

Factors Influencing the Corporate Identity of Sales Personnel in a Private Industrial Real Estate Enterprise in Suzhou, Jiangsu Province, China

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Information of Article	ABSTRACT
<p><i>Article history:</i> Received: Dec 2024 Revised: Jan 2025 Accepted: Feb 2025 Available online: Mar 2025</p> <p>Keywords: Role Positioning Self-Realization of Value Organizational Support Corporate Identity</p>	<p>This study explores the key factors influencing corporate identity among sales personnel in a private industrial real estate enterprise in Suzhou, Jiangsu Province, China. The objective is to identify the primary variables affecting corporate identity, analyze the relationship between role positioning, self-realization of value, and corporate identity, and ultimately construct a theoretical framework for enhancing corporate identity. The research aims to: (1) identify the factors influencing corporate identity among sales personnel in private industrial real estate enterprises in Suzhou, Jiangsu Province, China; (2) examine the relationship between role positioning and corporate identity among these sales personnel; (3) investigate the relationship between self-realization of value and corporate identity; and (4) construct a theoretical framework to enhance corporate identity among sales personnel in private industrial real estate enterprises. A quantitative research method was employed, with the study participants consisting of sales personnel from three major industrial real estate enterprises in Jiangsu Province. Using the Yamane formula, a total of 314 sales personnel were surveyed to ensure data representativeness and scientific rigor. Path analysis and mediation effect testing were conducted to verify the key factors influencing corporate identity. The research findings indicate that role positioning, self-realization of value and organizational support all have a significant positive impact on corporate identity. Furthermore, self-realization of value and role positioning significantly influence organizational support, and the mediating role of organizational support in corporate identity has been confirmed. The study demonstrates that role positioning and self-realization of value not only directly influence corporate identity but also have indirect effects through organizational support. Therefore, enhancing role clarity, strengthening self-realization of value, and providing greater organizational support can help improve sales personnel's corporate identity. These findings provide theoretical support and practical guidance for private industrial real estate enterprises to optimize sales team management and enhance employee loyalty.</p>

1. Introduction

1.1 Research Background

The researcher has conducted a comprehensive review of literature on Role Positioning, Self-Realization of Value, Organizational Support, and Corporate Identity, analyzing a total of eight academic papers. First, Role Positioning has been extensively defined and explained in various studies. Hale & Vora (2020) define role positioning as the way individuals, particularly in the context of organizational change, clarify and adjust their roles to influence team members' behavior and interactions. Specifically, leaders can drive change acceptance and participation by accurately positioning their roles. The way leaders define their roles affects their goal setting, command strategies, and team management, particularly during organizational transformation. Their behaviors, decision-making styles, and attitudes toward change directly shape team members' responses and involvement. The study found that when leaders explicitly define their roles in the transformation process (e.g., as decision-makers, coordinators, or supporters), team members better understand expectations and responsibilities, improving work efficiency and adaptability. For instance, a leader positioning themselves as a "change facilitator" must clearly communicate the purpose and objectives of the change while providing necessary support and resources.

In a highly competitive market, the sales force is crucial, especially for private enterprises. They serve as the bridge between private enterprises and customers, helping businesses achieve sales targets and stand out from the competition.

However, sales personnel in private enterprises face numerous challenges. Jiangsu, an industrial powerhouse in eastern China, demonstrated a remarkable economic performance in 2023, with its top ten districts and counties in large-scale industrial output presenting an awe-inspiring economic symphony. This real-life "regional economic legend" is documented by undeniable data, showcasing the fierce industrial competition within Jiangsu's districts and counties. Suzhou ranked first, with an industrial output exceeding one trillion yuan. As China's eleventh-largest industrial city, Suzhou has been renowned for its traditional industries, such as metallurgy, building materials, and textiles, since the 1980s. Suzhou has taken two strategic steps: relocating traditional industrial enterprises westward and introducing high-tech enterprises from Shanghai. Additionally, Suzhou supports local technology-driven enterprises. In recent years, many newly established industrial parks no longer permit traditional enterprises to settle, intensifying the challenges faced by industrial real estate sales personnel. They must meet increasingly high customer demands and seek clients across different regions, making the market more competitive.

Figure 1 Geographical Location of Jiangsu Province, China



Source: ResearchGate

This study is highly significant, contributing to both theoretical research and practical applications. By exploring this topic, it can provide specific management recommendations for private industrial real estate enterprises in Suzhou, Jiangsu Province, helping them enhance the motivation and performance of their sales personnel, thereby facilitating steady market development and strengthening competitiveness. The study aims to explore the factors influencing corporate identity among sales personnel in a private industrial real estate enterprise in Suzhou. Corporate identity, which refers to employees' sense of belonging to their company, has become an important topic in corporate management and psychology research. As market competition intensifies, particularly with the rapid development of private enterprises in Suzhou, sales personnel play a crucial role in determining a company's competitiveness and long-term growth. Understanding and optimizing the factors affecting corporate identity among sales personnel can not only boost employee motivation and performance but also strengthen a company's overall competitiveness. First, four key factors play a crucial role in shaping corporate identity among sales personnel: role positioning, self-realization of value, organizational support, and corporate identity itself. Role positioning clarifies the responsibilities and expectations of sales personnel within the organization, helping them better adapt to the work environment and improve performance. Self-realization of value enhances employees' loyalty and job engagement by allowing them to experience personal growth and fulfillment at work. Organizational support helps sales personnel overcome workplace stress and improve job satisfaction by providing resources and emotional support. Corporate identity is the process

through which sales personnel integrate the company's core values, culture, and mission into their self-concept, significantly influencing their work attitudes and behaviors. Second, Suzhou, as an industrial hub in eastern China, has achieved remarkable progress in developing high-tech enterprises and industrial parks. Meanwhile, private industrial real estate enterprises face intensifying market competition, making the performance of their sales teams particularly crucial. Sales personnel serve as an essential link between enterprises and customers, and their work quality and efficiency directly affect corporate sales performance. Therefore, strengthening sales personnel's corporate identity is key to gaining a competitive advantage. In summary, this study has important implications both theoretically and practically. By analyzing the factors influencing corporate identity among sales personnel in a private industrial real estate enterprise in Suzhou, this research can offer practical management recommendations to enhance motivation and overall performance. As market competition intensifies, particularly in Suzhou's rapidly developing industrial real estate sector, corporate identity among sales personnel has become a key factor influencing long-term corporate competitiveness and market performance. Optimizing key factors such as role positioning, self-realization of value, and organizational support can not only improve employee satisfaction and loyalty but also enhance corporate competitiveness, facilitating steady market development. Therefore, the findings of this study are not only significant for management practices in Suzhou's private industrial real estate enterprises but also provide new perspectives and theoretical insights for academic research in related fields. Rhoades & Eisenberger (2019) describe organizational support as employees' overall perception of whether their organization cares about their well-being and recognizes their efforts. The study points out that organizational support enhances job satisfaction, organizational commitment, and overall job performance. Albert & Whetten (2018) define corporate identity as the collective perception of organizational members regarding the essence, core values, and uniqueness of the organization. Corporate identity not only involves how external audiences perceive the company but also how internal members define the organization's core through shared values and cultural identification. Balmer & Greyser (2017) propose that corporate identity is a dynamic and multidimensional concept, encompassing corporate culture, strategic goals, product and service quality, and the company's relationship with society. Corporate identity not only affects external brand perception but also profoundly influences employees' behavior, culture, and values.

1.2 Research Objectives

1. To identify the factors influencing the corporate identity of sales personnel in private industrial real estate enterprises in Suzhou, Jiangsu Province, China.
2. To examine the relationship between role positioning and corporate identity among sales personnel in private industrial real estate enterprises in Suzhou, Jiangsu Province, China.
3. To investigate the relationship between self-realization of value and corporate identity among sales personnel in private industrial real estate enterprises in Suzhou, Jiangsu Province, China.
4. To develop a theoretical framework to enhance the corporate identity of sales personnel in private industrial real estate enterprises in Suzhou, Jiangsu Province, China.

1.3 Research Hypothesis

H1: There is a positive relationship between role positioning and organizational support among sales personnel in Suzhou's industrial real estate enterprises.

H2: There is a positive relationship between role positioning and corporate identity among sales personnel in Suzhou's industrial real estate enterprises.

H3: There is a positive relationship between self-realization of value and organizational support among sales personnel in Suzhou's industrial real estate enterprises.

H4: There is a positive relationship between self-realization of value and corporate identity among sales personnel in Suzhou's industrial real estate enterprises.

H5a: There is a positive relationship between organizational support and corporate identity among sales personnel in Suzhou's industrial real estate enterprises.

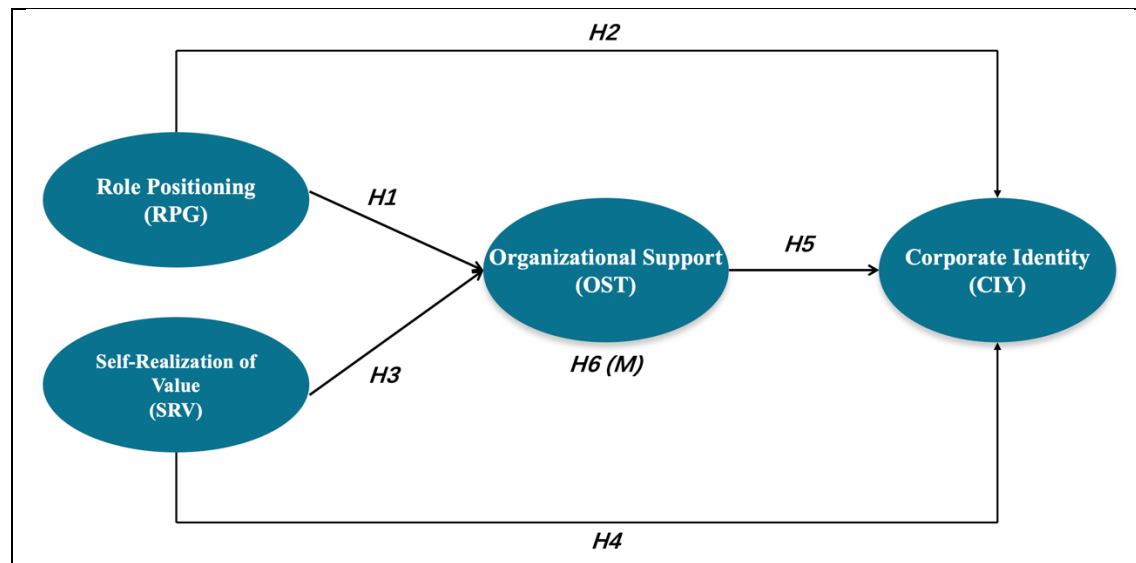
H5b: Organizational support acts as a mediating factor in the relationship between role positioning (Role Positioning), self-realization of value, and corporate identity among sales personnel in Suzhou's industrial real estate enterprises.

1.4 Research Scope

This study aims to explore the factors influencing corporate identity among sales personnel in industrial real estate enterprises in Suzhou, Jiangsu Province. Therefore, the research is focused on Suzhou, an important industrial city in China with many leading industrial real estate development companies. According to the Jiangsu Provincial Bureau of Statistics (2024), the top three industrial real estate enterprises in Suzhou are: 1) Zhongnan Construction – Zhongnan Construction is one of the largest comprehensive real estate enterprises in Jiangsu, covering residential, commercial, and industrial real estate. The company has developed multiple industrial parks and industrial bases within and outside Jiangsu, particularly in Suzhou, attracting numerous high-tech manufacturing enterprises. 2) Poly Developments and Holdings – As one of China's leading real estate developers, Poly Developments has also made significant investments in the industrial real estate sector. In Suzhou, the company has developed multiple industrial park projects, driving local industrial upgrades and transformations. Poly's industrial real estate projects in Suzhou mainly serve high-end manufacturing and smart manufacturing industries. 3) Keen-Sense Corporation – Although primarily focused on residential real estate, Keen-Sense has increased its investments in industrial real estate in key regions such as Suzhou. The company's industrial real estate projects mainly consist of technology parks and high-end manufacturing zones, contributing to local economic growth. According to the official websites of these companies: Zhongnan Construction had a total of 9,448 employees as of 2023. Keen-Sense Corporation had 6,611 employees as of the end of 2022. Poly Developments and Holdings had 4,527 employees as of the end of 2022. The total number of employees across the three companies is 20,586. In statistical research, determining an appropriate sample size is crucial to ensuring the representativeness and scientific validity of the study. According to Yamane's formula, for a total population of 20,586 with a 5% margin of error, the required sample size is approximately 392. This means that surveying 392 individuals allows for generalizing findings to the entire population within an acceptable error margin, avoiding the need for a full census. A reasonable sample size not only reduces research costs but also improves data collection efficiency while ensuring the accuracy of statistical inferences. If the sample size is too small, results may lack representativeness, whereas an excessively large sample could lead to unnecessary resource expenditure. Since this study is conducted within only three companies, the sample size was adjusted to 80% of the recommended size, resulting in a final target sample of 314 respondents. Consequently, 360 questionnaires were distributed, and 352 valid responses were collected for data analysis.

1.5 Conceptual Framework

Figure 2 Conceptual Framework



(Source: Designed by the researcher)

2. Literature Review

2.1 Theoretical Basis

1) Organizational Identification Theory serves as the core theoretical foundation for corporate identity and is derived from Social Identity Theory in social psychology. This theory posits that an individual's sense of identification with an organization not only influences their work attitudes and behaviors but also determines their loyalty, engagement, and adaptation to organizational culture. Organizational identification is generally manifested as an individual's emotional attachment to their membership in the organization, its values, and its goals—essentially a process where personal identity aligns with organizational identity (Hogg & Terry, 2000). Organizational identification extends beyond psychological belonging to include cultural identification and behavioral identification. Cultural identification refers to employees' acceptance and internalization of organizational values, emphasizing their commitment to the organization's goals (Riketta, 2005).

2) Role Theory is a fundamental theory in sociology, psychology, and management, focusing on role expectations, role enactment, and role interactions in social structures. The Social Role Theory, originally introduced by George Herbert Mead in the 1930s, has been widely applied in fields such as organizational behavior and social work (Mead, 1934). Over time, Role Theory has become an essential part of sociological studies and has been adopted in disciplines such as management, psychology, and education (Biddle, 1986).

3) Self-Worth Theory, Concept and Definition of Self-Worth. Self-worth refers to an individual's perception of their existence and value, serving as a core component of self-concept. Since the late 19th century, psychology, sociology, and other disciplines have conducted extensive research on self-worth, proposing various theoretical perspectives. The concept of self-worth can be classified into two main aspects: Cognitive self-worth – How individuals perceive their abilities, qualities, and achievements, including self-esteem and self-acceptance. Social self-worth – How individuals form a sense of value through social interactions, including group identity, social recognition, and a sense of belonging.

4) Social Exchange Theory serves as the theoretical foundation for Perceived Organizational Support (POS). It applies theories from economics, sociology, and psychology to study human behavior from a microeconomic perspective. Social exchange refers to a reciprocal behavior, where one party provides help, support, or other resources to another party, creating an obligation for the recipient to reciprocate. In the context of organizations, the relationship between employees and the organization is based on the exchange of effort and work performance by the employee for rewards (such as salary or recognition) from the organization. In return, the organization provides recognition, care, and support, gaining employee loyalty and commitment. The mutual dependence between employees and the organization forms a social exchange relationship. Social Exchange Theory suggests that exchange behavior occurs because both parties have reciprocal needs—the individual feels the need to fulfill their obligations in return for the help or value gained from maintaining the relationship.

2.2 Review of Related Literature

Data indicates that under the combined effects of industrial relocation, China's industrial technology upgrades, national promotion of key industrial park construction, and macroeconomic policy regulations on residential real estate, the market demand for industrial real estate continues to grow, revealing its increasing investment value and positive development prospects. Taking Shanghai as an example, the rental rates in its industrial property market have shown a steady upward trend in recent years, with the third quarter experiencing the highest annual growth rate of 1.65% quarter-on-quarter. This trend reflects the continued vibrancy of the industrial real estate market and the rising demand for industrial properties from enterprises, further validating the industry's growth potential and investment attractiveness in the current economic climate. Industrial real estate refers to a type of real estate that provides physical spaces for various economic activities, including manufacturing, logistics warehousing, and research and development (R&D). It primarily includes industrial plants, warehouses, high-tech industrial facilities, and R&D buildings. Unlike residential and commercial real estate, industrial real estate involves both sales and rental markets. Its profit model mainly relies on land appreciation, thematic project packaging, and concept promotion, as well as the combined rental and sales of completed industrial properties. Additionally, some industrial real estate developers establish partnerships with specific industrial enterprises, customizing industrial plants or R&D facilities to meet corporate production needs, thereby reducing market risks and maximizing returns. This "customized development" model is particularly prevalent in regions with mature manufacturing and high-tech industry clusters, enhancing market alignment and profitability for industrial real estate projects.

The development of industrial real estate in Suzhou is characterized by diversification, high-end transformation, and innovation, mainly reflected in the following aspects: As one of China's earliest economic and technological development zones, Suzhou Industrial Park has maintained strong growth since its establishment, attracting many Fortune 500 companies and well-known multinational enterprises. The park has developed a high-end industrial layout focused on electronic information, biopharmaceuticals, and new materials, achieving significant results in industrial chain integration, technology R&D, and foreign investment attraction. Leveraging its unique geographical advantages, advanced infrastructure, and business-friendly environment, Suzhou Industrial Park has become a key driver of Suzhou's economic development and a leader in China's industrial real estate sector. Established in 1992, Xiangcheng Economic and Technological Development Zone has developed a modern industrial system centered on automotive components, machinery manufacturing, and electronic information. The zone is continuously optimizing its industrial structure, promoting smart and green manufacturing, and attracting numerous high-end equipment manufacturing and technology innovation enterprises. With government support and advancements in technology, Xiangcheng's industrial real estate sector is evolving toward higher-end and more intelligent development, injecting new momentum into Suzhou's sustainable industrial real estate growth. Overall, Suzhou's industrial real estate sector is experiencing rapid development, with the government and enterprises focusing on industrial restructuring, technological innovation, and cultural integration to enhance regional competitiveness. These development models serve as valuable references for other regions in China looking to grow their industrial real estate markets.

3. Methodology

3.1 Population and Sampling

In this study, determining an appropriate sample size is a key step to ensure that the research results are representative and scientifically valid. To ensure the validity and statistical accuracy of the data, the study refers to the official employee data of three major industrial real estate companies in Suzhou, Jiangsu Province: Zhongnan Construction Group Co., Ltd.: As of 2023, the company has 9,448 employees. Keen-Sense Corporation: As of the end of 2022, the company has 6,611 employees. Poly Developments and Holdings Group: As of the end of 2022, the company has 4,527 employees. The total number of employees across these three companies is 20,586. In statistical research, an appropriate sample size improves the generalizability of the findings and helps control research costs. Therefore, the study uses the Yamane formula to calculate the sample size. With a margin of error set at 0.05, the required minimum sample size is 392 participants, meaning only 392 individuals need to be surveyed to infer the characteristics of the entire population within an acceptable margin of error, without needing to survey all employees. However, considering that this study focuses on three companies, the feasible scope for the survey is limited, so the sample size is adjusted to 314 participants, representing 80% of the originally required sample size. To further improve data collection efficiency, the researcher distributed 360 questionnaires. This strategy ensures the reliability of the research data while effectively controlling survey costs.

3.2 Research Tools

The questionnaire in this study uses the Likert scale, a widely used measurement tool in social sciences, psychology, and market research, effective for assessing individuals' attitudes and perceptions on specific topics. The Likert scale is a type of summated rating scale, where individual items are designed around the same construct, and the overall score is calculated through summation. The score for a single item does not hold independent significance. The Likert scale was introduced by Rensis Likert, and has since been optimized to measure subjective attitudes, perceptions, and emotional tendencies. The scale has been tested and validated over time, making it a mature tool for measuring subjective cognition and behavioural tendencies.

3.3 Data Collection

The questionnaire for this study was conducted through an online survey, using the professional online platform "Wenjuanxing" for creation and distribution. To improve the response rate and data quality, the research team distributed the survey through internal sales personnel to other salespeople in the same industry, obtaining a more representative sample. The data collection was done anonymously to reduce social desirability bias and increase the authenticity of responses. The study aimed to collect 360 questionnaires, with 352 valid responses successfully retrieved, which will be used for subsequent data analysis. This sample size is sufficient to meet the needs of statistical analysis while ensuring the representativeness and reliability of the research conclusions. Overall, this study adopted a rigorous and scientific data collection approach, incorporating anonymous surveys, strict data screening processes,

and controlled environments to ensure the quality and representativeness of the collected data. These measures provide a solid foundation for subsequent data analysis and research conclusions, offering reliable empirical support for exploring the factors influencing corporate identity among industrial real estate sales personnel in Suzhou, Jiangsu Province.

3.4 Data Analysis

Data analysis for this study was conducted using SPSS and Amos as the main tools to ensure scientific rigor and precision. The analysis process began with reliability testing and validity testing in SPSS to assess the quality of the measurement. Then, descriptive statistical analysis was performed to summarize the basic characteristics of the respondents (such as gender, age, work experience, etc.) and to verify whether there is a positive correlation between the variables. After data collection, Structural Equation Modeling (SEM) will be used to perform Confirmatory Factor Analysis (CFA) and path analysis through Amos to further test the research hypotheses. The specific steps include Data cleaning and preparation: Removing invalid or outlier data. Descriptive statistics analysis: Summarizing the basic characteristics of the sample. Reliability and validity testing: Assessing the reliability and validity of the measurements. Factor analysis and path analysis: Testing the relationships between variables and the fit of the hypothesized model. Structural Equation Modeling (SEM): Validating research hypotheses and optimizing the model. Through these analytical methods, this study will ensure the scientific quality of the data and provide strong empirical support for the research conclusions.

4. Data Analysis and Results

4.1 Descriptive Statistical Analysis

A total of 360 questionnaires were distributed, and 352 valid responses were collected, resulting in a response rate of 97.78%. This high response rate indicates active participation from respondents and a smooth data collection process. The high proportion of valid responses meets statistical requirements, providing a solid foundation for subsequent analyses. The collected data will be analyzed through descriptive statistics, reliability and validity tests, factor analysis, and structural equation modeling (SEM) to explore the relationships between corporate identity, role positioning, self-realization of value, and organizational support among sales personnel in Suzhou's industrial real estate enterprises.

Table 1 Descriptive Statistics

Variable	Category	Count	%	Cumulative %
Gender	Male	185	52.56	52.56
	Female	167	47.44	100
Age	≤25 years	103	29.26	29.26
	26-35 years	156	44.32	73.58
	36-45 years	63	17.9	91.48
	≥46 years	30	8.52	100
Marital Status	Single	136	38.64	38.64
	Married	199	56.53	95.17
	Divorced	17	4.83	100
Education Level	Middle school or below	5	1.42	1.42
	High school/vocational	16	4.55	5.97
	Associate degree	152	43.18	49.15
	Bachelor's degree	126	35.8	84.94
	Master's or above	53	15.06	100
Work Experience	≤1 year	26	7.39	7.39
	1-3 years	139	39.49	46.88
	4-6 years	111	31.53	78.41
	7-10 years	41	11.65	90.06
	≥10 years	35	9.94	100
Total		352	100	100

From Table 1, we observe that: The sample includes more males (52.56%) than females. The largest age group is 26-35 years (44.32%). Over 50% of respondents are married. The majority hold a bachelor's degree or associate degree. Work experience is mainly concentrated between 1-6 years.

Table 2 Descriptive Analysis

Variable	Sample Size	Min	Max	Mean	Std. Dev.	Median
Corporate Identity	352	2.143	6.929	4.342	1.043	4.214
Role Positioning	352	1.4	7	4.528	1.16	4.4
Self-Realization	352	1	7	4.571	1.115	4.5
Organizational Support	352	1	7	4.609	0.975	4.6

From Table 2, the mean values for all four variables are around 4.5, with standard deviations close to 1.0, indicating low data dispersion, making it suitable for further analysis.

4.2 Reliability analysis

Table 3 Reliability Analysis

Variable	Item	CITC	Cronbach Alpha	Overall Alpha
Total				0.942
Corporate Identity	B6	0.736	0.934	0.939
	B7	0.732	0.934	
	B8	0.684	0.935	
	B9	0.69	0.935	
	B10	0.726	0.934	
	B11	0.666	0.936	
	B12	0.684	0.935	
	B13	0.709	0.935	
	B14	0.696	0.935	
	B15	0.709	0.935	
	B16	0.648	0.936	
	B17	0.718	0.934	
	B18	0.707	0.935	

	B19	0.704	0.935	
	C20	0.697	0.86	
	C21	0.714	0.855	
Role Positioning	C22	0.718	0.854	0.881
	C23	0.718	0.854	
	C24	0.726	0.852	
	C25	0.674	0.816	
Self-Realization	C26	0.679	0.814	0.85
	C27	0.722	0.796	
	C28	0.683	0.812	
	C29	0.654	0.834	
	C30	0.674	0.829	
Organizational Support	C31	0.654	0.834	0.858
	C32	0.719	0.818	
	C33	0.67	0.83	

Reliability Analysis Using SPSS. Cronbach's α coefficient is used to measure the reliability of the scale. From the table above, it can be observed that the reliability coefficients for each dimension are greater than 0.8, indicating that the reliability of the research data is high. Regarding the Cronbach's α coefficients after deleting individual items, no significant increase in the reliability coefficient was found when any item was removed, indicating that no items should be deleted from the analysis process. As for the CITC values (Corrected Item-Total Correlation), the CITC values for all items are above 0.4, indicating that there is good correlation between the analysis items, which also reflects a high level of reliability. In summary, the reliability coefficient values for the four factors—corporate identity, role positioning, self-realization of value, and organizational support—are all greater than 0.8, collectively indicating that the data has a high reliability level and can be used for further research analysis.

4.3 Validity Analysis

This study uses Amos software to directly output the KMO and Bartlett's sphericity test values.

Table 4 KMO and Bartlett's Test

Kaiser-Meyer-Olkin measure of sampling adequacy		0.951
	Chi-Square	5513.599
Bartlett's Sphericity Test	Degrees of Freedom	370

As shown in Table 4, the KMO value is 0.951, which is greater than 0.6, satisfying the prerequisite for factor analysis, indicating that the data is suitable for factor analysis. Additionally, the data passes the Bartlett's Sphericity Test ($p < 0.05$), confirming that the data is suitable for conducting factor analysis.

4.4 Confirmatory Factor Analysis (CFA)

Figure 3 Verified Confirmatory Factor Analysis (CFA)

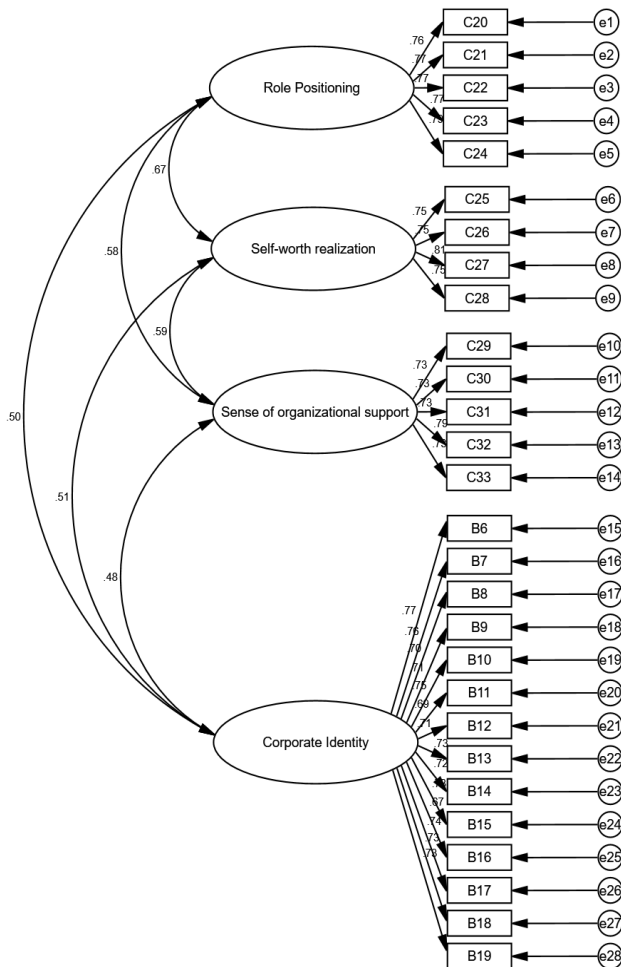


Table 5 Model Fit Indices

Index		Criteria	Fit Result
Absolute Fit Index	X^2/df	<3	2.760
	GFI	>0.9	0.945
	SRMR	<0.08	0.033
	RMSEA	<0.08	0.047
Incremental Fit Index	NFI	>0.9	0.938
	IFI	>0.9	0.946
	CFI	>0.9	0.909
Parsimonious Fit Index	PGFI	>0.5	0.742
	PNFI	>0.5	0.755

These fit indices are used to evaluate the fit quality and validity of the model. Specifically: χ^2/df (Chi-square/df): This ratio removes the effect of sample size on the chi-square value, and the smaller the value, the better the fit. Generally, a value less than 5 indicates a good model fit. GFI (Goodness-of-Fit Index): Reflects the degree of agreement between the observed and predicted values of the model. It ranges from 0 to 1, with values closer to 1 indicating a better fit. RMSEA (Root Mean Square Error of Approximation): Measures the degree of error in the model's predictions. A value between 0 and 1 is acceptable, and a value of 0.05 or less is recommended. RMR (Root Mean Square Residual): Measures the model's residual error. A value less than 0.08 is typically recommended. CFI (Comparative Fit Index): Compares the fit of the model to that of a perfect fit. The closer to 1, the better the model fit. NFI (Normed Fit Index): Similar to GFI, it ranges from 0 to 1, with values closer to 1 indicating better fit. TLI (Tucker-Lewis Index): Similar to CFI, this index ranges from 0 to 1, with a value greater than or equal to 0.9 being recommended. IFI (Incremental Fit Index): Like CFI and TLI, the IFI ranges from 0 to 1, with values greater than or equal to 0.9 being recommended. As shown in the table, all model fit indices meet the required standards, indicating that the model fits well.

Table 6 Convergent Validity

C20	<---	Role Positioning	1				0.76	0.881	0.597
C21	<---	Role Positioning	0.927	0.064	14.435	***	0.768		
C22	<---	Role Positioning	0.973	0.067	14.555	***	0.774		
C23	<---	Role Positioning	0.944	0.065	14.512	***	0.772		
C24	<---	Role Positioning	1.025	0.069	14.89	***	0.79		
C25	<---	Self-Realization	1				0.747	0.85	0.587
C26	<---	Self-Realization	1.038	0.077	13.496	***	0.752		
C27	<---	Self-Realization	1.119	0.077	14.5	***	0.811		
C28	<---	Self-Realization	1.035	0.077	13.504	***	0.753		
C29	<---	Organizational Support	1				0.727	0.859	0.549
C30	<---	Organizational Support	1.028	0.081	12.743	***	0.728		
C31	<---	Organizational Support	0.989	0.078	12.707	***	0.726		
C32	<---	Organizational Support	1.068	0.078	13.77	***	0.79		
C33	<---	Organizational Support	1.032	0.08	12.838	***	0.733		
B10	<---	Corporate Identity	0.94	0.063	14.913	***	0.753	0.939	0.526
B11	<---	Corporate Identity	0.858	0.063	13.535	***	0.693		
B12	<---	Corporate Identity	0.919	0.066	13.827	***	0.706		
B13	<---	Corporate Identity	0.946	0.066	14.438	***	0.733		
B14	<---	Corporate Identity	0.972	0.069	14.097	***	0.718		
B15	<---	Corporate Identity	0.947	0.066	14.464	***	0.734		
B6	<---	Corporate Identity	1				0.766		
B7	<---	Corporate Identity	1.013	0.067	15.052	***	0.759		
B8	<---	Corporate Identity	0.911	0.066	13.789	***	0.704		
B9	<---	Corporate Identity	0.928	0.066	13.969	***	0.712		
B19	<---	Corporate Identity	0.971	0.068	14.278	***	0.726		
B18	<---	Corporate Identity	0.95	0.066	14.399	***	0.731		
B17	<---	Corporate Identity	0.946	0.065	14.603	***	0.74		
B16	<---	Corporate Identity	0.846	0.065	12.993	***	0.669		

This study conducted Confirmatory Factor Analysis (CFA) for the four factors and their corresponding 14 items. As shown in Table 6, the Average Variance Extracted (AVE) values for each factor are greater than 0.5, and the Composite Reliability (CR) values for each factor are greater than 0.7, indicating that the data used in this study has good convergent validity. Additionally, regarding the measurement relationships, the standardized factor loadings for each measurement relationship are greater than 0.6, and the p-values for the significance tests are less than 0.05, suggesting that the measurement relationships in this study are good and effectively capture the relationships between the research variables.

Table 7 Discriminant Validity

	AVE	Role Positioning	Self-Realization	Organizational Support	Corporate Identity
Role Positioning	0.597	0.773			
Self-Realization	0.587	0.576	0.766		
Organizational Support	0.549	0.511	0.510	0.741	
Corporate Identity	0.526	0.448	0.451	0.432	0.725

In this study, discriminant validity was tested in the same manner. Specifically, as seen in the data in the table, the square roots of the AVE for each factor are compared to the maximum absolute value of the inter-factor correlations. For Factor 1, the square root of AVE is 0.773, which is greater than the maximum absolute value of the inter-factor correlation (0.576), indicating that this factor has good discriminant validity. Similarly, for Factor 2, the square root of AVE is 0.766, which is greater than the maximum absolute inter-factor correlation value of 0.576, indicating that this factor has good discriminant validity. For Factor 3, the square root of AVE is 0.741, which is greater than the maximum inter-factor correlation absolute value of 0.511, suggesting that it also has good discriminant validity. For Factor 4, the square root of AVE is 0.725, which is greater than the maximum inter-factor correlation absolute value of 0.451, further confirming good discriminant validity. These results show that the four factors involved in this study have good discriminant validity, and the results have high reliability.

Table 8 Pearson Correlation Coefficients

	Role Positioning	Self-Realization	Organizational Support	Corporate Identity
Role Positioning	1			
Self-Realization	0.576***	1		
Organizational Support	0.511***	0.510***	1	
Corporate Identity	0.448***	0.451***	0.432***	1

* $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

As shown in Table 8, Pearson correlation analysis was used to verify the relationships between role positioning, self-realization, organizational support, and corporate identity, and the Pearson correlation coefficients indicate the strength of these relationships. The analysis shows significant positive correlations between role positioning, self-realization, organizational support, and corporate identity, with all correlation coefficients greater than 0. This suggests that role positioning and self-realization, organizational support, and corporate identity are positively correlated, providing initial evidence for testing the hypotheses proposed in this study.

4.5 Hypothesis Testing

This study uses Amos software to construct a Structural Equation Model (SEM) for examining the factors influencing sales personnel's corporate identity. The model is shown below:

Figure 4 SEM Structural Equation Model

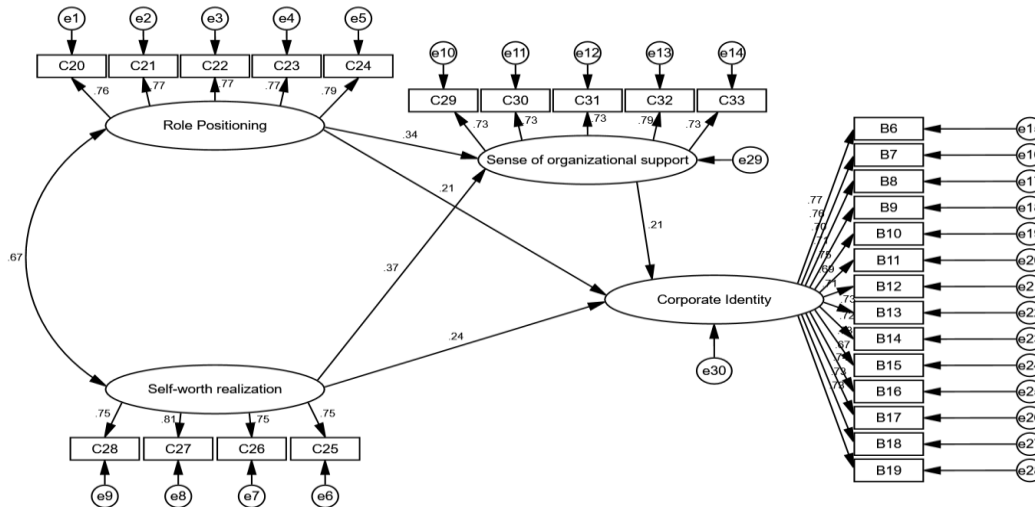


Table 9 Model Fit Indices

Index	χ^2/ df	GFI	SRMR	CFI	IFI	TLI	NFI
Criteria	<3	>0.9	<0.08	>0.9	>0.9	>0.9	>0.9
Value	1.296	0.920	0.063	0.981	0.921	0.979	0.981

As shown in Table 9, the model's GFI, RMSEA, RMR, CFI, NFI, TLI, and IFI fit indices all meet the required criteria, indicating that the model fits well and can be further tested.

Table 10 Path Validity Test

Organizational Support	<---	Role Positioning	0.265	0.062	4.312	***	0.336
Organizational Support	<---	Self-Realization	0.333	0.072	4.633	***	0.37
Corporate Identity	<---	Self-Realization	0.265	0.089	2.974	0.003	0.242
Corporate Identity	<---	Organizational Support	0.26	0.088	2.97	0.003	0.214
Corporate Identity	<---	Role Positioning	0.202	0.075	2.687	0.007	0.21

From the table above, it can be seen that all paths are significant ($p < 0.05$), and the standardized path coefficients are all greater than 0. The direct validity test passes, indicating that hypotheses H1 to H5 are all valid.

Table 11 Mediation Effect Test

Direct Effects	Role Positioning → Corporate Identity	0.21	0.051	0.363	0.012	74.47%
	Self-Realization → Corporate Identity	0.242	0.072	0.401	0.008	75.39%

Indirect Effects	Role Positioning → Organizational Support→ Corporate Identity	0.072	0.02	0.15	0.004	25.53%
	Self-Realization→ Organizational Support→ Corporate Identity	0.079	0.022	0.168	0.004	24.61%
Total Effects	Role Positioning → Corporate Identity	0.282	0.127	0.425	0.001	-
	Self-Realization→ Corporate Identity	0.321	0.174	0.463	0	-

As shown in Table 11, the 95% confidence intervals for both indirect effect paths do not include 0, indicating that the mediation effect is valid. This confirms that hypotheses H6 and H7 are supported. Additionally, since the 95% confidence interval for the direct effect also does not include 0, it suggests that organizational identity serves as a partial mediator. In other words, partial mediation implies that the mediator variable plays a role in explaining the relationship. There remains some difference between the independent and dependent variables, yet the direct effect still holds a certain level of influence, making it a subject worthy of further investigation.

5. Conclusion

5.1 Discussion

From the descriptive statistical analysis in the previous chapter, the following observations were made: Gender: Males represent 52.56%, which is higher than females at 47.44%. Age: The majority fall in the 26-35 age group, accounting for 44.32%. Marital Status: Married individuals account for 56.53%. Educational Background: 43.18% have a diploma from a short-term university, and 35.8% are undergraduates. Tenure in Private Enterprises: Most respondents have worked for 1-6 years. Given that the industrial real estate sector has consistently provided lucrative returns, it naturally attracts professionals to remain in the field long-term. Moreover, the industrial sales sector demands specific professional knowledge, and higher-educated professionals are likely to accumulate relevant experience over time, which reduces their likelihood of switching careers. From the correlation analysis in the previous chapter, the factors influencing corporate identity are positively correlated as follows: Self-realization (0.451), Role Positioning (0.448), and Organizational Support (0.432). This phenomenon may be attributed to the inherent human desire for recognition and affirmation. Sales personnel derive a sense of accomplishment and self-realization from completing sales tasks, which helps them feel more valuable and confident, thereby enhancing their identity with private enterprises. Self-realization is also one of the fundamental drivers of self-development and progress. Continuously improving skills and achieving success in sales is crucial for enhancing employees' sense of belonging and identity with the private enterprise. From an organizational behavior perspective, role positioning and organizational support complement each other. Role positioning helps employees better understand their position and responsibilities within the private enterprise, making it easier to adapt to the company culture, thus fostering a stronger sense of identity. Organizational support provides necessary resources and backing, helping employees improve their abilities and meet their needs, which further strengthens their corporate identity. However, compared to self-realization, role positioning and organizational support are relatively less influential on sales personnel's identity, possibly because self-realization and achievement more directly satisfy the intrinsic needs of accomplishment and personal growth. The direct and mediation validity tests confirm the following hypotheses:

Table 12 The Results of Hypothesis

Hypothesis	Result
H1: There is a positive relationship between role positioning and organizational support among sales personnel in Suzhou's industrial real estate enterprises.	Supported
H2: There is a positive relationship between role positioning and corporate identity among sales personnel in Suzhou's industrial real estate enterprises.	Supported
H3: There is a positive relationship between self-realization of value and organizational support among sales personnel in Suzhou's industrial real estate enterprises.	Supported
H4: There is a positive relationship between self-realization of value and corporate identity among sales personnel in Suzhou's industrial real estate enterprises.	Supported

H5a: There is a positive relationship between organizational support and corporate identity among sales personnel in Suzhou's industrial real estate enterprises.	Supported
H5b: Organizational support acts as a mediating factor in the relationship between role positioning, self-realization of value, and corporate identity among sales personnel in Suzhou's industrial real estate enterprises.	Supported

The issues raised at the beginning of the study can also be addressed: 1) The factors influencing corporate identity of industrial real estate sales personnel in Suzhou, Jiangsu Province include role positioning, self-realization, and organizational support. 2) There is a positive relationship between role positioning and corporate identity in Suzhou's industrial real estate sales personnel. 3) Self-realization is positively related to corporate identity. 4) Measures can be taken to improve the corporate identity of industrial real estate sales personnel in Suzhou, Jiangsu.

5.2 Conclusion

This study conducted an in-depth analysis of the corporate identity of industrial real estate sales personnel in Suzhou, Jiangsu Province, aiming to explore the core factors influencing their corporate identity and empirically validate the proposed hypotheses. The study collected data through a questionnaire survey and applied statistical analysis methods to process the data, ultimately identifying three primary factors affecting corporate identity: self-realization, role positioning, and organizational support. The results indicate that self-realization has the most significant impact on corporate identity, followed by role positioning and organizational support. This suggests that the sense of achievement and personal growth obtained by sales personnel in their work plays a crucial role in enhancing their corporate identity, while clear role positioning and organizational support also contribute positively to a certain extent. When analysing the factors affecting corporate identity among sales personnel, the researchers found that self-realization is the most influential factor. This may be because the nature of the sales profession requires employees to achieve performance goals through individual effort. When they succeed in their work, they develop a strong sense of pride and accomplishment. This sense of achievement not only boosts their professional confidence but also strengthens their sense of belonging and identity with the company. Additionally, self-realization is closely linked to career development. If sales personnel have opportunities for growth and promotion within the company, their corporate identity is further enhanced. Therefore, when designing incentive mechanisms for sales personnel, companies should fully consider how to meet their self-realization needs, such as by offering more career development opportunities, improving promotion mechanisms, and establishing performance-based reward systems. Secondly, role positioning also plays a crucial role in shaping the corporate identity of sales personnel. A well-defined role helps sales personnel better understand their responsibilities and value within the company, thereby enhancing their sense of belonging. Role positioning not only involves specific job tasks and responsibility allocation but also includes alignment with corporate culture and values. The study found that when sales personnel have a clear understanding of their professional role and align with the company's overall goals, their corporate identity is significantly stronger. Therefore, in managing sales teams, companies should provide effective job training, regular performance feedback, and career planning guidance to help sales personnel better understand their roles and realize their personal value in their work. Overall, the conclusions of this study not only deepen the understanding of factors influencing corporate identity but also provide empirical support for industrial real estate companies to optimize sales team management. Companies can enhance corporate identity by offering clearer career development paths, increasing organizational support, and fostering a greater sense of achievement among sales personnel. Furthermore, the findings of this study also hold reference value for other industries. Different types of companies can apply these insights according to their own characteristics to improve employees' corporate identity and loyalty.

5.3 Recommendation

As a broader entity, industrial real estate private enterprises should actively create a positive work environment, providing adequate training and development opportunities for sales personnel to help them gain an in-depth understanding of the company's vision, strategy, and culture, thereby enhancing their sense of belonging and identity. Enterprises should make every effort to foster a positive work atmosphere, respect the work-life balance of sales personnel, and offer competitive salaries, benefits, and career development paths to ensure that the efforts of sales personnel are recognized and incentivized. In terms of role positioning, enterprises can provide clearer job guidance for sales personnel, including defining the scope of responsibilities, work goals, and task requirements, which will help sales personnel better understand their position and career development path. Additionally, enterprises should regularly organize internal training to help sales personnel deeply grasp the corporate culture and enhance their professional

skills, enabling them to complete their work more efficiently. Furthermore, managers should continuously optimize their management practices and adopt more humane and efficient management models to reduce the work pressure on sales personnel. This allows them to focus on customer communication rather than being overly concerned with internal management processes. Industrial real estate companies should also pay attention to the career development and motivation mechanisms for sales personnel. By providing more promotion opportunities, strengthening career planning support, and encouraging innovation in the workplace, enterprises can effectively enhance employees' sense of self-worth and achievement.

A high-quality corporate platform not only provides sales personnel with career development opportunities but also offers better arrangements for their work and life. Therefore, sales personnel themselves need to take proactive measures to promote career growth and drive business development. Firstly, sales personnel should actively understand and identify with the corporate culture, including the company's history, vision, mission, and values, to build a sense of belonging and pride toward the company. At the same time, they should familiarize themselves with the company's products and services, study market demands and industry trends and continuously enhance their professional knowledge and business skills to better meet customer needs and improve their own competitiveness. Secondly, sales personnel should formulate a reasonable career development path based on their personal career goals and the company's development plan, making full use of the training resources and learning opportunities provided by the company to continuously improve their professional skills and business acumen. They should also actively participate in the company's innovation projects, contributing to the company's development while enhancing their own value and supporting the long-term growth of the enterprise. In terms of teamwork, sales personnel should actively share their experiences and skills with colleagues, complete tasks together, and cultivate a good team spirit. Meanwhile, they should establish and maintain good interpersonal relationships, including interactions with colleagues, leaders, and clients, to improve work efficiency and customer satisfaction. When communicating with clients, sales personnel should gain an in-depth understanding of customer needs, provide high-quality service, and establish long-term, stable customer relationships. In summary, sales personnel should aim to achieve professional value and self-improvement in the industrial real estate sector by adopting the right career mindset, continuously learning, refining their skills, and actively engaging in the company's growth. At the same time, by establishing good interpersonal relationships and collaborating closely with team members and clients, they can contribute to the company's growth and achieve greater success in their careers.

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