
Acceptance of Corporate E-carsharing: A Quantitative Analysis of New Influencing Factors

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Abstract

The paper examines the acceptance indicators of corporate e-carsharing in Germany. The study is based on the Unified Theory of Acceptance and Use of Technology (UTAUT) and extends this model by incorporating the dimensions of “hedonic motivation,” “perceived innovativeness,” and “organizational culture.” The aim was to analyze the determinants that influence employees' intention to use these mobility services, and how the findings compare to existing literature.

An online survey was conducted with 89 employees of a regional energy and utility group and its subsidiaries. The data were analyzed using multiple regression. The results reveal that social influence and hedonic motivation were the main predictors of usage intention. However, the classical UTAUT constructs such as performance expectancy and effort expectancy were insignificant predictors of usage intention. The additional constructs perceived innovation capabilities and corporate culture were likewise insignificant.

The study indicates that the acceptance of corporate e-carsharing is shaped more by social norms and emotional usage experiences than rational cost–benefit expectations. The study contributes to the refinement of technology acceptance models and in informing managerially important aspects of implementing sustainable corporate mobility.

Future research may validate these findings in other industries and apply longitudinal approaches to capture dynamic acceptance processes.

Keywords: corporate e-carsharing, technology acceptance, UTAUT, hedonic motivation, social influence, sustainable mobility

1. Introduction

Corporate Mobility is changing rapidly and pervasively. Climate-related objectives, legal mandates, and employee demands are driving organizations toward more sustainable and flexible thinking around mobility concepts (Brühbach et al. 2022; Stöhr et al. 2025). Companies are heading away from fleet management and moving towards integrated corporate mobility concepts. These can be defined as the holistic management of all mobility requirements in companies (Cristescu et al. 2021; Zallmann et al. 2024; Söhner et al. 2025). Recently published literature will continue to argue that sustainable corporate mobility should be viewed as a strategic management tool that balances environmental-related effects, economic efficiency, and employee satisfaction simultaneously through an integrated approach consisting of economic drivers, new technology, and organizational changes (Söhner et al. 2025). Within the integrated mobility space, corporate e-carsharing is a disruptive solution that was beyond best practice. With e-carsharing, the organization is reducing its fleet size and emissions while allowing employees real-time access to electric vehicles for business use and limited private use (Esche & Steinemann 2021; Rid et al. 2018). This is not just a cost driver, it has an employer branding component, which also structures an approach to corporate sustainability strategy (Great Place to Work, 2024; IHK Köln, 2019).

Previous research on technology acceptance shows that only a limited number of national and international studies address the psychological acceptance of carsharing services and the underlying constructs from a user perspective. In particular, the psychological acceptance of e-carsharing in a corporate context has so far received little attention. Despite the increasing implementation of e-carsharing services within companies, their actual acceptance by employees remains insufficiently explored empirically. Existing studies mainly focus on public carsharing or technology-based mobility services in general (Madigan et al., 2017; Tran et al., 2019; Curtale et al., 2021).

The lack of research on employee acceptance in regard to corporate is especially problematic because the employees are the main determinants of the success/failure of the offerings (Fleury et al. 2017; Söhner et al. 2024). The purpose of this study was to fill that gap by providing an empirical validation of an extended acceptance technology model for corporate e-carsharing.

1.1 Review of the Scientific Literature

Historically, new technology adoption was being studied in sociopsychological models such as the Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975) and the Theory of Planned Behavior (TPB) (Ajzen, 1991). Then, Davis (1989) used both theories as starting points to develop the Technology Acceptance Model (TAM), which proposed perceived usefulness and ease of use of technology were predictors of behavioral intention or intention to use technology.

Even though TAM has a large amount of research, it has been criticized for not including social and organization variables (Bagozzi, 2007; Legris et al., 2003).

Venkatesh et al. (2003) later brought together prior models under the Unified Theory of Acceptance and Use of Technology (UTAUT), which has become the most commonly used framework used to explain acceptance of technology. UTAUT is distinct as it identifies four constructs: performance expectancy, effort expectancy, social influence, and facilitating conditions. UTAUT has four moderating variables including gender, age, experience, and voluntariness of use, which are said to predict behavioral intention and actual use. Then Venkatesh et al. (2012) extended the UTAUT model to UTAUT2 adding an additional three constructs including hedonic motivation, price value and habit.

In terms of the transport and mobility sector, the UTAUT model has been a valuable framework used to understand acceptance of users to innovative services. For instance, Madigan et al. (2017) studied acceptance of automated transport systems in Greece and used an extended UTAUT2 framework. They revealed hedonic motivation was the strongest predictor of usage intention while effort expectancy was not significantly related to intention usage. This demonstrates that emotional and experiential facets are increasingly influential within the various mobility services landscapes. Similarly, Tran et al. (2019) studied an electric carsharing program in China, where they reported that performance expectancy, hedonic motivation, and familiarity of the concept were noted as core elements driving acceptance, where social influence was not significant. This suggests that culture and local markets can change the weight of relative importance of UTAUT constructs.

Conversely, Curtale et al. (2021) studied shared electric mobility services in the Netherlands, where social influence was the strongest construct, then performance expectancy, and personal attitude followed. Their findings highlight the contextual dependence of acceptance mechanisms, which can be explored in future studies from a perspective of national cultures and organizational contexts. Collectively, the literature is currently an emerging body of empirical work that provides evidence for the validity of UTAUT model, and advocates the specificity of the context to mobility innovations.

Consequently, research on corporate carsharing is still relatively limited, however there is an increasing trend. Clark et al. (2015) found through a UK study, in addition to the rapid growth in business-to-business (B2B) car sharing compared to private sector carsharing models, some employees shift directly from using their private vehicle for a work trip to accepting the carsharing models. Clark et al. (2015) also highlighted that organizational initiatives, policies and guidelines that drive sustainable mobility influences using corporate vehicles.

One of the most important contributions to the literature comes from Fleury et al. (2017), who employed the UTAUT model in a case study of a French corporate carsharing utility. Their analysis revealed that effort expectancy and perceived environmental friendliness were the two

strongest determinants of the usage intentions. Notably, performance expectancy, a central construct in "classic" UTAUT studies, was less relevant here. This study demonstrated that corporate carsharing adoption could be less dependent on efficiency gains, but more dependent on employees' perceptions of the system as easy to use and consistent with employees' sustainability values. Fleury et al. (2017) thus also produced one of the first empirical demonstrations of the contextual adjustment needed to adapt technology acceptance models for corporate mobility environments.

Similarly, Wieding et al. (2022), in their analysis of the B2B carsharing initiative in Gothenburg, Sweden, found that corporate carsharing can facilitate cost savings, sustainability and attractiveness to employers, but they also reiterated major impediments including contradictory economic incentives, the absence of behavioral data, and cars-based cultures. This reinforces the earlier mentioned need to bring organizations and employees in alignment with new mobility innovations.

Building on this, Söhner et al. (2024) studied a corporate e-carsharing program in Germany, qualitatively. They developed their analysis beyond most previous studies by identifying three additional acceptance factors, perceived innovation capability, hedonic motivation and corporate culture. Employees understood carsharing as functional but also saw the symbolic value of an innovative company initiative, and the emotional value related to enjoyment of driving. Additionally, the study examined whether overall corporate culture, such as openness to change and commitment to sustainability, was a distinguishing background condition for acceptance. Söhner et al. (2024) thus demonstrated that conventional UTAUT constructs do not account for a second-level contextual tuning or contextually needed additional factors to account for corporate carsharing dynamics.

Lastly, Guzmics and Kutzner (2025) extended the analysis through the lens of the COM-B model, suggesting that barriers addressing motivation and infrastructure outweighed individual capability when assessing use. This reinforces the imperative to move beyond conventional technology acceptance frameworks, in the analysis of different models of carsharing in organizations.

As such, these studies establish both the relevance of existing acceptance frameworks, but also that it is necessary to consider new and contextually appropriate factors in the analysis of corporate e-carsharing. This study fills this gap by quantitatively testing an expanded and contextualized (UTAUT) model, in a German corporate mobility context.

1.2 Research Question and Research Objective

As the previously presented research shows, the UTAUT model represents a suitable theoretical framework for explaining the acceptance of technology-based mobility solutions. At the same time, several studies indicate that the model should be extended for specific application contexts such as corporate carsharing.

Söhner et al. (2024), in a qualitative study, identified both classic determinants of the UTAUT model and additional constructs known from carsharing research, including performance expectancy, effort expectancy, facilitating conditions, perceived environmental friendliness, and the cost–benefit ratio as key factors influencing usage intention. In addition, three further constructs were highlighted as particularly relevant: perceived innovativeness, hedonic motivation (driving enjoyment), and organizational culture.

Building on these findings, a research gap emerges regarding these three influencing factors in the context of corporate carsharing. Therefore, the aim of this study is to examine the impact of hedonic motivation, perceived innovativeness, and organizational culture on the acceptance of a corporate carsharing service.

1.3 Hedonic Motivation (Driving Enjoyment)

Hedonic motivation describes the degree of enjoyment or pleasure derived from using a technology (Venkatesh et al., 2012) and has been confirmed as an important determinant of technology acceptance in numerous studies (e.g., van der Heijden, 2004). In the field of technology-based mobility solutions, a positive relationship between hedonic motivation and usage intention has also been observed, for example in automated transport systems (Madigan et al., 2017), autonomous delivery vehicles (Kapsler & Abdelrahman, 2020), and electric carsharing (Tran et al., 2019).

1.4 Perceived Innovativeness

Perceived innovativeness refers to the extent to which an offering is perceived as novel and future-oriented (Choi et al., 2020; Lowe & Alpert, 2015; Rogers, 2003). Studies show that innovative products are adopted more quickly (Adiele & Amue, 2012) and that perceived innovativeness can positively influence usage intention (Nikou, 2019).

1.5 Organizational Culture

Organizational culture encompasses the values, beliefs, and norms that shape employees' behavior (Schein, 2010). Studies indicate that an innovation-supportive organizational culture can foster the acceptance of new technologies (Büschgens et al., 2013; Jones et al., 2005; Vogelsang et al., 2013). In the context of corporate mobility, organizational culture also plays an important role in the successful implementation of new solutions (Cristescu et al., 2021).

Based on these results, this study provides an empirical test of an extended UTAUT model for corporate e-carsharing. The model incorporates both the original constructs (performance expectancy, effort expectancy, social influence, and facilitating conditions) and three new constructs from the literature (hedonic motivation, perceived innovation capability, and corporate culture) (Söhner et al., 2024).

The central research question is:

To what extent do hedonic motivation, perceived innovation capability, and corporate culture influence employee acceptance of corporate e-carsharing in Germany?

From this, the following hypotheses were derived:

- H1: Original UTAUT constructs positively influence usage intention.
 - H1a: Performance expectancy positively influences usage intention.
 - H1b: Effort expectancy positively influences usage intention.
 - H1c: Social influence positively influences usage intention.
 - H1d: Facilitating conditions positively influence usage intention.

- H2: Extended constructs positively influence usage intention.
 - H2a: Hedonic motivation positively influences usage intention.
 - H2b: Perceived innovation capability positively influences usage intention.
 - H2c: Corporate culture positively influences usage intention.

- H3–H5: Demographic and experiential moderators (age, gender, usage experience) affect the strength of relationships between constructs and usage intention.

The extended research model is illustrated in Figure 1.

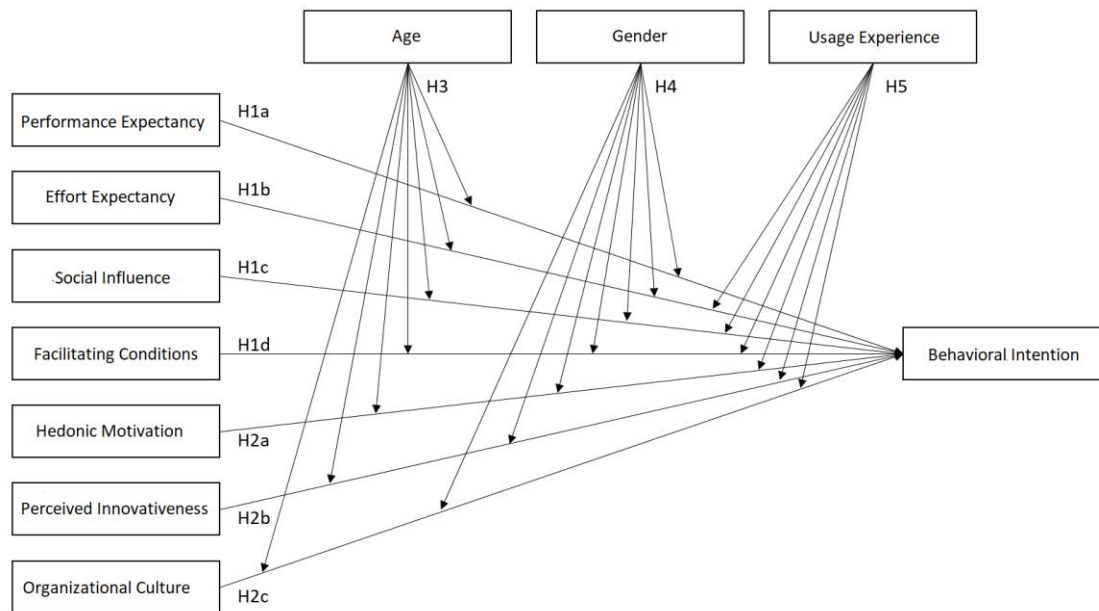


Figure 1. Research-modified UTAUT model

The purpose of the study is therefore twofold: 1) to provide quantitative evidence for the existence of extended acceptance factors in this corporate e-carsharing context and 2) to provide

practical recommendations for companies interested in operating e-carsharing services as part of a sustainable mobility solution.

2. Research Methodology

2.1 Research Design and Measurements

The quantitative, hypothesis-testing research design was backed with a cross-sectional online survey. The research method was selected because it is an efficient means of data collection, minimizes interviewer bias, and allows for automated analysis (Wagner-Schelewsky & Hering, 2022). However, online surveys bring threats to validity such as possible non-response bias. Therefore, compact instrument design and motivating factors such as using a progress bar were utilized to improve completion rates (Möhring & Schlütz, 2019; Welker et al., 2005).

The instrument was a standardized questionnaire that was based on an extended UTAUT framework (Venkatesh et al., 2003; Venkatesh et al., 2012) and consisted of 36 items in total for 8 theoretical constructs plus an additional block to subjectively rank relevance. The constructs were defined as:

Performance expectancy, effort expectancy, social influence, facilitating conditions: adapted from existing UTAUT validated measures (Fleury et al., 2017; Madigan et al., 2017; Tran et al., 2019).

Hedonic motivation: taken from UTAUT2 and previous mobility studies of driving enjoyment (Madigan et al., 2017; Tran et al., 2019).

Perceived innovation capability: newly developed items, based on theory in innovation adoption research (Choi et al., 2020; Rogers, 2003) and the findings in Söhner et al. (2024).

Table 1. The items of modified UTAUT constructs

Construct	Items
Performance	PE1: I find CCS useful for my business-related mobility.
Expectancy (PE)	PE2: I consider the offer useful in the professional context. PE3: The offer helps me to organize business trips more efficiently. PE4: The CCS offer efficiently meets my private mobility needs.
Effort Expectancy (EE)	EE1: The interaction with CCS is clear and understandable. EE2: I find it easy to use the CCS offer for business trips. EE3: Using it for private trips is easy for me to arrange. EE4: I can quickly learn how to use the offer.
Social Influence (SI)	SI1: I would use CCS because colleagues perceive it positively. SI2: My professional environment expects me to use the offer.

	SI3: People who are important to me think I should use the offer.
	SI4: People whose opinion I value support the use of CCS.
Facilitating Conditions (FC)	FC1: If I have problems with CCS, I know where to get help. FC2: I have the necessary resources to use the offer. FC3: My tasks and work environment generally allow me to use CCS. FC4: The private use of the CCS offer is compatible with my everyday work life.
Hedonic Motivation (HM)	HM1: Using the CCS vehicle gives me joy. HM2: I perceive trips with the CCS vehicle as pleasant. HM3: I look forward to using the CCS vehicle. HM4: Overall, I find the use of the CCS offer pleasant and appealing.
Perceived Innovation Capability (PI)	PI1: The CCS offer appears innovative to me. PI2: I perceive the offer as technologically advanced. PI3: The offer represents a differentiation compared to others. PI4: I see CCS as a modern approach to corporate mobility.
Organizational Culture (OC)	OC1: Sustainable mobility is promoted in my company. OC2: My company encourages me to use the CCS offer. OC3: My company is open to new technologies. OC4: My company actively supports the introduction of innovative mobility solutions such as CCS.
Behavioral Intention (BI)	BI1: I intend to use the CCS offer every time for my business mobility. BI2: I intend to use the CCS offer every time for my private mobility. BI3: I intend to use the CCS offer whenever I need a car. BI4: I intend to occasionally use the CCS offer privately. BI5: I would encourage my colleagues to use the CCS offer.

All items were measured on five-point Likert scales (1 = strongly disagree, 5 = strongly agree). This scaling allowed for both more meaningful responses and the use of parametric statistics (Blasius, 2022). Participants ranked each construct’s subjective importance, adding context to the steering interpretation.

See Table 1 for a complete overview of the measurement items per construct.

2.2 Participant Characteristics

The survey was performed on employees from a regional energy and utility group and its subsidiaries. This sample population was chosen since employees were either directly involved with or at the very least were familiar with the corporate e-carsharing pilot project thereby providing contextuality and contextual referentiality about the service.

Prior to launch, the questionnaire was pretested with the Think-Aloud method with two colleagues involved in the pilot project itself, and six other participants of varied demographics.

The pretest was successful in fine-tuning wording, and the structure of the questions (Möhring & Schlütz, 2019).

The final survey was conducted online using EvaSys, the survey was delivered begin July 8, 2025 and closed July 22, 2025. Invitations were sent through internal communication mediums, including newsletters and email lists, and totalled a single reminder altogether, to improve the response rates.

Ultimately $n = 89$ valid responses were sourced for the study. The sample was characterized as 39.9% male and 60.1 female, with an average age of 30.50 years ($SD = 10.40$ and range = 17–58 years). With respect to job roles, 36% of respondents were working in administrative or clerical roles, 25.8% were pupils or students, with the remainder represented mostly in technical, and managerial roles. 50.6% reported previous carsharing experience, while 41.6% had previously engaged the organization's corporate e-carsharing service. Ultimately, with these characteristics, we can be assured of a heterogeneous, but still, relevant, group of participants with similar context.

2.3 Analysis Procedure

IBM SPSS Statistics was used to conduct data analyses. The process of analysis consisted of three key steps.

The first step was to calculate descriptive statistics to describe the composition of the sample, while examining the central tendencies of each construct (means, standard deviations).

The next step was to evaluate the reliability and the validity of the constructs scales. Each scale was subject to item-analysis for item difficulty and item total correlations. An item from the "facilitating conditions" scale was excluded in the item-analysis because of low item-total correlation. Cronbach's alpha was employed to establish the internal consistency of the scales, suggesting a threshold of $\alpha \geq .70$ as acceptable reliability (Mummendey & Grau, 2014).

The final step was to run a multiple linear regression analysis to test the hypothesis. Multiple linear regression is appropriate to test relationships between multiple independent variables and a single dependent variable (Blasius & Baur, 2022). Usage intention was hypothesized to be dependent and the seven constructs were the independent variables.

The standard regression assumptions (i.e. normality, linearity, homoscedasticity) were tested using scatterplots, P-P plots, variance inflation factor (VIF), and tolerance (Backhaus et al., 2021). Cook's distance was used to examine any influential outliers.

As well, a hierarchical regression analysis was performed to examine the moderating effects of demographics (age, gender) and usage experience (Wentura et al., 2023). Usage experience was

incorrectly measured due to some respondent errors thereby limiting evaluability in the statistical tests.

Overall, this multi-step approach provided the methodological rigor of the study and permitted both hypothesis testing and exploration of moderating effects in corporate e-carsharing acceptance.

3. Results and Discussions

Descriptive analyses revealed generally positive attitudes towards corporate e-carsharing among the employees of the company group being examined. The mean scores for most constructs were above the midpoint on the five-point scale, with perceived innovation capability, and organizational culture returning the highest means. In contrast, the construct of social influence received only moderate ratings.

To assess the quality of the scales used, an item analysis was conducted. The difficulty of an item was evaluated based on its mean value. Items with a mean below 20% and above 80% are considered critical. However, an item was only excluded if its removal led to an improvement in Cronbach's alpha and did not impair the content coverage of the construct.

In addition, item discrimination was analyzed, i.e., the correlation between an item and the total score of its scale. The higher the discrimination index, the better an item contributes to measuring the underlying construct. A questionnaire is considered homogeneous if all items show high discrimination; accordingly, items with low discrimination should be removed. However, there is no fixed threshold that discrimination must meet; depending on recommendations, values of 0.30, 0.40, or 0.50 are used (Mummendey & Grau, 2014). In the present analysis, a threshold of 0.30 was applied. With the exception of one item ("The private use of the CCS offer is compatible with my work routine") in the construct "supportive framework conditions," all items met the criteria; this item was therefore removed.

To assess internal consistency, a reliability analysis using Cronbach's alpha was conducted. Latent variables with a Cronbach's alpha of at least $\alpha = 0.70$ are considered to have acceptable internal consistency (Mummendey & Grau, 2014). Two constructs (effort expectancy, $\alpha = 0.672$; supportive framework conditions, $\alpha = 0.617$) fell slightly below this threshold. However, they were retained due to their clear theoretical foundation and empirical use in previous studies (Fleury et al., 2017; Söhner et al., 2024).

To assess the core hypotheses, a multiple linear regression was performed with usage intention as the dependent variable and the seven theoretical constructs as predictors (see Table 2). The model explained a good amount of variance in usage intention (adjusted $R^2 = .388$), overall indicating good explanatory strength for an acceptance study of this nature (Backhaus et al., 2021).

Social influence ($\beta = .264, p < .01$) and hedonic motivation ($\beta = .250, p < .05$) were significant predictors of usage intention. This shows that the acceptance of corporate e-carsharing is largely driven by social norms within the company, as well as the enjoyment, or effective well-being, of driving electric cars. The results confirm the findings of the prior studies by Madigan et al. (2017), Tran et al. (2019), and Curtale et al. (2021), all of whom highlighted the role of social and hedonic factors as central in mobility acceptance.

In contrast to the expectations of the original UTAUT model (Venkatesh et al., 2003), performance expectancy ($\beta = .117, p > .05$) and effort expectancy ($\beta = .223, p > .05$), as well as facilitating conditions ($\beta = -.010, p > .05$), did not emerge as significant predictors of usage intention. This is a notable finding, as those two constructs are traditionally considered to be prominent predictors in technology adoption. One possibility is that employees considered that the efficiency of their mobility behavior would not differ significantly or assumed that the system would be easy to use by default. Similar discrepancies were noted in Fleury et al.'s (2017) corporate carsharing study in France.

The additional constructs of perceived innovativeness ($\beta = .015, p > .05$) and organizational culture ($\beta = .037, p > .05$), which are based on Söhner et al. (2024), also showed no significant results. This suggests that employees generally evaluate innovation and organizational support positively, but these factors do not have a direct linear relationship with individual usage intention. This finding is partly inconsistent with the qualitative results of Söhner et al. (2024), who identified both influencing factors as relevant.

One possible explanation could be that the perception of innovation and cultural support in the studied sample was not sufficiently differentiated, or that the measurement instruments used were only able to capture the constructs to a limited extent. Furthermore, the still early development stage of the pilot project may have resulted in an innovation-promoting organizational culture not yet being sufficiently visible or embedded in everyday work practices. In addition, it is conceivable that organizational culture exerts rather an indirect influence on usage intention, for example via social norms or facilitating conditions, rather than directly affecting individual intention. It is also possible that perceptions of organizational culture were relatively homogeneous, resulting in limited variance and making statistical effects difficult to detect.

Moreover, in concrete mobility decisions, practical factors such as time savings, availability, or driving enjoyment may be more prominent, while organizational culture—as an abstract and less directly perceivable factor—may play a secondary role. Finally, the voluntary nature of the corporate car-sharing usage may also contribute to weaker cultural effects, as the decision is more strongly shaped by individual preferences than by organizational norms.

To see whether there are supposed moderating effects, hierarchical regressions were conducted with gender and age as moderators (see Table 3). The inclusion of the moderators did not

enhance the explanatory power of the model. No interaction terms were statistically significant, suggesting an overall homogeneity of acceptance drivers across demographic groups.

The variable usage experience was excluded from the moderation analysis. Although it was originally intended as a moderator, it was misunderstood by many participants and therefore could not be meaningfully analyzed statistically. Instead of evaluating usage experience within the context of the corporate e-carsharing pilot project, several respondents assumed that the question referred to the public car-sharing service of the subsidiary company.

As a result, the variable could not be collected in the intended form, making a statistical test of this moderation effect impossible. Consequently, hypothesis H5 can neither be confirmed nor rejected.

In total, taking the findings from the multiple and hierarchical regression analysis together yielded the following conclusions to the hypotheses:

- Supported: H1c (social influence), H2a (hedonic motivation)
- Not supported: H1a (performance expectancy), H1b (effort expectancy), H1d (facilitating conditions), H2b (perceived innovation capability), H2c (corporate culture)
- Moderators: H3 (gender) and H4 (age) did not show moderation. H5 (usage experience) could not be tested due to measurement issues.

The results present strong insights into the determinants of corporate e-carsharing acceptance. The finding regarding social influence is particularly noteworthy. Although this construct was rated as the least important in the descriptive analysis by participants, it emerged as the strongest predictor of usage intention in the regression analysis. This suggests that the influence of colleagues and supervisors on employee behavior is often underestimated, yet plays a crucial role. The results therefore highlight the importance of targeted internal communication as well as active support from managers in promoting sustainable mobility services. Managers and colleagues function as important reference groups that, through role modeling and social norms, can significantly influence the acceptance of new technologies (Wieding et al., 2022; Guzmics & Kutzner, 2025). Similar findings are reported by Curtale et al. (2021), who identify social influence as the strongest driver of acceptance of electric car-sharing services. In contrast, Fleury et al. (2017) found no significant relationship in their case study.

These differences illustrate the context dependency of the construct and suggest that the impact of social norms and expectations strongly depends on company- and culture-specific factors (Blut et al., 2022).

The importance of hedonic motivation indicates that emotional factors such as enjoyment or novelty were key enablers for employees to engage with corporate e-carsharing, which is consistent with studies on autonomous vehicles and electric mobility (Madigan et al., 2017; Tran et al., 2019).

In contrast, the lack of significance of performance expectancy, effort expectancy, and facilitating conditions calls into question the generalizability of the UTAUT model. It is possible that employees generally perceive organizational mobility services as functional by default, meaning that social and emotional factors act as stronger motivators than rational cost–benefit considerations.

Furthermore, the non-significant effects of innovativeness and organizational culture suggest that these factors may operate more indirectly or in the long term, rather than exerting a direct influence on usage intention. Overall, this study therefore highlights the need for a stronger contextualization of acceptance models in the field of corporate mobility. The UTAUT predictors cannot be transferred one-to-one.

Therefore, it is recommended that companies place greater emphasis on social support and emotional appeal when designing and implementing corporate e-carsharing, rather than focusing primarily on technical or functional benefits.

Table 2. Results of the Multiple Linear Regression on Behavioral Intention

	Dependent Behavioral Intention		Variable
	β	t	
Performance Expectancy (PE)	,117	1,057	
Effort Expectancy (EE)	,223	1,971	
Social Influence (SI)	,264	2,816**	
Facilitating Conditions (FC)	-,010	-,102	
Hedonic Motivation (HM)	,250	2,080*	
Perceived Innovation Capability (PI)	,015	,154	
Organizational Culture (OC)	,037	,383	
R ²	,436		
Adjusted R ²	,388		
F	8,963**		

Note. Author’s own illustration; standardized regression coefficients. *p < .05; **p < .01

Table 3. Results of the Hierarchical Regression Analysis for Testing the Moderators

Construct	Moderator	Dependent Behavioral Intention					Variable
		ΔR^2	ΔF	$p(\Delta F)$	Interaction Term β	$p(\text{Interaction})$	
PE	Age	,000	,000	,997	,000	,997	
	Gender	,022	2,598	,111	-,233	,111	
EE	Age	,002	,203	,654	,045	,654	
	Gender	,000	,005	,944	-,012	,944	
SI	Age	,002	,265	,608	-,050	,608	
	Gender	,004	,409	,524	-,087	,524	
FC	Age	,018	1,725	,193	-,137	,193	
	Gender	,001	,085	,772	-,053	,772	
HM	Age	,022	2,779	,099	-,147	,099	
	Gender	,000	,028	,868	-,025	,868	
PI	Age	,000	,030	,862	,020	,862	
	Gender	,000	,030	,864	,030	,864	
OC	Age	,000	,032	,858	-,022	,858	
	Gender	,023	2,239	,138	-,271	,138	

Note. Author's own illustration.

4. Limitations and Criticism

The present results must be critically reflected upon in light of several limitations. First, the sample size of $n = 89$ is relatively small and limited to only one corporate group. A small sample size can restrict the explanatory power of the results, as it may not be representative of the population. In addition, a low number of cases increases susceptibility to random bias and outliers, which can affect the stability of the findings. Furthermore, a small sample can reduce statistical power, meaning that existing relationships may not be detected (Type II error).

As a result, the generalizability of the findings is limited, as industry-specific and organizational cultural conditions can have a significant influence on the acceptance of new technologies (Blut et al., 2022). A broader and more diverse sample would be necessary to ensure the transferability of the results to other corporate contexts. Second, the study was conducted within a single corporate group, which limits external validity and may reflect organization-specific cultural factors (Möhring & Schlütz, 2019).

Third, two constructs (facilitating conditions and perceived innovativeness) showed reliability values slightly below the recommended thresholds, which may have reduced the explanatory power of these constructs (Mummendey & Grau, 2014). In addition, the operationalization of usage experience was misunderstood by some participants, which limited the reliability of the moderation analyses. Changes in acceptance due to increasing usage experience could therefore not be taken into account (Wentura et al., 2023). This should be further examined in future

studies, with particular emphasis on clearly distinguishing and explaining the difference between corporate car-sharing and public car-sharing to participants.

Finally, the cross-sectional research design captures only a single point in time regarding acceptance. To investigate changes in perceptions over time, longitudinal studies are required that observe how attitudes evolve as employees gain more experience with corporate e-carsharing (Wentura et al., 2023).

5. Conclusion

The study broadens the UTAUT model, testing new acceptance factors (hedonic motivation, perceived innovation capability, and corporate culture) regarding corporate e-carsharing. The findings indicate that social influence and hedonic motivation were the most significant determinants of employee intention to use the service and not the classical constructs of performance expectancy and effort expectancy.

These results present both theoretical and practical implications. They challenge the universality of UTAUT and highlight the need to incorporate context-specific factors into research on corporate mobility. They clearly indicate that companies need to place greater emphasis on social acceptance (e.g., communication by managers and role models among colleagues) and on the emotional aspect of corporate e-carsharing (e.g., positive user experiences and innovative branding).

Future studies can confirm the results on larger, more diverse samples, longitudinal data and identify how organizational frameworks influence long term adoption. By showing the importance of social and emotional causes, this study contributes to the continued development of acceptance theory and the implementation of sustainable corporate mobility solutions.

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