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Influence Mechanisms of the Repurchase Intentions of Green Plant and Flower Leasing Services: The Perspective of Enterprise Users

DING Qianmei

Doctor of Management

Supervisors:
PhD Ana Brochado, Associate Professor with Habilitation
ISCTE University Institute of Lisbon
PhD LIU Lei, Professor,
UESTC - University of Electronic Science and Technology of China

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Jury:

PhD Elizabeth de Azevedo Reis, Full Professor,
ISCTE University Institute of Lisbon
PhD Joaquim Carlos da Costa Pinho, Associate Professor with Habilitation,
University of Aveiro
PhD Helena Maria Correia Neves Cordeiro Rodrigues, Assistant Professor,
ISCTE University Institute of Lisbon
PhD Ana Margarida Mendes Camelo Oliveira Brochado, Integrated Researcher,
ISCTE University Institute of Lisbon
PhD Wang Guofeng, Professor,
UESTC - University of Electronic Science and Technology of China

March, 2025

Declaration

I declare that this thesis does not incorporate without acknowledgment any material previously submitted for a degree or diploma in any university and that to the best of my knowledge it does not contain any material previously published or written by another person except where due reference is made in the text.

Signed:  Date: 2025.3.30

Name: DING Qianmei

作者申明

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作者签名：  日期：2025.3.30

姓名(拼音)：DING Qianmei

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Abstract

This study analyzes the consumption characteristics of the green plant and flower rental service market within the context of China's unique relationship-based society. Based on the theories of customer perceived value and consumer satisfaction, it investigates the determinants of repurchase intention among corporate (B2B) users in the green plant and flower rental service industry. A conceptual model for repurchase intention applicable to this industry is constructed, exploring the impact of RenQing (interpersonal favor), perceived value, the mediating role of satisfaction between perceived value and repurchase intention, as well as the moderating effects of firm size, firm ownership, and rental cycle.

This study collected primary data through a survey to test the conceptual model. The final sample includes 205 B2B clients. The data analysis includes descriptive statistics, reliability and validity tests, artificial neural network analysis, and partial-least squares path modelling to test the conceptual model.

Based on the empirical results, the following conclusions are drawn: perceived value, satisfaction, and RenQing significantly influence corporate users' repurchase intention in the green plant and flower rental service industry; satisfaction partially mediates the relationship between perceived value and repurchase intention; perceived quality, perceived value, perceived price, perceived sacrifice, and emotional value significantly affect repurchase intention, whereas perceived risk shows no significant impact. The firm size, the firm ownership, and the rental cycle effectively moderate the relationships between perceived value, satisfaction, and corporate users' repurchase intention. Additionally, the multi-group analysis reveals that the importance of influencing factors on repurchase intention varies depending on firm size, firm ownership, and rental cycle.

Keywords: Green plants and flowers; Rental service; Repurchase intention; Customer perceived value theory; Consumer satisfaction theory; Structural equation model
JEL: M31, L84

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Resumo

Este estudo analisa as características do consumo no mercado de serviços de aluguer de plantas verdes e flores no contexto da sociedade chinesa, marcada por relações interpessoais. Com base nas teorias do valor percebido pelo cliente e da satisfação do consumidor, investigam-se os determinantes da intenção de recompra por clientes industriais (B2B) de serviços de aluguer de plantas verdes e flores. Foi desenvolvido um modelo conceptual para a intenção de recompra aplicável a este setor, que analisa o impacto do RenQing (favor interpessoal), valor percebido, o papel mediador da satisfação entre o valor percebido e a intenção de recompra, bem como os efeitos moderadores da dimensão da empresa, da propriedade da empresa e a duração do contrato aluguer.

Este estudo recolheu dados primários através de um questionário para testar o modelo conceptual. A amostra final é constituída por 205 clientes do segmento B2B. A análise de dados inclui a análise descritiva, análise de fiabilidade e validade, redes neuronais artificiais e *partial-least squares path modelling* para testar o modelo conceptual.

Os resultados empíricos permitem obter as seguintes conclusões: o valor percebido, a satisfação e o RenQing influenciam significativamente a intenção de recompra dos clientes industriais no setor do aluguer de plantas e flores; a satisfação medeia parcialmente a relação entre o valor percebido e intenção de recompra; a qualidade percebida, o valor percebido, o preço percebido, o sacrifício percebido, e o valor emocional afetam de forma significativa a intenção de recompra; o risco percepcionado não possui impacto significativo. A dimensão da empresa, a propriedade da empresa e a duração do contrato de aluguer moderam efetivamente as relações entre valor percebido, satisfação e intenção de recompra dos clientes industriais. Adicionalmente, a análise multi-grupo revela que a importância dos fatores que influenciam a intenção de recompra variam de acordo com a dimensão da empresa, a propriedade da empresa e a duração do contrato de aluguer.

Palavras-chave: Plantas verdes e flores; Serviço de aluguer; Intenção de recompra; Teoria do valor percebido pelo cliente; Teoria da satisfação do consumidor; Modelo de equações estruturais

JEL: M31, L84

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摘要

本篇文章主要立足于具有中国特色的人情社会和绿植花卉租赁服务市场消费特征，基于顾客感知价值理论和消费者满意度理论，研究绿植花卉租赁服务行业 B2B 企业用户回购意向的决定因素，构建适用该行业的回购意向概念模型，探索了人情和感知价值的作用，以及满意度在感知价值和回购意向中的中介作用以及企业规模、企业性质、租赁周期在模型中产生的调节作用。

本研究通过问卷调查收集一手数据检验概念模型。最终样本包括 205 个 B2B 客户。数据分析包括描述性统计、信度与效度检验、人工神经网络分析以及用于检验概念模型的偏最小二乘路径建模。

基于实证分析的结果，得出结论：感知价值、满意度和人情显著影响绿植花卉租赁服务企业用户的回购意向；满意度在感知价值与回购意向之间起到中介作用；感知质量、感知价值、感知价格、感知牺牲和情绪价值对回购意向有显著影响，但感知风险的影响不显著。企业规模、企业性质和租赁周期有效调节了企业用户的感知价值、满意度与回购意向之间的关系。与此同时，通过多组分析发现，各影响因素对回购意向的重要性会因企业规模、企业性质和租赁周期的不同而产生差异。

关键词：绿植花卉；租赁服务；回购意向；顾客感知价值理论；消费者满意度理论；结构方程模型

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Chapter 1: Introduction

1.1 Background of the study

This chapter introduces the research background of this study, including the industry background and theoretical background, identifies the research dilemma, presents the research objectives and research questions, discusses the significance of the research, and describes the structure of the thesis.

1.1.1 Industry background

China's leasing market began to develop in the 1960s, when there was a scarcity of commodities and only a few commodities were available for leasing, mainly in the areas of large machinery and equipment and automobiles (B. Deng, 1998). With the prosperity of the market economy and the updating of people's consumption concepts, China's leasing market has developed rapidly, and the categories of leasing have gradually extended to all aspects of people's lives, such as "plants" and "flowers" (Ying, 2000). At the same time, leasing has gradually changed from simply leasing goods to providing various services. The traditional leasing industry has been organically integrated with the service industry. Plant and flower leasing is a new representative of the leasing service industry (J. Liu & Wang, 2019).

The leasing services industry currently has a very promising development outlook. According to the 2024 National Economic and Social Development Statistical Bulletin, the added value of the leasing and business services industry from 2020 to 2024 was 5,657.6 billion yuan, representing a growth of 10.4% (Table 1.1). Data released by the National Bureau of Statistics of China in March 2025 shows that the production index for the leasing and business services industry increased by 9.3% year-on-year. In February, the business activity index for the services sector was 50.0%, while the business activity expectation index stood at 56.9% (Table 1.2). These figures indicate that the leasing and business services industry maintained steady growth between 2020 and 2024, and continued to grow in 2025. Service sector enterprises remain optimistic about future business activities, expecting continued expansion in the coming period.

Table 1.1 The added value of the leasing and business services industry from 2020 to 2024

Year	Added Value (billion yuan)
2020	38085.17
2021	42046.03
2022	46418.82
2023	51246.38
2024	5657.6

Table 1.2 The production index for the leasing and business services industry in 2025

Index	Value (%)
Production Index (Leasing and Business Services)	9.3
Business Activity Index (Services Sector)	50
Business Activity Expectation Index (Services Sector)	56.9

Regarding the market size of China's flower industry, data from the National Bureau of Statistics shows that from 2013 to 2022, the transaction volume of China's flower market increased by 26.515 billion yuan, a growth of approximately 66.92%, with an average annual compound growth rate of about 5.86% (Bee Data, 2024). According to statistics from the China Flower Association, the current national flower planting area is about 1.5 million hectares, with over 5 million people employed in the flower industry. The flower industry is activating new momentum for economic growth. In accordance with the "Guiding Opinions on Promoting the High-Quality Development of the Flower Industry" jointly issued by the National Forestry and Grassland Administration and the Ministry of Agriculture and Rural Affairs, it is proposed that by 2025, the innovation system for flower breeding will be basically established, the market share of flower varieties with independent intellectual property rights will steadily increase, the layout and structure of the flower industry will be more optimized, and the pattern of high-quality development of the flower industry will be basically formed, striving to achieve an annual sales volume of 300 billion yuan. By 2035, the innovation system for flower breeding will be sound and perfected, striving to achieve an annual sales volume of over 700 billion yuan (National Forestry and Grassland Administration, 2022).

As a category within the leasing service industry and developed based on the growth of the flower industry, green plant and flower leasing services are also flourishing. There are four main reasons for this.

Firstly, green plant and flower leasing services align with the growing trend towards green environmental sustainability. Empirical studies have shown that potted micro-ecosystems significantly reduce indoor air pollution from volatile organic compounds (R. A. Wood et al., 2006); indoor plants can directly reduce the concentration of carbon dioxide in indoor environments to some extent during the day (J. Zhu et al., 2024), act as natural humidifiers, and significantly increase humidity within buildings, thereby saving energy (Niva & Rahman, 2018).

In an era where environmental awareness is on the rise, such services well meet the public's growing demand for environmentally friendly solutions. Moreover, this service model itself further promotes the spread of environmental consciousness (Mahmoudzadeh, 2023).

Secondly, the leasing model has obvious cost advantages. By opting for green plant and flower leasing services, users can reduce the maintenance and purchase costs associated with green plants and flowers. Compared with traditional procurement models, this service systematically optimizes users' economic investment throughout the entire plant maintenance process through resource integration and specialized division of labour. From the fundamental procurement perspective, the leasing model effectively converts fixed asset investments into flexible operational expenditures. Enterprises avoid bearing the acquisition costs of expensive greenery, circumvent depreciation risks associated with purchasing premium plant varieties, and eliminate repetitive procurement expenses caused by seasonal changes or scenario adjustments. Service providers' diversified plant inventories support on-demand rotation, fulfilling dynamic spatial beautification requirements while preventing capital waste from resource underutilization. Regarding equipment configuration, professional irrigation systems, environmental monitoring devices, and other supporting facilities are fully supplied by service providers, significantly lowering enterprises' hardware investment thresholds. In operational maintenance, the core value of leasing services lies in efficiency gains from professional outsourcing. Certified horticultural teams conduct periodic maintenance covering pest control, nutritional regulation, pruning, and other comprehensive services, relieving enterprises from the human resource burden of maintaining in-house gardening teams. Service agreements with plant health guarantees ensure timely replacement of deteriorating specimens, fundamentally eliminating repetitive procurement expenditures caused by improper maintenance in traditional models. This risk transfer mechanism transforms unpredictable plant loss risks into predictable service costs. This comprehensive solution enables enterprises to focus on core operations, achieving strategic goals of cost reduction and efficiency enhancement. This service model has proven to be superior to the traditional direct purchase method (McGee, 2007).

Finally, regarding the market size of China's flower industry, data from the National Bureau of Statistics shows that from 2013 to 2022, the transaction volume of China's flower market increased by 26.515 billion yuan, a growth of approximately 66.92%, with an average annual compound growth rate of about 5.86% (Bee Data, 2024). According to statistics from the China Flower Association, the current national flower planting area is about 1.5 million hectares, with over 5 million people employed in the flower industry. The flower industry is activating new momentum for economic growth. In accordance with the "Guiding Opinions on Promoting the

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1.1.2 Theoretical background

Research in the green plant and flower leasing service industry focuses on information management (Gong et al., 2021; X. Wang, 2020; H. Zhou, 2013), marketing models (M. Cheng, 2020; Y. Li, 2016b; X. Wang, 2020), application of specific plant varieties, leasing maintenance and design, and industry status and development (H. Zhou, 2013).

Under the new paradigm of "Internet Plus" vigorously advocated by the Chinese government (which refers to "Internet + traditional industries" – leveraging information and communication technologies and internet platforms to achieve deep integration between the internet and conventional sectors, thereby creating new developmental ecosystems), there should be greater utilization of advanced information technologies to achieve standardized management, enhance service quality, and realize sustainable development (Z. Huang et al., 2018). Gong et al. (2021) put forward the idea of establishing an information management system on this basis, which can manage and utilize the basic information of the lessor, green plant information, price information, environmental information and other data in the process of green plant leasing, and provide the leaser with a safe, stable and efficient data management services. They further designed the functions of the green plant leasing information management cloud platform.

In terms of marketing research, researchers have mainly focused on the online and offline integrated sales model (X. Wang, 2020), emphasizing that industry participants should form an alliance by integrating various resources such as planting, design, packaging, and service, and seek an alliance marketing approach (Y. Li, 2016b). However, there is no in-depth discussion on how to establish an effective sales model. M. Cheng (2020) argues that the marketing of flower leasing services should start from four major aspects: service experience marketing, in-

depth marketing of home horticulture, one-on-one marketing of three-dimensional personalized design, and localized marketing of regional characteristics, and a virtual community should be created to keep retaining loyal users.

In addition, some scholars have studied the selection of plants and flowers for rental services. For example, Y. Li (2012) suggested that plant leasing should focus on foliage plants, following the principles of aesthetics, practicality, and economic efficiency, and further discussed which foliage plants are suitable for leasing.

Rental placement and design is also a subject of great interest to scholars (Y. Cheng, 2025). Therefore, we have explored to some extent the need for maintenance in the process of rental placement and design.

Other studies focus on revealing the current situation of the industry, with emphasis on countermeasures and recommendations. Through quantitative research, problems and improvement measures in the development of the industry at the current stage are proposed. For example, D. Yang (2018) studied the flower leasing market in Guangzhou and found major problems, which are reflected in the lack of a perfect flower leasing price and service evaluation system; the homogeneity of flower varieties among leasing companies, and the lack of an exclusive network leasing platform in the flower leasing industry, which makes it difficult to integrate the linkage leasing service and low work efficiency. Therefore, D. Yang (2018) argued that Guangzhou should establish a municipal flower leasing association, organize experts and scholars to develop service specifications for the flower leasing industry, establish a flower quality evaluation system, and formulate management specifications for flower leasing services.

However, empirical studies are often not up-to-date. Most of the existing literature is relatively outdated, with the latest studies updated to 2020. In addition, most of the existing studies focus on flower market research and do not address plant rental systems.

In Europe and the United States, the research on green plant and flower rental services mainly focuses on the following aspects:

Botany and Horticulture (Dixon & Aldous, 2014; Gao et al., 2016; Herzog et al., 1997): The study of plant growth, protection, nutrition, and soil management to provide technical support and reference for green plant and flower rental services.

Indoor Air Quality and Health Benefits (Herzog et al., 1997): Research on indoor environmental pollution and health issues, exploring the filtering effects and health benefits of green plants and flowers and their role in increasing productivity and reducing stress.

Social Psychology and Marketing (Klemm & Langen, 2019): examines consumer behavior and needs, explores how to promote green plant and flower rental services in the marketplace,

and analyzes consumer attitudes and reactions to different service models and products.

Environmental Conservation and Sustainability (M. H. Lee & Lee, 2021): examines how plants can be grown, maintained, and disposed of using sustainable methods to minimize negative impacts on the environment, while also focusing on the impact of plants on improving indoor air quality.

Business Management and Innovation (C. H. Chen & Chen, 2018; S. S. Kim & Kim, 2019): to study the business models and management models of green plant and flower rental companies, and to explore how to improve service quality and customer satisfaction, as well as how to respond to industry trends and challenges.

Previous studies on green plant and flower rental services have focused on botany, indoor, social phycology, sustainability innovation. The study of purchase intentions in this sector, while relevant, has received less attention by researchers.

Currently, enterprises focusing on the green plant and flower leasing service industry have been continuously improving their management capabilities. Some companies have achieved remarkable results, primarily concentrated in major cities such as Beijing and Shanghai (X. Zeng, 2021). These enterprises offer relatively high service quality and technical expertise, providing clients with more professional green plant and flower leasing services. They not only possess unique insights into plant variety selection and spatial configuration but also prioritize the management and maintenance of plants to ensure their quality and longevity.

However, in small and medium-sized cities, small-scale leasing enterprises remain the dominant players in the local leasing industry (L. Zhang & Zhu, 2012). These smaller businesses are renowned for their flexibility, particularly individual operators who can offer services at prices significantly below market rates. Yet, they struggle to establish and implement integrated leasing systems that encompass production, logistics, distribution, and marketing. Additionally, they lack the resources to invest in critical aspects such as on-site maintenance, regular plant renewal, and storage infrastructure, resulting in suboptimal service quality (Y. Li, 2016a; D. Yang, 2018).

Therefore, for the green plant and flower leasing service industry, there is an urgent need for research that can guide practical applications (particularly regarding purchase intention). Such research should aim to standardize service practices across sales, design, and maintenance dimensions, thereby enhancing customers' perceived value and satisfaction, which in turn influences their purchase intentions. Simultaneously, it is crucial to develop theoretical models that examine the factors influencing purchase intentions in the green plant and flower leasing service sector. Although there has been considerable research on purchase intention and

established theoretical models both domestically and internationally (Ajzen, 1985; Davis et al., 1989; Eggert & Ulaga, 2002; Rogers et al., 2014), existing studies have primarily focused on traditional sectors such as retail (Ministry of Commerce of the People's Republic of China, 2022), public services (The People's Government of Beijing Municipality, 2025), tourism (World Tourism Cities Federation, 2024), financial consumption, and other consumer behaviors (iResearch, 2024). Research on purchase intention within the green plant and flower leasing industry remains notably scarce (Ahmad et al., 2025). In terms of model construction, despite extensive studies on perceived value theory, customer switching value theory, and a range of applicable scales and models, no dedicated purchase intention model has been developed specifically for the green plant and flower leasing service industry. Regarding research subjects, studies targeting individual consumers (Durmus Senyapar et al., 2024) significantly outnumber those focusing on enterprise users (Hall & Fetchel, 2022; M. Wu et al., 2024).

This study systematically explores the mechanisms influencing corporate clients' purchase intentions in the green plant and flower leasing industry by integrating domestic and international research on purchase intention. Focusing on enterprise users within a B2B context and considering the current state of the industry, it aims to fill the theoretical gap in repurchase intention research within this sector.

1.1.3 Cultural context (RenQing society)

China is a typical RenQing society (B. Chen, 2011), and this view is widely recognized in the academic community. X. Q. Zhang et al. (2009) point out that although China has carried out market-oriented reforms for more than 30 years, the national psychology and social behavior habits under the influence of traditional culture are still deeply rooted, which makes China maintain the characteristics of a RenQing society. Lin Yutang talks about "RenQing": "For the Chinese, it is not enough for a view to be logically correct, but it must also be RenQing. In fact being RenQing, i.e. 'close to the heart' is more important than being logical (F. Zhao, 2008)." G. Zhou and Ma (2015) argued that China belongs to the traditional relational society, which emphasizes on courtesy in social interactions, and most people will give a part of their income to others in the form of gifts or presents, generating RenQing expenditures. Liang and Chen (2016), in the study of enterprise management pointed out that: the existence of human RenQing in China's management is a long history, which is determined by the ethnicity of the Chinese people. When RenQing contain the components of reason and righteousness, RenQinghave developed into the main way of interaction of Chinese people (W. Wei, 2024).

RenQing societies are centered on “circle culture” and the society of acquaintances (J. Wang, 2015), which emphasize relationship building based on ethics and interests (Fei, 2006). In such societies, people tend to maintain and upgrade relationships through “rituals”, which refers to both ceremonies and gifts. Rituals - Qu Li Shang said “to come but not, not a gift; to come but not to go, also not a gift”, whether flowers and plants as a gift, or green plant and flower suppliers through other gifts to maintain the relationship with corporate users, are carrying green plant and flower leasing service providers or the relevant personnel in charge of the emotions and blessings, easy to bring the corporate user and the rental of plants and flowers closer to the relationship between corporate users and green plant and flower rental service providers. Y. Huang (2021) also believes that: with the development of the economy, the scope of the consumption of RenQing is expanding, from the past to blood, kinship, geographic location-based RenQing, expanding to the business relationship, and the frequency is increasing.

Secondly, consumers in a RenQing society are easily influenced by social opinions and the views of others. When people around them express their appreciation of a particular plant and flower rental service, consumers may have positive perceptions and tend to choose that service. Similarly, if the service receives favorable word-of-mouth, consumers are more likely to repurchase it in order to meet social expectations and avoid being seen as “out of touch” (Y. Huang, 2021).

Furthermore, Renqing, a significant cultural concept in China involving the exchange of reciprocity and empathy, plays a crucial role in business-to-business (B2B) markets (Hui et al., 2023). G. Zhou and Ma (2015) argue that renqing can enhance customer loyalty, while Khan et al. (2016) suggest that it helps create business opportunities. Renqing is perceived as an “intangible asset” for companies (González, 2023).

Despite the crucial role of RenQing for building and maintaining relationships in the context of Chinese business (e.g., X. Zhang et al., 2022), there is a lack of research on its influence on business decisions (X. Zhang et al., 2022).

Therefore, the research on the influence mechanism of repurchase intention of Chinese green plant and flower rental service should be based on the background of RenQing culture with Chinese characteristics.

1.2 Research dilemmas

From the background of the study, it can be seen that there are six dilemmas in the development of the green plant and flower rental service industry in China. The first dilemma: intense market

competition (X. Wei et al., 2023). With the continuous development of the green plant and flower leasing market, more and more enterprises enter the field, and the market competition becomes more and more intense. This requires companies to constantly innovate and upgrade service models, improve product quality and service level, in order to be invincible in the competition; the second dilemma: the lack of theoretical research on the mechanism of the repurchase willingness of the Green Plant and flower leasing service industry, especially in China's "RenQing society" repurchase willingness of the study is very little, there is no theoretical guidance for industry practice; the third dilemma: the Green Plant and flower leasing industry practice; the third dilemma: the Green Plant and Flower leasing market is growing. The third dilemma: green plant and flower leasing service providers are not clear about the factors affecting the repurchase intention of business users, and do not know which factors play a key role in affecting the repurchase intention of business users; the fourth dilemma: the lack of effective customer retention of the purchase intention model. The lack of this model has been a serious constraint on the unfavourable green plant and flower leasing service quality, restricting the development of the green plant and flower leasing service industry. Fifth dilemma: Previous studies on repurchase intention have mainly been conducted in the context of B2C (Polaine et al., 2013; Srivastava et al., 2024; Stickdorn & Schneider, 2012). Relatively few studies have been conducted on business users' repurchase intentions (B2B). The sixth challenge lies in the fact that the purchasing decisions of Chinese enterprises are deeply embedded within the social fabric. RenQing, as an inseparable part of China's social structure, cannot be overlooked for its potential to significantly influence repurchase intentions in the green plant and flower leasing service industry (Y. Guo & Barnes, 2011). However, research in this area remains notably scarce (X. Zhang et al., 2022).

1.3 Purpose of the study and research questions

Based on the research context and research dilemma of this study, this section identifies the purpose of this study and addresses the research questions for that research purpose.

1.3.1 Purpose of the study

The aim of this thesis is to study repurchase intentions by enterprise users of green plant and flower leasing services. The results of this study are expected to help companies engaged in green plant and flower rental services to retain their existing customers (enhance their repurchase intention) in the face of fierce competition. The objective is to develop a user

repurchase model suitable for generating sustained purchase intentions from existing customers. To achieve this goal, the following tasks will be performed:

1. To study the determinants of repurchase intention of business users in the green plant and flower rental service industry by developing a repurchase intention model in a B2B context.

2. To test the role of RenQing purchase intentions in the B2B green plant market in China.

3. Examine the main determinants of business users' perceived value (e.g., perceived quality, perceived price, perceived risk, perceived sacrifice, and emotional value).

4. Examine the role of potential mediating variables that affect repurchase intentions.

5. Test whether the repurchase intention of the firm's existing users varies by firm size/industry category/rental cycle, and identify the moderating variables.

1.3.2 Research questions

In order to achieve these research objectives, the authors proposed the following five research questions:

Research Question 1: What are the main determinants of corporate customers' repurchase intentions in the green plant and flower rental service industry?

Research Question 2: Is RenQing an important driver of corporate customers' repurchase intentions in the green plant and flower rental service industry in China?

Research Question 3: What are the main determinants of perceived value in the green plant and flower rental service industry?

Research Question 4: What are the mediating variables that influence the repurchase intentions of business customers in the green plant and flower rental service industry?

Research Question 5: Do the main determinants of repurchase intentions vary by firm size/industry category/leasing cycle in the green plant and flower leasing services industry?

1.4 Significance of the study

This study answers the above research questions by conducting an empirical study with the following practical and expected implications:

1.4.1 Practical relevance

This study intends to empirically examine the effects of several variables on purchase intention in the Green Plant and flower rental service industry based on the perceived value theory and

the satisfaction theory and thus has the following three practical implications.

First, this study may help green plant and flower rental service providers to gain a deeper understanding of the determinants of business users' repurchase intention, which may help them to develop more targeted marketing strategies to enhance market competitiveness, increase repurchase intention, and then retain existing customers.

Secondly, an in-depth understanding of the green plant and flower leasing service repurchase intention is conducive to the development of industry standards, standardize the leasing service process, and improve the quality of service, especially for the development of small and medium-sized enterprises (SMEs) leasing service providers is of great significance.

Further, this study will shed light on the considerations of business users when faced with the choice of green plant and flower rental services, and thus will help providers to develop reasonable stimulation strategies to stimulate the repurchase intention of business users with limited human and financial resources.

1.4.2 Expected theoretical implications

In view of the limited research related to green plant and flower rental services, especially the very limited research on repurchase intention in the green plant and flower rental service industry, this study has the following four expected implications.

This study will enrich the research on corporate users' purchase intention of green plant and flower rental services. Although there are some studies that use perceived value theory and satisfaction theory to explore purchase intention (X. Deng, 2012; R. Lu & Lu, 2024; Sun et al., 2023; Xu et al., 2020; J. Zhang et al., 2024; J. X. Zhang & Yang, 2024; X. F. Zhou & Wang, 2014), but there is very limited research on purchase intention in the Green Plant and flower rental service industry by modeling using perceived value theory and satisfaction theory. This thesis will fill this research gap.

Based on China's national conditions, the study considers the influence of human interest factors (RenQing) on purchase intention, and will develop a new model based on previous studies by adding the "RenQing" variable, which will help to systematically study the determinants of repurchase intention for green plant and flower rental services in the context of China's RenQing society, and is expected to enrich the theoretical research on purchase intention in the context of China's RenQing society. It is expected to enrich the theoretical study of purchase intention in the RenQing society.

This study will be the first to explicitly explore the possible mediating role of satisfaction

between perceived value and business users' purchase intentions.

Fourth, for the first time, this study will explicitly explore the moderating role of firm size, lease cycle, and industry on repurchase intentions.

1.5 Structure of the thesis

This research consists of the following five chapters:

Chapter 1: Introduction. It introduces the background of the study, identifies the research dilemma, sets out the research objectives and questions, clarifies the significance of the study, and describes the structure of the thesis.

Chapter 2: Literature Review. It summarizes the existing research on the key concept of "repurchase intention of green plant and flower leasing services" and the key variables, including perceived value (perceived quality, perceived risk, perceived sacrifice, perceived price, emotional value), satisfaction and RenQing. On this basis, a model of repurchase intention for green plant and flower rental services is constructed, and the research hypotheses of this study are proposed.

Chapter 3: Research Methodology. This chapter describes the investigative background of the study. It describes the research design, including the questionnaire design process and the sampling process, and describes the data analysis methods based on structural equation modeling and the measurement instruments and their reliability and validity analysis. The chapter describes the assessment methods of the structural model and the related measurement models that can validate the model's hypotheses.

Chapter 4: Results and Discussion. This section provides a descriptive analysis of all the variables included in the model. The relationships between the study variables were discussed through structural equation modeling analysis, on the basis of which the results of hypothesis testing were derived.

Chapter 5: Conclusions and Future Prospects. The results of this study are discussed and conclusions are drawn. The theoretical and intended managerial implications of this study are emphasized and recommendations are made, limitations of this study are pointed out and suggestions for future research are made.

Chapter 2: Literature Review

This chapter provides a review of existing research related to the core concepts of this study, including green plant and flower rental services, repurchase intention, perceived value (perceived quality, perceived price, perceived risk, perceived sacrifice and emotional value), satisfaction, RenQing and loyalty. The determinants of repurchase intention for green plant and flower rental services were identified through the literature review, based on which the research hypotheses were formulated and the research model was constructed.

2.1 Green plant and flower rental services

This section introduces the concept of green plants and flowers, and the definition of green plant and flower rental services. In addition, this section discusses existing domestic and international research on green plant and flower rental services, laying the foundation for subsequent research.

2.1.1 Concept of green flowers

Green Plant is short for green ornamental foliage plants, mostly produced in tropical rainforests and subtropical regions, generally shade plants. Because of its strong shade tolerance, it can be grown and maintained indoors as an indoor ornamental plant (Science Popularization China-Science Encyclopedia Project Team, 2025). It also known as Viridiplantae, include both green algae and land plants. They are primary producers in ecosystems, converting sunlight into energy through photosynthesis, which supports almost all other life forms (Leliaert, 2019). X. Zeng (2021) argued that Green Plant should include all indoor plants bred and raised artificially for flower, leaf and fruit watching. Flower, a herbaceous plant with ornamental value, is a collective term for plants used to depict appreciation, with propagation short branches, and there are many species. Statistics show that: China’s flower planting area is about 1.5 million hectares, and more than 5 million people are employed in the flower industry (Baidu Encyclopedia, 2025).

2.1.2 Definition of leasing services

Leasing refers to the behavior of the lessor to let the right to use the asset to the lessee to get

the rent in the agreed period (Chinese Institute of Certified Public Accountants, 2017). Service is a paid or unpaid activity of performing duties, doing things for others and benefiting them, not in kind but in the form of providing labor to satisfy some special needs of others (Compilation Committee of the Chinese Grand Dictionary, 2019).

2.1.3 Definition of "green plant and flower rental services"

Comprehensive definition of green plants and flowers and leasing services, the authors believe that: green plant and flower leasing services is a new industrial model that combines green plant and flower leasing and services, is an emerging asset leasing and labor service industry (X. Zeng, 2021). The plants and flowers with ornamental value that are suitable for indoor culture are leased to each other according to a cycle, and Party A pays a certain amount of leasing fees, and the flower producer or the flower center provides the corresponding number of specifications and the corresponding time period of the flowers, and the supplier also provides supporting services, such as fixing and placing the green plants in the location designated by Party A, and regular maintenance and replacement, etc. (S. Huang, 2005).

2.1.4 Review of studies on green plant and flower rental services

Domestic and foreign research on Green Plant and flower leasing service is scarce, among which there are some fragmented studies on the empirical research of flower leasing in a specific region, such as X. Tang and Hu (2011) conducted a survey of Yongzhou City flower leasing service industry, analyzed the existence of the problem and put forward the corresponding countermeasures. Another example is that M. Cheng (2020) analyzed the marketing mode of the Green Plant leasing industry with the example of enterprise B in Kaifeng City. Riski et al. (2024) used SWOT (Strengths, Weaknesses, Opportunities, Threats)and T-test to analyze the marketing of the flower leasing business of Asiana Florist Galleryg Company in the capabilities and provided a reference for developing strategies. J. H. Lee et al. (2022) investigated the attitudes of office personnel toward the service from the perspective of how to improve the rental of indoor plants in the office and gave suggestions for improvement (X. Zeng, 2021). A rare study of the office green plant rental program of RC Corporation as a research object, based on Porter's Five Forces (political, economic, political, technological, and legal), explored the office green plant service model, which provides some references to the operation and management of green plant and flower rental service providers.

2.2 Repurchase intentions

This section introduces the concept of repurchase intention. In addition, this section discusses existing domestic and international research on repurchase intentions, which lays the foundation for subsequent research.

2.2.1 Concept of repurchase intent

Intention represents the subjective probability that an individual will undertake a specific behavior. Building on this concept, purchase intention refers to the likelihood or probability that a consumer will purchase a particular product or service. It is frequently considered an impulse or inclination to make a purchase with the aim of fulfilling a need or desire (Chatterjee et al., 2024). Marketing managers typically employ purchase intention to forecast sales (Anand & Sharma, 2023). Axelrod (1968) analyzed purchase intention as a means of predicting actual purchasing behavior. Sewall (1978) leveraged purchase intention to segment markets for proposed new (or redesigned) products.

Mullet and Karson (1985) posited that consumers' attitudes toward a product or brand, along with external factors, shape their purchase intentions. Purchase intentions can be regarded as a subjective tendency to select a particular product and have been demonstrated to be a significant predictor of consumer behavior (Ajzen, 1991). Purchase intention is defined as the subjective probability that a person will engage in a specific behavior, such as purchasing a product or service. It is viewed as a psychological guide that directs consumers to purchase products that fulfill their needs, reflecting consumer psychology and acting as a precursor to purchasing behavior. As a crucial metric for marketers, it aids in predicting future sales and consumer behavior (Wijerathne & Peter, 2023).

Dodds et al. (1991) posited that purchase intention pertains to the subjective probability or likelihood of a consumer purchasing a particular product. Kacen and Lee (2002) delineated purchase intention as an individual's plan or decision to purchase a specific product or service, which is determined by motivations, attitudes, and other situational factors related to the product or service. R. Han and Tian (2005) regarded purchase intention as the likelihood of a consumer procuring a product. Schiffman and Kanuk (2007) characterized purchase intention as “the degree to which a consumer intends to purchase a specific product or service.” H. Lee and Motion (2013) contended that purchase intention refers to “the willingness and capability of consumers to purchase a product or service, based on various psychological, social, and

environmental factors influencing the decision - making process." Kotler (2017) asserted that purchase intention is "the likelihood or probability of a consumer purchasing a specific product or service in the future."

In a B2B context, purchase intention refers to the likelihood of a business purchasing a product or service from another business. It is influenced by various factors, including trust in the seller, flexibility of the connection, and the specific needs and preferences of the buyer (M. Wu et al., 2024).

In summary, the representative concepts of purchase intention outlined above highlight the following: First, purchase intention is a subjective tendency; second, it is a probability or likelihood; third, it is a significant indicator for predicting consumer behavior; fourth, it is related to consumer psychology; and fifth, in the context of businesses, purchase intention refers to the likelihood of a business purchasing a product or service.

Building on the concept of purchase intention, repurchase intention refers to a consumer's likelihood or willingness to buy a product or service again after an initial purchase (Karami et al., 2023). This inclination may include repeat purchase behavior as well as recommendations to others (Y. Yu et al., 2024). Oliver (1999) defined repurchase intention as a customer's attitude toward the outcomes of consuming a product or service, leading to a tendency to choose the same provider when the need for such products or services arises again. Y. Zhang (2020) described repurchase intention as the tendency of customers to maintain ongoing transactional relationships with existing suppliers. M. Chen (2002) suggested that repurchase intention reflects consumers' desire to continue transactional relationships with a specific provider. Geng and Chen (2006) viewed repurchase intention as the willingness of consumers to purchase the same product or service again. When customers are satisfied with the quality of the services or products provided by a company, their prior satisfaction generates both the intention and behavior to repurchase (Bi, 2010).

In a B2B context, repurchase intention refers to the likelihood of a business purchasing again from the same supplier. It is a critical component of relationship marketing and is influenced by satisfaction and perceived value from previous transactions (Srivastava et al., 2024).

Therefore, the author argues that enterprise repurchase intention is a subjective tendency, a probability or likelihood, for users who have previously purchased a product or service to buy again from the same supplier. It serves as a significant indicator for predicting consumer behavior and is closely related to the psychological state of users.

2.2.2 Evolution of the concept of repurchase intent

Repurchase intention refers to the likelihood that a consumer will buy a product or service again in the future (Cuong, 2022). It is a critical metric for businesses as it indicates customer loyalty and the effectiveness of marketing strategies (Karami et al., 2023).

Researchers and marketers strive to better understand the factors influencing consumer behavior, as the concept of repurchase intention continues to evolve.

Early Research on Attitudes and Behavior: the definition of purchase intention originated from research on attitudes and behavior in the 1950s and 1960s. Researchers such as Festinger (1957) and Ajzen and Fishbein (1980) suggested that attitudes predicted behavior, and thus repurchase intention was defined as an individual's attitude toward purchasing a product or service.

Theory of Rational Behavior: in the 1970s, the theory of rational behavior introduced the concept of behavioral intention as a key determinant of behavior. Repurchase intention is defined as an individual's willingness or intent to purchase a product or service (Ajzen & Fishbein, 1980).

Theory of Planned Behavior: in the 1980s, the theory of planned behavior extended the theory of rational behavior and added the concept of perceived behavioral control. Repurchase intention was defined as an individual's intention or willingness to purchase a product or service, taking into account the perceived difficulty or ease of performing the behavior (Ajzen, 1991).

Value-Based Modeling: in the 1990s, researchers began to explore the role of perceived value in purchase intentions. Repurchase intention is defined as an individual's intention or willingness to purchase a product or service, taking into account the perceived benefits and costs of that product (Zeithaml, 1988).

Contemporary Research: in recent years, the definition of repurchase intention has continued to evolve, incorporating new perspectives and concepts such as emotional factors (Tena-Monferrer et al., 2024), social influence (H. J. Lee, 2020), and environmental considerations (Chatzoglou et al., 2022). Repurchase intention is now commonly defined as the intention or willingness to repurchase a product or service, taking into account various factors that influence the decision-making process (H. Lee & Motion, 2013).

2.2.3 Measurement of repurchase intentions

In the scale design of repurchase intention, most scholars have used a five-level scale. For example, Mullet and Karson (1985), Jamieson and Bass (1989) used the following categories

(definitely will buy, may buy, may buy, may not buy, may not buy, definitely won't buy) to measure purchase intentions. Hien et al. (2020) used five items to measure purchase intentions: to buy this brand of product right away / to buy this in the near future brand's product / want to own this brand's product / at any time I am confident to buy this brand's product / I will introduce this brand's product to my friends. In Yusof et al.'s (2013) study, the construct was measured with a 5-item scale borrowed from Henning (2011). Rahtz and Moore's (1989) measure of purchase intention by asking about a 5-point scale is a very good move.

2.2.4 Review of studies on repurchase intentions

Research on repurchase intention focuses on the study of the mechanism of the influence of trust, perceived value, service quality, consumer experience, satisfaction, brand preference, and relationship switching cost on repurchase intention (Y. Zhu et al., 2022). X. Zhu and Liu (2020) used the ground floor economy as a research scenario to verify that consumer trust positively affects consumer satisfaction (Chiu et al., 2009). Research has shown that trust, perceived ease of use, perceived usefulness, and hedonicity are significant positive predictors of customer repurchase intention. P. K. Hellier et al. (2003) argued that perceived value and brand preference influence repurchase intention. Q. Yang (2021) found that product quality and perceived value all have a direct impact on consumer repurchase behavior. H. Liu (2021) found that system reliability, interface design, privacy and security, information quality, delivery and customer service, and service remediation of service quality of takeaway platform positively affect repurchase intention (M. Lin, 2021). Taking fresh food e-commerce repurchase behavior as the research object, using structural equation modeling, validated factor analysis, found that logistics service quality has a direct positive impact on customer satisfaction (Jia & Su, 2024). Using structural equation modeling, it was verified that consumption experience and its dimensions have a positive influence on consumers' repurchase intention. W. Q. Li (2021) showed that the three dimensions of first-time shopping experience indicators, namely product features, platform features, and logistics services, positively affect individuals' repurchase intention. Pandiangan et al. (2021) used simple linear regression to illustrate that the e-satisfaction variable has a positive and significant effect on the repurchase intention variable. Ebrahim et al. (2016) also demonstrated the importance of consumers' experiential responses to a brand in the formation of brand preferences, which in turn influence repurchase intentions for the brand. Blut et al. (2015) examined how different types of switching costs (financial, procedural, and relational) and satisfaction jointly influence repurchase intentions, with

relational switching costs having the strongest correlation with repurchase intentions and behavior. Butcher et al. (2002), in their research industry similarly emphasized the importance of socialization, arguing that supplier's employees' interactions and relationships with their customers are important for repeat purchase.

2.3 Customer perceived value theory

This section describes the theory of perceived value and its five dimensions, namely perceived quality, perceived price, perceived risk, perceived sacrifice and emotional value.

2.3.1 The concept of customer perceived value

Customer-perceived value (CPV) is a fundamental concept in marketing and business literature, reflecting the evaluative judgment that customers make regarding the benefits and costs associated with a product or service (Blut et al., 2024).

The concept of customer-perceived value dates back to 1954, when Drucker (1954) pointed out in his book The Practice of Management that customers do not buy and consume products, but value. In his book Competitive Advantage, M. E. Porter (1985) introduced the concept of "buyer's value chain" and pointed out that the value created by a company for a buyer must be perceived by the buyer in order to obtain a premium return, which provided a theoretical basis for subsequent research on customer-perceived value. In addition, M. E. Porter (1985) first proposed the concept of customer-perceived value by discussing the relationship between buyer-perceived value and corporate strategy generation. Dirsehan and Kadıoğlu (2023) argued that customer perceived value is the customer's overall evaluation of a product based on the comparison of benefits and costs in a market transaction, and began the research on the theory of customer perceived value from the perspective of customer psychology. According to Meuhlbacher et al. (2011), consumers derive value based on the difference between the "utility" provided by product attributes and the "negative utility" represented by the price paid. Dodds et al. (1991) defined customer-perceived value as "the ratio of perceived benefit to perceived loss" and argued that "the buyer's perception of value represents a trade-off between the perceived quality or perceived benefit of the product and the perceived loss resulting from the payment". S. Day (1994) views customer value as the difference between perceived benefits and perceived costs. E. W. Anderson et al. (1994) suggest that perceived value is the "net benefit" between the value that customers derive from the product they buy and all the costs they have to pay. E. W. Anderson et al. (1994) proposed a trade-off between technological, service and

social benefits. Flint et al. (1997) viewed customer perceived value as a trade-off between the characteristics that customers give up and the characteristics they expect. The concept of "consumer value" has become a fundamental issue to be addressed in every marketing campaign (Holbrook, 1994).

According to Flint et al. (1997), perceived value is the customer's assessment of the value that a supplier creates for them in a given state of use, taking into account all relevant benefits and trade-offs. Perceived benefits are the physical characteristics, service characteristics, and possible technical support associated with the use of a particular product; perceived losses include all acquisition costs associated with the purchase, transportation, installation, order processing, maintenance, and potential risk of failure. According to Meuhlbacher et al. (2011), key decision makers in a buyer's organization make multiple trade-offs between the benefits and losses of a supplier's offerings relative to competing offerings during the specific use process. Z. Chen and Dubinsky (2003) defined customer perceived value as the net benefits received by the customer minus the costs paid to obtain the desired benefits. According to H. Q. Chen and Li (2007), customer-perceived value is the customer's perception and evaluation of the fit, consistency, or proximity of the existence, role, and change of the company and its products to the customer and his or her needs throughout the interaction with the company and its products.

Customer-perceived value (CPV) has been a focal point in marketing literature, typically modelled as a reflective construct centred on the balance of benefits over costs, which in turn influences consumer satisfaction and subsequent behaviour (Dirsehan & Kadıoğlu, 2023). Various definitions of "perceived value" have been given in the marketing literature. However, its main connotations include the following: first, perceived value is based on gains and losses (Blut et al., 2015); second, perceived value is the overall evaluation made after comparing benefits and costs. Third, perceived value is a weighing and comparison of psychological benefits.

2.3.2 Perceived value theory formulation and development

This value theory was first born in the mid to late 1980s (Y. Zhang, 2020). In 1988, Zeithaml proposed the perceived value theory from the customer's point of view, which argued that the perceived value consists of two parts, one of which is the customer's perception of the value obtained, and the other is the customer's perception of the cost paid. However, there is no clear analysis of the specific content of the factors, how to weigh and so on (Su, 2016). At the

beginning of the 21st century, Shelth and Porter proposed a multidimensional model of perceived value, which enriched the theory of perceived value.

Later scholars believe that the theory of perceived value is to analyze the perceived process of the subject's decision-making behavior, forming a research paradigm of perceived benefit, perceived risk and perceived value, in general, the perceived benefit includes the dimensions of economic and social interests, and the perceived risk reflects the subject's perception of uncertainty in the outcome of behavioral decisions. Perceived value reflects the individual cognitive value judgment of objective things with differences (R. Zhao et al., 2023). Perceived value can assess the offset of perceived benefits and perceived risks, which is a reflection of the subject's ability to resist risks and obtain their own development ability, i.e., the subject's perceived benefits and perceived risks have a subjective differentiation, forming differentiated perceived value and adaptive behavior. Z. T. Chen and Li (2024) argued that the theory of perceived value emphasizes three basic propositions: firstly, consumer choice is the result of the action of multiple consumption perceived values; secondly, consumption perceived values have different contributions in different choice situations; and thirdly, each consumption perceived value is independent of each other. It is also argued that the theory proposes five types of values that influence consumers' choice behavior for specific products: functional value, emotional value, social value, cognitive value and conditional value.

2.3.3 Dimensions of perceived value

Sánchez-Fernández and Iniesta-Bonillo (2007) identified two research approaches: the first one considers perceived value as a one-dimensional structure.

One-dimensional perspective: perceived value is a single, holistic concept that can be measured by a self-reported item (or set of items) that assesses consumer perceptions of value (Agarwal & Teas, 2002; Brady & Robertson, 1999; Chang & Wildt, 1994; Dodds et al., 1991; Sweeney & Soutar, 2001). It may result from a variety of antecedent influences including perceived utility, perceived quality, perceived risk, perceived store image, and shopping experience.

The "utility theory" suggests that consumers derive value based on the difference between the "utility" provided by a product's attributes and the "negative utility" represented by the price paid (Meuhlbacher et al., 2011). Monroe's (1979) school of research led to a fruitful school of research and an initial conceptualization of value as a cognitive trade-off between perceived quality and perceived sacrifice (Dodds et al., 1991). Some authors have argued that perceived

quality is a prerequisite for a positive impact on perceived value (A. Y. C. Lam et al., 2014; Marakanon & Panjakajornsak, 2016). Gao et al. (2023) conclude that the shopping experience has a greater impact on store value than price or product quality.

Other studies have introduced different dimensions of perceived value, including affective factors (W. K. Li et al., 1994), consideration of perceived risk (Agarwal & Teas, 2002; C. M. Wood & Scheer, 1996), internal reference prices and perceived store image (Grewal et al., 1998), and the concept of price fairness (Oh & Park, 2021).

The second approach views perceived value as a multidimensional structure that consists of several interrelated attributes or dimensions that together constitute a holistic representation of a complex phenomenon (Dehnavi et al., 2017; Hartman, 2011; Helal et al., 2024; Holbrook, 1994; Mattson et al., 1991; Shay et al., 1991; Sweeney & Soutar, 2001).

Several scholars (Helal et al., 2024; Holbrook, 1994; Sangroya et al., 2025; Sweeney & Soutar, 2001) have adopted a multidimensional perspective, arguing that "perceived value" is a multidimensional structure. Value theory model can be divided into multiple dimensions: social value (Slack et al., 2020), emotional value (Virvilaite et al., 2015), functional value (Salsabila et al., 2023), epistemic value (Hu et al., 2011) and conditional value (P. Y. K. Cheng, 2014). Mattson et al. (1991) referred to Hartman's (1967) framework and drew on three general dimensions of value: emotional (E), practical (P) and logical (L). Holbrook (1999) conceptualized customer value in three dimensions: extrinsic versus intrinsic, self-directed versus others-directed, and passive versus active. Aspers and Dobeson (2025), Gaud and Zaveri (2021), Q. Li and Li (2021), and Lo Iacono et al. (2024) identified different elements of social value, experiential value, functional value and market value. Social value is the benefit/value of a product to society. Experiential value relates to the senses: if the product feels, smells and looks good, then it has experiential value; while functional value relates to whether the product is reliable and safe. Market value is the relationship between the price and value of a product.

Hartman (1967) added the dimension of "perceived risk" to the value structure. Dehnavi et al. (2017) analyzed the proposed value dimensions in the context of tourism and identified four value categories in the model - functional, emotional, social and cognitive value. According to Sweeney and Soutar (2001), customer value consists of four dimensions: emotional value, social value, quality value and price value. According to other scholars (Burns, 1993; McMahon, 2009; Rajala et al., 2015; Rintamäki & Kirves, 2017; Välja et al., 2013), customer value consists of four values: product value, utility value, possessive value and evaluative value. Helal et al. (2024) suggested that consumers will perceive shopping differently and therefore will evaluate the shopping experience differently, and they argued that two types of value - utility value and

hedonic value - can be used to reveal consumers' shopping pursuits. Kotler (2017) categorized total customer value into people value, image value, product value and service value. Slack et al. (2020) investigated the compound effect of fast-food restaurant service quality dimensions on customer perceived value, revealing that food quality and physical environment quality are significant determinants of customer perceived value. Suganthi and Muthulakshmi (2022) found that perceived value is composed of five dimensions: technology, professionalism, physical environment, emotional value, and social value.

In the B2B context, perceived value is a multifaceted concept that significantly influences various business outcomes (Nguyen et al., 2024; Sairanen et al., 2024).

Overall, the delineation of perceived value dimensions has focused on: perceived quality, perceived price, perceived risk, emotional value, social value, and perceived sacrifice (Agarwal & Teas, 2002; Brady & Robertson, 1999; Cronin et al., 2000; Dodds et al., 1991; Gao et al., 2023; Hartline & Jones, 1996; A. Y. C. Lam et al., 2014; Radulovic et al., 1994).

2.3.3.1 Perceived quality

Perceived quality is a multifaceted concept that has been defined and explored in various contexts, particularly in marketing, engineering, and consumer research. It is often described as the customer's judgment about a product's overall excellence or superiority (J. U. Kim et al., 2010). It is a subjective evaluation that reflects consumers' perceptions of product attributes and directly affects their overall evaluation of the product (T. Yang et al., 2022). Solin and Curry (2023) proposed that perceived quality is inherently subjective, relying on consumers' judgments of quality cues under conditions of limited product knowledge, a situation known as information asymmetry.

The first scholars to propose the concept of perceived quality were Olson and Jacoby (1972). They defined perceived quality as the evaluation and judgment of product quality. According to Sizemore (1988), perceived quality is a judgment of the overall superiority or excellence of a product. Grönroos (1988) proposed the concept of customer perceived service quality based on the relevant principles of cognitive psychology. Therefore, perceived quality includes not only customers' perception of product quality, but also customers' perception of service quality. The perceived quality of green plant and flower rental services should also include these two aspects. S. S. Kim and Kim (2019) stated that indoor plants bring us aesthetic pleasure by creating a naturally beautiful indoor space. According to Jang et al. (2018), indoor plants can create a pleasant indoor environment and effectively enhance the human body's psychological stability and self-healing ability.

Parasuraman et al. (1991) proposed that perceived service quality is determined by the difference between expected service and perceived service. Garvin (1983) suggested that perceived quality is defined based on user recognition, while objective quality is defined based on product or manufacturing orientation. The distinction between objective quality and perceived quality lies in the fact that objective quality has a pre-designed standard for a product, whereas perceived quality is influenced by the internal and external attributes of the product, which serve as the basis for consumer evaluation (Olshavsky, 1985; Zeithaml, 1988). According to Zeithaml (1988), perceived quality is conceptualized as the consumer's judgment of the overall excellence or superiority of a product; Bhuian (1997) considered perceived quality as a judgment on the consistency of product specifications or an evaluation of the added value of a product. Similarly, Snoj et al. (2004) argued that perceived quality arises from the comparison between consumer expectations and the actual performance of a brand or product. Likewise, Z. Li (2011) also viewed product perceived quality as the consumer's subjective identification of product quality. Perceived quality of a product is further defined as "the consumer's overall assessment based on a set of basic and external dimensions of the product or service" (Grunert et al., 2001). P. Chen et al. (2025) suggested that the abstract concept of product perceived quality can be understood as the consumer's comprehensive evaluation of a product's value, quality, craftsmanship, brand, and other factors. J. Tong et al. (2025) considered product perceived quality as the overall assessment of both actual and perceived product quality.

J. H. Lee et al. (2022) examined current perceptions of the Office Indoor Plant Rental Service (OIPRS) by surveying users and non-users of the service and found that both groups of respondents generally perceived the greatest advantage of indoor plants to be the beautification of the space. In addition, air purification effects, humidification effects, and space shading effects were also cited by respondents as advantages of indoor plants. However, the survey results showed that the expected advantage of introducing indoor plants to facilitate communication among employees (increased communication) was considered to be the point with the lowest perceived benefit.

The perceived service quality model was first proposed in 1982 by Grönroos, which consists of two dimensions: technical quality and functional quality. According to Grönroos (2001), the perceived service quality dimension serves customers well which can be and should be measured by customer satisfaction with the service. Choudhury (2014) conducted an empirical study and the results strongly support the predictive power of perceived service quality on customer purchase intention and show that reliability is the most important factor influencing customer purchase intention followed by employee behavior, tangible presentation

and convenience.

Regarding the measurement of perceived quality, various methods have been proposed to assess it, including the Perceived Quality Framework (PQF) and the Perceived Quality Attributes Importance Ranking (PQAIR) method. These methods help evaluate and balance the perceived quality of products during the development process (Stylidis et al., 2015). Additionally, social media data and text mining techniques are increasingly being used to prioritize perceived quality attributes (T. Yang et al., 2025).

Based on the researches above, the authors propose a first hypothesis.

Hypothesis 1 (H1): customer perceived quality is significantly and positively related to perceived value in green plant and flower rental services.

2.3.3.2 Perceived prices: Monetary and behavioral prices

Perceived prices refer to consumers' subjective evaluation and interpretation of prices, which significantly influence their purchasing behavior and decision-making processes. This concept encompasses multiple dimensions and factors that shape how consumers perceive and react to prices. Consumers' perceptions of prices may be influenced by factors such as price cheapness, price fairness, and price variety (Pick & Zielke, 2019; Rosa Diaz, 2013). Most researchers agree that customers' perceived prices differ from actual prices (Bei & Chiao, 2001; S. M. Kim et al., 2012; Lichtenstein et al., 1988). Perceived prices can be described as customers' subjective judgments about the reasonableness of the price of a product or service, often derived from comparisons with competitors' reference prices (H. Han & Hyun, 2015; S. Y. Lin, 2013). Price value refers to the degree of satisfaction with a product relative to the cost, time, or effort spent to acquire it. L. E. Bolton and Chen (2024) argue that consumers may not always respond to small price differences, and the way prices are presented can significantly impact their reactions. Cakici and Tekeli (2022) suggest that consumers' perceptions of price levels (cheapness or expensiveness) and their emotional responses to these perceptions may influence their purchase intentions.

According to Jones et al. (2024), perceived prices can be divided into two categories: monetary prices and behavioral prices. Monetary prices are related to whether or not they are value for money, while behavioral prices are related to whether or not the purchase is convenient. Lusk et al. (2007) argue that, all else being equal, people who perceive the impact of a product's price to be higher will show a lower willingness to buy than those who perceive the impact of a product's price to be lower.

Ryu and Han (2010) found that perceived price plays a moderating role in the satisfaction

formation process. Moslehpour et al. (2023) concluded that high price when purchasing green products is one of the main barriers affecting consumers' green purchasing behavior. Whereas, lower initial installation cost is one of the advantages that office workers believe indoor plants should have (S. S. Kim & Kim, 2019). Some scholars believe that price sensitivity can directly affect repurchase intention. While it does not mediate the relationship between perceived value and repurchase intention, it still plays a significant role in consumer decision-making (T. T. Lin et al., 2022).

Based on this, the authors propose a second hypothesis.

Hypothesis 2 (H2): Customer perceived price is significantly and positively related to perceived value in green plant and flower rental services.

2.3.3.3 Emotional value

Emotional value refers to the non-financial aspects of ownership or consumer experience that contribute to the perceived worth of a product, service, or stake beyond its monetary value (Kayina et al., 2017).

Emotional value is defined as the perceived utility derived from a choice's ability to evoke emotions or affective states (Sheth et al., 1991b). Zellweger and Astrachan (2008) view emotional value as part of the willingness to accept, which cannot be explained by the financial aspects of equity captured in the firm's financial value and the present value of private benefits of control, but is subjectively valued by the owner in terms of emotional benefits and costs associated with equity. Additionally, emotions (or emotional value) are considered central to consumer experiences, particularly in those that are not commercially focused (Parkinson et al., 2018; Schuster et al., 2017).

As a highly significant non-functional value, emotional value refers to the psychological or mental satisfaction and utility that consumers derive from the emotions or affective states evoked by a product. Ha and Lee (2022) argue that although customers consider the functionality of a product as an important factor when making purchases, today's consumers are willing to pay more for design and added value, seeking psychological satisfaction. In other words, customer perceived value is influenced not only by functional benefits but also by non-functional values such as hedonic benefits. Bailey et al. (2001), in their study on the emotional value of service encounters, define emotional value as the sum of the net emotional value experienced by the customer and the net emotional value experienced by the service provider employee. In tourism, emotional value derived from engagement and satisfaction can significantly impact destination loyalty (M. Zhou & Yu, 2022).

In the B2B context, emotional marketing, including storytelling, is crucial for creating strong customer-business relationships. This approach enhances brand value, customer loyalty, and business growth by fostering emotional connections (Tarabasz, 2022). Emotional factors, such as gratitude and indebtedness, impact relational outcomes like relationship quality, satisfaction, and positive word of mouth (WOM) (Mangus et al., 2022).

Through interviews with top executives of green plant and flower rental companies, we learned that emotional factors still need to be taken into account as a corporate customer, as a company's willingness to buy is based on the willingness of key people to buy.

Based on this, the authors propose a third hypothesis.

Hypothesis 3 (H3): emotional value is significantly and positively related to perceived value in green plant and flower rental services.

2.3.3.4 Perceived Sacrifice (non-monetary price)

Perceived sacrifice refers to the subjective evaluation of what an individual believes they are giving up or losing in a particular situation. This concept is often discussed in various contexts, including relationships (Mandal, 2020), consumer behavior (Long et al., 2024), and leadership (Ruggieri et al., 2023).

Consistent with Sasser et al. (1997) and Zeithaml (1988), sacrifice is defined as something given up or sacrificed in order to obtain a service. It should contain two aspects: monetary and non-monetary prices. Since we have already discussed perceived price, perceived sacrifice here refers to non-monetary price.

Expensive leasing costs and cumbersome service contract duration are the biggest disadvantages of office indoor plant leasing services, followed by limited choice of plant container design and plant species, and involvement of external managers in plant management. Whereas the hassle of caring for the plants was considered the lowest disadvantage (Ha & Lee, 2022). Therefore, it can be expected that when customers perceive that purchasing a Green Plant rental service brings a series of hassles (drawbacks of indoor plants or problems caused by the rental service), this will affect their willingness to purchase.

Perceived sacrifice in business-to-business (B2B) relationships refers to the costs or losses that a business perceives when engaging in or maintaining a relationship with another business. It directly affect customer satisfaction and loyalty. For instance, in online B2B platforms, switching costs and perceived value are major predictors of buyer loyalty (Cen et al., 2020). Research indicates that relationship sacrifices, such as time, effort, and financial costs, are part of the broader construct of customer-perceived relationship value (CPRV) in B2B markets.

However, the mean association between relationship sacrifices and CPRV is non-significant, suggesting that sacrifices may not heavily influence perceived relationship value compared to other factors like trust and satisfaction(Geiger & Naacke, 2023).

Based on the studies above, the authors propose a fourth hypothesis.

Hypothesis 4 (H4): Perceived sacrifice is significantly related to perceived value in green plant and flower rental services.

2.3.3.5 Perceived risk

Perceived risk refers to the uncertainty and potential negative consequences that consumers associate with a purchase decision. It plays a crucial role in consumer behavior, often preventing consumers from transitioning from the desire stage to the action stage, i.e. making the actual purchase (Munnukka & Järvi, 2015). It Concerns about monetary loss and it is also anxiety or discomfort associated with the purchase (Bawack et al., 2025). Understanding perceived risk is essential for marketers as it significantly influences advertising effectiveness, brand attitudes, and purchase intentions (Rudolph & Akhavan, 2014).

Bauer and Bauer (1960) proposed the theory of perceived risk, which argues that consumers are uncertain about the outcome of their purchases and create uncertainty in their minds. Cox and Rich (1964) refined perceived risk by dividing it into two stages, which are the risk prediction of the possible good or bad outcome of the purchase and the consumer's subjective feeling of risk based on the outcome of his or her own purchasing behavior when the risk occurs. Brooker (1984) and Peter and Tarpey (1975) identified non-personal risk factors encompassing financial risk, performance risk, physical risk and time risk.

Risk perception is a set of risks that customers assume when purchasing green plant and flower rental services, broadly including product risk, financial risk, and time/convenience risk. Product risk and financial risk are two types of risks associated with online shopping (Bhatnagar & Ghose, 2004; Bhatnagar et al., 2000). Other studies (Forsythe et al., 2006; Forsythe & Shi, 2003) investigated the various types of risk perceived by online shoppers and found that the three types included product performance risk, financial risk, and time/convenience risk. Financial risk is defined as the potential net loss of money (Derbaix, 1983) and includes consumer insecurity about using credit cards online, which has been shown to be a major barrier to online shopping (Maignan & Lukas, 1997). Product performance risk is the loss associated with a brand or product failing to perform as expected (Horton, 1976), due in large part to the inability of shoppers to accurately assess product quality online (Bhatnagar et al., 2000). Time/convenience risk consists of the inconvenience that arises during the online transaction

process, which is usually due to difficulties in navigating and/or submitting orders, or delays in receiving products (Graphic Visualization & Usability Center, 1998). Godinho Filho et al. (2024) believe that higher perceived risk can decrease the likelihood of making a purchase.

Based on this, the authors propose a fifth hypothesis.

Hypothesis 5 (H5): Perceived risk is significantly related to perceived value in green plant and flower rental services.

2.3.3.6 Social value

Social value refers to the social utility (e.g., status, prestige) associated with the consumption of the product. In the green plant and flower rental service industry, social value may be related to the relationship between the firm and society, but it does not directly contribute to the relationship between the firm and its customers.

Considering the characteristics of the green plant and flower rental service industry, this study only considers the effects of perceived quality, perceived price, emotional value, perceived sacrifice and perceived risk on purchase intention in the green plant and flower rental industry.

2.3.4 Measurement of perceived value

2.3.4.1 Development of the perceived value scale

Grewal et al. (1998), Kantamneni and Coulson (1996), and Sánchez-Fernández and Iniesta-Bonillo (2007) conclude that customer perceived value is complex and multidimensional.

On this basis, scales have evolved from one- and two-dimensional (Helal et al., 2024) to three-dimensional (Burns, 1993; Park et al., 1986; Sweeney & Soutar, 2001) and even multidimensional measures (Sheth et al., 1991a), and even composite dimensional measures. Ulaga and Chacour (2001) argued that the measurement of perceived value should comprehensively reflect the psychology of consumers and proposed a formula for measuring customer value: CPV = A1X1 + A2X2 + A3X3 + ... + ANXN, where CPV denotes the customer perceived value; XN denotes the driver, i.e. dimension, of customer perceived value; and AN denotes the importance of this driver to the total customer perceived value. This measurement formula not only compares the relative importance of different drivers to the total customer value, but also its measurement dimensions are no longer limited to quality, price, social factors and emotional factors.

This study identifies the items used to measure the five dimensions of perceived quality, perceived price, perceived risk, perceived sacrifice, and emotional value, and analyzes the

general items that apply to customers (both individual and business customers) as well as the items that apply only to business users, and concludes with the following conclusions.

2.3.4.2 Selected items of perceived quality

Measurement of perceived quality is categorized into two areas: first, product perceived quality and second, service perceived quality. In the field of product perceived quality measurement research, the representative figure is David A. Garvin. He categorized perceived quality into eight dimensions in 1983: product performance, product characteristics, conformity, durability, reliability, usability, aesthetics and brand image. Product performance refers to the basic function of the product; product characteristics refer to the specific function of the product; conformity refers to the degree to which the product design or use characteristics conform to the original design specifications; reliability refers to the consistency of performance under various environmental conditions; durability refers to the number of times a product can be used before it is put into use; usability includes both tangible and intangible services; and aesthetics refers to the sensory impression of the product's appearance; brand image refers to whether the product has a good brand image in customer perception.

In the field of service perceived quality measurement research, a representative research result is the SERVQUAL model proposed by Zeithaml (1988). The five dimensions of service quality measurement are: tangibles, reliability, responsiveness, assurance and empathy. Physicality refers to the appearance of service facilities, equipment, service personnel, etc.; reliability refers to the ability to fulfill service commitments reliably and accurately; responsiveness refers to the willingness to help customers and the ability to quickly improve the level of service, as well as the ability to quickly solve problems when things go wrong; assurance refers to the knowledge, etiquette, and ability to express confidence and trustworthiness, and the ability of employees to efficiently communicate with customers in order to strengthen customers' trust in the firm; Empathy refers to the firm's understanding of customer needs, sincere concern for customers, and personalized service to customers. Zeithaml in 1998 categorized the measurement of perceived quality of tangible products into six dimensions: ease of use, versatility, durability, serviceability, performance and reputation.

Based on the analysis of perceived quality factors in the green plant and flower rental service industry, space beautification, air purification, space shading, and facilitation of communication should be considered as the perceived quality of product quality when conducting the measurements; indoor Green Plant design, which is a value-added service that Green Plant providers should provide during the green plant and flower rental process (S. S.

Kim & Kim, 2019), should also be used as a dependent variable.

2.3.4.3 Measurement of perceived price

In measuring perceived price, it is important to take into account the fact that users will compare the perceived service with the currency paid and the effort invested to create a sense of whether they are getting value for money. This includes the perception of discounts, promotions and publicity campaigns, as well as the opportunity cost of choosing one company over another.

2.3.4.4 Measurement of perceived benefits and perceived sacrifices

In developing scales of perceived benefits and perceived risks, Forsythe and Shi (2003) found that measures of perceived benefits and perceived sacrifices should include ease of shopping, variety of product choices, ease/comfort and pleasure/enjoyment of the shopping process, as well as financial risk, product risk, and time/convenience risk.

2.3.4.5 Measurement of emotional value

Emotional value should be measured by considering whether the product or service provides the user with an emotional experience that is pleasurable, comfortable, relaxing, engaging, satisfying, motivating, reassuring, and a sense of belonging. By understanding users' needs and experiences, we can better fulfill their emotional needs and thus enhance the user experience (Gallarza et al., 2016; Mathwick et al., 2002; Sweeney & Soutar, 2001).

2.3.5 Application of perceived value theory to the study of repurchase intentions

Many scholars believe that customer perceived value will have some positive influence on customer purchase intention (Gülker et al., 1985; E. Hellier et al., 2002; D. Monroe, 1985; C. Wu & Hsing, 2006). Parasuraman (1997) studied the competitive behavior of service-oriented companies based on the theory of perceived value, and the results of the study confirmed that customer perceived value is an important dimension that affects repurchase intention. M. Chen (2002) created a theoretical model of customer repurchase intention and concluded that customer perceived value and customer repurchase intention are positively related. J. Huang et al. (2004) in analyzing consumer durables in China found that perceived performance-price ratio had a positive effect on customers' repurchase intention. E. Cengiz and Kirkbir (2007), Dong et al. (2019) and J. Tang et al. (2020) found that all dimensions of perceived value (functionality, sociality, emotionality, and perceived sacrifice) had a significant effect on customer satisfaction (Din et al., 2018). Jen and Hu (2003) found that customer perceived value positively affects customer repeat purchases when studying passenger perceived value in Taipei

public transportation. D. Li et al. (2005) concluded that customer perceived value not only affects customer satisfaction, but also influences customers' repeat purchase intention to varying degrees. Kuo et al. (2009) found that perceived value positively affects customer satisfaction and post-purchase intention. Shen and Wu (2011) studied four-star hotels and showed that perceived value positively affects repeat purchase tendency. H. T. Chen et al. (2015) studied the customers of Meituan Takeaway and found that customer perceived value trust has a positive impact on repeat purchase intention (Gu & Ji, 2019). Applying the perceived value theory to the study of children's clothing brand experience marketing, the analysis found that good children's clothing brands value giving customers good perceived value, which has a positive effect on the customer's second purchase. Sheng et al. (2019) concluded that the perceived value feedback of enterprises can significantly enhance consumers' green repurchase intention. G. Li et al. (2019) explored the influence mechanism of elemental brand perceived value on terminal consumers' repurchase intention, and concluded that terminal product differentiation perception and terminal product quality perception have a significant influence on consumers' repurchase intention. Lv (2023) cut the study through S-O-R to examine how the quality of e-commerce terminal logistics service (stimulus) affects rural consumers' repurchase intention (outcome) through the mediator (perceived value, satisfaction). The model fitting results show that rural e-commerce end-of-line logistics service quality has a positive effect on customer perceived value and customer satisfaction, and customer satisfaction has a positive effect on customer repurchase intention (Peng et al., 2024). In the study of consumers' cross-border online repurchase intention, consumers' perceived value of products positively affects consumers' cross-border online purchase intention. Lv (2023) empirically tested that perceived value as a mediator of perceived service quality has a significant effect on repurchase intention.

Based on the above literature and analysis, the following hypotheses are proposed in this study:

Hypothesis 6 (H6): Customer perceived value is significantly and positively related to customer repurchase intention in green plant and flower rental services.

2.4 Consumer satisfaction theory

This section introduces the concept of consumer satisfaction. In addition, this section discusses existing domestic and international research on consumer satisfaction theory, explores the application of consumer satisfaction theory to repurchase intention research (including the

relationship between satisfaction and repurchase intention), and lays the foundation for subsequent research.

2.4.1 The concept of consumer satisfaction

Consumer satisfaction is the response of a user to a service or experience compared to their expectations and perceived practical benefits (Drejeris & Rusteika, 2024).

Cardozo (1965) first introduced the concept of "satisfaction". Churchill and Surprenant (1982, p. 491) suggested that customer satisfaction is the result of comparing the costs and benefits of a product against expectations. Swan et al. (1982, p. 17) argued that customer satisfaction is an evaluative or cognitive view that analyzes whether a product produces satisfactory or poor results for its end users and that it is an evaluative or cognitive view of product outcomes. Customer satisfaction is an evaluative or cognitive view that analyzes whether a product produces satisfactory or poor results for its end users, and that it is an evaluative or cognitive view of the product's results and the emotional response it produces to the product. LaBarbera and Mazursky (1983) viewed customer satisfaction as an evaluation of the surprise that comes with the purchase of a product or service. According to Besterfield (1994), satisfaction entails "meeting the needs and wants of the customer". Kanji and e Sá (2002, pp. 13-17) explain satisfaction as pleasure. Customer satisfaction is actually the customer's evaluation of current performance (Gustafsson et al., 2005). R. L. Day (1984) sees satisfaction as the consumer's evaluative response to the difference between prior expectations (or some other performance criterion) and the actual performance perceived after acquiring the product. Cadotte et al. (1987) define satisfaction as a feeling based on the evaluation of the experience of use. Kotler and Clarke (1987) suggest that satisfaction is a function between the relative level of expectations and perceived performance ..... Expectations are based on past experiences in the same or similar situations, statements from friends and other colleagues, and statements from the supplying organization. Tse and Wilton (1988) define satisfaction as the consumer's evaluative response to the difference between prior expectations (or certain performance criteria) and the actual product performance perceived after consumption. Fornell (1992) puts more emphasis on the consumer's evaluation of the product after the purchase and considers satisfaction as a comparison of the perceived product performance after purchase with pre-purchase expectations. Hartman (1967) and Halstead et al. (1994) view satisfaction as the transaction-specific affective response of customers who compare product performance to certain pre-purchase criteria. Solomon et al. (1996) sees satisfaction as Oliver et al. (1997) sees

customer satisfaction as a psychological response to customer satisfaction, a judgment of the degree of pleasurable consumer fulfillment, including the degree of unfulfillment or overfulfillment, that a particular product or service characteristic, or the product or service itself, provides (or is providing). It is also argued that satisfaction is the customer's evaluation of the quality of goods and services (http://www.theacsi.org). According to E. Cengiz (2010), customer satisfaction is the degree to which a customer perceives that an individual, company, or organization is effectively delivering a product or service that meets his or her needs in the context of knowing and using the product or service. Kang et al. (2024) believe that satisfaction is an index derived by the customer through the perceivable effects of a product in comparison with its expectations, including the sense of confirmation of expectations, quality evaluation, value perception, comparative reference, emotional experience, continuous optimization and other evaluation indexes.

Giese and Cote (2000) analytically summarized the concept of satisfaction by identifying three general elements of satisfaction: first, that consumer satisfaction is a response (affective or cognitive); second, that this response is directed to a specific concern (expectation, product, consumption experience, etc.); and third, that this response occurs at a specific time (post-consumption, post-choice, based on cumulative experience, etc.).

Although there are many definitions of satisfaction, regardless of the definition, satisfaction is the evaluation and feeling after using a certain product or feeling a certain service.

2.4.2 The formulation and development of consumer satisfaction theory

Rust and Oliver (1994) proposed a relative measurement theory of consumer satisfaction, namely, the Expectation-Confirmation Theory (ECT), that is to say, consumers have some conceptual expectations of the goods before and after the purchase of the goods, and after the use of the goods there will be some evaluations and feelings of the goods, and compare the two, and the process of such a comparison is the confirmation. Users may have three different results after confirmation, which are positive disconfirmation, negative disconfirmation and confirmation. Positive disconfirmation refers to the performance of the product or service exceeding the user's expectation; negative disconfirmation refers to the performance of the product or service lower than the user's expectation; and confirmation is a state in the middle of the two states, i.e., the performance of the product or service is balanced with the user's expectation. Through the different confirmation results, it can be concluded whether consumers are satisfied with the product or not, and whether they have the will to continue to use it and

the will to repeat the purchase. This theory has been widely used since it was proposed, which is usually referred to as ECT theory. Bhattacherjee (2001) created the Expectation-Confirmation Model (ECM), in which the "perceived usefulness" variable represents the consumer's expectation of the product or service after consumption, and the "expected confirmation" variable is used to determine whether the consumer is satisfied with the product or service. The "expectation-confirmation" variable is used to replace the expectation and confirmation/disconfirmation factors in the Expectation-Confirmation Theory (Bhattacherjee, 2001), and Churchill and Surprenant (1982) expanded on the expectation-disconfirmation theory by Rust and Oliver (1994) by introducing the Perceived Performance Theory. additional extension by introducing the perceived performance factor. This theory posits that consumer satisfaction is determined by the discrepancy between pre-purchase expectations and actual product performance. If the product performs better than expected, satisfaction is high; if it performs worse, satisfaction is low (Nayak et al., 2024).

Zhao Ping introduced the classical theory of customer satisfaction to China and constructed a satisfaction theory applicable to Chinese customers in 2001 (Z. Guo et al., 2024).

2.4.3 Dimensions and measurement of consumer satisfaction

Danaher and Mattsson (1994) adopted Hartman's (1967) value theory model and demonstrated that their three value dimensions (emotional, pragmatic, and logical) can be understood as antecedents of satisfaction. S. H. Yu (2007) identified six dimensions of customer satisfaction: responsiveness, speed, empathy, reliability, price, and physical product. According to Bearden et al. (1998), affective, attitudinal dimensions and action-oriented dimensions are dimensions of customer satisfaction. E. Cengiz (2010) stated that the customer's relationship with the product or service and the customer's relationship with the provider can be the target of the measurement process. According to Hanif et al. (2010), price fairness and customer service were used as predictor variables with customer satisfaction as criterion variable. Coelho and Esteves (2007) described three indicators of satisfaction: overall satisfaction, fulfillment of expectations, and gap with the ideal company.

In the business-to-business (B2B) context, consumer satisfaction in the business-to-business (B2B) context is influenced by various factors, which can be broadly categorized into service quality (Chumpitaz & Paparoidamis, 2020), relationship dynamics (Arthur et al., 2024), and technological readiness (Vize et al., 2016).

2.4.4 Application of consumer satisfaction theory to repurchase intention research

Satisfaction is considered to be an important factor influencing repurchase intention. Cardozo (1965) suggested that consumer satisfaction directly affects whether or not consumers reoccur with their purchasing behavior. Churchill and Surprenant (1982) argued that satisfaction affects repurchase intention. Hocutt (1998) identified satisfaction as one of the three main factors affecting repurchase intention in constructing a repurchase intention model. Oliver (1999) mentioned that customer satisfaction has long been recognized as a predictor of repurchase intention (repurchase intention). Raz and Michael (2001) suggested that satisfaction and switching barriers combine to influence customer repurchase intention. Hillier (2002) listed seven major factors that affect repurchase intention, and satisfaction is one of them. M. Chen (2002) established a repurchase intention model to verify the hypothesis that satisfaction has an effect on repurchase intention. J. Huang et al. (2004) proposed that satisfaction in the individual level has an impact on customers' repurchase intention. D. Li et al. (2005) verified the effect of satisfaction on repurchase intention in a study of hairdressing industry. Bi (2010) argued that the level of satisfaction directly affects the likelihood of consumers to repurchase the product or service. J. Yang (2013) conducted a field survey of responsible sales managers in more than 60 companies and their analysis showed that customer satisfaction was positively related to customer repurchase intention. C. Lin and Lekhawipat (2014) stated that customer satisfaction is an important driver of adjusted expectations and online repurchase intention. Budi et al. (2021) believe that consumer satisfaction is a primary predictor of customer loyalty, influencing repurchase intentions and long-term relationships with the brand. They demonstrated that adjusted expectations did play a mediating role in the effect of online repurchase intention. Pandiangan et al. (2021) showed that the satisfaction variable had a positive and significant effect on the repurchase intention variable. Researchers generally agree that satisfaction is a strong predictor of behavioral variables such as repurchase intention, word-of-mouth, or loyalty (Liljander & Strandvik, 1995; Ravald & Grönroos, 1996). Dash et al. (2021) demonstrated through empirical tests that the effect of customer satisfaction on purchase intention is extremely significant. Companies should focus on delivering high-quality products and services, understanding customer expectations, and continuously improving based on feedback (Miranti, 2023). Lv (2023) verified that satisfaction has a significant effect on repurchase intention in their study of the impact of e-commerce end-of-line logistics service quality on rural consumers' repurchase intention.

Based on the above literature and analysis, the following hypotheses are proposed in this

study:

Hypothesis 7 (H7): consumer satisfaction is positively related to consumer repurchase intention in green plant and flower rental services.

2.5 Customer loyalty

This section introduces the concept of customer loyalty. Additionally, it discusses existing research on loyalty theories both domestically and internationally, explores the relationship between loyalty and repurchase intention, and lays the foundation for subsequent research.

2.5.1 The concept of customer loyalty

When discussing repurchase intention, loyalty is a concept frequently mentioned by scholars.

Some scholars, such as Berkowitz (1978), argue that purchasing behavior is the sole criterion for measuring customer loyalty. In other words, the more frequently customers repurchase a product or service, the higher their loyalty. Other scholars combine behavior with attitudinal tendencies. For example, Oliver (1999) defines customer loyalty as a deep commitment to a company's products and services, leading to continued patronage and repurchase regardless of environmental or marketing influences. Therefore, research on customer loyalty is primarily divided into three schools: behavioral loyalty, attitudinal loyalty (Bennett & Rundle-Thiele, 2000), and composite loyalty (Chaudhuri & Holbrook, 2001; W. F. Day, 1969; Jacoby & Kyner, 1973).

In the early school of thought, behavior (i.e., past purchases of a brand/product) was considered sufficient to explain loyalty. Berkowitz (1978) observed that behavioral loyalty research primarily focused on explaining repeat purchase patterns in panel data as a manifestation of loyalty. In terms of attitudinal loyalty, many authors define attitude as providing positive word-of-mouth (Andreassen & Lindestad, 1998; Zeithaml et al., 1996), recommending the service to others (Zeithaml et al., 1996), and encouraging others to use the service.

2.5.2 Antecedents and dimensions of customer loyalty

A review of existing literature reveals that customer loyalty primarily involves five aspects: relationship quality, technical quality, value co-creation, brand image, and service quality.

2.5.2.1 Relationship quality

The concept of relationship quality originates from the field of relationship marketing (Crosby et al., 1990; Dwyer et al., 1987), where the ultimate goal is to solidify established relationships and transform indifferent customers into loyal ones (Parasuraman et al., 1991). Many scholars have studied relationship quality (Crosby et al., 1990; De Wulf et al., 2001; Dorsch et al., 1998; Hennig-Thurau et al., 2002; Kumar et al., 2013; Lages et al., 2005; Storbacka et al., 1994; Walter et al., 2003) and explored its various dimensions and influencing factors, such as opportunism (Dorsch et al., 1998), customer orientation (Dorsch et al., 1998; Palmer & Bejou, 1995), conflict (Crosby et al., 1990; Kumar et al., 2013; Lagace et al., 1991), trust in salespeople (Crosby et al., 1990; Lagace et al., 1991), trust (Bojei & Alwie, 2010; Dorsch et al., 1998; Dwyer et al., 1987; Hennig-Thurau et al., 2002; Kumar et al., 2013; Moorman et al., 1992), satisfaction (Crosby et al., 1990; Lagace et al., 1991), commitment (Dorsch et al., 1998; Hennig-Thurau et al., 2002; Kumar et al., 2013; Moorman et al., 1992), and perceived quality (Hennig-Thurau et al., 2002; Moorman et al., 1992).

Marketing researchers define relationship quality as the overall evaluation of the strength of a relationship by the involved parties (Palmatier et al., 2006). Relationship quality has garnered significant attention in both business practice and academic research. Many contributions to contemporary knowledge have been made by examining the quality of buyer-supplier relationships, particularly within the context of supply chains. As companies strive to develop sustainable competitive advantages, the quality of relationships formed between business partners in the supply chain has been identified as a critical factor. Nyaga and Whipple (2011, p. 345) state that “value creation partly stems from leveraging relationships among supply chain members,” as “individual firms no longer compete as independent entities,” and thus, firms that can “better build, coordinate, and manage relationships with supply chain partners” gain a competitive edge.

Based on the above research, this study posits that to enhance relationship quality, three dimensions should be considered: trust, commitment, and satisfaction.

(1) Trust

Trust is a significant driver of loyalty, particularly in markets like pharmaceuticals, where trust can heavily influence customer loyalty (Orazgaliyeva et al., 2024). Apsana et al. (2024) believe that Trust in the brand and the quality of products or services are fundamental to building and maintaining customer loyalty. Blois (1999) links the establishment of trust to the benefits of general relationship marketing, particularly in the context of B2B markets.

Understanding the nature of trust and its contribution to loyalty significantly impacts how firms develop and manage B2B relationships. Several authors consider trust a core construct for successfully developing service relationships and achieving customer loyalty in B2B markets. Zeithaml (1988) introduced trust as a key success factor for successful service relationships. Customers need to feel secure when interacting with suppliers and ensure that their interactions are confidential because they can trust their suppliers. Berry (1995) further states that trust is the foundation of relationship marketing. Regarding customer loyalty, Reichheld and Schefter (2000) emphasize the importance of trust, stating that "to earn customer loyalty, you must first earn trust." Additionally, trust is an essential characteristic or aspect of building and developing high-quality relationships through making and keeping commitments (Dwyer et al., 1987; Hewett & Bearden, 2001; Ravald & Grönroos, 1996; Reichheld & Schefter, 2000).

Papadopoulou et al. (2001) argue that the foundation of a successful and lasting relationship with customers is trust, as it largely determines customers' future behavior and loyalty to the firm.

Dunning et al. (2012) note that the emotions people report feeling about trust and distrust more strongly predict their decisions than the emotions associated with potential outcomes. Social dynamics, such as whether participants are assigned specific opponents in a game, influence their willingness to trust, even when their economic expectations and gains remain constant. The dynamics surrounding trust decisions are complex, involving social and emotional considerations in addition to economic factors.

(2) Commitment

Commitment is viewed as a desire for a relationship, with the motivation to sustain it, and is a critical component of successful long-term relationships (E. Anderson & Weitz, 1989).

Morgan and Hunt (1994) argue that commitment and trust are "key" in relationship marketing because they encourage marketers to i) work to maintain relationship investments and exchange partners; ii) resist attractive short-term alternatives for the long-term benefits of existing partners; and iii) view potentially high-risk actions as prudent because they believe their partners will not act arbitrarily.

Morgan and Hunt (1994) also suggest that commitment comprises three components: an instrumental component involving some form of investment, which can be termed affective commitment or psychological attachment, and a temporal dimension indicating the existence of the relationship over time.

Customer commitment can be determined through two main steps: one as an effective method (i.e., the desire to be in the relationship) and the other as a calculative method (i.e., the

need to be in the relationship) (Amine, 1998). These two types of commitment will have different impacts on consumer behavior, particularly the duration of relationships with suppliers.

(3) Satisfaction

Both Aaker (1991) and Oliver (1999) affirm the contribution of satisfaction to customer loyalty.

In reviewing previous empirical studies, we find that satisfied customers are more likely to repurchase the same product or service, resist competitive alternatives, and generate positive word-of-mouth (E. W. Anderson et al., 1994; R. N. Bolton & Lemon, 1999; Zeithaml et al., 1996).

Abbasi et al. (2011), through a survey of 150 respondents from Pakistani business organizations, found that customer loyalty is positively and significantly influenced by customer satisfaction.

Afzal (2013) also used SPSS-16 to conduct a chi-square analysis, revealing a significant and positive relationship between satisfaction and customer loyalty in the Pakistani banking sector.

Moghadam et al. (2014) constructed a structural equation model showing a positive but insignificant association between satisfaction and customer loyalty, while El Hadj et al. (2024) found a significant positive relationship between customer satisfaction and customer loyalty. Therefore, it can be concluded that trust influences commitment.

2.5.2.2 Technical quality

Technical quality, also referred to as outcome quality, pertains to the output quality of the service process, i.e., the actual results customers obtain from the service process and the quality outcomes provided by the firm.

Carman (1970) and Ravald and Grönroos (1996)'s service quality models include three main concepts to explain the overall service quality process: technical (output) quality, functional (process) quality, and corporate image. According to the two-factor theory of hygiene-motivators in service quality (Herzberg et al., 1959), technical quality resembles a hygiene factor; its absence leads to customer dissatisfaction, but its improvement does not significantly enhance customer satisfaction.

For customers, technical quality factors are concrete, measurable by certain standards, and perceptible. They are often associated with norms, standardization, and processes. Therefore, technical quality is the outcome of the service.

In the plant and flower leasing service industry, there are corresponding technical quality

standards. The level of technical quality directly impacts customer loyalty.

2.5.2.3 Value co-creation

In recent years, how to better guide customers to co-create value has become a research topic. Ul Islam et al. (2017) argue that customer engagement encompasses pre-purchase understanding, providing clues, joint activities, and emotional exchanges. Nardelli and Broumels (2018) posits that value co-creation includes joint R&D, joint production, and other interactive processes involving all aspects of the value chain. Bosisio (2024) believe that product-related interactive activities play a positive role in enhancing experiential value.

Value co-creation can effectively stimulate community; members develop a strong sense of brand identity and can actively participate in decision-making through value output, thereby promoting product innovation and iteration (De Oliveira Neto et al., 2025). The process of value co-creation enhances understanding between employees and customers and strengthens customers' commitment and contribution to the brand.

Yuan et al. (2016), in their study on the relationship between interaction orientation, customer participation in innovation, and innovation performance, found that customer participation in product innovation enhances brand trust and helps users achieve the ultimate experience.

2.5.2.4 Brand image (corporate image)

Keller (1993) defines corporate-level image as the perception of an organization reflected in the associations held in customers' memories, while Bitner (1995), Ravald and Grönroos (1996), and Gummesson (1988) emphasize the importance of corporate image in the evaluation of services and the company as a whole. Many scholars (Kazoleas & Wright, 2001; Schultz & Hatch, 2003) consider corporate image as the "overall impression" customers have based on organizational experiences or accumulated customer experiences. Barich and Kotler (1991) interpret corporate image as a person's overall impression of a company. Corporate image is "the net result of all experiences, impressions, beliefs, feelings, knowledge, and understanding about the company."

2.5.2.5 Service quality

What is service quality? To answer this question, one must first understand what a service is. A service is any activity or benefit that one party can offer to another, which is essentially intangible and does not involve the transfer of ownership. The production of services is sometimes associated with tangible products.

Scholars and business practitioners generally agree that service quality is crucial for achieving customer satisfaction and loyalty, making it a key differentiator for firms and products. Improving product quality is the primary way to highlight differentiation advantages. Additionally, there is a positive correlation between product quality and relationship quality.

In marketing services, the elements of service are defined as customers, contact personnel, physical media, and the service itself. Therefore, the following three elements are critical and must be the focus of specific management (Yanti, 2024):

(1) Management of customer engagement (the degree of customer involvement);

(2) Management of contact personnel (the core element of service: employees who interact with customers co-create the service and represent the company);

(3) Management of physical media (the management of space and time that create the atmosphere).

To understand customer loyalty in the B2B context, several key factors and mechanisms have been identified through various studies. Service quality, corporate image, customization and perceived value are significant drivers of customer loyalty in B2B markets. High service quality, customization, a strong corporate image and perceived value enhance customer satisfaction, which in turn fosters loyalty (Stiehler-Mulder et al., 2020). Trust and commitment are crucial in building and maintaining customer loyalty. Trust in the service provider and a commitment to the relationship positively influence loyalty by reducing the likelihood of switching to competitors (Pedraza-Rodríguez et al., 2023). High switching costs can act as a deterrent for customers considering moving to a competitor. These costs can be financial, time-related, or effort-based, making it less attractive for customers to switch providers (Dikcius et al., 2019).

2.5.3 Measurement criteria for customer loyalty

Loyalty can be measured from the following perspectives:

- Repeat Purchase Rate: The frequency with which customers repurchase the same brand or product, serving as a fundamental indicator of customer loyalty. Oliver (1999) proposed the concept of loyalty, defining it as “the tendency of consumers to deliberately choose or maintain the purchase of a specific product or service over multiple transactions.” The author also noted that repeat purchase rate and asset value are basic indicators of loyalty.

- Asset Value: The investment customers make in a brand or product, such as purchasing multiple products, upgrading products, or participating in promotional activities. Reichheld and

Sasser (1990) argue that the core of loyalty is assessing the importance of customers to the company, and asset value can serve as a quantitative measure. The authors suggest that asset value is calculated by evaluating the potential revenue and costs customers may bring in future transactions, including the likelihood of repurchase, cross-selling, and referrals.

- Word-of-Mouth: The praise and sharing of a brand or product by customers, measurable through social media, word-of-mouth marketing, etc. Brown et al. (2005) explored the antecedents and behaviors of consumers' willingness to generate positive word-of-mouth in retail environments, suggesting that positive word-of-mouth can serve as an indicator of consumer loyalty.

- Complaint Rate: The feedback customers provide regarding dissatisfaction or issues with a brand or product, reflecting their level of loyalty. Chaudhuri and Holbrook (2001) mention that brand loyalty can be measured by changes in customer complaint rates. Homburg and Fürst (2007) argue that customer complaints directly impact customer loyalty, making complaint rate a viable measure of loyalty. Hart et al. (1990) note that for service firms, handling complaints is key to maintaining customer loyalty. Oh and Park (2021) suggest that complaint rate can measure customer loyalty, as frequent complaints may indicate that customers still maintain some level of concern for the company and expect it to resolve their issues. Additionally, research shows that companies' positive responses to complaints can enhance customer loyalty, as it demonstrates that the company values customer feedback and is committed to resolving issues.

- Brand Awareness: The extent to which customers understand and recognize a brand or product, measurable through surveys. Keller (2008) states that brand awareness is a key dimension of customer-based brand equity and significantly impacts brand loyalty. Yoo and Donthu (2001) consider brand awareness a measure of loyalty, arguing that the higher consumers' awareness of a brand, the more they can differentiate it from others, increasing the likelihood of becoming loyal customers. Additionally, Keller (1993), Aaker (1991), and others argue that brand awareness is central to brand value formation and significantly impacts corporate loyalty.

- Satisfaction: The overall satisfaction customers have with a brand or product, also measurable through surveys. Reichheld and Sasser (1990) explored the concept and measurement of customer loyalty in the service industry, proposing the "Zero Defections" concept, which aims to avoid any issues in the service process that could lead to customer churn. They argue that satisfaction and loyalty are key metrics for measuring customer value in the service industry. Rust and Zahorik (1993) suggest that satisfaction and loyalty are critical

factors influencing market share.

2.5.4 The relationship between customer loyalty and purchase/repurchase intention

Loyalty is more closely associated with purchasing behavior, including customers' decisions to invest in a product or service, recommend it to others, recognize and appreciate the brand, and highly evaluate the service. Therefore, although loyalty is related to purchase intention, it can be excluded as a precursor in constructing purchase intention models. Loyalty is more of a purchasing behavior. Loyal customers naturally purchase the brand's products and services, and to some extent, the two can be equated.

2.6 RenQing

This section introduces the concept of RenQing. In addition, this section discusses existing domestic and international research on RenQing, explores the application of RenQing in repurchase intention research (including the relationship between RenQing and repurchase intentions), and lays the groundwork for subsequent research.

2.6.1 The concept of RenQing

RenQing is a culturally specific Chinese notion that encompasses informal social norms significantly different from formal rules. It is deeply embedded in Chinese social and business practices and plays a crucial role in interpersonal and organizational relationships. It is closely related to social exchange norms, emphasizing empathy and mutual benefit. It is a hybrid resource that combines elements of social and economic exchanges, making it a strategic tool in business operations (Hui et al., 2023).

China National Academy of Chinese Theatre Arts (1959) mentioned that man is a creature of passion. If one is without passion, one cannot even be called a complete human being, let alone an exemplary one. According to this statement, the existence of "emotion" is in the nature of human beings, because human beings are born as animals with feelings. "RenQing" is the embodiment of "rites" in traditional Chinese culture (Ao, 2025), and Zhai (2021), in discussing Chinese RenQing and face, mentioned that "RenQing" is a reflection of Chinese human nature. It is the basic understanding of Chinese human nature, personality and relationship. We can understand that "RenQing" has Chinese characteristics and is formed under China's unique cultural heritage and value system. Zhai (2021) further puts forward the argument that in the

network of RenQing, the RenQing that occur in this network must be reciprocated, so the RenQing must have a targeted return, and therefore this includes the exchange of social resources, and RenQing are the exchange of feelings or interests between people in a stable local network. Fei (2010) has also mentioned that the solidarity of close communities depends on the fact that each member owes each other unresolved RenQing. B. Feng (2011) points out that in a RenQing society, giving -returning-giving-returning evolves into owing - RenQing – returning - RenQing - owing – RenQing – returning - RenQing, and this is how social relations between people continue to evolve. The social relationship between people is perpetuated and strengthened by such a continuous process of owing and returning RenQing. Some studies have shown that socio-cultural background affects consumers' buying behavior and consumption habits (Y. Liu, 2018), and if a person receives a favor, he/she owes this benefactor money and should be ready to repay him when the situation permits (Hwang, 1987). L. T. Lu (2012) considers RenQing as a special process of resource exchange in a relationship or bond. L. Tong et al. (2021) states that RenQing are a set of social obligations that require people to keep in touch with people in their social networks and to participate in exchanges in the form of gifts, services, money, or information. In "A Study of the Alienation of Human RenQing in the Rural Gift-Giving Phenomenon" (M. Guo, 2024), it is mentioned that RenQing are a basic way for villages to connect with each other and for villagers to express their feelings in a vernacular society.

Therefore, "RenQing" should have at least two connotations: first, it is a reflection of traditional Chinese Confucian culture and values; and second, it is a relationship that requires payment in return and involves the exchange of resources.

2.6.2 Measurement of RenQing

The measurement of RenQing is the process of measuring and analysing someone's appreciation for the help provided by another person through some method and instrument. There are a variety of factors that need to be considered in human emotion measurement, including the value of the help, the strength of the relationship, cultural background, personal values, and situational factors. These factors can help researchers better understand a person's feelings and attitudes toward RenQing and thus better predict and control the direction and outcome of interpersonal relationships. The measurement of RenQing has a wide range of applications in interpersonal communication, business marketing and social surveys, and is important for improving the quality and efficiency of interpersonal relationships. There is little

domestic research on the measurement of human emotions, and there is no quantitative research yet.

2.6.3 Application of RenQing in repurchase intention studies

Research on RenQing and repurchase intentions is minimal, especially in the measurement of business-to-business (B2B) relationships (C. L. Wang et al., 2008). On the one hand, this is because RenQing have Chinese characteristics and there is very little foreign research on this aspect (C. L. Wang et al., 2008). Empirical studies have shown that "RenQing" play a mediating role and are important in enhancing trust and promoting the long-term stability of relationship exchange. Khan et al. (2016) in their study of human factors in business relationships in China concluded that there is a close relationship between "RenQing" and "feelings", which in turn are closely related to each other. which are necessary determinants of customer loyalty, i.e., RenQing have a decisive influence on purchasing behavior (X. Yang, 2019). X. Yang (2019) in the study of the influence of relationship elements in social commerce decision-making, found that favor is positively correlated with the willingness to share with electronic word of mouth (eWOM) and willingness to make social purchases. W. K. Wu (2022b), in examining "whether traditional relationship dimensions between buyers and sellers (i.e., affection, RenQing, and face) affect buyers' trust, recommendation intentions, and purchase intentions toward sellers in social commerce" found that RenQing not only directly promote purchase intentions, but also indirectly influence purchase through recommendation intentions. intention. W. K. Wu et al. (2022), in their study of the role of buyer-seller relationship dimensions and status in social commerce, found that favoritism contributes to purchase intention. In a study on the role of buyer-seller relationship and its dimensions in social commerce, it was confirmed that RenQing are positively related to social shopping intentions (W. K. Wu, 2022a).

On the other hand, most of the attention of domestic scholars to human RenQing is focused on literary works and administrative management, and the application of human RenQing in business management is not the focus of attention (Zang et al., 2023). Empirical research shows that there is a significant negative relationship between the consumption of RenQing and the purchase of agricultural insurance. Gao Xiaoxu also verified this hypothesis again in her study of the effect of family favor spending on yak insurance purchase intention in Tibetan areas of Sichuan.

Additionally, RenQing is a crucial component of B2B relationships in China, influencing purchase intentions (X. Zhang et al., 2022), serving as a means to mitigate risks (Hui et al.,

2023), and being essential for building trust and commitment in B2B relationships (C. Zhang et al., 2024). Companies that integrate RenQing into their business strategies can enhance their competitive advantage and establish stronger, more sustainable relationships. Some scholars believe that price sensitivity can directly affect repurchase intention. While it does not mediate the relationship between perceived value and repurchase intention, it still plays a significant role in consumer decision-making (T. T. Lin et al., 2022).

Based on the above literature and analysis, the following hypotheses are proposed in this study:

Hypothesis 8 (H8): In the green plant and flower rental service industry, RenQing influences repurchase intention.

2.7 Relationship between perceived value, satisfaction and repurchase intention

According to the previous belonging, there have been a large number of studies on the effect of perceived value and satisfaction on repurchase intention respectively, but it is still necessary for us to further clarify the relationship between the three. Regarding the relationship between perceived value, customer satisfaction and purchase intention.

E. Cengiz and Kirkbir (2007), Dong et al. (2019) and J. Tang et al. (2020) found that all dimensions of perceived value (functional, social, emotional, and perceived sacrifice) had a significant effect on customer satisfaction. Kuo et al. (2009) found that perceived value had a positive effect on both customer satisfaction and post-purchase intention. Lai and Yu (2023) found that the higher the user's merit value and emotional value scores, the higher the satisfaction with the telemedicine program, which means that perceived value is positively correlated with satisfaction.

Sheth et al. (1991b) argues that tourists' perceived value is at a higher level than tourists' satisfaction in terms of logical judgment and has relatively stable logical judgment. It is the result of tourists' evaluation of behavior after their travel experience. It tends to regard tourists' perceived value as a direct antecedent of tourists' behavioral tendencies (Yen, 2013). Research shows that the association between social value in perceived value and willingness to use is fully mediated by customer satisfaction. Sardar Donighi and Yousefi (2016) in their study on the effect of service quality and perceived value on purchase intention found that perceived value affects post-purchase intention through the mediation of customer satisfaction. Mohamed Eladly (2019) found that perceived value positively and significantly affects loyalty, i.e.,

customer repurchase, when customer satisfaction is used as a mediating variable. Bai and Liao (2001) stated that the effect of customer perceived value on consumer repurchase intention is a direct effect, in addition, it can indirectly have an effect on consumer repurchase intention through customer satisfaction. Fang and Fang (2022) in the study of the impact of rural tourism perceived value on the willingness to revisit the city found that the tourists' perceived value is an important influence to enhance the willingness of tourists to revisit the city, but this effect is not direct, and the tourists' satisfaction plays an intermediary role in the relationship between the two. P. Zhou (2022) studied the relationship between the perceived value of home stadium construction of professional soccer clubs and fan loyalty also verified that satisfaction acts as a mediator variable affecting repurchase behavior. C. Zeng et al. (2024) in the study of the perceived value of North American movies and the impact of audience loyalty confirmed that audience satisfaction plays a partial mediating role between the perceived value of the movie and the audience loyalty, that is to say, the perceived value influences the audience's repurchase behavior through the mediation of satisfaction. Arthur et al. (2024) believe that Customer satisfaction often mediates the relationship between various factors (e.g. commitment, trust, relative dependence) and customer loyalty. This mediating role underscores the importance of achieving high customer satisfaction to ensure long-term loyalty.

Therefore, perceived value is the most critical factor influencing purchase intention, both as a precursor to satisfaction and as a direct effect on purchase intention. In addition, satisfaction needs to be taken into account as a mediating variable of perceived value on purchase intention.

Based on the above literature and analysis, the following hypotheses are proposed in this study:

Hypothesis 9 (H9): There is a positive relationship between perceived value and satisfaction in the green plant and flower rental service industry.

Hypothesis 10 (H10): Satisfaction mediates the relationship between perceived value and repurchase intention.

Hypothesis 11 (H11): Company characteristics (such as size, nature and duration) moderate the model relationships.

2.8 Conceptual model

Through theoretical research and literature combing analysis, the authors proposed eleven hypotheses about the mechanisms influencing the repurchase intention of green plant and flower rental services (Figure 2.1), which are:

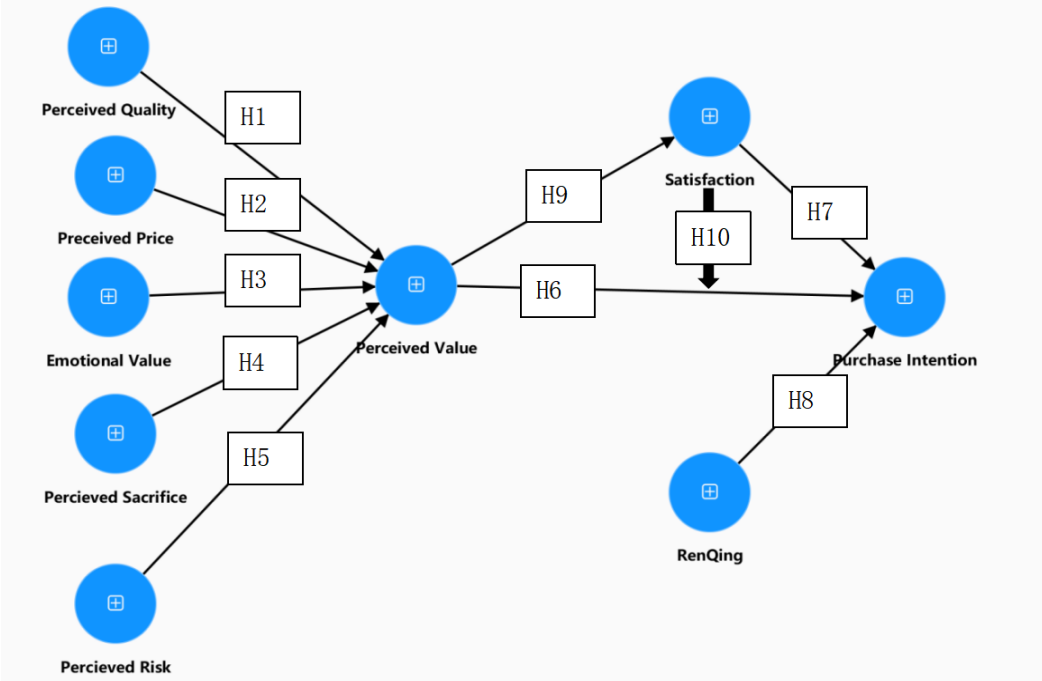

Figure 2.1 Repurchase intention model for the Green Plant and flower rental service industry

Hypothesis 1 (H1): Customer perceived quality is significantly and positively related to perceived value in green plant and flower rental services.

Hypothesis 2 (H2): Customer perceived price is significantly and positively related to perceived value in green plant and flower rental services.

Hypothesis 3 (H3): Emotional value is significantly and positively related to perceived value in green plant and flower rental services.

Hypothesis 4 (H4): Perceived sacrifice is significantly related to perceived value in green plant and flower rental services.

Hypothesis 5 (H5): Perceived risk is significantly related to perceived value in green plant and flower rental services.

Hypothesis 6 (H6): There is a significant positive relationship between customer perceived value and customer repurchase intention in green plant and flower rental services.

Hypothesis 7 (H7): Consumer satisfaction is positively related to consumer repurchase intention in green plant and flower rental services.

Hypothesis 8 (H8): In the green plant and flower rental service industry, RenQing influences repurchase intention.

Hypothesis 9 (H9): There is a positive relationship between perceived value and satisfaction in the green plant and flower rental service industry.

Hypothesis 10 (H10): Satisfaction mediates the relationship between perceived value and

repurchase intention.

Hypothesis 11 (H11): Company characteristics (such as size and contract duration) moderate the model relationships.

2.9 Chapter summary

In the literature review section, the author elaborates on Green Plant and Flower Leasing Services, repurchase intention, perceived value and its dimensions, satisfaction, the concept of RenQing, and the current research status both domestically and internationally. Furthermore, the author elucidates the relationships among perceived value, satisfaction, repurchase intention, and RenQing. Building upon the literature review, the author proposes 11 hypotheses and a model for repurchase intention in the context of Green Plant and Flower Leasing Services.

Chapter 3: Methodology

3.1 Research context

3.1.1 Background of China's green plant and flower leasing industry

The development of China's green plant and flower leasing service industry is driven by two major factors: first, policy support and ecological construction. The Chinese government attaches great importance to the construction of ecological civilization and urban greening, and promotes the development of the Green Plant leasing industry through policies such as the Regulations on Urban Greening, Green Building Evaluation Standards, Opinions on Accelerating the Construction of Ecological Civilization, and the Green Building Action Plan. In addition, the National Flower Industry Development Plan (2022-2035) (National Forestry and Grassland Administration & Ministry of Agriculture and Rural Affairs of the People's Republic of China, 2023) puts forward that by 2035, China will basically realize the modernization of the flower industry, and strive to achieve the goal of more than 700 billion yuan of annual sales of flowers, which will provide long-term policy dividends for the leasing market.

Second, the economy and urbanization drive. The "China Green Plant Leasing Future Development Trend Analysis and Investment Investment Planning Suggestion Research Report 2025" (Book118, 2025a) suggests that China's Green Plant leasing market size is expected to achieve significant growth by 2025, with a CAGR projected to remain above 15%, and the market size is expected to reach RMB 800 million.

3.1.2 Purchasing trends of green plant and flower rental services for Chinese business users

The purchasing trends of green plant and flower leasing services for Chinese corporate users include functionalization and scene diversification, intelligent and digital smart upgrading, regional concentration and market sinking, head enterprises concentrating on large customers, and small and medium-sized enterprises (SMEs) favoring flexible services, as follows:

First, functionalization and scene diversification. The use of green plant and flower leasing services is increasing, from simple landscaping to multi-functional demand, personalized, customized service demand is getting stronger. Shopping malls, hotels, convention and

exhibition centers and other venues create a consumer atmosphere through Green Plant leasing, and short-term leasing demand (such as holiday decorations and exhibition setups) is growing significantly. The application scale of Green Plant leasing in the field of commercial exhibitions increased by 18% year-on-yeas in 2023 (Book118, 2025a).

Secondly, intelligent and digital intelligence upgrading. With the continuous innovation of science and technology, enterprise users began to pay attention to intelligent plants, enterprise users in order to cater to the growing demand for green plant and flower leasing services, preference for the use of Internet of Things technology to achieve remote monitoring of leasing services. For example, by monitoring light, temperature and humidity through sensors and automatically adjusting the maintenance program, the plant survival rate is increased to more than 90%, which reduces the maintenance cost of enterprises by about 20% and improves the competitiveness of enterprises (Book118, 2025a).

Third, regional differentiation and market sinking. Corporate users to buy Green Plant and flowers rental services regional concentration is high. First-tier cities such as Beijing, Shanghai, Shenzhen and other places with strong consumption capacity, high demand for rental of Green Plant services, mainly benefiting from high-density office clusters, residential areas and public space demand for Green Plant and flower rental services to promote. Second- and third-tier cities such as Chengdu, Hangzhou, and Nanjing are experiencing rapid growth in business demand, and the government attaches high importance to the ecological environment, which provides growth space for the development of the industry (Book118, 2025a).

Fourth, the head of the enterprise concentration of large customers, small and medium-sized enterprises prefer flexible services. Central state-owned enterprises, multinational enterprises and other large customers through bidding to choose the head of the service provider (such as colorful horticulture, green plant butler), because the service provider needs to have the national distribution capacity, customized design and long-term maintenance guarantee. Small and medium-sized enterprise customers are more concerned about cost-effectiveness and choose regional service providers or standardized packages (Book118, 2025b).

3.2 Target population

The target population of this study is customers who have purchased Green Plant and flower rental services. In terms of the nature of the industry, the study includes enterprises such as state-owned enterprises, private enterprises and public utilities. In terms of enterprise size, some enterprises have less than 50 employees, some have 100-200 employees, and some have more

than 200 employees. From the perspective of industry, the study population covers manufacturing, energy, construction, healthcare, finance, information technology, retail, culture, entertainment and other industries. Based on the service period of green plant and flower leasing, the enterprises' leasing period is categorized into 1-3 years, 4-6 years, 7-9 years and more than 10 years.

3.3 Research design

This study collects primary data using a quantitative research design. This research is based on a survey aimed at exploring the factors affecting repurchase intentions, using a quantitative single-design model, collecting primary data, and validating the constructed model and the proposed hypotheses.

Before the questionnaire was designed, the author intensively read a large amount of domestic and international literature related to the repurchase willingness of green plant and flower rental services, combed and compared the existing literature, and preliminarily determined the variables and their measurement question items for this study. In this study, data were collected four times, resulting in three versions of the questionnaire. the question items were revised several times to make their presentation easy to understand, and variables with weak correlations and similar repetitions were deleted, ambiguous wording was modified, and the final variables and question items were determined.

The questionnaire was pre-tested to ensure its reliability and validity. The questionnaires were distributed electronically to business. The results of the questionnaire were analyzed using Partial least-squares path modelling to fit the model and test the hypotheses and neural network analysis to validate the most important dimensions of perceived value.

In organizing the literature, data on the economic background was mainly collected from government work reports, annual analysis reports from audit departments, and research reports from industry organizations. In contrast, the theoretical background data were mainly from academic papers and books.

Regarding the classification of the literature, the collected data were divided into five parts: the first part is the economic background of the industry, detailing the current situation of the green plant and flower rental service industry; the second part is the theoretical background of the willingness to buy research, including the theoretical combing of purchase intention, perceived value, satisfaction, RenQing, loyalty, and summarizing the results of previous research; the third part is the purchase influencing factors (including perceived quality,

perceived price, Perceived Risk, Perceived Sacrifice, and Emotional Value); the fourth part is the scale design of the main influencing factors; and the fifth part is the study of the purchase intention model.

3.3.1 Questionnaire design (first version)

In view of the fact that the target of this survey is corporate users who have already purchased Green Plant and flower leasing services, and that it requires people who have been involved in the process of Green Plant and flower leasing services to fill out the survey, two special questions have been set up in the design of the questionnaire (Have you been involved in the purchasing of Green Plant and flower leasing services? / Has your company purchased Green Plant and flowers rental services before?) to screen the validity of the questionnaire.

Based on the literature review, the independent and dependent variables were identified and a set of scales and questionnaires suitable for studying the willingness to repurchase green plant and flower rental services were designed.

This study proposes the hypothesis that perceived value, RenQing and satisfaction are important factors influencing business users' willingness to repurchase. Therefore, we used perceived value, RenQing and satisfaction as independent variables and purchase intention as dependent variable. During the questionnaire design process, the dimensions and components of perceived value, RenQing and satisfaction were divided separately.

In the division of perceived value dimensions (Table 3.1), perceived quality (product quality and service quality), emotional value, perceived price (behavioural and monetary price), perceived sacrifice and perceived risk are the main dimensions affecting the magnitude of perceived value. Therefore, in designing the question items, I referred to previous related questions on these five dimensions. And through interviews with 20 senior executives of existing clients, I determined the feasibility of the scale and questionnaire, and revised some questions to form the first version of the questionnaire.

Table 3.1 Dimensions of perceived value

Dimentions				Items	Source
Perceived value	Product quality	General items	1	Consistent quality/perform consistently/ last a long time /durable	Kantamneni and Coulson (1996), Sweeney et al. (1999)
			2	Well made/outstanding quality/acceptable standard of quality	Kantamneni and Coulson (1996), Sweeney and Soutar (2001)
			3	Reliable/dependable	Sweeney et al. (1999), Sweeney and Soutar (2001)
			4	Workmanship	Sweeney et al. (1999), Sweeney and Soutar (2001)
			5	Ease of use: convenient to use/ efficient way to manage time/makes life easier/ fits schedule/easy to maneuver/ease of understandability	Yoo and Donthu (2001)
			6	Aesthetic design: colorful/creative/attractive/impressive/appealing/wonderful/good pictures/complementary and coordinating	Walsh et al. (2014), Yoo and Donthu (2001)
			7	Processing speed: easy to assess the result/quick progress/buying process is smooth and therefore saves my time	Yoo and Donthu (2001)
			8	Security: security of customer	Das and Varshneya (2017), Yoo and Donthu (2001)
			9	Information related: current and timely/right level of detail/ pretty much fits the needs / appropriate format/ easy to understand/accurate/updated/concise (not ambiguous)/ relevant/reliable/comprehensive/easy to search	Ho and Lee (2007), Swaid and Wigand (2009)
		Items in B2B context	10	Contributes to business objectives	Gounaris (2005)
			11	Contributes to brand image	Gounaris (2005)
			12	Consistent with enterprise strategy	Gounaris (2005)
	Service quality	General items	13	Service reliably, consistently, and dependably	Cronin et al. (2000), Gallarza and Saura (2006), E. T. C. Lam et al. (2005), Walsh et al. (2014)
			14	Provide service in a timely manner/timely manner/prompt service/Help available when problems encountered/deal well with me when things go(went) wrong	Norris et al. (2023), Walsh et al. (2014)
			15		
			16	With competent employees (knowledgeable and skillful)/good people skills	Norris et al. (2023), Walsh et al. (2014)
			17	Approachable and easy to contact	Norris et al. (2023), Walsh et al. (2014)
			18	Employees are courteous, polite, and respectful/good attitude and	Norris et al. (2023), Walsh et al. (2014)

				good behaviour	
			19	Understand each other/good communication	Norris et al. (2023), Walsh et al. (2014)
			20	Employees are trustworthy, believable, and honest	Norris et al. (2023), Walsh et al. (2014)
			21	Employees make the effort to understand needs/ relate to customers' wishes and concerns	Walsh et al. (2014)
			22	Physical facilities and employees are neat and clean	Cronin et al. (2000), Walsh et al. (2014)
			23	Company keeps me informed/company will look after me for a long time	Das and Varshneya (2017)
			24	Flexibility in dealing with me/ flexible service.	Das and Varshneya (2017), Eggert and Ulaga (2002)
			25	Fulfilment of the promises	Eggert and Ulaga (2002)
			26	Personal attention/individual attention/Has features personalized	
			27	to users/ gives specific information/built a personal relationship	Ho and Lee (2007), Sweeney et al. (1999)
			28	Responsiveness to complaints/complaints handled quickly/supplier knows how to deal with our complaints	Das and Varshneya (2017), E. T. C. Lam et al. (2005)
			29	Personal privacy protected/secure providing sensitive information/ protect customers' information/Offers extra services or information based on all customers' preferences	Ho and Lee (2007)
			30	Quick and easy to complete a transaction	Ho and Lee (2007)
			31	Provides a message channel for users' comments/	
		Items in B2B context	32	Well management of business	Eggert and Ulaga (2002)
			33	Supplier's invoices are accurate and clear.	
	emotion value	General items	34	Is one that I would enjoy/makes me feel good/would make me want to use /is one that I would feel relaxed about using/would give me pleasure/entertaining/ make me feel like I'm in another world/ make me involved to point I forget everything else/ entertaining shopping experience/enjoyable/ a way of temporary escape from daily routine./I am happy with company as my provider/ pure enjoyment of it/Relief from stress/Easing of negative mood/Elimination of pain/The personnel give me positive feelings	Norris et al. (2023), Sweeney and Soutar (2001)
		Items in B2B context	35	Relationships with supplier are pleasant. / The evolution of the relationship with our supplier seems positive.	
			36		Eggert and Ulaga (2002)

	Behavioral Price	General items	37	Is easy to buy/required little energy to purchase	Petrick (2002)
	Monetary Price	General items	38	Is reasonably priced/offers value for money/is a good product for the price/	Norris et al. (2023), Petrick (2002), Sweeney and Soutar (2001)
			39	Supplier firm offers us the best discounts and conditions of payment.	Eggert and Ulaga (2002)
			40	Oppotunity cost for the price paid	Gallarza and Saura (2006)
	perceived sacrifice (non-monumentary price): convenience, costs of chance	General items	41	The time required to use this facility /cost of time losses/cost of time planning and preparing/The time and effort spent at this store are worth for the experience/	Cronin et al. (2000), Das and Varshneya (2017), Gallarza and Saura (2006)
		Items in B2B context	42	The effort of negotiation with the employees of the supplier to reach an agreement is appropriate.	Eggert and Ulaga (2002)
			43	The time and effort invested after purchasing the service is appropriate	
			44	The number of visits or meetings that our employees have with the employees of the main supplier are important for the good development of the relationships between the two parties.	
			45	For firm it is very important to continue the relationship with this supplier.	
			46	Changing supplier would involve considerable time and effort for our firm	
	perceived risk	General items	47	Risk of suffering a delinquency act/risk of suffering any disease or infection/fear of suffering any kind of accident/can not work properly/a chance that I will stand to lose money either because it won’t work at all or costs more than it should to maintain it./This product is extremely risky/not risky in terms of its long term costs/ secure payment methods/ privacy/	Gallarza and Saura (2006), Spence et al. (1970)

Regarding the measurement of customer satisfaction, two indicators were created for each dimension, one positively indicating customer satisfaction and the other negatively indicating it. The inclusion of these two types of items allowed us to test the hypothesis that satisfaction/dissatisfaction is one-dimensional and reduced the influence of stylistic responses (Baumgartner & Steenkamp, 2001).

Since customer satisfaction was used as a mediating variable influencing purchase intention, two indicators were used in the scale design to measure customer satisfaction by combining the affective/attitudinal dimensions and overall satisfaction, expectation fulfillment, and the gap with the ideal company. One is satisfaction with the green plant and flower rental services provided by the supplier; the other is the corporate customer's perception of the gap between the existing green plant and flower rental services and the ideal service (Table 3.2).

Table 3.2 Scale of satisfaction in B2B context

Dimentions	Source
Emotional/attitudinal dimension	McColl-Kennedy and Schneider (2000)
Action-oriented dimension	McColl-Kennedy and Schneider (2000)
Emotional, practical and logical	Hartman (1967)
Image, quality of service, quality of customer interact	Kristensen et al. (2000)
Responsiveness, speed, empathy, reliability, price, tangibles	S. H. Yu (2007)
Price fairness, customer service	Hanif et al. (2010)
Overall satisfaction, fulfilment of expectations, distance to the ideal company	Coelho and Esteves (2007), Fornell (1992)
Overall customer satisfaction	Oliver and Swan (1989), Tse and Wilton (1988), Verhoef et al. (2001), Westbrook and Oliver (1991)

In designing question items about "RenQing", H. Zhang et al. (2023) proposed a scale with the following six items for measurement in a B2B (business-to-business) context (Table 3.3).

Table 3.3 Dimensions of RenQing

Items of Other scholars	Source
His/her help is a great favor to me I really appreciate his/her help I will remember his/her assistance to me for a long time. I feel that it is my duty to repay him. I will definitely look for an opportunity to repay him/her in the future. I will do something to compensate him/her.	H. Zhang et al. (2023)

On the basis of previous research, combined with the characteristics of green plant flower rental service industry. The questionnaire is designed as follows (Table 3.4):

Table 3.4 Green plants and flowers leasing service purchase intention survey (the first vesion)

Part	Item	Options
Part I: Basic Information	1. What is the nature of your company?	□ State-owned enterprise □ Private enterprise □ Government agency □ Public institution □ Other (please specify)
	2. What is the scale of your	□ Less than 50 employees □ 50 to 100 employees

	company?	□ 100 to 200 employees □ More than 200 employees						
	3. Which industry does your company belong to?	□ Manufacturing industry □ Energy industry □ Construction industry □ Medical industry □ Financial industry □ Information technology industry □ Retail industry □ Culture and entertainment industry □ Transportation industry □ Other (please specify)						
	4. Are you involved in the procurement of green plants and flowers leasing services?	□ Yes □ No						
	5. Has your company purchased green plants and flowers leasing services before?	□ Yes □ No						
	1. Overall satisfaction with the green plants and flowers service provided.	Completely disagree						Completely agree
Part II: Satisfaction	2. The extent to which the services provided by the supplier meet all the requirements.	1	2	3	4	5	6	7
	3. The extent to which the services provided by the supplier differ from your psychological expectations.	1	2	3	4	5	6	7
	1. The extent to which the green plants and flowers provided by the supplier meet your company's requirements in terms of color, shape, fragrance, and coordination.	1	2	3	4	5	6	7
	2. The extent to which the supplier can handle various issues in the service process promptly and effectively.	1	2	3	4	5	6	7
	3. The technical proficiency of the employees of the green plants and flowers leasing service company in providing services.	1	2	3	4	5	6	7
Part III: Perceived Value	4. The cleanliness and tidiness of the facilities and employees of the supplier.	1	2	3	4	5	6	7
	5. The extent to which the supplier fulfills commitments.	1	2	3	4	5	6	7
	6. The business management capabilities of the supplier.	1	2	3	4	5	6	7
	7. The accuracy and clarity of the invoices provided by the supplier.	1	2	3	4	5	6	7
	8. The price of the leasing service matching the service provided.	1	2	3	4	5	6	7
	9. The reasonableness of the	1	2	3	4	5	6	7

	time and effort invested in negotiating agreements with supplier employees.							
	10. The reasonableness of the time and effort invested after purchasing the services.	1	2	3	4	5	6	7
	11. The amount of time and effort required to switch to another supplier.	1	2	3	4	5	6	7
	12. The extent to which company employees are exposed to accidents or health hazards related to the green plants and flowers provided by the supplier.	1	2	3	4	5	6	7
	13. The extent to which the supplier effectively protects the information of your company and employees.	1	2	3	4	5	6	7
	14. The comprehensiveness, conciseness, and timeliness of the information provided by the supplier.	1	2	3	4	5	6	7
	15. The contribution of the green plants and flowers leasing service to enhancing your company's brand image.	1	2	3	4	5	6	7
	16. The differentiation of services provided by the supplier for your company.	1	2	3	4	5	6	7
	17. The positive emotional experience that the green plants and flowers leasing service brings to your company's employees.	1	2	3	4	5	6	7
	18. The pleasantness of the relationship between your company and the supplier.	1	2	3	4	5	6	7
	19. The positive trend in the relationship between your company and the supplier.	1	2	3	4	5	6	7
	20. The supplier providing the best discounts and payment terms for your company.	1	2	3	4	5	6	7
	21. The supplier offering lower prices compared to other competitors.	1	2	3	4	5	6	7
	22. The cost of leasing services outweighing the cost of purchasing and maintaining green plants and flowers on your own.	1	2	3	4	5	6	7
Part IV: RenQing (Reciprocal	1. The extent to which you would reciprocate the help given by relevant personnel by	1	2	3	4	5	6	7

Social Relationships)	purchasing services. 2. The extent to which you would seek opportunities to reciprocate the help given by relevant personnel.	1	2	3	4	5	6	7
	3. The extent to which you view repaying gestures of goodwill as a sense of responsibility.	1	2	3	4	5	6	7
Part V: Purchase Intention	1. The extent to which your company would consider purchasing green plants and flowers leasing services.	1	2	3	4	5	6	7
	2. The extent to which your company would recommend the green plants and flowers leasing services provided by the supplier to other companies.	1	2	3	4	5	6	7

3.3.2 Analysis of the reliability and validity of the first version of the questionnaire (to form the second version of the questionnaire)

Before conducting a questionnaire survey, the results need to be analyzed for reliability and validity to determine if the questionnaire is feasible. If it is not feasible, the questionnaire needs to be adjusted. I chose a sample with 36 to test the reliability and validity of the questionnaire. The following are the results of the reliability and validity test of the first version of the questionnaire.

Questionnaire validity analysis:

In this study, a questionnaire survey was conducted for suppliers of green plant and flower rental services and validity analysis was conducted. First, the survey data were analyzed by extracting five factors, and the results showed that each factor had high explanatory power for the survey respondents. In addition, it can be seen from the results that the overall perceived value and satisfaction scores of the survey respondents for Green Plant and flower rental services are high, and the products and services provided by the suppliers are well evaluated in several aspects.

(1) Principal component analysis results

The five factors extracted are: basic information, satisfaction, perceived value, favor (reciprocal social relationship), and willingness to buy. These factors cover the main aspects of green plant and flower rental services such as nature of the supplier, size, industry, service satisfaction, perceived value, favor, and willingness to buy.

The analysis of communalities revealed a high level of shared variance among the items,

suggesting that the questionnaire data exhibit a meaningful underlying structure suitable for factor extraction.

The analysis of the eigenvalues shows that the values before and after the rotation are greater than 1, indicating that each factor has some explanatory power.

The variance explained shows that the variance explained before and after rotation exceeded the present threshold (20%), indicating that these factors contributed significantly to the overall explanatory power.

(2) Results of the validity analysis

The KMO value of 0.765 indicates that the sample data is suitable for factor analysis. The p-value of Bartlett's test of sphericity is 0.000, which is less than the pre-determined level of significance (usually 0.05) and hence the original hypothesis is rejected, indicating that the data is valid.

In summary, this study shows that the questionnaire data of green plant and flower rental service providers have good validity through factor analysis and validity analysis, which can better reflect the service quality of the providers. Therefore, the results of the study have certain reference value. However, some problems are still found:

1) The questionnaire lacked items about the construct perceived value and only included items about each dimension of perceived value, which is somewhat different from the model fit designed previously. Therefore, I plan to add two items about perceived value.

2) When the questionnaire was posted online, it changed to an 8-point scale, which I will need to revise in the follow-up questionnaire.

Based on the questions, the questionnaire was adjusted to form the second version of the questionnaire.

3.3.3 Model fit of the second version of the questionnaire to the first test (forming the third version of the questionnaire)

The author distributed the second version of the questionnaire and collected information from 58 valid business questionnaires. Based on the questionnaire feedback, the reliability and validity were analyzed using software and model fitting was performed. Overall, the results were quite good and the analysis of PLS (Partial Least Squares) reliability, validity and model predictive power regarding repurchase intention for green plant and flower rental services is as follows:

Reliability was measured by Cronbach alpha coefficient and CR value. The data in Table

3.5 shows that the Cronbach alpha coefficient and CR values for all variables passed the test by exceeding the set standard value of 0.7.

Convergent validity: the AVE (Average Variance Extracted) values for each variable were higher than 0.6, indicating that the questionnaire has good convergent validity (Table 3.5).

Table 3.5 Reliability and convergent validity tests

	Cronbach's alpha	Composite reliability(rho_a)	Composite reliability(rho_c)	Average Variance extracted (AVE)
Favor	0.97	0.977	0.98	0.943
Perceived price	0.913	0.913	0.939	0.794
Perceived sacrifice	0.982	0.982	0.991	0.982
Perceived quality	0.979	0.98	0.982	0.872
Perceived risk	0.942	0.981	0.963	0.896
Job satisfaction	0.957	0.957	0.972	0.92
Intent to buy	0.796	0.873	0.905	0.826

Discriminant validity (Table 3.6): the square root of the AVE (average variance extracted) value corresponding to each latent variable should be higher than the correlation coefficient between that variable and the other variables.

Table 3.6 Tests of discriminant validity

	RenQing	Perceived price	Perceived sacrifice	Perceived quality	Perceived risk	Job satisfaction	Intent to buy
RenQing	0.971						
Perceived price	0.359	0.891					
Perceived sacrifice	0.202	0.854	0.991				
Perceived quality	0.259	0.854	0.961	0.934			
Perceived risk	0.03	0.45	0.494	0.532	0.947		
Job satisfaction	0.281	0.87	0.859	0.911	0.451	0.959	
Intent to buy	0.403	0.766	0.693	0.808	0.481	0.734	0.909

(1) Perceived sacrifice is highly correlated with perceived price;

(2) Perceived quality is highly correlated with perceived price and perceived sacrifice;

(3) Perceived risk is highly correlated with perceived sacrifice;

(4) Satisfaction is highly correlated with perceived price, perceived sacrifice and perceived quality;

(5) Purchase intention is highly correlated with perceived quality.

The model quality is judged by the coefficient of determination R-squared (Table 3.7), which has a value between 0 and 1. The larger the value, the stronger the explanatory power of the model. The R-squared values of this model are all greater than 0.7, indicating that satisfaction has good predictive power for purchase intention.

Table 3.7 R-squared (coefficient of determination) of model predictive power

	R-square	R-squre adjusted
Job satisfaction	0.863	0.853
Intent to buy	0.732	0.706

The T-value of the path coefficient is used to assess the statistical significance of the model. When the T-value is greater than 1.96, it indicates that the P-value has reached the 0.05 level of significance (Table 3.8).

Table 3.8 Predictive power of model T-value, P-value (statistical value test value)

	Original sample	Sample mean (M)	Standard deviation (STDEV)	T-value (| o/STDEV |)	P-value
RenQing → Purchase intent	0.157	0.157	0.117	1.339	0.091
Perceived price → Satisfaction	0.338	0.332	0.142	2.38	0.009
Perceived price → Intention to buy	0.311	0.351	0.218	1.428	0.077
Perceived sacrifice → Satisfaction	0.002	-0.041	0.255	0.009	0.496
Perceived sacrifice → Purchase intent	-0.405	-0.414	0.193	2.095	0.018
Perceived quality → Satisfaction	0.645	0.691	0.208	3.097	0.001
Perceived quality → Purchase intention	0.819	0.797	0.244	3.36	0
Perceived risk → Satisfaction	-0.045	-0.05	0.081	0.561	0.287
Perceived risk → purchase intention	0.1	0.103	0.075	1.334	0.091
Satisfaction → Purchase intention	-0.175	-0.176	0.267	0.655	0.256

The following hypotheses are verified:

(1) The correlation between RenQing and purchase intentions is relatively high;

(2) High correlation between perceived price and purchase intention;

(3) High correlation between perceived sacrifice and satisfaction;

(4) The correlation between perceived quality and satisfaction is relatively high;

(5) The correlation between perceived quality and purchase intention is relatively high.

External loadings and significant problematic issues: The external loadings of some items are below 0.6, which indicates that the explanatory power of these items is insufficient. Therefore, it was necessary to delete the items that did not meet the requirements. After deleting these items, 26 important issue items were retained in addition to the measurement question items for basic information, as shown in the figure: for perceived quality, three items (10, 11, and 15) were retained for measurement; for perceived price, four items (18, 32, 33, and 34) were retained for measurement; for perceived sacrifice, three items (19, 20, and 21) were

retained for measurement; and for perceived Risk, three items (22, 23, and 24) were retained for measurement; in Emotional Value, three items (29, 30, and 31) were retained for measurement; in Perceived Value, two items (40 and 41) were retained for measurement; in Satisfaction, three items (7, 8, and 9) were retained for measurement; in Human Touch (Relationships/Emotional Connections), three items (35, 36, and 37) were used for measurement; and for purchase intention, two items (38 and 39) were retained for measurement. By deleting the items, the predictive power of the model met the requirements (Table 3.9).

Table 3.9 Factor loadings

	Sentimental value	Perceived quality	Perceived value	Perceived risk	Perceived sacrifice	Perceived Price	Intent to buy	Favor	Job satisfaction
10. The green plants and flowers provided by the supplier meet your company's requirements in terms of color, shape, fragrance and coordination.		0.779							
11. Providers are able to deal with various problems in the service process in a timely and effective manner.		0.805							
15. The supplier fulfilled its commitments.		0.795							
18. The price of rental services is commensurate with the services provided.						0.687			
19. The time and effort expended in negotiating the agreement with the vendor's employees was reasonable.					0.739				
20. The time and effort he invested in purchasing these services was reasonable.					0.872				
21 that the time and effort required to switch to another provider is high.					0.795				
22. Company employees are exposed to accidents or health hazards related to green plants and flowers provided by suppliers.				0.812					
23. Your company has not been involved in any legal disputes arising out of the rental of the supplier's Green Plant and floral services.				0.87					
24. The supplier's payment methods are safe and secure.				0.745					
29. Green plants and flower rental services provide a positive emotional experience for your employees.	0.701								
30. The relationship between your company and suppliers is pleasant.	0.822								
31. Suppliers are committed to developing and maintaining a good business relationship with your company.	0.84								

32, suppliers of plant and flower rental services offer your company the best discounts and payment terms.		0.716			
33. Providers of green plant and flower rental services offer lower prices compared to other competitors.		0.818			
34. The cost of rental services exceeds the cost of buying and maintaining your own Green Plant and flowers.		0.711			
35. You or your company will reward the help of the people involved by purchasing services.			0.78		
36. You or your company will look for opportunities to return the favor to the people involved.			0.883		
37. You see the gesture of repaying goodwill as a sense of responsibility.			0.826		
38. Your company would consider continuing to purchase Green Plant and flower rental services.		0.87			
39. Your company would recommend to suppliers the rental of green plants and flowers provided by other companies.		0.896			
40. You feel that it is worthwhile to buy this supplier's products and services.	0.872				
41. You think this supplier's products and services are good.	0.909				
7. overall satisfaction with the Green Plant and floral services provided.					0.817
8. The extent to which the services provided by the supplier meet all requirements.					0.806
9. The service provided by the supplier meets your psychological expectations.					0.746

According to the second version of the questionnaire reliability validity analysis and the first model fitting conclusions, the questionnaire was found to still have the following problems:

(1) The item on the term of purchase of green plant and flower rental services is missing.

(2) During the model fitting process, some items had low factor loadings, which may lead to the deletion of these items in subsequent studies, but the questionnaire question items were not deleted for the time being, considering the possibility that there may be a possibility that the pre-test sample size affects the model fitting results.

In order to revise the above issues, the authors revised the questionnaire for the third time, resulting in the third version of the questionnaire (final version of the questionnaire).

3.4 Final version of the questionnaire

The final version of the questionnaire is presented below (Table 3.10).

Table 3.10 Final version of the questionnaire

Part	Item	Options						
Part I Basic Information	1. What is the nature of your company?	□ State-owned enterprises □ Private enterprises, privately owned □ Government agencies □ Public institutions □ Other (specify)						
	2. What is the size of your company?	□ Less than 50 employees □ 50 to 100 employees □ 100 to 200 employees □ 200+ employees						
	3. What industry does your company belong to?	□ Manufacturing □ Energy Industry □ Construction Healthcare Industry □ Finance □ Information Technology Industry □ Retail Industry □ Culture and Entertainment Industry □ Transportation □ Other (specify)						
	4. Are you involved in the procurement of green plants and flower rental services?	□Yes □ No						
	5. Has your company purchased Green Plant and flower rental services before?	□Yes □ No						
	6. How long does your company purchase green plant and flower rental services?	□ 1-3 years □ 4-6 years □ 7-9 years □ 10+ years						
Part II Job Satisfaction	1. overall satisfaction with the Green Plant and floral services provided.	Completely disagree						totally agree
	2. The extent to which the services provided by the vendor meet all requirements.	1	2	3	4	5	6	7
	3. The extent to which the service provided by the supplier differs from your mental expectations.	1	2	3	4	5	6	7
Part III Perceived Quality	1. The extent to which the green plants and flowers provided by the supplier meet your company's requirements in terms of color, shape, fragrance, and coordination.	1	2	3	4	5	6	7
	2. The extent to which the supplier is able to deal with various problems in the service process in a timely and effective manner.	1	2	3	4	5	6	7
	3. The skill level of the employees of the green plant and flower rental service company in providing the service.	1	2	3	4	5	6	7
	4. Neatness of vendor facilities and employees.	1	2	3	4	5	6	7
	5. Vendor's employees were very courteous.	1	2	3	4	5	6	7
	6. The extent to which the supplier has fulfilled its commitments.	1	2	3	4	5	6	7
	7. Vendor business management capabilities.	1	2	3	4	5	6	7
	8. Accuracy and clarity of invoices provided by suppliers.	1	2	3	4	5	6	7
	9. Comprehensiveness, conciseness and timeliness of information provided by suppliers.	1	2	3	4	5	6	7
	10. The contribution of green plant and flower rental services to enhancing your	1	2	3	4	5	6	7

	company's brand image.							
	11. Differentiation of the services provided by the supplier to your company.	1	2	3	4	5	6	7
Part IV Perceived Price	1. The price of the rental service matches the service provided.	1	2	3	4	5	6	7
	2. Service providers offer your company the best discounts and payment terms.	1	2	3	4	5	6	7
	3. the supplier offers lower prices compared to other competitors.	1	2	3	4	5	6	7
	4. The cost of the rental service exceeds the cost of purchasing and maintaining your own Green Plant and flowers.	1	2	3	4	5	6	7
Part V Perceived Sacrifice	1. the reasonableness of the time and effort invested in negotiating the agreement with the supplier's employees.	1	2	3	4	5	6	7
	2. The reasonableness of the time and effort invested in purchasing the service.	1	2	3	4	5	6	7
	3. the time and effort required to switch to another provider.	1	2	3	4	5	6	7
Part VI Perceived Risk	1. the extent to which company employees are exposed to accidents or health hazards associated with Green Plant and flowers supplied by suppliers.	1	2	3	4	5	6	7
	2. Your company is not exposed to legal risk as a result of leasing the services of the supplier.	1	2	3	4	5	6	7
	3. Vendor payment methods are secure.	1	2	3	4	5	6	7
	4. The extent to which the supplier effectively protects your company and employee information.	1	2	3	4	5	6	7
Part VII Emotional Value	1. The positive emotional experience that Green Plant and flower rental services bring to your employees.	1	2	3	4	5	6	7
	2. A pleasant relationship between your company and your suppliers.	1	2	3	4	5	6	7
	3. Suppliers are committed to building and maintaining good business relationships with business users.	1	2	3	4	5	6	7
Part VIII Favor	1. The extent to which the help of the person concerned is rewarded through the purchase of services.	1	2	3	4	5	6	7
	2. the extent to which you will seek opportunities to reciprocate the help provided by those involved.	1	2	3	4	5	6	7
	3. The extent to which you view the gesture of repaying goodwill as a sense of duty.	1	2	3	4	5	6	7
Part IX Repurchase Intention	1. The extent to which your company would consider purchasing Green Plant and flower rental services.	1	2	3	4	5	6	7
	2. The extent to which your company provides green plant and flower rental services to suppliers to other companies.	1	2	3	4	5	6	7
Part X	1. You think it is worthwhile to buy the services of this provider.	1	2	3	4	5	6	7
	2. You feel that the supplier's products and services are good.	1	2	3	4	5	6	7

3.5 Questionnaire distribution and information collection

Considering the difficulty of distributing and collecting questionnaires offline, the data were mainly collected online through the Internet, i.e., in the form of electronic questionnaires distributed by Questionnaire Star, which were filled out and submitted online by the respondents. In addition, due to the large number of questionnaire items, in order to mobilize the motivation of participating enterprises, incentives such as issuing coupons for leasing services were taken during the questionnaire distribution process, which greatly enhanced the cooperation of participating enterprises and made the questionnaire survey both effective and qualitative.

3.6 Data analysis

3.6.1 Descriptive analysis

As a foundational empirical research paradigm, descriptive analysis methodology centers on constructing a cognitive framework of the research object by systematically refining and presenting the morphological features of the data. In this empirical field, the authors use descriptive analysis to establish a parametric benchmark system for subsequent inferential analysis.

3.6.2 Reliability and validity analysis

The theoretical roots of reliability and validity analysis, as the twin core validation mechanisms of the measurement science paradigm, can be traced back to the psychometric deconstruction of the mapping relationship between observed and latent variables. Reliability characterizes the stability and consistency of a measurement instrument, and essentially quantifies the attenuation coefficient of an observed indicator against random errors.

Validity, on the other hand, points to the ability of the measurement tool to decode the theoretical constructs, in which simultaneous validation of the discriminant validity of the constructs and the convergent validity can be achieved in structural equation modeling.

There is a dialectical dependence between reliability and validity: high reliability is a necessary but not sufficient condition for validity, and validity validation needs to be predicated on measurement stability.

3.6.3 Structural equation modeling

The methodological kernel of structural equation modeling (SEM) as an integrative framework for multivariate causal inference lies in the simultaneous decoupling of parameter estimation dilemmas of measurement and structural models, and embedding the covariance between latent and observed variables into a unified probabilistic graphical model through a system of matrix equations. The modeling system constructs the measurement reliability and validity validation layer with a validation factor analysis (CFA), inscribes the structural equation network among latent variables with a path analysis network, and solves the asymptotically unbiased solutions of the model parameters by using either the great likelihood (ML) or weighted least squares (WLSMV) estimation method. The analysis process covers model identification test (t-rule, Bollen rank condition), global goodness-of-fit assessment (RMSEA, CFI, SRMR multicriteria coupled validation) and local parameter significance diagnosis (standardized path coefficients, critical ratio).

3.6.4 Selection of analytical tools

Based on the expected findings, this study was chosen to be conducted using SmartPLS for the following reasons:

Rationale for using SmartPLS for academic research:

First of all, SmartPLS has efficient data processing capability. SmartPLS (partial least squares) is a powerful statistical tool, especially suitable for dealing with high-dimensional data and problems with small sample sizes. It is able to achieve effective feature dimensionality reduction while retaining the information related to the dependent variable, which is especially important for complex data analysis (Ding et al., 2010). The application of SmartPLS in text categorization technique shows that it can improve the efficiency of learning task and classification performance through feature selection and extraction (Luo, 2006).

Secondly, SmartPLS is a structural equation modeling software that can be used for multivariate data analysis. In the software, the data can be preprocessed, including steps such as deactivation removal, stemming extraction, and word form reduction (M. F. Porter, 1980). These steps help to reduce the data dimensionality and retain the most important information.

Again, in text categorization, factor analysis or exploratory factor analysis can be performed using SmartPLS to identify potential structures in the text data (Hair et al., 2024). At the same time, depending on the model performance, one can return to the feature selection stage and adjust the parameters to further optimize the model performance. In this way, a few

key factors can be extracted from a large number of features, which represent the main information in the original data. In this study, we would like to construct a structural equation model suitable for validating the factors of purchase intention, and SmartPLS is able to fulfill this need.

3.6.5 Artificial neural networks

In order to validate the determinants of the Perceived Value, this study further applied an artificial neural network (ANN) (W. J. Deng et al., 2008), that is a subset of machine learning techniques. ANNs allow to model complex relationships in data. ANN has several advantages over statistics-based methods because it is more robust to cope with non-normal data, nonlinearity, heteroscedasticity, and multicolinearity. These networks' strength is their ability to offer good results despite the presence of multicollinearity, which frequently appears among service attributes and which can produce misleading interpretations of regression coefficients (Yau & Tang, 2018). Previous studies have further confirmed that ANNs outperform statistical methods and other machine learning approaches in terms of predicting satisfaction levels (Yau & Tang, 2018).

ANNs might be viewed as a simplified model of the human mind. An ANN is represented by neurons in which the knowledge stored in the weighted links between neurons (i.e., synaptic weights) is calculated thought learning processes or neural network training. The network of a neural network architecture includes three hierarchical layers: input, hidden, and output. Each layer encompasses a set of processing neurons interconnected by weighted communication links (i.e., synaptic weights) (Tsaur et al., 2002). In this study the ANNs is structured as one node in the output layer and/or responses to stimuli (i.e., perceived value) and five nodes in the input layer and/or stimuli input (i.e., perceived value attribute ratings). The present study, more specifically, used a multilayer perceptron, namely, a supervised method with a feedforward architecture (Hecht-Nielsen, 1990). In the network training process (i.e., knowledge acquisition), synaptic weights are adjusted to minimize estimation error (i.e., the difference between the known and predicted output).

For each ANN, 70% of the sample is used to calibrate the model (i.e., model testing) and 30% to evaluate the calibrated model's validity (i.e., validation). The model's overall performance is assessed using goodness-of-fit indices (i.e., root mean square error) and the coefficient of determination (R2) (Tsaur et al., 2002). The current ANN was constructed by setting the number of hidden layers (1) and hidden neurons (5), as well as the activation

functions in the hidden (i.e., hyperbolic tangent) and output layers (i.e., identity). The number of hidden neurons selected (2) optimizes the goodness-of-fit indices (Kalinić et al., 2021). The architecture of the ANN designed to identity the importance of each is presented below (Figure 3.1).

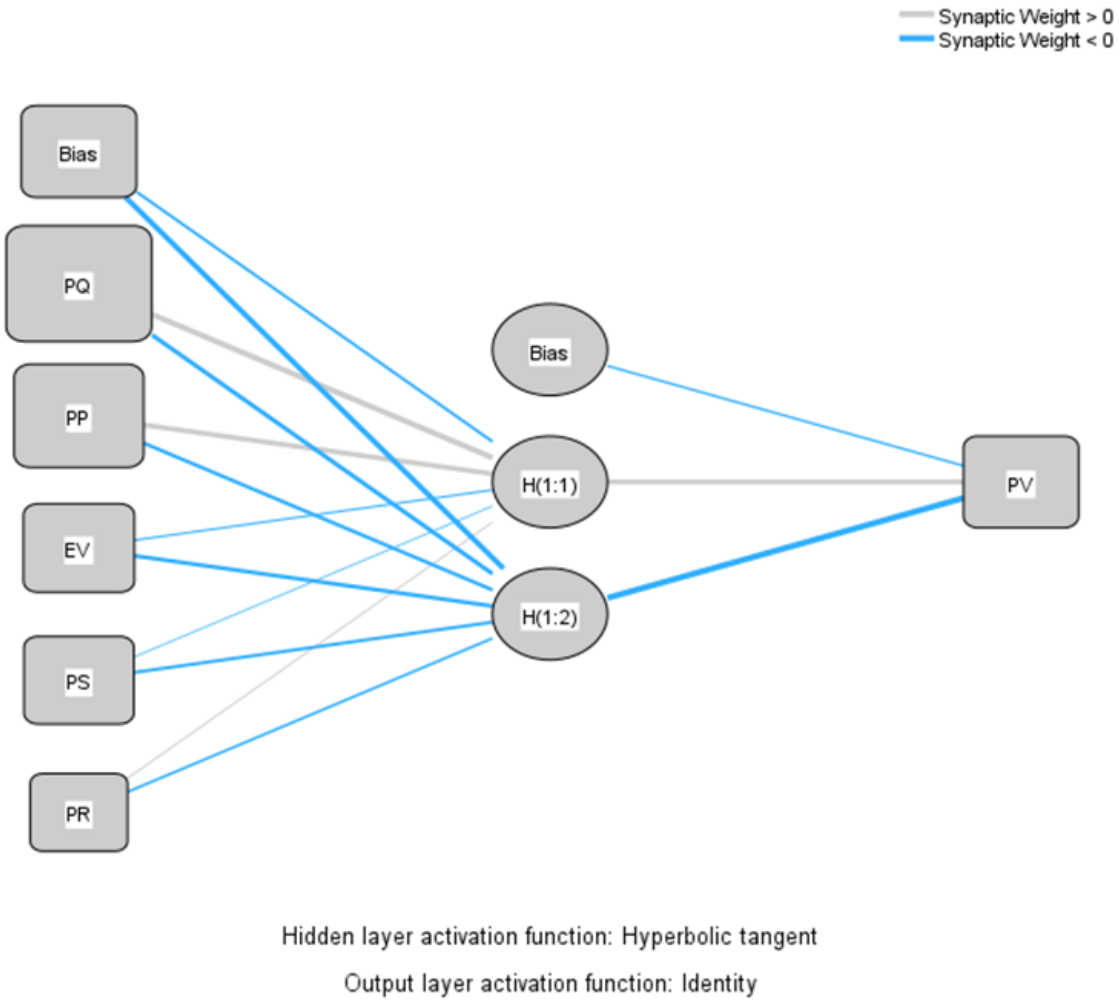

Figure 3.1 Architecture of the ANN

The ANN includes a Bach training with a scaled conjugate gradient algorithm.

The present ANN was used to calculate the relative and normalized importance of each input. A sensitivity analysis of the importance ratings was also performed using a 5-fold procedure (Kalinić et al., 2021).

3.7 Chapter summary

This chapter describes the design of the research program and sampling procedures based on quantitative research. Through the literature combing, in combination with the previous questionnaire design experience, the questionnaire was preliminarily designed, a small-scale

survey was conducted in online form, and based on the data of the pre-survey, reliability and validity analyses were carried out, and three revisions of the questionnaire were completed. Finally, the questionnaire was distributed and data collected through online form.

In addition, this chapter outlines the research methods that will be used for the empirical analysis in the next chapter, which mainly include descriptive analysis, reliability and validity analysis, and structural equation modeling test. And the chapter explains the SmartPLS that will be used (Kalinić et al., 2021).

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Chapter 4: Results and Discussion

4.1 Sample overview

The target group of this study is enterprise users, with a total of 220 enterprises. A total of 220 questionnaires were distributed, with 215 valid responses received. The questionnaire collected data from 215 respondents.

Among the enterprises participating in the survey, 16.7% are state-owned, 79.5% are private, 2.3% are public institutions, and 1.4% belong to other types. In terms of enterprise size, 8.8% of the enterprises have fewer than 50 employees, 27.0% have 100–200 employees, and 41.4% have more than 200 employees. Regarding the industries represented, 35.3% are manufacturing enterprises, 7.0% are energy enterprises, 5.1% are construction enterprises, 4.2% are healthcare enterprises, 7.4% are financial enterprises, 16.3% are information technology enterprises, 8.8% are retail enterprises, 10.7% are cultural and entertainment enterprises, and 3.3% belong to other industries. In terms of the duration of green plant and flower rental services, 22.8% of the enterprises have a rental period of 1–3 years, 47.0% have a rental period of 4–6 years, 23.3% have a rental period of 7–9 years, and 7.0% have a rental period exceeding 10 years (Table 4.1).

Table 4.1 Sample information

Variable	Category	N	%
Type	State-Owned Enterprises	36	16.7%
	Private Enterprises	171	79.5%
	Public Institutions	5	2.3%
	Others	3	1.4%
Size (Number of Employees)	Fewer than 50	19	8.8%
	50-100	49	22.8%
	100-200	58	27.0%
	More than 200	89	41.4%
Industry	Manufacturing	76	35.3%
	Energy	15	7.0%
	Construction	11	5.1%
	Healthcare	9	4.2%
	Finance	16	7.4%
	Information Technology	35	16.3%
	Retail	19	8.8%
	Culture and Entertainment	23	10.7%
	Transportation	7	3.3%
	Others	4	1.9%
Rental Duration	1-3	49	22.8%

4-6	101	47.0%
7-9	50	23.3%
More than 10 Years	15	7.0%

4.2 Sample profile

Regarding satisfaction, three question items were retained for measurement, with an average response value of 6. For perceived quality, ten question items were retained, with average response values ranging between 5.7 and 6.2. For perceived price, four question items were retained, with average response values ranging between 5.2 and 5.9. For perceived sacrifice, three question items were retained, with average response values ranging between 5.6 and 5.8. For perceived risk, three question items were retained, with average response values ranging between 5.8 and 6.3.

For emotional value, three question items were retained, with average response values ranging between 5.7 and 6. For RenQing (relational bonds), three question items were retained, with average response values ranging between 5.4 and 5.6. For purchase intention, two question items were retained, with average response values ranging between 5.6 and 6. For perceived value, two question items were retained, with an average response value of 6.

4.2.1 Satisfaction levels

The questionnaire included items such as “Overall satisfaction with the green plant and flower services provided,” “The extent to which the supplier’s services meet all requirements,” and “The supplier’s services align with your psychological expectations.” To investigate corporate clients’ satisfaction levels with rental services, a 7-point Likert scale was used, ranging from “1 (Strongly Disagree)” to “7 (Strongly Agree).” The survey results showed that 29.7% of users selected “7,” indicating they strongly agree and are fully satisfied with the green plant and flower rental services provided by the supplier. Additionally, 46% of users selected “6,” 20.9% selected “5,” 2.7% selected “4,” and 0.4% selected “1,” meaning these users believed the services provided by the supplier did not meet their expectations at all and were completely dissatisfied with the services.

Regarding “The extent to which the supplier’s services meet all requirements,” 32.5% of users selected “7,” indicating they believed the services provided by the supplier fully met all requirements. Additionally, 34.8% of users selected “6,” 26% selected “5,” 5.1% selected “4,” and 1.3% selected “1,” expressing complete dissatisfaction with the green plant and flower rental services provided by the supplier.

Regarding “The supplier’s services align with your psychological expectations,” 16.7% of users selected “7,” meaning these services fully aligned with their psychological expectations. Additionally, 49.7% of users selected “6,” 27.4% selected “5,” 5.1% selected “4,” and 0.9% selected “3.”

4.2.2 Perceived quality

In terms of perceived quality, we have established 11 items, including: “The plants and flowers provided by the supplier meet your company’s requirements in terms of color, shape, fragrance, and coordination.” “The supplier can promptly and effectively address various issues during the service process.” “Employees of the plant and flower leasing service company demonstrate technical proficiency in their services.” “The supplier’s facilities are clean and tidy.” “The supplier’s staff are courteous.” “The supplier fulfills commitments.” “The plant and flower leasing service provider possesses business management capabilities.” “The invoices provided by the supplier are accurate.” “The information provided by the supplier is comprehensive.” “The plant and flower leasing service helps enhance your company’s brand image.” “The plant and flower leasing service helps differentiate the services provided by the supplier to your company.”

Regarding the item “The plants and flowers provided by the supplier meet your company’s requirements in terms of color, shape, fragrance, and coordination,” 25.1% of users selected “7,” indicating complete agreement. Additionally, 48.3% chose “6,” 20.4% chose “5,” 5.5% chose “4,” and 0.4% chose “3.”

For the statement “The supplier can promptly and effectively address various issues during the service process,” 32% of users selected “7,” indicating complete confidence in the supplier’s problem-solving capabilities. Additionally, 39.5% chose “6,” 25.5% chose “5,” 2.3% chose “4,” and 0.4% chose “3.”

Regarding “Employees of the plant and flower leasing service company demonstrate technical proficiency in their services,” 35.3% of users selected “7,” indicating complete agreement. Additionally, 28.3% chose “6,” 27.9% chose “5,” 6.9% chose “4,” 0.9% chose “3,” and 0.4% chose “1.”

For “The supplier’s facilities are clean and tidy,” 28.8% of users gave a high score of “7,” indicating full compliance; 38.1% chose “6,” 20.9% chose “5,” 8.8% chose “4,” 2.7% chose “3,” and 0.4% gave a low score of “1,” indicating complete non-compliance.

Regarding “The supplier’s staff are courteous,” 33.9% of users selected “7,” indicating full

compliance. Additionally, 38.1% chose “6,” 20.9% chose “5,” 6% chose “4,” and 0.9% chose “3.”

For “The supplier fulfills commitments,” 32.5% of users selected “7,” indicating full compliance. Additionally, 40% chose “6,” 23.7% chose “5,” and 3.7% chose “4.”

Regarding “The plant and flower leasing service provider possesses business management capabilities,” 20.9% of users selected “7,” indicating full compliance. Additionally, 43.2% chose “6,” 26.5% chose “5,” 6.9% chose “4,” 1.8% chose “3,” and 0.4% chose “2.”

For “The invoices provided by the supplier are accurate,” 42.7% of users selected “7,” indicating full compliance. Additionally, 33.4% chose “6,” 16.2% chose “5,” 6.9% chose “4,” and 0.4% chose “3.”

Regarding “The information provided by the supplier is comprehensive,” 25.5% of users selected “7,” indicating full compliance. Additionally, 42.7% chose “6,” 24.1% chose “5,” 6.9% chose “4,” and 0.4% chose “3.”

For “The plant and flower leasing service helps enhance your company’s brand image,” 38.6% of users selected “7,” indicating full compliance. Additionally, 41.3% chose “6,” 14.8% chose “5,” 3.7% chose “4,” and 1.3% chose “3.”

Regarding “The plant and flower leasing service helps differentiate the services provided by the supplier to your company,” 16.7% of users selected “7,” indicating full compliance. Additionally, 36.2% chose “6,” 25.5% chose “5,” 13.9% chose “4,” 3.2% chose “3,” 2.3% chose “2,” and 1.8% chose “1,” indicating complete disagreement.

4.2.3 Perceived price

In terms of “perceived price,” we set up four items: “The price of the rental service matches the service provided.” “The green plant and flower rental service provider offers the best discounts and payment terms for your company.” “Compared to other competitors, the green plant and flower rental service provider offers lower prices.” “The cost of the rental service is lower than the cost of purchasing and maintaining green plants and flowers on your own.” Each item was measured using a 7-point Likert scale ranging from 1 to 7.

Approximately 26.85% of respondents selected 5 points, 37.50% selected 6 points, and 28.24% selected 7 points. This indicates that most respondents’ perceptions in this dimension tend toward medium to high scores. Similarly, about 28.24% of respondents selected 5 points, 38.43% selected 6 points, and 17.59% selected 7 points. This also shows that respondents generally gave medium to high scores. Approximately 35.65% of respondents selected 5 points,

28.70% selected 6 points, and 14.35% selected 7 points. The score distribution for this item shows that respondents' perceptions in this dimension are relatively balanced but still lean toward medium to high scores. About 18.98% of respondents selected 5 points, 41.20% selected 6 points, and 28.70% selected 7 points. This indicates that respondents tend to give higher scores in this dimension.

Overall, the scores for each item under "perceived price" generally tend toward medium to high levels, indicating that respondents' perceptions of price are relatively positive. It is worth noting that in the PP4 item (i.e., the cost of the rental service is lower than the cost of purchasing and maintaining on your own), the proportion of high scores is more significant.

4.2.4 Perceived sacrifice

In the aspect of "Perceived Sacrifice," we proposed three questions: "The time and effort invested in negotiating agreements with supplier employees are reasonable." "The time and effort invested after purchasing the service are reasonable." "The time and effort required to switch to another supplier are high." This section of the survey provided seven options ranging from 1 to 7, representing different levels of perceived sacrifice.

For PS1 (The time and effort invested in negotiating agreements with supplier employees are reasonable): Approximately 0.46% of participants chose option 2. Approximately 0.93% chose option 3. Approximately 9.26% chose option 4. Approximately 28.70% chose option 5. Approximately 37.50% chose option 6. Approximately 22.69% chose option 7.

For PS2 (The time and effort invested after purchasing the service are reasonable): Approximately 0.46% of participants chose option 2. Approximately 1.85% chose option 3. Approximately 6.48% chose option 4. Approximately 31.48% chose option 5. Approximately 37.04% chose option 6. Approximately 22.22% chose option 7.

For PS3 (The time and effort required to switch to another supplier are high): Approximately 0.46% of participants chose option 2. Approximately 1.39% chose option 3. Approximately 7.41% chose option 4. Approximately 35.19% chose option 5. Approximately 35.65% chose option 6. Approximately 19.44% chose option 7.

These data reveal participants' views on perceived sacrifice across different dimensions. In all dimensions, options 5 and 6 have higher percentages, indicating that most participants consider these sacrifices to be reasonable or necessary.

4.2.5 Perceived risk

Regarding "Perceived Risk," we proposed the following four questions: "Are company employees exposed to accidents or health hazards due to the green plants and flowers provided by the supplier?" "Has your company encountered any legal disputes due to leasing green plants and flowers services from the supplier?" "Is the payment method of this supplier secure?" "Can the supplier effectively protect the information of your company and employees?" Below are the response statistics for these four questions:

PR1: Are company employees exposed to accidents or health hazards due to the green plants and flowers provided by the supplier?

A total of 216 responses were collected, with 6 options. The most frequent option was "7," selected 90 times.

Option percentages: Option 2 (0%), Option 3 (0.46%), Option 4 (5.09%), Option 5 (18.98%), Option 6 (33.33%), Option 7 (41.67%).

PR2: Has your company encountered any legal disputes due to leasing green plants and flowers services from the supplier?

A total of 216 responses were collected, with 7 options. The most frequent option was "7," selected 100 times.

Option percentages: Option 2 (0.93%), Option 3 (0.46%), Option 4 (4.17%), Option 5 (16.67%), Option 6 (31.02%), Option 7 (46.30%).

PR3: Is the payment method of this supplier secure?

A total of 216 responses were collected, with 6 options. The most frequent option was "7," selected 100 times.

Option percentages: Option 2 (0.46%), Option 3 (0%), Option 4 (4.17%), Option 5 (13.43%), Option 6 (35.19%), Option 7 (46.30%).

PR4: Can the supplier effectively protect the information of your company and employees?

A total of 216 responses were collected, with 6 options. The most frequent option was "6," selected 92 times.

Option percentages: Option 2 (0%), Option 3 (0.93%), Option 4 (6.94%), Option 5 (21.76%), Option 6 (42.59%), Option 7 (27.31%).

These data reflect participants' views on different dimensions of perceived risk, with options 6 and 7 accounting for a higher proportion in most dimensions, indicating that most participants perceive the risk as low or very low.

4.2.6 Emotional value

Regarding Emotional Value (EV), we proposed three questions: “EV1: The green plants and flowers leasing service has brought positive emotional experiences to your company’s employees,” “EV2: The relationship between your company and the supplier is pleasant,” and “EV3: The supplier is committed to establishing and maintaining a good business relationship with your company.” For EV1, we found that option 6 had the highest selection rate at approximately 38.89%, followed by options 5 and 7, with rates of approximately 28.70% and 23.15%, respectively. This indicates that most respondents tend to choose moderate to high evaluations for EV1.

For EV2, we also observed that option 6 had the highest selection rate, reaching 44.44%, indicating that respondents tend to give higher evaluations in this dimension. The selection rates for options 5 and 7 were 21.76% and 24.54%, respectively, showing that these options were also quite popular.

For EV3, the selection rates for options 6 and 7 were quite close, at 40.28% and 32.87%, respectively. This indicates that opinions in this dimension were more dispersed: some respondents tended to give higher evaluations, while others leaned toward the highest evaluation.

Overall, these data reveal respondents’ different preferences and attitudes toward emotional value.

4.2.7 RenQing

In the questionnaire, we set three questions to explore the impact of “RenQing” on corporate users’ purchase intentions. These three questions were: “You or your company would repay the help provided by relevant personnel by purchasing their services,” “You or your company would actively seek opportunities to repay the help provided by relevant personnel,” and “You believe that repaying goodwill is a responsibility.” All three questions were measured using a 7-point Likert scale ranging from 1 to 7.

When asked, “You or your company would repay the help provided by relevant personnel by purchasing their services,” 15.8% of respondents chose “7,” indicating complete agreement; 40% chose “6”; 29.3% chose “5”; 9.3% chose “4”; 3.7% chose “3”; 0.9% chose “2”; and 0.9% chose “1.”

When asked, “You or your company would seek opportunities to repay the help provided by relevant personnel,” 41.4% of users chose “6”; 22.3% chose “5”; 19.1% chose “7”; 9.3%

chose “4”; 5.6% chose “3”; 1.4% chose “2”; and 0.9% chose “1.”

When asked, “You believe that repaying goodwill is a responsibility,” 35.8% of corporate users chose “6,” and 25.1% chose “7,” indicating that they believe repaying goodwill is a responsibility. In contrast, 19.1% chose “5”; 13.0% chose “4”; 3.7% chose “3”; 2.3% chose “2”; and 0.9% chose “1,” indicating that they do not believe repaying goodwill is a mandatory responsibility.

4.2.8 Purchase intention

Regarding the two questions set for Purchase Intention (PI), namely “PI1: Your company would consider continuing to purchase green plants and flowers leasing services from the same supplier” and “PI2: Your company would recommend green plants and flowers leasing services to other companies,” the following observations can be made:

First, for PI1 (“Your company would consider continuing to purchase green plants and flowers leasing services from the same supplier”), the data show that the proportions for options 2 and 3 were extremely low, at only 0.46%. The proportion for option 4 was slightly higher, at 6.02%. The proportions for options 5 and 6 were more significant, at 20.83% and 35.19%, respectively. Notably, the proportion for option 7 was the highest, at 36.57%. This indicates that most respondents tend to continue purchasing green plants and flowers leasing services from the same supplier.

Second, for PI2 (“Your company would recommend green plants and flowers leasing services to other companies”), the proportion for option 2 was 0.46%, while the proportion for option 3 was slightly higher, at 1.39%. Option 4 accounted for 7.41%, and the proportion for option 5 increased significantly, reaching 30.56%. The proportion for option 6 was the highest, at 39.35%, indicating that many respondents are willing to recommend these services. The proportion for option 7 was 20.37%, also showing a high level of recommendation intention.

Overall, these data reflect respondents’ positive attitudes toward continuing to purchase and recommend green plants and flowers leasing services, particularly evident in options 5, 6, and 7.

4.2.9 Perceived value

When analyzing the two items PV1 and PV2 related to “Perceived Value” (regarding purchase intention), we found that the vast majority of participants tended to express high agreement. For PV1, “You believe that purchasing the products and services of this supplier is worthwhile,”

approximately 42.13% of participants strongly agreed that purchasing from this supplier is worthwhile, while 27.31% completely agreed with this statement. In contrast, only a small number of participants expressed uncertainty or disagreement.

Regarding PV2, "You believe that the products and services of this supplier are of good quality," a similar trend emerged. Approximately 41.20% of participants strongly agreed that the supplier's products and services are of good quality, while 32.41% completely agreed with this evaluation. These results indicate that the vast majority of participants hold a positive attitude toward the supplier's products and services, with only a very small number expressing differing opinions. These results reveal participants' overall positive perception of the products and services provided by the supplier.

4.3 Reliability and validity analysis of the measurement model

4.3.1 Reliability analysis (Cronbach's α and composite reliability)

Cronbach's α coefficient is a core indicator for measuring the internal consistency of a questionnaire. By calculating the ratio of the covariance between items to the total variance, it quantitatively evaluates the reliability of each item in the scale measuring the same construct. In practical standards, $\alpha \geq 0.70$ indicates excellent reliability, while a value below 0.60 necessitates item revision or structural adjustment.

In the reliability analysis of the questionnaire, the author calculated the Cronbach's Alpha values for each dimension to assess the internal consistency of the questionnaire. The results showed that the Alpha values for all dimensions were above 0.7, indicating that these dimensions have good reliability and demonstrate high internal consistency (Table 4.2).

Table 4.2 Reliability analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Emotional Value	0.707	0.741	0.832	0.625
Perceived Quality	0.706	0.708	0.836	0.629
Perceived Value	0.740	0.754	0.884	0.793
Perceived Risk	0.744	0.771	0.851	0.657
Perceivd Sacrifice	0.725	0.743	0.845	0.646
Perceived Price	0.714	0.722	0.824	0.540
Purchase Intention	0.718	0.724	0.876	0.780
RenQing	0.779	0.819	0.869	0.690
Satisfaction	0.702	0.714	0.833	0.624

4.3.2 Validity analysis (convergent validity and discriminant validity)

The validation of convergent validity primarily relies on two core indicators: the explanatory power of latent variables (through Average Variance Extracted, AVE) and the synergy of items (through Composite Reliability, CR). The calculation of AVE is based on the contribution strength of observed variables to latent variables. If AVE ≥ 0.50, it indicates that the items can effectively capture at least 50% of the variation information of the latent variable. A value below this threshold may suggest redundancy or measurement bias in item design. CR, on the other hand, achieves a dynamic balance between factor loadings and error variance, with a threshold of ≥ 0.70, proving that the logical consistency among items is sufficient to support the theoretical construct.

The specific criteria for AVE values are as follows:

Greater than 0.7: Indicates strong convergent validity, typically suggesting that these variables collectively measure the same dimension.

0.5 - 0.7: Indicates moderate convergent validity, which is acceptable but may require further verification.

Below 0.5: Indicates weak convergent validity, potentially implying insufficiently close relationships among these variables, necessitating further examination of questionnaire design or theoretical assumptions.

In the analysis of convergent validity (as shown in the table above), the author calculated the AVE values for perceived quality, perceived price, perceived risk, perceived sacrifice, emotional value, perceived value, satisfaction, RenQing, and purchase intention. The results showed that the AVE values for all variables were greater than 0.5, indicating moderate to strong positive correlations among these variables. This suggests that these variables are theoretically related, and the questionnaire effectively measures their relationships, supporting good convergent validity.

Discriminant validity is a core concept in measurement theory for verifying the independence of constructs. Its core logic lies in the clarity of theoretical boundaries between different latent variables and the absence of unexpected covariation statistically. Unlike convergent validity (which focuses on internal consistency within the same construct), discriminant validity tests the “statistical firewall” between latent variables, ensuring that the measurement model can accurately distinguish between similar or easily confused theoretical dimensions, avoiding research conclusion ambiguity due to conceptual overlap. The criterion for judgment is: by comparing two models through chi-square difference tests (Δ^2) or

information criteria (e.g., AIC/BIC), if the baseline model is significantly superior (e.g., $\Delta^2 <$ 0.05), discriminant validity is supported.

The analysis results showed that the correlation coefficients between all variables and other variables were below 0.5, indicating good discriminant validity.

4.4 Structural equation modelling and hypothesis testing

Hypothesis testing in Structural Equation Modelling (SEM) centers on "theory-data dynamic calibration," achieved through a spiral path of theoretical modelling → model identification → parameter estimation → overall fit → iterative results: first, transforming abstract hypotheses into a dual-layer network of measurement and structural models, embedding theoretical constraints (e.g., latent variable correlation thresholds); then selecting an appropriate algorithm to estimate parameters, simultaneously diagnosing convergence and local fitting conflicts (e.g., negative error variance); finally, iteratively optimizing the model through the interplay of modification indices (MI) and theoretical logic—rejecting the mechanical mindset of "statistical significance equals truth," emphasizing the symbiotic balance between theoretical rationality and data representativeness, and avoiding model overfitting or conceptual distortion.

4.4.1 Measurement model

The evaluation of the measurement model requires systematic validation of the reflective constructs.

In reflective models, standardized factor loadings should reach 0.7 (ideal) or 0.6 (acceptable), and cross-loadings of items on other latent variables should be below 0.4 to ensure the exclusive explanatory power of items for their constructs. Additionally, internal consistency and convergent validity are tested through composite reliability (CR $\geq$ 0.7) and average variance extracted (AVE $\geq$ 0.5), while the theoretical independence of latent variables is verified using the HTMT ratio (threshold < 0.85).

Reflective models require the deletion of low-loading, non-significant, or redundant indicators based on theoretical logic, supplemented by overall fit indices (e.g., SRMR < 0.08) to ensure model robustness, ultimately achieving dual validation of statistical validity and theoretical consistency in the measurement tool.

In this study, the estimation results of the reflective constructs' measurement model include loadings (> 0.7 ideal, > 0.6 acceptable), composite reliability (CR $\geq$ 0.7), AVE ($\geq$ 0.5), and discriminant validity (threshold < 0.85, strict standard < 0.9). Through the measurement model

evaluation, the author removed items with loadings below 0.6, retaining 3 items for perceived quality (10, 11, 15), 4 items for perceived price (18, 32, 33, 34), 3 items for perceived sacrifice (19, 20, 21), 4 items for perceived risk (21, 22, 23, 24), and 3 items for emotional value (29, 30, 31). Therefore, except for item 18, which had a loading value greater than 0.6 but less than 0.7, the external loadings of all other items exceeded 0.7.

The analysis results showed that the Composite Reliability (CR) values were all greater than 0.8, exceeding the ideal threshold of 0.7. Additionally, the AVE values were all greater than 0.6, also surpassing the ideal threshold of 0.5.

The analysis results showed that the HTMT Ratio thresholds for discriminant validity were all below 0.9, meeting the stringent criteria (Table 4.3). Additionally, the significance of outer weights was tested using the Bootstrap method, and all p-values were < 0.05 (Table 4.4).

Table 4.3 Discriminant validity

	Emotional Value	Perceived Quality	Perceived Value	Percieved Risk	Percieved Sacrifice	Preceived Price	Purchase Intention	RenQing	Satisfaction
Emotional Value									
Perceived Quality	0.774								
Perceived Value	0.691	0.778							
Percieved Risk	0.388	0.517	0.422						
Percieved Sacrifice	0.511	0.683	0.664	0.312					
Preceived Price	0.879	0.813	0.776	0.335	0.866				
Purchase Intention	0.734	0.674	0.827	0.294	0.645	0.825			
RenQing	0.733	0.524	0.495	0.098	0.582	0.700	0.605		
Satisfaction	0.749	0.788	0.604	0.337	0.704	0.750	0.698	0.594	

Table 4.4 External weights of the questionnaire items

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
10. The green plants and flowers provided by the supplier meet your company's requirements in terms of color, shape, fragrance, and coordination. <- Perceived Quality	0.413	0.412	0.038	10.972	0.000
11. The supplier can handle various issues in the service process promptly and effectively. <- Perceived Quality	0.456	0.457	0.044	10.436	0.000
15. The supplier fulfills commitments. <- Perceived Quality	0.392	0.391	0.039	10.155	0.000
18. The price of the leasing service match the service provided. <- Preceived Price	0.312	0.311	0.040	7.743	0.000
19. The time and effort invested in negotiating agreements with supplier employees is reasonable. <- Percieved Sacrifice	0.413	0.412	0.055	7.541	0.000
20. the time and effort invested after purchasing the services is reasonable. <- Percieved Sacrifice	0.483	0.486	0.042	11.616	0.000
21. The amount of time and effort required to switch to another supplier is high. <- Percieved Sacrifice	0.345	0.342	0.043	8.059	0.000
22. The company employees are exposed to accidents or health hazards related to the green plants and flowers provided by the supplier. <- Percieved Risk	0.475	0.478	0.075	6.338	0.000
23. Your company has not experienced any legal disputes as a result of leasing the supplier's green plant and flower services. <- Percieved Risk	0.455	0.453	0.055	8.323	0.000
24. The payment method of this supplier is secure. <- Percieved Risk	0.293	0.286	0.085	3.455	0.001
29. The green plants and flowers leasing service brings to your company's	0.286	0.282	0.055	5.211	0.000

employees positive emotional experience <- Emotional Value					
30. The relationship between your company and the supplier is pleasant. <- Emotional Value	0.463	0.463	0.043	10.693	0.000
31. The supplier is committed to develop and maintain a good business relationship with your company. <- Emotional Value	0.498	0.500	0.046	10.939	0.000
32. The supplier of plants and flowers leasing service provids the best discounts and payment terms for your company. <- Preceived Price	0.307	0.305	0.041	7.482	0.000
33. The supplier of the green plants and flowers leasing service offers lower prices compared to other competitors. <- Preceived Price	0.380	0.379	0.032	11.793	0.000
34. The cost of leasing services outweighing the cost of purchasing and maintaining green plants and flowers on your own. <- Preceived Price	0.358	0.360	0.037	9.626	0.000
35. You or your company would reciprocate the help given by relevant personnel by purchasing services. <- RenQing	0.311	0.312	0.045	6.909	0.000
36. You or your company would seek opportunities to reciprocate the help given by relevant personnel. <- RenQing	0.496	0.497	0.044	11.273	0.000
37. You view repaying gestures of goodwill as a sense of responsibility. <- RenQing	0.387	0.385	0.048	8.053	0.000
38. Your company would consider to continue purchasing green plants and flowers leasing services. <- Purchase Intention	0.536	0.537	0.025	21.861	0.000
39. Your company would recommend the green plants and flowers leasing services provided by the supplier to other companies. <- Purchase Intention	0.596	0.596	0.030	20.081	0.000
40. You fell it is worth buying the products and services of this supplier. <- Perceived Value	0.515	0.515	0.019	27.294	0.000
41. You feel that the products and services of this supplier are both good. <- Perceived Value	0.606	0.607	0.025	24.415	0.000
7. Overall satisfaction with the green plants and flowers service provided. <- Satisfaction	0.465	0.466	0.041	11.272	0.000
8. The extent to which the services provided by the supplier meet all the requirements. <- Satisfaction	0.453	0.454	0.038	11.939	0.000
9. The services provided by the supplier are in accordance with your psychological expectations. <- Satisfaction	0.342	0.342	0.040	8.560	0.000

Furthermore, in the structural equation model, testing for multicollinearity requires calculating the inner variance inflation factor (VIF), which aims to assess the degree of linear overlap among observed variables (indicators) under the same latent variable. The analysis results showed that all VIF values were less than 5, indicating that collinearity is within an acceptable range (empirical threshold) (Table 4.5).

Table 4.5 Variance inflation factor test

	VIF
Emotional Value -> Perceived Value	1.830
Perceived Quality -> Perceived Value	1.858
Perceived Value -> Purchase Intention	1.323
Perceived Value -> Satisfaction	1.000
Percieved Risk -> Perceived Value	1.192
Percieved Sacrifice -> Perceived Value	1.744
Preceived Price ->Perceived Value	2.414
RenQing -> Purchase Intention	1.322
Satisfaction -> Purchase Intention	1.409

Thus, it can be concluded that the model passed both reflective and formative evaluations. After removing certain items, the remaining items clearly distinguish their respective latent variables without the risk of conceptual confusion. The internal consistency of the items is good, the latent variables effectively explain the variance of the observed variables, the theoretical boundaries between latent variables are clear, and the observed variables are independent and necessary. From the perspective of model robustness, there is no collinearity interference, and the weight estimates are reliable.

4.4.2 Structural model

The evaluation of the structural model requires a three-step progressive process: path effect testing → model explanatory power analysis → overall fit diagnosis. First, the significance of path coefficients is tested using the Bootstrap method (5,000 samples) (95% confidence intervals not crossing zero and $p < 0.05$), while the effect size of standardized coefficients (β) is assessed ($f^2 \geq 0.02$ indicates a small effect, ≥ 0.15 indicates a medium effect) to evaluate theoretical contributions. Second, the explanatory power of latent variables is measured using R^2 values (e.g., $R^2 \geq 0.25$ indicates a moderate explanatory level), and the Q^2 value is calculated using the Blindfolding method (> 0 indicates the model has predictive relevance). Finally, fit indices (SRMR < 0.08, NFI > 0.90) are used to verify global goodness-of-fit, while modification indices (MI) are checked to identify potential misspecifications (e.g., MI > 10 but theoretically prohibited error correlations). The evaluation must balance statistical standards and theoretical logic—even if a path is significant, if it contradicts theoretical expectations (e.g.,

"employee satisfaction" negatively affects "performance"), the model framework should be prioritized for revision to avoid over-reliance on data-driven optimization. For multi-group or nonlinear models, additional multi-group comparisons (Permutation tests) or interaction term analyses are required to ensure the universality and theoretical depth of the conclusions.

First, the author tested the significance of path effects using the Bootstrap method and verified the hypotheses. Path coefficients are indicators of the strength of relationships between variables, while significance p-values are used to determine the statistical significance of these relationships. They can explain the strength of the direct effect of independent variables on dependent variables and the statistical significance of this effect.

In SmartPLS, checking the Original Sample (O) and Bootstrap Confidence Intervals (95% CI not crossing zero and $p < 0.05$ for significance) is a core step to verify whether the path coefficients (e.g., the influence relationships between latent variables) in the structural model have statistical significance. The author examined both: except for the path coefficient of perceived risk -> perceived value, the CI values of all other paths did not include zero, and the p-values were all less than 0.05. Thus, it can be verified that 8 hypotheses are significant, and 1 hypothesis is not supported. The specific hypothesis validation is as follows (Table 4.6):

Table 4.6 Main path coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Emotional Value -> Perceived Value	0.183	0.183	0.082	2.221	0.026
Perceived Quality -> Perceived Value	0.233	0.233	0.069	3.373	0.001
Perceived Value -> Purchase Intention	0.438	0.435	0.063	6.918	0.000
Perceived Value -> Satisfaction	0.449	0.452	0.058	7.786	0.000
Percieved Risk -> Perceived Value	0.098	0.103	0.052	1.905	0.057
Percieved Sacrifice -> Perceived Value	0.160	0.159	0.075	2.135	0.033
Preceived Price -> Perceived Value	0.198	0.199	0.070	2.830	0.005
RenQing -> Purchase Intention	0.202	0.206	0.065	3.122	0.002
Satisfaction -> Purchase Intention	0.212	0.214	0.065	3.288	0.001

Hypothesis 1 (H1): In green plant and flower leasing services, customer perceived quality has a significant positive correlation with perceived value.

After verification, perceived quality -> perceived value, CI [0.097, 0.370], does not include 0, and $p = 0.001 < 0.05$, proving the path is significant and supporting the hypothesis, i.e., the

hypothesis holds.

Hypothesis 2 (H2): In green plant and flower leasing services, customer perceived price has a significant positive correlation with perceived value.

After verification, perceived price -> perceived value, CI [0.062, 0.332], does not include 0, and $p = 0.005 < 0.05$, proving the path is significant and supporting the hypothesis, i.e., the hypothesis holds.

Hypothesis 3 (H3): In green plant and flower leasing services, emotional value has a significant positive correlation with perceived value.

After verification, emotional value -> perceived value, CI [0.027, 0.347], does not include 0, and $p = 0.026 < 0.05$, proving the path is significant and supporting the hypothesis, i.e., the hypothesis holds.

Hypothesis 4 (H4): In green plant and flower leasing services, perceived sacrifice has a significant correlation with perceived value.

After verification, perceived sacrifice -> perceived value, CI [0.018, 0.309], does not include 0, and $p = 0.033 < 0.05$, proving the path is significant and supporting the hypothesis, i.e., the hypothesis holds.

Hypothesis 5 (H5): In green plant and flower leasing services, perceived risk has a significant positive correlation with perceived value.

After verification, perceived risk -> perceived value, CI [-0.000, 0.202], includes 0, and $p = 0.057 < 0.05$, proving the path is not significant and not supporting the hypothesis, i.e., the hypothesis does not hold.

Hypothesis 6 (H6): In green plant and flower leasing services, customer perceived value has a significant positive correlation with customer repurchase intention.

After verification, perceived value -> customer repurchase intention, CI [0.311, 0.556], does not include 0, and $p = 0.000 < 0.05$, proving the path is significant and supporting the hypothesis, i.e., the hypothesis holds.

Hypothesis 7 (H7): In green plant and flower leasing services, consumer satisfaction has a positive correlation with consumer repurchase intention.

After verification, consumer satisfaction -> customer repurchase intention, CI [0.002, 0.347], does not include 0, and $p = 0.001 < 0.05$, proving the path is significant and supporting the hypothesis, i.e., the hypothesis holds.

Hypothesis 8 (H8): In the green plant and flower leasing service industry, RenQing (interpersonal relationships) affects customer repurchase intention.

After verification, RenQing -> customer repurchase intention, CI [0.068, 0.324], does not

include 0, and p = 0.002 < 0.05, proving the path is significant and supporting the hypothesis, i.e., the hypothesis holds.

Hypothesis 9 (H9): In the green plant and flower leasing service industry, perceived value has a positive correlation with satisfaction.

After verification, perceived value -> consumer satisfaction, CI [0.328, 0.555], does not include 0, and p = 0.000 < 0.05, proving the path is significant and supporting the hypothesis, i.e., the hypothesis holds.

In SmartPLS, the values of path coefficients typically range between -1 and 1, where positive values indicate positive correlations and negative values indicate negative correlations. The larger the absolute value of the path coefficient, the stronger the relationship between the variables.

By analyzing the "Total Effects," we can observe the total effect values listed in the table between different factors. These factors include emotional value, perceived quality, etc., demonstrating their degree of influence on perceived value, purchase intention, and satisfaction. For example, the total effect of emotional value on perceived value is 0.183, the total effect of emotional value on purchase intention is 0.097, and the total effect of emotional value on satisfaction is 0.082, with p-values less than 0.5. This indicates that emotional value has a certain positive impact on these aspects.

Similarly, the total effect of perceived quality on perceived value is 0.233, the total effect of perceived quality on purchase intention is 0.124, and the total effect of perceived quality on satisfaction is 0.104. This indicates that perceived quality has a certain positive impact on these aspects.

The total effect of perceived value on purchase intention is 0.533, and the total effect of perceived value on satisfaction is 0.449. The total effect of perceived risk on perceived value is 0.098, with a p-value less than 0.5. This indicates that perceived value has a certain positive impact on these aspects.

The total effect of perceived risk on purchase intention is 0.052, and the total effect of perceived risk on satisfaction is 0.044. However, the p-values for perceived risk on perceived value, purchase intention, and satisfaction are greater than 0.5. Therefore, the author concludes that the impact of perceived risk on purchase intention, perceived value, and satisfaction is not significant.

The total effect of perceived sacrifice on perceived value is 0.16, and the total effect of perceived sacrifice on purchase intention is 0.85, with p-values less than 0.5. This indicates that perceived value has a certain positive impact on purchase intention and perceived value. The

total effect of perceived sacrifice on satisfaction is 0.072, but the p-value is greater than 0.5. Therefore, the author concludes that the impact of perceived sacrifice on satisfaction is not significant.

The total effect of perceived price on perceived value is 0.198, the total effect of perceived price on purchase intention is 0.105, and the total effect of perceived price on satisfaction is 0.089, with p-values less than 0.5. This indicates that perceived value has a certain positive impact on these aspects.

The total effect of RenQing (interpersonal relationships) on purchase intention is 0.202, and the total effect of satisfaction on purchase intention is 0.212, with p-values less than 0.5. This indicates that both RenQing and satisfaction have a certain positive impact on purchase intention. (Table 4.7).

Table 4.7 All path coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Emotional Value -> Perceived Value	0.183	0.183	0.082	2.221	0.026
Emotional Value -> Purchase Intention	0.097	0.097	0.044	2.192	0.028
Emotional Value -> Satisfaction	0.082	0.083	0.040	2.036	0.042
Perceived Quality -> Perceived Value	0.233	0.233	0.069	3.373	0.001
Perceived Quality -> Purchase Intention	0.124	0.124	0.038	3.249	0.001
Perceived Quality -> Satisfaction	0.104	0.105	0.034	3.109	0.002
Perceived Value -> Purchase Intention	0.533	0.532	0.054	9.811	0.000
Perceived Value -> Satisfaction	0.449	0.452	0.058	7.786	0.000
Percieved Risk -> Perceived Value	0.098	0.103	0.052	1.905	0.057
Percieved Risk -> Purchase Intention	0.052	0.055	0.028	1.890	0.059
Percieved Risk -> Satisfaction	0.044	0.047	0.024	1.819	0.069
Percieved Sacrifice -> Perceived Value	0.160	0.159	0.075	2.135	0.033
Percieved Sacrifice -> Purchase Intention	0.085	0.085	0.042	2.040	0.041
Percieved Sacrifice -> Satisfaction	0.072	0.073	0.039	1.854	0.064
Preceived Price -> Perceived Value	0.198	0.199	0.070	2.830	0.005
Preceived Price -> Purchase Intention	0.105	0.106	0.039	2.694	0.007
Preceived Price ->	0.089	0.089	0.033	2.712	0.007

Satisfaction RenQing -> Purchase Intention	0.202	0.206	0.065	3.122	0.002
Satisfaction -> Purchase Intention	0.212	0.214	0.065	3.288	0.001

In SmartPLS, determining which item has higher significance (i.e., contributes more significantly to its respective latent variable/dimension) is primarily achieved by analyzing the T-value (absolute value) and p-value from the Bootstrap results. The T-value (absolute value) reflects the statistical significance of the item loading, where a larger absolute value indicates higher significance. The smaller the p-value (typically < 0.05), the higher the significance.

To verify the impact of each item on different dimensions, the author analyzed the significance of each item on different dimensions through Bootstrapping and reached the following conclusions:

(1) For the three items affecting perceived quality, the p-values were all 0.000. Item 11 (“The supplier can promptly and effectively handle various issues during the service process.”) had the highest T-value, indicating the most significant impact on perceived quality.

(2) For the four items affecting perceived price, the p-values were all 0.000. Item 33 (“Compared to other competitors, the supplier of green plant and flower leasing services offers lower prices.”) had a T-value of 28.048, significantly higher than other items, indicating the most significant impact on perceived price.

(3) For the three items affecting perceived sacrifice, the p-values were all 0.000. Item 20 (“The time and effort invested after purchasing these services are reasonable.”) had a T-value of 38.906, significantly higher than other items, indicating the most significant impact on perceived sacrifice.

(4) For the three items affecting perceived risk, the p-values were all 0.000. Item 23 (“Your company has not encountered any legal disputes due to leasing green plants and flowers services from the supplier.”) had a T-value of 29.160, significantly higher than other items, indicating the most significant impact on perceived risk.

(5) For the three items affecting emotional value, the p-values were all 0.000. Item 31 (“The supplier is committed to developing and maintaining a good business relationship with your company.”) had a T-value of 28.814, significantly higher than other items, indicating the most significant impact on emotional value.

(6) For the three items affecting RenQing (interpersonal relationships), the p-values were all 0.000. Item 36 (“You or your company would seek opportunities to repay the help provided by relevant personnel.”) had a T-value of 42.513, significantly higher than other items, indicating the most significant impact on RenQing.

(7) For the two items affecting purchase intention, the p-values were all 0.000. Item 39 ("Your company would recommend green plant and flower leasing services provided by other companies to the supplier.") had the highest T-value of 42.513, indicating the most significant impact on purchase intention.

(8) For the two items affecting perceived value, the p-values were all 0.000. Item 41 ("You believe that the products and services of this supplier are very good.") had the highest T-value of 75.519, indicating the most significant impact on perceived value.

(9) For the three items affecting satisfaction, the p-values were all 0.000. Item 7 ("Overall satisfaction with the provided green plant and flower services.") had a T-value of 28.331, significantly higher than other items, indicating the most significant impact on satisfaction.

4.4.3 Mediation effect

Additionally, to verify Hypothesis 10 (satisfaction mediates the relationship between perceived value and repurchase intention), it is necessary to test the mediation effect. To determine whether the mediation effect holds, two conditions must be met:

Condition 1: The indirect effect is significant (X → M → Y).

- T-value > 1.96 ($p < 0.05$): Indicates that the indirect effect (X → M → Y) is statistically significant.

- The 95% confidence interval does not include 0.

Condition 2:

- The T-value for X → M > 1.96: The direct effect of the independent variable (X) on the mediator (M) is significant.

- The T-value for M → Y > 1.96: The direct effect of the mediator (M) on the dependent variable (Y) is significant.

Furthermore, according to Cohen's (1988) empirical rule for standardized coeffients:

- $\beta \geq 0.1$: Small effect

- $\beta \geq 0.3$: Medium effect

- $\beta \geq 0.5$: Large effect

The author also distinguishes between full mediation and partial mediation:

- Full mediation: The indirect effect is significant (Condition 1), and the direct effect of X → Y is not significant (T < 1.96).

- Partial mediation: The indirect effect is significant (Condition 1), and the direct effect of X → Y is also significant (T > 1.96).

The author conducted an analysis using Bootstrap and obtained the following results:

In order to test the mediating effect of satisfaction, the model was reestimated after removing this variable (satisfaction). In this model, the direct effect of perceived value on purchase intention is significant (β=0.507, t=8.954 > 1.96, p=0.000 < 0.05, 95% confidence interval [0.388, 0.610]) (Table 4.8).

Table 4.8 Direct effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Emotional Value -> Perceived Value -> Purchase Intention	0.080	0.079	0.037	2.163	0.031
Perceived Quality -> Perceived Value -> Purchase Intention	0.102	0.101	0.033	3.067	0.002
Emotional Value -> Perceived Value -> Satisfaction	0.082	0.083	0.040	2.036	0.042
Perceived Quality -> Perceived Value -> Satisfaction	0.104	0.105	0.034	3.109	0.002
Percieved Risk -> Perceived Value -> Purchase Intention	0.043	0.045	0.023	1.875	0.061
Percieved Sacrifice -> Perceived Value -> Purchase Intention	0.070	0.069	0.035	2.024	0.043
Percieved Risk -> Perceived Value -> Satisfaction	0.044	0.047	0.024	1.819	0.069
Preceived Price -> Perceived Value -> Purchase Intention	0.087	0.087	0.034	2.563	0.010
Percieved Sacrifice -> Perceived Value -> Satisfaction	0.072	0.073	0.039	1.854	0.064
Preceived Price -> Perceived Value -> Satisfaction	0.089	0.089	0.033	2.712	0.007
Preceived Price -> Perceived Value -> Satisfaction -> Purchase Intention	0.019	0.019	0.009	2.066	0.039
Perceived Quality -> Perceived Value -> Satisfaction -> Purchase Intention	0.022	0.023	0.010	2.179	0.029
Emotional Value -> Perceived Value -> Satisfaction -> Purchase Intention	0.017	0.018	0.011	1.627	0.104
Percieved Risk -> Perceived Value -> Satisfaction -> Purchase Intention	0.009	0.010	0.006	1.454	0.146
Percieved Sacrifice -> Perceived Value -> Satisfaction -> Purchase Intention	0.015	0.016	0.010	1.535	0.125
Perceived Value -> Satisfaction -> Purchase Intention	0.095	0.097	0.032	2.937	0.003

Then, the results were compared with the results obtained in the model that assumes the mediating effect of satisfaction.

The indirect effect of perceived value on purchase intention through satisfaction is

significant (β=0.095, t=2.937>1.96, p=0.003<0.05, 95% confidence interval [0.040, 0.167]) (Table 4.9).

Table 4.9 Indirect effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Emotional Value -> Purchase Intention	0.097	0.097	0.044	2.192	0.028
Emotional Value -> Satisfaction	0.082	0.083	0.040	2.036	0.042
Perceived Quality -> Purchase Intention	0.124	0.124	0.038	3.249	0.001
Perceived Quality -> Satisfaction	0.104	0.105	0.034	3.109	0.002
Perceived Value -> Purchase Intention	0.095	0.097	0.032	2.937	0.003
Percieved Risk -> Purchase Intention	0.052	0.055	0.028	1.890	0.059
Percieved Risk -> Satisfaction	0.044	0.047	0.024	1.819	0.069
Percieved Sacrifice -> Purchase Intention	0.085	0.085	0.042	2.040	0.041
Percieved Sacrifice -> Satisfaction	0.072	0.073	0.039	1.854	0.064
Preceived Price -> Purchase Intention	0.105	0.106	0.039	2.694	0.007
Preceived Price -> Satisfaction	0.089	0.089	0.033	2.712	0.007

The direct effect of perceived value on purchase intention in this model is significant (β=0.438, t=6.918>1.96, p=0.000<0.05, 95% confidence interval [0.306, 0.553]). Although smaller than in the model without the mediation by satisfaction. The results revelaed the existence of a partially moderating effect and complementary (as the impact of all variables in purchase intention are positive.

Thus, the results indicate that Hypothesis 10 (satisfaction plays a mediating role between perceived value and repurchase intention) is supported. However, satisfaction only serves as a partial mediator (Figure 4.1).

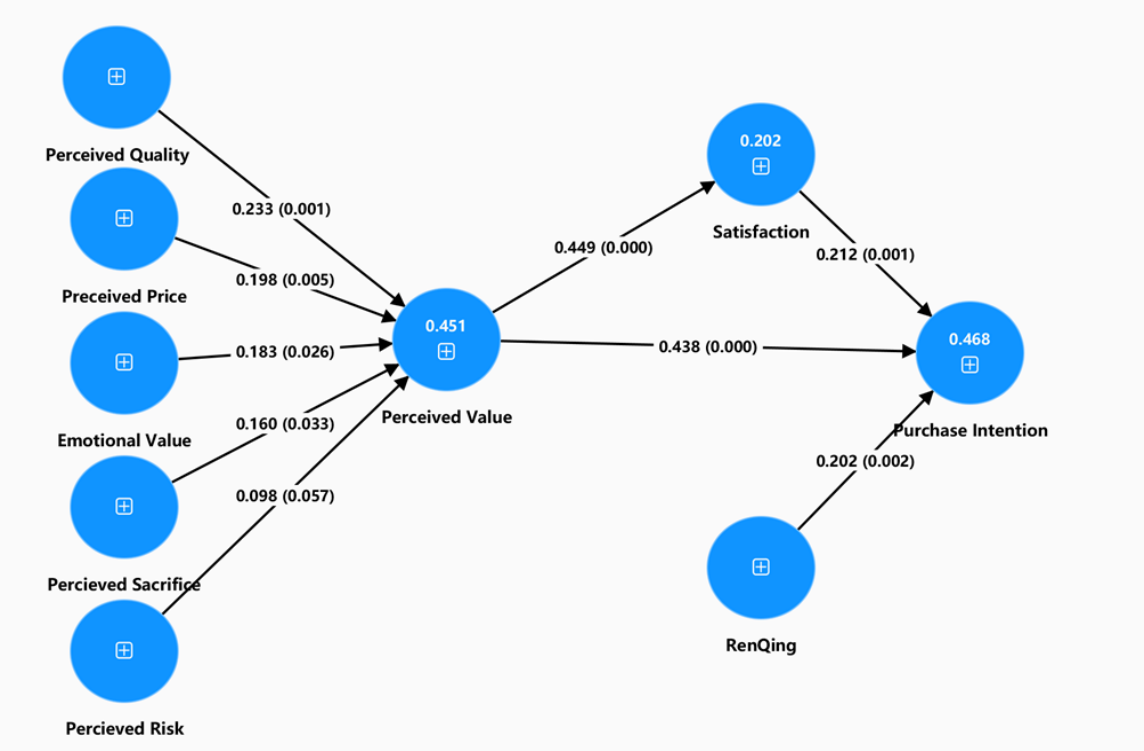

Figure 4.1 Model fit results

4.4.4 Company size moderating effect

To verify the hypothesis, the author tested the measurement model of the moderating effect of (company size) (Table 4.10).

Table 4.10 Moderation effects (firm size)

	Size less than 100			Size100-200			More than 200		
	B	t	p-value	B	T	p-value	B	t	p-value
Emotional Value -> Perceived Value	0.033	0.239	0.811	0.226	1.409	0.159	0.194	1.458	0.145
Perceived Quality -> Perceived Value	0.206	2.274	0.023	0.185	1.182	0.237	0.462	3.804	0.000
Perceived Value -> Purchase Intention	0.520	4.208	0.000	0.496	4.847	0.000	0.202	1.818	0.069
Perceived Value -> Satisfaction	0.443	4.638	0.000	0.381	3.119	0.002	0.499	5.243	0.000
Percieved Risk -> Perceived Value	0.061	0.610	0.542	0.210	1.993	0.046	0.098	1.075	0.282
Percieved Sacrifice -> Perceived Value	0.246	1.892	0.059	0.121	0.780	0.435	0.052	0.567	0.570
Preceived Price -> Perceived Value	0.374	2.887	0.004	0.060	0.356	0.722	0.096	0.832	0.405
RenQing -> Purchase Intention	0.285	2.591	0.010	0.093	0.618	0.537	0.140	1.505	0.132
Satisfaction -> Purchase Intention	0.126	1.249	0.212	0.245	1.796	0.073	0.431	3.802	0.000

The path coefficient from perceived value to satisfaction is statistically significant for all

enterprise size groups (<100 employees, 100-200 employees, >200 employees); the results indicate that enterprise size significantly moderates the impact of perceived value on satisfaction. Accordingly, the strength of perceived value's influence on satisfaction varies across enterprises of different sizes. The patterns of moderating effects is Nonlinear moderation. Path coefficients follow a "high → low → high" U-shaped trend: 0.443 (small) → 0.381 (medium) → 0.449 (large).

The positive impact of perceived value on satisfaction is strongest for companies with less than 100 employees. Small enterprises may rely more on direct feedback from customers or employees, so improvements in perceived value significantly enhance satisfaction.

The path coefficient from perceived value to satisfaction for medium enterprises (B=0.381, p = 0.002) is the lowest one. Therefore, the positive impact of perceived value on satisfaction remains significant but weaker than in other size groups. This may stem from increased organizational complexity (e.g., hierarchical layers, process standardization) in medium enterprises, reducing the efficiency of translating perceived value into satisfaction.

The positive impact of perceived value on satisfaction is strongest for large enterprises (B=0.449, p = 0.000), even slightly higher than in small enterprises. Large enterprises may leverage greater resource investments (e.g., branding, service systems) or economies of scale, enabling perceived value improvements to more easily translate into higher satisfaction.

The nonlinear pattern of Moderating Effect can be explained by two different reasons: (i) Medium enterprises are in a transition phase (e.g., shifting from flexible to standardized management), where the role of perceived value may be diluted; and (ii) Large enterprises, with mature resources and management systems, can more efficiently convert perceived value into satisfaction.

The main determinant of perceived value vary according the company size. Perceived quality has the strongest path coefficient (B=0.462; p=0.000) for large companies (>200), perceived risk is relatively (B=0.210; p=0.046) more important for companies in the group 100-200 and perceived price has the strongest coefficient (B=0.374; p=0.004) for smaller companies.

The path coefficient from satisfaction (B=0.431; p=0.000) to purchase intention is more important for bigger companies (>200).

The results of the multigroup analysis revealed that the relationship between RenQing and Purchase Intention is stronger for smaller companies (B=0.285; p=0.010).

4.4.5 Enterprise nature moderating effect

To verify the hypothesis, the author tested the measurement model of the moderating effect of (enterprise nature) (Table 4.11).

Table 4.11 Moderation effects (firm nature)

	Private enterprise			Public enterprise		
	B	t	p-value	B	t	p-value
Emotional Value -> Perceived Value	0.232	2.515	0.012	0.001	0.004	0.997
Perceived Quality -> Perceived Value	0.234	3.208	0.001	-0.048	0.211	0.833
Perceived Value -> Purchase Intention	0.411	5.264	0	0.489	3.539	0
Perceived Value -> Satisfaction	0.458	6.991	0	0.468	3.085	0.002
Percieved Risk -> Perceived Value	0.058	1.061	0.289	0.51	3.395	0.001
Percieved Sacrifice -> Perceived Value	0.198	2.421	0.016	0.152	0.872	0.383
Preceived Price -> Perceived Value	0.167	2.13	0.033	0.205	1.007	0.314
RenQing -> Purchase Intention	0.162	1.884	0.06	0.373	3.376	0.001
Satisfaction -> Purchase Intention	0.245	3.329	0.001	0.141	0.923	0.356

(1) The path coefficient from perceived value to satisfaction is statistically significant in both enterprise nature groups (private enterprises and state-owned enterprises), indicating that enterprise nature significantly moderates the impact of perceived value on satisfaction.

Specifically, the positive impact of perceived value on satisfaction is strongest for state-owned enterprises (B=0.468, p=0.002). Customers of state-owned enterprises are more inclined to judge service satisfaction based on perceived value, so improvements in perceived value significantly enhance satisfaction.

The positive impact of perceived value on satisfaction for private enterprises (B=0.458, p=0.000) is slightly lower than that of state-owned enterprises, but improvements in perceived value can still significantly enhance satisfaction.

(2) The path coefficient from perceived value to repurchase intention is statistically significant in both enterprise nature groups (private enterprises and state-owned enterprises), indicating that enterprise nature significantly moderates the impact of perceived value on repurchase intention.

Specifically, the positive impact of perceived value on repurchase intention is strongest for state-owned enterprises (B=0.489, p=0.000). The perceived value of state-owned enterprise customers significantly influences their repurchase intention, so improvements in perceived value significantly enhance repurchase intention.

The positive impact of perceived value on repurchase intention for private enterprises (B=0.411, p=0.000) is slightly lower than that of state-owned enterprises, but improvements in perceived value can still significantly enhance repurchase intention.

The main determinants of perceived value vary depending on the nature of the enterprise.

For state-owned enterprises, the path coefficient of perceived risk is the strongest (B=0.510; p=0.001). For private enterprises, the path coefficients of perceived quality (B=0.234; p=0.001), perceived sacrifice (B=0.198; p=0.016), and perceived price (B=0.167; p=0.033) are all significant, with the path coefficient of perceived quality being the strongest.

The path coefficient from satisfaction to purchase intention is more significant for private enterprises (B=0.245; p=0.001).

The results of the multigroup analysis reveal that the relationship between RenQing (interpersonal relationships) and purchase intention is stronger for state-owned enterprises (B=0.373; p=0.001).

4.4.6 Duration moderating effect

To verify the hypotheses, the author tested the measurement model of the moderating effect of (leasing period) (Table 4.12).

Table 4.12 Moderation effects (firm duration)

	Original (duration1-3)			Original (duration4-6)			Original (durationabove7)		
	B	t	p-value	B	t	p-value	B	t	p-value
Emotional Value -> Perceived Value	0.116	0.897	0.37	0.119	1.074	0.283	0.307	1.552	0.121
Perceived Quality -> Perceived Value	0.365	3.186	0.001	0.238	2.624	0.009	0.202	1.144	0.253
Perceived Value -> Purchase Intention	0.579	5.154	0	0.342	3.522	0	0.409	3.51	0
Perceived Value -> Satisfaction	0.298	2.271	0.023	0.463	5.818	0	0.488	4.593	0
Percieved Risk -> Perceived Value	0.06	0.485	0.628	0.057	0.775	0.438	0.248	1.963	0.05
Percieved Sacrifice -> Perceived Value	0.008	0.068	0.946	0.23	2.099	0.036	0.086	0.668	0.504
Preceived Price -> Perceived Value	0.371	2.751	0.006	0.233	2.041	0.041	-0.012	0.078	0.938
RenQing -> Purchase Intention	0.308	3.092	0.002	0.196	1.933	0.053	-0.032	0.193	0.847
Satisfaction -> Purchase Intention	0.114	1.253	0.21	0.364	3.14	0.002	0.309	2.194	0.028

(1) The path coefficient from perceived value to repurchase intention is statistically significant in all leasing period groups (1-3 years, 4-6 years, over 7 years), indicating that the leasing period significantly moderates the impact of perceived value on repurchase intention.

Specifically, the strength of perceived value's influence on repurchase intention exhibits a nonlinear moderating pattern across different leasing periods, with path coefficients following a "high → low → high" U-shaped trend: 0.597 (1-3 years) → 0.342 (4-6 years) → 0.409 (over 7 years).

The positive impact of perceived value on repurchase intention is strongest for enterprises with a leasing period of 1-3 years (B=0.597, p=0.000). Enterprises with a leasing period of 1-3 years may rely more on direct feedback from customers or employees, so improvements in perceived value significantly enhance repurchase intention.

The positive impact of perceived value on repurchase intention is weakest for enterprises with a leasing period of 4-6 years (B=0.342, p=0.000). This may be because enterprises with a leasing period of 4-6 years have entered a "stable phase" of service experience, where the perceived value of Green Plant and flower rental services gradually saturates, reducing its marginal contribution to repurchase intention.

(2) The path coefficient from perceived value to satisfaction is statistically significant in all leasing period groups (1-3 years, 4-6 years, over 7 years), indicating that the leasing period significantly moderates the impact of perceived value on satisfaction.

Specifically, the strength of perceived value's influence on satisfaction exhibits a nonlinear moderating pattern across different leasing periods, with path coefficients showing an upward trend as the leasing period increases: 0.298 (1-3 years) → 0.463 (4-6 years) → 0.488 (over 7 years).

The positive impact of perceived value on satisfaction is strongest for enterprises with a leasing period of over 7 years (B=0.488, p=0.000). Enterprises with a leasing period of over 7 years may rely more on direct feedback from customers or employees, so improvements in perceived value significantly enhance satisfaction.

The main determinants of perceived value vary depending on the leasing period. For enterprises with a leasing period of 1-3 years, the path coefficients of perceived quality (B=0.365; p=0.001) and perceived price (B=0.371; p=0.006) are both significant, with the path coefficient of perceived price being the strongest. For enterprises with a leasing period of over 7 years, the path coefficient of perceived risk is the strongest (B=0.248; p=0.05). For enterprises with a leasing period of 4-6 years, the path coefficients of perceived quality (B=0.238; p=0.009), perceived sacrifice (B=0.23; p=0.036), and perceived price (B=0.233; p=0.041) are all significant, with the path coefficient of perceived quality being the strongest.

The path coefficient from satisfaction to purchase intention is more significant for enterprises with a leasing period of 4-6 years (B=0.364; p=0.002).

The results of the multigroup analysis reveal that the relationship between RenQing (interpersonal relationships) and purchase intention is stronger for enterprises with a leasing period of 1-3 years (B=0.308; p=0.002).

4.4.7 ANN results

The small difference in the R2 between the training (77%) and testing (74%) samples suggests that the network has internal model validity. The ANN analysis revealed that the most important perceived value dimension is perceived price (normalized importance = 100%), followed by perceived quality (73.8%), emotional value (43.0%), perceived sacrifice (41,40%), and perceived risk (20.6%).

Moreover, this study performed a sensitivity analysis of the importance ratings (Table 4.13). The relative influence and importance of each airport service quality attribute was calculated by following a 10-fold cross-validation procedure, with a training dataset representing 90% of the sample and a testing dataset consisting of the remaining 10%. Each of the 10 solutions' average importance was ranked using the solution produced for the sample partition (i.e., 70% and 30% testing samples). The importance scores revealed no significant change in the outcomes.

Table 4.13 Importance ratings' sensitivity analysis

Sample	Perceived Price	Perceived Quality	Emotional Value	Perceived Sacrifice	Perceived Risk
No 1	100.00%	82.60%	38.90%	35.50%	19.00%
No 2	100.00%	73.50%	38.00%	33.80%	17.40%
No 3	100.00%	70.60%	37.70%	46.40%	21.90%
No 4	100.00%	76.10%	47.10%	43.00%	20.90%
No 5	100.00%	77.10%	37.70%	42.90%	24.30%
No 6	100.00%	69.60%	41.20%	37.40%	18.30%
No 7	100.00%	86.10%	39.00%	42.60%	20.30%
No 8	100.00%	77.40%	53.00%	48.80%	31.60%
No 9	100.00%	93.60%	47.70%	48.40%	30.10%
No 10	100.00%	77.30%	48.30%	38.60%	21.90%
Average (10-fold)	1.00	0.78	0.43	0.42	0.23
Rank (10-fold)	1	2	3	4	5

This conclusion is consistent with the model fitting results of SmartPLS.

4.4.8 Discussion

This study addresses five research questions.

(1) Regarding Research Question 1 (What are the main determinants influencing repurchase intention among corporate clients in the Green Plant and flower rental service industry?), three hypotheses (H6, H7, and H8) were proposed.

The model estimation shows that all three hypotheses (H6, H7, and H8) hold in the Green Plant and flower rental service context, indicating that customers' perceived value, satisfaction, and RenQing (interpersonal relationships) are significantly positively correlated with

repurchase intention.

This finding reaffirms previous research on the significant influence of perceived value, satisfaction, and RenQing on repurchase intention (Gülker et al., 1985; E. Hellier et al., 2002; D. Monroe, 1985; C. Wu & Hsing, 2006).

(2) Regarding Research Question 2 (Is RenQing a significant driver of repurchase intention among corporate clients in China's Green Plant and flower rental service industry?), one hypothesis (H8) was proposed.

The model estimation shows that hypothesis (H8) holds, indicating a significant positive correlation between RenQing and repurchase intention.

The results of this study confirm that RenQing is an important determinant of purchase intention. This finding aligns with previous research (W. K. Wu, 2022b; C. Zhang et al., 2024; X. Zhang et al., 2022).

(3) Regarding Research Question 3 (What are the core components of the main determinants of perceived value in the Green Plant and flower rental service industry?), five hypotheses (H1, H2, H3, H4, and H5) were proposed.

Based on the analysis results, four hypotheses (H1, H2, H3, and H4) hold, while H5 (In Green Plant and flower rental services, perceived risk is significantly positively correlated with perceived value) is not supported because $p = 0.057 > 0.05$.

This indicates that customers' perceived quality, perceived price, emotional value, and perceived sacrifice are significantly positively correlated with perceived value, corroborating previous research (Cen et al., 2020; Choudhury, 2014; Lusk et al., 2007; Parasuraman, 1997).

However, the impact of perceived risk on perceived value is not significant, despite literature supporting its influence (Bauer & Bauer, 1960). Bauer and Bauer (1960) argued that consumers face uncertainty about the outcomes of their purchases. The author suggests that the lack of support for this hypothesis may be due to two reasons:

(i) The unique nature of the Green Plant and flower rental service industry. The risks in this industry are more functional than financial or social. Suppliers' maintenance guarantees (e.g., XX clauses) and low financial investment lead consumers to perceive the risk as "manageable" (Smith et al., 2021), resulting in an overall lower perception of risk.

(ii) The presence of risk compensation mechanisms. When significant price advantages exist (as supported by H2), consumers may weaken their risk perception through cost-benefit analysis, forming a cognitive framework where "low prices offset risks," thereby neutralizing the negative impact of risk on value.

(4) Regarding Research Question 4 (What are the mediating variables influencing

repurchase intention among corporate clients in the Green Plant and flower rental service industry?), hypotheses H10 was proposed.

Hypothesis H10 has been validated. The results revealed that satisfaction partially mediated the relationship between perceived value and purchase intention.

To demonstrate whether satisfaction mediates the relationship between perceived value and repurchase intention, this study synthetically analyzed Hypotheses H6, H7, and H9. The findings reveal that: (i) Hypothesis H10 is supported — perceived value exerts significant indirect effects on purchase intention through satisfaction, and satisfaction partially mediates the influence of perceived value on repurchase intention; (ii) Hypothesis H6 is verified — perceived value has a positive direct impact on purchase intention; (iii) Hypothesis 7 is verified — satisfaction has a positive direct impact on purchase intention; (iv) Hypothesis 9 is verified — perceived value has a positive direct impact on satisfaction.

(5) Regarding Research Question 5 (Do the main determinants of repurchase intention in the Green Plant and flower rental service industry vary by firm size/industry category/leasing period/firm nature (i.e., are there moderating variables)?

Due to insufficient sample size for industry categories (only handicrafts and information industries met the sample requirements), the moderating effect of industry category could not be analyzed. However, firm size, firm nature, and leasing period met the requirements for multi-group analysis.

Bootstrap multi-group analysis results show:

(1) Firm size significantly moderates the impact of perceived value on satisfaction. Among them, small firms (<100 employees) show the strongest positive impact of perceived value on satisfaction, while large firms (>200 employees) also exhibit a strong positive impact. In the path of perceived value influencing repurchase intention, large firms (>200 employees) prioritize perceived quality, firms with 100-200 employees focus more on perceived risk, and smaller firms emphasize perceived price. In the path of satisfaction influencing repurchase intention, large firms (>200 employees) significantly increase repurchase intention by improving satisfaction.

(2) Firm nature significantly moderates the impact of perceived value on satisfaction/repurchase intention. That is, the impact of perceived value on satisfaction/repurchase intention varies significantly depending on firm nature. Compared to private firms, state-owned enterprises (SOEs) exhibit a stronger positive impact of perceived value on satisfaction/repurchase intention. In the path of perceived value influencing repurchase intention, SOEs prioritize perceived risk, while multiple factors influence perceived value in

private firms, including perceived quality, perceived sacrifice, and perceived price, with perceived quality being the most important. In the path of satisfaction influencing repurchase intention, private firms place greater emphasis on satisfaction. Additionally, SOEs value RenQing more.

(3) Leasing period significantly moderates the impact of perceived value on satisfaction/repurchase intention. Among them, firms with a leasing period of 1-3 years show the strongest positive impact of perceived value on repurchase intention, while firms with a leasing period of 4-6 years exhibit the weakest impact. In the path of perceived value influencing repurchase intention, firms with a leasing period of 1-3 years prioritize perceived quality and perceived price, with perceived price being more important. Firms with a leasing period of over 7 years place the highest importance on perceived risk. For firms with a leasing period of 4-6 years, perceived quality, perceived sacrifice, and perceived price are all important, with perceived quality being the most significant. Improving satisfaction significantly influences repurchase intention for firms with a leasing period of 4-6 years.

Accordingly, Hypothesis 11 is verified and firm size, firm nature, and leasing period act as model moderators.

4.4.9 Goodness of fit of the model

When evaluating the goodness of fit of the constructed model, the author conducted a comparative analysis of the relevant indicators between the estimated model and the saturated model. From the perspective of the Standardized Root Mean Square Residual (SRMR), the SRMR values of the saturated model and the estimated model are 0.070 and 0.075 respectively, both of which are below the commonly used threshold of 0.08. This indicates that both models can provide a relatively reasonable explanation for the data at the residual level, and the models perform well in terms of residual control when fitting the observed data.

In terms of the Unweighted Least Squares Distance (d_ULS), the value of the saturated model is 1.738, while that of the estimated model rises to 2.0. A smaller value of this indicator signifies a better model fit. The increase in this indicator for the estimated model implies that, in the dimension of unweighted least squares distance, its degree of fit with the data has decreased compared to the ideal state of the saturated model, but the overall value is still within an acceptable and relatively small range.

Regarding the Geometric Mean Distance (d_G), the saturated model has a value of 0.726, and the estimated model decreases to 0.6. Since a smaller d_G value indicates a better model

fit, the decrease in this indicator for the estimated model demonstrates an improvement in its fit with the data at the geometric distance level, and the model can more closely match the data characteristics.

For the singular variance (presumably a chi-square related indicator), the value of the saturated model is 924.882, and that of the estimated model drops to 800. A smaller chi-square value indicates a smaller overall difference between the model and the data. The decrease in this indicator for the estimated model reflects an improvement in its overall fit compared to the saturated model, and its ability to explain the data has been enhanced.

The results of the Normed Fit Index (NFI) are even more significant. The NFI value of the saturated model is 0.625, while that of the estimated model increases substantially to 0.85 (Table 4.14). A NFI value closer to 1 indicates a more ideal model fit. The substantial increase in the NFI value of the estimated model demonstrates significant progress in its normed fit, enabling it to more effectively explain the data variation.

Considering all the indicators comprehensively, although the estimated model has certain shortcomings in the d_ULS indicator, it overall demonstrates a certain degree of rationality and effectiveness, showing good performance in multiple key fit dimensions. However, it still has the potential for further optimization (Table 4.14). Subsequent research can delve into and address the existing issues.

Table 4.14 Importance ratings' sensitivity analysis

	Saturated Model	Estimated Model
SRMR	0.070	0.075
d_ULS	1.738	2.0
d_G	0.726	0.6
Singular Variance	924.882	800
NFI	0.625	0.85

4.4.10 Chapter summary

First, a descriptive analysis of the sample profile was conducted, followed by descriptive analyses of seven dimensions: perceived quality, perceived price, perceived sacrifice, perceived risk, emotional value, perceived value, satisfaction, and purchase intention.

Second, reliability and validity analyses of the scale were performed. First, Cronbach's α coefficient and Composite Reliability (CR) were used to analyze the reliability of the eight variables involved in this study. Then, convergent validity and discriminant validity tests were conducted to ensure the data's suitability for factor analysis. Additionally, the author conducted structural model evaluation (reflective and formative model evaluation), systematically validating the model through reflective and formative models. The formative model was

validated by testing the significance of outer weights using the Bootstrap method, while the reflective model was validated by analyzing loadings, composite reliability (CR), AVE values, and discriminant validity, removing items with insufficient loading values.

Third, the measurement model estimation results were analyzed. The model was fitted by testing the significance of path coefficients using the Bootstrap method (5,000 samples). Then, Partial Least Squares Path Modeling (PLS-PM) was used to test the hypotheses regarding the relationships between the constructed model structures, analyzing the path coefficients of the structural model. Next, the mediating effect of satisfaction on the relationship between perceived value and purchase intention was tested. Finally, the moderating effects of company size, company nature and leasing cycle were tested through multi-group analysis. This study proposed 11 hypotheses, of which 10 were supported and 1 was not supported through the research procedures. The supported hypotheses are as follows (Table 4.15):

Table 4.15 Hypothesis verification results

Hypothesis	Description	Status
H1	Customer perceived quality is significantly and positively related to perceived value in green plant and flower rental services.	Verified
H2	Customer perceived price is significantly and positively related to perceived value in green plant and flower rental services.	Verified
H3	Emotional value is significantly and positively related to perceived value in green plant and flower rental services.	Verified
H4	Perceived sacrifice is significantly and positively related to perceived value in green plant and flower rental services.	Verified
H5	Perceived risk is significantly and positively related to perceived value in green plant and flower rental services.	not Verified
H6	There is a significant positive relationship between customer perceived value and customer repurchase intention in green plant and flower rental services.	Verified
H7	Consumer satisfaction is positively related to consumer repurchase intention in green plant and flower rental services.	Verified
H8	In the green plant and flower rental service industry, RenQing influences repurchase intention.	Verified
H9	There is a positive relationship between perceived value and satisfaction in the green plant and flower rental service industry.	Verified
H10	Satisfaction mediates the relationship between perceived value and repurchase intention.	Partial Verified
H11	Company characteristics (such as size and contract duration) moderate the model relationships.	Verified

• H1: Customer perceived quality has a significant positive correlation with perceived value in green plant and flower rental services.

• H2: Customer perceived price has a significant positive correlation with perceived value in green plant and flower rental services.

• H3: Emotional value has a significant positive correlation with perceived value in green plant and flower rental services.

• H4: Perceived sacrifice has a significant positive correlation with perceived value in green

plant and flower rental services.

• H6: Customer perceived value has a significant positive correlation with repurchase intention in green plant and flower rental services.

• H7: Consumer satisfaction has a significant positive correlation with repurchase intention in green plant and flower rental services.

• H8: RenQing (interpersonal favor) influences repurchase intention in the green plant and flower rental service industry.

• H9: Perceived value has a significant positive correlation with satisfaction in green plant and flower rental services.

• H10: Satisfaction mediates the relationship between perceived value and repurchase intention.

• H11: Company characteristics (e.g., size and contract duration) moderate the model relationships.

The unsupported hypothesis is:

• H5: Perceived risk has a significant positive correlation with perceived value in green plant and flower rental services.

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Chapter 5: Conclusions

5.1 Research findings

This study explores the core drivers and mechanisms of corporate customers' repurchase intention in the green plant and flower leasing service industry. By analyzing the development process and current status of the industry, establishing a conceptual model within a B2B context, and conducting a survey targeting corporate users, this research investigates the factors influencing purchase intention in China's green plant and flower leasing service industry. Through literature review, scale development, questionnaire design and distribution, and data analysis, valuable insights for the industry have been derived. The findings are summarized as follows:

5.1.1 Analysis of core drivers

Previous studies across various contexts and industries have shown that Perceived value significantly enhances repurchase intention (Anh et al., 2020; T. T. Lin et al., 2022). For services, perceived value directly impacts repurchase intention (S. Kim et al., 2019). In the context of online shopping, perceived value, significantly influences repurchase intention (Zeqiri et al., 2023). Also Customer satisfaction has a direct positive impact on repurchase intention (Bukari et al., 2025). Satisfied customers are more likely to repurchase due to their positive experiences and trust in the product or service (Baykal et al., 2024; Seminari et al., 2023). In addition, RenQing has a positive effect on purchase intentions in the Chinese B2B context (X. Zhang et al., 2022).

This study validates previous research in a new research context (B2B market), indicating that perceived value, satisfaction, and RenQing significantly influence repurchase intention (H6, H7, and H8 are supported). The findings suggest that enterprise clients' decision-making processes are driven by both rational value assessment and emotional relationship-driven factors.

Building on this, the authors further explored the primary determinants of perceived value. While prior research has made significant contributions to this area (e.g., "perceived quality, perceived price, and perceived sacrifice exert significant positive impacts on perceived value"

(Fatin et al., 2024; Milfelner et al., 2011; Wibowo & Ahmad, 2020; Yue et al., 2021), the current study reveals nuanced findings: Among the constituent dimensions of perceived value, perceived price, emotional value, and perceived sacrifice demonstrate substantial impacts (H1–H4 are supported), while perceived risk exhibits no significant effect (H5 is not supported). These results collectively pose a challenge to the prevailing view that "perceived risk significantly influences perceived value" in consumer behavior literature. The insignificant contribution of perceived risk (H5 not supported) is likely attributable to the low risk tolerance and price compensation mechanisms in the green plant rental industry, where clients prioritize cost-benefit analysis over risk aversion. Validation of mediation and moderation effects.

5.1.2 Mediation effects

Previous studies have shown that Perceived value significantly enhances repurchase intention. This relationship is mediated by customer satisfaction, indicating that higher perceived value leads to greater satisfaction, which in turn boosts repurchase intention. That means satisfaction often mediates the relationship between perceived value and repurchase intention (W. Feng et al., 2024). In some contexts, satisfaction has a small mediating effect, while in others, it plays a larger role (W. Feng et al., 2024).

This study validates previous research findings by demonstrating that customer satisfaction partially mediates the relationship between perceived value and repurchase intention. These findings underscore the importance of prioritizing service delivery quality as a hub for value transformation in consumer behavior.

5.1.3 Moderating effects

Furthermore, regarding the moderating effects of enterprise size, enterprise nature, and leasing cycle, as far as the author know, no scholars have directly explored the impacts of these three factors on perceived value and repurchase intention. This study reveals that the moderating effects of enterprise size, enterprise nature, and leasing cycle are significant:

- Firm size: The impact of perceived value on satisfaction is strongest for small firms (<100 employees) and large firms (>200 employees), while weaker for medium-sized firms (U-shaped moderation). Large firms rely more on perceived quality, medium-sized firms focus on perceived risk, and small firms prioritize perceived price.

- Firm nature: The impact of perceived value on satisfaction/repurchase intention is stronger for state-owned enterprises (SOEs), which also place greater emphasis on RenQing. Private

firms have more diverse drivers of perceived value, including perceived quality, price, and sacrifice.

- Leasing period: The impact of perceived value on repurchase intention is strongest for firms with a leasing period of 1-3 years and weakest for those with a leasing period of 4-6 years. Long-term leasing firms (>7 years) focus more on perceived risk, while medium-term leasing firms (4-6 years) need to enhance satisfaction to drive repurchase intention.

5.1.4 A repurchase intention impact model for the Green Plant and flower rental service industry has been established

This study constructs a repurchase intention impact model for the Green Plant and flower rental service industry, systematically integrating core variables such as perceived value, satisfaction, and RenQing (interpersonal relationships) along with their mechanisms. The model not only validates the direct impact of the multi-dimensional composition of perceived value (e.g., perceived quality, perceived price, emotional value, and perceived sacrifice) on repurchase intention but also reveals the partial mediating role of perceived quality between perceived value and repurchase intention.

Also, this study demonstrates the influence of RenQing in purchase intention in the B2B green plan and flower leasing in China, highlighting the role of culture-based variables.

Furthermore, by introducing moderating variables such as firm size, firm nature, and leasing period, the model uncovers the heterogeneous characteristics of customer decision-making, providing a theoretical basis for refined management in the industry. The establishment of this model fills the research gap on repurchase intention in the Green Plant and flower rental service sector and lays a solid foundation for further theoretical deepening and practical applications.

5.2 Theoretical contributions

5.2.1 Enriched the extant research on risk-value relationships

The results of this study did not validate the relationship between perceived risk and perceived value (H5), contradicting previous findings. Empirical studies consistently demonstrate that elevated levels of perceived risks exert a significantly negative impact on perceived value. Specifically, financial, functional, and physical risks substantially diminish consumers' functional value perceptions, whereas psychological risk undermines emotional value

perceptions. This investigation reveals industry-specific suppression mechanisms governing risk effects (e.g., functional risk dominance, risk compensation). In low-risk, highly standardized service contexts, the adverse impact of perceived risks on value may be neutralized through price compensation mechanisms, thereby enriching the applicability boundaries of traditional perceived value models within service leasing scenarios.

5.2.2 Revealing the dual-path mechanism of service decision-making in B2B contexts

This study is conducted in a B2B context, which is entirely new for the Green Plant and flower rental service industry. It proposes a "functional-emotional dual-path model" for corporate clients, emphasizing the differentiated roles of functional evaluations (perceived quality) and emotional satisfaction in repurchase decisions, challenging the traditional satisfaction-dominated paradigm (Mainardes & de Freitas, 2023; Mo et al., 2022).

5.2.3 Expanding the application scenarios of RenQing theory

RenQing, as a fundamental cultural concept deeply rooted in Chinese society, refers to the normative framework governing interpersonal relationships through social obligations and reciprocity. Within China's B2B commercial interactions, the RenQing mechanism exerts significant influence on purchasing intentions. Empirical studies have demonstrated that RenQing positively affects purchasing intentions through the mediating pathway of Long-Term Orientation, underscoring the distinctive importance of relational governance in Eastern business ethics (X. Zhang et al., 2022).

This study pioneers the validation of RenQing's independent driving effect on repurchase intention in the green plant and floral leasing service sector, demonstrates the significant impact of RenQing factors on repurchase intention, enriches the theoretical framework of relational capital in Eastern cultural contexts, further illustrates the universal applicability of RenQing relationships in B2B services, and provides new perspectives for relationship marketing theory with Chinese characteristics. The results of this study answered the call by X. Zhang et al. (2022) for more research on the role of RenQing for building and maintaining relationships in the context of Chinese B2B markets.

5.2.4 Revealing the nonlinear characteristics of moderation effects

This study adds to the literature by testing the moderating effect of B2B consumers' characteristics (size, nature and duration of the contract).

The study reveals a U-shaped moderating effect of firm size on the perceived value-satisfaction relationship and a significant moderating role of firm size in the satisfaction-repurchase intention link; it confirms the stage-wise differences in how firm ownership and leasing cycle moderate the perceived value-repurchase intention relationship, providing theoretical foundations for heterogeneous customer management.

5.3 Practical implications

5.3.1 Differentiated customer management strategies

To effectively manage enterprises at scale, differentiated management strategies are essential. However, due to the current lack of academic research on how firm size moderates the relationships between perceived value-repurchase intention and satisfaction-repurchase intention, there exists no theoretical foundation to guide practical applications. This study, focusing on the green plant and floral leasing service industry, provides valuable practical insights to address this gap.

- For state-owned enterprises (SOEs): Strengthen risk management and long-term relationship maintenance (e.g., regular service follow-ups), leveraging RenQing networks to enhance customer loyalty.

- For private enterprises: Focus on improving perceived quality (e.g., plant health monitoring technology) and optimizing pricing strategies to offset perceived risk.

- For small enterprises: Meet immediate needs through flexible pricing and rapid response (e.g., on-demand rental adjustments).

- For large enterprises (>200 employees): Continuously improve product and service quality while enhancing customer satisfaction.

- For medium-sized enterprises (100-200 employees): Pay attention to customers' perceived risk.

- For smaller enterprises: Increase price advantages.

- For enterprises with a leasing period of 1-3 years: Prioritize improving perceived quality and perceived price, with a focus on price advantages and quality assurance to accelerate decision-making.

- For enterprises with a leasing period of over 7 years: Manage customers' perceived risk by offering risk mitigation clauses (e.g., free replacement of withered plants).

- For enterprises with a leasing period of 4-6 years: Emphasize perceived quality, perceived

sacrifice, and perceived price, with priority given to improving product and service quality. Additionally, implement satisfaction interventions (e.g., value-added services, loyalty programs) to compensate for the diminishing marginal utility of perceived value.

5.3.2 Customer value management strategy

Effective customer value management (CVM) involves understanding and maximizing customer value through customer-centric strategies. Key principles include using CVM to improve business performance, adopting customer lifetime value as a core metric, and investing in strong analytical capabilities (Verhoef & Lemon, 2013). Regular assessment of CPV and its integration into CVM strategies can help businesses stay responsive to changing customer needs and preferences (Doligalski, 2015).

Based on the research findings, since perceived value significantly influences repurchase intention and perceived quality is the most important driver of perceived value, green plant and floral leasing service companies should prioritize perceived quality (including color, shape, fragrance, and coordination of plants/flowers, as well as responsiveness timeliness and commitment fulfillment). Furthermore, considering the positive effects of perceived price and RenQing on repurchase intention, the following customer value management strategies can be implemented:

Short-term focus: Enhance visualization of perceived quality (e.g., real-time maintenance data tracking); Optimize price transparency to improve perceived cost-effectiveness.

Long-term development: Institutionalize RenQing relationships through “Strategic Partnership Programs” Provide exclusive benefits (e.g., priority response, customized services).

Long-term development: Institutionalize RenQing relationships through “Strategic Partnership Programs “Provide exclusive benefits (e.g., priority response, customized services).

5.3.3 Resource allocation optimization

Resource allocation optimization in marketing involves strategically distributing limited marketing resources across various channels and activities to maximize overall effectiveness and return on investment. This process is crucial due to the finite nature of marketing budgets and the need to achieve the best possible outcomes from marketing efforts.

Long-term development: Institutionalize RenQing relationships through “Strategic Partnership Programs “Provide exclusive benefits (e.g., priority response, customized services).

Perceived quality mediates the relationship between satisfaction/perceived value and

repurchase intention, meaning that improving perceived quality significantly enhances repurchase intention. Therefore, resource allocation can be optimized as follows:

(1) Function-first approach: Allocate 80% of resources to improving perceived quality (e.g., developing smart maintenance systems) and 20% to optimizing satisfaction (e.g., emotional service design).

(2) Risk management recommendations: Establish a RenQing (interpersonal relationships) investment monitoring system to mitigate compliance risks, transforming traditional RenQing into compliant customer benefits (e.g., point redemption, co-branded activities). For example: Establish a digital ledger for relationship capital to record all client interaction events (e.g., business dinners, holiday gifts), applying multi-dimensional tagging by type, amount, and counterparty for end-to-end traceable auditing. Design a compliance conversion matrix to transform traditional relationship-based expenditures into standardized customer benefits: for transactional relationships, develop tiered incentive programs (e.g., milestone-based reward points), while for strategic partners, create value co-creation platforms like co-branded R&D labs. Implement dynamic risk assessments by leveraging natural language processing (NLP) to monitor communication records for high-risk semantics (e.g., “special arrangements,” “exclusive discounts”), automatically triggering compliance alerts based on clients’ industry integrity indices.

5.3.4 Pricing strategy optimization

Pricing strategy optimization constitutes a core management activity through which enterprises systematically adjust their product/service pricing systems to achieve profit maximization. Its essence lies in seeking the optimal equilibrium between price sensitivity and value perception within dynamic market environments. As market competition evolves from static games to dynamic co-opetition, traditional pricing models based on cost-plus or competitor benchmarking have become increasingly inadequate in adapting to rapid shifts in demand-side dynamics. Market dynamism is manifested not only in fluctuations of supply-demand relationships but also in the nonlinear variations of consumer price sensitivity (Frohmann et al., 2023). Perceived price plays a crucial role in pricing strategy optimization (Helmold, 2022).

Real-time analysis of market demand and cost fluctuations, particularly by comparing competitors’ pricing and services, enables the automatic generation of optimal price ranges that precisely align with customer price expectations, reducing churn risks. Simultaneously, leveraging big data to analyze historical transaction prices, customer renewal rates, seasonal

demand indices, and supply chain costs allows for the scientific and dynamic optimization of pricing strategies, avoiding human-induced pricing biases.

5.4 Research limitations and future directions

Despite the contributions, the study has certain limitations, primarily in the following two aspects:

The study has certain limitations, primarily in the following two aspects:

(1) Sample coverage bias: the industry distribution of the research subjects is concentrated in the handicraft and information technology sectors. Such industry concentration may restrict the applicability of the findings across broader contexts. Due to significant differences among industries in service delivery models, client interaction frequency, and product customization levels, the current industry moderation effect model may exhibit diminished explanatory power when extended to sectors such as manufacturing or financial services.

(2) Cross-sectional data limitations: The study cannot capture long-term dynamic relationships between variables (e.g., the lagged effect of satisfaction on repurchase intention). While the cross-sectional design adopted in the study effectively captures static correlations between variables, it struggles to reveal dynamic evolutionary patterns. For instance, the impact of customer satisfaction on repurchase intention may exhibit a 3-6 month lagged effect, and the efficacy of price compensation mechanisms may fluctuate cyclically with shifts in market competition dynamics. These time-varying characteristics necessitate validation through longitudinal studies.

To address the aforementioned research limitations, future investigations should deepen exploration along four dimensions:

(1) Theoretical deepening: Explore the mediating role of “institutional trust” and analyze the transformation mechanism from RenQing perception to institutional reliance in long-term partnerships. Construct a contingency model of “service complexity-moderation effects” to validate the potential moderating roles of firm size and industry categories in highly customized services.

(2) Methodological optimization: Adopt longitudinal tracking designs to capture the dynamic evolution of customer decision-making mechanisms, avoiding the transient bias of cross-sectional data.

(3) Practical application extension: Develop an intelligent customer lifecycle management system that integrates perceived quality, satisfaction, and relationship data to enable real-time

prediction and intervention of repurchase intention.

(4) Industry standardization: Design an industry-standardized service certification system to reduce perceived risk and compensate for the diminishing marginal effects of price compensation mechanisms.

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