

**CITY UNIVERSITY OF HONG KONG**  
香港城市大學

**The Impact of Decent Work on Frontline  
Employees' Work Engagement and Task  
Performance: The Mediating Role of  
Psychological Ownership**  
體面勞動對一線員工敬業度及任務績效的影響  
——心理所有權的中介作用

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Yang Bo  
杨波

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## 摘要

在全球經濟深刻轉型與勞動力市場結構性變革的宏觀背景下，企業一線員工的心理狀態與行為表現對組織的可持續發展日益凸顯其戰略價值。國際勞工組織（ILO）提出的“體面勞動”概念，強調勞動者應在自由、公正、安全和有尊嚴的條件下實現其職業價值，這一理念已成為衡量社會進步與企業責任的重要尺規。中國作為全球製造業與服務業的核心樞紐，擁有規模龐大的一線員工隊伍，然而其勞動權益保障與職業尊嚴感知長期面臨結構性矛盾。宏觀層面，勞動收入占比持續下降、非正規就業比例攀升、職業安全風險頻發等問題，導致體面勞動的實現程度與經濟發展速度存在嚴重脫節；微觀層面，演算法管理、彈性用工等新型管理模式的普及，在提升運營效率的同時，也加劇了員工對工作控制感與組織歸屬感的認知衝突，使得一線員工的心理體驗與行為激勵問題變得更加複雜。

儘管現有研究已證實體面勞動對員工滿意度、組織公民行為等的正向影響，但其通過心理所有權影響敬業度與任務績效的具體路徑尚未被充分揭示。心理所有權，作為員工對工作或組織產生的一種“這是我的”的主觀歸屬感與責任感，其積極作用（如增強責任感與組織承諾）與潛在風險（如過度控制、領地行為與變革抗拒）之間的動態平衡問題，已成為組織行為學領域的前沿議題。然而，現有研究多聚焦於心理所有權的單一維度或線性效應，對其“非均衡發展”水準（如工作心理所有權與組織心理所有權之間的偏差、過高或過低的所有權水準）及其對員工績效的複雜影響缺乏系統性探討。心理所有權的“雙刃劍”效應——即在適度水準下增強責任感，在極端狀態下則可能引發資源壟斷、情感耗竭或組織變革阻力——亟待通過實證研究揭示其邊界條件與作用規律。

基於此，本研究以中國企業一線員工為研究物件，整合自我決定理論、社會交換理論、情感事件理論與心理契約理論的多學科視角，構建並檢驗了一個“體面勞動→心理所有權→敬業度→任務績效”的鏈式中介理論模型。研究旨在揭示體面勞動對任務績效的作用路徑，深入探討工作心理所有權與組織心理所有權在此過程中的中介機制及其非均衡發展的非線性效應，並剖析

敬業度在體面勞動與任務績效之間的動態傳導作用，從而為優化人力資源管理實踐提供系統的理論依據與精準的策略支援。

本研究採用問卷調查法，以國內多家醫療服務企業的 237 名一線員工及其直屬主管為研究物件，通過配對資料收集方式有效降低了同源偏差。研究運用 SPSS 26.0 與 Stata 17.0 進行描述性統計、信效度檢驗、相關分析、層級回歸分析及 Bootstrap 中介效應檢驗，並引入平方項構建非線性模型，系統驗證了各變數間的直接效應、中介效應及倒 U 型關係。

研究結果揭示了體面勞動對任務績效的複雜作用機制：首先，體面勞動感知對員工敬業度具有顯著正向影響，且這一影響通過工作心理所有權與組織心理所有權的完全中介作用實現，表明體面勞動並非直接激發敬業行為，而是通過塑造員工的“主人翁意識”這一深層心理機制間接發揮作用。其次，體面勞動感知顯著正向影響工作心理所有權與組織心理所有權，其中工作回報與職業發展體面感對工作心理所有權的驅動作用更為突出，而職業認可與工作氛圍體面感則對組織心理所有權的影響更為顯著。第三，心理所有權的非均衡發展與員工敬業度之間呈顯著的“倒 U 型”關係，即適度的非均衡可形成良性張力激發員工投入，但過度失衡則因認知衝突與資源耗竭導致敬業度下降，這一發現為理解心理所有權的“雙刃劍”效應提供了關鍵理論解釋。最後，員工敬業度對任務績效具有顯著正向影響，完整驗證了從體面勞動感知到最終績效產出的傳導鏈條。

本研究的理論貢獻主要體現在三個方面：一是將體面勞動研究從宏觀制度層面延伸至微觀心理機制，揭示了其通過心理所有權影響員工行為的內在路徑；二是首次實證檢驗了心理所有權非均衡發展的非線性效應，豐富了關於心理所有權陰暗面的研究；三是構建了連接勞動體驗、心理認知與行為績效的整合模型，為理解一線員工績效形成機制提供了新視角。在實踐層面，研究為企業管理者提供了將體面勞動從道德訴求提升為戰略資產、通過制度化建設保障員工尊嚴感、培育健康的心理所有權並實現工作與組織歸屬感的動態平衡等具體管理啟示，從而在激發員工投入的同時規避領地行為與變革抗拒等負面效應。本研究為優化中國企業一線員工的人力資源管理實踐、推動組織可持續發展提供了重要的理論依據與實踐指導。

**關鍵字：**體面勞動；敬業度；任務績效；心理所有權；非均衡發展

## Abstract

Against the backdrop of profound global economic transformation and structural changes in the labor market, the psychological states and behavioral patterns of frontline employees have become increasingly critical to the sustainable development of organizations. The concept of "Decent Work," proposed by the International Labour Organization (ILO), emphasizes that workers should realize their professional value under conditions of freedom, equity, safety, and dignity. This principle has become an important benchmark for measuring social progress and corporate responsibility. As a pivotal hub for global manufacturing and services, China hosts a massive frontline workforce. However, the protection of their labor rights and their perception of occupational dignity have long faced structural contradictions. At the macro level, issues such as the declining share of labor income, the rise of informal employment, and frequent occupational safety risks have led to a severe disconnect between the realization of decent work and the pace of economic development. At the micro level, the proliferation of new management models, such as algorithmic control and flexible employment arrangements, while enhancing operational efficiency, has exacerbated employees' cognitive conflicts regarding job autonomy and organizational belonging. This makes the psychological experience and motivational mechanisms of frontline employees increasingly complex.

Although existing research has confirmed the positive impact of decent work on employee satisfaction and organizational citizenship behavior, the specific pathways through which it influences work engagement and task performance via psychological ownership remain inadequately revealed. Psychological ownership, defined as the subjective sense of "this is mine" and the feeling of responsibility towards one's job or organization, presents a dynamic balancing challenge. Its positive effects, such as strengthening responsibility and organizational commitment, coexist with potential risks, such as excessive control, territorial behavior, and resistance to change. This duality has become a frontier issue in organizational behavior research. However, prior studies have predominantly focused on single dimensions or linear effects of psychological ownership, lacking systematic exploration of its "non-equilibrium development"—such as the deviation between job-based and organization-based psychological ownership, or

excessively high or low levels of ownership—and its complex impact on employee performance. The "double-edged sword" effect of psychological ownership, where moderate levels enhance responsibility but extreme states may trigger resource monopolization, emotional exhaustion, or resistance to organizational change, urgently requires empirical research to uncover its boundary conditions and operational mechanisms.

To address these gaps, this study focuses on frontline employees in Chinese enterprises. Integrating multidisciplinary perspectives from Self-Determination Theory, Social Exchange Theory, Affective Events Theory, and Psychological Contract Theory, it constructs and tests a chain mediation theoretical model: "Decent Work → Psychological Ownership → Work Engagement → Task Performance." The research aims to elucidate the pathways through which decent work impacts task performance, deeply investigate the mediating mechanisms of job-based and organization-based psychological ownership in this process, and explore the non-linear effects of their non-equilibrium development. Furthermore, it analyzes the dynamic mediating role of work engagement between decent work and task performance, thereby providing a systematic theoretical basis and precise strategic support for optimizing human resource management practices.

This study employed a questionnaire survey. Data were collected from 237 frontline employees and their direct supervisors across multiple healthcare service enterprises in China. The use of paired data collection effectively reduced common method bias. Statistical analyses, including descriptive statistics, reliability and validity tests, correlation analysis, hierarchical regression analysis, and Bootstrap mediation effect tests, were conducted using SPSS 26.0 and Stata 17.0. Squared terms were introduced to construct non-linear models, systematically verifying the direct effects, mediation effects, and the inverted U-shaped relationships among the key variables.

The findings reveal the complex mechanisms through which decent work influences task performance. First, the perception of decent work has a significant positive impact on employee work engagement. Crucially, this influence is fully mediated by both job-based and organization-based psychological ownership. This indicates that decent work does not directly stimulate engagement; rather, it operates indirectly by fostering a deep-seated psychological mechanism—the

employee's sense of "ownership." Second, the perception of decent work significantly and positively affects both job-based and organization-based psychological ownership. Specifically, the dimensions of decent work related to fair compensation and career development are stronger drivers of job-based psychological ownership, while dimensions related to professional recognition and a positive work climate have a more significant impact on organization-based psychological ownership. Third, the non-equilibrium development of psychological ownership exhibits a significant inverted U-shaped relationship with employee work engagement. This means that a moderate level of imbalance between job-based and organization-based ownership can create a positive tension that stimulates employee engagement. However, excessive imbalance, whether leaning too heavily towards the job or the organization, can lead to cognitive conflict and resource depletion, thereby diminishing engagement. This finding provides a crucial theoretical explanation for understanding the "double-edged sword" effect of psychological ownership. Finally, employee work engagement has a significant positive impact on task performance, fully validating the complete transmission chain from the perception of decent work to the ultimate performance outcome.

The theoretical contributions of this study are threefold. First, it extends research on decent work from a macro-institutional level to micro-psychological mechanisms, revealing the intrinsic pathways through which it influences employee behavior via psychological ownership. Second, it is among the first to empirically test the non-linear effects of the non-equilibrium development of psychological ownership, significantly enriching the literature on the "dark side" of psychological ownership. Third, it constructs and validates an integrated model linking work experience, psychological cognition, and behavioral performance, offering a novel perspective for understanding the performance formation mechanisms of frontline employees. On a practical level, the study provides valuable managerial insights for business leaders. It suggests elevating decent work from a moral imperative to a strategic asset, safeguarding employees' sense of dignity through institutionalized practices. It also emphasizes the importance of cultivating a healthy sense of psychological ownership and achieving a dynamic balance between job-based and organization-based belonging. This approach can stimulate employee commitment while mitigating negative outcomes such as territorial behavior and resistance to

change. This research provides a robust theoretical foundation and practical guidance for optimizing human resource management practices for frontline employees in Chinese enterprises and promoting sustainable organizational development.

Keywords: Decent Work; Work Engagement; Task Performance; Psychological Ownership; Non-equilibrium Development

**CITY UNIVERSITY OF HONG KONG**  
**Qualifying Panel and Examination Panel**

Surname: YANG  
First Name: Bo  
Degree: Doctor of Business Administration  
College/Department: College of Business

The Qualifying Panel of the above student is composed of:

*Supervisor(s)*

Prof. ZHENG Liu            Department of Accountancy  
   City University of Hong Kong

Prof. YAO Kai              Department of Business Administration  
   Fudan University

*Qualifying Panel Member(s)*

Prof. YAN Mingping      Department of Marketing  
Yanni                            City University of Hong Kong

Prof. BAO Jiming         Department of Business Administration  
   Fudan University

This thesis has been examined and approved by the following examiners:

Prof. WONG Man         Department of Accountancy  
Kong                            City University of Hong Kong

Prof. ZHENG Liu         Department of Accountancy  
   City University of Hong Kong

Prof. LI Yuanxu          Department of Business Administration  
   Fudan University

Prof. YAO Kai             Department of Business Administration  
   Fudan University

Dr. SONG Yang          Department of Accountancy and Law  
   Hong Kong Baptist University

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