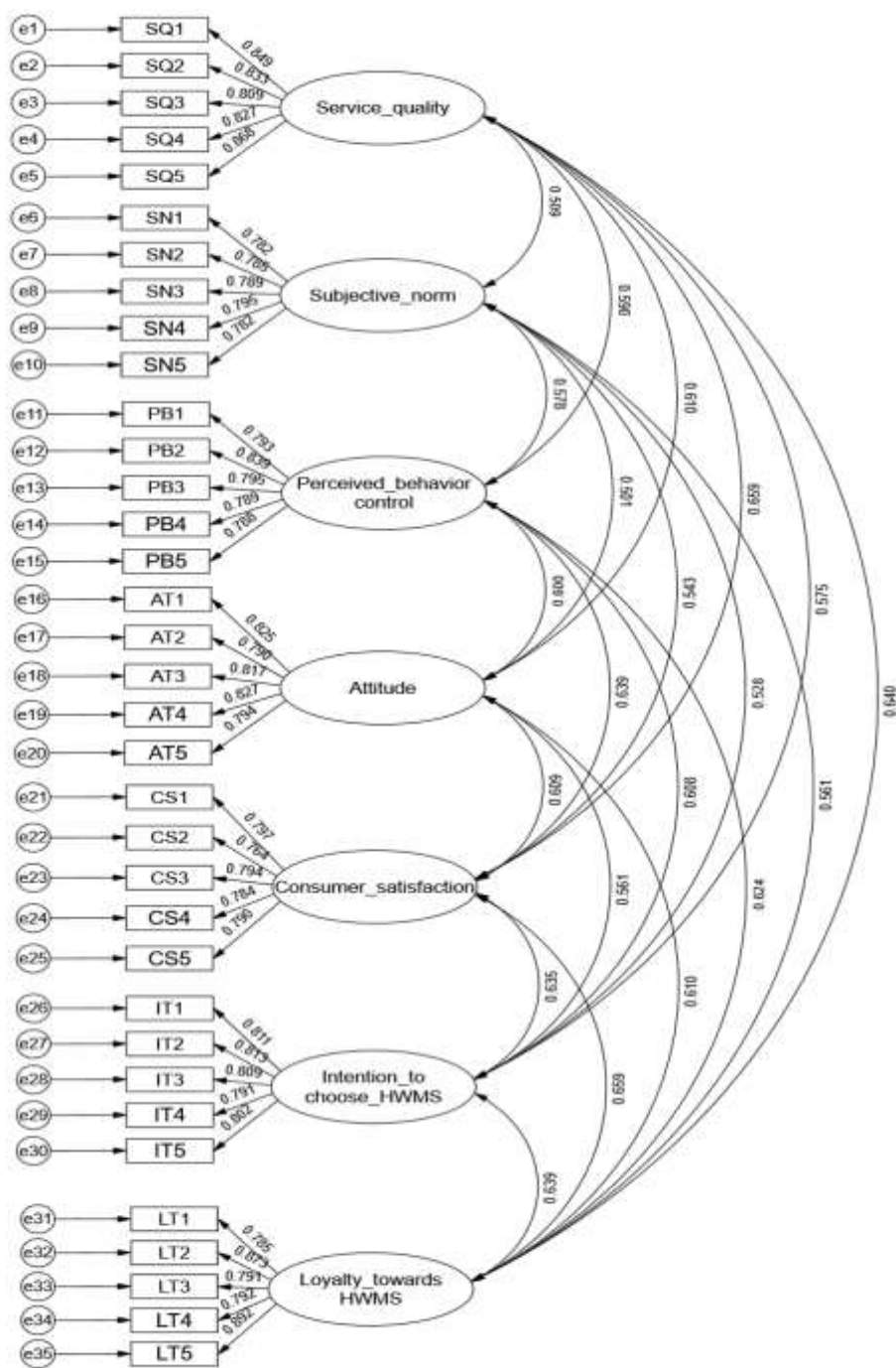
**Table 2. Reliability Statistics**

<b>Cronbach's Alpha</b>	<b>N of Items</b>
.958	39

**Table 3. KMO and Bartlett's Test**

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		<b>.952</b>
	Approx. Chi-Square	16059.517
Bartlett's Test of Sphericity	df	741
	Sig.	.000

### 5.10 Confirmatory Factor analysis



**Figure 1. The measurement model for the confirmatory factor analysis.**

Table 4 provides crucial insights into the model's adequacy. The fit indices used to evaluate the model include Chi-square/degree of freedom ( $\chi^2/df$ ), Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Normed Fit Index (NFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI). The results indicate a  $\chi^2/df=2.177 (<3)$ , RMSEA=0.043, GFI=0.912, AGFI=0.897, NFI =0.928, TLI =0.955, and CFI=0.959. These values are within the recommended reference standards, suggesting an excellent fit of the model. Specifically, a  $\chi^2/df<3$ ,

RMSEA<0.08, and other indices above 0.9 reflect a well-fitting model, indicating that the measurement model is appropriately capturing the constructs under study and is suitable for further analysis.

**Table 4. Measure model fit metrics**

Fit index	$\chi^2/df$	RMSEA	GFI	AGFI	NFI	TLI	CFI
Reference standards	<3	<0.08	>0.9	>0.85	>0.9	>0.9	>0.9
Result	2.177	0.043	0.912	0.897	0.928	0.955	0.959

The assessment of convergent validity in this study is a critical step in Confirmatory Factor Analysis (CFA) to ensure the robustness of the measurement model. Convergent validity, as defined by Mueller & Hancock (2018) Mueller & Hancock (2018), is the degree to which indicators of a latent variable significantly converge or load onto their respective latent constructs. In this analysis, we examined factor loadings, composite reliability (CR), and average variance extracted (AVE) for each latent variable to confirm convergent validity.

The analysis encompassed seven latent variables: Service Quality, Subjective Norm, Perceived Behavior Control, Attitude, Staff Satisfaction, Intention to Choose HWMS, and Loyalty towards HWMS. The factor loadings for all observation indicators across these variables were well above the recommended threshold of 0.5, indicating a strong and significant relationship between the indicators and their respective latent variables (Cheung et al., 2023). This finding affirms the convergent validity of the model, suggesting that each latent variable is effectively captured by its indicators.

Moreover, the CR values for all latent variables exceeded the recommended threshold of 0.7, and the AVE values surpassed the 0.5 threshold. These CR values are indicative of the internal consistency of the indicators within each latent variable, while the AVE values represent the average variance shared among the indicators, reflecting the extent to which a latent variable is accounted for by its indicators (Mueller & Hancock, 2018, 2018)).

The results from Table 5 demonstrate strong convergent validity across all latent variables in the study. This confirms that the latent variables are well-represented by their respective indicators and share a common underlying construct. Such findings lay a solid empirical foundation for subsequent analyses and interpretations, ensuring that the inferences drawn from the data are based on a measurement model that is both reliable and valid. This rigorous approach to validating the measurement model enhances the overall credibility and empirical rigor of the study.

**Table 5. Convergence Validity**

Latent variables	Observation indicators	Factor loading	CR	AVE
Service quality	SQ1	0.849	0.921	0.701
	SQ2	0.833		
	SQ3	0.809		
	SQ4	0.827		
	SQ5	0.868		
Subjective norm	SN1	0.782	0.890	0.619
	SN2	0.785		



	SN3	0.789		
	SN4	0.795		
	SN5	0.782		
	PB1	0.793		
	PB2	0.839		
Perceived behavior control	PB3	0.795	0.900	0.642
	PB4	0.789		
	PB5	0.788		
	AT1	0.825		
	AT2	0.790		
Attitude	AT3	0.817	0.906	0.657
	AT4	0.827		
	AT5	0.794		
	CS1	0.797		
	CS2	0.764		
staff satisfaction	CS3	0.794	0.890	0.618
	CS4	0.784		
	CS5	0.790		
	IT1	0.811		
	IT2	0.813		
Intention to choose HWMS	IT3	0.809	0.902	0.648
	IT4	0.791		
	IT5	0.802		
	LT1	0.785		
	LT2	0.873		
Loyalty towards HWMS	LT3	0.791	0.916	0.685
	LT4	0.792		
	LT5	0.892		

Table 6 is instrumental in evaluating the discriminant validity of the study's measurement model. Discriminant validity assesses whether distinct latent variables in a model are truly different from each other. In this table, the diagonal elements represent the square root of the Average Variance Extracted (AVE) for each latent variable, including Service Quality, Subjective Norm, Perceived Behavior Control, Attitude, Staff Satisfaction, Intention to Choose HWMS, and Loyalty towards HWMS. These diagonal values should be higher than the off-diagonal elements in their respective rows and columns to confirm discriminant validity. The values in the table, such as 0.837 for Service Quality and 0.787 for Subjective Norm, indicate that each construct shares more variance with its indicators than with other constructs in the model. This suggests that the latent variables are indeed distinct from one another, affirming the discriminant validity of the measurement model. Such findings are crucial for ensuring that each construct is uniquely captured and not overlapping significantly with others, thereby reinforcing the integrity of the model's theoretical structure.

**Table 6. Distinguish between validity tests.**

Latent variables	1	2	3	4	5	6	7
Service quality	0.837*						
Subjective norm	0.509	0.787*					
Perceived behavior control	0.590	0.578	0.801*				
Attitude	0.610	0.501	0.600	0.811*			
staff satisfaction	0.659	0.543	0.639	0.609	0.786*		
Intention to choose HWMS	0.575	0.528	0.608	0.561	0.635	0.805*	
Loyalty towards HWMS	0.640	0.561	0.624	0.610	0.659	0.639	0.828*

Note: The diagonal is the square root of the corresponding dimension AVE

### 5.11 Structural equation model

Table 7, which presents the fit metrics of the measurement model, the results indicate a robust model fit. The fit indices include Chi-square/degree of freedom ( $\chi^2/df$ ), Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Normed Fit Index (NFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI). The model demonstrates a  $\chi^2/df = 2.177$ , RMSEA = 0.043, GFI = 0.912, AGFI = 0.897, NFI = 0.928, TLI = 0.955, and CFI = 0.959. These values align well with the reference standards, indicating an excellent fit. Specifically, a  $\chi^2/df < 3$ , RMSEA < 0.08, and other indices above their respective thresholds (0.9 for most indices) suggest that the model is appropriately capturing the constructs under study, thus validating the structural integrity and suitability of the model for further analysis.

**Table 7. Measure model fit metrics for structural equation**

Fit index	$\chi^2/df$	RMSEA	GFI	AGFI	NFI	TLI	CFI
Reference standards	<3	<0.08	>0.9	>0.85	>0.9	>0.9	>0.9
Result	2.177	0.043	0.912	0.897	0.928	0.955	0.959

Table 8 provides insightful conclusions about the relationships between various constructs related to staff behavior and loyalty towards Hengdian World Movie Studios (HWMS).

H1 (SQ→LT) posits a positive relationship between Service Quality (SQ) and Loyalty towards HWMS (LT). The estimate of 0.182 with a standardized coefficient ( $\beta$ ) of 0.318, and a significant p-value ( $p < 0.001$ ), supports this hypothesis, indicating that higher service quality leads to increased loyalty.

H2 (SQ→CS) and H3 (SQ→IT), which suggest that service quality positively

influences Staff Satisfaction (CS) and Intention to Choose HWMS (IT), are also supported with significant p-values and coefficients of 0.141 and 0.267 respectively. These findings underscore the pivotal role of service quality in enhancing staff satisfaction and their intention to choose HWMS.

H4 (SN→CS) and H5 (SN→IT) examine the impact of Subjective Norm (SN) on staff satisfaction and intention to choose HWMS. Both hypotheses are supported, indicating that social influences significantly affect staff satisfaction and their intention to choose HWMS.

H6 (PB→CS) and H7 (PB→IT) explore the influence of Perceived Behavior Control (PB) on staff satisfaction and intention. The results support these hypotheses, suggesting that the perceived ease or difficulty of engaging with HWMS influences staff satisfaction and their intention to choose HWMS.

H8 (AT→CS), H9 (AT→IT), and H10 (AT→LT) focus on the impact of Attitude (AT) on staff satisfaction, intention to choose HWMS, and loyalty. All three hypotheses are supported, highlighting the significant role of staff attitudes in determining their satisfaction, intention, and loyalty towards HWMS.

H11 (CS→LT) and H12 (IT→LT) examine the influence of staff satisfaction and intention to choose HWMS on loyalty. Both hypotheses are supported, indicating that higher staff satisfaction and a stronger intention to choose HWMS lead to greater loyalty towards HWMS.

In summary, the results demonstrate significant relationships between service quality, subjective norms, perceived behavior control, attitude, staff satisfaction, intention to choose HWMS, and loyalty towards HWMS. These findings provide valuable insights into the factors that drive staff loyalty in the context of HWMS.

**Table 9. Structural equation model path test**

Hypothesis	Path	Estimate	$\beta$	S.E.	C.R.	P	Results
H1	SQ→LT	0.182	0.318	0.041	4.400	***	Supported
H2	SQ→CS	0.283	0.141	0.042	6.755	***	Supported
H3	SQ→IT	0.194	0.267	0.044	4.427	***	Supported
H4	SN→CS	0.146	0.186	0.045	3.243	0.001	Supported
H5	SN→IT	0.182	0.216	0.048	3.763	***	Supported
H6	PB→CS	0.267	0.174	0.050	5.379	***	Supported
H7	PB→IT	0.287	0.284	0.053	5.427	***	Supported
H8	AT→CS	0.174	0.174	0.044	3.959	***	Supported
H9	AT→IT	0.165	0.250	0.047	3.511	***	Supported
H10	AT→LT	0.164	0.268	0.041	3.980	***	Supported
H11	CS→LT	0.240	0.214	0.047	5.110	***	Supported
H12	IT→LT	0.255	0.183	0.041	6.168	***	Supported

Note: SQ: Service quality; SN: Subjective norm; PB: Perceived behavior control; AT: Attitude; CS: staff satisfaction; IT: Intention to choose HWMS; LT: Loyalty towards HWMS.

\*\*\*:  $p < 0.001$

Table 9 presents the results of a mediation effect bootstrap test, is instrumental in understanding the indirect effects of various constructs on loyalty towards Hengdian World Movie Studios (HWMS). The table tests eight hypotheses (H13 to H20), each exploring different mediation paths involving constructs such as Service Quality (SQ), Subjective Norm (SN), Perceived Behavior Control (PB), Attitude (AT), Staff Satisfaction (CS), and Intention to Choose HWMS (IT), leading to Loyalty towards HWMS (LT).

The mediation paths are analyzed for their effect size, standard error (SE), and bias-corrected 95% Confidence Intervals (CI). A supported hypothesis indicates a significant indirect effect along the mediation path. For instance, H13 (SQ→CS→LT) with an effect size of 0.068 and a 95% CI of 0.028 to 0.122 suggests that staff satisfaction mediates the relationship between service quality and loyalty. Similarly, H14 through H20 explore other mediation paths, such as the role of subjective norm, perceived behavior control, and attitude, through either staff satisfaction or intention to choose, in influencing loyalty towards HWMS.

The results consistently support the mediation hypotheses, indicating that these indirect paths significantly contribute to loyalty towards HWMS. For example, H19 (PB→IT→LT) shows a relatively higher effect size of 0.073, suggesting a strong mediation effect of intention to choose in the relationship between perceived behavior control and loyalty.

In summary, the findings from Table 9 provide substantial evidence for the mediating roles of staff satisfaction and intention to choose in the relationships between service quality, subjective norms, perceived behavior control, attitude, and loyalty towards HWMS. These results are crucial in understanding the complex interplay of factors that influence staff loyalty in the context of HWMS, offering valuable insights for both theoretical exploration and practical application in enhancing customer loyalty in the entertainment industry.

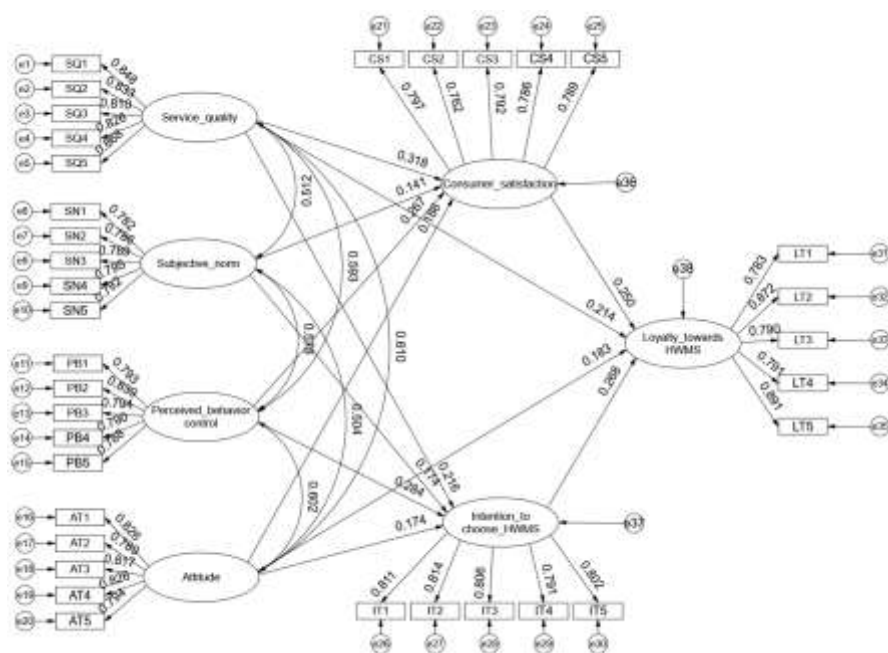
**Table 9. Mediation effect bootstrap test**

Hypothesis	Mediation path	Effect size	SE	Bias-Corrected 95%CI		Results
H13	SQ→CS→LT	0.068	0.023	0.028	0.122	Supported
H14	SN→CS→LT	0.035	0.021	0.002	0.080	Supported
H15	PB→CS→LT	0.064	0.024	0.025	0.117	Supported
H16	AT→CS→LT	0.042	0.018	0.013	0.084	Supported
H17	SQ→IT→LT	0.049	0.019	0.021	0.098	Supported
H18	SN→IT→LT	0.046	0.020	0.016	0.096	Supported
H19	PB→IT→LT	0.073	0.025	0.032	0.132	Supported
H20	AT→IT→LT	0.042	0.017	0.014	0.082	Supported

Note: SQ: Service quality; SN: Subjective norm; PB: Perceived behavior control; AT: Attitude; CS: staff satisfaction; IT: Intention to choose HWMS; LT: Loyalty towards HWMS.

Figure 2 uncovers the structural equation model diagram and explains the relationship among service quality, subject norm, perceived behavior control, attitude, and loyalty towards HWMS. By this way, this model identifies the mediation roles of consumer

satisfaction and intention to choose HWMS.



**Figure. 2** Structural equation model diagram.

### 5.12 Discussion and conclusion

The findings derived from the path analysis of this study provide valuable insights into the factors influencing staff loyalty towards Hengdian World Movie Studios (HWMS). The results indicate that constructs such as Service Quality (SQ), Subjective Norm (SN), Perceived Behavior Control (PB), and Attitude (AT) play pivotal roles in shaping staff satisfaction, intention to choose HWMS, and ultimately, staff loyalty. The positive direct paths observed in hypotheses H1 (SQ→LT), H4 (SN→CS), and H6 (PB→CS) underscore the significance of service quality, subjective norms, and perceived behavior control in directly influencing both staff satisfaction and loyalty. The mediation analysis in H13 (SQ→CS→LT) and H15 (PB→CS→LT) further illuminates the role of staff satisfaction as a mediator, emphasizing that improvements in service quality and perceived behavior control can enhance loyalty through increased staff satisfaction. Additionally, the study reveals that staff attitudes, as indicated in H8 (AT→CS), H9 (AT→IT), and H10 (AT→LT), significantly contribute to staff satisfaction, intention to choose HWMS, and loyalty. The mediating effects identified in H16 (AT→CS→LT) and H20 (AT→IT→LT) underscore the indirect influence of attitudes on loyalty, operating through staff satisfaction and intention to choose. This comprehensive understanding of the interplay between these constructs provides a robust framework for the management of HWMS to strategically enhance staff loyalty. By focusing on improving service quality, fostering positive subjective norms, enhancing perceived behavior control, and cultivating favorable staff attitudes, HWMS can not only elevate staff satisfaction and intention but also foster long-term loyalty, which is critical for success and sustainability in the competitive entertainment industry.

### 5.13 5.1 Theoretical implications

The integration of the Theory of Planned Behavior and the RATER model has provided a comprehensive framework for understanding staff loyalty in the context of Hengdian World Movie Studios (HWMS). The theoretical implications of this study involve drawing parallels and distinctions between our findings and those of previous researchers while considering the combined influence of the Theory of Planned Behavior and the the RATER model.

Our study's finding that service quality significantly influences staff satisfaction, intention to choose HWMS, and loyalty aligns with existing literature (Karsana & Murhadi, 2021; Tuncer et al., 2021; Q. Zhou et al., 2021). However, the mediating role of staff satisfaction in the relationship between service quality and loyalty extends the understanding of this construct's impact on loyalty. This outcome echoes the findings of some prior studies (Marcos & Coelho, 2021), highlighting the importance of focusing on service quality improvements to enhance staff satisfaction, thus indirectly fostering loyalty.

Regarding subjective norm, our research demonstrates its direct influence on staff satisfaction and intention to choose HWMS, consistent with the Theory of Planned Behavior framework (Hagger, 2019). However, the mediating role of staff satisfaction in the subjective norm-loyalty relationship is a novel contribution. While previous studies have emphasized the role of social norms in shaping individual intentions (Jiang et al., 2022), our work underscores how these norms can impact staff loyalty through the intermediary of satisfaction.

Perceived behavior control emerges as a significant predictor of staff satisfaction, intention, and loyalty, in line with the Theory of Planned Behavior (Hagger, 2019). The mediation effect of staff satisfaction in the Perceived behavior control-loyalty relationship corresponds with previous research emphasizing the influence of perceived control on individual behaviors (La Barbera & Ajzen, 2020). However, the specific application to staff loyalty within the entertainment service industry extends this understanding.

Attitude is shown to directly impact staff satisfaction, intention, and loyalty, consistent with the Theory of Planned Behavior (Hagger, 2019). The mediation effects of staff satisfaction and intention in the AT-loyalty relationship align with prior research highlighting the role of attitudes in shaping behavioral outcomes (Kumar & Hisham, 2022). Our findings underscore the significance of cultivating favorable attitudes among staff, which has been acknowledged in the literature (Raza et al., 2021) but further extends this knowledge to the loyalty context.

In conclusion, the integration of the Theory of Planned Behavior and the RATER model has provided a robust theoretical framework for understanding staff loyalty at HWMS. While our findings align with previous research in many aspects, the identification of staff satisfaction as a mediator in these relationships contributes novel insights. This study contributes to the growing body of literature on staff loyalty in the entertainment service industry and offers valuable guidance for managerial practices and future research endeavors.

#### **5.14 Practical implications**

The results of this study have significant managerial implications for various stakeholders within Hengdian World Movie Studios (HWMS) and the broader entertainment service industry. We will discuss each result and its implications for these stakeholders in an

academic context.

The positive influence of service quality on staff satisfaction, intention to choose HWMS, and loyalty underscores the importance of maintaining and enhancing service quality at HWMS. Managers should focus on continuous improvements in various service aspects, including comfort, timeliness, and overall quality. This will not only lead to higher staff satisfaction and loyalty but can also attract more visitors, ultimately benefiting HWMS's reputation and financial performance.

The direct impact of subjective norm on staff satisfaction and intention highlights the role of social influences. HWMS should consider leveraging these social norms by encouraging positive word-of-mouth and endorsements from influential individuals in staff members' lives. This could involve fostering a supportive community within the workplace and collaborating with popular figures in the film and television industry to enhance staff morale and loyalty.

The influence of perceived behavior control on staff satisfaction, intention, and loyalty suggests that managers should empower staff by providing resources, training, and support. Ensuring that staff members feel capable and confident in their roles can significantly boost their satisfaction and commitment. Additionally, offering opportunities for skill development and career growth can further enhance perceived behavior control.

The impact of attitude on staff satisfaction, intention, and loyalty underscores the importance of fostering positive attitudes among staff members. Managers should create a work environment that promotes job satisfaction, work-life balance, and opportunities for creativity and self-expression. Recognizing and rewarding staff for their contributions can also contribute to positive attitudes and, subsequently, higher loyalty.

The mediating role of staff satisfaction and intention in various relationships suggests that interventions targeting these constructs can have cascading effects on loyalty. Managers should recognize the interconnectedness of these variables and design strategies that simultaneously enhance staff satisfaction, intention to choose HWMS, and loyalty. For instance, initiatives to improve service quality can directly impact staff satisfaction, subsequently influencing their loyalty.

In conclusion, these findings offer valuable guidance for HWMS and similar entertainment service providers. By focusing on service quality, leveraging social influences, empowering staff, fostering positive attitudes, and understanding the mediation effects, managers can enhance staff loyalty, which, in turn, can lead to improved customer experiences and organizational success. These insights provide a solid foundation for evidence-based decision-making and strategic planning within the entertainment service industry.

### **5.15 5.3 Conclusion**

In summary, this study investigated the factors influencing staff loyalty towards Hengdian World Movie Studios (HWMS) by employing a comprehensive model that integrated the Theory of Planned Behavior and the RATER model. The empirical analysis provided valuable insights into the relationships among service quality, subjective norm, perceived behavior control, attitude, staff satisfaction, intention to choose HWMS, and loyalty towards HWMS.

The results revealed several key findings. First, service quality significantly influenced staff satisfaction, intention to choose HWMS, and loyalty towards HWMS, highlighting the pivotal role of delivering high-quality services in enhancing staff loyalty. Second, subjective norm and perceived behavior control were also significant determinants of staff satisfaction, intention, and loyalty, underscoring the importance of social influences and perceived capability in shaping staff attitudes and behaviors. Additionally, attitude exhibited a direct and positive impact on staff satisfaction, intention, and loyalty, emphasizing the significance of fostering positive attitudes among staff members.

Furthermore, the study uncovered mediation effects, suggesting that staff satisfaction and intention to choose HWMS acted as intermediaries in the relationship between several predictor variables and staff loyalty. These mediation effects highlighted the interconnectedness of these constructs and provided a nuanced understanding of the mechanisms through which staff attitudes and perceptions translate into loyalty.

This study contributes to the existing literature and managerial practices in several ways. Firstly, it offers a holistic model that integrates the Theory of Planned Behavior and the RATER model to understand staff loyalty in the entertainment service industry, which has been relatively underexplored. By combining these theories, this study provides a comprehensive framework for assessing and enhancing staff loyalty.

Secondly, the empirical findings contribute to the practical understanding of the factors that can be leveraged to improve staff loyalty. The results emphasize the importance of service quality, subjective norm, perceived behavior control, and attitude in shaping staff satisfaction, intention, and loyalty. These insights offer actionable recommendations for managers and decision-makers within HWMS and similar entertainment service providers.

While this study provides valuable insights, it is not without limitations. Firstly, the data were collected from a specific entertainment service provider, HWMS, which may limit the generalizability of the findings. Future research could expand the scope to include a broader range of service providers and industries to enhance the external validity of the results.

Secondly, the study relied on cross-sectional data, which precludes the establishment of causal relationships among variables. Longitudinal studies or experimental designs could provide a deeper understanding of the dynamics between these constructs over time.

Additionally, the study primarily focused on internal factors influencing staff loyalty. Future research could explore the role of external factors, such as industry trends, competition, and economic conditions, in shaping staff loyalty within the entertainment service industry.

In conclusion, this study sheds light on the complex interplay of factors influencing staff loyalty in the context of entertainment service providers. By integrating the Theory of Planned Behavior and the RATER model, it offers a comprehensive model that advances our understanding of staff loyalty and provides practical implications for enhancing it. However, future research should address the limitations and expand the scope to further enrich our knowledge in this area.

#### **Data Availability Statement**

The datasets presented in this article are not readily available because they involve the interests of collaborators, as well as some privacy issues, and some data are confidential.



However, further individual scholars or experts are welcome to request these datasets for academic references or other needs; requests to access these datasets should be directed to Ruiyun Xiu: ruiyun.xiu@rmutto.ac.th

### **Author Contributions**

R.X and C.S: Conceptualization and writing—original draft preparation.

R.X and C.S: Methodology, formal analysis, and writing—review and editing.

All authors have read and agreed to the published version of the manuscript.

### **Conflict of Interest**

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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