



# Research Centre for Green Business

## Research Insights

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THE HONG KONG  
POLYTECHNIC UNIVERSITY  
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COLLEGE OF PROFESSIONAL AND  
CONTINUING EDUCATION  
專業及持續教育學院

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**SPEED**

**rcgb** Research Centre  
for Green Business

# PREFACE



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Dr Pimtong Tavitiyaman, Associate Division Head, BHM

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Established in 2023, the Research Centre for Green Business (RCGB) continues to advance its mission to generate impactful knowledge and foster dialogue on sustainable business practices across disciplines. This 2025 e-book presents new research insights across four key areas: Accounting and Finance, Tourism, Logistics and Supply Chain, and Consumer and Organisational Behaviour.

In Accounting and Finance, the featured work “Discretionary Dissemination on Twitter” examines how information is selectively communicated on social media and its implications for contemporary accounting practice, highlighting the growing significance of digital disclosure for transparency and investor relations. The Tourism and Hospitality section places sustainability, technology and inclusion at the heart of service and destination development. The studies investigate how smart technology attributes influence hotel employees’ work-related behaviours, how incremental innovation in indoor air quality management can be implemented in hotels, how sustainable green dining and responsible consumption foster revisit intention, how ambivalent identification shapes guests’ responses to service recovery, and how social networks empower Chinese rural women tourism entrepreneurs by expanding opportunities and strengthening community resilience.

Logistics and Supply Chain research addresses the urgent need to rethink mobility and transport systems. One study compares shared electric vehicles and taxis in promoting green urban mobility, while another reviews maritime transport resilience and outlines future directions for building robust, sustainable global supply chains.

The Consumer and Organisational Behaviour section explores how individuals and organisations respond to sustainability messages, technologies and incentives. Topics include employee-centric ESG practices and the moderating role of Asian values; reactions to ordinary versus extraordinary experience ads; the roles of reward certainty and incidental emotions in pro-environmental behaviour; and voluntary reductions in single-use plastics.

Across these four thematic areas, the 2025 e-book captures the diversity and depth of RCGB’s ongoing research while maintaining a clear focus on green business and sustainable development. We gratefully acknowledge the Research Grants Council of the Hong Kong Special Administrative Region, China, for its support in establishing RCGB (Project No.: UGC/IDS(R)24/22).

Dr Helen Wong  
Chairperson of the Research Centre for Green Business

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## *Promoting corporate financial sustainability through ESG practices: An employee-centric perspective and the moderating role of Asian values*

◆ *Dr Helen Wong*



This study investigates how perceived environmental, social, and governance (ESG) practices of firms affect employees' engagement

and work-related outcomes. With ESG growing in global significance, most prior research has limited its scope to financial outcomes and contexts in Western developed economies, overlooking the employees' perspective and the Asian operations. Specifically, cross-cultural studies often examine culture at the national level, with individual adherence to specific cultural values seldom explored. Meanwhile, previous studies have sparsely examined the indirect effect of ESG practices; this study explores organisational engagement as a mediator, drawing upon employee engagement theory to enrich the understanding of the relationships between ESG practices and work-related outcomes.



To address the employee-centric perspective, this study aims to examine whether perceived ESG practices enhance employees' organisational engagement, which subsequently fosters their intention to stay and organisational citizenship behaviour. Furthermore, considering the enculturation of Asian values emphasising collectivism, the study probes whether employees' adherence to Asian cultural values moderates these impacts.

Data were collected via an online survey of 300 full-time employees in Hong Kong, given its status as an international city with diverse business activities and cultural value subscriptions. The questionnaire assessed perceptions of ESG practices across its three pillars, organisational engagement, intention to stay, organisational citizenship behaviour, and adherence to Asian values. Through the partial least squares structural equation modelling (PLS-SEM) using SmartPLS 4.0, the study confirmed the reliability and validity of the measurement model, followed by the structural model analysis to test the hypotheses.

**Dr Helen Wong**

This study reveals the positive influences of perceived social and governance practices on work-related outcomes, including intention to stay and organisational citizenship behaviour through organisational engagement. It provides evidence for the mediating role of organisational engagement, particularly for strengthening employees' intention to stay and organisational citizenship behaviour through the promotion of ESG practices. Additionally, Asian value adherence significantly weakens the favourable effect of perceived governance practices on organisational engagement and subsequent work-related outcomes. In other words, employees who embrace Asian values tend not to confront governance practices and exhibit lower levels of involvement in decision-making, resulting in relatively reduced organisational engagement.



Advancing the knowledge of ESG's impact on employee outcomes, the study pinpoints organisational engagement as a key mediator that facilitates the relationship between perceived ESG practices and work-related outcomes, including intention to stay and organisational citizenship behaviour. The results indicate meaningful connections, specifically how social and governance practices cultivate employee engagement, retain talent and reinforce positive behaviour in the organisation. Furthermore, the study underscores the importance of considering the cultural backgrounds of employees. In particular, perceived governance practices related to employee engagement may not be as effective, and the subsequent influence on intention to stay and organisational citizenship behaviour may also be affected if adhering to Asian values. Future research would explore other contexts over an extended period to enhance the generalisability of the results. In addition, future research should consider cultural values beyond Asian values and explore different Asian settings, as well as non-work-related outcomes.

#### **Reference:**

Wong, S. M. H., Chan, R. Y., Wong, P., & Wong, T. (2024). Promoting corporate financial sustainability through ESG practices: An employee-centric perspective and the moderating role of Asian values. *Research in International Business and Finance*, 75, 102733. <https://doi.org/10.1016/j.ribaf.2024.102733>

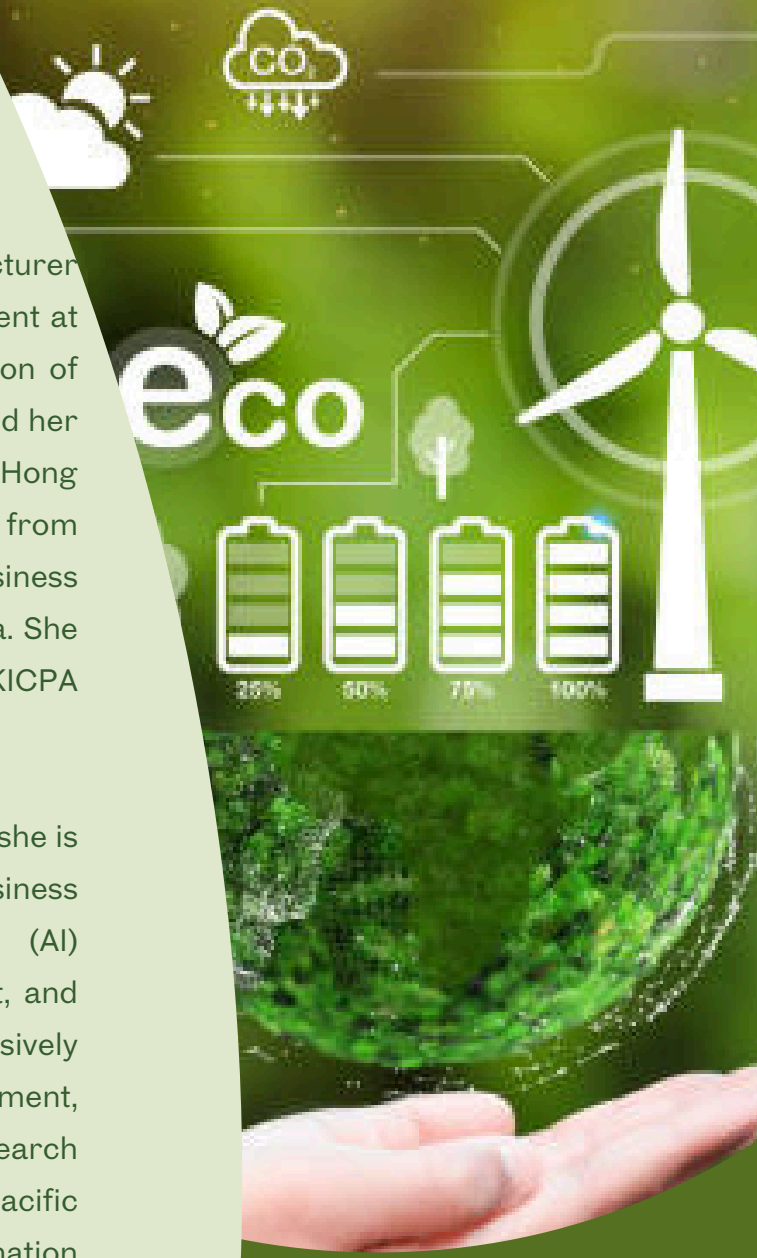
## BIOGRAPHY

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Dr Helen Wong is the Division Head and Principal Lecturer of the Division of Business and Hospitality Management at the College of Professional and Continuing Education of The Hong Kong Polytechnic University. Helen obtained her Bachelor of Arts (First Class Honours) from The Hong Kong Polytechnic University, her Master of Science from the University of London, and her Doctor of Business Administration from the University of South Australia. She is also a fellow member of ACCA, a member of HKICPA and CPA Canada.

With the diverse scope of Helen's research interests, she is passionate about financial accounting, green business strategies, ESG practices, artificial intelligence (AI) literacy, sustainable tourism, employee engagement, and blended learning. Her scholarly work has been extensively published in journals such as *Tourism Management*, *Journal of Hospitality and Tourism Technology*, *Research in International Business and Finance*, *Asia Pacific Management Review*, *Education and Information Technologies*, *Journal of Hospitality and Tourism Insights*, *Technology, Knowledge and Learning*, *Journal of Fashion Marketing and Management*, *Journal of Happiness Studies*, *Education + Training*, *Journal of Asia Business Studies*, and *International Journal of Educational Research Open*. Incorporating interdisciplinary knowledge, her current research explores the intersection of ESG and Generative AI, blockchain technology, digital well-being, the silver economy, and the impact of ESG controversies on corporate financial performance.

Dr Wong has extensive experience in teaching, accounting, and finance, with roots in both Hong Kong and Canada. She has previously worked in organisations such as PricewaterhouseCoopers, the Hong Kong Stock Exchange, and the University of Toronto.



## **Title: *The Lonely Mind: Unraveling Consumer Reactions to Ads of Ordinary and Extraordinary Experiences***

◆ ***Dr Nuoya Chen***



People around the globe are increasingly suffering from an epidemic of loneliness. To restore their deprived need for belonging, lonely people often turn to material substitutes and compensations as a form of “happiness medicine”. Material compensation, however, provides only temporary satisfaction and can even exacerbate feelings of loneliness. In contrast, experiential purchases have been shown to contribute to greater long-lasting happiness than material ones.

Experiences could be divided into ordinary and extraordinary experiences. With the promise of extraordinary experiences in travel, the Virgin Atlantic advertisement titled “fly in the face of ordinary” follows supernaturally talented gentlemen and ladies from childhood to adulthood around the globe as they finally join the superhero crews of Virgin Atlantic. In contrast, some other brands emphasise ordinary experiences in their advertisements. For example, IKEA used the slogan “where the everyday begins and ends” and “creating a better daily life for many people” to convey their products’ relevance to daily indulgence.



Ordinary experiences are common, frequent, and part of everyday life, whereas extraordinary experiences are uncommon, infrequent, and go beyond the realm of everyday life. Previous research has focused on the consumption of an extraordinary experience itself, such as an outdoor adventure, a religious pilgrimage, a live-action role-playing, or travel experience in a particular tourist destination. Other researchers examine how the distinction between ordinary and extraordinary experiences influences consumer emotional and behavioural responses. However, research remains limited on

how consumers respond to advertisements promoting ordinary versus extraordinary experiences, particularly in relation to consumer loneliness.

**Dr Nuoya Chen**

This research investigates how loneliness influences consumer reactions to advertisements featuring ordinary and extraordinary experiences. The present research reports four studies aimed at answering two key questions: (1) How does loneliness influence happiness from ordinary versus extraordinary experiences?, and



(2) How does consumer loneliness influence responses to advertisements for ordinary versus extraordinary experiences?

Experiment and survey data were collected in questionnaires from crowdsourcing platforms, including Amazon Mechanical Turk for U.S. participants and Wenjuan.com for Chinese participants. Data was analysed using independent t-test, ANOVA analyses, ANCOVA analyses and spotlight analyses.

Our findings show that, compared with nonlonely consumers, who value both extraordinary and ordinary experiences, lonely consumers derive and expect significantly greater happiness from extraordinary (vs. ordinary) experiences. It follows that lonely consumers are willing to spend more time and money on experiences promoted with an extraordinary appeal than an ordinary one.

This research contributes to the literature on effective advertising communication by connecting research on loneliness and happiness from experiences. It examines how loneliness influences consumer perceptions of happiness and behavioural intentions in response to advertisements for both ordinary and extraordinary experiences, an area that has been relatively understudied in advertising. The findings enrich academic understanding of advertising strategies for diverse and marginalised groups, such as lonely individuals.



Furthermore, this research offers practical implications about crafting impactful messaging for marketers in the rapidly growing experience industry. Particularly, these findings offer guidance for creating advertisements that foster engagement and inclusion and help policymakers and public health campaigns effectively communicate with individuals experiencing loneliness.



## BIOGRAPHY

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Dr Nuoya Chen is currently a Lecturer in the Division of Business and Hospitality Management, College of Professional and Continuing Education, the Hong Kong Polytechnic University.

Dr Nuoya Chen obtained her bachelor's degree in accounting and her PhD degree in marketing from Fudan University, Shanghai, China. During her PhD studies, Dr Chen taught marketing management, marketing research, and digital marketing as a teaching assistant. In PolyU SPEED, Dr Chen has taught human resource management, remuneration and benefits, integrated strategic communications, integrated studies, and ESG management.

In terms of professional experience, she had intern experiences in Pepsi, Shanghai Media Group, and BDO. Besides, she had worked as a part-time business case writer in Knowledge Development and Communication Centre at the School of Management, Fudan University for over five years, writing business cases for many companies (e.g. Xiaohongshu and Suning.com).

Dr Chen's research interests are consumer emotions, human-technology interaction in marketing, health, and consumer well-being. Her research has been published in various peer-reviewed international journals, such as International Journal of Research in Marketing, Journal of Business Research, Journal of Advertising, Journal of Retailing and Consumer Services, Journal of Consumer Affairs, and Journal of Consumer Marketing.

## *Discretionary Dissemination on Twitter*

◆ *Dr Wenli HUANG*



Social media platforms like Twitter have emerged as crucial channels for corporate communication, reshaping how firms engage with investors, stakeholders, and the broader public.

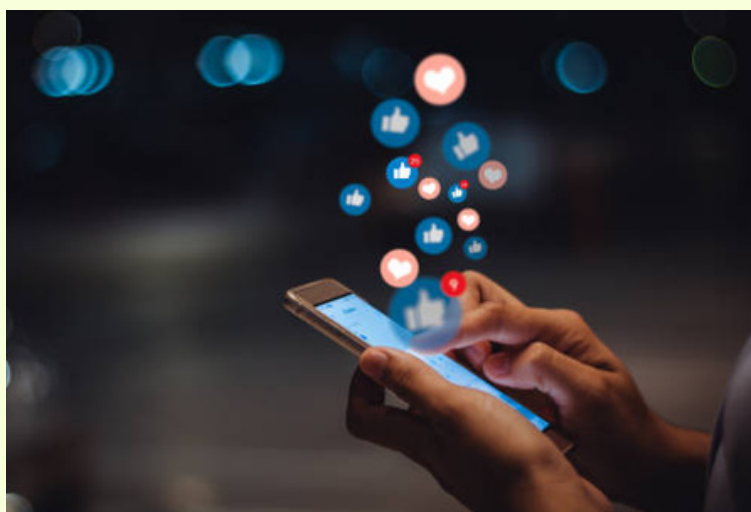
Unlike traditional financial disclosure, timely and transparent communication on social media has important implications for corporate governance and sustainability. Effective governance depends on accountability and transparency, while sustainability efforts require credible disclosure to build trust with stakeholders. Prior research on firms' strategic dissemination of financial information on Twitter produced mixed findings, particularly on whether firms avoid sharing bad news. This study revisits these issues by assessing firms' discretionary financial tweeting behaviour.

This study explores whether firms strategically disseminate financial information on Twitter around mandatory accounting events, mainly earnings announcements and SEC filings (10-K/10-Q), and whether they exhibit symmetric behaviour in communicating positive and negative news. A key objective is to understand how firms' social media usage may promote governance transparency by providing balanced information to stakeholders. The study also aims to improve text classification methods for identifying financial tweets. By doing so, it sheds light on Twitter's potential role in corporate accountability and stakeholder communication, which are increasingly important in the governance and sustainability landscape.





The research analyses 24 million tweets posted by 1,360 firms in the S&P 1500 from 2012 to 2020. An unsupervised machine learning method—Twitter-Latent Dirichlet Allocation (Twitter-LDA)—classifies tweets into financial and non-financial categories, achieving higher accuracy than conventional dictionary techniques. Regression analyses examine the occurrence of financial tweets in relation to the materiality and direction (positive or negative) of earnings announcements and SEC filings. Intraday analysis explores the timing of tweets relative to event announcements. The behaviour of early versus late Twitter adopters among firms is also compared.



Contrary to prior studies suggesting firms avoid disseminating bad news on social media, this study documents a symmetric, U-shaped pattern: firms increase financial tweeting around both highly positive and highly negative corporate events. This balanced dissemination behaviour has strengthened over time, particularly among firms adopting Twitter later, implying increasing corporate acceptance of social media as a governance tool for transparent communication. Intraday patterns show strategic timing of tweets around financial disclosures, reinforcing firms' intent to manage information flow. The superior tweet classification method confirms these insights with robustness.

Our research contributes to understanding the intersection of social media use with corporate governance by demonstrating Twitter's increasing role as a communication channel fostering transparency and balanced financial disclosure. Such communication enhances governance accountability by providing stakeholders with timely, comprehensive information, which supports better oversight and risk management. Additionally, the findings suggest Twitter can serve as a platform for real-time financial communication, with implications for investor relations and regulatory oversight. The methodological advancement in tweet classification aids future research in monitoring corporate governance and sustainability efforts on social media. Future research could examine how this dissemination behaviour affects corporate ESG (Environmental, Social, and Governance) performance, stakeholder engagement, and regulatory policy, expanding the understanding of social media's role in advancing accountable business practices.

## BIOGRAPHY

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Dr Wenli Huang obtained her Doctor of Philosophy in Accounting from Haas School of Business, University of California at Berkeley and Bachelor of Arts in Economics (Outstanding Graduate) from Peking University.

She has held faculty positions at Boston University Questrom School of Business and the School of Accounting and Finance of The Hong Kong Polytechnic University. She has taught various accounting courses in both undergraduate and MBA programmes.

Dr Huang has published academic research in the areas of accounting information and corporate disclosure, institutional trading, supply chain, and political connections, etc. Among them, her recent paper published in the Journal of International Accounting Research (JIAR) received the Best Paper Award of JIAR. Her work published in the Journal of Accounting, Auditing, and Finance on institutional trading is featured as a top story in Columbia Law School's Blog on Corporations and the Capital Markets.

Dr Huang also received several grants from the General Research Fund (GRF) of the Research Grants Council (RGC) of the HKSAR government for her work on institutional trading and executive disclosure on Twitter. She is a key team member of PolyU SPEED's Research Centre for Green Business funded by the RGC.

## ***Incremental Innovation of IAQ management in hotels: Specific framework for processes and activities***

◆ ***Dr Chammy Lau***



The impetus for this research stems from the growing concern over indoor air quality (IAQ) in hotels, particularly in urban Asian environments where both outdoor and indoor pollutants are prevalent.

Factors such as smog, industrial emissions, and poor ventilation have led to elevated PM2.5 levels, which are linked to adverse health outcomes for both guests and staff. While portable air filtration devices have become more common post-pandemic, the managerial processes and systematic innovations required to sustain effective IAQ management remain underexplored.



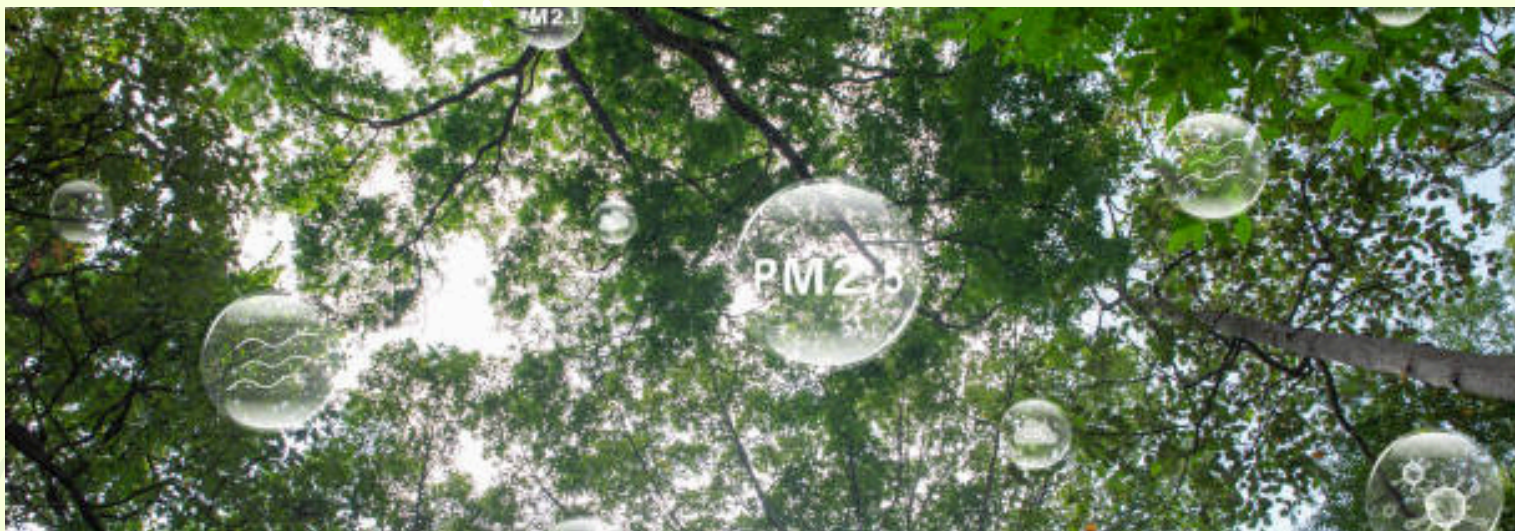
Previous studies have largely focused on single-case analyses or technical measurements, neglecting the broader managerial and innovation processes necessary for sector-wide improvement. The complexity of IAQ monitoring, coupled with its limited coverage in hospitality education, further complicates the adoption of innovative practices. This research addresses these gaps by seeking to develop a systematic, theoretically grounded framework for incremental innovation in hotel IAQ management, aiming to provide both practical guidance for industry practitioners and a foundation for academic advancement in environmental and innovation management within hospitality.

The primary aim of this study is to synthesise and validate a phased activity framework tailored to incremental innovation in hotel IAQ enhancement. Specifically, the research seeks to: (1) construct a systematic framework that delineates the processes and management activities involved in IAQ innovation; (2) evaluate the degree of novelty and effectiveness of these activities across multiple hotel case studies; and (3) gather insights and perspectives from industry practitioners on advancing IAQ management in the future.

By focusing on both domestic and international hotel brands, the study aims to bridge the knowledge gap between isolated technical interventions and holistic, process-driven innovation. The ultimate objective is to offer actionable strategies for hotel managers and property groups to benchmark and stimulate IAQ innovation, thereby fostering healthier environments for guests and staff while contributing to the broader discourse on sustainability and operational excellence in hospitality.



A qualitative, multiple-case study approach was adopted to explore the innovative management of IAQ in hotels. Four hotels—two domestic and two international brands—were purposefully selected for their active engagement in IAQ innovation and accessibility to key stakeholders. Data collection involved triangulation through document analysis, interviews, and direct observations, ensuring robust internal validity. Interviews were conducted with twelve departmental managers and three IAQ champions. The study also incorporated physical measurements of PM2.5 and TVOC concentrations in guest rooms, using standardised equipment and protocols to assess the effectiveness of air purification interventions. The research framework was adapted from the Business Model Innovation (BMI) model, with phases and activities tailored to the hotel context. Reflective interviews with executives post-program provided additional insights into the drivers and barriers of IAQ innovation, while a novelty scoring system was used to benchmark the impact of management activities across cases.



The study identified a seven-phase framework for incremental IAQ innovation in hotels, encompassing ideation, analysis/feasibility, prototyping, verification, decision-making, implementation, and sustainability. Notably, the verification phase—absent in generic models—was strongly advocated by all executives as essential for driving innovation. Across the four cases, 29 distinct management activities were catalogued, with varying degrees of novelty and effectiveness. The most innovative hotel (Hotel G) demonstrated sustained activities in both prototype development and long-term sustainability, achieving the highest novelty score



**Dr Chammy Lau**

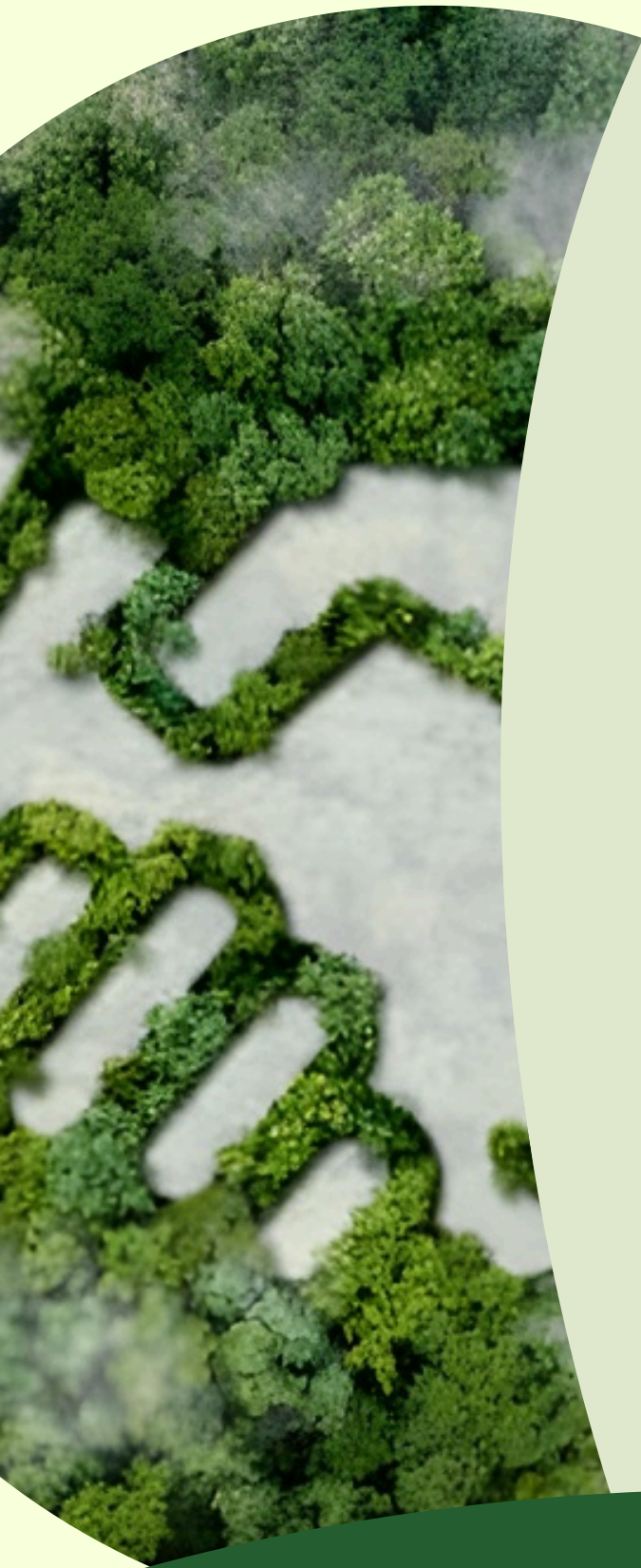
Key activities included both top-down and bottom-up ideation, rigorous market and environmental analysis, collaborative prototyping and testing, and the integration of external expertise for verification. The implementation phase highlighted the importance of staff engagement, collaboration with universities, and tailored standard operating procedures. The findings underscore the need for a systematic, process-driven approach to IAQ innovation, with clear benchmarking and feedback mechanisms to sustain progress.



This research makes several significant contributions to both theory and practice. Theoretically, it pioneers a structured framework for incremental IAQ innovation in hotels, filling a critical gap in the literature by linking innovation management theory with practical, sector-specific processes. The novelty scoring system enables benchmarking and encourages continuous improvement among hotels. Practically, the study offers actionable guidance for hotel managers, emphasising the importance of verification, collaboration with academic and industry partners, and the integration of IAQ management into standard operating procedures. The research also highlights the need for sustained leadership, resource allocation, and knowledge transfer to overcome barriers such as managerial turnover.



Future research directions include expanding the framework to independent and boutique hotels, integrating real-time IAQ data with energy management systems, and developing economic metrics to demonstrate the return on investment of IAQ innovation. The study advocates for greater inclusion of IAQ management in hospitality education to prepare future professionals for innovation-driven roles.



## BIOGRAPHY

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Dr Chammy Lau is a Senior Lecturer at the College of Professional and Continuing Education, The Hong Kong Polytechnic University. She holds a Bachelor of Arts (Honours) in Tourism Management and a Master of Science in Information Systems from The Hong Kong Polytechnic University, as well as a PhD in Tourism Geography from the University of Hong Kong. Dr Lau's research interests encompass the broad fields of tourism, hospitality, and leisure, with a particular emphasis on the integration of technology, sustainability, and service innovation within these disciplines.

Her recent work explores incremental innovation in indoor air quality (IAQ) management in hotels, digital transformation in tourism services, and the adoption of Environmental, Social, and Governance (ESG) practices in hospitality operations. Dr Lau is committed to bridging the gap between theory and practice, aiming to advance sustainable and innovative management approaches that benefit both industry practitioners and academic communities. She has published her research in some leading academic journals such as *International Journal of Hospitality Management* and *Annals of Tourism Research*. She is also a frequent presenter at international acclaimed conferences, contributing to the ongoing development of knowledge and best practices in the tourism, hospitality, and leisure domains.

CHAN, Wilco., LAU, Chammy., & WONG, Helen. (2026). Incremental innovation of IAQ management in hotels: Specific framework for processes and activities. *International Journal of Hospitality Management*, 133, Article 104491. <https://doi.org/10.1016/j.ijhm.2025.104491>

# **Maritime transport resilience: A systematic literature review on the current state of the art, research agenda and future research directions**

◆ **Dr Joseph Lau**



The review of the study article explores methods to strengthen maritime transport networks' resilience so they can endure and recover from interruptions.

This analysis drives the need for further research by highlighting the gaps in the existing body of knowledge, allowing scientists to concentrate on important topics and aid in the creation of robust and sustainable maritime transport networks. In the end, this study is crucial in maintaining maritime transport's effectiveness, safety, and environmental sustainability, encouraging international seaborne trade, promoting economic progress, and fostering the development of more management strategies and policies for ocean and coastal areas

The maritime industry faces unprecedented challenges resulting from climate change, epidemics, geopolitics, and economic uncertainties, leading to the emergence of research on maritime transport resilience. However, key questions remain unresolved, particularly, what are the main contributions of the research community in the field of maritime transport resilience? Are the current trends of contributions focused on particular themes, geographical regions, and directions?



To comprehensively identify the relationship between maritime transport and resilience, this paper uses data analysis tools, such as VOSviewer, Python and CiteSpace, to comprehensively sort out the relevant Web of Science literature. This part takes the Web of Science as the data source and selects the core collection in the Web of Science database as the retrieval object. The search conditions are set as follows: the subject is 'Port' and 'Resilience' OR 'Maritime' and 'Resilience' OR 'Shipping' and 'Resilience' OR 'Ship' and 'Resilience' OR 'Water Transport' and 'Resilience' OR 'Container' and 'Resilience'; and the period is from 1997 to 2023. The search results are de-duplicated and sorted to recognise the relevant literature. As of March 20, 2023, the number of valid articles included in the research is 735.



The development of maritime transport resilience in 27 years can be obtained through the number of publications in different years. The number of research papers in this area can be divided into two main stages. The first stage was from 1997 to 2009, and a total of 27 papers were published, with an average of 2 papers per year, accounting for 3.67% of the total number of papers. The second stage is after 2010, and a total of 708 papers were published, with an average of about 50 papers published each year, accounting for 96.32% of the total number of papers. The number of published papers is increasing exponentially. Mainstream maritime journals have published numerous articles on maritime transport resilience, such as sustainability, ocean and coastal management, reliability engineering and system safety, marine policy, and maritime policy and management. These journals have published 37.7% of the articles on maritime transport resilience. Research papers relevant to maritime transport resilience have dramatically increased since 2019.

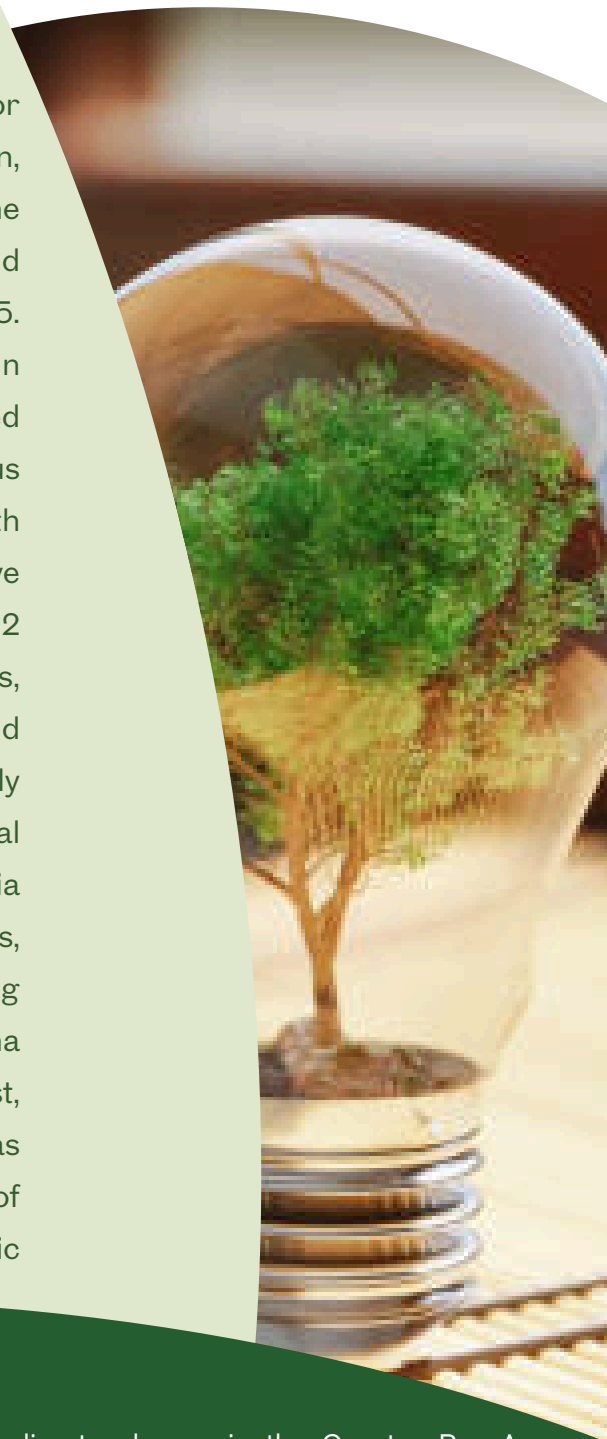


The comprehensive research on maritime transport resilience has significantly affected how this important topic is understood and developed. The review study has offered priceless insights that have informed future investigations and activities by methodically examining current information, spotting trends, and revealing gaps. Its effects can be seen in various fields. Primarily, the review study's thorough overview of the difficulties and detrimental effects of maritime transport has been helpful to policymakers and industry players in helping them make decisions and create focused strategies to deal with these problems. The review study has also stimulated more investigation, resulting in a deeper comprehension of the socioeconomic effects of interruptions in maritime transport and the incorporation of cutting-edge technology to improve resilience. The review study's effect may also be seen in the encouragement of inter-disciplinary partnerships because academics from other disciplines understand that they must cooperate to address the complexity of marine transport resilience

## BIOGRAPHY

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Dr Lau Yui Yip, Joseph is Head of Student Affairs and Senior Lecturer from College of Professional and Continuing Education, The Hong Kong Polytechnic University. Dr. Lau has received the Outstanding Alumni Award of the Department of Logistics and Maritime Studies, The Hong Kong Polytechnic University in 2025. Until now, he has published more than 500 research papers in international journals and professional magazines, contributed over 25 book chapters, 10 books and presented numerous papers in international conferences. He has collaborated with scholars from more than 20 countries and regions spanning five continents on research projects. He has also obtained over HK\$12 million in research grants. His research interests are cruise ships, ferries, impacts of climate change, shipping education and training, transport history, sustainability issues, resilient supply chain management, health logistics, human remains, and regional development. Dr Lau has been interviewed by various media outlets, including RTHK, Metro Radio, HK01, Oriental Daily News, Hong Kong Economic Times, am730, Ming Pao, Hong Kong Economic Journal, Sing Tao Daily, Kung Kao Po, South China Morning Post, Phoenix TV, STARSHK, Orange News, The Culturist, TVB, HOYTV, and Hong Kong Commercial Daily. Dr. Lau has received the Outstanding Alumni Award of the Department of Logistics and Maritime Studies, The Hong Kong Polytechnic University in 2025.



### Selected Publications:

Yang Z, Lau Y Y, Poo M C P and Yang Z (2025), Port resilience to climate change in the Greater Bay Area, *Transportation Research Part D: Transport and Environment*, 142, 104681.

Liu D, Wang X, Lau Y Y, Tang Y M and Dulebenets M A (2025), Investigating interactions between the port-city relationship and the urban road network structure: An empirical study of 26 China coastal ports, *Maritime Policy & Management*, 52(7), 1132-1155.

Wu S M, Wang Q, Chung S H, Hu L, Lau Y Y and Liu S Q (2025), Improving green urban mobility: A study on shared electric vehicles versus taxi, *Transportation Research Part E: Logistics and Transportation Review*, 198, 104094.

Lau Y Y, Yang Z, Yin J, Lei Z and Poo M C P (2025), Assessing vessel pollution risk in Asian areas: A comparative analysis based on data-driven Bayesian network approach, *Ocean & Coastal Management*, 262, 107549.

Afkhami P, Khayamim R, Li B, Borowska-Stefanska, M, Wisniewski S, Fathollahi-Fard, A M, Lau Y Y and Dulebenets M A (2025), Resource allocation approaches for improving safety and operations at level crossings: State of the art, existing challenges, and future research needs, *Reliability Engineering & System Safety*, 257, 110839.

## ***Sustainable green dining: The power of responsible consumption and waste reduction on revisit intention***

◆ ***Dr May Lau***



The study addresses the urgent issue of food waste in the restaurant industry, which contributes significantly to environmental degradation, economic loss,

and social challenges, especially in urban China and Hong Kong. With urban regions generating massive amounts of edible food waste, there is a pressing need to foster pro-environmental attitudes and sustainable consumption behaviours. The hospitality industry is increasingly adopting green practices, but there is limited understanding of how these practices, combined with individual dining habits and cultural norms (such as face-saving in Confucian societies), influence customers' emotional responses and their intention to revisit green restaurants. This research fills that gap by integrating cognitive, emotional, and social perspectives.

The aim of the study is to examine the determinants of consumers' intention to revisit green restaurants, focusing on how both extrinsic (restaurant practices) and intrinsic (individual habits and cultural norms) factors influence emotional responses and behavioural intentions.

*Three main research questions are designed:*

- How do restaurant food sustainability and waste reduction practices (extrinsic factors) and individual behaviours (excessive ordering, responsible planning, face-saving—intrinsic factors) affect diners' moods?
- How do these moods, in turn, shape the intention to revisit green restaurants?
- Does responsible consumption behaviour (e.g., using doggy bags) moderate the relationship between mood and revisit intention?

The three objectives of the study are (1) to integrate the cognitive theory of emotion (CTE), theory of interpersonal behaviour (TIB), and mood management theory (MMT) in understanding sustainable dining; (2) to explore the role of cultural norms (face-saving) and responsible consumption in shaping sustainable dining behaviours; and (3) to provide actionable insights for green restaurant managers to enhance customer retention and promote sustainability



The research adopted a quantitative and cross-sectional survey design to investigate revisit intentions to green restaurants. Data were collected through an online questionnaire distributed via the SoJump platform, targeting 524 respondents aged 15 to 25 from the Greater Bay Area (Guangdong, Hong Kong, and Macao), all of whom had prior experience dining at green restaurants. The questionnaire included sections on dining behaviour, theoretical constructs, and demographic information, with measurement items adapted from established literature and translated using a back-translation method to ensure accuracy. Responses were rated on 7-point Likert scales. To analyse the data, the study employed Partial Least Squares Structural Equation Modelling (PLS-SEM) using Smart-PLS 4, assessing both the measurement and structural models for reliability and validity. Common method bias was addressed using Harman's one-factor test, and the final model was evaluated through bootstrapping and path analysis to test the hypothesised relationships.



The study revealed that both external restaurant practices and internal individual behaviours significantly form diners' emotional responses and their intentions to revisit green restaurants. Specifically, waste reduction practices such as portion control and eco-friendly packaging were found to influence both positive and negative moods, while food sustainability practices primarily increased negative emotions related to

food waste. Intrinsic factors like excessive food ordering were associated with positive moods such as pride and satisfaction, especially in cultural contexts where ordering with large portions is valued, whereas responsible meal planning increased negative moods like guilt and frustration when waste occurred. Face-saving behaviours, deeply rooted in Confucian culture, played a dual role by reinforcing both positive and negative emotions, sometimes even overriding sustainability concerns. Importantly, the research found that negative moods (such as guilt and frustration about food waste) were stronger motivators for revisiting green restaurants than positive moods. Finally, responsible consumption behaviours like using doggy bags, strengthened the link between positive moods and revisit intentions, and were themselves associated with a higher likelihood of returning to green restaurants.



**Dr May Lau**

This research advances theoretical understanding by integrating cognitive, emotional, and social perspectives, specifically the cognitive theory of emotion, theory of interpersonal behaviour, and mood management theory to explain sustainable dining behaviours. It highlights the importance of cultural norms, such as face-saving, in shaping food waste perceptions and sustainable consumption choices. Practically, the findings offer actionable recommendations for restaurant managers and policymakers: promoting portion transparency, right-sized meal promotions, and eco-friendly takeaway packaging can help reduce food waste and address social image concerns.



The study also suggests that normalising the use of doggy bags and designing loyalty programs that reward sustainable choices can foster long-term pro-environmental dining habits. For educators and policymakers, the results emphasise value of public campaigns and sustainability education to shift cultural norms around over-ordering and leftovers. Finally, the research points to the need for future studies to explore these dynamics in different cultural contexts and

restaurant types, and to use mixed methods for a deeper understanding of the psychological and cultural drivers of sustainable dining.



## BIOGRAPHY

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Mei Mei Lau is a Senior Lecturer in the Division of Business and Hospitality Management at the College of Professional and Continuing Education (CPCE), The Hong Kong Polytechnic University. Dr Lau holds a PhD in business management and is recognised for her strong commitment to advancing sustainability and responsible consumption in both the hospitality and education sectors. Her research interests span sustainable consumption practices, consumer behaviour, and the impact of technology advancements on business and society.

Dr Lau has published extensively in reputable, peer-reviewed journals such as *Computers in Human Behaviour*, *Journal of Enterprise Information Management*, *Sustainable Futures*, *Internet Research*, and *BMC Primary Care*. Her recent works include studies on sustainable green dining, the role of augmented reality in e-commerce, and the influence of social media on green purchase behaviour. She also explores topics such as AI adoption, entrepreneurial intentions in higher education, and primary healthcare engagement. Dr Lau's research is supported by competitive grants from The Hong Kong Polytechnic University and external funding bodies, and she actively collaborates with interdisciplinary teams to promote responsible consumption and production. Her work offers actionable insights for industry practitioners, educators, and policymakers, contributing to both academic scholarship and real-world impact.



## *Driving voluntary reduction of single-use plastic consumption: Capability, opportunity, and motivation*

◆ *Dr Daisy Lee*

The excessive use of single-use plastic (SUP), especially SUP tableware, has caused a global plastic waste crisis. Understanding the factors that drive consumers to reduce SUP tableware usage is essential for addressing this issue. Current studies often use simplistic models that fail to capture the complexity of human behaviour in reducing SUP, indicating a need for more comprehensive approaches.

Grounded in the robust COM-B model and the Theoretical Domains Framework (TDF), this study aims to understand the factors influencing individuals' behaviour to reduce SUP tableware. These frameworks offer a solid basis for our research, viewing complex SUP consumption behaviour as an interplay of capability (psychological and physical), opportunity (social and environmental support), motivation (people's thinking and feeling), and outcome behaviour. Two online surveys were administered to over 1,000 Chinese participants.

Results showed that capability and opportunity are associated with SUP tableware reduction behaviour, fully mediated by motivation. Capability, opportunity, and motivation are higher-order constructs measured by lower-order constructs. Capability is predicted by action control, action planning, action skills, decision-making, and habits. Behavioural Opportunity is associated with social norms, social support, and environment. Motivation is affected by identity, reinforcement, goals, and self-efficacy.

This study provides a unique perspective by applying the COM-B model and TDF to understand the psychological and behavioural factors that motivate individuals to reduce SUP tableware voluntarily. Understanding behavioural nudges also provides practical implications for policymakers, social marketers, and environmental advocates to formulate effective interventions that bridge the attitude-behaviour gap in reducing SUP consumption.



## BIOGRAPHY

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Dr Daisy Lee is a veteran of marketing. She has extensive commercial experience across digital marketing, consumer marketing, shopper marketing, business marketing, technical marketing and marketing research gained from multinational giants she worked with. Prior to academia, she worked as Regional Director at Philips Asia Pacific marketing team, overseeing 15 APAC countries.

Aspiring to nurture the next generation, Dr Lee started her teaching career at the City University of Hong Kong. She taught undergraduate marketing programme at CityU for 5 years before joining this institution. Her research interest focuses on digital marketing and social marketing.

## ***The Role of Ambivalent Identification on Service Recovery: A Study of the Hotel Industry***

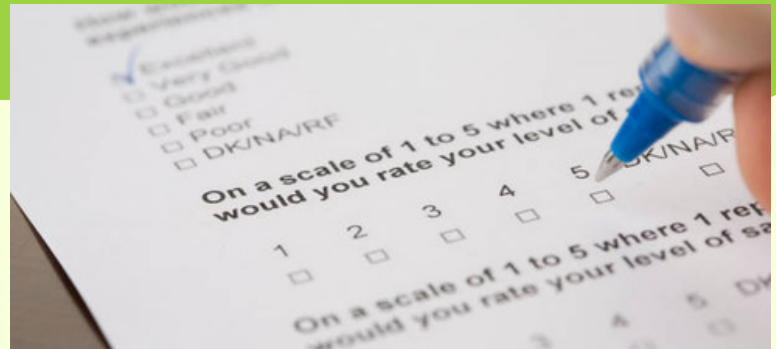
◆ ***Dr Joseph Lee***



Service failure is common and inevitable due to the unique characteristics of services. It is essential for service organisations to carefully handle service failure and employ effective recovery strategies to maintain and improve customer satisfaction, especially when consumers experience mixed emotions towards the organisation. However, most service failure and recovery literature focuses on how ambivalent identification works at the organisational level.

In particular, Dr Lee and his colleagues extend the application of the social identity theory beyond organisational perception and focus specifically on the consumer context, shedding light on its role in recovery justice and satisfaction. It explores the impact of failure severity and degree of correction on recovery justice, with ambivalent identification serving as the moderator in the hotel industry context.

Data were collected in a field survey of 250 consumers who had service failure experience at a particular Hong Kong hotel in the past 6 months. Partial least squares structural equation modelling (PLS-SEM) was used to test the theoretical hypotheses.



Findings from an intercept survey method indicate that the negative relationship between severity of failure and recovery justice weakens as ambivalent identification increases, while ambivalent identification strengthens the positive relationship between degree of correction and recovery justice. Moreover, ambivalent identification diminishes the positive impact of recovery justice on post-recovery satisfaction.



This research contributes to the service failure and recovery literature by extending social identity theory beyond organisational perception and focusing specifically on the consumer context. It provides greater insight into the theoretical and practical implications related to recovery justice and satisfaction for hotel management.





## BIOGRAPHY

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Dr Joseph Lee is a Senior Lecturer of the Division of Business and Hospitality Management. His research interests include digital tourism, service recovery, green marketing and AI engagement management. He has published over fifty refereed articles as the first author in international journals and refereed conference proceedings, including *Tourism Management*, *Cornell Hospitality Quarterly*, *Annals of Leisure Research*, *Journal of Tourism Futures*, *Journal of Tourism, Heritage and Services Marketing*, *Journal of Consumer Marketing*, *Journal of International Consumer Marketing*, *Asia Pacific Journal of Marketing and Logistics*, *Service Business*, *Journal of Asia Business Studies*, among others.

Dr Lee is currently the Special Issue Editor for *Journal of Foodservice Business Research* and *Service Marketing Quarterly*. He is also the Editorial Board Member for *Service Business* and *Journal of Global Information Management*. He has been the Best Paper Award recipient from the American Applied Business Research Conference held at Jacksonville University.

Dr Lee acquired a number of professional qualifications from the UK, China and Hong Kong, including Chartered Marketer and Member from The Chartered Institute of Marketing, National Marketing Management Qualification and National Logistics Management Qualification from China Business Managers Association, Associate Research Fellow of Chinese Businesses Case Research Centre from Hong Kong Baptist University, and Lifetime Member of Beta Gamma Sigma. Over the years, Dr Lee has worked in the fields of food and beverage, information technology, retailing, and educational and training service where he accumulated solid marketing and management experience.

# Implications of Social Networks for Chinese Rural Women Tourism Entrepreneurs

◆ *Dr Fanny Katherine Manner Baldeon*



Women's entrepreneurship in rural tourism is a critical area of study, particularly in China, where women face unique challenges.

Despite increasing participation in entrepreneurship, women in rural areas encounter significant barriers, including limited access to resources, training, and supportive networks. This research seeks to understand the role of social networks in enhancing the success of rural women entrepreneurs in tourism, exploring how these networks can facilitate their business development.

The primary aim of this study was to investigate the network embeddedness of women entrepreneurs in rural tourism in China. The research sought to answer several key questions: What types of social networks do these women utilise? How do these networks impact their entrepreneurial success? And what training or support do they need from industry associations? The ultimate goal was to identify actionable insights that could help improve the conditions for women entrepreneurs in this sector.



To gather relevant data, the researchers conducted semi-structured interviews with 34 women entrepreneurs operating in rural tourism across Zhangjiakou and Yanqing County. Purposive sampling was employed to ensure that participants were representative of the target demographic. All interviews were recorded, transcribed, and analysed using a qualitative approach based on the principles of grounded theory. This iterative coding process helped to identify themes related to network embeddedness and the participants' experiences.

The study revealed several significant insights regarding the embeddedness of rural women entrepreneurs:

- 1. Limited Industry Support:** Participants expressed dissatisfaction with the support from industry actors, indicating that they often lack access to training and resources that could enhance their business capabilities.
- 2. Strong Family and Community Ties:** The interviews highlighted the importance of familial relationships in providing emotional and practical support. Entrepreneurs often



described their employees as family, fostering loyalty and commitment within their businesses.

**3. Collaborative Mindset:** While competition exists, many entrepreneurs emphasised collaboration with peers and local businesses. This cooperative approach allowed them to share resources and knowledge, contributing to mutual success.

**4. Challenges in Government Support:** Entrepreneurs reported limited awareness of existing policies and lack of effective government support, which hindered their ability to leverage available resources.



This research provides valuable insights for various stakeholders:

- **Policy Implications:** The findings suggest that policymakers should design targeted training programs tailored to the specific needs of women entrepreneurs in rural tourism. Enhanced communication regarding government policies could also improve engagement and utilisation of available resources.
- **Industry Associations:** Associations are encouraged to create programs that address the unique challenges faced by women entrepreneurs, focusing on practical skills and access to funding.
- **Future Research Directions:** Further studies could explore the impact of social networks on business resilience. Investigating the perspectives of other stakeholders, such as family members and community leaders, could also provide a more comprehensive understanding of the entrepreneurial landscape.

By focusing on these areas, this research aims to empower women entrepreneurs in rural tourism, ultimately contributing to their social and economic development.





## BIOGRAPHY

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Dr Fanny Manner-Baldeon is an accomplished academic with a Bachelor's degree in Tourism from the Escuela Superior Politécnica del Litoral in Ecuador. She holds an MSc in International Tourism & Convention Management and a PhD in Hotel and Tourism Management from The Hong Kong Polytechnic University. Dr Manner-Baldeon is also a Certified Hospitality Educator and a Certified Hotel Industry Analyst, accredited by the American Hotel & Lodging Educational Institute.

In her teaching role, she focuses on management-related subjects, including Employee Resourcing, Employee Engagement, and Environment, Social, and Governance (ESG) Management.

Dr Manner-Baldeon is passionate about research as a means to achieve significant outcomes. Her research interests encompass consumer behaviour, affective science, mental health, diversity, equity, inclusion, and belonging (DEI&B), as well as transformations in tourism. Her scholarly work has been published in prestigious journals such as *Tourism Management*, *Journal of Hospitality & Tourism Research*, *Journal of Travel Research*, and *Journal of China Tourism Research*, underscoring her contributions to the field.



## **Customers' Perceived Values and Purchase Intention through Satisfaction: Differences Based on Food Delivery Application (FDA) Platform and Buying Power**

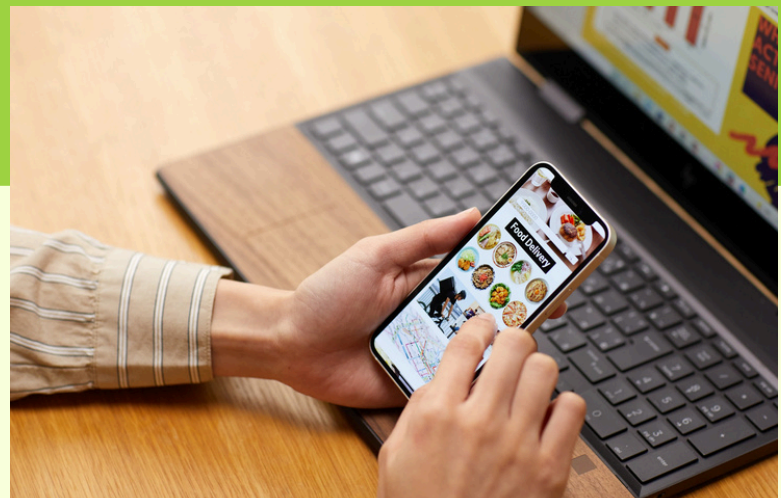
◆ **Dr Pimtong Tavitiyaman**

During the COVID-19 pandemic, customers have paid serious attention to safety and hygiene measures and the restriction of food consumption

with others at dining restaurants and catering outlets. Customers have avoided unnecessary contact with service providers to prevent the spread of and protect themselves from the virus (Ahn, 2020). The continuing restaurant dining-in restrictions have forced restaurants to transform their traditional operation styles to FDAs, as well as customers to reduce the frequency of dining out behaviours, which has increased FDA usage worldwide (Panse et al., 2019; Tran, 2021).

This study explores the effects of customers' perceived values of food delivery applications (FDAs) on their purchase intention through satisfaction. It further assesses the differences in the perceived values, satisfaction, and purchase intention of customers by FDA platforms (restaurant-to-consumer vs. third-party) and buying power (high vs. low)

A self-administered questionnaire was created, and target samples were local Hong Kong customers. The team, with two research assistants, approached potential participants at the exit of mass transit railway stations, such as in Causeway Bay, Tsim Sha Tsui, Mong Kok, and Sham Shui Po. Various statistical techniques were employed for the analyses such as confirmatory factor analysis, structural equation modelling, and multivariate analysis of variance.



Results show that among the 392 respondents, perceived values of FDA price, quality, and personal data protection positively influence customer satisfaction and consequently enhance purchase intention on FDAs. However, no relationship was observed between the perceived value of information on customer satisfaction. Furthermore, the results of the perceived values of price and information, customer satisfaction, and purchase intention differ depending on the FDA platform and buying power.

This study presents various theoretical implications. First, this study integrates theory of consumption values with FDA products and services by exploring the effects of customers' perceived values (price, information, quality, and personal data protection) on their satisfaction and purchase intention (Sheth et al., 1991; Talwar et al., 2020). With the COVID-19 pandemic and Hong Kong's food consumption environment, a positive relationship is observed among customers' perceived values, satisfaction, and purchase intention. Among the perceived consumption values, functional value (e.g., price and quality) is a major antecedent of customer satisfaction and thus purchase intention, followed by conditional value (personal data protection). Second, this study highlights the research gaps in customers' perceived values, satisfaction, and purchase intention by FDA platform and buying power or amount of money spent.



This study can provide practical implications. Customers comprehend different values to justify the purpose of using the FDAs during the post COVID-19, namely, price, quality, and personal data concerns. Restaurants and FDA providers introducing a customised and differentiated strategy to niche each value for FDAs plays an important role to increase customers' personalisation, satisfaction, and purchase intention. FDA providers should encourage other restaurants to partner with them and join the FDA platform. Restaurant-to-consumer FDA platforms are well-regarded by customers when they offer low prices for normal menu choices with brand name guarantees.



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Tavitiyaman, P., Tsang, W. S. L., & Lo, S. K. J. (2022). Customers' Perceived Values and Purchase Intention through Satisfaction: Differences Based on Food Delivery Application Platform and Buying Power. *International Journal of Hospitality & Tourism Administration*, 25(4), 709–737.  
<https://doi.org/10.1080/15256480.2022.2153777>



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Dr Pimtong Tavitiyaman is a Principal Lecturer of the Division of Business and Hospitality Management, the Discipline Team Leader of Hotel and Tourism Management, and the Scheme Leader of the Bachelor of Arts (Honours) Scheme in Hospitality and Tourism Management. Dr Tavitiyaman teaches subjects in the areas of hospitality and tourism such as, Legal and Ethical Issues in Hospitality and Tourism Industry, Hotel Planning and Development, and Club Management. Dr Tavitiyaman's research interests are strategic management, technology applications in tourism and hospitality, and smart tourism destinations.

Her researches have been published in various peer-reviewed international journals such as Tourism Management, International Journal of Hospitality Management, Journal of Hospitality & Tourism Research, International Journal of Contemporary Hospitality Management, Journal of Travel & Tourism Marketing, and Journal of Hospitality and Tourism Management.

# Improving Green Urban Mobility: A Study on Shared Electric Vehicles Versus Taxis

◆ *Dr Songman Wu*



As cities worldwide strive for carbon neutrality, urban transport plays a key role in achieving green and sustainable development. Traditional

fuel taxis, while convenient, contribute significantly to air pollution and carbon emissions due to high fuel consumption and frequent empty cruising. In contrast, Shared Electric Vehicles (SEVs) offer a cleaner and more efficient mode of transportation (Wang et al., 2023). However, their widespread adoption remains limited due to long charging times and insufficient charging infrastructure, leading many consumers to still rely on taxis. To overcome these challenges, this research explores the potential of integrating battery-swapping technology into SEVs to create a more convenient and sustainable mobility model.



This study aims to investigate how Shared Battery-Swapping Electric Vehicles (SBEVs) can enhance user convenience, reduce carbon emissions, and improve the competitiveness of green mobility services against traditional taxis. It further seeks to answer four key questions: why do many consumers still prefer taxis over Shared Charging Electric Vehicles (SCEVs); can the introduction of SBEVs attract more users by addressing the inconvenience of charging; what are the optimal pricing and operational strategies for taxi and shared mobility operators in different competitive markets; and how do factors such as taxi fuel consumption, fleet size, and service quality affect user choice and operator performance?



A game-theoretical approach was applied to analyse the interactions between taxi operators, shared mobility providers, and consumers. Two analytical models were built to represent two competitive markets: the current market (traditional fuel taxis vs. SCEVs) and the future market (traditional fuel taxis vs. SBEVs). The models determined optimal pricing, service convenience levels, and consumer demand under different cost and service parameters. Comparative analysis between the two markets identified conditions under which SBEVs outperform traditional taxis.

Results show that in the current market, consumers often choose taxis due to higher convenience despite the higher environmental cost. When the fuel cost of taxis or charging inconvenience increases, SBEVs gain a competitive edge. The study identifies optimal strategies for both taxi and shared vehicle operators to maximise profits while minimising environmental impact. Additionally, consumer utility increases when service convenience improves, which encourages a transition from fossil-fuel-based taxis to greener shared options.

This study presents various theoretical and practical implications. Theoretically, it provides a new operational model for the car-sharing industry by incorporating battery-swapping technology, enriching the research framework of green urban mobility competition. Practically, it helps operators design effective pricing and investment strategies for infrastructure development. It also guides policymakers in



promoting battery-swapping networks as part of urban sustainability initiatives. Future research can extend this framework by including government subsidies, real-world behavioural data, or dynamic market simulations. By demonstrating the economic and environmental benefits of SBEVs, the study supports the transition toward a cleaner, more efficient urban transportation ecosystem.

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Prior to joining this institution, Dr Wu was a postdoctoral fellow at The Hong Kong Polytechnic University.

Her research interests include operations management, supply chain management, supply chain finance, decision-making theory and application, quality management, and risk analysis. Her research has been published in reputable peer-reviewed journals, such as the International Journal of Production Economics, International Journal of Production Research, IEEE Transactions on Engineering Management, Annals of Operations Research, International Transactions in Operational Research, International Journal of Computational Intelligence Systems, and Total Quality Management & Business Excellence, among others. She has also presented several papers at international academic conferences.



# Global or Local? Corporate Social Responsibility (CSR) Practices in China

◆ **Dr Edmund Wut**



Global companies' CSR practices and strategies probably need their subsidiaries to follow in their own countries or regions.

However, it might not align with the local stakeholders'

expectations. Thus, local subsidiaries always face a challenge that how to keep up their CSR initiatives in order to address the local needs and concerns. Past studies indicated that perceived local autonomy is an important condition that promotes local commitment to CSR. However, the results were not conclusive.

This paper aims to examine the model for the relationship between perceived subsidiary autonomy and local CSR practices' commitment. A survey of senior managers was conducted on international companies' subsidiary in China.



There are three parts in the questionnaire. The first part is the screening questions that exclude the managers who were not working in foreign subsidiaries. The second part is the main questions.

The final part is their company's information. The responses were gather through a professional research company. Structural equation modelling was used to analyse the data.

It was found that there was a relationship between perceived commitment to local CSR practices and corporate performance. There was a relationship between perceived subsidiary autonomy and commitment to local CSR practices. Entrepreneurial orientation was a partial mediator in the relationship between perceived subsidiary autonomy and commitment to local CSR practices.

This study provides solid supporting evidence of the association between perceived subsidiary autonomy

and local CSR practices' commitment. Global companies can be more competitive of their headquarters is more flexible on non-marketing strategies. That is to say, they allow their subsidiaries to respond to the local stakeholders' expectations. If the global headquarter prefers a consistent approach on CSR practice, less aggressive managers might be employed in local subsidiaries. On the contrary, if the headquarter prefers a more localised approach on CSR practice, more aggressive managers might be used in its subsidiaries.



## BIOGRAPHY

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Dr Edmund Wut is a Senior Lecturer of the Division of Business and Hospitality Management, College of Professional and Continuing Education, the Hong Kong Polytechnic University, where he teaches courses in crisis management and marketing research. He obtained his MSc in Mechanical Engineering from The University of Hong Kong and PhD from University of South Australia. He has taught undergraduate and postgraduate courses in research methods, operations management, engineering management, and supervised undergraduate engineering projects with tertiary education institutions in Hong Kong. In addition to his teaching experience, he has gained professional experience in engineering management and marketing with multinational corporations.

His interdisciplinary research interests cover crisis management, corporate social responsibility and research methods. He has published papers in international journals such as *Tourism Management*, *International Journal of Consumer Studies* and *Young Consumers*. He has also presented his papers in international academic conferences.



### About this Research

Wut, T.M., Wong, H & Chan. E. (2025). Perceived Multinational Subsidiary autonomy and local commitment to corporate social responsibility in China, *Asia Pacific Management Review*, 30, 100352.



## *The Role Of Reward Certainty And Incidental Emotion In Encouraging Pro-Environmental Behaviours*

◆ *Dr Phoebe Wong*

Rewards are effective promotional tools for promoting desirable behaviors, strengthening engagement, and incentivizing pro-environmental actions. Integrating expectancy theory and the appraisal tendency framework, this research investigated the interplay of reward certainty and incidental emotions on pro-environmental behaviors. While previous research primarily focused on integral emotions directly linked to the consumption context, this study makes a unique contribution by analyzing the impact of incidental emotions, which are developed from a separate and unconnected situation but still influence customer choices. The three experimental studies provided convergent empirical evidence that certain rewards significantly strengthen individuals' outcome expectancy and pro-environmental intentions, particularly when incidental fear (compared with hope) is induced. Theoretically, this research bridged the gaps in prior research by examining the interaction of reward certainty and incidental emotions. Practically, businesses and policymakers are suggested to leverage certain rewards and fear-inducing stimuli to promote sustainable behaviors effectively.



Rewards serve as powerful promotional tools for encouraging desirable behaviours, strengthening engagement, and incentivising pro-environmental actions. Yet, research has produced conflicting findings about whether guaranteed or uncertain rewards are more effective. While some studies demonstrate that certain rewards elicit stronger engagement in contexts like sports fan

communities, others show that uncertain rewards prove more effective for encouraging repetitive behaviours, suggesting that reward effectiveness varies significantly depending on the behavioural context and specific circumstances involved. These mixed results indicate that reward certainty's impact may depend on various situational factors, including the emotional state of individuals making decisions.



A critical but underexplored aspect of consumer decision-making involves the distinction between integral emotions, which arise directly from the situation at hand, and incidental emotions, which stem from unrelated external factors yet still influence judgment and behaviour. For instance, when customers consider environmental actions, integral emotions might relate directly to environmental concerns. In contrast, incidental emotions could be influenced by their general mood, work stress, or other external events that have occurred throughout their day. Individuals often remain unaware that these incidental emotions affect their judgments. Yet, these feelings can impact both immediate decisions and future choices, making them particularly relevant for understanding how pre-existing emotional states interact with cognitive evaluations of reward structures.



To address these gaps in understanding, this research integrated expectancy theory and the appraisal tendency framework to investigate how reward certainty and incidental emotions jointly influence pro-environmental behaviours through three comprehensive experimental studies. The first study examined the fundamental relationship between reward certainty, outcome expectancy, and environmental engagement, while the second study investigated how incidental emotions moderate the relationship between reward certainty and outcome expectancy in the context of opting out of disposable cutlery in food delivery orders. The third study replicated these findings in household waste recycling contexts to validate the generalisability of results across different environmental behaviours.

**Dr Phoebe Wong**

Across all three studies, convergent empirical evidence demonstrated that certain rewards significantly strengthen individuals' outcome expectancy and pro-environmental intentions, particularly when incidental fear rather than hope is induced. These findings contribute theoretically by bridging gaps in prior research through examining the interaction between reward certainty and incidental emotions, while suggesting that businesses and policymakers should leverage guaranteed rewards combined with fear-inducing stimuli to promote sustainable behaviours more effectively.



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Wan, C., Wong, P., & Homapour, E. (2025). The Role of Reward Certainty and Incidental Emotion in Encouraging Pro-Environmental Behaviors. *Journal of Consumer Behaviour*, 24(5), 2338-2350.



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Dr Phoebe Wong is a Senior Lecturer in Marketing at the School of Professional Education and Executive Development (SPEED) at The Hong Kong Polytechnic University. Her research interests include symbolic consumption, self and identity, narrative analysis, choice behaviour, and dialectical critical realism. Her scholarly contributions have been featured in reputable journals such as *Industrial Marketing Management*, *Journal of Business and Industrial Marketing*, *Journal of Marketing Management*, *International Journal of Consumer Studies*, *Journal of Consumer Behaviour*, *Higher Education Research*, *Online Information Review*, and *Advances in Consumer Research*. Dr Wong has been recognised for her outstanding achievements, receiving accolades such as the “Superior Research-Scholarly Performance Award 2013/14”, the “CPCE Outstanding Teaching Performance/Achievement Award 2016/17,” and the “CPCE Award for Outstanding Research-Scholarly Performance 2017/18”.

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***Title: Effect of smart technology attributes on work-related behaviours through perceived usefulness: Moderating roles of perceived risk and hotel affiliation***

◆ ***Dr Alina Zhang***



Hotels have speeded up technology adoption in response to the COVID-19 hit. Although many studies have discussed the importance of smart technology amenities and the needs from the customers' point of view (or demand side), the research gaps are witnessed from the supplier's perspective. Studies scarcely aim to capture employees' perceptions and behavioural intentions of technology adoption in workplaces after COVID-19. No empirical studies have addressed the role of perceived risk and hotel affiliation (independent or chain hotels) in smart technology adoption from hotel employees' perspective. Dr Xinyan Zhang from College of Professional and Continuing Education, The Hong Kong Polytechnic University, and her co-author, Dr Pimtong Tavitiyaman, Dr Bill Xu, Dr Bruce Tsui, explored this unknown area. Their study, "Effect of smart technology attributes on work-related behaviours through perceived usefulness: Moderating roles of perceived risk and hotel affiliation", attempts to understand whether smart technologies adopted by hotels enhance employees' work-related behaviours (i.e., productivity, satisfaction, and retention) in the post-pandemic era.

Through the lens of the Technology Acceptance Model (TAM), this study examines the relationships between smart technology attributes (STAs), hotel employees' perceived usefulness (PU) of smart technology, and work-related behaviours (WBs). The moderating effects of perceived risk (PR) and hotel affiliation on the relationships are also investigated.

The target population was hotel employees in Hong Kong. Sampling was conducted using our employers and alumni/graduates' database. Prospective respondents who currently work in hotels that collaborated with undergraduate degree programs in hospitality or tourism area in Hong Kong were invited via emails. Online questionnaire was developed in Google form. The questionnaire was initially designed in English and then translated into traditional Chinese using a back-translation method (Brislin, 1976). The questionnaire links were attached in the invitation emails. Respondents were informed of the voluntary survey participation, and their consent for data collection was obtained. Small incentives were promised to respondents to achieve a

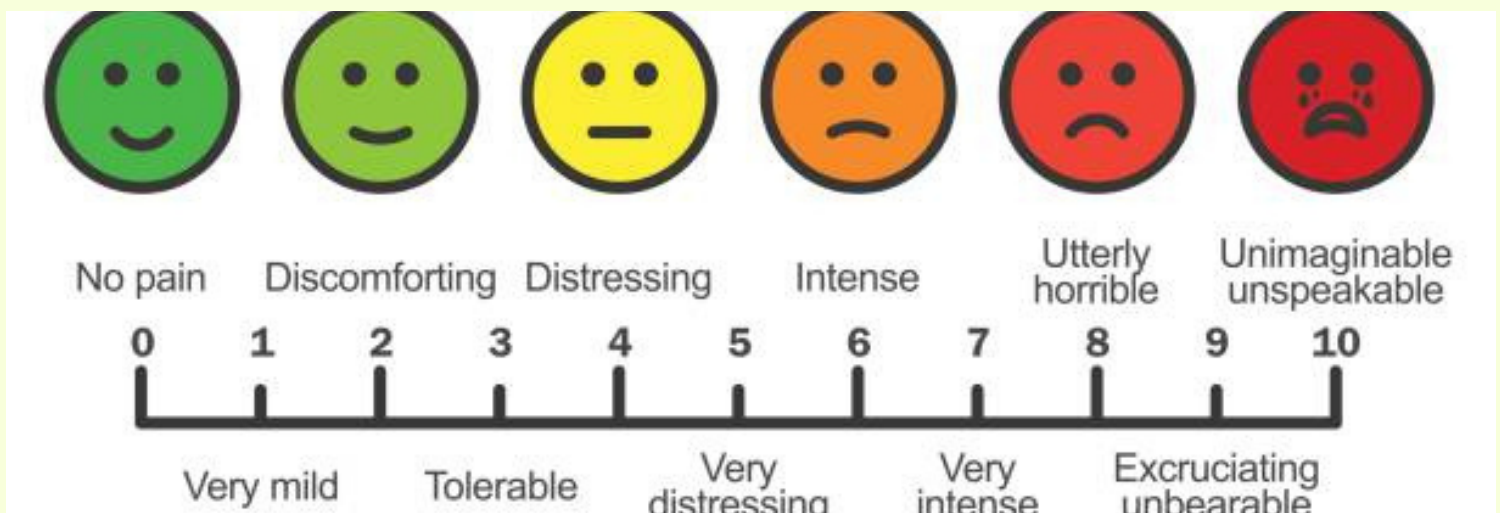


**Title: Effect of smart technology attributes on work-related behaviours through perceived usefulness: Moderating roles of perceived risk and hotel affiliation**

**Dr Alina Zhang**

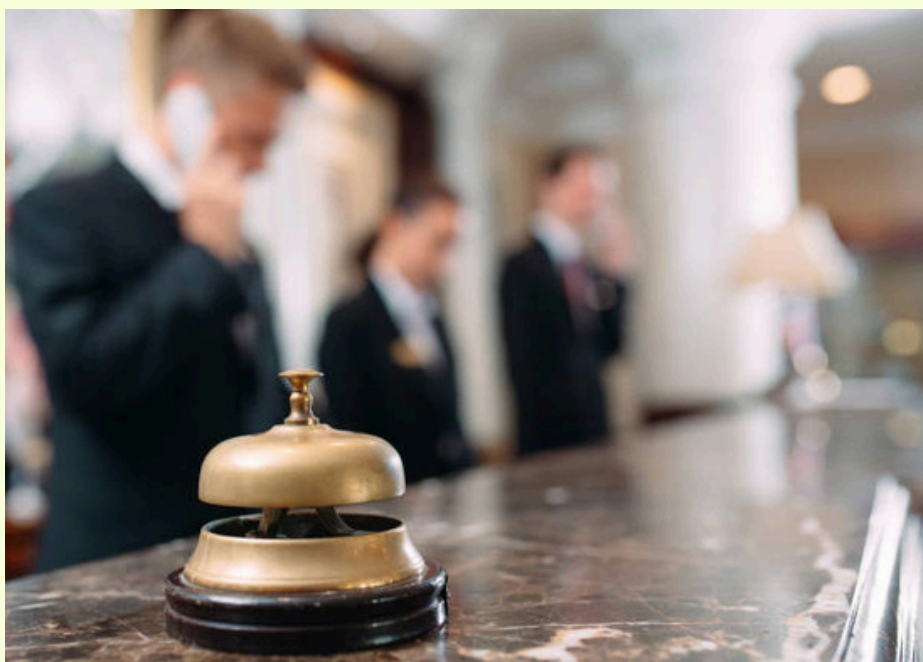
In the context of the Hong Kong hotel industry, this study unfolded that only the STAs of interactivity and personalisation significantly influence hotel employees' PU of smart technology. The higher the employees' PU of smart technology, the higher the employees' perceived work productivity, satisfaction, and retention.

Concerning the moderating role of PR, results show that when the PR of using smart technologies such as the possibility of technological problems or failure occurrence decreased, the positive influence of accessibility attribute on hotel employees' PU of hotel technology applications increased. Alternatively, PR hindered the positive effects of accessibility attribute on the employees' perceptions of the smart technology's usefulness. Hotel affiliation was found to have a moderating role between STAs of informativeness and personalisation and hotel employees' PU of STAs.



**Theoretical development on the effect of STAs on PU from hotel employees' perspective**

STAs have been examined through the lens of tourists' experiences and behaviours in previous studies. However, hotel employees are an important stakeholder in smart technology adoption and implementation.



Hotel employees' WBs will affect hotel performance and will be affected by STAs. Findings showed that only two STAs (i.e., interactivity and personalisation) are significant determinants of PU of smart technology from hotel employees' point of view. These results differ from the results of previous studies that adopted the perspectives of tourists. Therefore, this study reveals that employees and guests acknowledge STAs differently.

### **Moderating effects of perceived risk and hotel affiliation**

This study provides empirical evidence to support the significant relationship between informativeness and perceived usefulness for independent hotels. In the meantime, the relationship between personalisation and perceived usefulness is statistically significant for chain hotels. As far as hotel affiliation is concerned, smart technology attributes could benefit hotel management and operations at different functions and levels. This study offers a comprehensive framework governing the relationships among smart technology attributes, perceived risk, hotel affiliation, and perceived usefulness from hotel employees' perspective, thus separating itself from previous research that focuses on the tourists or hotel guests' perspective.



### **Capturing employees' perceptions and behavioural intentions of technology adoption in workplaces after COVID-19**

The pandemic crisis has expedited the technology usage by hotels and the new normal in the hotel industry will be technology-driven. However, hotels are people-centered businesses. The benefits of technology adoption highly depend upon employee behaviour. Priorities should be given to the smart technologies that support daily operations and allow employees to provide more customised service. Hotel managers must ensure that smart technologies implemented in their hotels can maximise

employees' PU through interactivity and personalisation attributes. Hotel operators are suggested to prioritise the adoption of certain smart technologies that provide valuable interaction and facilitate employees to provide customised service to guests.



## BIOGRAPHY

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### About this Research

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