



Research on Employee Engagement in Small and Medium-sized Enterprises

Take a company in Jiangxi as an example.

Xiao Ye^{a*}, Amer Hamzah Jantan^b

City Graduate School, City University Malaysia, Kuala Lumpur, Malaysia

95304180@qq.com^{a*}, amer.hamzah@city.edu.my^b

Abstract. Staff engagement in small and medium-sized enterprises is a key goal of human resource management, which is of key significance to the growth of small and medium-sized enterprises and the competition in various fields of enterprises. According to the present situation of employee engagement in a company in Jiangxi, this paper discusses how to improve the employee engagement in the growth process of the company. Therefore, this paper will carry out investigation and study by means of questionnaire, and provide reasonable suggestions and methods for improving employee's career planning, corporate culture management and talent development system.

Keywords: Small and medium-sized enterprises; Employee engagement; Related factors; Countermeasure research

1 Introduction

With the appearance of behavioral science in 1930s, more and more people began to pay more attention to the management of employees in the company. In order to meet the performance requirements of the company, it is necessary to stimulate the creativity of company personnel to the maximum extent. In order to improve the overall performance of the company's talents and teams, we have gradually begun to pay more attention to the professionalism of personnel. For the company's growth for a longer period of time, it is necessary to conduct a more detailed study and discussion on the methods to improve the company's staff's professionalism^[1]. According to the characteristics of personnel's professionalism, this paper studies and discusses the related factors of personnel's professionalism, and gives the improvement measures and methods. After a lot of research and discussion, the management department of the company has paid more attention to the degree of staff engagement, so as to drive the pace of staff improvement and enhance the ability of improvement^[2]. It is beneficial for the company to clarify and standardize the company's daily system, establish a standardized process system for company management, give full play to the advantages of learning methods, establish and improve training plans, and improve training efficiency. It is beneficial for the company to improve the current situation of the company

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through corresponding means, so that individuals and companies can get corresponding promotion and improvement.

2 The status quo of employee engagement

2.1 Employee engagement survey method

The study of employee engagement in a company studied the difficulties faced by a company in Jiangxi province by questionnaire, and promoted the improvement of employee engagement in the company. There are 19 questions in this survey, 44 of which are about the basic situation, and the other 15 are about the degree of professionalism. Eight factors related to the company's employee engagement are selected in the survey questionnaire, and I hope to further understand the company's employee engagement, which must involve the company's ownership, salary and benefits, business performance, company culture, rewards, social care, enterprise growth and managers, and pay attention to the suggestions of the company's employees and managers. Finally, according to the actual situation of the company, 15 survey questionnaires are selected. After many considerations, the survey results are more accurate.

2.2 Employee engagement survey sample

In this survey, a total of 100 questionnaires were distributed, and 90 valid questionnaires were recovered. In this survey, all the researchers who participated in the questionnaire survey decided their answers according to their favorite answer methods, and then statistically analyzed the average score of each respondent according to the collected questions. The individual statistical variables used in this paper are explained in Table 1.

Table 1. Summary of survey samples

Category	Correlative factor	Number of people	Percentage (%)
Gender	Man	54	60
	Woman	36	40
Age	20-29	39	43.33
	30-39	32	35.56
	40-49	15	16.67
	More than 50	4	4.44
Working hours	Less than 1 year	19	21.11
	1-3 years	38	42.22
	3-5 years	23	25.56
	More than 5 years	10	11.11
Academic degree	High school and below	21	23.33
	Universities and colleges	36	40
	Undergraduate course	28	31.11
	Graduate students and above	5	5.56

2.3 Investigation and analysis of employee engagement

Through research, it is found that the employees of this company have different expressions of their degree of dedication among these different factors. Mainly as follows:

(1) There are some differences in the engagement of employees of different ages in this company. Among them, 40-49-year-olds have the lowest degree of professionalism, while 20-29-year-olds have the second degree of professionalism, while 30-39-year-olds have the highest degree of professionalism in the whole age group. However, due to the great differences in social and economic development conditions, talent demand levels, physical and mental activity conditions, and cultural quality at that time, such different situations occurred in the degree of professionalism of people of all ages.

(2) There are great differences in the responsibility attribution of companies for talents with different educational levels. People with higher diplomas in an enterprise often prefer to get better education and development in a good company. Because this enterprise is a small and medium-sized company, it can't give much help and advice to the employees in the formation of personality. However, if enterprise employees can't feel the satisfaction of self-development needs, it will inevitably lead to a sense of gap to the enterprise, thus reducing the sense of recognition to the enterprise. In this way, the sense of belonging of enterprise employees with undergraduate diplomas is equivalent to that of enterprise employees with junior college diplomas.

(3) People with different working hours have significant differences in self-motivation, caring for employees and salary. For those who meet the minimum professional standards, it is necessary to study the working status of these people from various aspects in combination with the actual situation of the enterprise. Most of these people have worked in the company for a long time. From their own real state, their enthusiasm for the company has changed from the initial freshness to burnout, and their work is not full of passion at the beginning, and their ways of doing things and working methods are not the same as when they first joined the company. And their enthusiasm for work has not been mobilized to the highest state by enterprises, which further inhibits the self-development of employees. And enterprises in treating employees' care, the old employees are more lacking than the young employees. Old employees also get little attention. However, those who have worked for two or three years have entered a great era of thinking and emotion because they have experienced the gradual growth period of newcomers in the enterprise, and they have maintained their enthusiasm for work, which will not cause great fatigue to their operations, and they hope that they can be further cultivated and developed in the enterprise. Therefore, this kind of personnel needs to be highly valued by enterprises. Originally, people who wanted to work longer hours showed their higher level of professionalism. As a result, due to the lack of concern and attention of the company and some reasons, the phenomenon of putting the cart before the horse occurred.

(4) The performance of employees' low degree of engagement. There is a problem that the degree of dedication of employees in enterprises is not enough. The main manifestations are: employees' attendance rate is less during the time of taking up

their posts, their attitude towards work is not serious, and their resignation rate and sick leave rate are high.

3 the analysis of the influencing factors of low employee engagement

3.1 Personal factors of employees

The degree of dedication mainly reflects the employees' attitude towards their work, so a large part of it is restricted by the characteristics of the enterprise^[3]. Relevant information also shows that employees' own understanding of work value, work responsibility and work return has affected the level of employees' professionalism. Because of the different working ages of employees, the age of employees participating in enterprise organizations, and the age cognition of employees' own personality, there are differences in the recognition of enterprises and the incentive mechanism of enterprises. The historical background, family environment, professional knowledge, individual values and so on of employees of different ages are also different, so the performance of their professionalism is also different^[4]. Generally speaking, the more management personnel work, the better their degree of dedication to the enterprise, and because the longer people work in the same enterprise, the deeper their feelings for this enterprise, so the degree of dedication should generally be gradually improved.

3.2 Company factors

From the enterprise level, the author analyzes the reasons for the lack of employee engagement, from the following aspects: the lack of attention to corporate culture construction, the lack of educational support mechanism, the irregular performance appraisal of enterprises, and the imperfect salary and welfare system of enterprises.

Did not pay attention to corporate culture construction.

It is the main part of the spirit of small and medium-sized enterprises that all members have the same value concept, so a good organization needs the company values recognized by all employees. The company doesn't pay much attention to the construction of corporate culture. Without cohesion and appeal, it is impossible for the company and employees to establish common values. Once they can't have a sense of family identity in their hearts, it will often lead them to stay away from the company. The company establishes a cohesive and attractive corporate culture, a value concept that is consistent with the company, and a corporate environment that enables employees to have a sense of identity, so that the company and employees can grow together and make progress together, which not only improves employees' loyalty to the company, but also enables the company to grow.

The company's training and development system is insufficient.

The talent development system of this enterprise is not perfect. The basic situation of the enterprise is mainly decided by the superior leaders, not the requirements of the organization. For the internal training at the enterprise level, mainly based on the training needs of individual personnel, only the questionnaire method is adopted, and the questionnaire setting is relatively simple, and the problem of effective matching with the training content is not fully considered. The internal training of enterprises has no ways and means to reflect the needs of employees, and the training content has not made suggestions to the personnel in this position. Many training contents are copied from the internal training library, so they are not willing to accept it.

The company's performance appraisal is not standardized.

At present, all aspects of human resource management in this enterprise are not coherent, and the methods of performance appraisal are monotonous, and many standards are existing in the past, which cannot be innovated and changed according to the actual situation of enterprise operation, making the important performance standards of assessment only general and not special in line with the characteristics of this enterprise. At the same time, enterprises have no mechanism to adopt talents' needs, so they can't change the indicators of talents' needs in time. It is necessary to determine the salary and reward of employees through the target completion rate; However, in the field of skill assessment, ability measurement and mentality assessment, there is no specific standard, and there is no specific standard basis. In view of the development of the company's employees in the project, the aspects considered in the performance appraisal of the company are relatively one-sided, and there is no specific refinement of the project from all aspects according to the actual development of the company, and there is no in-depth communication with the company's employees. Can't really pay attention to the future development of the company's employees.

The salary and welfare system is unreasonable.

Although this enterprise has begun to pay attention to the welfare of employees, it has always had the idea of hiring the best talents with the minimum salary, but without a correct salary structure, if the company can't establish a correct salary structure, employees will be tempted by the salary of outside companies and will quit. The imbalance between the salary system and the welfare system leads to frequent job-hopping^[5]. If there is no fairness in the company's salary system and the allocation of overtime and rest time is unequal, it can't convey fairness to employees, and it can't mobilize their enthusiasm for work, which will inevitably cause some employees not to work hard overtime, thus weakening their loyalty to the company. If this continues, it will inevitably damage the company's profits.

4 The countermeasure analysis of low employee engagement

Through the above analysis of the company's low employee engagement, we try to put forward the following suggestions for its reasons:

4.1 Improve the career planning of enterprise employees.

Enterprises should make career planning and development for employees to maximize the potential of employees^[6]. This job must be correct and reasonable, and of course the career planning direction must be consistent with the company strategy. Companies must understand the characteristics and skills of employees, help them establish reasonable employee values and develop their own technical capabilities. Second, by building a smooth personal career development channel, we can guide employees to reasonably select the goals of personal career development, and guide them to carry out deeper, extensive and leap-forward personal career growth through the development of rotation in various positions in the company^[7]. Third, by guiding employees and all staff to publicize the promotion system within the company, they can use their position promotion to achieve their personal position growth goals and grow rapidly through channels related to their own career development. Clearly define the basic abilities and skills that need to be mastered at each level of each post, so as to explain the empowerment of personnel, assess their posts, cooperate with people and posts, and constantly optimize them.

4.2 Strengthen the construction of corporate culture

The company must pay attention to and improve the establishment of corporate culture. The company needs to define its own positioning and future development direction. The members of the company need to have a consistent outlook on life in order to continue to grow. Therefore, having a consistent outlook on life is the basis for employees to be loyal to the company^[8]. Corporate culture also needs to have cohesive energy and charisma so that employees can follow it from the heart and fight for it; The company should adhere to the principle of fair leadership, cultivate employees' sense of participation in the organization, and strive to improve and form a high-level corporate culture. When employees have more sense of belonging to the company and feel that the company is like their own home, they will do things in a down-to-earth and proactive manner. Companies and employees can grow together if they share the same ideal, so that employees' satisfaction with the company will increase and the company's future growth can be promoted.

4.3 Establish and improve the training system

Enterprise employee education is an effective means to train talents reasonably and effectively, and it is also a key link to improve the company's operation quality^[9].

Because of the division of positions, some employees in enterprises naturally become "skilled employees", and their management is monotonous and inflexible, which seriously affects the level of dedication. Therefore, we must comprehensively combine the development of enterprises and the needs of talents to lay the foundation for the development of enterprises themselves.

First of all, build a personnel training system in the company to ensure that every link has personnel management. Improve various training procedures, improve training programs, build a team of internal trainers, and enhance the effectiveness of training. Second, provide all-round training content, guide employees to pass on-the-job training, professional and technical title qualification examination, and study related masters according to their original occupation and their own characteristics, thus improving their professional knowledge and ability accumulation. Thirdly, various training methods are provided. For people of all walks of life and age, it provides a variety of training methods, including course training, practical training, skill discussion, various knowledge contests, etc., as well as other activities and heuristic training methods, including career rotation, empowerment training, job rotation, etc., which brings personalized experience to employees, thus improving their professionalism.

4.4 Establish a reasonable and effective performance appraisal.

According to the overall goal of the enterprise and the meaning and function of the long-term development plan, a sound incentive mechanism is established on the basis of the basic performance appraisal of the enterprise^[10]. This paper analyzes the work nature and requirements of enterprises, and emphasizes the feasibility of evaluation methods, the measurability of indicators and the reachability of evaluation objectives. On the basis of improving the standardization and process of enterprise management, the integral evaluation is carried out, and the enterprise business knowledge and employee quality assessment are carried out while strengthening the training of enterprise employees. It also introduces the reward and incentive mechanism, clarifies the reward and punishment system, optimizes the incentive means, and urges the employees of the enterprise to continuously improve their work while improving the basic performance appraisal system, thus creating a good atmosphere of enterprise performance orientation.

4.5 Develop a sound welfare security system.

From the questionnaire survey, it seems that the employees' evaluation of welfare is not good enough, and the company can consider improving it from the following three angles. First, for employees of enterprises, conduct interest demand surveys to increase the practicality and diversification of social welfare, including formulating flexible welfare systems, increasing paid vacations and gift cashing systems, so that employees can choose social welfare according to their own needs. Second, further improve the protection of employees' basic rights and interests and occupational insurance, such as continuing to implement "five insurances and one gold" and increasing commercial annuities, so that employees can devote themselves to social under-

takings more exclusively and safely. Third, further increase the benefits related to the immediate interests of employees, such as housing allowance, water, electricity and gas allowance, free lunch for employees, communication allowance, communication allowance, etc., or provide more humanized care services to employees, so that they can feel the company's care and consideration, and further enhance their sense of professionalism.

5 Conclusion

This study carefully analyzes and describes the degree of professionalism of a company; Firstly, this paper introduces the management situation of this enterprise, and puts forward that the management of this enterprise must implement the guidelines of orientation, objectivity, motivation and dynamic management; The problems faced by the company's degree of professionalism are analyzed in detail, and finally corresponding opinions are given according to the problems. This study also carried out surveys and interviews with relevant employees, and collected a large number of first-hand resources, and the survey methods and research resources were closer to reality. From the analysis of the investigation content, this study objectively reflects the actual degree of professionalism of the company, and also objectively analyzes the problems and shortcomings of the company, which is quite objective. From the horizontal structure analysis, although this study takes an enterprise as an example, it is generally true for the degree of employee engagement in domestic enterprises in China at present, and there is considerable reference.

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