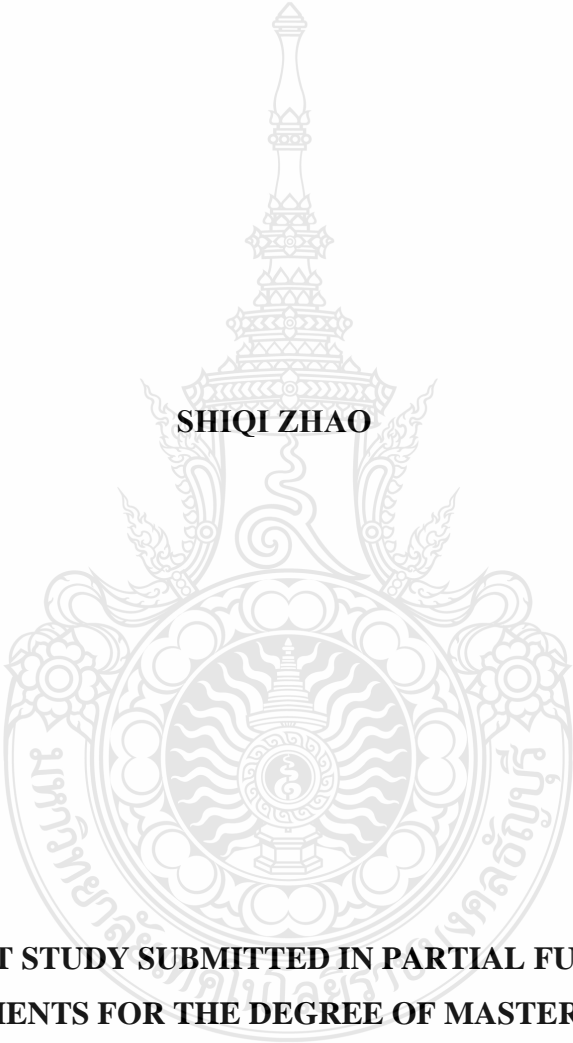


**HUMAN RESOURCE MANAGEMENT STRATEGY TO IMPROVE
ORGANIZATIONAL COMMITMENT IN A CHINESE-THAI
JOIN-VENTURE ENTERPRISE**

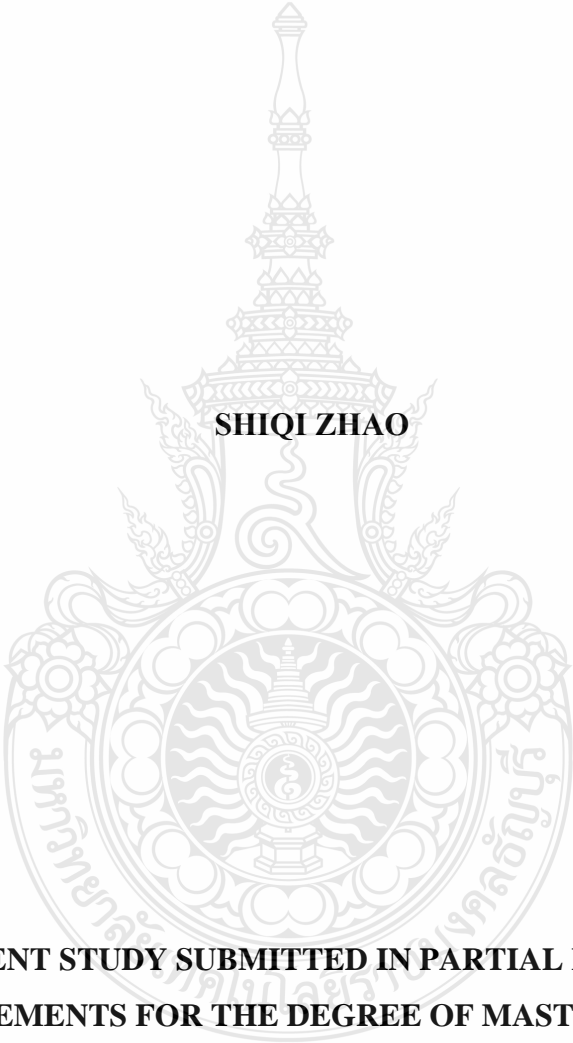
SHIQI ZHAO



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION PROGRAM IN GENERAL MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI
ACADEMIC YEAR 2023
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Independent Study Title Human Resource Management Strategy to Improve
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Joint-Venture Enterprise

Name - Surname Miss Zhao Shiqi

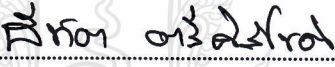
Major Subject General Management

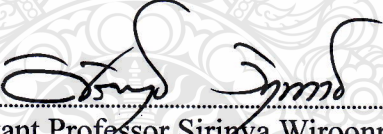
Independent Study Advisor Assistant Professor Sirinya Wiroonrath, Ph.D.

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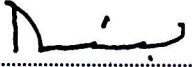
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Independent Study Title	Human Resource Management Strategy to Improve Organizational Commitment in a Chinese-Thai Joint-Venture Enterprise
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ABSTRACT

For an enterprise, the most easily overlooked strategic factor is the management of talent. When recruiting outstanding talent, enterprises should pay more attention to the ability of these recruits and their loyalty to the organization. However, with rapid global development in recent years, better cultivation and retention of elite talent is the embodiment of good competitiveness for today's enterprises. Therefore, way of improving the organizational loyalty of elite employees is a major issue faced by TC New Materials Enterprise.

On this basis, the elite employees of TC New Materials Enterprise were recruited as a sample group in this study. Guided by various theories such as salary theory and leadership theory, the questionnaire survey method was used for evaluation. By analyzing basic information such as age distribution and education level along with analyzing elite employees' loyalty, SPSS data processing software was used to conduct correlation and multiple linear regression.

The study results showed that salary treatment, job satisfaction, colleague relationships, and organizational culture all had a statistically significant impact on the organizational loyalty of elite employees. Accordingly, measures are proposed to improve elite employees' loyalty, to establish a sound talent management and training system, and to provide reference for enterprise development.

Keywords: organizational commitment, loyalty, elite employees

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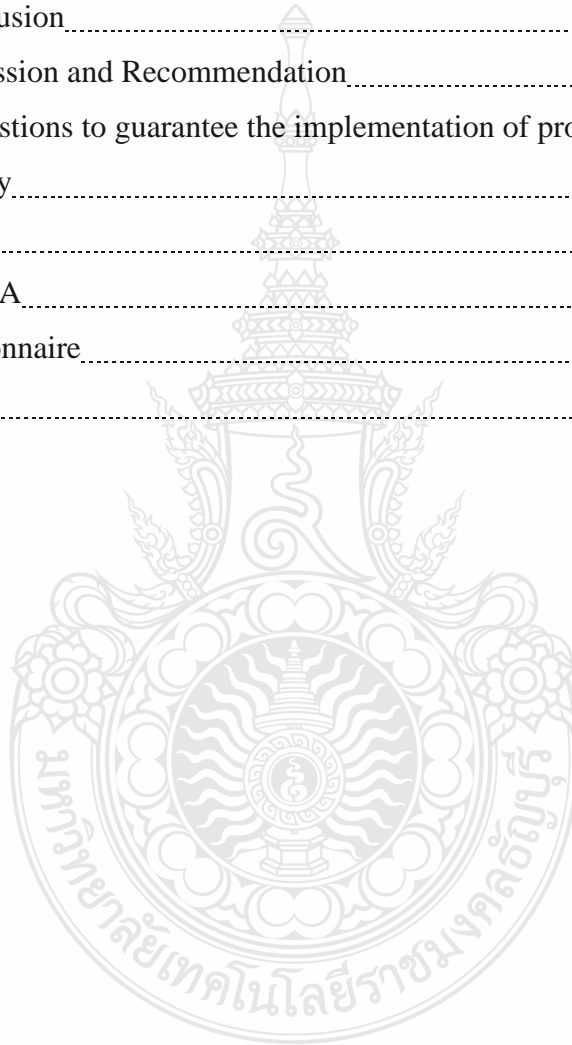
Zhao Shiqi

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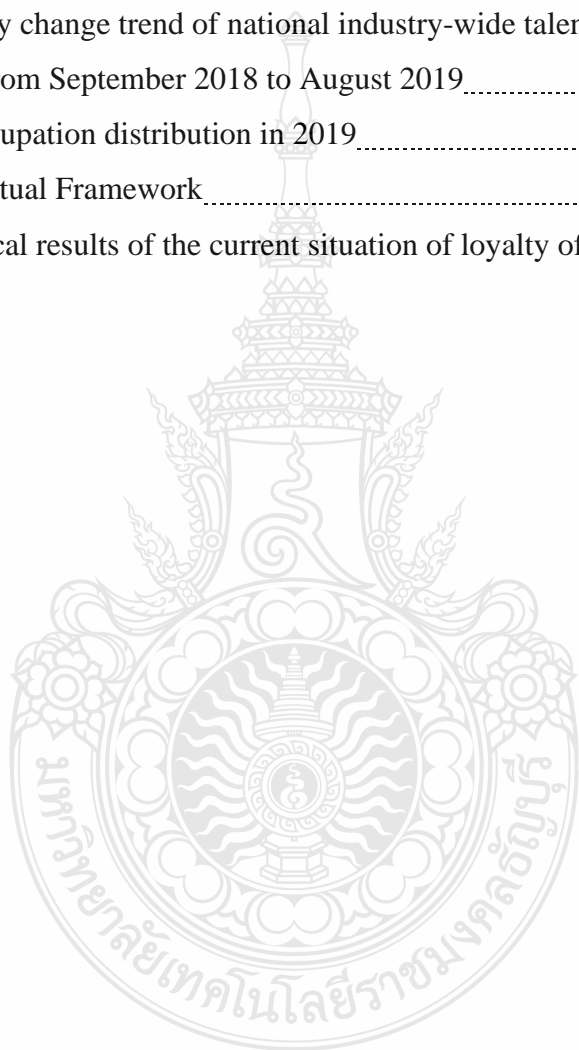


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CHAPTER 1

INTRODUCTION

1.1 Background and Statement of the Problem

In today's global science and technology competition, as the leader of high-tech, new materials will have more countries or regions join in the market competition in the future, and countries or regions that have been in the forefront of market competition will also further promote the development of local new materials industry and strive to occupy a place in the international new materials industry. The global new material industry may usher in a new round of industrial competition. As a basic and pillar strategic industry, new materials are the forerunner of high-tech. Countries around the world attach great importance to it and have issued policies to vigorously support industrial development.

At present, the supply pattern of the global new material industry presents a three-level echelon competition, with the largest demand in the Asia-Pacific region. In terms of enterprise competition, large multinational enterprises in the world currently occupy the leading position, and the market concentration in some industrial segments is high. From the perspective of enterprise competition, most enterprises focus on a certain segment of new materials, while large multinational enterprises have occupied a leading position in most high-tech and high-value-added new materials products by virtue of technological research and development, talent, capital and other advantages.

The first tier is the United States, Japan, Europe and other developed countries and regions, which have absolute advantages in economic strength, core technology, R&D capacity, market share and other aspects. The second tier is South Korea, Russia, China and other countries. The new material industry is in a period of rapid development. The third tier is Brazil, India and other countries, which are struggling to catch up. Specifically, American New Materials is in the leading position in the world, and the overall development of American New Materials is relatively balanced. At present, the

new materials industry is mainly distributed in the Great Lakes region and the Pacific Coast region, with leading enterprises including Xuanwei, Dow, DuPont, PPG, etc.

The new material industry in Europe is mainly distributed in Germany, the United Kingdom, France and other countries. BASF, the world's largest chemical material, is located in Germany, which provides a wealth of new material products. Japan is in a leading position in the field of new materials such as electronic materials, ceramic materials, carbon fiber, etc. The development goal of Japan's new materials is to maintain the international competitiveness of its products, pay attention to practicality, and catch up with and surpass Europe and the United States in cutting-edge fields. Leading enterprises include Japan Toray, Japan Dongbang, Hitachi Chemical, etc. South Korea's leading enterprises of new materials include Samsung, LG Chemical, SK Chemical, etc. The country takes material technology as one of the six core technologies to ensure the national core competitiveness in 2025. Russia's aerospace, energy materials, and new chemical materials are in the leading position in the world. The development strategic goal is to strive to maintain the leading position of these materials in the world, while vigorously developing new materials that have an important impact on promoting the development of the national economy and improving the national defense strength. China is in a leading position in the world in rare earth functional materials and glass fiber materials. New materials are one of the ten key areas of "Made in China" and is a strategic emerging industry in China. (Prospective Industry Research Institute, 2021)

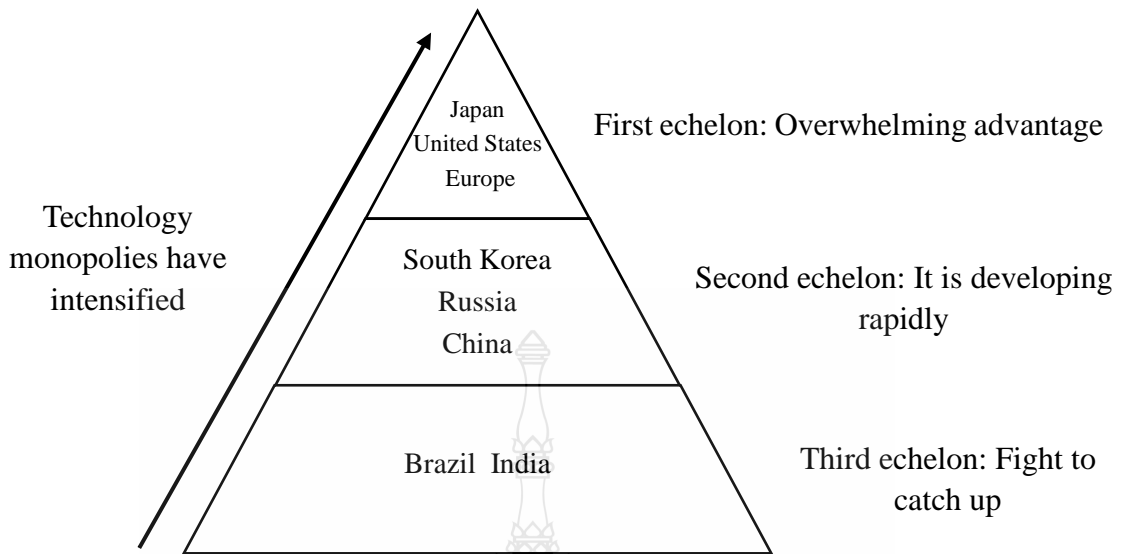


Figure 1.1 Regional competition pattern of global new materials industry

China's new material industry is in the transition stage from self-sufficiency of low-end products to independent research and development of high-end products and import substitution. It is in the second tier of the global new material industry, and there is still a certain gap between China and the United States, Japan and other advantageous enterprises. The total output value of China's new materials industry will reach 5.3 trillion yuan in 2020, an increase of 15% over the previous year. It is expected that the total output value of the new materials industry will increase to 10 trillion yuan in 2025, with a compound annual growth rate of about 13.5%. The industrial structure is mainly composed of special functional materials, modern polymer materials and high-end metal structural materials, accounting for 32%, 24% and 19% respectively. (Lei Feng website, 2022)

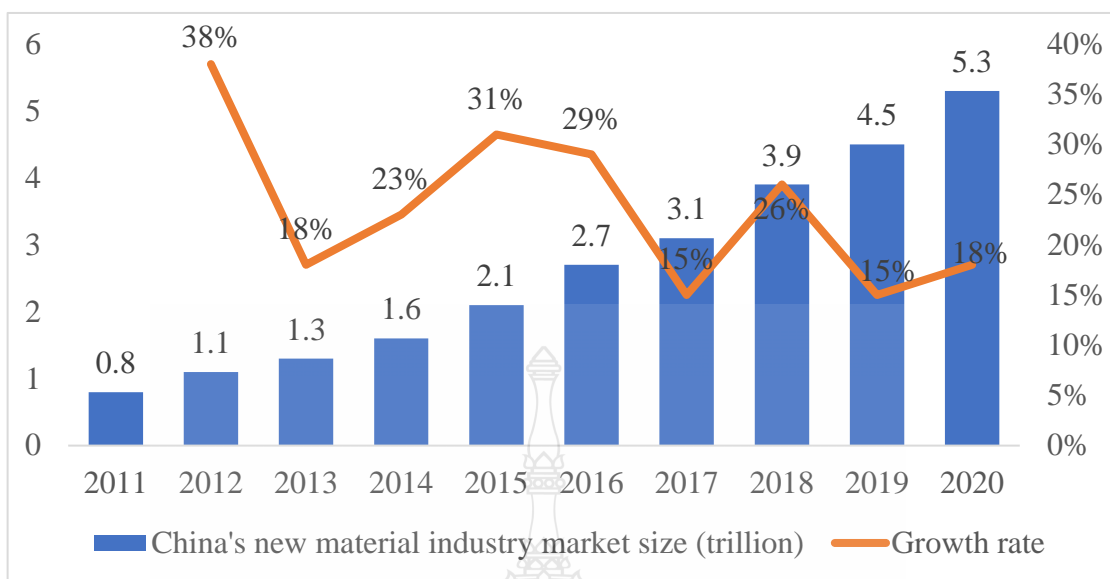


Figure 1.2 China's new material market scale from 2011 to 2020

The gap between China's new chemical material industry and some advanced foreign countries is large, mainly in three aspects. First, the industry cannot meet the needs of national economic development. For example, the self-sufficiency rate of synthetic rubber is about 60%, and the satisfaction rate of engineering plastics is lower. Second, the structure of the new chemical material industry is not reasonable enough. For example, the proportion of traditional materials is large, and many high-performance special resins cannot be produced in China; Many fine chemical new material products, such as membrane materials and polymer materials with special properties, currently mainly rely on imports. Third, China's new chemical materials are not competitive (Sun Xiaoxia, 2012). For new material enterprises, energy recovery, physical recovery, chemical recovery, hydrolysis, alcoholysis and other processes and optimization are extremely important, which means that high-end talents are needed to develop and improve.

The aerospace, military, photovoltaic electronics, and biomedical industries, as well as other sectors, are promoted by national policies for new materials and the downstream products they produce, which is driving up market demand and raising performance standards for goods. Multi-disciplinary integration has also contributed to

the introduction of China's relevant new material talent training, enterprise multi-sector integrated research and development, and production policies. China's new material industry also places a high value on reducing consumption and pollution during the production process of new materials as well as improving product efficiency and broad application potential, in particular with the introduction of domestic and international policies for environmental protection and energy-saving commodities. The launch of the Science and Technology Innovation Board is supporting a number of new material enterprises in the start-up period, opening up their financing channels, encouraging enterprises to increase R&D innovation, and thus promoting the transformation and upgrading of the whole industry.

With the rapid development of cutting-edge technology, new materials have attracted considerable attention from the market, the track is hot, and the scale of investment and financing has increased rapidly. According to the data, in 2021, the number of new material investments in China totaled 204, with a year-on-year increase of 15.3%, and the investment amount reached 43.418 billion yuan. As of August 4, 2022, there were 107 new material investments in China in 2022, with an investment amount of 16.105 billion yuan. (China Business Intelligence Network, 2022)

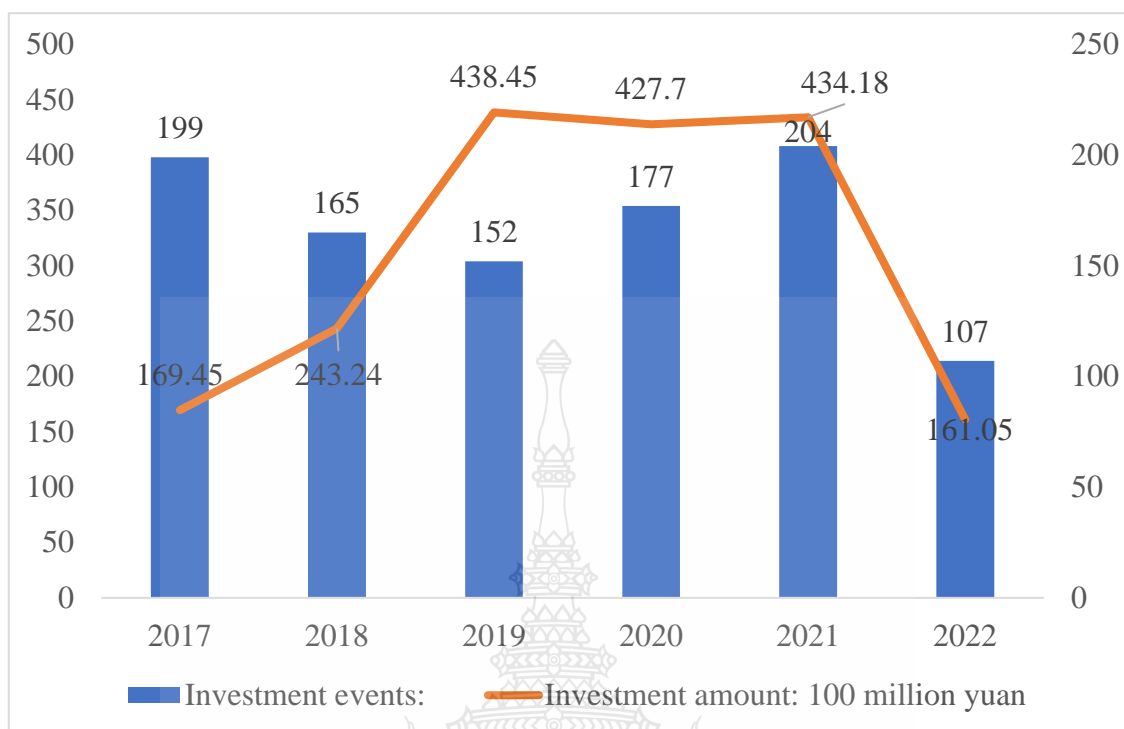


Figure 1.3 Statistics of China's new material investment in 2017-2022

Located at the center of the Indo-China Peninsula, Thailand is one of the relatively prosperous economies in Asia. It is an emerging market-oriented country in Southeast Asia with obvious export-oriented characteristics. As a market economy country with full status recognized by the international community, it is different from the era of the "Four Asian Dragons". At present, Thailand is implementing the development strategy of Industry 4.0. The new wave of industrialization has a very high positioning and high added value. High-tech content, intelligence and environmental protection are its main characteristics, and the establishment and improvement of its own industrial system is its main purpose. Among them, the new material and new technology industry, which is the basic industry of industrial development, is also the focus of the country's future development. Its development opportunities are very many, including new investment opportunities. It is necessary for Chinese enterprises to further strengthen the opening up, grasp the needs of each other, improve the starting point of investment, increase investment in high-end industries such as new materials and new technologies,

and push China-Thailand economic and trade investment cooperation to a new height according to Thailand's development situation and industrial development characteristics.

On October 25, 2018, Thai and Chinese politicians and scholars held the "the Belt and Road" and Mekong River Basin Countries Development Opportunities Seminar in Bangkok. China's development benefits the Mekong River Basin countries, and China and the Mekong River countries have great potential for cooperation in various fields. TC New Materials is an enterprise jointly developed by China and Thailand. Their corporate vision is to become the world's leading supplier of advanced metal materials and products and the provider of solutions. The core value is people-oriented, and the pursuit of simultaneous growth of employees and enterprises.

According to the 2020 Global Business Environment Report released by the World Bank, Thailand's business environment ranks 21st among 190 economies, with a comprehensive score of 80.1. At the same time, Thailand is the second largest economy in Southeast Asia. Although the Thai economy suffered serious setbacks under the COVID-19 epidemic, the Thai economy has maintained positive growth in the past few years. From August 30 to September 1, 2023, Bangkok, Thailand, will hold the International Renewable Resources Exhibition, which will display the new energy products.

Table 1.1 Thailand's import of China's top 11 commodities

Commodity	Unit: USD million			ROC (%)		
	2018	2019	2020	2018	2019	2020
Electric Machinery	7449.80	6353.43	7037.17	19.55	-14.72	10.76
Mechanics	4927.44	5140.89	5300.10	16.34	4.33	3.10
Household Electric Appliances	4337.02	4812.35	4883.42	1.28	10.96	1.48
Chemical Industry	4160.53	3722.54	3676.54	15.93	-10.53	-1.24
Computer and Parts	3355.73	3516.91	3671.18	14.04	4.80	4.39
Steel	2722.22	2675.03	2521.55	16.65	-1.73	-5.74
Auto Parts	2665.60	2337.30	2064.84	-10.18	-12.32	-11.66
Plastic	1420.95	1535.42	1665.42	14.50	8.06	8.47
Non-ferrous Metals	1727.55	1832.45	1572.46	36.18	5.55	-13.76
Metal Manufacturing	1500.71	1523.39	1530.29	30.58	1.51	0.45
Integrated Circuit	1000.22	954.71	1249.45	18.35	-4.55	30.87

The top 11 commodities imported from Thailand are: machinery, crude oil, electrical machinery, chemicals, integrated circuits, steel, automobiles and parts, computers and parts, metal minerals, gold and silver jewelry, vegetables, household appliances, plastic products, natural gas, scientific instruments and medical devices, etc.

It can be seen from Table 1 that the goods imported by Thailand from the chemical industry decreased year by year from 2018 to 2020. Therefore, China should strengthen the training of elite personnel, including the training of senior professional and technical talents. For Thailand, its domestic competitiveness in the industry will also be improved accordingly, which also requires enterprises to strengthen the training of loyalty of elite employees and retain talents. In 2022, China will become Thailand's largest source of investment again, reflecting the confidence of Chinese investors in Thailand's development potential, especially in Thailand's becoming an important regional production and investment base.

According to Thai media reports recently, Secretary General Nali of the Thai Investment Promotion Commission disclosed that Thailand will attract investment of 664.63 billion baht in 2022, an increase of 39% over the same period in 2021, the highest value since the COVID-19 epidemic. The total number of applied projects was 2119, an increase of 41% over the same period in 2021.

1.2 Current situation of high-end talents

The employment problem in the field of medium and high-end talents is related to the high-quality development of the industry. In order to respond to the concerns of all sectors of society about medium and high-end talents, Liepin Big Data Research Institute launched the "Liepin 2019Q3 Panorama Big Data Report on Recruitment and Employment of Medium and High-end Talents" (Hereinafter referred to as the "Report"), which provides reference for enterprise recruitment, talent employment, industry and regional talent practice and research. National industry-wide talent shortage index (TSI, short for Talent Shortage Index), which means talent shortage index. $TSI > 1$ indicates that the talent supply is in short supply; $TSI < 1$ means talent supply exceeds demand. If TSI shows an upward trend, it means that talents are more and more popular.

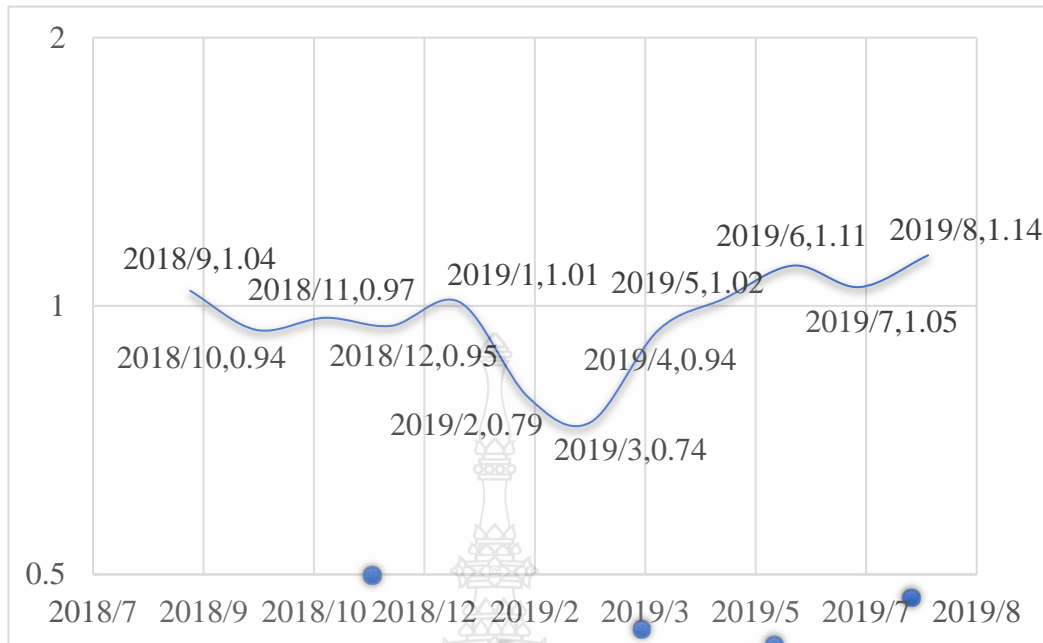


Figure 1.4 Monthly change trend of national industry-wide talent shortage index (TSI) from September 2018 to August 2019

It can be seen from the curve that there are not many months when the TSI value is greater than 1. Most of them are lower than 1, or fluctuate around 1. It can be seen that the whole talent market is in short supply, and all major industries also need high-quality development of talents. The Chinese economy is currently changing, showing an upward tendency. The change is moving from an increase in factor scale to an increase in overall factor productivity and an increase that depends on technical advancement. These fields' growth would undoubtedly open up opportunities for scale expansion and job expansion for skill upgradation. While economic pressure will still be a thing in the future, medium- and high-end talent's job benefits for value preservation are typically less influenced by outside forces.

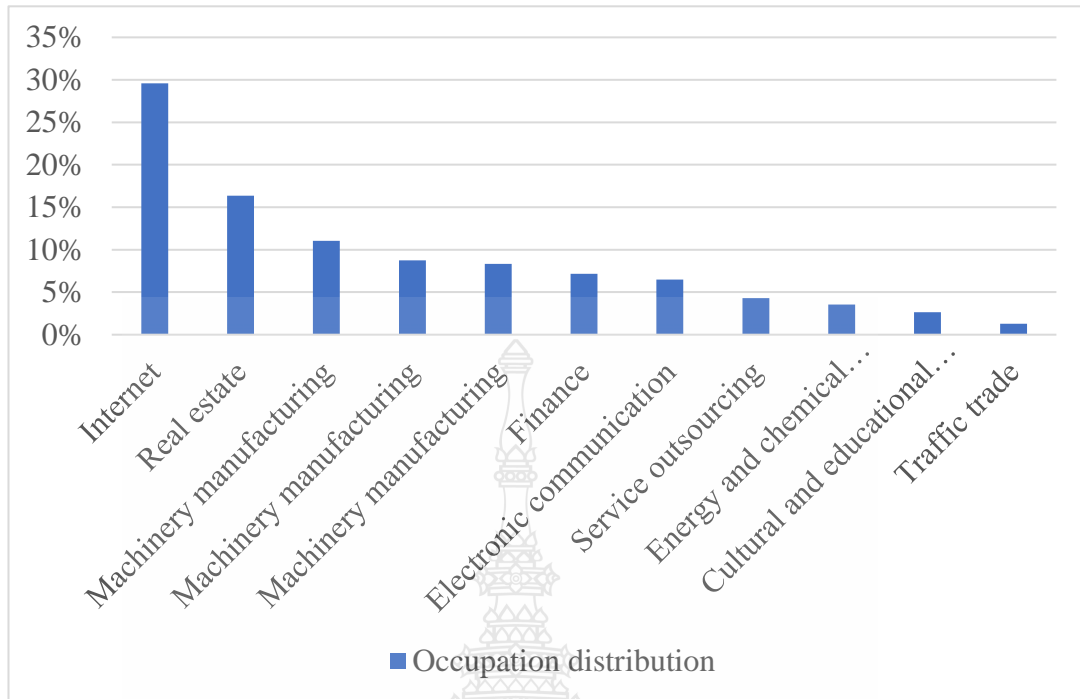


Figure 1.5 Q3 Occupation distribution in 2019

In the context of the country's vigorous promotion of high-quality development, all walks of life are seeking high-quality talents to help the development of the industry, which also urges them to search for excellent talents with the help of headhunters. According to Liepin's big data, in the third quarter of 2019, headhunters published jobs in all major industries. The proportion of headhunting jobs in the Internet, real estate and machinery manufacturing was 29.59%, 16.36% and 11.05% respectively, accounting for 57% in total. However, the proportion of energy and chemical (new materials) was relatively small, only 3.56%. This has increased the competition for talents in the new material industry. Enterprises are more eager to retain elite talents. In order to maintain stable economic growth, Thailand has launched a "smart visa" to attract more foreign experts or senior management talents to work in Thailand or invest in ten target industrial clusters, improve Thailand's comprehensive competitiveness, and help the "Thailand 4.0" strategy.

1.3 Purpose of the Study

Talent serves as the fundamental link between aspects of innovation, driving technological advancement, and enhancing industrial competitiveness. International talent competition has become more intense, and high-end talents like strategic scientists, engineering and technical experts, and technical leading talents have become the focus of all countries in order to take advantage of the opportunity and maintain the advantage in the new round of adjustments to the international competition structure and division of labor system. With the rapid development of the world in recent years, more and more enterprises have also begun to pay attention to the training of employees. How to better cultivate elite talents and retain them is the embodiment of the good competitiveness of enterprises today, and is an important dependence of the development of many enterprises.

As a cooperative enterprise between Thailand and China, TC new material enterprises should be more committed to common development, harmonious development and precise development. The best approach for businesses to invest in human capital is through effective training of new hires, and smart business owners have traditionally valued this strategy. Employees gradually become familiarized with the company's beliefs, principles, and organizational environment during the process of integrating new team members, and they start to initially plan their own professional careers, job positioning, talent development, and value realization. In a sense, the quality of the training of new employees at the initial stage of entering the factory determines the retention of new employees, the realization of professional quality and values, and has always been valued by entrepreneurs (Huang Yongliang, 2017).

Now, the industry is approaching saturation, and enterprises are scrambling for excellent talents. The constant emergence of "secret job-hopping" will bring irreparable losses to both the industry and the company. Lan Jianghua (2019) found that the main reasons are: employees' weak sense of confidentiality and legal awareness, loopholes in company management, and gray means of competitors. TC New Material Enterprise is

also facing problems such as the reduction of more than 100 elite talents, the instability of its core and the reduction of its loyalty. If this continues, it will damage the image of the enterprise and reduce its competitiveness in the industry, resulting in the reduction of its benefits and its inability to continue to develop. Therefore, how to improve the organizational loyalty of the elite employees in the enterprise is a major problem that TC New Material Company is facing.

The organizational commitment of this study is mainly to analyze the employee loyalty of the elite employees of the enterprise, and adopts the Mayer organizational commitment loyalty three-factor scale. The objectives of this research are portrayed as follows:

1.3.1 Analyze the current situation of elite employees of TC New Materials Enterprise, and conduct an attribution survey on the low loyalty of elite employees.

1.3.2 Provide loyalty promotion programs for TC new material enterprises, promote the common development and progress of Thailand and China, and retain more talents for the new material enterprises.

1.3.3 Provide reference for other high-end enterprises and provide some solutions for them to retain talents.

1.4 Research Questions and Hypothesis

1.4.1 Research questions

Take the elite employees of TC new material enterprises as a sample, mainly senior management, senior skilled workers, material analysts and other people with temporary irreplaceable characteristics. Conduct PSPP analysis and reliability and validity analysis on the data, and draw feasible suggestions on how to improve employee loyalty from two groups of people.

1.4.2 Research assumptions

Becker (1960) first proposed the concept of organizational commitment and defined it as "a psychological phenomenon that employees have to stay in the organization with the increase of unilateral investment in the organization ". Since then, scholars at home and abroad have made phased research achievements in this field. Karmakar Rita (2021) defines organizational commitment as a kind of psychological force, which motivates employees to maintain the membership of the organization by determining the goals and values of the organization; At the same time, it is also a psychological constraint on employees, improving their work participation, loyalty and willingness to make more efforts for the organization.

TC enterprise is a joint venture between Thailand and China, and is also the research object of this topic. To serve as a model for the management of elite employee loyalty in businesses in other related industries, analyze the current situation of elite employee resignation in TC enterprises, start investigating low loyalty and the causes of the resignation behavior, and discuss the loyalty improvement plan of TC enterprises in the life cycle of elite employees. The ability of businesses to operate steadily will be compromised by a high personnel turnover rate, a sizable elite employee population, and a lack of loyalty among other on-duty workers. This is crucial for TC businesses, which must quickly amass a significant number of core people to keep up with the sector's rapid development.

Therefore, based on the above research questions, the research hypothesis of this research topic are as follows:

H1: High satisfaction with salary among elite employees will have a positive impact on employee loyalty

H2: High job satisfaction has a positive impact on employee loyalty

H3: Good relationships with colleagues have a positive impact on employee loyalty

H4: Lack of training for employees can have a negative impact on their loyalty

H5: A perfect corporate culture has a positive impact on employee loyalty

H6: A good work environment has a positive impact on employee loyalty

H7: A well developed company has a positive impact on employee loyalty

H8: Lack of leadership can have a negative impact on employee loyalty

1.5 Definition of Terms

Elite employees: also known as core employees, are employees who undertake important tasks of strategic significance in the organization's operation, are the basis of the organization's core competitive advantage, are the owners of key knowledge and skills of enterprises, and are also powerful weapons for enterprises to participate in market competition. Improving the loyalty of elite employees to the enterprise, preventing elite employees from job-hopping, and actively playing their resource advantages are the issues that enterprises should focus on.

Employee loyalty: Guillon and Cezanne found that there are two aspects of employee loyalty: attitude loyalty behavior and loyalty. It further explains that attitude loyalty is reflected in the subjective and spiritual cognition of the organization such as cognition, feeling and recognition, and further explains that behavior loyalty is reflected in the perception phenomenon, and the quantifiable relationship between employees and the organization.

Organizational commitment theory: Organizational commitment is also translated into "sense of organizational belonging" and "organizational loyalty. There are three typical definitions of organizational commitment: First, Becker, who first proposed the concept of organizational commitment, believed that organizational commitment is a psychological phenomenon that employees have to stay in the organization with the

increase of their input into the organization; Second, Mowday believes that organizational commitment is the relative degree of personal emotional attachment to and participation in a particular organization; The third is proposed by Wiener, which is the result of the continuous instillation and emphasis of such a concept or norm in the process of individual socialization. Based on the above three definitions, organizational commitment includes at least three forms of commitment: emotional commitment, continuous commitment and normative commitment.

1.6 Significance of the Study

In order to close management method shortfalls in traditional industries, current research on the loyalty of elite employees in emerging new material enterprises is consulted. And furthermore, a portion of the research is based on the analysis and improvement of the characteristics of new material enterprises as vigorously developing enterprises, to build a core employee loyalty improvement strategy. It has, in certain ways, improved employee loyalty management application findings of the study in the new material industry.

To cultivate elite employees who adapt to their own development, the times are changing with the development of society, so today's employees also have different personality traits, different social growth environment and different requirements, resulting in different management methods in enterprise management, using different management methods or organizational communication methods; To improve the efficiency of human resources and reduce the cost and risk of the enterprise, the competition in the new material industry will lead to the frequent loss of excellent core employees.

When the employees leave the company, it is equivalent to the loss that the company has suffered to a certain extent. However, the new employees need to adapt to the job, cannot be put into work quickly, and may also be incompetent to lead the company

to continue to search; Improve the cohesion and corporate culture of the enterprise and form an independent corporate culture. The improvement of the loyalty of the elite employees will help to bring other employees together. This team will take the corporate culture to a new level and also participate in the harmonious work of the enterprise and employees.

1.7 Framework

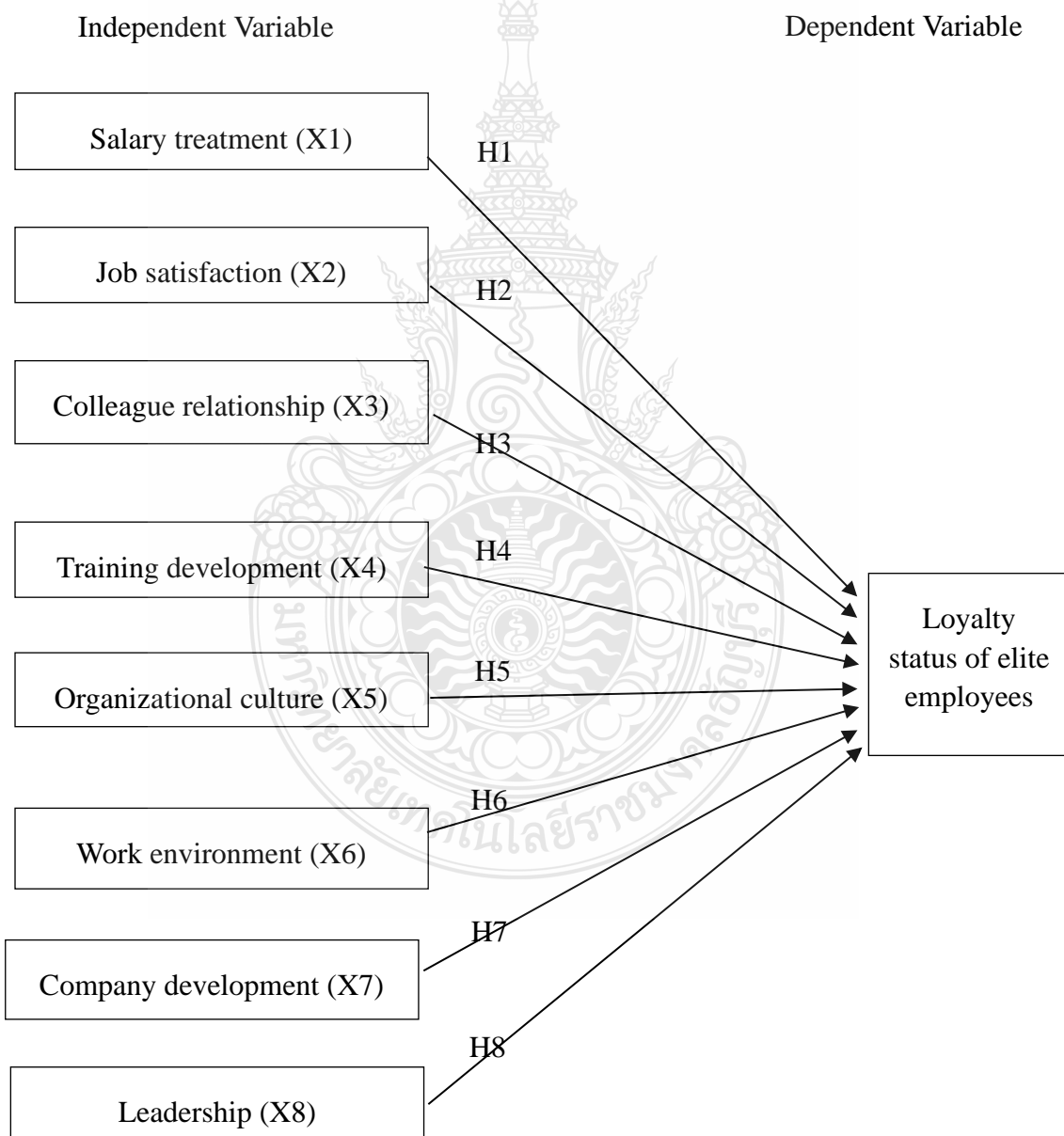


Figure 1.6 Conceptual Framework

CHAPTER 2

REVIEW OF THE LITERATURE

2.1 Theoretical basis of employee loyalty

The factors affecting employee loyalty can mainly be considered from the three major aspects of employee personal factors, enterprise factors and social environment factors, and each aspect has different influencing factors, and this article mainly discusses the impact of enterprise factors on employee loyalty. From the perspective of enterprise factors, the loyalty of employees is affected by the influence factors from the enterprise, such as salary and treatment, corporate culture, working environment, leadership, colleague relationship, company development, training development, and job satisfaction.

2.1.1 Compensation theory

1) William Petty's theory of minimum wage. The minimum wage theory holds that wages, like other commodities, have a natural level of value, and this value is the basic consumption needs of workers' lives. The minimum wage is not only the basic guarantee for the survival of workers, but also a necessary condition for employers' production and operation. If it is below this level, the reproduction of labor cannot be carried out, and the stability and development of society cannot be maintained. For this reason, the government needs to legislate to set the minimum wage level and reconcile conflicts of interest between employees and employers. [1]李光. 企业战略性薪酬管理的策略研究[D].山西大学, 2011.

2) Adam Smith's theory of wage differentials. Adam Smith believed that there were two main causes of wage differentials: one due to the nature of different occupations, and the other due to different wage policies. In reality, wage differentials within and outside social organizations objectively exist. Adam Smith acknowledged this objective fact, and the link he pointed out between the nature of occupation and wage differentials was in fact the basis of the job wage system in modern social organization.

3) Motivation theory. Motivation theory believes that the performance level of employees is associated with incentives, and in the case of certain abilities of employees, the higher the level of motivation, the higher the level of performance. Incentives are related to people's needs. In social organizations, the most basic needs of employees are economic needs, which are realized through wages. Therefore, this wage theory holds that the key to wage management of social organizations is to strive to play their incentive function.

4) Fairness theory. An important issue in salary distribution is the issue of fairness. Herzberg has noted that feeling unfair is a significant reason why employees are dissatisfied with their jobs. Adams delved into this and proposed the theory of fairness. Fairness theory states that employees will compare their income and contributions to others' income and efforts, and if the two are equal in proportion, they will feel fair: if the two are not equal, especially when they receive a lower rate from their efforts than others, they will feel unfair and will try to correct it. Therefore, in a social organization, employees are concerned not only with their own actual salary level, but also with the comparison of their wages with others. Even if an employee is rewarded with a 5% increase in wages, if a colleague who performs less than his or her is rewarded with the same reward, then the salary increase will not satisfy the employee. Therefore, this wage theory is concerned with the wage structure, wage differentials and wage relations within the organization. [1]高梅.基于亚当斯密公平理论的企业薪酬设计研究[J].现代商业, 2013(32): 162.

2.1.2 Training theory

1) Group learning theory. In the 30s of the 20th centuries, American psychologist Rogers proposed the theory of group learning based on his psychological ideas, which is characterized by non-structure, encouraging thinking and acceptance. He believes that training should have no fixed learning objectives and teaching mode, and trainees should learn in a free atmosphere; Students should be encouraged to develop creative thinking through group learning; Through training, interpersonal relationships

are improved and the healthy development of personal personality is promoted. [1]陈斌. 基于复杂网络的研究性学习群体学习关系分析[D]. 华中师范大学, 2010.

2) Theory of employee collective training. In 1990, Vernon Humphrey proposed the "Theory of Employee Collective Training" in "Whole Organization Training". He believes that collective training is to consider the problem of employee training from the perspective of the entire organization, and is a process of changing the behavior of complex organizations through training. He proposed a "collective training model for employees" that includes five subsystems: analysis, design, development, execution and control, each of which is interrelated.

3) Learning organization. Its original idea originated from Professor Forrester of the Massachusetts Institute of Technology, who published his paper "New Design of Enterprises" in 1965, which used the principle of system dynamics to conceive the ideal organizational form of flat hierarchies, organizational information, and open structure; Imagine an organization moving from subordination to working partnership; Moreover, the organization must be able to continuously learn and adjust structural relationships. [1]胡登舰. B 公司学习型组织构建问题诊断及优化策略研究[D]. 安徽财经大学, 2023.

2.1.3 Herzberg's theory of job satisfaction

Herzberg (1959) proposed that it is better to understand the motivation of employees when understanding their respective work attitudes. In this discussion, managers should be presented with the most pragmatic information about employee motivation. Propose motivating factors and health factors. Herzberg believes that only motivational factors can have a lasting impact on employees. In addition, workers perform best if motivation is intrinsic and work-related.

2.1.4 Employee relationship management theory

The term "employee relations" is derived from the Western human resource management system. In the West, initially due to fierce labor-management contradictions and serious confrontations, it brought unstable factors to the normal

development of enterprises. In the power game between labor and management, the management gradually recognizes the positive role of alleviating labor conflicts and allowing employees to participate in enterprise operations. With the development of management theory, the continuous progress of people's understanding of the essence of human nature, and the improvement of the national labor law system, enterprises are paying more and more attention to improving employee relations, strengthening internal communication, and coordinating employee relations.

Modern employee relations. It emphasize "employees" as the center, employee relationship management is built under the overall mechanism of human resource management, through performance management, salary management and other systems play a role, jointly create a good employee relationship within the organization, maintain a positive psychological contract between the organization and employees, for the healthy growth of the organization and the continuous improvement of performance to provide a strong guarantee, in short, improving employee relations has also become a necessary element for the development of enterprises. [1]龚美富. 同事关系对个体工作绩效的影响研究[D].南昌大学, 2010.

2.1.5 Corporate Culture Theory

1) Humanistic doctrine. The doctrine emphasizes that there is no corporate culture without people-oriented, and corporate culture opposes "pressure and punishment of management cards", and "pressure punishment of management cards" is not corporate culture. Corporate culture has achieved four breakthroughs in theory, thus declaring that it is a people-oriented management theory: (1) Changing the thinking direction of enterprise management development; (2) Put forward the principle of "people-oriented"; (3) Put people-oriented values at the center of all elements of the enterprise; (4) People-oriented has become the magic weapon for global enterprises to succeed.

2) The doctrine of values. The doctrine emphasizes that corporate values are the core of corporate culture, and corporate values are about people, that is, values about people. Whether corporate values are about people or things, in other words, whether it shows respect for individuals and takes human development as the center, is a sign that distinguishes and divides true and false corporate culture. The old management of corporate culture before saw things without people, and the kind of "enterprise development", "safe production", "capital expansion", "GDP" and so on in the first place were all material-oriented. [1]刘燕华.组织文化理论探析[J].西北民族学院学报(哲学社会科学版.汉文), 2000(02):76-80.

2.1.6 Organizational Environment Theory

An important development in modern management is the rise of systems theory (or system Sch001). This is a theoretical school that has been popular since the 60s of the 20th centuries, which introduced the concept of open system to study the internal and external environmental problems of organizations. In fact, the earliest put the group; Weaving as a system is Chester I. Barnard: Barnard, in his masterpiece "The Duties of Managers", first raised the issue of synergy between organizational systems. He believes that organizations at all levels of society, including military, religious, academic, and enterprise, are all a cooperative system, and these cooperative organizations are formal organizations that contain three elements: willingness to cooperate, common goals, and information links. Informal organizations exist in all formal organizations: they are two interacting and interdependent aspects of collaboration. A collaborative system is made up of many people who collaborate with each other.

Modern organizational theory holds that an organization is a complex social unit that pursues its own goals. For organizations to survive, they must adapt to the external environment. This task requires the organization to communicate and exchange with its surroundings, called "external adaptation" or "adaptation". Therefore, it is necessary to conduct research on the environment faced by the organization.

The environmental theory of the organization believes that the external environment of an enterprise is divided into three types according to levels: task environment, competitive or industry environment, general environment or macro environment.

2.1.7 Theory related to company development

1) Value chain theory. The concept was proposed by Harvard Business School professor Michael Porter in his 1985 book *Competitive Advantage*. He believes that "every enterprise is a collection of activities carried out in the process of designing, producing, selling, sending and supporting its products, which can be represented by a value chain." ¹ Depending on the importance of value creation in each value activity, value activities can be divided into two categories: basic activities and auxiliary activities. Basic activities include internal logistics, manufacturing, external logistics, marketing, service, etc.; The auxiliary activities mainly include enterprise basic function management, human resource management, technology development, procurement, etc.

2 迈克尔·波特著，陈小悦译，《竞争战略》，华夏出版社，2003。

2) Five forces analysis model. This is proposed by Michael Porter in the early 80s, used in the analysis of competitive strategy, which can effectively analyze the customer's competitive environment and has a profound global impact on the formulation of corporate strategy. The five forces are: the ability of potential competitors to enter, the ability to substitute substitutes, the bargaining power of suppliers, the bargaining power of buyers, and the current competitiveness of competitors in the industry. Different combinations of the five forces will achieve different effects.

3 迈克尔·波特著，陈小悦译，《战略竞争(M)》，北京华夏出版社，2004年

2.1.8 Leadership Theory

1) Trait approaches emerged, replacing the great man methodology. Trait theory states that leaders have certain traits or personalities, such as wisdom, bravery, and self-confidence, which distinguish leaders from ordinary people, and these

extraordinary qualities enable successful leadership to be achieved, so that leaders can achieve career or other success.

2) Behavioral theory. It places more emphasis on the behavior, skills, and style of the leader. Influenced by psychology, leadership theory in this period pays more attention to what managers actually do in their work, what kind of management style they adopt, the roles of managers and the managed, the functions and responsibilities of management, etc., and has many constructive studies on leadership behavior. The Ohio State University proposes two dimensions for managing subordinate behavior: consideration structure and initiating structure.

3) Contingency theory. It is believed that leaders should adopt different theories and behaviors depending on the environment or situation. Leaders are products of situations. For example, the "leaderless group discussion" and "scenario simulation" often used in corporate recruitment are based on the theory of situational contingency. Given a situation, put a group of interviewees in it, and even if there is a division of labor beforehand, leadership will gradually unfold as the situation changes or the discussion deepens. [1]杰西卡·E·丁,罗伯特·罗德,威廉·加德纳,杰米里·穆塞尔,罗伯特·李登,胡金玉,祝军,朱昱治.西方领导力前沿理论与视角变化[J].中国领导科学,2018(06): 51-57.

2.2 Related concepts of employee loyalty

2.2.1 Definition of employee loyalty

Regard to the discussion of "loyalty", Josiah Royce (1908) explained that as one of the hierarchical systems, loyalty is differentiated by category and grade. Among them, loyalty to individuals is at the lowest level, followed by loyalty to groups, and at the highest level is full commitment to a series of principles and values. In addition, he believes that employee loyalty can be divided into two categories: passive loyalty and active loyalty.

Allport (1933) believes that loyalty is a choice of value orientation and adherence to the code of conduct that he thinks is better. It covers three factors: the requirement of continuous loyalty, the nature of voluntary choice and the moral basis.

Bob Voyles (1999, p.32(9): 69-70) believed that employee loyalty is all the behaviors and activities that employees do to the enterprise. He paid more attention to whether employees really make significant contributions to the organization or enterprise. Frederick Reichheld (2001, p.(10): 10-11) believed that employee loyalty is that when employees make efforts in the enterprise, they not only promote the good development of the enterprise, but also promote the progress of employees themselves.

Richard Coughlan (2005) focused on moral character for loyalty. He proposed that employee loyalty is the reflection of employees' behavior to fulfill their commitments in the organization in order to adhere to certain moral principles (which are widely existing and are the common goal of enterprises and employees). He pointed out that as the moral quality of employees, employees' loyalty has the characteristics of being unable to trade (Richard Coughlan, 2005, pp.43-57).

Zhang Xiaonan and Xing Chunni (2011) proposed that employee loyalty is a quantitative concept, which is the degree of employee loyalty to the enterprise, reflecting that employees and the enterprise have the same goals, thus making employees more active in creating enterprise value (Xing Chunni & Zhang Xiaonan, 2011, pp.57-58). On the plateau, Wang Huaiming (2014) believed that there was an internal link between the social embeddedness of enterprises and employee loyalty. Han Qingmin (2014) believes that the new situation puts forward new requirements for employee loyalty management.

2.2.2 Definition of elite employees

Elite employees are an important asset in the organization and operation process of enterprises. Different enterprises have different definitions of core employees. It can be seen from the existing literature. At present, there is no unified conclusion on elite employees in the industry, but the relevant concepts are summarized.

Pareto (1897) pointed out that within the enterprise, a small number of employees constitute a very important core in the development process of the enterprise. If this part of core employees is lost, it will bring unpredictable negative effects to the development process of the enterprise. Basically, 20% of the employees of the enterprise have mastered 80% of the core skills and important resources of the enterprise and can create 80% of the profits for the enterprise. These 20% of the employees are the core employees of the enterprise.

Han Xiangmei (2009, pp.41-42) believes that those who have made outstanding contributions to the development of the enterprise, can understand and accept the core values of the enterprise, and under the specific circumstances of the enterprise, have the core competitive resources of the enterprise, or are in the core positions of the enterprise, engaged in core work, and master the core resources are the core employees of the enterprise.

Shen Cheng (2020, pp.53-54), based on the actual development of the market economy and the general situation of the enterprise, proposed that the employees who have made outstanding contributions to the enterprise's business performance, scientific and technological strength, management process and other aspects are the core employees of the enterprise. These employees are indispensable and valuable resources in the long-term development of the enterprise, and are difficult to be replaced.

Based on the research of the above scholars, the author believes that elite employees refer to the relevant core skills and key resources needed in the core competitiveness of enterprises, which can bring dividends to enterprises, continue to innovate, play a positive role, and help enterprises maintain their advantages in the fierce market competition. And they are temporarily "irreplaceable" in some fields or at a certain stage. If they are lost, the enterprise will suffer serious losses. Therefore, in this study, core employees refer to those who are too professional or have excellent management skills in Sino-Thailand joint ventures, and the loss of a small number of such employees

will have a considerable impact on the relevant departments of the enterprise, and a large number of such employees will not be able to conduct normal technical development and research.

2.2.3 Influencing factors of employee loyalty

Individual factors: from an individual perspective, employees' needs have internal and external needs. Internal needs refer to the psychological needs of employees, respect for learning, development and self-realization, and other spiritual needs of employees, such as whether employees are satisfied with the enterprise; External demand mainly includes economic demand, physiological demand, such as material demand of office environment. Friderick Reichheld (2001, (10): 10-11) studied the age and personality of employees and believed that some people are naturally inclined to loyalty. Zhang Qian et al. (2018) summarized in their research results that employee loyalty is in direct proportion to the age and length of service of employees.

Environmental factors: In addition to their own needs, the external environment - the enterprise's loyalty to employees will also have an impact. For example, employees' acceptance and recognition of corporate culture, satisfaction with corporate system, etc. Some Chinese scholars pointed out that the social environment, including national policies, industrial competitiveness and international development status, will affect employee loyalty.

Organizational factors: Organizational factors usually include how leaders treat employees and how well they organize each small team. Whether the leaders can play a good role in guiding employees by their own personality charm is affected by corporate culture, salary, leadership behavior, internal communication, personal development prospects, work environment and other factors from the enterprise, which can directly affect the level of employee loyalty. Baraaram's (1998) research shows that the company's salary level directly affects employee loyalty, and the relevant human resources system and promotion opportunities also affect employee loyalty to a certain

extent. David W. Rhodes (1989) confirmed that highly loyal employees in the organization want to get the opportunity to optimize communication and participate in management.

2.2.4 Employee loyalty measurement

This method can guarantee the authenticity of the measurement to the greatest extent, and has certain research significance for the research. This research conjectures some loyalty factors influencing factors through the combination of theoretical methods and practice. Based on the factors, each problem corresponds to one or more factors, and carries out statistical analysis on the results to obtain the employee's score, and then analyzes the problem and proposes methods, and finally proposes methods to improve the employee's loyalty to the enterprise.

Referring to the three-factor scale measured by Canadian scholar Mayer et al. (2002, p.19), this scale divides employee loyalty into three parts, namely emotional loyalty, continuous loyalty and normative loyalty. Emotional loyalty represents whether employees have feelings for the enterprise and whether they have enough connections with the enterprise to maintain the existence of loyalty. Continuous loyalty: the relationship between employees and enterprises. The duration of the relationship represents the premise for the existence of employee loyalty. If the duration is too short, the employee's feelings for the enterprise will be a flash in the pan, and there will be no loyalty. Normative loyalty: the firmness of the relationship between employees and enterprises under external intervention. The higher the normative loyalty, the less the external influence on employees.

2.3 Research on employee loyalty improvement

2.3.1 Employee needs to promote employee loyalty

Influenced by Maslow's hierarchy of needs, foreign scholars have relatively good opinions on such measures to improve employee loyalty. For example,

scholars represented by Crosby proposed that only by knowing the differentiated needs of employees can the loyalty of different employees be improved through corresponding measures. According to Herzberg's relevant research, incentive factors are the only factor that can really motivate employees, while health factors do not have this effect. Therefore, when improving employee loyalty, we should pay attention to whether employees' work has been enriched and whether the work system is flexible, and build efficient incentive mechanisms by participating in employee career design and other methods to stimulate their enthusiasm for work, and then improve their enterprise loyalty.

2.3.2 Promote employee loyalty through the construction of a reasonable and fair salary system

For a long time, compensation has been the key to determine whether employee loyalty can be improved. A reasonable and fair salary system has a positive impact on employee loyalty. Elaaime (2003) learned from the survey that about 40% of employees will choose to change jobs because of higher salary, which strongly demonstrates the important role of salary in improving employee loyalty. Therefore, when designing employee compensation, we should pay attention to external competitiveness and internal fairness, so as to make full use of the positive impact of compensation (Yu Xiaofang, 2007).

2.3.3 Promote employee loyalty by improving management level

The scholar represented by Mowday (1982) mentioned that allowing employees to participate in enterprise management can effectively improve employees' sense of ownership and responsibility, thus helping to enhance their loyalty to the enterprise. However, in 1995, Leslie and other scholars put forward different views, believing that the key to employee loyalty cultivation is compensation (including promotion and salary increase). Meyer & Allen (1988) and Price & Mueller (1986) respectively pointed out that the most effective measure to cultivate employee loyalty is to empower employees within a reasonable range (Yu Xiaofang, 2007).

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

According to the background, problems and related theories of the previous two chapters, the questionnaire method is used to collect, obtain and analyze relevant data, and the basic information of employees of the enterprise, such as gender, working years, age, etc., is collected to determine the appropriate sample size; Indicate the methods used and the survey tools used, test their questionnaire tools, determine the reliability and validity of the questionnaire, and enhance their persuasiveness; And divide the data analysis into four parts.

3.2 Population & Sample Size

According to the analysis of employees in the new material industry in the industrial park, there are about 2000 employees and 216 elite employees. Through questionnaire survey and data analysis, the elite employees play an important role in the development of the enterprise. They are outstanding in a certain field. Although their education, experience, ability and age are different, they are also an irreplaceable part of each type of work. Therefore, it is very meaningful to analyze their loyalty. The composition of elite employees in the industry is analyzed from three aspects: education composition, age distribution and working years.

3.3 Research Methods

This research on the organizational commitment of elite employees of TC enterprises - loyalty enhancement collects data and information through the following methods:

Questionnaire survey method: edit the scale questions in written or online form, invite enterprise employees to participate, and collect them for sorting, statistics and analysis.

Quantitative and qualitative analysis methods: after the survey of elite employees, the data are summarized and analyzed, and the specific performance of loyalty is analyzed in combination with various theoretical schools.

Literature research method: search the relevant organizational commitment at home and abroad in the past five years - employee loyalty enhancement for research, fully understand the needs and ideas of core workers and how to accurately improve employee loyalty to the enterprise.

3.4 Instrumentation

3.4.1 Questionnaire design process

1) Collect and study the relevant measurement scales in the domestic and foreign literature, and according to the actual situation of the research topic, comprehensively consider various influencing factors, and combine the purpose of the survey to screen the variables. Therefore, this paper deleted and modified the scale when learning from foreign mature scales.

2) Before the implementation of the final scale, five employees of the company were interviewed online, and the designed sample scale was distributed to them, and the scale was optimized and adjusted according to their use experience.

3.4.2 Contents of the questionnaire

1) Basic information of elite employees. This article collects education background, age, gender, length of service, position and entry method.

2) Employee loyalty status test. This paper refers to Mayer's three-factor scale of organizational commitment, including emotional commitment, sustained

commitment and normative commitment. It is optimized to design 5 questions for each dimension, a total of 15 questions.

3) Employee loyalty influencing factors test. The goal of this topic is to help enterprises find out the main impact of employee loyalty. Therefore, according to the eight dimensions of organizational factors in Chapter II, salary, job satisfaction, colleague relationship, training development, corporate culture, work environment, company development and leadership, the survey is conducted. Each dimension is designed with 4 questions, a total of 32 questions.

The second part and the third part of the questionnaire adopt Likert scale statistical method. Each question has five answers, namely "Very agree", "Agree", "Not necessarily", "Disagree" and "Very disagree", which are recorded as 5, 4, 3, 2, 1.

4) Questionnaire distribution and recovery. The questionnaire was distributed through the telephone and network link, and the personnel information provided by the Chinese company, a total of about 250 elite personnel, 250 questionnaires were distributed, and 216 valid questionnaires were finally recovered, with a recovery rate of 86.4%.

3.4.3 Reliability and validity analysis of the questionnaire

In order to ensure the reliability and effectiveness of the survey, it is necessary to analyze the reliability and validity of the data to determine whether it can be used as a study.

Reliability: mainly refers to the reliability, consistency and stability of the test results, that is, whether the test results reflect the true characteristics of the stability and consistency of the tested.

Cronbach's alpha is a method of checking reliability. It overcomes the shortcomings of partial half-method and is the most commonly used reliability analysis method in social science research at present.

$$\text{Cronbach coefficient expression} = \alpha = \frac{n/(n-1)}{1 - \sum Si^2/St^2}$$

α is the Cronbach reliability coefficient, n is the number of questions, Si^2 is the score variation of all subjects on question i , and St^2 is the variance of the total score of all subjects.

Generally speaking, the higher the coefficient, the higher the reliability of the tool. In the basic research, the reliability should reach at least 0.80 to be acceptable. In the exploratory research, the reliability should reach 0.70 to be acceptable. A range between 0.70 and 0.98 is high reliability, while a range below 0.35 is low reliability and must be rejected.

Validity: that is, validity, which refers to the degree to which the measuring tool or means can accurately measure the things to be measured. Validity refers to the extent to which the measured results reflect the content to be investigated. The more consistent the measured results are with the content to be investigated, the higher the validity; On the contrary, the lower the validity.

3.4.3.1 Reliability and validity test of TC Enterprise Elite Employee Loyalty Inventory

The reliability and validity test statistical table of the status quo of loyalty is tested according to the relevant questions in the second volume of the questionnaire, with a total of 12 questions.

a) Reliability test of loyalty scale

This study conducted a reliability test on the loyalty of elite employees in TC enterprises, and the results are as follows:

Table 3.1 Cronbach's alpha analysis of the three-factor scale

Dimension	Cronbach's alpha	N of Items
Emotional commitment	0.918	4
Continuous commitment	0.938	4
Normative commitment	0.878	4

It can be seen from the above two tables that the Cronbach coefficient of the loyalty of the elite employees of the enterprise is 0.889, the dimension coefficient of emotional commitment is 0.918, the dimension coefficient of continuous commitment is 0.938, and the dimension coefficient of normative commitment is 0.878. The values are both greater than 0.8, which is acceptable. The scale can be used.

a) Validity test of loyalty scale

This article makes reasonable modifications to some items based on the previous research questionnaire, and refers to Han Binbin's questionnaire design for research. The validity of the questionnaire is 0.887, indicating that the scale can be adopted and has been referenced in practice multiple times.

3.4.3.2 Reliability and validity test of TC Enterprise Elite Employee Loyalty Influencing Factor Scale

This scale is designed to test the relevant questions in the third volume of the questionnaire, with a total of 32 questions.

a) Reliability test of the scale of influencing factors of loyalty

According to the eight dimensions of the organizational factors in Chapter 2, the analysis of each dimension is carried out, and the overall reliability is also analyzed and tested, and the following table is obtained:

Table 3.2 Reliability test of eight dimensions

Dimension	Cronbach's Alpha	N of Items
Salary treatment	0.845	4
Job satisfaction	0.924	4
Colleague relationship	0.923	4
Training development	0.883	4
Corporate culture	0.877	4
Work environment	0.903	4
Company development	0.941	4
Leadership	0.883	4

Table 3.3 Total reliability test of the scale

Cronbach's Alpha	N of Items
0.829	32

It can be seen from the above table that each Cronbach coefficient value represents a high degree of reliability, indicating that the survey data can be accepted and used.

a) Validity test of the scale of influencing factors of loyalty

This article makes reasonable modifications to some items based on the previous research questionnaire, and refers to Han Binbin's questionnaire design for research. The validity of the questionnaire is 0.934, indicating that the scale can be used.

3.5 Statistical Analysis

Data obtained from perspective of staffs was analyzed by using SPSS for window program to compute the results. The output of the program is presented in chapter four and the results of respondent are presented as following:

3.5.1 Descriptive statistical analysis. The actual survey sample is 216, and in Chapter 3, information on the age, education, and working hours of elite employees is provided.

3.5.2 Extracation common factor and result analysis. It can be seen that the sample data is suitable for factor analysis. This article uses principal component analysis to extract factors with eigenvalues greater than 1 from 32 items according to the principle of eigenvalues greater than 1. It is found that the eigenvalues of 8 factors are greater than 1, and the cumulative variance contribution rate of the factors is 78.625%, which can cover the majority of the scale information.

3.5.3 Correlation analysis. Correlation analysis can preliminarily explore whether there is a correlation between variables and the relevant situation.

3.5.4 Multiple linear regression analysis. Correlation analysis is only a rough analysis of the degree of correlation between two variables. In real life, we need to consider the joint impact of multiple factors on employee loyalty. Therefore, this article takes influencing factors as the independent variable and loyalty dimension as the dependent variable, using the method of multiple linear regression to study the impact of multiple factors on the loyalty of elite employees.

CHAPTER 4

RESEARCH RESULT

4.1 Introduction

In recent years, the relationship between China and Thailand has become increasingly close, and the number of employees and elite employees in the company has also been increasing, which is more meaningful for this study. This survey design volume investigates the current status of loyalty among elite employees. The article also compares and analyzes relevant research topics to ensure that the research results and conclusions are closer to the real situation.

4.2 Descriptive Statistics of Variables

4.2.1 Basic demography Statistics

For the information provided by 216 respondents, the following table was obtained:

Table 4.1 Elite employee sample distribution table

Characteristics	Frequency	Percent (%)
Gender		
A. Male	128	59.26%
B. Female	88	40.74%
Age		
A. 18-24 years old	3	1.4%
B. 25-34 years old	124	57.4%
C. 35-45 years old	69	31.9%
D. 45 years old and above	20	9.3%

Table 4.1 Elite Employee Sample Distribution Table (Cont.)

Characteristics	Frequency	Percent (%)
Education		
A. High school	6	2.7%
B. Junior college	27	12.5%
C. University	59	27.3%
D. Master	112	51.9%
E. Doctor	12	5.6%
Working years		
A. less than 1 year	12	5.6%
B. 1-2 years	54	25%
C. 3-4 years	64	29.6%
D. 5 years or more	86	39.8%
Position		
A. Senior maintenance personnel	58	26.9%
B. Material analyst	72	33.3%
C. Data analyst	53	24.5%
D. Senior management	33	15.3%
Entry method		
A. Recruitment website	64	29.6%
B. Headhunters	82	38%
C. Recommended by friends	57	26.4%
D. Other methods	13	6%

As can be analyzed from Table 4.1, the gap between men and women in the proportion of elite talents has narrowed, with 59.26% for men and 40.74% for women. High-level talents aged 25-34 account for the largest proportion, accounting for 57.4%, and the people at this age are basically master's and doctoral, and they have a lot of Knowledge, and with certain work experience and life experience, their working ability is often the strongest, and their development potential is also huge. According to

the statistical results of length of service, there are more human rights for 3-4 years and more than five years, accounting for a total of 69.4%, which shows that the loyalty of the overall employees is better. Judging from the number of people in the position, the lowest is the number of senior managers, only 33, accounting for 15.3%, which is not very high for a new materials enterprise. The side shows that the screening and training of executives should be strengthened. The highest proportion is material analysts, which also shows the future development of the enterprise. The development potential is huge, and their core technology developers are sufficient. The final onboarding method statistical results show that most employees are still obtained by intermediaries or headhunters, and the proportion of people recommended by friends is also large, which shows that the mobility of personnel in the new materials industry may be relatively large. We can obtain talents through headhunting, and competitive enterprises can also obtain them in this way. We should pay special attention to getting better talents.

1) Education composition

Table 4.2 Academic composition of elite employees

Education	Number of people	Proportion
Senior school	6	2.7%
Junior college	27	12.5%
Undergraduate	112	51.9%
Master	59	27.3%
Doctor or above	12	5.6%

It can be seen from the table that there are 33 employees in high school and junior college, accounting for 15.2% of the total. They often belong to professional talents in technical posts and play a key role in the implementation of the actual business activities of enterprises; The proportion of people with bachelor's degree and master's degree is the largest. They are also the mainstay of the enterprise, occupying most of the positions. They often have good working ability and excellent brains, and

can use more scientific knowledge or theory to work; The proportion of people with a doctor's degree or above is 5.6%. They have a broader knowledge field, can understand the changes in the industry in advance, predict risks for enterprises, and if they can provide them with better opportunities, they will give full play to their talents and values, and will be more loyal to enterprises.

2) Age distribution

Table 4.3 Age distribution of elite employees

Employee age	Number of people	Proportion
18-24	3	1.4%
25-34	124	57.4%
35-44	69	31.9%
Above 45	20	9.3%

It can be seen from the table that the age stage with the largest proportion of the enterprise is 25-34 years old, about 57.4%. They are the young main force in the enterprise and the premise for the continuous progress of the enterprise. They have more enthusiasm and energy to work; The proportion of people aged 35-44 is 31.9%. They usually have to take care of their family at this age. They are more likely to have higher jobs and are unstable; The number of people above 45 accounts for 9.3%. They have a relatively stable mentality and generally do not change jobs easily. They also have prestige in the enterprise and can affect young employees, so they will have an impact on the stability of the enterprise and employee loyalty.

3) Working years

Table 4.4 Working years of elite employees

Working years	Number of people	Proportion
Less than 1 year	12	5.6%
1-2 years	54	25%
3-4 years	64	29.6%
More than 5 years	86	39.8%

can be seen from the table of working years that the proportion of employees who have worked for more than 5 years is relatively large. They basically have a deep sense of belonging and recognition to the enterprise, and have a sense of dependence, and generally have a high loyalty to the enterprise; The number of elite employees less than one year is 5.6%. They have just arrived at the company and have a low sense of belonging and loyalty to the company. But since they choose the company, it means that the sense of recognition is not very low. And they are elite employees, which means that they have high technical ability or management ability.

4.2.2 Results of Employee Loyalty Status

The average score of the three factors of organizational commitment can reach more than 5 points, which means that the loyalty score of employees in the enterprise is high. On the contrary, it means that the enterprise needs to strengthen the management of this issue to enhance the loyalty of employees; If the scores of the three dimensions are higher than 5 points, the relevant indicators of employee loyalty of the enterprise remain at a high level. On the contrary, the company needs to find out the problem and strengthen the overall management of the company.

According to the survey of the status quo of the loyalty of elite employees, from different dimensions, it mainly includes emotional loyalty, continuous loyalty and normative loyalty.

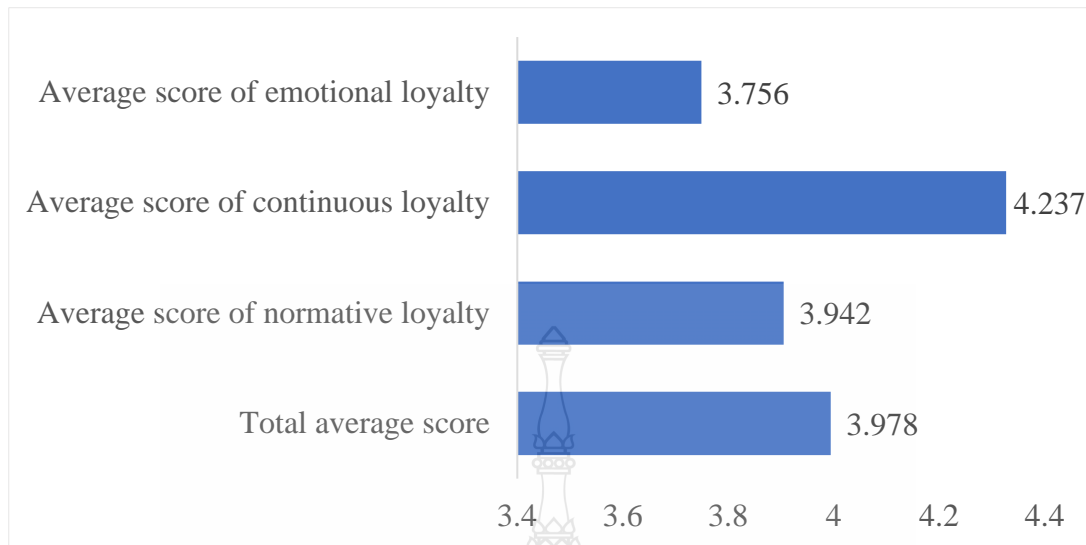


Figure 4.1 Statistical results of the current situation of loyalty of elite employees

1) Emotional loyalty

3% of employees choose "highly recognized" when it comes to "never resign or switch jobs under any conditions", 9% choose "relatively recognized", and 13% choose "somewhat recognized". The total proportion of this question is 25%, with a score of 4.194 points; 37% of employees choose to address the issue of 'having made good friends with themselves in the company and temporarily unwilling to leave', with a score of 4.176; 93% of employees recognize the company, and I am proud to be a member of the company and hope for its better development. But the overall score of emotional loyalty is 3.921, below 5 points.

This shows that most employees in the company have low emotional loyalty. For employees aged 25-34, they are more eager for higher wages and a better future, and they account for 63% of elite employees, which will greatly affect the stability of the enterprise and employee loyalty.

2) Continuous Loyalty

15% of employees choose "highly recognized" when it comes to the question of "being able to utilize my residual heat in the company", 9% choose "relatively recognized", and 4% choose "somewhat recognized". The total proportion of

this question is 28%, with a score exceeding 4 points; 38% of employees choose neutrality; The question with the highest score in this category is 'I think leaving the current company will provide more opportunities', with a score of 4.324.

Although the score for sustained loyalty does not exceed 5 points, the dimension with the highest score among the three factors is 4.324. This indicates that the company's sustained loyalty is still relatively low, especially with the highest score being 'I think leaving the current company will provide more opportunities'. This indicates that most employees in the company believe that leaving the company is a better choice, which reflects certain internal problems within the company.

3) Regulate loyalty

11% of employees choose "highly recognized" when it comes to feeling guilty about leaving, 12% choose "relatively recognized", 8% choose "somewhat recognized", and 32% choose "not recognized"; 37% of employees believe that the company has designed personalized career development for me, and the final score for standardized loyalty is 3.905.

By standardizing loyalty, it can be understood that now employees want to have a different work experience, which leads many people to the idea of resigning and job-hopping, which will reduce employees' loyalty to the enterprise. Especially nowadays people's life is much more stressful than before, and due to the rapid development of society, interpersonal the relationship is complex, people can't speak freely, the depressed emotions cannot be eased, and the attitude towards work is becoming more and more perfunctory. When employees no longer standardize their behaviors and attitudes, their work will become more and more casual, thus reducing overall work efficiency and slowing enterprise development. This downturn will counterproductive on employees, leading them to eventually choose to leave.

4.2.3 Statistical results of factors affecting employee loyalty

If the final score of this scale is less than 3 points, it means that the

dimension needs to be improved. If it is higher than 3 points, it means that the dimension is performing well, which needs to be adjusted and improved according to the actual situation. According to the results of the survey on the factors affecting loyalty, the following table is shown:

Table 4.5 Influencing factors and statistical results of elite employee loyalty

Order number	Factor	Average value
1	Company development	3.666
2	Work environment	3.644
3	Colleague relationship	3.359
4	Job satisfaction	3.192
5	Salary treatment	2.845
6	Organizational culture	2.736
7	Leadership	2.696
8	Training development	2.515

From the statistical results in the table above, it can be seen that half of the average values of factors affecting employee loyalty are low. Among them, the dimension with the highest score is company development with a score of 3.666, followed by work environment with a score of 3.644; The low scoring dimensions include training development, job satisfaction, corporate culture, as well as leadership, salary and organizational culture.

4.3 Preliminary Analysis

4.3.1 Principal component analysis

The KMO values of scale was more than 0.7, which was suitable for factor analysis, the following table:

Table 4.6 KMO and Bartlett's Test

	KMO value	0.77
Bartlett's Test of Sphericity	Approx. Chi-Square	5621.258
	df.	496
	Sig.	<0.001***

This article uses principal component analysis to extract factors with eigenvalues greater than 1 from 32 items based on the principle of eigenvalues greater than 1. It is found that the eigenvalues of 8 factors are greater than 1, and the cumulative variance contribution rate of the factors reaches 78.625% (Only the extracted items are shown).

Table 4.7 Factor eigenvalues and cumulative variance contribution rate

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.556	20.487	20.487	6.556	20.487	20.487	3.422	10.695	10.695
2	4.388	13.711	34.199	4.388	13.711	34.199	3.361	10.502	21.197
3	3.485	10.891	45.09	3.485	10.891	45.09	3.232	10.101	31.298
4	2.799	8.747	53.837	2.799	8.747	53.837	3.171	9.908	41.207
5	2.596	8.113	61.95	2.596	8.113	61.95	3.126	9.769	50.976
6	2.354	7.355	69.306	2.354	7.355	69.306	3.078	9.62	60.596
7	1.871	5.845	75.151	1.871	5.845	75.151	3.053	9.54	70.136
8	1.111	3.473	78.625	1.111	3.473	78.625	2.716	8.489	78.625

Extraction Method: Principal Component Analysis.

4.3.2 Correlation Analysis

Correlation analysis can preliminarily explore whether there is a correlation between variables and the relevant situation. This article concludes through correlation analysis that employee loyalty is significantly positively correlated with salary, job satisfaction, colleague relationships, and training development.

Table 4.8 Analysis of the correlation between employee loyalty and influencing factor

		Employ loyalty	Salary treatment	Job satisfaction	Colleague relationship	Training development	Organizational culture	Work environment	Company development	Leadership
Employ loyalty	Pearson Correlation	--								
	N	216								
Salary treatment	Pearson Correlation	.355**	--							
	Sig. (2-tailed)	0.000								
	N	216	216							
Job satisfaction	Pearson Correlation	.358**	.266**	--						
	Sig. (2-tailed)	0.000	0.000							
	N	216	216	216						
Colleague relationship	Pearson Correlation	.415**	.586**	.317**	--					
	Sig. (2-tailed)	0.000	0.000	0.000						
	N	216	216	216	216					
Training development	Pearson Correlation	.203**	.365**	.211**	.398**	--				
	Sig. (2-tailed)	0.003	0.000	0.002	0.000					
	N	216	216	216	216	216				
Organizational culture	Pearson Correlation	0.117	-.178**	0.019	0.002	-.161*	--			
	Sig. (2-tailed)	0.085	0.009	0.782	0.971	0.018				
	N	216	216	216	216	216	216			
Work environment	Pearson Correlation	0.119	0.101	0.055	0.071	-0.013	0.128	--		
	Sig. (2-tailed)	0.082	0.138	0.422	0.302	0.852	0.060			
	N	216	216	216	216	216	216	216		
Company development	Pearson Correlation	-0.116	0.017	-0.124	0.042	-0.132	0.040	0.046	--	
	Sig. (2-tailed)	0.088	0.808	0.069	0.543	0.052	0.559	0.502		
	N	216	216	216	216	216	216	216	216	
Leadership	Pearson Correlation	-0.038	-0.009	0.030	.188**	-0.042	0.132	.166*	0.114	--
	Sig. (2-tailed)	0.580	0.893	0.661	0.006	0.538	0.052	0.015	0.094	
	N	216	216	216	216	216	216	216	216	216

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

4.3.3 Preliminary linearity

Researchers compared factor differences and found that there was at least one influencing factor in the overall comparison of factor differences. The loyalty status of elite employees remained statistically significant at 0.05, as shown in Table 4.9:

Table 4.9 Compare factors with the loyalty status of elite employees

Model	SS	Df	MS	F	p-value
Regression	38.179	8	4.772	10.499	.000 ^b
Residual	94.091	207	0.455		
Total	132.270	215			

n = 216 *p-value < .05, **p-value < .01

Researchers conducted regression analysis. In this study, it explained the variable in low variable calculation, namely loyalty. The average scores of elite employees and free variables are salary and benefits (X1), job satisfaction (X2), colleague relationships (X3), training and development (X4), organizational culture (X5), work environment (X6), company development (X7), and leadership (X8), as shown in Table 4.10:

Table 4.10 Factors affecting the loyalty status of elite employees

Model	Unstandardized Coefficients		Standardized Coefficients	t-test	p-value
	B	Std. Error	Beta		
Constant	2.524	0.324		7.782	0.000**
Salary treatment (X1)	0.132	0.065	0.156	2.042	0.042*
Job satisfaction (X2)	0.152	0.045	0.213	3.374	0.001**
Colleague relationship (X3)	0.180	0.051	0.277	3.489	0.001**
Training development (X4)	-0.002	0.057	-0.002	-0.031	0.976
Organizational culture (X5)	0.109	0.045	0.150	2.431	0.016*
Work environment (X6)	0.056	0.044	0.077	1.267	0.207
Company development (X7)	-0.065	0.039	-0.101	-1.668	0.097
Leadership (X8)	-0.098	0.053	-0.116	-1.874	0.062

R = 0.537 R² = 0.289 Adjusted R² = 0.261 Durbin-Watson = 2.096

*p-value < .05, **p-value < .01

4.3.4 Variance inflation factor VIF

According to the results of regression analysis in Table 4.10, there are four factors that can have a positive impact on the loyalty status of elite employees, namely 0.05, including salary and benefits (X1) and job satisfaction (X2), colleague relationships (X3), and organizational culture (X5). It should be further explained that although X4 shows significant correlation in the correlation analysis, it is not significant in the regression analysis because they are only single factor correlations, and the equation relationship is established based on multiple factor regression. Therefore, we should not consider this influencing factor. For the factor X5, we can conduct the multicollinearity test, which aims to test whether there is a multicollinearity relationship between independent variables and the degree of multicollinearity. This article uses the variance inflation factor VIF to test it.

$$VIF=1/(1-R^2_j)$$

Among them, R^2 is the coefficient of determination between this independent variable and other independent variables. If the VIF is greater than 10, it indicates that the independent variable has a serious multicollinearity problem. As shown in Table 4.10, the VIF value is far less than 10, so there is no multicollinearity problem between X5 and other influencing factors. Therefore, X5 has a significant regression, but because it does not have a significant correlation, it may have some instability factors, which will not be discussed and studied in this thesis.

Table 4.11 Regression analysis of the influencing factors of employee loyalty

Model	Unstandardized		Standardized	p-value	VIF
	Coefficients		Coefficients		
	B	Std. Error	Beta		
Constant	2.523	0.324		0.000	
Salary treatment (X1)	0.132	0.065	0.156	0.043	1.700
Job satisfaction (X2)	0.152	0.045	0.213	0.001	1.157
Colleague relationship (X3)	0.180	0.051	0.277	0.001	1.832
Training development (X4)	-0.002	0.057	-0.002	0.976	1.299
Organizational culture (X5)	0.109	0.045	0.150	0.016	1.104
Work environment (X6)	0.055	0.044	0.076	0.208	1.061
Company development (X7)	-0.065	0.039	-0.100	0.097	1.058
Leadership (X8)	0.132	0.324	0.156	0.000	1.116
R Square=0.094		Adjusted R Square=0.064			

4.3.5 Linearity Testing

According to the results in Table 4.8 and Table 4.10, it can be seen that the factors influencing regression vary.

Table 4.12 Factors that ultimately affect the loyalty profile of elite employees

Model	Unstandardized		Standardized	t-test	p-value
	Coefficients		Coefficients		
	B	Std. Error	Beta		
Constant	2.524	0.324		7.782	0.000**
Salary treatment (X1)	0.132	0.065	0.156	2.042	0.042*
Job satisfaction (X2)	0.152	0.045	0.213	3.374	0.001**
Colleague relationship (X3)	0.180	0.051	0.277	3.489	0.001**
Training development (X4)	-0.002	0.057	-0.002	-0.031	0.976
Organizational culture (X5)	0.109	0.045	0.150	2.431	0.016*
Work environment (X6)	0.056	0.044	0.077	1.267	0.207
Company development (X7)	-0.065	0.039	-0.101	-1.668	0.097
Leadership (X8)	-0.098	0.053	-0.116	-1.874	0.062
R = 0.537		R ² = 0.289		Adjusted R ² = 0.261	
Durbin-Watson = 2.096					

The data in Table 4.12 is the same as the data in Table 4.10, so according to Table 4.12, the following predictive regression equation is established:

$$Y = 2.524 + 0.132 X1^* + 0.152 X2^* + 0.180 X3^* - 0.002 X4 + 0.109 X5^* + 0.056 X6^* - 0.065 X7^* - 0.098 X8^* + e$$

4.4 Research Results

Based on the corresponding analysis of the measured data in the survey questionnaire above, the following aspects of the research hypothesis in this article are summarized and summarized, as shown in Table 4.13:

Table 4.13 Research hypothesis results

Dependent variable	Independent variable	Hypothesis
Loyalty	X1	Significantly established
	X2	Significantly established
	X3	Significantly established
	X4	Not significant
	X5	Significantly established
	X6	Not significant
	X7	Not significant
	X8	Not significant

Therefore, employee satisfaction with salary and benefits, satisfaction with the job, good relationships with colleagues, and excellent corporate culture directly affect employee loyalty. We will propose the following methods to enhance the loyalty of elite employees in response to the four main influencing factors in the industry.

CHAPTER 5

DISCUSSION AND RECOMMENDATIONS

5.1 Conclusion

Through questionnaire research and other methods, this study on the improvement of loyalty of elite employees in TC enterprises, gives the reasons for loss and puts forward suggestions. Specifically, by analyzing the development of various industries in China and Thailand, it is concluded that the development of the new materials industry has great potential, and it is also supported by policies in all aspects. It analyzes the current situation of the new materials industry, and then puts forward that we should Research on how to retain talents by improving loyalty. The third chapter points out the specific research process and method records. This article is divided into 32 questions based on the three-factor scale and eight dimensions of organizational factors proposed by Meyer et al. Analyze relevant data and statistical results, identify which of the eight influencing factors has a negative impact on loyalty, and identify the key to the problem. Provide specific improvement strategies for the problem, helping the enterprise retain more and better talents and increase its competitive advantage.

The final results of this paper show that elite employee loyalty is influenced by the following four factors:

- 1) High satisfaction with salary among elite employees will have a positive impact on employee loyalty

Salary and benefits are an area that employees care about, and it is what most employees care about in most companies, and in Table 4.12, it shows a significant impact because high salaries and benefits attract more talented people and grow the business.

2) High job satisfaction has a positive impact on employee loyalty

The increase in job satisfaction will make employees happy to continue working in the enterprise, and employees can feel satisfied at work, which is of great help to the development of the enterprise, so this factor also affects the loyalty of employees.

3) Good relationships with colleagues have a positive impact on employee loyalty

Table 4.12, colleague relationship is significantly affected, colleague relationship plays a large role in the loyalty of current employees, employees in the company daily contact with colleagues the most, a good colleague relationship will affect the level of loyalty.

4) A perfect corporate culture has a positive impact on employee loyalty

Organizational culture is the soul of an enterprise, the core of an enterprise, and Table 4.12 shows that organizational culture has been significantly affected.

5.2 Discussion and Recommendation

In response to these four influencing factors, the following four plans are proposed to enhance the loyalty of elite employees, strengthen the cohesion of the enterprise, and enhance its competitiveness.

5.2.1 Rational distribution or increase of remuneration

Good and reasonable salary can stimulate employees' enthusiasm and improve cohesion. Especially in today's environment of improving living standards and learning to enjoy life and rising prices, salary plays a very important role in stabilizing people's hearts. Salary increase is an important means to maintain the competitiveness of enterprises, but we must clearly understand the market. Salary level, taking into account the endurance of the enterprise's labor costs.

Enterprises should implement the real opinions and expected salary of employees. For this reason, enterprises can reasonably adjust the structure and composition of salaries. For example, the skills learned in training can be converted into their own knowledge, and can be applied to the enterprise products to bring profits to the enterprise, so we can get a salary increase rewards. The second is to optimize the entire performance appraisal system, not to examine the performance on the one hand, but from all aspects, such as finding problems in time, avoiding enterprise losses or actively participating in enterprise activities, or having efficient solutions to a certain problem and obtaining reasonable verification. These "small problems" are all It can be the goal of performance appraisal, which will actually meet the individual's sense of accomplishment to a large extent. At the same time, we can see from the whereabouts of the number of people who left before that some of the personnel are flowing to competitive enterprises, and generally attract talents with high salaries, so we need to formulate countermeasures in terms of competitors' salaries. For example, we can greatly improve our benefits, such as Haidilao Hot Pot, which are in the benefits given to employees by their enterprises. , including preferential treatment for employees' spouses and parents, and some even give a car and a house, which largely solves the problem, and employees will greatly improve their sense of belonging to the enterprise, and the turnover rate will be greatly reduced.

5.2.2 Improving the Work Satisfaction

Job satisfaction can be carried out in many ways, first of all, comfortable workplaces and facilities can be provided: enterprises can provide employees with spacious and bright offices, comfortable seats, good lighting and ventilation facilities, etc., so that employees can work in a comfortable environment; Provide necessary work tools and equipment: Enterprises can provide employees with advanced work equipment and tools, such as computers, printers, telephones, etc., so that employees can complete work tasks more conveniently; Provide reasonable working hours and rest periods:

Enterprises can set reasonable working hours and rest periods to allow employees enough time to rest and relax, and avoid overwork and excessive work pressure; Provide appropriate workspace: Businesses can provide enough workspace for employees to complete work tasks and avoid crowded and noisy work environments.

5.2.3 Establishing Harmonious Colleague Relationships

Establishing good colleague relationships is one of the important strategies to enhance employee loyalty. Good relationships between colleagues can enhance employees' sense of belonging and identification, thereby enhancing their loyalty. The following are specific strategies for establishing good colleague relationships:

- 1) Encourage employee communication

Enterprises can encourage communication among employees by organizing various forms of communication activities, such as team building, gatherings, sports events, etc. This can increase understanding and trust among employees, promote friendship among colleagues, and thus establish good colleague relationships.

- 2) Encourage employees to help each other

Enterprises can encourage employees to help each other, such as sharing work experience and assisting in problem-solving. This can increase mutual trust and cooperation among employees, thereby establishing good colleague relationships.

- 3) Establish a good communication mechanism

Enterprises can establish good communication mechanisms, such as holding regular employee meetings and setting up opinion boxes, to give employees the opportunity to express their ideas and opinions. This can increase employees' sense of participation and belonging, thereby enhancing their loyalty.

- 4) Create a positive and upward work atmosphere

Enterprises can create a positive and upward working atmosphere, such as encouraging employees to innovate and promoting teamwork. This can allow

employees to feel the positive and upward cultural atmosphere of the company, thereby improving employee loyalty.

Enterprises should develop corresponding strategies based on their own situation, continuously improve employee loyalty, and thereby enhance the competitiveness and development level of the enterprise.

5.2.4 Strengthen the construction of corporate culture

Corporate culture is the sum of the spiritual wealth with its own characteristics created by the enterprise in the process of operation and management. It has appeal and cohesion to enterprise members. It can unify the interests, purposes, needs and behaviors of many people. It is a reflection of the long-term cultural construction of the enterprise.

In this regard, we should start from the following aspects:

- 1) Pay attention to the strategic culture of the enterprise. For enterprises to achieve sustainable development, they must have a long-term development strategy goal, let employees know and reach a consensus in order to play a cultural orientation role.

- 2) Build an enterprise culture. Talents are the precious resources of enterprises. Enterprises should pay attention to the development of talents, enhance the sense of ownership of employees, combine personal goals with organizational goals, and complete the development of enterprises, but also complete the personal self-development of employees, so that the whole team can share a common destiny.

- 3) Standardize the institutional culture of enterprises. Enterprises should formulate a standardized and reasonable corporate culture according to the current situation, which is easy for elite employees to accept and recognize, promote and supervise it, give full play to the role of corporate culture, have its own institutional and cultural system, and unite employees.

4) Pay attention to promoting corporate culture. The formulation of corporate culture is not a framework and written expression, but should be implemented in everyone and reflected in daily work. Enterprises can carry out activities in daily training activities and group discussions to infiltrate culture into every link of the work, deepen employees' understanding of corporate culture, and gain the high level of employees. Recognition to enhance employee loyalty.

5.3 Suggestions to guarantee the implementation of promotion methods

There are still some shortcomings in this study. Due to the strong pertinence of this article, it may not be universal for some industries or companies, but it also has a certain reference for optimizing the promotion strategy. Here are two suggestions on how to ensure that loyalty enhancement programs can be effectively implemented.

5.3.1 Foster a good organizational and management atmosphere

A good management atmosphere is some of the laws that human beings have gradually understood in management activities in long-term management practice. Referring to the management of Chinese scholars on Wednesday (seventh edition), it can be seen that the four basic principles of management are system principles, humanistic principles, responsibility and moderation principles.

The principle of the system mainly refers to a number of interconnected and interactive components that have specific functions in a certain environment. From the perspective of the integrity of the system purpose, there are complex connections and intersections between the local and the whole. From the perspective of the integrity of system functions, the functions of the system are not equal to the simple addition of elements and functions, but the whole is greater than the sum of each isolated part. Therefore, it is necessary to strengthen the requirements for employees in the enterprise and cultivate the interests of their whole organization.

The principle of people-oriented is mainly a people-oriented management idea, which requires leaders to make it clear that employees are the main

body of the enterprise, and labor is one of the basic elements of the elite of the enterprise. The key to effective management is the participation of employees. In this enterprise, we can elect to participate in the highest decision-making body of the enterprise through the staff and workers' congress. Employees should There is a certain proportion of them. Some daily production management activities should give them a greater say, especially some high-end talents in technical position.

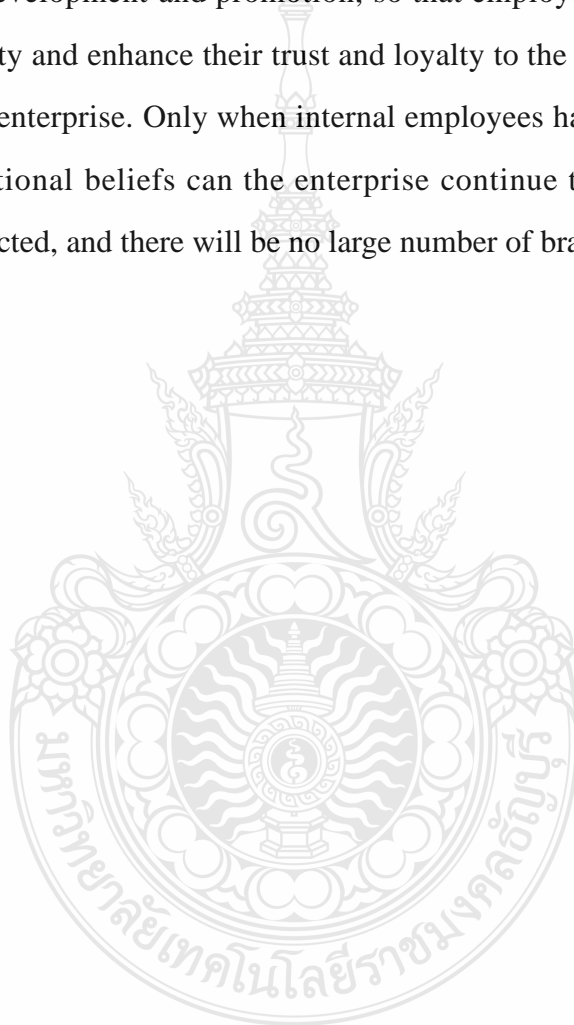
The principle of responsibility is to require the organization to clarify everyone's responsibilities, as well as to rationalize job design and authority, to abide by a solid triangular theorem between responsibilities and authority, interests and capabilities. At the same time, rewards and punishments should be clear, fair and timely, there should be an accurate assessment mechanism and disciplinary mechanism, and to establish and improve the organization's rewards and punishments. The system is standardized and institutionalized and accepted by elite employees.

The principle of moderation is mainly due to the fact that there will be many contradictions or unclearities in management activities, which makes managers unable to respond correctly and effectively. The artistic use of scientific management theory to make appropriate choices in management activities requires managers to pay attention to the cultivation and application of intuitive ability, and require managers to set an example in the management of the whole organization, so that the management atmosphere of the whole organization will be more positive.

5.3.2 Strengthened staffing and management

While meeting the needs of the organization, staffing should also take into account individual factors. From the perspective of the organization, this can make the organizational system work effectively, reserve high-end talents, and maintain loyalty to the organization. From a personal perspective, personal ability can be fully utilized, be fairly evaluated, and personal quality is also It can be continuously improved.

In personnel management, we should pay attention to the effective development of talent selection and training, and pay attention to avoiding the "Peter phenomenon". At the same time, it is necessary to strengthen personnel training. Through training, the elite employees of the enterprise can not only enrich their personal knowledge, enhance their personal qualities and improve their personal skills, but also meet everyone's development and promotion, so that employees can have a sense of professional security and enhance their trust and loyalty to the organization. Personnel are the core of the enterprise. Only when internal employees have common values and common organizational beliefs can the enterprise continue to develop, talents will continue to be attracted, and there will be no large number of brain drain.



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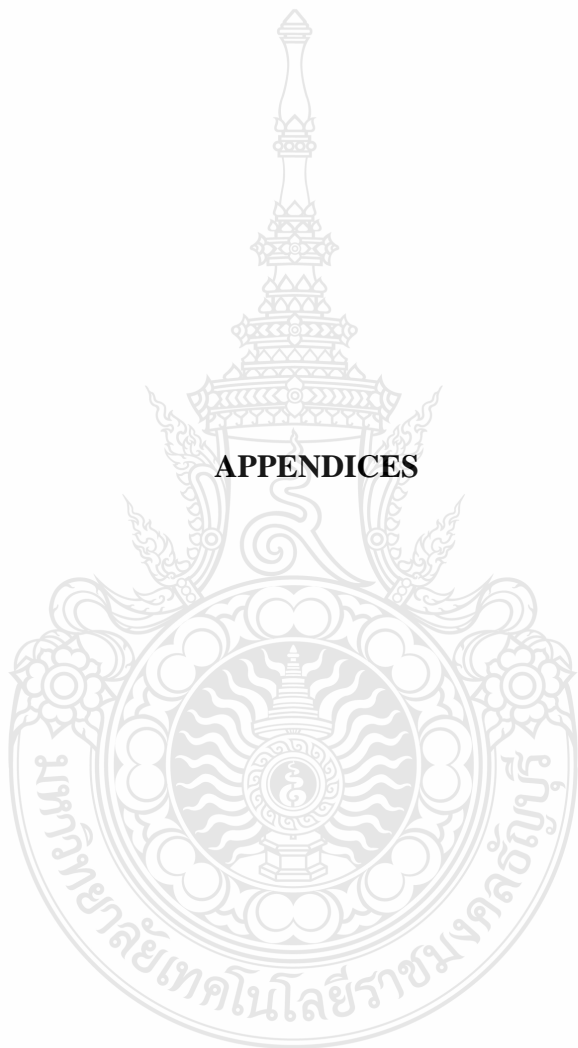
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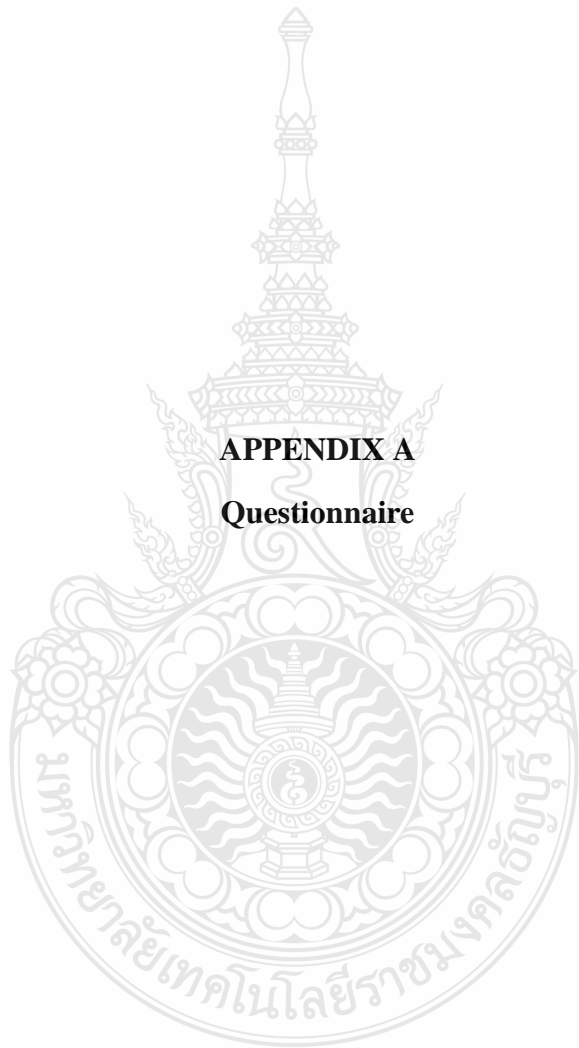


APPENDICES



APPENDIX A

Questionnaire



Dear industry elites:

The purpose of this survey is to understand the work needs and feelings of colleagues. You are welcome to take part in this survey in your busy schedule. We use electronic questionnaire and anonymous system. If you are not sure, you can also add my contact information (contact information is in the lower left corner). Thank you very much for helping me complete the thesis and providing ideas for the better development of the company. Thank you for your participation!

Volume I: Basic Information

1. Your gender:
 - A. Male
 - B. Female
2. Your age:
 - A. 18-24 years old
 - B. 25-34 years old
 - C. 35-45 years old
 - D. 45 years old and above
3. Your education:
 - A. High school
 - B. Junior college
 - C. University
 - D. Master
 - E. Doctor
4. Your length of service:
 - A. less than 1 year
 - B. 1-2 years
 - C. 3-4 years
 - D. 5 years or more
5. Your position:
 - A. Senior maintenance personnel
 - B. Material analyst
 - C. Data analyst
 - D. Senior management personnel
6. Your entry method:
 - A. Recruitment website
 - B. Headhunter
 - C. Friend recommendation
 - D. Other methods

Volume II: Elite Employee Loyalty Questionnaire

Please circle the answers below according to your actual situation. The five answers of "Very agree", "Agree", "Not necessarily", "Disagree" and "Very disagree" are respectively recorded as 5, 4, 3, 2 and 1.

Elite Employee Satisfaction Questionnaire

No.	Questions	Very agree	Agree	Not necessarily	Disagree	Very disagree
1	I am willing to settle down in the enterprise	5	4	3	2	1
2	It is my duty to make suggestions for the better development of the enterprise	5	4	3	2	1
3	The company gives me a sense of belonging	5	4	3	2	1
4	Able to integrate well into the working environment and circle	5	4	3	2	1
5	I have made friends with whom I talk very well in the enterprise, and I am unwilling to leave for the time being	5	4	3	2	1

No.	Questions	Very agree	Agree	Not necessarily	Disagree	Very disagree
6	Leaving the enterprise will affect my development	5	4	3	2	1
7	I think leaving the current enterprise will gain more opportunities	5	4	3	2	1
8	Never leave or change jobs regardless of any conditions	5	4	3	2	1
9	Always consider what to do to make progress in the current work	5	4	3	2	1
10	Leaving the company is an unwise choice	5	4	3	2	1
11	I am proud to be a member of the enterprise	5	4	3	2	1
12	Full of love for the company	5	4	3	2	1

Volume III: Research on the factors affecting the loyalty of elite employees

Please circle the answers below according to your actual situation. The five answers of "Very agree", "Agree", "Not necessarily", "Disagree" and "Very disagree" are respectively recorded as 5, 4, 3, 2 and 1.

No.	Questions	Very agree	Agree	Not necessarily	Disagree	Very disagree
1	I am very satisfied with the salary	5	4	3	2	1
2	The company's salary is relatively good	5	4	3	2	1
3	I think the company's performance appraisal mechanism is relatively perfect	5	4	3	2	1
4	I think the bonus and welfare distribution of the company is reasonable	5	4	3	2	1
5	The company's daily training can meet my work needs	5	4	3	2	1
6	I think my current company can make more progress	5	4	3	2	1
7	The company designed personalized career development for me	5	4	3	2	1

No.	Questions	Very agree	Agree	Not necessarily	Disagree	Very disagree
8	You can be promoted as long as you work hard	5	4	3	2	1
9	I love my work	5	4	3	2	1
10	In the company, I can exert my residual heat	5	4	3	2	1
11	The company's task is reasonable	5	4	3	2	1
12	I think the workload is completely within my ability	5	4	3	2	1
13	Get along well with colleagues	5	4	3	2	1
14	I have good partners in my work	5	4	3	2	1
15	Many group building activities of the company	5	4	3	2	1
16	I am willing to talk with colleagues about work issues	5	4	3	2	1
17	I have an understanding of corporate culture	5	4	3	2	1
18	I think leaders attach importance to corporate culture	5	4	3	2	1
19	I highly recognize the corporate culture	5	4	3	2	1

No.	Questions	Very agree	Agree	Not necessarily	Disagree	Very disagree
20	I think corporate culture is very important	5	4	3	2	1
21	Good working atmosphere	5	4	3	2	1
22	Good environment can improve my work efficiency	5	4	3	2	1
23	I think I can distinguish work from life	5	4	3	2	1
24	The company is very user-friendly	5	4	3	2	1
25	I understand the company's overall strategic objectives and plans	5	4	3	2	1
26	The company is developing well	5	4	3	2	1
27	I think the company has great development potential	5	4	3	2	1
28	I am consistent with the company's development philosophy	5	4	3	2	1
29	I appreciate the leadership style of my superiors	5	4	3	2	1
30	The company cares about us	5	4	3	2	1

No.	Questions	Very agree	Agree	Not necessarily	Disagree	Very disagree
31	In the face of big decisions, enterprises will refer to our opinions	5	4	3	2	1
32	The logistics department was very nice	5	4	3	2	1

Thank you for your warm response. This is the end of the survey. I wish you a smooth work!



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.....
(.....Miss Zhao Shiqi))



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