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Article

The Intermediary Role of Talent Retention: The Impact of Broadcasting Strategy and McKinsey 7s Synergy on the Public Service Performance of Grassroots Radio Stations in Xinjiang, China

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Abstract: This study aims to explore how the broadcasting strategies of county-level radio stations in the Xinjiang Uygur Autonomous Region of China and McKinsey 7S organizational synergy affect public service performance through the mechanisms of talent retention and employee loyalty. Grounded in the resource-based view, social exchange theory, organizational commitment theory, and equity theory, an integrated theoretical model is constructed. The model proposes a sequential pathway: broadcasting strategy (encompassing strategic content and strategic consensus) leads to McKinsey 7S organizational synergy, which subsequently influences talent retention and loyalty, ultimately impacting public service performance. A comprehensive mixed-methods research design, combining extensive questionnaire surveys (N = 496) and in-depth qualitative interviews (N = 18), was adopted to conduct an empirical investigation on employees of prefecture-level and county-level radio stations in Xinjiang. The empirical results demonstrate that both broadcasting strategy and 7S organizational synergy exert a significant positive impact on public service performance and talent retention. Furthermore, talent retention and employee loyalty play a significant partial mediating role in the relationships between broadcasting strategy, organizational synergy, and public service performance. Additionally, job type presents a significant moderating effect on the pathways leading to talent retention, whereas ethnic identity shows no significant moderating effect. Ultimately, this study expands the application boundaries of media management and talent retention theories within a multi-ethnic context, providing practical strategic suggestions for the organizational optimization and talent management of grassroots public service media.

Keywords: radio stations; mckinsey 7s model; talent retention; service performance; media management; organizational synergy

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1. Introduction

Against the backdrop of global digitalization and the knowledge economy, the media industry is undergoing a profound transformation from traditional one-way communication to multi-channel, interactive, and intelligent operation. As a vital segment of traditional media, the broadcasting industry is confronted with multiple challenges, including audience fragmentation, technological backwardness, and brain drain [1]. In particular, in Xinjiang Uygur Autonomous Region of China, prefecture and county-level radio stations serve as the core carrier of grassroots public service media, undertaking key functions in public information provision, cultural dissemination, and community

communication. Nevertheless, restricted by insufficient resources, remote geographical conditions, and the particularity of multi-ethnic settlements, such radio stations generally suffer from inadequate strategic adaptability, weak organizational coordination, severe talent loss, and low public service performance.

Existing studies on media management mainly focus on central cities and mainstream media, while paying insufficient attention to grassroots media in multi-ethnic, resource-constrained contexts. Taking prefecture and county-level radio stations in Xinjiang as the empirical research setting, this study innovatively integrates the McKinsey 7S Model with talent retention theories and constructs a systematic theoretical framework of "strategy-organization-talent-performance." It also clearly distinguishes the dual dimensions of broadcasting strategy, namely strategic content and strategic consensus [2]. This integrated model not only expands the contextual application scope of media management theories but also provides empirical evidence and practical guidance for organizational optimization and talent governance of grassroots media in multi-ethnic regions.

This study aims to address the following three core research questions:

Against the unique contextual background of Xinjiang Uygur Autonomous Region of China, what unique dimensions are presented by the broadcasting strategy (including strategic content and strategic consensus), talent retention mechanism, performance, and organizational synergy (McKinsey 7S Model) of prefecture and county-level radio stations? What internal correlations exist among these constructs?

Under the premise of meeting the differentiated information and cultural needs of ethnic audiences in Xinjiang, how does the broadcasting strategy (including strategic content and strategic consensus) of regional prefecture and county-level radio stations interact with McKinsey 7S organizational synergy, and further affect public service performance through the mediating effects of talent retention and employee loyalty?

What key operational bottlenecks are currently faced by prefecture and county-level radio stations in Xinjiang Uygur Autonomous Region of China? Based on systematic diagnosis, how to optimize their capacity to fulfill grassroots social functions, including public information supply, cultural service dissemination, and community cohesion?

2. Literature Review and Theoretical Foundation

This chapter systematically reviews the theoretical foundations and related studies, including the Resource-Based View, McKinsey 7S Model, Social Exchange Theory, Organizational Commitment Theory, and Equity Theory, and discusses their applications in media management, organizational synergy, and talent retention to support the theoretical model and hypotheses [3].

The Resource-Based View (RBV) holds that an organization's competitive advantage comes from its unique, scarce, and irreplaceable resources. In the media industry, especially for resource-constrained grassroots radio stations, broadcasting strategy acts as a key strategic resource [2, 4]. This study divides broadcasting strategy into two dimensions: strategic content and strategic consensus. Strategic content refers to content design adapted to multi-ethnic contexts, such as bilingual programs and cross-cultural communication. Strategic consensus means the internal consistency of strategy understanding and implementation, which helps improve cohesion and execution.

The McKinsey 7S Model includes seven interrelated elements: Strategy, Structure, Systems, Style, Staff, Skills, and Shared Values. It is widely used to analyze organizational synergy, operational efficiency, and public service performance. For Xinjiang grassroots radio stations, organizational synergy relies on the coordination of the seven elements, especially cultural inclusiveness, cross-ethnic collaboration, and public service-oriented values, which further affect talent retention and performance.

Social Exchange Theory indicates that employees' loyalty and retention intention increase when they perceive fair treatment, career support, and organizational care [1, 5]. Organizational Commitment Theory highlights that affective commitment is the core of talent retention. Equity Theory emphasizes that fairness in compensation and

development directly affects employees' willingness to stay. Together, these theories explain how strategy and organizational synergy promote talent retention.

Public service media focus on public value rather than economic benefits [6, 7]. Existing research has built multi-dimensional performance frameworks, but few studies focus on grassroots media in multi-ethnic and resource-limited areas. This study defines public service performance from four dimensions: audience coverage, bilingual service, public information supply, and cultural communication.

Although existing research has achieved progress, there are still clear gaps: insufficient contextual focus on triple-constrained environments; insufficient integration of strategy, synergy, talent retention, and performance; limited localized application of the 7S Model in grassroots public media; and shallow research on talent retention mechanisms and moderating variables [8, 9].

This study fills these gaps by constructing an integrated model to explore the mechanism among broadcasting strategy, McKinsey 7S synergy, talent retention, and public service performance in Xinjiang grassroots radio stations [10].

3. Research Purposes

This study aims to achieve the following research objectives:

To identify the localized dimensions and characteristics of four core constructs among prefecture-level and county-level radio stations in Xinjiang Uygur Autonomous Region of China, including broadcasting strategy (covering strategic content and strategic consensus), McKinsey 7S organizational synergy, talent retention and loyalty, and public service performance [11].

To examine the causal relationships between broadcasting strategy, McKinsey 7S organizational synergy, talent retention and loyalty, and public service performance, and to clarify the mediating mechanism of talent retention and loyalty [12, 13].

Based on empirical analysis and diagnosis, to propose optimization paths for organizational adaptability and targeted talent retention strategies for prefecture-level and county-level radio stations in Xinjiang, aiming to alleviate the talent drain dilemma of traditional local media in multi-ethnic regions [6].

4. Research Methodology

Based on the foregoing theoretical foundations and literature review, together with the research model of this study, the following hypotheses are proposed [14].

H1: Strategic broadcasting content has a significant positive effect on public service performance. H2: Broadcasting strategic consensus has a significant positive effect on public service performance [15]. H3: McKinsey 7S organizational synergy significantly improves public service performance. H4: Strategic broadcasting content has a significant positive effect on talent retention and loyalty. H5: Strategic consensus significantly enhances talent retention and loyalty. H6: McKinsey 7S organizational synergy significantly enhances talent retention and loyalty.

H7: Talent retention and loyalty mediate the relationship between strategic broadcasting content and public service performance. H8: Talent retention and loyalty mediate the relationship between broadcasting strategic consensus and public service performance [16, 17]. H9: Talent retention and loyalty mediate the relationship between McKinsey 7S organizational synergy and public service performance. As shown in Figure 1, the theoretical framework of this study is proposed.

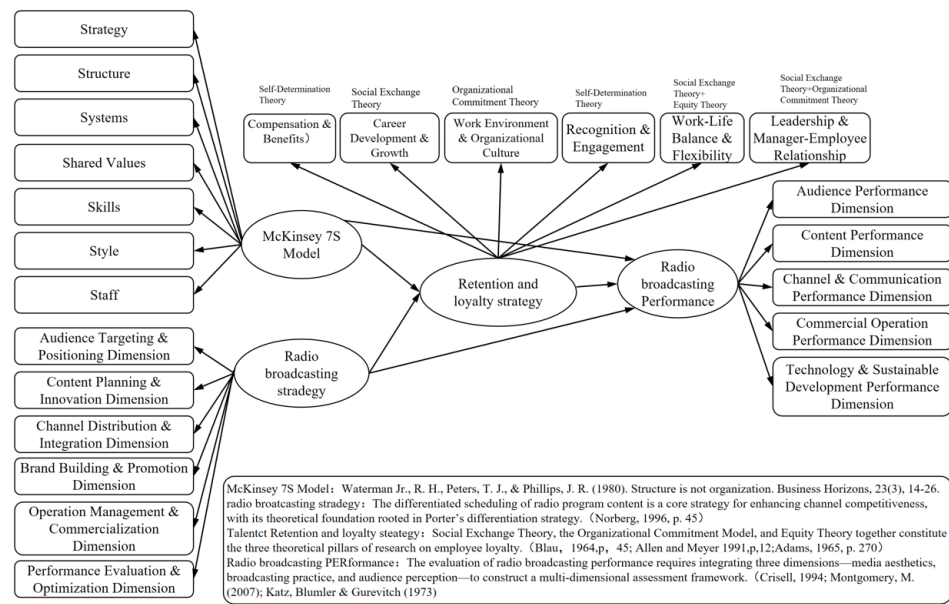


Figure 1. Conceptual Framework

This framework clearly reveals the complete logical path of prefecture and county-level radio stations in Xinjiang: strategic content design → strategic consensus cultivation → organizational synergy support → stable talent transformation → performance output [18].

Broadcasting Strategy defines what the organization aims to accomplish (strategic content) and how to reach internal agreement (strategic consensus). Strategic content adapts to the differentiated demands of multi-ethnic audiences, while strategic consensus guarantees internal strategic implementation [19]. Together, they form the strategic core of grassroots media organizations.

McKinsey 7S Organizational Synergy achieves collaborative operation through the dynamic coordination of seven key elements and provides comprehensive internal support for the implementation of broadcasting strategies. It takes internal operational strategy as the core and regards cross-cultural inclusiveness and cross-ethnic collaboration as shared organizational values.

Talent Retention and Loyalty acts as the critical bridge connecting organizational strategy, organizational synergy, and practical performance. Only by maintaining workforce stability and employee loyalty in Xinjiang's local media can institutional planning and collaborative governance be translated into tangible service practices, ensuring effective strategy implementation and efficient organizational operation.

Public Service Performance, as the core outcome variable, focuses on the essential functions of grassroots public service media. Its evaluation centers on improving information accessibility and expanding the coverage of cultural services for grassroots communities in Xinjiang [20].

This study adopts a mixed research design, with quantitative research as the primary approach and qualitative research as the supplement. Quantitative data are collected through questionnaires, and structural equation modeling (SEM) is employed to verify the research hypotheses. Qualitative research adopts in-depth interviews for supplementary interpretation, so as to enhance the scientificity and rigor of research conclusions. The overall research proceeds in a logical sequence: theoretical integration, hypothesis development, data collection, data analysis, conclusion verification, and countermeasure formulation.

The research participants are formal core employees working at prefecture-level and county-level radio stations in Xinjiang Uygur Autonomous Region, China [3].

In terms of sample composition, the quantitative participants consist of frontline and managerial staff from prefecture-level radio and television institutions, county-level media convergence centers (radio divisions), and independently operated county-level people's radio stations across Xinjiang. A stratified sampling method combining prefecture-level stratification, job quota allocation, and ethnic balance is adopted to ensure regional representativeness, occupational diversity, and ethnic equilibrium. In total, 496 valid questionnaires are collected. For the qualitative sample, purposive sampling is used to select 18 key informants for in-depth interviews, including managers, core business staff, technical and operational personnel, and former employees who have resigned in the past three years. Interview respondents cover Southern Xinjiang, Northern Xinjiang, and Eastern Xinjiang, involving different ethnic groups, job types, and organizational levels, which guarantees the comprehensiveness, representativeness, and complementarity of interview data.

Regarding questionnaire design, following the principles of theoretical grounding and contextual adaptation, the questionnaire is revised on the basis of mature existing scales and adjusted for the local context featuring multi-ethnic settlement, resource constraints, and grassroots public service demands in Xinjiang. A 5-point Likert scale is adopted. The final questionnaire contains 32 items in total: Basic information (8 items), covering media institutional background, administrative level, workplace location, ethnicity, primary working language, gender, age, educational background, working years, and job type; Core construct items (24 items), including Broadcasting Strategy (7 items) with strategic content (4 items, focusing on cross-ethnic audience positioning, bilingual content planning, multi-channel integration, and cross-cultural brand building) and strategic consensus (3 items, focusing on cognitive consistency, value identification, and implementation consensus), McKinsey 7S Organizational Synergy (7 items) with each dimension—structure, systems, staff, style, skills, internal operational strategy, and shared values—measured by one item involving cross-departmental collaboration mechanisms, bilingual service systems, and multi-ethnic talent allocation, Talent Retention and Loyalty (6 items) involving the fairness of compensation and welfare, career development pathways, organizational cultural inclusiveness, cross-ethnic interpersonal relationships, work-life balance, and long-term retention intention, and Public Service Performance (4 items) including audience coverage performance, bilingual service performance, public information supply performance, and cultural communication performance; Open-ended questions (2 items), designed to collect suggestions on media integration obstacles and targeted talent retention strategies.

The data collection process lasted for two months from February to March 2026. A multi-channel strategy was adopted, combining online questionnaire platforms, offline on-site distribution, assistance from industry associations, and simultaneous interview data collection. Questionnaires were distributed through the Wenjuanxing platform, field investigations, and emails to guarantee the breadth and validity of data sources.

5. Results

This study adopted SPSS 26.0 and AMOS 24.0 for data processing and statistical analysis. Data preprocessing covered data entry, outlier detection, missing value processing, normality test, and common method bias test (Harman single-factor test). Descriptive statistical analysis described the basic demographic characteristics of samples and the distribution patterns of core constructs. Reliability and validity analysis employed Cronbach's α coefficient to test the internal consistency reliability of the scale, while Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were applied to assess structural validity. Correlation analysis used Pearson correlation coefficients to examine the correlations among core constructs. Regression analysis and mediation effect test utilized multiple linear regression to verify the direct effect hypotheses (H1–H6), and the Bootstrap method was adopted to test the mediating effect hypotheses of talent retention and loyalty (H7–H9). Moderating effect test took ethnicity and job type as moderating variables, and multi-group structural equation modeling was conducted to

examine group differences in path coefficients. Bottleneck diagnosis integrated quantitative data (frequency analysis, regression coefficients) and qualitative interview materials to systematically identify the key bottlenecks in organizational operation. The demographic characteristics of respondents are presented in Table 1 and Table 2.

Table 1. Basic Situational Characteristic Distribution of Samples

Basic Dimension	Category / Options	Number of samples(n=496)	Proportion(%)
nation	the Han nationality	246	49.6
	Uygur ethnic group	203	40.9
	Kazak	32	6.5
	Other ethnic groups	15	3
Job Type	Management	98	19.8
	Content Production (Host/Editor)	199	40.1
	Technical Operations	124	25
	Comprehensive Services	75	15.1
administrative level	county-level institution	387	78
	Municipal-level institutions	109	22
entire period of actual operation	1-3 years	156	31.4
	4-6 years	182	36.7
	More than 7 years	158	31.9
Primary language for work	Chinese	231	46.6
	Uygur language	189	38.1
	Bilingual (Chinese + ethnic language)	70	14.1
	Other languages	6	1.2
Highest education	junior college	172	34.7
	undergraduate course	289	58.3
	Master's degree or above	35	7

Table 2. Descriptive Statistics of Core Concepts

construct/dimension	sample capacity	least value	crest value	average value(M)	standard deviation(SD)	median (Md)	Coefficient of Variation (CV%)
Broadcast strategy	496	1.125	4.75	2.265	1.007	1.875	44.44
Strategic content	496	1.25	4.75	2.276	0.984	1.875	43.21
Strategic consensus	496	1	5	2.254	1.13	2	50.15
McKinsey 7S	496	1	4.88	2.269	0.993	1.889	43.74
Organizational Synergy			9				

Organization Structure and System	496	1	5	2.278	1.041	2	45.71
Talent capability and style	496	1	5	2.221	1.032	2	46.47
Shared values	496	1	4.889	2.269	0.993	1.889	43.74
Talent Retention and Loyalty	496	1.125	4.75	2.283	0.972	1.875	42.57
compensation and development	496	1	5	2.27	1.024	2	45.11
work-life balance and organizational culture	496	1	5	2.295	1.008	2	43.9
communication effect	496	1	5	2.288	1.07	2	46.79
Content quality	496	1	5	2.282	1.032	2	45.22

The average scores of core constructs ranged from 2.265 to 2.285, indicating a moderately low overall level. The standard deviations were close to 1, which suggested a reasonable data distribution. The frequency analysis of open-ended questions revealed that 74.80% of employees regarded comprehensive management deficiencies as the major obstacle to media integration, and 53.02% of respondents expected improvements in salary welfare and career development to enhance talent retention [21]. The reliability and validity test results are summarized in Table 3.

Table 3. Reliability Analysis Results of Core Construct

construct/ dimension	Number of items	Cronbach's a coefficient	standardized alpha coefficient	Total correlation of correction term(CITC) scope	The a coefficient range has been deleted
broadcast strategy	9	0.928	0.929	0.609-0.837	0.915-0.923
Strategic content	7	0.916	0.917	0.632-0.807	0.902-0.911
strategic consensus	2	0.757	0.757	0.609-0.609	-
McKinsey 7S Organization al Synergy	17	0.968	0.969	0.724-0.830	0.965-0.967

Organization					
Structure and System	3	0.791	0.792	0.620-0.658	0.710-0.751
Talent capability and style	3	0.801	0.802	0.631-0.695	0.709-0.742
Shared values	2	0.786	0.786	0.664-0.664	-
Talent Retention and Loyalty	9	0.935	0.936	0.744-0.823	0.921-0.929
compensation and development	4	0.845	0.846	0.632-0.705	0.781-0.812
work-life balance and organizational culture	4	0.826	0.827	0.610-0.683	0.765-0.794
public service performance	6	0.907	0.908	0.620-0.840	0.885-0.898
Communication Effect and Information	3	0.813	0.813	0.631-0.695	0.709-0.775
Supply Content Quality and Technical Guarantee	3	0.799	0.799	0.620-0.658	0.710-0.751

The Cronbach's α coefficients of all constructs were higher than 0.7, indicating satisfactory internal consistency reliability of the scale [4, 22]. The KMO values exceeded 0.8, and the p-values of Bartlett's Test of Sphericity were less than 0.001. All factor loading coefficients were greater than 0.6, and the cumulative explained variance exceeded 61%, which demonstrated sound structural validity of the questionnaire. Correlation coefficients among variables are shown in Table 4.

Table 4. Correlation Analysis Results of Core Concepts

construct/dimension	1	2	3	4	5	6	7
1. Strategic Content	1						
2. Strategic Consensus	0.872**	1					
3. Organizational Coordination	0.885**	0.869**	1				
4. Talent Retention and Loyalty	0.905**	0.898**	0.887**	1			
5. Content Quality	0.876**	0.862**	0.873**	0.896**	1		

6. Communication Effect	0.881**	0.857**	0.868**	0.891**	0.883**	1
7. Public Service Performance	0.884**	0.865**	0.892**	0.903**	0.947**	0.942**

p<0.01 (two-tailed test)

Correlation analysis results showed that there were significant positive correlations among broadcasting strategy, organizational synergy, talent retention, and public service performance (r ranged from 0.857 to 0.905, p<0.01), which provided preliminary support for the subsequent hypothesis testing [23, 24].

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Table 5. Results of Direct Effect Regression Analysis

dependent variable	argument	Unstandardized coefficient (B)	standard error (SE)	standardized coefficient (β)	t price	P	VIF	tolerance
	constant term	0.101	0.046	-	2.195	0.029*	-	-
public service performance	Broadcasting strategy	0.2	0.049	0.201	4.106	0.000**	7.616	0.131
	Organizational synergy	0.357	0.051	0.354	7.011	0.000**	8.082	0.124
	Talent retention	0.403	0.051	0.39	7.822	0.000**	7.902	0.127
	Constant term	0.13	0.048	-	2.717	0.007**	-	-
Talent Retention and Loyalty	Broadcasting strategy	0.362	0.045	0.364	8.055	0.000**	5.904	0.169
	Organizational synergy	0.584	0.047	0.566	12.53	0.000**	5.904	0.169
	Talent retention	0.357	0.051	0.354	7.011	0.000**	8.082	0.124

Note: For Public service performance: R2 = 0.845, Adjusted R2 = 0.844, F = 893.068 (p < 0.001), D-W = 1.996; For Talent Retention and Loyalty: R2 = 0.852, Adjusted R2 = 0.851, F = 926.384 (p < 0.001), D-W = 1.983. * p < 0.05, ** p < 0.01.

H1 and H2 were supported: strategic content ($\beta=0.364$, $p<0.001$) and strategic consensus ($\beta=0.201$, $p<0.001$) exerted significant positive effects on public service performance.

H3 was supported: McKinsey 7S organizational synergy had a significant positive effect on public service performance ($\beta=0.354$, $p<0.001$).

H4 and H5 were supported: strategic content ($\beta=0.362$, $p<0.001$) and strategic consensus ($\beta=0.200$, $p<0.001$) significantly positively influenced talent retention and loyalty [25].

H6 was supported: McKinsey 7S organizational synergy had a significant positive effect on talent retention and loyalty ($\beta=0.357$, $p<0.001$). The mediation effect test results are displayed in Table 6.

Table 6. Results of Mediation Effect Testing

intermediary path	Indirect effect size	Direct effect value	total effect size	95% confidence interval (LL,UL)	Proportion of Mediation effect (%)
Strategy→Talent Retention and Loyalty→Public Service Performance	0.324	0.201	0.525	(0.286, 0.362)	61.71
Strategic Consensus→Talent Retention and Loyalty→Public Service Performance	0.179	0.354	0.533	(0.143, 0.215)	33.58
Organizational Synergy→Talent Retention and Loyalty→Public Service Performance	0.32	0.403	0.723	(0.283, 0.357)	44.26

Note: Confidence intervals calculated using Bootstrap (5000 repetitions) exclude zero, indicating significant mediating effect.

H7 was supported: talent retention and loyalty played a partial mediating role between strategic content and public service performance (indirect effect = 0.324, 95% CI [0.286, 0.362]).

H8 was supported: talent retention and loyalty exerted a partial mediating effect between strategic consensus and public service performance (indirect effect = 0.179, 95% CI [0.143, 0.215]).

H9 was supported: talent retention and loyalty partially mediated the relationship between McKinsey 7S organizational synergy and public service performance (indirect effect = 0.320, 95% CI [0.283, 0.357]). The results of moderating effect and multi-group analysis are presented in Table 7.

Table 7. Results of Multi-group Moderating Analysis.

path relationship	Han population(β)	Minority groups(β)	$\Delta\chi^2$	p price	Management positions(β)	Non-management positions(β)	$\Delta\chi^2$	P price
Strategy→Talent Retention and Loyalty Strategic Consensus→Talent Retention and Loyalty Organizational Synergy→Talent Retention and Loyalty Talent Retention AndLoyalty→Public Service Performance	0.892	0.923	2.36	0.124	0.931	0.886	4.28	0.039*
	0.885	0.916	1.89	0.169	0.927	0.879	3.96	47*
	0.875	0.898	2.15	0.143	0.924	0.873	4.12	43*
	0.887	0.901	2.47	0.116	0.912	0.881	2.63	0.105

Note: $\Delta\chi^2$ represents the chi-square difference between the constrained and unconstrained models; * p<0.05

The moderating effect of ethnic identity was not significant. Ethnic identity exerted no significant moderating influence on the model paths, indicating consistency in career development expectations among employees of different ethnic groups.

The moderating effect of job type was significant. Job type exerted a significant moderating influence on the paths of "strategy→talent retention" and "organizational synergy→talent retention." Specifically, managerial employees were more sensitive to organizational strategy and collaborative operation [26, 27].

Combined with empirical results and interview findings, the operational bottlenecks of prefecture-level and county-level radio stations in Xinjiang are mainly reflected in four aspects:

Strategic bottlenecks: Strategic content fails to fully meet the diverse needs of multi-ethnic audiences. The development of bilingual programs and multi-channel integration remain insufficient. Meanwhile, the cultivation of strategic consensus is inadequate, leading to divergent understanding and recognition of organizational strategies among employees.

Organizational bottlenecks: The organizational structure is rigid with insufficient cross-departmental collaboration. Institutional mechanisms are imperfect; performance evaluation overemphasizes quantitative indicators while neglecting service quality. The compensation system lacks fairness and competitiveness, and shared organizational values fail to fully incorporate cultural inclusiveness and cross-ethnic collaboration.

Talent bottlenecks: There is a severe shortage of professionals with bilingual capabilities and digital skills, accompanied by serious core talent turnover [28]. Unclear

career pathways and insufficient training opportunities hinder employees' skill upgrading. Heavy workload, work-life imbalance, and a weak sense of belonging further reduce employee loyalty and retention.

Performance bottlenecks: The provision of public services lacks precision. Signal coverage in remote areas and the quality of bilingual services need to be improved. Content production is disconnected from actual audience demands, restricting the overall effectiveness of cultural communication and public information delivery [4, 29].

6. Discussion

This study confirms that both strategic content and strategic consensus significantly promote public service performance and talent retention. The influence coefficient of strategic content ($\beta=0.364$) is higher than that of strategic consensus ($\beta=0.201$). In the multi-ethnic grassroots context, "doing the right things" (content adaptation) acts as the foundation, while "uniting internal cognition" (consensus building) functions as an essential guarantee. This finding enriches the two-dimensional analytical framework of media strategy research and verifies the equal importance of external strategic adaptation and internal organizational consistency [9].

The seven core elements of organizational synergy positively influence public service performance and talent retention, among which internal operational strategy ($\beta=0.357$) and shared values ($\beta=0.349$) show the strongest effects. Under the dual constraints of multi-ethnic cultural diversity and resource scarcity at the grassroots level, organizational synergy should center on the implementation of external public service strategies and be guided by shared values of cultural inclusiveness and cross-ethnic collaboration [3, 30].

The significant mediating effects of talent retention and loyalty (indirect effect values ranging from 0.179 to 0.324, close to the direct effect values of 0.201 to 0.364) indicate that human resources constitute the core driving force for grassroots media development. Strategic adjustment and organizational optimization can only be translated into practical performance through stable talent retention. This result validates the applicability of social exchange theory and organizational commitment theory in multi-ethnic grassroots settings, and clarifies the internal logical chain of organizational investment → employee identification → performance feedback.

The non-significant moderating effect of ethnic identity suggests that employees of all ethnic groups share consistent developmental demands, which means talent management should focus on universal common needs rather than ethnic differences. The significant moderating effect of job type indicates that managerial staff are more sensitive to strategic arrangement and organizational collaboration [31]. Accordingly, managers should play a leading role in consolidating strategic consensus and promoting high-quality organizational synergy.

The empirical results are highly consistent with the conclusions drawn from in-depth interviews [32]. The relatively low average scores of broadcasting strategy and organizational synergy correspond to interviewees' concerns such as difficult strategy implementation, low collaborative efficiency caused by bureaucratic management, and lagging technological upgrading.

The low level of talent retention and loyalty is in line with the open-ended questionnaire result that 53.02% of employees expect improved welfare and developmental support. Meanwhile, the significant impacts of salary and career development in regression analysis echo interviewees' complaints about low remuneration and ambiguous promotion channels [33].

In addition, the unsatisfactory public service performance is fully consistent with interview feedback regarding insufficient signal coverage in remote areas and poor adaptation of bilingual content to local audience needs [27].

7. Conclusions

All nine hypotheses proposed in this study were empirically supported. Broadcasting strategy, encompassing strategic content and strategic consensus, along with McKinsey 7S organizational synergy, demonstrates significant positive effects on public service performance, talent retention, and loyalty. Talent retention and loyalty act as partial mediators between broadcasting strategy, organizational synergy, and public service performance.

The findings indicate that enhancing public service performance among prefecture-level and county-level radio stations follows a systematic progression: strategic planning → organizational support → talent retention → performance output. Optimizing strategic content and fostering strategic consensus provide essential guidance for performance enhancement. McKinsey 7S organizational synergy ensures robust support for strategy execution, while talent retention and loyalty serve as critical conduits for converting strategic and organizational strengths into measurable operational outcomes.

8. Recommendations

Grassroots radio stations should optimize broadcasting strategies and strengthen strategic consensus by focusing on bilingual program production, multi-channel integration, and cultural brand building to address the needs of multi-ethnic audiences effectively.

Promoting McKinsey 7S organizational synergy is essential to optimize organizational structure, improve management systems, and establish shared values that emphasize cultural inclusiveness and cross-ethnic collaboration.

A comprehensive talent retention system should be developed, incorporating fair salary and welfare, clear career development pathways, organizational culture care, and work-life balance to minimize talent loss and enhance employee loyalty.

Managers should take a leading role in unifying strategic cognition and fostering cross-departmental and cross-ethnic collaboration, particularly among management employees who are more attuned to strategy and organizational synergy.

Public service performance can be improved by expanding signal coverage in remote areas, enhancing bilingual service quality, and ensuring content aligns more closely with the actual needs of local ethnic audiences.

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