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ACADEMIC DISCOURSE ON EMPLOYEE PARTICIPATION MODELS

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Abstract:

This study, set against the backdrop of China's special economic zones, explores the transformation and localization process of employee participation models, focusing on the interaction among adaptation mechanisms, cultural buffering mechanisms, and employees' technological engagement capabilities. A qualitative multi-case study methodology is employed, using employees from six companies across the manufacturing, technology, and service sectors as the analysis subjects. Through semi-structured analysis, the data ultimately reveals the main forms of participation: institutionalized participation, technology-driven participation, and culture-embedded participation. Furthermore, based on differences in company structure, industry sector, and technological accumulation, some typical employee participation models are further identified. Empirical analysis shows that local cultural norms have a significant moderating effect on the effectiveness of formal employee participation systems, and employees' digital skills are a key factor determining the level and depth of employee participation in the industry 4.0 era. This study refines and expands the theoretical framework of employee participatory politics, incorporating cultural and technological dimensions into the traditional framework of institutional research and analysis. The research findings can provide theoretical support and practical reference for business managers and policymakers in emerging economies to build localized employee participation mechanisms and optimize employee participation management strategies according to local conditions.

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Cultural Buffering, Employee Participation, Participation Competence, SEZ–Culture–Technology Adaptation, Technical



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Introduction

In the era of globalisation and the knowledge economy, organisations are increasingly shifting from hierarchical control to participatory governance to enhance innovation and organisational resilience. Recent developments in Employee Participation (EP) theory—shaped by the Job Demands–Resources (JD–R) model—reflect a move from adversarial “power games” to collaborative “value co-creation,” where both structural and psychological dimensions of participation play central roles in fostering engagement and commitment (Bui et al., 2025). This evolution broadens participation beyond institutional and behavioural domains to incorporate the psychological engagement that sustains innovation in dynamic environments. In China’s private sector, particularly in SEZs such as Guangzhou, EP is shaped by institutional hybridity, Confucian hierarchical culture, and rapid technological change. Since the initiation of reform and opening-up, management approaches have evolved from “capital-dominated” to “labour–capital collaboration (Gu & Zhang, 2024).” However, judging from the implementation results, substantive employee empowerment still faces many obstacles. Many existing employee participation initiatives are superficial and lack genuine empowerment effects. With the accelerated transformation and upgrading of the intelligent manufacturing industry in the Guangdong-Hong Kong-Macao Greater Bay Area, the practical need to encourage employees to deeply participate in technological innovation and production process improvement is becoming increasingly prominent.

Although the academic community has accumulated a wealth of global research findings on employee participation (EP), there are still three key research gaps in the existing literature regarding the dynamics and practical logic of localization participation in enterprises in the Guangzhou Special Economic Zone that have not yet been fully filled. Firstly, theoretical adaptation gaps arise as Western EP models often fail to fully capture the interplay between SEZ policy incentives and high power-distance cultural norms. Recent research in China shows that organisational power distance significantly shapes the way employee participation in decision-making translates into proactive behaviours, such as task crafting, by influencing psychological ownership and engagement levels (Pervaiz, Li, & Qi, 2024). Secondly, cultural–institutional interaction gaps emerge from the dual-track institutional system in SEZs interacting with Confucian “face-saving” culture, producing hybrid participation mechanisms inadequately explained by existing theories. Thirdly, technological competence gaps manifest in Industry 4.0 contexts, where frontline workers’ technical participation competence is underdeveloped and insufficiently researched.

Against this backdrop, the objectives of this study are to: (1) trace the theoretical evolution of EP from Industrial Democracy to Employee Engagement and assess its applicability to the SEZ context; (2) examine the forms and influencing mechanisms of EP in Guangzhou's private sector across manufacturing, technology, and service industries; (3) develop an integrated "SEZ–Culture–Technology" framework to explain localised participation dynamics; and (4) propose culturally adaptive and technologically feasible strategies to enhance participation effectiveness.

This study incorporates cultural and technological dimensions into the theoretical construction of participatory production, expanding the explanatory boundaries of existing analytical frameworks and creating a theoretical model of "participatory design with cultural buffers." This model can provide a theoretical basis for policymakers and corporate governance entities, supporting them in systematically integrating regional institutional attributes and local cultural contexts in the design and implementation of employee participation mechanisms, thereby achieving optimal allocation of participation mechanisms.

Literature Review

Four-Stage Evolutionary Model of Employee Participation

The concept of employee participation (EP) has been continuously evolving, shifting from a collective participation model based on organizational structure to a self-directed intervention model that aligns with individual psychological expectations. This trajectory can be traced into four progressive stages.

Industrial democracy (ID) emerged during the wave of the 19th-century Industrial Revolution, using institutionalized means such as trade union consultation, collective bargaining, and collaborative governance to fight for workers' voice and decision-making power. Germany's Co-determination Act, a classic example of the rule of law in labor representation, focuses on the collaborative decision-making between workers' material rights and major corporate strategic matters. Recent literature indicates that while co-determination systems have continuously strengthened employee voice and improved internal corporate democracy, they have faced increasing challenges from anti-union measures and changes in labor rights bureaus. This has led to research calls for reconstructing employee participation systems (Parasuraman, 2025) (Hertwig & Thünken, 2026).

With the emergence of early behavioral science research such as the Hawthorne experiments and classic management theories such as Theory Y, employee participation theory has been further developed. Currently, most implemented participation models are established by corporate management, typically including quality control teams and labor-management negotiation committees. These systems only grant tactical decision-making authority and do not relinquish complete strategic decision-making power to employees. Empirical research has confirmed that, compared to autocratic decision-making models, consultative and collective participation in decision-making can effectively improve the efficiency of decision-making in complex, multi-stage processes, demonstrating the positive impact of standardized participation mechanisms on organizational performance (Rutka, Wróbel, & Wycinka, 2023, Parasuraman et al. 2021).

Originating from the Total Quality Management (TQM) wave of the 1980s, Operational Engagement (EI) guides employees to actively participate in practical aspects of production and operations. Continuous improvement mechanisms, exemplified by Toyota Kaizen, guide employees to progressively optimize work processes while simultaneously developing innovative thinking, professional skills, and teamwork abilities. While engagement models built upon improvement projects have effectively improved production performance, operational efficiency, and team innovation across various industries, research indicates that most implementations neglect the profound psychological motivations and emotional needs of employees, hindering the long-term maintenance of employee engagement (Podlesny, 2024). Building upon Kahn's foundational theory and continuously refined through the Job Demand-Resource (JD-R) model, psychological employee engagement (EE) focuses on employees' intrinsic psychological attachment and spontaneous work contribution. Research indicates that granting employees autonomy and calculating intrinsic motivation are key prerequisites for maintaining high engagement, supporting employees in maintaining a positive state and participating in innovative activities within dynamically adjusted work structures (Park, 2022). Case studies such as Google's "20% free time" demonstrate that highly autonomous organizations can significantly improve employee engagement and activate innovative potential. This finding echoes a series of existing research findings: the satisfaction of autonomous needs for work resources has a significant moderating function between employee engagement (Kapica, Baka, & Stachura-Krzyształowicz, 2022).

Armed with the theoretical shift from Industrial Democracy (ID) to Psychological Engagement (EE), the theoretical paradigm of employee participation has undergone a profound transformation, moving from an institutionalized logic of rights and obligations allocation to a logic of harmonious creation of intrinsic value. Based on the current situation of private enterprises in Guangzhou, the overall development of the industry is between two major stages: Employee Participation (EP) and Active Engagement (EI). Foreign-invested enterprises have implemented some EE management ideas, while the adoption and popularization of this model among local private enterprises is still relatively low.

Comparative Analysis of Theoretical Models

The academic community has now developed several analytical models to explain the underlying reasons for changes in employee engagement outcomes:

Table 1: Comparative Overview of Key Employee Participation Models

Model	Core Logic	Theoretical Focus	Applicability to Guangzhou Private Sector	Key Limitations
Historical Trend (Dundon et al., 2022)	Evolution of EP models over time	Temporal integration	Explains hybrid adoption	Descriptive, lacks causal mechanisms

Contingency (Fiedler; participative leadership studies)	Effectiveness depends on context	Adaptive model	fit	Guides sector-specific design	Operational complexity
Digital Empowerment (Abhari, 2025)	Digital tools enable participation	Micro-level technology usage		Addresses Industry challenges	4.0 Overlooks cultural/institutional factors
Institutional Moderation (Khassawneh & Elrehail, 2022)	Institutions moderate effects	Institutional constraints		Reflects SEZ-institutional dynamics	Does not include cultural or tech dimensions

Interpretation & Relevance to Our Framework

In summary, the multi-model comparative analysis provides ample support for the theoretical framework of this study. The evolutionary perspective on employee participation levels proposed by Dundon et al. (2022) effectively corroborates this study's judgment on the participation patterns of private enterprises in Guangzhou, namely, that local enterprises generally exhibit a mixed characteristic of both structured and behavioral participation.

The context-adaptive logic emphasized by contingency theory further solidifies the rationality of the "cultural buffer participation design" proposed in this study.

Meanwhile, research findings related to digital participation (Abhari, 2025) highlight the necessity of incorporating "technological participation capability" into the analytical framework, thus improving the theoretical support for the technological dimension.

Furthermore, the research conclusions from the institutional regulation perspective (Khassawneh & Elrehail, 2022) are highly consistent with this study's analysis of how the policy environment of special economic zones shapes the mechanism of employee participation, supplementing and enriching the institutional analysis dimension of this study.

Based on perspective theory, this study incorporates three key variables—institutional conditions, cultural context, and technology—into a unified analytical framework, focusing on the "Special Economic Zone-Culture-Technology" paradigm—a research model for employee participation in the Moscow region. This paradigm combines theoretical logical consistency with a practical operational perspective, providing an effective analytical tool for revealing the behavioral logic and causal chain of employee participation in Guangzhou enterprises.

Research Methodology

Research Design

His study employs a qualitative multidimensional case study strategy to systematically examine the contact behavior and localization of corporate participation mechanisms in the Guangzhou Special Economic Zone. This methodology emphasizes the complexity of deep fit analysis, institutional culture, technology, and the interplay between various elements, as such multidimensional dynamic effects cannot definitively determine target delivery. Field research in Guangdong Province indicates that combining semi-structured in-depth interviews, participant observation, and qualitative analysis techniques helps to effectively identify and empower employees with research-oriented implicit practices within the social structure and logic of employee participation (Li, Duan, & Zhang, 2022). Furthermore, touchpoint tracking research on Guangzhou enterprises further reveals that a layered examination of the behavioral logic of multiple stakeholders can deeply clarify the key relationships among corporate organizational structure, local cultural norms, and flexible participation mechanisms (Yang & Rozaini, 2024).

Therefore, compared to a single-case approach, a multi-case design supports systematic cross-contextual comparisons and analyses, enhancing the transferability and theoretical explanatory power of research findings. This makes it a key methodological choice for developing subject-embedded theories (Eisenhardt & Graebner, 2007). Specifically, multi-case studies, by replicating or modifying findings in different organizations, can effectively identify the core conditional marker combinations and their mechanisms influencing participation mechanisms, thereby improving the fit of conclusions. Furthermore, employees should design pathways that allow for differentiated effects of intervention mechanisms, culture, and technology across different firm types, revealing universal laws that transcend specific constraints and particular mechanisms constrained by those constraints. This application of "replication logic" not only strengthens the rigor of the theory but also provides a richer foundation and testable theoretical propositions for subsequent research.

Case Selection Criteria

This study, guided by core questions, employs a purposive pollutant approach to select case study companies, ensuring a precise alignment between the sample size and the needs of theoretical analysis. The research sample comprises six large-scale functional enterprises in Guangzhou, covering the manufacturing, technology, and service sectors. The selection of case study companies followed three economic criteria: first, they had been operating continuously within the Special Economic Zone for more than five years; second, they had established relatively complete employee participation systems (including both institutional and non-institutional pathways); and third, they were able to integrate into the surrounding environment. The six companies presented a diverse portfolio structure: first, focusing on local technology companies in software development and digital services; second, focusing on local service companies engaged in hotel operations and logistics services. These samples exhibit significant differences in capital attributes, ownership, and depth of technology integration, providing rich empirical data for cross-industry comparative studies, thereby enhancing the explanatory power and generalization value of the research.

Data Collection

Data collection for this study began in March 2025 and concluded in July, lasting five months. The methodology employed a hybrid approach combining semi-structured in-depth interviews, literature review, and non-participant observation, with triangulation techniques used to cross-validate the three data sources. The interview module consisted of 48 sessions, with participants comprising 12 senior decision-makers and 14 middle managers, each session lasting 45 to 90 minutes. All interviews were recorded with authorization, and the transcripts were orthogonally coded. The analysis focused on historical changes in employee shift systems and their localized practices. The literature review module employed a dual-source structure: internal sources included meeting minutes and company documents, training manuals; external sources covered industry research reports and policy documents, forming a comprehensive external support system. The observation module focused on 12 on-site observations, including opinion gathering meetings, process negotiations, and digital platform integration. The quality control module established standardized operating procedures and implemented a coding deduction and replication strategy: deductive coding was used for the deployed replication structure, buffer space, and technical participation capabilities; localized practice coding was also introduced to achieve a dynamic balance between theory and practice.

This study defines three core events: the operational logic of the participation mechanism, the value realization of digital tools, and the role of regional culture in influencing participatory behavior. Regarding data integration, the research system aggregated two types of external textual data: firstly, internal enterprise data, including HR employee information systems, training records, and daily meeting minutes; secondly, industry data.

Additionally, the study conducted non-participatory team observations around several key implementation scenarios, specifically including opinion-gathering meetings, improvement activities, and the daily operation of well-functioning digital platforms. The fieldwork involved 12 on-site visits, with continuous circular observation and recording. Subsequent staff will supplement data as needed based on research progress.

Data Analysis

This study draws upon cutting-edge paradigms in qualitative analysis (Naeem, Ozuem, Howell, & Ranfagni, 2023) to construct a thematic analysis addressing the dilemma of a dual-track deductive and inductive approach. Induced coding entangles the theoretical fit of this study, while pre-defined path coding is applied to aspects such as institutional adaptation, cultural buffering mechanisms, and technological intervention capabilities. This induced coding is deeply embedded in the original materials, leading to localized research findings that resonate with the evolution of the Guangzhou Special Economic Zone. At the data governance level, the study utilizes NVivo 14 software to systematically collect, classify, code, and archive qualitative data, ensuring a transparent, consistent, and fully traceable analytical process with reproducible results. To further explore the homogeneity and heterogeneity across cases, the study conducts cross-case comparative analysis, engaging in dialogue with the emerging trend of source-tracing comparative methodologies in multi-case studies (Pedersen & Blok, 2024). By using triangulation of three data sources—multi-regional interview data, archival documents, and field observation records—the study effectively diagnosed and corrected systematic biases that may be induced by a single data source, significantly enhancing the reliability and validity of the research findings.

Reliability and Validity Measures

This study designed a multi-dimensional quality assurance framework to solidify the academic rigor and credibility of the research. In terms of construct validity, the study significantly improved the accuracy of core constructs by organically integrating heterogeneous data sources and establishing standardized operating procedures for case studies. In terms of internal validity, the study used pattern matching techniques to track recent dynamics, accurately identifying causal chains and previous paths between key indicators, further enhancing the integrity of causal relationships. The study also developed a systematic approach to external validity. Adhering to replication logic across multiple cases, the study employed iterative cross-case comparisons and pattern abstraction, using a guided approach for qualitative assessment. This assessment method differs from traditional statistical significance verification, instead using artificial intelligence—based on theoretical cascade status and interdisciplinary fit—to broaden the scope of academic generalization, thereby expanding the applicability and explanatory power of the research findings.

Findings And Analysis

Overview of Case Contexts

This study introduces six case study companies covering core industry sectors of Guangzhou's SMEs, including typical types of companies: foreign-invested manufacturing enterprises, local joint-venture technology companies, and local service companies, validating the rationality of the sample structure. Foreign-invested manufacturing enterprises have deep coverage of the global supply chain and have generally established institutionalized and employee-participatory mechanisms, primarily employing the Job Committee (JCC) and quality circle consulting management model to achieve standardized employee participation management. Focusing on agility and project collaboration, they leverage digital collaboration platforms to build resource-reserved channels, encouraging employees to independently express work suggestions and innovative ideas.

The employee participation model in domestic technology companies exhibits a distinctly paternalistic character, with decision-making power concentrated in the management, and employees primarily involved indirectly through consultation. Significant differences exist among the sample companies in terms of industry sector, pharmaceutical specialization, and level of digitalization. This cross-case comparison provides diverse, comprehensive, and theoretically profound empirical support for the research.

Forms of Employee Participation in Guangzhou's SEZ

This study's case analysis identifies three unique core forms of employee participation: institutionally embedded, technology-enabled, and culture-enabled participation. These three types exhibit significant divergences across companies with different ownership structures and industry characteristics. Institutionally embedded participation is primarily concentrated in foreign-invested manufacturing companies.

Constrained by multinational corporation regulations and special economic zone compliance requirements, these companies must establish formal deliberative bodies and standardized consultation and communication platforms to form a standardized process for defining

responsibilities and ensuring compliance in employee participation. Technology-enabled participation is typical of domestic technology companies.

These companies leverage digital collaboration platforms, instant messaging tools, and cloud-based shared spaces to build online participants, enabling employees to quickly diagnose business pain points, exchange practical experience, and brainstorm innovative ideas, achieving highly effective employee involvement through technology.

These companies are heavily influenced by local networks and systemic order. Employees' willingness to speak out and the depth of their involvement are tied to interpersonal trust and hierarchical relationships. While these companies possess diverse channels for soliciting opinions, informal forums, and hierarchical dialogue mechanisms, these are mostly superficial and fail to demonstrate a deep commitment to employee business matters.

Institutional Adaptation and Cultural Buffering

This study confirms that institutional pastors and local cultural dynamics jointly influence the effectiveness of employee participation (EP). In foreign-invested enterprises, standardized participation systems introduced from the top down are often profoundly influenced by the local cultural environment. Specifically, although companies may hold regular, institutionalized meetings, such as Joint Consultative Committees (JCCs), seismic setup and elephant control are highly concentrated in the hands of senior management. In order to maintain workplace harmony and in accordance with Confucian social norms of "saving face," protests are often suppressed, and public debate is avoided (Xu & Wang, 2024). thus, negating the actual effectiveness of formal participation systems.

During this period, local enterprises proposed the "vocal effect" of cultural buffering mechanisms, which is both immediate and restrictive. On the positive side, the hierarchical social structure and institutional dynamics help cultivate employees' organizational beliefs, professional belonging, and interpersonal trust, laying a solid emotional foundation for collaborative involvement. However, an excessive pursuit of superficial harmony and conflict-avoidance expectations may inhibit the desire to collaboratively develop voices and offer critical suggestions. The dual nature of current cultural influence confirms the core proposition of this study: cultural buffers play a crucial intrinsic role in bridging formal institutional design and genuine employee participation.

Role of Technical Participation Competence

The research findings further reveal a significant positive correlation between employees' effectiveness in making substantial and constructive contributions to corporate decision-making and their technological involvement capabilities; this pattern has cross-industry applicability. In manufacturing companies, frontline employees possess relatively solid digital literacy and can effectively utilize ERP systems to promote process optimization and operational improvements. Technology-based companies demonstrate even more prominent technological advantages; R&D personnel, relying on digital collaboration platforms, not only complete daily collaborative tasks but also proactively output innovative ideas and optimization solutions, achieving a high level of deep involvement. In contrast, domestic service companies exhibit significant shortcomings in digital participation. Due to the general lack of operational skills in digital suggestion systems among frontline employees, the actual

utilization rate of online participation channels is low, significantly restricting employee participation effectiveness. These findings align with cutting-edge research in the Industry 4.0 context, namely, that employees' digital skills, system process awareness, and digital mindset constitute the core prerequisites for effective employee participation and organizational innovation in digital scenarios (Townsend, Drebes, & Pedron, 2023).

Further analysis reveals that differences in technological engagement capabilities across industries are reshaping the boundaries and depth of employee participation. In manufacturing, the modular design of ERP systems enables frontline employees to transform operational experience into structured data, thereby integrating it into a closed loop of continuous improvement; however, their participation remains primarily limited to adjusting parameters of established processes, with limited scope for strategic intervention.

Cross-Case Comparative Insights

Cross-case comparative analysis clearly identifies significant differences in employee engagement models. Foreign-invested manufacturing companies proposed a compliance-adaptive engagement model, which uses a standardized engagement framework from headquarters as a product, adapted to local cultural characteristics to suit the operating model of special economic zones. Domestic technology companies implemented a digital harmony engagement model. Building upon this, domestic service companies exhibited a paternalistic, symbolic engagement model, where employee involvement serves to maintain organizational stability rather than drive organizational change and process iteration, resulting in limited overall engagement depth.

This key difference in models highlights that while institutional norms and digital technology provide the infrastructure and implementation conditions for employee engagement, local culture and employees' technical capabilities are the crucial variables ultimately determining the depth, quality, and practical transformation of engagement.

Conclusion And Implications

Conclusion

This study systematically piloted the resettlement context, theory, and practical application of the Employee Participation (EP) model in refugee enterprises in the Guangzhou Special Economic Zone. Based on a qualitative multi-case study design, the research conducted an in-depth analysis of six refugee enterprises across three major industries: manufacturing, technology, and services. The study identified typical forms of employee participation: institutionally embedded participation in foreign-invested manufacturing enterprises, technology-empowering and harmonious participation in domestic technology enterprises, and culturally supportive participation in domestic service enterprises.

Further analysis shows that the actual implementation of employee participation in Guangzhou Special Economic Zone enterprises depends on the interaction between institutional strength, cultural buffering effect, and technological involvement capacity. Simultaneously, the study identified three differentiated employee participation roles: compliant and adaptive, digitally harmonious, and paternally dependent participants, reflecting the heterogeneous characteristics of employee participation practices across different stakeholder groups and industry sectors.

Theoretical Contributions

This study advances and enriches academic research in the field of employee participation from three core levels. First, it expands the explanatory boundaries of institutional building theory, exploring the moderating role of cultural buffering mechanisms in the implementation of formal participation institutions and employee behavioral responses, revealing the profound shaping logic of local culture on institutionalized participation outcomes. Second, it innovatively introduces the construct of technological participation capability, mirroring it as a core pre-indicator of employee participation quality and implementation outcomes in the Industry 4.0 digital scenario, successfully integrating the technological dimension into the traditional participation theory system, and correcting the existing framework's focus on institutional restructuring and neglect of technology. Based on the unique policies of the Third Special Economic Zone, this study specifically analyzes the interaction mechanism between the institutional framework and local cultural norms, explaining how to jointly shape a localized hybrid participation ecosystem, effectively enriching the institutional-cultural theoretical model applicable to emerging Asian economies.

In summary, by integrating the three dimensions of institutions, culture, and technology, this study responds to the latest academic research initiative, namely, providing new related support and theoretical supplements for building a more locally-aligned theoretical framework for employee participation in emerging economies (Islam, Amin, & Karatepe, 2025).

Practical Implications

From a management practice perspective, this study concludes that for enterprises in special economic zones to build an efficient participation system, a dynamic balance needs to be achieved among institutional framework, cultural resources, and digital reserves. For manufacturing companies can effectively boost employee engagement and participation quality by organically integrating globalized standard management models with local cultural systems, while ensuring operational efficiency. Technology companies, on the other hand, should fully leverage the power of digital collaboration platforms, moving beyond mandatory tool-based applications to embed technology into core aspects of innovation assessment and process optimization. They should also focus on supporting digital training systems and strengthening technological support to ensure employee involvement at all levels.

Policy Implications

From a policy formulation perspective, this study indicates that the governance system policies of special economic zones are expected to benefit from strong development in both current and digital infrastructure dimensions, in order to effectively cultivate a local participation ecosystem and ensure the initial implementation of policy guarantees. Special economic zone management departments can implement health and epidemic prevention policies, guide enterprises within their jurisdiction to increase digital literacy training and participation, promote the application of participatory digital tools, and comprehensively strengthen employees' technical participation capabilities. Simultaneously, relevant policy design must fully recognize the profound shaping effect of local cultural norms on participation models, consolidate and abandon rigid and uniform institutional models, and provide enterprises with flexible and customizable localized employee participation mechanism templates. This will ensure that participatory management practices align with the confidence development

characteristics of employees in special economic zones, achieving the scientific and effective implementation of policies.

Limitations and Future Research Directions

This study has certain limitations. First, it employs a pure qualitative research design, and the sample focuses solely on the Guangzhou Special Economic Zone, which to some extent negates the cross-scenario applicability and generalizability of the conclusions. Based on the findings, future research can be further expanded in several ways. Further research can be expanded in the following dimensions: Firstly, at the methodological level, a hybrid research approach can be introduced, integrating large-scale quantitative surveys with in-depth qualitative descriptions. This would allow for a systematic examination, revision, and boundary condition identification of the current "Special Economic Zone-Culture-Technology" analytical framework, relying on diverse samples from across regions and industries. Secondly, in terms of research design, a longitudinal tracking strategy can be adopted to dynamically assess how the participation patterns of resettled employees adapt to generational technological shifts and institutional policy adjustments, revealing their long-term adaptation patterns, path-dependent characteristics, and key turning points. Thirdly, at the measurement level, structural equation modelling or gradient linear models can be constructed to customize the participation effect of cultural buffering and the moderating role of technological involvement. This would further analyze the interaction paths, internal mechanisms, and impact thresholds among various variables, supplementing the relevant fields with testable theoretical capabilities.

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