

Research on the Influence Mechanism of Implicit Incentive on Employee's Territorial Marking Behaviors – the Moderating Effect of Recognition Expectation

Lin Huiqiong, Ph.D.
Nie Ting, Associate Professor
QiuTengfeng, Ph.D

Lin Huiqiong, Assistant Political Analyst in Human Resource Management, Zhuhai City Polytechnic, Guangdong, China; Ph.D. of Macao University of Science and Technology, Macao, China. Nie Ting, Associate Professor in Human Resources Management, Macao University of Science and Technology, Macao, China. QiuTengfeng, Ph.D. in Educational Administration, Guangdong University of Finance, Guangdong, China; Macao University of Science and Technology, Macao, China. Correspondence author: Nie Ting; 105369363@qq.com

Abstract: Based on field theory and prospect theory, this paper attempts to explain the influence mechanism of organizational implicit incentives on employee's territory marking behaviors and further verify the moderating effect of recognition expectation. Through a paired survey of 280 employees and supervisors in the Yangtze River Delta, the Pearl River Delta and Macau Special Administrative Region, it shows that growth incentives, job incentives, and relationship incentives significantly affect territorial marking behaviors through psychological contracts. The recognition expectation of employees will enhance the relation between psychological contract and territorial marking behaviors.

Key words: implicit incentives; psychological contract; territorial behaviors; recognition expectation

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"I am the King of my kingdom", a buzzword in the modern workplace, as a manifestation of personality, is also the professional pursuit of many employees, which reflects the individual marking and protection for the work field. The understanding of territoriality stems from the study of animal territory, which is occupied by animals and protected from invasion by other foreign mem

bers. ¹In real life, human beings also have some similar behaviors, such as marking some articles they use in the office room, dressing up their work area according to their own preferences, showing photos and honors of themselves and their families on the desk or wall, placing a professional title nameplate on the desk, marking names on their folders, and putting their own clothes on the seat. And when their territory is violated, there will be a

spontaneous protection and resistance by setting their own borders, such as locking doors, setting passwords, and even installing monitoring devices to take verbal or physical resistance to possible violations. Just as the field theory holds that employees will form their own space and set tangible or intangible boundaries, thus achieving the effect of personality display and self-protection,² and these behaviors will often have an impact on employees' production performance, change response and innovation.^{3,4} With the individual attention to territory, the related research has gradually expanded from focusing on the physical space to the psychological space.⁵ Brown, Lawrence & Robinson (2005) further pointed out that the individual territory under the organizational background is a non-physical object and is not limited to physical space, and territorial behavior is the behavior expression of the individual's psychological possession of an object, which is embodied in territorial marking behavior and territorial defending behavior.⁶ Compared with the consensus of defensive negative effects,^{7,8} relatively little attention has been paid to the territorial marking behavior. In fact, this kind of behavior reflects the individual differences of employees, which is a way for employees to show their differences. It will have a positive impact on employees' happiness in the workplace and innovation,^{9,10} so it should be paid more attention and recognized by the organization. Therefore, how to explain and intervene the territorial marking behavior has become a topic worthy of in-depth discussion. Based on the field theory and prospect theory, this study tries to explain the mechanism of organizational implicit incentive policy on territorial marking behavior from the perspective of psychological contract formation, and discusses whether individual recognition expectation will promote the occurrence of territorial marking behavior by psychological contract, hoping to help organizations understand employees' territorial marking behavior, and make effective use of this behavior to stimulate employees' innovative consciousness.

According to the theory of psychological own

ership, when an individual has a sense of psychological identity that something should be owned by him, it will be reflected in behavior with more obvious territorial marking behavior. The psychological identity has a close relationship with the incentive policies of enterprises. Compared with the traditional explicit incentives, some non-material implicit incentives are more obvious for improving employees' psychological perception. Because stimulating organization members through reliance on the spiritual aspects of trust, respect, the concepts behind the system, values, and culture, and meeting their needs on the individual spiritual and psychological levels can inspire members of the organization to have greater motivation, which is more conducive to establishing the psychological contractual relationship between the organization and employees. However, there is a lack of corresponding research on whether the enhancement of employees' psychological safety will increase their willingness to show their individuality thus increasing the occurrence of territorial marking behavior. What corresponds to the implicit incentives is the individual employee's expectation of recognition. When employees value whether they can be valued and recognized in the organization more than traditional financial rewards, they will try harder to integrate into the organization. Will maintaining good interpersonal relationships and increasing openness in the organization promote the occurrence of territorial marking behavior? From the perspective of field theory and prospect theory, this study tries to explain the influence mechanism of organizational implicit incentives on employees' territorial marking behavior, and further verify the moderating effect of identification expectation.

LITERATURE REVIEW

The term "territoriality" was first applied to explain animal behaviors,¹ which refers to a consciousness and behavior that animals will make special marks to forbid other animals to invade when they delimit a long-term living area as its territory. Brown, Lawrence & Robinson (2005) introduced the territorial behavior in zoology into

organizational behavior for the first time, and pointed out that the territorial behavior within an organization refers to an expression of behavior made by individual members of an organization according to their perception of psychological ownership of physical objects or social objects, with the purpose of advocating, declaring, maintaining, consolidating, protecting and expanding their possession and control over existing territories.⁶ Brown et al.⁶ divided the territorial behaviors into two kinds: the territorial marking behavior and the territorial defending behavior. The former refers to the behavior that members of an organization show to construct and declare their attachment to an object, while the latter refers to a series of behaviors that maintain the territory they currently occupy before it is violated and reoccupy it after it is violated. Salari, Brown & Eaton (2006) found that people are more likely to show territorial behavior if they lack control over their surroundings.⁷ Avey (2009) pointed out that employees' territorial behavior originated from self-protection and resistance caused by their psychological ownership.¹¹ Gardner et al.¹² (2017) qualitatively analyzed the causes of leaders' territorial defending behavior, and pointed out that managers often take territorial defending behavior when they expect subordinates to betray or cheat. Brown and Robinson (2011) pointed out that when members of organizations feel unfair treatment and face territorial aggression that may hinder their personal development, they will induce more frequent or strong defensive territorial behaviors.¹³ From previous studies, it is not difficult to find that there is still very limited attention and explanation for the territorial marking behavior. Territorial defending behavior reflects the individual's self-protection, and its negative effect is also very obvious. Territorial marking behavior more shows the individual's independence and differentiation, and clearly shows the individual's interests, social relations and personality traits, etc., whose resulting positive effect cannot be ignored, which helps to weaken the conflict within the organization,¹⁴ and promote employees to generate positive psychological perception and improve workplace

satisfaction.¹⁵ Its mechanism and effect are completely different from defensive territory behavior. Therefore, it is equally valuable to effectively stimulate employees' territorial marking behavior and inhibit their territorial defending behavior.

The emergence of psychological identity has a close relationship with the incentive policies of enterprises. Implicit incentive measures may be more significant for employees' personality display compared with the traditional explicit incentive methods. In 1980s, economists represented by Fama introduced dynamic game theory into the study of principal-agent relationship, and pointed out for the first time that implicit incentive mechanisms such as competition and reputation can stimulate agents. Independent of the explicit incentives of the organization, the implicit incentives of the members of the organization can also stimulate the employees to work hard due to the consideration of career development and the pressure of the external market.¹⁶ Holmstrom (1998) in his subsequent research also proved that compensation is not the only effective incentive method, and even in the absence of supervisors, the fear and avoidance of punishment also urge employees to work hard.¹⁷ Aray (1997) pointed out in the research that the effect of implicit incentives is more obvious under the working mode of teamwork.¹⁸ Cooperation among teams can be strengthened through interaction, and recognition and encouragement can effectively promote the improvement of team efficiency.¹⁹ Roberts and Dowling, et al. (2002)²⁰ further verified the significant internal relationship between reputation and performance. Higher corporate reputation plays a significant role in promoting employees' personal performance and overall organizational performance. Yao Yanhong, Zeng Deming (2006) also showed that non-material incentives for senior executives in state-owned enterprises can effectively improve enterprise performance than material incentives.²¹ Zhou Yunhong (2010) believed that reputation is an effective implicit incentive mechanism, which can stimulate employees' sense of honor and mission and

enhance their sense of responsibility.²² At present, there is no uniform standard for the content of implicit incentives. Specifically, implicit incentive affects the work enthusiasm of organization members through organizational reputation, career development, career achievement, job design, interpersonal relationship, organizational environment and other factors. In this study, the focus is on the explanation of the causes of the territorial marking behavior, and three typical implicit incentives are selected for in-depth study, namely, whether growth incentives, job incentives and relationship incentives can promote the occurrence of territorial marking behavior.²³

Different from explicit incentives, implicit incentives are non-material implicit incentives to motivate, guide and maintain members of an organization through internal implicit and indirect management methods by relying on spiritual aspects such as trust, respect, concepts behind the system, values and culture, which are more obvious for improving employees' psychological perception. Their satisfaction of individual spiritual and psychological needs can motivate the members of the organization to have greater motivation, which is more helpful to establish the implicit contractual relationship between the organization and the employees. Psychological contract is different from formal economic contract, which embodies a kind of implicit informal understanding and tacit understanding,²⁴ and represents the price one party wants to pay and the return expected from the other party in employment behavior.²⁵ Psychological contract relationship reflects the expectation of organization members from the spiritual and psychological aspects, including the expectation of gaining respect from the organization, the recognition of their own values, the establishment of mutual trust and so on. Martin (2003) also pointed out in his interpretation of the field theory that managers can influence employees' psychological perception by changing the boundaries of their living space, reduce the influence of negative factors and try to replace them with positive ones.²⁶ The incentive function of an

organization to its members is realized by meeting the expectations of its members in these positive aspects. The implicit incentives are generated by some factors that appear in the non-public and non-contract besides the public explicit income. It is an implicit contract formed between the employer and the employee in the long-term game between the employer and the employee, in which the employer adopts the non-contractual agreement to give the employee the expectation of achieving the goal, although it is not mandatory. Therefore, implicit incentive measures affect employees' behaviors by forming psychological contracts between employees and organizations. The territorial marking behavior originates from the employees' psychological ownership and personalized needs, and the psychological contract helps to reduce the employees' pressure perception and insecurity,²⁷ thus inducing the promotion of individuality and differentiation. Different from explicit incentives, implicit incentives are an incentive way to stimulate, guide and maintain organization members through implicit and indirect management means, without a uniform standard for its content. Specifically, implicit incentives affect the working enthusiasm of organization members through organizational reputation, career development, career achievement, interpersonal relationship, working environment and so on. This study will draw lessons from the research results of Machungwa and Schmitt (1983),²³ and specifically discuss the influence of three implicit incentives, namely, growth incentives, job incentives and relationship incentives, on organization members.

With the improvement of employees' overall education level, their requirements and expectations for work are constantly changing, from the single pursuit of monetary return to meeting deeper needs, especially personal development opportunities, because the basis of employees' willingness to serve the organization for a long time lies in the broad space for career satisfaction and promotion in the organization. Mahan Tamp (1989), an American knowledge management scientist, clearly pointed

out in his research that for knowledge-based employees, the stimulating effect of personal growth opportunities far exceeds other factors, and they have a continuous pursuit of knowledge and career growth, and organizations can stimulate employees' willingness to serve through training, career development, counseling and other measures. Therefore, satisfying the pursuit of employees' growth is helpful to the formation of psychological contract, and at the same time, it is easier to stimulate the release of employees' personality, so that they are more willing to show greater differences and uniqueness, and territorial marking behavior is more obvious. Thus, hypothesis 1 is proposed:

H1: Growth incentives have an impact on the territorial marking behavior through psychological contract.

Job incentives have an impact on the territorial marking behavior through psychological contract.

Challenging and highly autonomous work has always been regarded as an effective incentive for employees, and is the primary representative of non-financial compensation.²⁸The challenges that employees feel at work can inspire them to put in more effort, and the high degree of autonomy reflects the organization's trust in employees and gives employees more room to play. In return, employees will regard the organization as trustworthy, which will also make individuals more willing to dress up their own work space and show their own uniqueness (Tajfel & Turner, 1985) to promote the occurrence of territorial marking behavior.²⁹Therefore, when organizations strive to give employees a high degree of authorization and provide certain challenging work content in the work design, the frequency of territorial marking behavior is higher. Thus, hypothesis 2 is proposed:

H2: Job incentives have an impact on the territorial marking behavior through psychological contract.

In the past, there was little attention paid to interpersonal relationship in the research on the role of hidden incentives, but individuals, as social people, need to have various types of relationships

with superiors, colleagues and customers in the organization. In addition, in modern work, team cooperation is often required to carry out work across disciplines, functions and departments, and continuous information exchange and knowledge sharing is required during this process, while forming a harmonious interpersonal relationship can directly affect the work effect.³⁰The relationship incentive policy emphasizes the establishment of harmonious interpersonal relationship within the organization, and creates a benign perception that the individual is the internal person of the organization, so as to enhance their psychological sense of security, while a positive state of mind can promote the release of personality,³¹and then show uniqueness in their own work space, and promote the occurrence of territorial marking behavior. Thus, hypothesis 3 is proposed:

H3: Relationship incentives have an impact on the territorial marking behavior through psychological contract.

Because employees expect to be recognized and valued in the organization and get opportunities for development, they often try to take actions consistent with the goals after setting the expected goals, expecting the goals to be achieved.³²Therefore, expectations will have an impact on individual emotions and behaviors, and positive expectations will bring happiness, satisfaction and hope to employees, make individuals show good emotional expression,³³and help them adapt to the new working environment and atmosphere faster.³⁴Kahneman and Tversky (1979) tried to explain the influence of potential income expectation on organization members in individual decision-making according to prospect theory they proposed.³⁵Individuals tend to avoid risks when facing gains and tend to pursue the direction when facing possible losses, so the expectation of results can affect the individual's risk-taking level.³⁶Individual expectations for the future will affect the current behavior choices, so when members of the organization have higher expectations for individual career development, it also means that they are eager to be recognized by the organization (Eisenhower, et al., 1990),³⁷so they will also pay

more attention to the support and help that the organization can provide in its career development process. Implicit incentives, different from traditional material incentives, are relatively hidden, so individuals with higher recognition expectations pay more attention to the realization of implicit incentives. Once the psychological contract between individuals and organizations is reached, employees' high recognition expectations will lead to employees paying more attention to their self-image in the organization and maintaining good interpersonal relationships, and they will be more eager to integrate into the organization instead of self-isolation. Therefore, their performance in the workplace will show greater openness and integration. They will strive to integrate into the work group and, driven by long-term service, highly recognize the expected individual experience and enhance the possible marker territory behavior. Thus, hypothesis 4 is proposed:

H4: Recognition expectation plays a moderating role in psychological contract, that is, recognition expectation will enhance the promotion of psychological contract to the territorial marking behavior.

RESEARCH DESIGN

Research Process

This study was designed to explore the impact of implicit incentives on employees' territorial marking behavior and test the moderating effect of recognition expectation. In the research, the relatively mature scales at home and abroad were adopted, and a paired survey was adopted in order to avoid the problem of homologous deviation, in which hidden incentives, psychological contracts and recognition expectations were filled out by employees, the territorial marking behaviors were filled out by the employees' direct supervisors, and each supervisor was paired with 3-5 subordinates. A total of 400 sets of paired questionnaires were distributed and 318 sets were collected from the April to July 2017 statistical surveys conducted in nine cities in the Yangtze River Delta and the Pearl River Delta as well as in

the Macao Special Administrative Region. The invalid questionnaires with excessive blank and obvious reaction tendency were excluded and a total of 280 sets of valid questionnaires were obtained. The recovery rate of questionnaire was 79.5% and the effective recovery rate was 70%.

The subjects involved in the study mainly come from social and personal services, financial insurance and real estate business services, gambling, sales, restaurants and hotels, manufacturing and other industries. Among the employees interviewed, the ratio of male to female was basically the same, with 47.1% male and 52.9% female. In terms of age, "the 80's" (born in 1980 -1989) accounted for 63.2%, "the 70's" and "the 60's" accounted for 36.8%, indicating that the respondents were relatively young. In terms of education level, most of them had received higher education (69.3%), which showed that most of the respondents in this survey were knowledge-based employees; 22.5% had worked in enterprises for one year or less, 52.9% for more than one year to five years, and 24.6% for more than five years. In the supervisor sample, men accounted for 49.3% and women accounted for 50.7%. In terms of age, the "the 70's" and "the 60's" accounted for the majority (37.9% and 42.5%), 64.4% of the managers had received higher education, and 71.4% of the managers interviewed had more than 5 years of experience.

Measurement

The variables involved in this study are mainly implicit incentives, psychological contract, recognition expectation and territorial marking behavior, among which gender, age, education level, working experience, marital status and working hours are included as control variables in the questionnaire. The questionnaire was measured by Likert's five-point scale method to score the answers of each item, with [1] to [5] indicating very consistent to very inconsistent.

Implicit incentives: In this study, based on the research of Machungwa & Schmitt (1983),²³ a total of 29 items were designed with three dimensions, i.e., growth incentives, job incentives and

relationship incentives. The specific items include "the organization will provide learning and learning opportunities related to the work content", "the organization will provide a job with clear criticism", etc., among which the internal consistency reliability value of growth incentives is 0.7, that of job incentives is 0.742, and that of relationship incentives is 0.815.

Psychological contract: In this study, based on the research of Chen Jiazhou, et al. (2003),³⁸ a total of 10 items were designed such as "My organization respects its employees" and "The organization provides me with long-term and stable job security", with the internal consistency reliability of 0.871.

Territorial marking behavior: In this study, based on the research of Brown, et al. (2005), a total of 11 items were designed such as "My subordinates bring photos with personal significance to the workplace (such as friends, family, pets, etc)", "My subordinates decorate the work area in the way they want", with the internal consistency reliability of 0.908.

Recognition expectation: In this study, based on the research of Eisenhower, et al. (1990), a total of 5 items were designed such as "My boss will approve me more when I finish a lot of work", "I will have more assurance if I can finish the work on time", with the internal consistency reliability of 0.865.

Common Method Bias Test

In this study, the implicit incentives, psychological contract, and recognition expectation questionnaires were filled out by the

employees, and the territorial marking behavior was filled out by the immediate supervisor of the employees. However, since the independent variables, intermediary variables, and regulatory variables were filled out and answered by the employees at the same time, there might be a homologous deviation. The homogeneity variance was tested with the Harman's single factor test, and the results showed that the explanation amount of the first principal component factor precipitated without rotating exploratory factor analysis was 27.24%, which was not more than 50% of the total variation explanation amount, indicating that the homogeneity variance problem did not seriously affect the results of this study.

RESEARCH RESULTS

Confirmatory Factor Analysis

In this study, SPSS24.0 was used for descriptive statistics and correlation analysis, and MPLUS7.4 was used for confirmatory factor analysis and hypothesis testing. In order to test the discrimination validity between variables and the corresponding fitting parameters of each scale, confirmatory factor analysis was adopted, and one-factor model, two-factor model, three-factor model, four-factor model, five-factor model and six-factor model were compared (see Table 1). As shown in Table 1, the six-factor model had the best fitting effect ($\chi^2/df=1.898$, RMSEA=0.057, SRMR=0.058, CFI=0.918, and TLI=0.907), which indicated that the six variables had good discrimination validity and could be used for further data analysis.

Variables	χ^2	df	χ^2/df	RMSEA	SRMR	CFI	TLI(NNFI)
One-factor model	3461.664	346	10.005	0.179	0.254	0.082	0.069
Two-factor model	1915.043	323	5.929	0.133	0.120	0.531	0.491
Three-factor model	1832.505	321	5.709	0.130	0.119	0.555	0.513
Four-factor model	1428.973	318	4.494	0.112	0.092	0.673	0.639
Five-factor model	1150.896	314	3.665	0.098	0.090	0.754	0.724
Six-factor model	586.386	309	1.898	0.057	0.058	0.918	0.907

Note: n = 280; The one-factor model combined all the variables; the two-factor model combined the growth incentives, the relationship incentives, the psychological contract, the territorial marking behavior and the recognition expectation; the three-factor model combined the relationship incentives, the psychological contract, the territorial marking behavior and the recognition expectation; the four-factor model combined the psychological contract, the territorial marking behavior and the recognition expectation; the five-factor model combined the territorial marking behavior and the recognition expectation; and the six-factor model was the six variables of the study.

See Table 2 for the correlation coefficient between the mean and standard deviation of variables and independent, dependent and control variables. Table 2 shows that job incentives have a significant positive correlation with psychological contract (r=0.164, p<0.01) and territorial marking behavior (r=0.192, p<0.01); relationship incentives have a significant positive correlation with psychological contract (r=0.430, p<0.001) and territorial marking behavior (r=0.210, p<0.001); growth incentives have a significant positive correlation with psychological contract (r=0.432, P<0.001) and territorial marking behavior (r=0.207, p<0.001), which provided preliminary support for the test of study hypotheses.

Results of descriptive statistics

	Mean	Standard deviation	1	2	3	4	5
1.Job incentives	3.998	0.540					
2.Relationship incentives	3.722	0.484	0.481***				
3.Growth incentives	3.548	0.559	0.330***	0.817***			
4.Psychological contract	3.256	0.643	0.164**	0.430***	0.432***		
5.Territorial marking behavior	3.475	0.517	0.192**	0.210***	0.207***	0.239***	
6.Recognition expectation	3.159	0.728	0.017	0.368***	0.429***	0.566***	0.194**

Note.
*, **, *** mean p < 0.05, p < 0.01 and p < 0.001 respectively

Structural Equations Modeling Results

Main Effect of Implicit Incentives

Table 3 shows the main effects of implicit incentives based on multiple-linear regression. Firstly, the control variables were introduced into the regression equation, and then the job incentives, growth incentives and relationship incentives were added into the model. Models 6 to 8 show that job incentives (β=0.239, p<0.001) have a significant positive impact on the territorial marking behavior, growth incentives (β=0.245, p<0.01) have a significant positive impact on the territorial marking behavior, and relationship incentives (β=0.186, p<0.01) have a significant positive impact on the territorial marking behavior.

The Mediating Effect of Psychological Contract

The method recommended by Baron & Kenny (1986) was used to test whether psychological contract plays a mediating role between implicit incentives and territorial marking behavior.³⁹ Firstly, it was confirmed that the implicit incentives had a significant impact on the territorial marking behavior. Secondly, it was tested whether the implicit incentives had a significant impact on the psychological contract. Thirdly, it was tested whether the psychological contract had a significant impact on the territorial marking behavior. Fourthly, the implicit incentives and the psychological contract were simultaneously introduced into the regression equation to test whether the psychological contract had a significant effect on the territorial marking behavior and whether the effect of the implicit

incentives on the territorial marking behavior disappeared or weakened.

As shown in Table 3, job incentives, growth incentives and relationship incentives had significant effects on the territorial marking behavior; Models 2 to 4 show that job incentives ($\beta=0.233$, $p<0.01$), growth incentives ($\beta=0.577$, $p<0.001$) and relationship incentives ($\beta=0.402$, $p<0.001$) had significant effects on psychological contracts. Model 9 shows that psychological contract had significant influence on the territorial marking behavior ($\beta=0.261$, $P < 0.001$); in models 10 to 12, job incentives, growth incentives, relationship incentives and psychological contract were respectively introduced into regression equation model for analysis, and Bootstrap random sampling was conducted for 5,000 times for testing.

As shown in Tables 3 and 4, in the test of the mediating effect of psychological contract between growth incentives and territorial marking behavior, psychological contract had a significant impact on the territorial marking behavior ($\beta=0.181$, $p<0.05$), while growth incentives had no significant effect on territorial marking behavior, the total effect was 0.24(LLCI=0.096, ULCI=0.375), among which the indirect effect was 0.102(LLCI=0.007, ULCI=0.216), the direct effect was 0.138(LLCI=-0.063, ULCI=0.319), only the direct effect interval contained 0 under the 95% confidence interval, showing a complete mediating role, thus H1 is supported.

In the test of the mediating effect of psychological contract between job incentives and territorial marking behavior, psychological contract had a significant impact on territorial marking behavior ($\beta=0.189$, $p<0.01$), and job incentives had a significant impact on territorial marking behavior ($\beta=0.217$, $p<0.01$), with a total effect of 0.237(LLCI=0.117, ULCI=0.351), of which the indirect effect was 0.048(LLCI=0.015, ULCI=0.1) and the direct effect was 0.189(LLCI=0.071, ULCI=0.303). Under the 95%

confidence interval, none of the intervals contained 0, showing a partial mediating role. Therefore, H2 is supported.

In the test of the mediating effect of psychological contract between relational incentives and territorial marking behavior, psychological contract had a significant impact on territorial marking behavior ($\beta=0.222$, $p<0.01$), relationship incentives had no significant effect on territorial marking behavior, the total effect was 0.188(LLCI=0.043, ULCI=0.318), among which the indirect effect was 0.091(LLCI=0.036, ULCI=0.166), the direct effect was 0.097(LLCI=-0.054, ULCI=0.241), only the direct effect interval contained 0 under the 95% confidence interval, showing a complete mediating role, thus H3 is supported.

The Moderating Effect of Recognition Expectation on the Relationship Between Psychological Contract and Territorial Marking Behavior

The psychological contract, recognition expectation and interaction term of psychological contract and recognition expectation were put into the regression equation in turn to examine the interaction term coefficient. In Table 3, model 9 shows that psychological contract had a significant impact on territorial marking behavior ($\beta=0.261$, $p<0.001$). In model 13, recognition expectation was put into regression equation, and psychological contract had a significant impact on territorial marking behavior ($\beta=0.233$, $p<0.01$). Model 14 shows that when the interaction term of psychological contract and recognition expectation was put into the regression equation, the interaction term coefficient was significant ($\beta=0.113$, $p<0.05$). That is to say, the recognition expectation will enhance the promotion of psychological contract on the territorial marking behavior. Thus, H4 is supported, the regulation effect diagram is shown in Fig. 1.

Table 3
Structural Equation Modeling Results

Variables	Psychological contract					Territorial marking behavior								
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10	Model 11	Model 12	Model 13	Model 14
Gender	-0.121	-0.148*	-0.153*	-0.094	0.001	-0.027	-0.014	0.013	0.028	0.002	0.014	0.032	0.029	0.015
Age	-0.069	-0.042	-0.052	-0.011	-0.13	-0.102	-0.123	-0.102	-0.115	-0.094	-0.115	-0.101	-0.117	-0.074
Educational level	0.014	0.003	0.061	-0.016	-0.121	-0.132*	-0.101	-0.135*	-0.125	-0.133	-0.113	-0.132	-0.124	-0.051
Industries	0.03	0.026	0.005	-0.007	0.088	0.085	0.079	0.071	0.082	0.08	0.078	0.073	0.08	0.046
Employment period	0.056	0.044	0.025	0.039	0.136	0.13	0.121	0.128	0.123	0.114	0.119	0.12	0.125	0.066
Company size	0.117	0.109	0.099	0.093	0.049	0.041	0.041	0.038	0.022	0.019	0.024	0.02	0.022	0.018
Job incentives		0.233*				0.239**				0.189**				
Growth incentives			0.577**				0.245*				0.138			
Relationship incentives				0.402**				0.186*				0.097		
Psychological contract									0.261**	0.217**	0.181*	0.222**	0.233*	0.175**
Recognition expectation													0.045	0.04
Psychological contract Recognition expectation														0.113*
Interaction term														
R ²	0.031	0.088	0.372	0.181	0.033	0.089	0.086	0.066	0.097	0.129	0.106	0.106	0.099	0.085
ΔR ²	0.031	0.057*	0.341**	0.15***	0.033	0.056*	0.053*	0.033*	0.064**	0.096**	0.073**	0.073*	0.066*	0.052*

Note.
*, **, *** mean p<0.05, p<0.01 and p<0.001 respectively

Table 4
Results of Bootstrap random sampling of mediation effect for 5000 times

Independent variables	Estimates	Standard deviation	LLCI	ULCI
Job incentives	Total effect	0.237	0.117	0.351
	Indirect effect	0.048	0.015	0.100
	Direct effect	0.189	0.071	0.303
Growth incentives	Total effect	0.240	0.096	0.375
	Indirect effect	0.102	0.007	0.216
	Direct effect	0.138	-0.063	0.319
Relationship incentives	Total effect	0.188	0.043	0.318
	Indirect effect	0.091	0.036	0.166
	Direct effect	0.097	-0.054	0.241

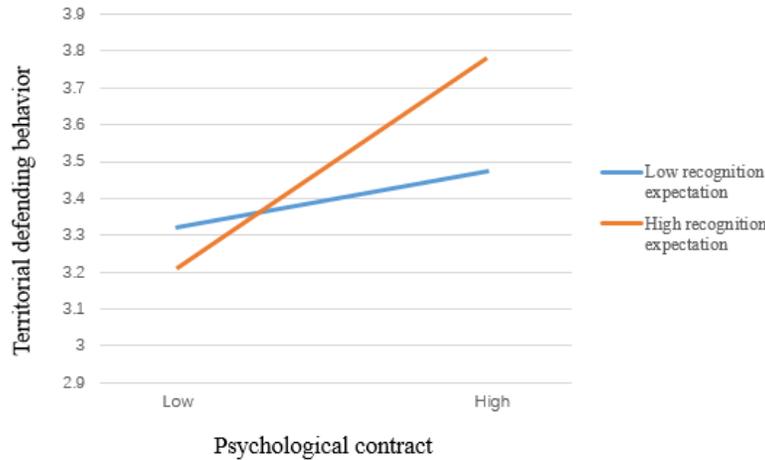


Fig. 1 Moderating effect of recognition expectation

RESULTS AND DISCUSSIONS

In this study, based on the valid data of 280 questionnaires for supervisors and employees of large, medium and small-sized enterprises in 9 cities and 5 industries in China's Yangtze River Delta, Pearl River Delta and Macao Special Administrative Region, the impact mechanism of implicit incentives on employees' territorial marking behavior was tested. The results showed that implicit incentives promoted and influenced employees' territorial marking behaviors through psychological contract, and the expectation recognition increased the promoting effect of psychological contract on territorial marking behavior.

Territorial marking behavior, as the behavior of organizational members to construct and declare their sense of attachment to an object, reflects individual independence and differentiation. It is an external behavior to emerging roles and plays a positive role in organizational innovation. However, it is very difficult to find the reason for this kind of marking behavior from the organization's formal measures or policies, and it is often not stimulated by material incentives. However, implicit incentive measures can give a clearer explanation from the perspective of contractual relationship. Implicit incentives, as an incentive

way to stimulate, guide and maintain organization members through implicit and indirect management means, is easier to promote the achievement of psychological contract between organization and individual, which is an unambiguously expressed expectation, involving a subjective belief that employers and employees must pay and get from each other in their mutual relations, which is perceived by both parties, with the core contents of the implicit unwritten mutual responsibility and obligation of both parties. Through the formation of psychological contract, employees have a stronger sense of security and are more likely to stimulate their personalized performance. This study focuses on the influence of implicit incentive measures on the territorial marking behavior. Specifically, when employees get the opportunity of career development, engage in attractive work content and complete work tasks in harmonious interpersonal relationships, they are more likely to form psychological contracts with organizations, which will also promote the occurrence of marked territorial behavior. Growth incentives, job incentives and relationship incentives promote psychological contract respectively, and then promote territorial marking behavior, that is, growth incentives affect territorial marking behavior through psychological contract; job incentives have an impact on the territorial marking behavior through psychological contracts; relationship incentives have an impact on the territorial marking behavior through

psychological contracts. Individual expectations for the future will affect the current behavioral choices, and achieve the psychological contract between individuals and organizations through the promotion of implicit incentives. However, when individuals are more inclined to obtain organizational recognition, their workplace performance will be more open and integrated, thus increasing the frequency of territorial marking behavior. Recognition expectation will increase the promotion of psychological contract to the territorial marking behavior.

In this era of individuality, giving employees the space to display differentiation and uniqueness will help them form positive job perception and ultimately bring about the improvement of organizational and personal performance. Implicit incentive measures can effectively promote the formation of employees' psychological contract and stimulate employees' territorial marking behavior. Therefore, enterprises can give employees the opportunity of personal development, provide diversified jobs, endow them with higher work authority and autonomy, and at the same time establish a good interpersonal network relationship to improve employees' internal perception, so as to make implicit contracts work, give employees a stage to play freely, show their personal charm, respect differentiation and encourage individuality, stimulate innovative organizational atmosphere, and make organizations and employees benefit together. At the same time, managers should be fully aware of the compatibility of employees' high recognition expectations with employees' openness and integration in the workplace, and encourage employees who have the tendency to recognize expectations, so as to promote the generation of their territorial marking behavior and play their personal active role.

The research on territorial behavior has just started, and there is much room for extension in the future. For example, the territorial behavior itself has duality. On the one hand, it marks the space to which it belongs, and on the other hand,

it protects the space. However, the two kinds of territorial behaviors do not necessarily occur at the same time, and their action directions may not be consistent. They may have positive or negative effects, and the causes of the two kinds of territorial behaviors are also different. In the future, a comparative study can be made to explore the different mechanisms of territorial marking behavior and territorial defending behavior, so as to better explain the emergence, protection and competition of "territoriality" in organizational behavior.

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