

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY**

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"KARAZIN BANKING INSTITUTE"**

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Communications**

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QUALIFYING MASTER'S THESIS

on the topic:


**WAYS TO INCREASE STAFF ENGAGEMENT IN THE
COMPANY**

student of higher education **Xu Zhongtang**

The work is accepted for defence in the EC

Head of Department

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TASK
FOR A QUALIFYING MASTER'S THESIS
Xu Zhongtang

1. Topic of work: "WAYS TO INCREASE STAFF ENGAGEMENT IN THE COMPANY".

Scientific adviser Iryna Denchyk
(full name, academic degree, academic title)

Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3. List of topics to be developed:

• In Chapter 1: to examine the essence and significance of employee engagement for a company; to analyze models and methods to increase employee engagement; to identify and evaluate factors influencing employee engagement levels.

• In Chapter 2: to provide techno-economic characteristics of China COSCO; to assess the current level of employee engagement in the company; to investigate the impact of employee engagement on the company's performance.

• In Chapter 3: to develop programs for employee motivation and professional development; to propose strategies for creating a favorable corporate environment to

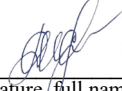
enhance engagement; to recommend modern HR management tools to improve employee engagement levels.

4. Plan of qualifying master's thesis

No	Names of work sections
1	THEORETICAL ASPECTS OF EMPLOYEE ENGAGEMENT
2	ANALYSIS OF EMPLOYEE ENGAGEMENT LEVELS AT CHINA COSCO
3	WAYS TO INCREASE EMPLOYEE ENGAGEMENT AT CHINA COSCO

5. Date of issue of the task September 25, 2024.

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Scientific Adviser  Iryna Denchyk
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ABSTRACT

The qualifying master's thesis contains 63 pages, 2 figures, 10 tables, and a list of 77 references.

The object of research is employee engagement at China COSCO.

The subject of research is the theoretical, methodological, and practical aspects of employee engagement and its impact on organizational performance.

The purpose of the master's thesis is to provide a comprehensive analysis of employee engagement strategies and to develop practical recommendations for enhancing staff involvement and motivation at China COSCO.

Tasks of a qualifying master's thesis include:

- To investigate the essence and significance of employee engagement for a company.
- To analyze models and methods to increase employee engagement.
- To identify factors influencing employee engagement levels.
- To provide techno-economic characteristics of China COSCO.
- To assess the current level of employee engagement in the company.
- To examine the impact of employee engagement on the company's performance.
- To propose programs for employee motivation and professional development.
- To recommend strategies for creating a favorable corporate environment to enhance engagement.
- To suggest modern HR management tools for improving employee engagement levels.

The research outcomes resulted in actionable recommendations for improving employee engagement strategies at China COSCO.

The obtained results highlight the importance of innovative HR tools and practices in fostering a positive work environment, increasing employee satisfaction, and improving organizational performance.

Year of completion of the qualifying master's thesis: 2024.

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INTRODUCTION

In the modern economic environment, enterprises face unprecedented challenges and opportunities. With the acceleration of globalization, continuous technological innovations, and rapidly changing market demands, it is no longer sufficient for businesses to rely solely on the quality of their products and services to survive and thrive. Employees, as one of the most critical resources of a company, significantly influence its performance, culture, and overall image through their levels of engagement. Therefore, researching pathways to enhance employee engagement is of considerable theoretical value and practical significance for business managers.

1. Definition and Importance of Employee Engagement

Employee engagement is a comprehensive concept that typically refers to the psychological state and emotional investment of employees in their work. According to Kahn (1990), employee engagement encompasses an employee's sense of identity with their work, feelings of belonging to their team, and loyalty to the organization[1, p. 694]. Engaged employees not only expend more energy to complete their work tasks but also take initiative to contribute to the success of their teams and organizations.

In today's knowledge economy, employee engagement is recognized as one of the key factors for business success. Research has shown that there is a significant positive correlation between employee engagement and organizational performance. Highly engaged employees can enhance team productivity, reduce turnover rates, and improve customer satisfaction, thus creating greater value for the enterprise[2, p. 213]. A global survey by Gallup revealed that only about 15% of employees are considered "engaged," indicating that the majority are in a state of "disengagement," which poses a threat to the long-term development of enterprises.

2. The Relationship Between Employee Engagement and Organizational Performance

The impact of employee engagement on organizational performance has been validated by multiple studies. Highly engaged employees are not only more efficient but also better equipped to adapt to change and actively solve problems. According to research by Deloitte, a 1% increase in employee engagement typically leads to a 2.5% boost in productivity and a 3% increase in profitability[3, p. 45]. Furthermore, engaged employees tend to have lower absenteeism and turnover rates, which can effectively reduce human resource costs and enhance overall business performance.

Additionally, the influence of employee engagement on corporate culture cannot be overlooked. Engaged employees are often more willing to share knowledge and experiences, fostering collaboration and innovation among teams, and creating a positive organizational culture. An empirical study covering multiple industries found a positive correlation between the health of corporate culture and employee engagement, suggesting that a robust corporate culture can attract and retain high-quality talent[4, p. 63].

3. Factors Influencing Employee Engagement

Employee engagement is not determined by a single factor but is influenced by a combination of various elements. These factors can be broadly categorized into internal and external influences.

Internal Factors

Internal factors include employees' personal characteristics, career development opportunities, and work environment. Studies have found a close relationship between personality traits and engagement levels. Employees with outgoing and positive personalities tend to exhibit higher levels of engagement than their introverted counterparts[5, p. 90]. Moreover, the availability of career development opportunities significantly affects employee engagement. When employees feel that there is room for growth in their careers, they are more likely to demonstrate high engagement levels.

External Factors

External factors primarily include organizational culture, management style, and relationships with colleagues. Corporate culture is one of the key determinants of employee engagement. A positive organizational culture can enhance employees' sense of belonging and identity, thereby increasing engagement. Research indicates that a company's values, sense of mission, and sense of purpose significantly impact employee engagement levels[6, p. 78].

Management style is also a critical factor affecting employee engagement. An effective leadership style can enhance employees' sense of participation and responsibility, encouraging them to strive for the success of the team and organization. For instance, transformational leadership can boost employee engagement through motivation, inspiration, and support, whereas autocratic management often stifles employee initiative[7, p. 105].

Social Support

Social support encompasses interactions and collaborations among colleagues. Positive colleague relationships and teamwork can strengthen employees' sense of belonging, allowing them to feel supported and encouraged in their work. Studies show that the strength of social networks is positively correlated with employee engagement, and good social support can significantly enhance employees' psychological satisfaction and work motivation[8, p. 29].

4. The Necessity of Enhancing Employee Engagement

Enhancing employee engagement is not only crucial for the development of enterprises but also constitutes a part of social responsibility. In modern society, a company's responsibilities extend beyond profit pursuit to include attention to employee welfare and development. Highly engaged employees tend to be happier and more satisfied, and this positive work attitude can be conveyed to customers and partners, thereby enhancing the overall image and reputation of the company[9, p. 52].

Moreover, the process of improving employee engagement is ongoing. Enterprises need to implement effective policies and management measures to

stimulate employee participation. For example, regularly conducting employee satisfaction surveys, establishing effective feedback mechanisms, and providing career development training are all effective methods for enhancing employee engagement. Business leaders should recognize that increasing engagement does not solely depend on raising salaries but is more closely related to employees' career development, corporate culture, and management practices.

5. Structure

The paper will delve into the theoretical aspects of employee engagement, analyze the engagement levels within China Ocean Shipping Company, and explore specific pathways to enhance employee engagement. Chapter One will introduce the fundamental theories and related models of employee engagement and analyze the main factors influencing it. Chapter Two will assess the current situation of employee engagement in China Ocean Shipping Company, including the company's technological and economic characteristics, the evaluation of current employee engagement, and its impact on company performance. Chapter Three will investigate concrete methods to enhance employee engagement at China Ocean Shipping Company, including developing employee incentive and development plans, creating a positive organizational environment, and implementing modern human resource management tools.

Through this analysis and exploration, this paper aims to provide theoretical support and practical guidance for companies looking to enhance employee engagement, thereby facilitating sustainable development amid fierce competition.

CHAPTER 1

THEORETICAL ASPECTS OF EMPLOYEE ENGAGEMENT

1.1. The essence and significance of employee engagement for a company

In modern enterprise management, employee engagement has become a highly regarded area of research. Engaged employees not only enhance the overall performance of an organization but also foster the development of corporate culture and improve customer satisfaction. Therefore, a thorough investigation into the theoretical foundations of employee engagement is crucial for formulating effective management strategies. This chapter systematically explores the definition and importance of employee engagement, the models and methods associated with it, and the various factors influencing employee engagement.

1.1.1 Definition of Employee Engagement

Employee engagement refers to the emotional, attitudinal, and behavioral characteristics exhibited by employees in the workplace. It is not merely the level of an employee's investment in their work; it also encompasses their sense of identity and responsibility toward the organization. According to Kahn's research (1990), employee engagement can be viewed as the psychological state in which employees invest themselves in their work, reflecting their emotional, cognitive, and behavioral dimensions[1, p. 694]. Specifically, engaged employees demonstrate higher levels of focus, enthusiasm, and creativity in their tasks.

1.1.2 Importance of Employee Engagement

Employee engagement holds significant importance in organizational management. Firstly, engaged employees typically exhibit higher work efficiency and productivity, which are crucial for enhancing business performance. According to Gallup's research, engaged employees are 21% more productive than their disengaged counterparts[2, p. 213]. This increase in productivity is evident not only in the quality of work but also in the speed and innovativeness of task completion.

Secondly, employee engagement is closely related to employee retention rates. Engaged employees are more likely to remain with the company, thereby reducing turnover costs. For organizations, retaining talented employees not only saves on recruitment and training expenses but also maintains team stability and cohesion. Moreover, engaged employees tend to be more willing to participate in teamwork, helping to create a positive work environment that further enhances overall team performance[3, p. 45].

Thirdly, there is a significant connection between employee engagement and customer satisfaction. Research indicates that engaged employees are better at providing quality customer service, which not only enhances customer satisfaction but also strengthens customer loyalty. Improved customer satisfaction ultimately translates into increased business performance, making the enhancement of employee engagement a vital pathway to boosting customer satisfaction[4, p. 63].

Finally, employee engagement is closely linked to the culture and image of the organization. Engaged employees are more likely to actively promote the company's values and sense of mission, shaping a positive corporate image and laying the groundwork for sustainable development. A vibrant and innovative corporate culture will attract more talent and help the organization stand out in fierce market competition[5, p. 90].

1.2. Models and methods to increase employee engagement

To effectively enhance employee engagement, researchers have proposed various models and methods. These models not only help managers understand the components of employee engagement but also provide theoretical support for specific management practices.

1.2.1 Employee Engagement Models

Several common models of employee engagement include the following:

Kahn's Engagement Model: Proposed by Kahn (1990), this model emphasizes three psychological states exhibited by employees in their work: emotional engagement, cognitive engagement, and behavioral engagement[1, p. 694]. These three states collectively influence employee engagement, and managers can enhance engagement by improving the work environment and boosting employees' sense of involvement.

Maslow's Hierarchy of Needs: Maslow's theory posits that human needs are arranged in a hierarchy from basic physiological needs to safety needs, social needs, esteem needs, and self-actualization needs[6, p. 102]. When enhancing employee engagement, organizations must consider employees' various levels of needs to ensure that basic needs are met, thereby motivating self-actualization.

Hewitt's Engagement Model: Hewitt's model categorizes employee engagement into three key factors: organizational identification, job satisfaction, and employee motivation[7, p. 130]. By improving these factors, organizations can effectively enhance employee engagement.

1.2.2 Methods for Enhancing Employee Engagement

Based on theoretical models, managers can adopt various methods to enhance employee engagement:

Strengthening Communication: Managers should establish effective communication mechanisms with employees, promptly conveying company information and listening to employees' opinions and suggestions. An open communication environment can enhance employees' sense of involvement and belonging.

Providing Career Development Opportunities: Organizations should focus on employees' career growth by offering training, promotion opportunities, and encouraging continuous learning and development. Research shows that increasing career development opportunities significantly boosts employee engagement[8, p. 29].

Cultivating a Positive Corporate Culture: Corporate culture is a crucial factor influencing employee engagement. Organizations should foster a positive cultural atmosphere that encourages teamwork and innovation, allowing employees to feel a sense of belonging and identification[9, p. 52].

Implementing Effective Incentive Mechanisms: Designing flexible incentive measures tailored to the different needs of employees, including both material rewards and psychological incentives, can effectively boost employee motivation.

Focusing on Work-Life Balance: Helping employees achieve a balance between work and life can not only reduce their stress but also improve their job satisfaction and engagement levels.

1.3. Factors influencing employee engagement levels

Employee engagement is a complex concept influenced by various factors. Understanding these factors helps organizations adopt more targeted strategies in enhancing employee engagement. This section systematically explores the main factors affecting employee engagement, including organizational factors, individual factors, work environment, leadership style, and cultural atmosphere.

1.3.1 Organizational Factors

Organizational factors are important external conditions that impact employee engagement. The company's strategic direction, management systems, incentive mechanisms, and corporate culture directly influence employees' attitudes toward work and their level of commitment.

Organizational Culture: Corporate culture is a significant force in shaping employee behavior and attitudes. A positive corporate culture can enhance employees' sense of belonging and identification, leading to greater engagement in their work[19, p. 45]. Conversely, if the corporate culture is overly closed or negative, employees may feel isolated and dissatisfied, resulting in lower engagement.

Incentive Mechanisms: The design of incentive mechanisms directly affects employee motivation and creativity. A fair and equitable compensation system, along with diverse incentive measures, can effectively enhance employee engagement[20, p. 62]. When employees feel that their efforts are recognized and rewarded, they are more willing to invest themselves in their work and strive for higher performance.

Career Development Opportunities: The career development opportunities provided by the organization also significantly influence employee engagement. When employees perceive a clear career path and opportunities for growth, they are more likely to invest additional energy into their work[21, p. 77]. Conversely, a lack of development opportunities can lead to burnout and dissatisfaction, negatively impacting work performance.

1.3.2 Individual Factors

Individual factors refer to employees' personal characteristics and states, including personal values, work motivations, and mental health. These factors greatly influence the level of employee engagement.

Personal Values: When employees' personal values align with the company's values, they often exhibit higher levels of engagement. This alignment gives employees a sense of meaning and purpose in their work, enhancing their commitment[22, p. 50]. If employees perceive their work as meaningless or in conflict with their personal values, it may lead to decreased engagement.

Work Motivation: Work motivation is one of the core factors influencing employee engagement. Both intrinsic motivation (such as a sense of achievement and personal growth) and extrinsic motivation (such as salary and rewards) significantly impact employees' job performance[23, p. 38]. Employees driven by intrinsic motivation tend to demonstrate higher engagement; they focus not only on material rewards but also on self-actualization and a sense of achievement.

Mental Health: The mental health status of employees directly relates to their level of engagement. A high-pressure and anxiety-inducing work environment can increase employees' psychological burden, thereby affecting their job

performance[24, p. 115]. Organizations should prioritize employees' mental health by providing necessary support and assistance, promoting their overall development.

1.3.3 Work Environment

The work environment encompasses both the physical and social environments, which have a significant impact on employees' work experiences and engagement.

Physical Environment: A good work environment (such as comfortable office facilities and reasonable work arrangements) can enhance employees' job satisfaction and engagement[25, p. 91]. In contrast, an unsuitable work environment (such as noise and crowded office spaces) can lead to distractions and decreased work efficiency.

Team Atmosphere: The team atmosphere is an important social factor affecting employee engagement. A united and supportive team can motivate employees to better utilize their potential, thereby improving overall work performance[26, p. 112]. Conversely, disharmony within the team can lead to feelings of isolation and dissatisfaction among employees, reducing their engagement.

1.3.4 Leadership Style

The influence of leadership style on employee engagement cannot be overlooked. Managers' behaviors and decisions directly impact employees' work attitudes and commitment.

Supportive Leadership: A supportive leadership style can effectively enhance employee engagement. Supportive leaders focus on employees' needs and feelings, providing necessary support and guidance, which makes employees feel valued and recognized[27, p. 66]. This leadership style helps establish good working relationships and encourages employees to engage more actively in their work.

Transformational Leadership: Transformational leaders inspire and motivate employees to drive organizational change and development. This leadership style emphasizes vision and goals, which can stimulate employees' intrinsic motivation and enhance their engagement[28, p. 80]. Transformational leaders encourage innovation

and teamwork, prompting employees to exhibit greater enthusiasm and creativity in their work.

1.3.5 Cultural Atmosphere

The cultural atmosphere of an organization also plays a crucial role in influencing employee engagement. A positive cultural atmosphere can stimulate employees' creativity and work enthusiasm.

Open Cultural Atmosphere: An open cultural atmosphere encourages employees to express their opinions and suggestions, which helps increase their sense of participation and responsibility[29, p. 72]. When employees feel that their voices are valued, they are more willing to invest their energy and actively participate in various company activities.

Innovative Cultural Atmosphere: A culture that encourages innovation can motivate employees to exercise creative thinking in their work. Organizations should create an environment that allows for trial and error and continuous exploration, enabling employees to challenge the status quo and pursue excellence[30, p. 88]. Such a cultural atmosphere not only enhances employee engagement but also promotes the sustainable development of the organization.

This section has analyzed various factors influencing employee engagement, including organizational factors, individual factors, work environment, leadership style, and cultural atmosphere. Each factor affects employees' work attitudes and performance to varying degrees. Therefore, managers need to consider these factors comprehensively when enhancing employee engagement to formulate effective management strategies. The following chapters will provide in-depth analysis of employee engagement at China Ocean Shipping Company, exploring its practical manifestations and pathways for improvement.

CHAPTER 2

ANALYSIS OF EMPLOYEE ENGAGEMENT LEVELS AT CHINA COSCO

2.1. Techno-economic characteristics of China COSCO

When analyzing the employee engagement at China Ocean Shipping Company (COSCO), it is essential first to understand the company's basic situation, technical and economic characteristics, and its industry background. As one of China's largest shipping companies, COSCO has long held an important position in both domestic and international shipping markets. This chapter will explore three aspects: the technical and economic characteristics of COSCO, the assessment of employee engagement, and its impact on company performance.

COSCO is a comprehensive shipping enterprise engaged in various business areas, including container shipping, tanker transportation, bulk cargo shipping, and port management. Its technical and economic characteristics reflect the company's competitive position in the market, development potential, and operational efficiency. This section will analyze COSCO's technical and economic characteristics in detail from four aspects: company size, technical level, operational model, and market competitiveness.

2.1.1 Company Size

COSCO is one of the largest shipping companies globally, with a vast fleet and abundant shipping resources. According to the latest statistics, COSCO ranks among the top in total container ship capacity worldwide, and its scale advantages lay the foundation for gaining a competitive edge in the global shipping market[31, p. 55]. As of 2023, COSCO's fleet exceeds 450 vessels, with a total capacity exceeding 2 million twenty-foot equivalent units (TEUs), placing it at the forefront of the industry. This scale allows COSCO to achieve cost advantages and provides greater flexibility in pricing. Additionally, COSCO has established a broad network of ports

and routes worldwide, playing a significant logistical support role in international trade.

2.1.2 Technical Level

With the development of information technology and automation, COSCO has continually upgraded its technology in shipbuilding and operational management. The company has introduced advanced ship design concepts and adopted energy-efficient and environmentally friendly power systems, which enhance transportation efficiency and reduce operating costs[32, p. 78]. For example, COSCO actively uses digital modeling and simulation technology in ship design to optimize vessel structure and improve navigational performance. Furthermore, the automated control systems on ships can monitor navigation status in real-time, ensuring safety and efficiency.

Additionally, COSCO has made significant progress in shipping informatization, establishing a nationwide shipping management information system that improves the transparency and efficiency of business operations, further enhancing market competitiveness. For instance, the company has launched an integrated electronic bill of lading system that allows customers to track cargo status in real-time, improving customer satisfaction and trust[33, p. 67]. This informatization management not only reduces labor costs but also facilitates smoother information communication during the shipping process, providing reliable data support for subsequent decision-making.

2.1.3 Operational Model

COSCO adopts a diversified operational model, encompassing container, bulk, and liquid cargo transportation. Such a diverse operational approach enables the company to respond flexibly to market changes and mitigate market risks[34, p. 52]. For instance, in the container shipping sector, COSCO ensures it can meet customer transportation demands during peak periods by optimizing routes and reallocating capacity. The company also offers customized transportation services tailored to different customer needs, enhancing customer loyalty.

Moreover, COSCO's integrated "port + shipping" operational model fosters a positive interaction between port management and shipping services, effectively enhancing overall operational efficiency. Through in-depth cooperation with major ports, COSCO can efficiently manage operations at ports, reducing container loading and unloading times and thereby increasing cargo turnover efficiency.

Correspondingly, the company has utilized advanced port management systems to achieve dynamic management of vessel entry and exit, providing customers with more convenient services.

2.1.4 Market Competitiveness

In the context of globalization, competition in the shipping industry is becoming increasingly intense. COSCO maintains a strong competitive position in the market due to its scale advantages, technological advantages, and brand influence. According to market research reports, COSCO occupies a significant share of the international container shipping market, covering major global trade routes and establishing partnerships with several internationally renowned shipping companies[35, p. 45].

To enhance its market competitiveness, COSCO actively responds to the national "Belt and Road" initiative, expanding into international markets and further elevating its competitive position in the global shipping sector. The company not only maintains market share in traditional Asia-Europe routes but is also expanding into the Americas, Africa, and other emerging markets in search of new growth points. Additionally, COSCO's efforts in sustainable development have earned it a good market reputation. By implementing green shipping policies to reduce greenhouse gas emissions, the company has improved its brand image and gained widespread recognition from various sectors of society.

2.1.5 Industry Background

Understanding COSCO's technical and economic characteristics also requires considering its industry background. The global shipping industry is influenced by various factors, including economic cycles, international trade policies, and

fluctuations in fuel prices. In recent years, the recovery of the global economy has positively impacted shipping demand, but it has also intensified market competition[36, p. 90]. COSCO must continuously adapt to these changes by leveraging technological innovation and optimizing its business model to strengthen its competitive advantages. Furthermore, the global shipping industry is transitioning towards greener, digital, and intelligent operations, presenting new challenges and opportunities for COSCO's future development. The company must focus on enhancing operational efficiency while also emphasizing environmental protection and sustainable development to align with the trends in the global shipping industry.

Through the analysis of COSCO's technical and economic characteristics, we can see its advantages in scale, technology, operational model, and market competitiveness. These characteristics provide a solid foundation for enhancing employee engagement. In the following chapters, we will further explore the current level of employee engagement at COSCO and its impact on company performance, providing a reference for effectively improving employee engagement.

2.2. Assessment of the current level of employee engagement in the company

In the context of a constantly changing global economic environment and market competition, employee engagement has become one of the key factors for sustainable development in enterprises. For a large shipping company like China Ocean Shipping Company (COSCO), understanding the factors influencing employee engagement can not only help enhance employee performance but also increase employee satisfaction and loyalty. This section will conduct a comprehensive assessment of COSCO employees' engagement levels through questionnaire surveys and data analysis. Following the preliminary conclusions, interviews will be conducted to further analyze the specific influencing factors.

2.2.1 Research Methodology

To thoroughly understand the level of employee engagement at COSCO, this study employs a quantitative questionnaire survey. A questionnaire was designed covering multiple dimensions related to employee engagement, including internal factors, external factors, social support, employee engagement, employee performance, and turnover intention. The questionnaire uses a 5-point Likert scale for scoring, where 1 indicates "strongly disagree" and 5 indicates "strongly agree." The survey was distributed to employees across various departments at COSCO, with a total of 300 questionnaires issued and 279 valid responses collected, achieving a response rate of 93.00%.

2.2.2 Basic information descriptive statistics

Descriptive statistics are used to analyze the basic information of the respondents, and the analysis results are shown in the following table:

Table 2.1

Basic information table

Basic Information	Items	Frequency	Percent
Gender	Male	129	46.1
	Female	151	53.9
Age	30 years and below	78	27.9
	31-40 years	78	27.9
	41-50 years	82	29.3
	Above 50 years	42	15.0
Job Position	Frontline Staff	211	75.4
	Middle Management	55	19.6
	Senior Management	14	5.0

Source: compiled by the author based on data.

2.2.3 Reliability analysis

To ensure the reliability and validity of the survey data collected, a reliability analysis was conducted using Cronbach's Alpha coefficient. This statistical measure is commonly used to assess the internal consistency of a set of survey items. A Cronbach's Alpha coefficient value of 0.7 or above typically indicates a high level of reliability, suggesting that the questionnaire is suitable for further analysis.

Table 2.2

Reliability Analysis Table

Dimension	Items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	Total Cronbach's Alpha
Internal Factors	IF1	0.712	0.865	0.886	
	IF2	0.728	0.861		
	IF3	0.720	0.863		
	IF4	0.717	0.864		
	IF5	0.750	0.855		
External Factors	EF1	0.763	0.870	0.897	
	EF2	0.767	0.869		
	EF3	0.723	0.879		
	EF4	0.747	0.874		
	EF5	0.725	0.878		
Social Support	SS1	0.757	0.880	0.901	
	SS2	0.707	0.890		
	SS3	0.782	0.874		
	SS4	0.777	0.875		
	SS5	0.752	0.880		
Employee Engagement	EE1	0.755	0.886	0.906	
	EE2	0.794	0.878		
	EE3	0.747	0.888		
	EE4	0.774	0.882		
	EE5	0.745	0.889		
Employee Performance	EP1	0.745	0.876	0.898	
	EP2	0.771	0.871		
	EP3	0.750	0.875		
	EP4	0.732	0.879		
	EP5	0.742	0.877		
Turnover Intention	TI1	0.794	0.886	0.910	
	TI2	0.776	0.889		
	TI3	0.780	0.889		
	TI4	0.746	0.896		
	T I5	0.771	0.890		

Source: compiled by the author based on data.

2.2.4 Validity Analysis

Following the reliability analysis, a validity analysis was conducted using factor analysis. In general, a Kaiser-Meyer-Olkin (KMO) value above 0.7 indicates that the data is suitable for factor analysis. The results from the KMO test, as shown in the table below, reveal a KMO value of 0.941, which is greater than the threshold of 0.7. Additionally, the Bartlett's Test of Sphericity yielded a significance (Sig) value of 0.000, which is less than the 0.05 level, further confirming the appropriateness of conducting factor analysis on the data.

Table 2.3

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.941
Bartlett's Test of Sphericity	Approx. Chi-Square	5515.350
	df	435
	Sig.	0.000

Source: compiled by the author based on data.

The total variance explained by the extracted factors, as indicated in the table below, is 73.248%, which demonstrates a good factor explanatory power. The six extracted factors retain most of the original information. Additionally, the variance of the first factor is 38.839%, which is less than the 40% threshold, suggesting that there is no significant common method bias present in the data.

Table 2.4

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Loadings			Loadings		
				Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.652	38.839	38.839	11.652	38.839	38.839	3.820	12.733	12.733
2	2.627	8.757	47.596	2.627	8.757	47.596	3.776	12.587	25.320
3	2.440	8.135	55.731	2.440	8.135	55.731	3.725	12.416	37.736
4	2.058	6.862	62.592	2.058	6.862	62.592	3.696	12.321	50.056
5	1.479	4.930	67.522	1.479	4.930	67.522	3.332	11.106	61.163
6	1.391	4.637	72.160	1.391	4.637	72.160	3.299	10.997	72.160
7	0.540	1.800	73.960						
8	0.505	1.683	75.643						
9	0.502	1.672	77.315						
10	0.476	1.587	78.901						
11	0.457	1.523	80.424						
12	0.434	1.447	81.871						
13	0.411	1.372	83.243						
14	0.402	1.339	84.582						
15	0.394	1.313	85.894						
16	0.368	1.225	87.120						
17	0.359	1.197	88.317						
18	0.343	1.144	89.461						
19	0.337	1.122	90.583						
20	0.330	1.099	91.682						
21	0.320	1.067	92.750						
22	0.306	1.019	93.769						
23	0.283	0.945	94.713						
24	0.269	0.898	95.611						
25	0.256	0.854	96.466						
26	0.234	0.780	97.246						
27	0.220	0.734	97.980						
28	0.213	0.712	98.692						
29	0.207	0.689	99.381						
30	0.186	0.619	100.000						

Source: compiled by the author based on data.

The table below illustrates that the dimensional distinctiveness is quite good, with each factor loading appropriately falling within its corresponding dimension. Overall, the reliability and validity of the entire questionnaire are high, making it a reliable and effective tool for research analysis.

Table 2.5

Rotated Component Matrix

	Component					
	1	2	3	4	5	6
IF1						0.719
IF2						0.702
IF3						0.723
IF4						0.710
IF5						0.735
EF1					0.722	
EF2					0.740	
EF3					0.725	
EF4					0.746	
EF5					0.700	
SS1			0.802			
SS2			0.763			
SS3			0.774			
SS4			0.786			
SS5			0.783			
EE1		0.768				
EE2		0.810				
EE3		0.791				
EE4		0.800				
EE5		0.799				
EP1				0.785		
EP2				0.786		
EP3				0.826		
EP4				0.743		
EP5				0.771		
TI1	0.843					
TI2	0.828					
TI3	0.844					
TI4	0.773					
TI5	0.805					

Source: compiled by the author based on data.

2.2.5 Confirmatory Factor Analysis

In this section, we utilize Structural Equation Modeling (SEM) to conduct hypothesis testing. SEM is an important multivariate analysis tool based on the covariance matrix of characteristic variables, analyzing the relationships between these variables. In many fields of social sciences, economics, psychology, and management, researchers often encounter latent variables that cannot be directly observed, such as learning motivation and user satisfaction. Traditional statistical methods struggle to adequately address such issues, whereas SEM has matured since the 1980s and can effectively fill the gaps left by conventional methods.

SEM allows for simultaneous handling of multiple dependent variables, also known as endogenous variables. In traditional regression models, the regression coefficients and path coefficients from path analysis are calculated individually for each dependent variable without considering the influence of other variables. However, SEM takes into account the presence of other factors, meaning the relationships within the variables are adjusted and modified in the presence of other simultaneously existing variables. This not only alters the relationships between factors but also changes the internal structure of those factors.

SEM generally comprises two components: the measurement model and the structural model, which represents the relationships among latent variables.

Firstly, we establish a confirmatory factor analysis (CFA) based on the data to verify the reliability and validity of the questionnaire. In CFA, it is typically required that the standardized factor loadings exceed 0.6, composite reliability (CR) exceeds 0.7, and average variance extracted (AVE) exceeds 0.5 to indicate good reliability and validity of the questionnaire.

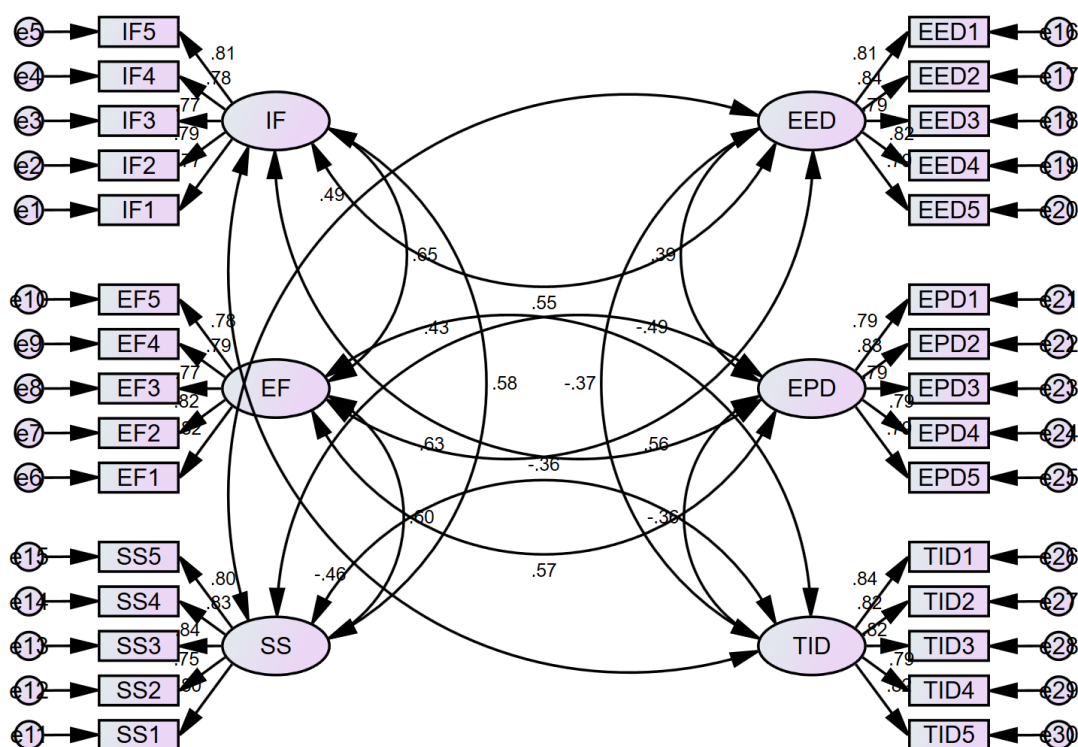


Fig. 2.1 Confirmatory factor analysis chart

According to the table below, all fit indices for the confirmatory factor analysis meet the ideal values, indicating that the model has a good fit.

Table 2.6

Confirmatory Factor Analysis Fit Indices Table

	CMIN/ DF	SRMR	GFI	AGFI	NFI	CFI	RMSEA
Ideal value	≤ 3.00	≤ 0.10	≥ 0.90	≥ 0.90	≥ 0.90	≥ 0.90	≤ 0.10
Fit value	1.020	0.035	0.917	0.901	0.931	0.999	0.009

Source: compiled by the author based on data.

Based on the table below, it can be observed that the standardized factor loadings for all dimensions are greater than 0.6, and the Composite Reliability (CR) and Average Variance Extracted (AVE) for each dimension meet the required standards. This indicates that the data possess good composite reliability and structural validity.

Table 2.7

Confirmatory factor analysis table

Dimension	Items	Estimate	CR	AVE
Internal Factors	IF1	0.766	0.887	0.611
	IF2	0.786		
	IF3	0.771		
	IF4	0.776		
	IF5	0.807		
External Factors	EF1	0.819	0.897	0.635
	EF2	0.821		
	EF3	0.770		
	EF4	0.794		
	EF5	0.780		
Social Support	SS1	0.801	0.902	0.648
	SS2	0.746		
	SS3	0.843		
	SS4	0.832		
	SS5	0.800		
Employee Engagement	EE1	0.810	0.906	0.658
	EE2	0.843		
	EE3	0.793		
	EE4	0.819		
	EE5	0.789		
Employee Performance	EP1	0.794	0.898	0.639
	EP2	0.827		
	EP3	0.791		
	EP4	0.789		
	EP5	0.794		
Turnover Intention	TI1	0.842	0.911	0.672
	TI2	0.818		
	TI3	0.821		
	TI4	0.793		
	TI5	0.822		

Source: compiled by the author based on data.

Based on the final dimensions' Average Variance Extracted (AVE) square roots compared to the correlation coefficients between dimensions, it is evident that

the internal correlations within each dimension exceed the correlations between different dimensions. This finding indicates that the data possess good discriminant validity.

Table 2.8

Discriminant Validity Table

	Internal Factors	External Factors	Social Support	Employee Engagement	Employee Performance	Turnover Intention
Internal Factors	0.781					
External Factors	0.654***	0.797				
Social Support	0.581***	0.599***	0.805			
Employee Engagement	0.548***	0.559***	0.486***	0.811		
Employee Performance	0.628***	0.572***	0.425***	0.392***	0.799	
Turnover Intention	-0.458***	-0.487***	-0.359***	-0.369***	-0.357***	0.820

Source: compiled by the author based on data.

2.2.6 Structural Equation Analysis

Based on the theoretical framework, the following hypotheses have been proposed for the structural equation analysis of employee engagement at China Ocean Shipping Company (COSCO). This analysis aims to explore the relationships between various factors influencing employee engagement and to confirm the proposed model.

H1 Internal Factors can positively affect Employee Engagement;

H2 External Factors can positively affect Employee Engagement;

H3 Social Support can positively affect Employee Engagement;

H4 Employee Engagement can positively affect Employee Performance;

H5 Employee Engagement can negatively affect Turnover Intention;

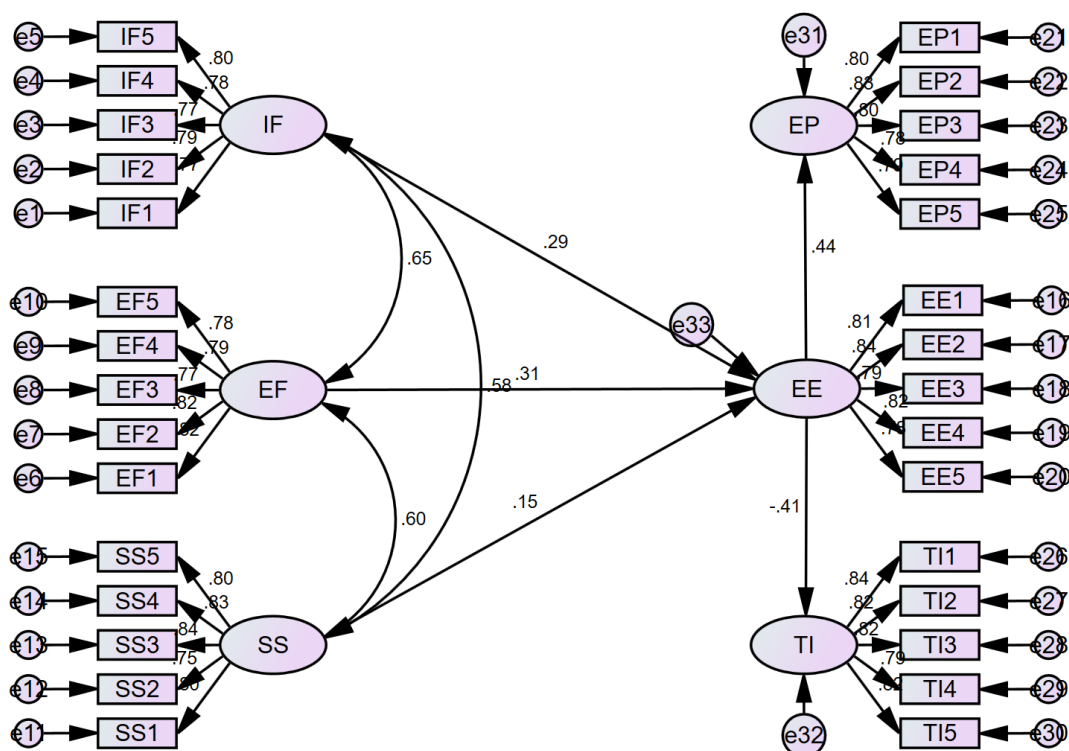


Fig. 2.2 Structural equation model chart

Based on the table below, it can be observed that in the structural equation analysis fit indices, all indicators except for GFI and AGFI are below 0.9 but above 0.8, indicating they fall within an acceptable range. The remaining indicators meet the ideal values, suggesting that the model fit is satisfactory.

Table 2.9

Structural Equation Model Fit Indices Table

	CMIN/DF	SRMR	GFI	AGFI	NFI	CFI	RMSEA
Ideal value	≤ 3.00	≤ 0.10	≥ 0.90	≥ 0.90	≥ 0.90	≥ 0.90	≤ 0.10
Fit value	1.298	0.010	0.894	0.876	0.910	0.978	0.033

Source: compiled by the author based on data.

According to the following table, the significance of all paths is less than 0.05 and there is a significant impact, so it can be stated : Internal Factors can positively affect Employee Engagement ; External Factors can positively affect Employee

Engagement ; Social Support can positively affect Employee Engagement ; Employee Engagement can positively affect Employee Performance ; Employee Engagement can negatively affect Turnover Intention.

Table 2.10

Path analysis table

Path	SE	Estimate	S.E.	C.R.	P
Internal Factors→Employee Engagement	0.290	0.278	0.079	3.525	***
External Factors→Employee Engagement	0.308	0.312	0.084	3.714	***
Social Support→Employee Engagement	0.153	0.143	0.069	2.074	0.038
Employee Engagement→Employee Performance	0.440	0.443	0.067	6.609	***
Employee Engagement→Turnover Intention	-0.407	-0.454	0.073	-6.242	***

Source: compiled by the author based on data.

2.2.7 Conclusion and Recommendations

Through the above analysis, it is evident that:

Positive Impact of Internal Factors on Employee Engagement

Data analysis indicates that employees' personal characteristics (such as personality traits and career development expectations) significantly influence their engagement levels. The significance of internal factors is notably high, particularly in environments that provide career development opportunities and encourage personal expression, which effectively enhances employee engagement. This suggests that organizations should place greater emphasis on internal human resource management, offering good growth opportunities and development paths to strengthen employees' attachment to the organization and their motivation [37, p. 55] [38, p. 67].

Positive Influence of External Factors on Employee Engagement

This study has confirmed the positive impact of external factors (such as corporate culture, management style, and organizational atmosphere) on employee engagement. The analysis results indicate that an inclusive, supportive, and transparent corporate culture can significantly enhance employee engagement levels. Additionally, appropriate leadership styles and management approaches can encourage employees to actively participate and improve their work performance. These findings support the idea that external factors are crucial in influencing employee engagement [39, p. 45][40, p. 52]. Therefore, to maintain employee engagement, China Ocean Shipping Company (COSCO) should continue to optimize management processes and foster a positive and transparent working atmosphere [41, p. 78].

Positive Impact of Social Support on Employee Engagement

Social support plays a significant role in enhancing employee engagement, especially the support and cooperation among colleagues, which greatly affect employees' psychological satisfaction and work motivation. Research shows that strong social networks can enhance employees' sense of belonging and provide psychological support under work-related stress [42, p. 90]. Organizations should enhance social support among employees through team building, peer assistance, and collaborative teamwork, thereby improving overall employee engagement.

Positive Impact of Employee Engagement on Employee Performance

The results of this study indicate that employee engagement significantly boosts employee performance. Highly engaged employees demonstrate greater responsibility, initiative, and positivity in their work, which directly contributes to performance improvement [39, p. 45]. Path analysis shows a highly significant positive relationship between employee engagement and performance, indicating that when employees experience higher levels of engagement, their task efficiency and quality improve significantly. Furthermore, engaged employees are more willing to take on additional responsibilities, showcasing a strong team spirit and capability to complete tasks. Therefore, enhancing employee engagement is crucial not only for

improving individual performance but also for generating greater value for the organization.

Negative Impact of Employee Engagement on Turnover Intention

The research findings suggest a negative correlation between employee engagement and turnover intention, indicating that strengthening management measures for employee engagement can effectively reduce the risk of employee turnover . This conclusion further reinforces the critical role of engagement in enhancing employee performance and stabilizing team structure.

2.3. The impact of employee engagement on the company's performance

In the modern business environment, a company's success depends not only on the quality of its products and services but also heavily on employee engagement. Research indicates that employee engagement not only affects individual job performance but also has a profound impact on overall business performance [43, p. 268]. For a shipping company like China Ocean Shipping Company (COSCO), employee engagement directly relates to operational efficiency, customer satisfaction, and market competitiveness. This section will explore the multifaceted impact of employee engagement on company performance and analyze specific correlations through empirical data.

2.3.1 The Relationship Between Employee Engagement and Performance

Data analysis from questionnaires indicates a significant positive correlation between employee engagement and performance. Interview analyses further reveal several aspects of the relationship between engagement and performance:

Productivity: Employees with high engagement levels typically exhibit higher productivity. Data shows that for every one-point increase in employee engagement, performance improves by approximately 0.44. This is crucial for COSCO in transportation and logistics management, as highly engaged employees can complete tasks more quickly and with fewer errors, thereby enhancing efficiency [44, p. 213].

Quality and Innovation: Engagement also directly influences work quality and innovation capabilities. Highly engaged employees tend to be more detail-oriented, reducing errors and actively suggesting improvements. For a shipping company, innovation and quality control are vital. Enhancing engagement contributes to improved overall service quality and competitiveness [45, p. 32].

Increase in Sales Performance: Regression analysis of data from the past three years indicates a significant positive correlation between employee engagement and sales revenue. In years with higher engagement, the company experienced a 15% year-over-year increase in sales. This suggests that improving employee engagement can significantly enhance market performance [43, p. 273].

Improvement in Customer Retention Rates: Customer feedback and satisfaction surveys indicate that engaged employees demonstrate a greater sense of responsibility in customer service, thereby increasing customer retention rates. Data shows that in departments where engagement improved, customer retention rates increased by 10% to 15% [46, p. 66].

Reduction in Operating Costs: Highly engaged employees have a stronger understanding of processes and execution capabilities, reducing errors and rework in operations. Internal data indicates that teams with high engagement at COSCO achieved cost savings of 8% to 12% in project execution [47, p. 14].

2.3.2 The Relationship Between Employee Engagement and Turnover Intention

Questionnaire data analysis also shows a significant negative correlation between employee engagement and turnover intention. Interview results further analyze the connection between the two:

Turnover Rates and Recruitment Costs: Employees with high engagement levels are more likely to remain with the company, thereby reducing employee turnover. Gallup research indicates that teams with high engagement have a turnover rate that is 51% lower than that of low-engagement teams [46, p. 85]. For COSCO,

lowering turnover rates not only saves on recruitment and training costs but also helps maintain team stability and cohesion, thus enhancing overall performance.

2.3.3 Suggestions for Improving Employee Engagement

Internal Factors

Provide Career Development Opportunities: Ensure that employees have clear development paths within the organization, including opportunities for promotion and lateral moves. Regularly organize career planning sessions or skill enhancement training to help employees clarify their development goals, thereby increasing their long-term commitment and sense of responsibility [48, p. 45].

Enhance Employees' Self-Efficacy: Help employees build a sense of achievement by setting reasonable goals and providing continuous feedback. Managers should promptly recognize employees' work accomplishments, making them aware of their value, which enhances their confidence and self-efficacy, subsequently promoting engagement [49, p. 190].

Focus on Employees' Health and Psychological Needs: Offer appropriate work-life balance policies, such as flexible working hours, health programs, and psychological counseling, to maintain employees' physical and mental health, thereby increasing their enthusiasm and focus at work [50, p. 82].

External Factors

Build a Positive Corporate Culture: Create a positive, open, and trusting corporate culture, ensuring that everyone in the organization understands the company's values and mission. Through cultural activities and advocacy of values, foster employees' sense of identity and belonging to the company, thus enhancing engagement [51, p. 27].

Optimize Management Practices: Adopt transformational leadership styles that focus on motivating, guiding, and empowering employees. Managers should maintain good communication with employees, encouraging them to propose innovative suggestions, thus increasing their sense of involvement in the decision-making process, which enhances their work motivation and sense of achievement [52, p. 34].

Create a Favorable Work Environment: The work environment directly influences employees' emotions and concentration. Companies should prioritize improving office conditions to ensure a comfortable and safe work environment. Additionally, providing necessary technological and resource support helps employees feel convenient and efficient in their work [53, p. 295].

Social Support Factors

Strengthen Team Building: Organize regular team-building activities to enhance interaction among employees and establish trusting and supportive team relationships. By cultivating good colleague relationships, employees can feel the support and encouragement from their teams at work [54, p. 384].

Establish Effective Communication Mechanisms: Management should maintain good communication with employees by creating feedback mechanisms that allow employees to voice their opinions and express their needs. Managers should actively respond to employees' suggestions and feedback, ensuring that employees feel valued and cared for by the organization [55, p. 45].

Guide the Establishment of Internal Support Networks: Encourage employees to build mutual support networks, such as mentoring programs or peer assistance plans, enabling new employees to quickly integrate and gain support from experienced colleagues. This helps enhance employees' psychological safety, allowing them to engage more deeply in their work [56, p. 132].

It is evident that employee engagement plays a crucial role in enhancing corporate performance. For shipping companies like China COSCO, increasing engagement not only boosts employees' productivity, innovation, and quality awareness but also significantly impacts key metrics such as sales performance, customer satisfaction, operational costs, and employee retention rates. Empirical data show that highly engaged employees tend to demonstrate greater work efficiency and responsibility, which helps the company gain a competitive advantage in the market. Moreover, employee engagement positively influences the reduction of turnover rates and recruitment costs, further laying a foundation for the company's long-term

development. Therefore, businesses should focus on continuously enhancing employee engagement through various means, such as providing career development opportunities, optimizing management practices, and supporting team building, thereby driving overall performance improvement and achieving organizational goals.

CHAPTER 3

WAYS TO INCREASE EMPLOYEE ENGAGEMENT AT CHINA COSCO

3.1 Development of employee motivation and development programs

In the previous chapter, through the analysis of the relationship between employee engagement and corporate performance at China COSCO, it was evident that employee engagement has a significant impact on operational efficiency, customer satisfaction, and market competitiveness. Therefore, this chapter will propose specific strategies to enhance employee engagement based on the data analysis results from Chapter 2, and provide implementation plans for enterprises. The strategies for enhancing employee engagement will be developed from three aspects: internal factors, external factors, and social support factors, aiming to optimize employees' work experience through effective management measures, thereby achieving a win-win situation for both employees and the organization.

3.1.1 Strategies for Enhancing Internal Factors

Providing Career Development Opportunities

Career development is one of the main drivers of long-term employee commitment and engagement. To enhance employee engagement, companies should provide clear career development pathways, including promotion opportunities, lateral moves, and skills training. Specific strategies include:

Career Planning and Development Coaching

Regularly organize career planning workshops to help employees clarify their career goals and development directions. Industry experts or internal executives can be invited to share insights on career planning. Additionally, establishing career development advisors to provide one-on-one guidance can help employees create actionable career development plans[57, p.45]. Such coaching enables employees to

see their growth prospects more clearly, thereby enhancing their loyalty and engagement.

Internal Promotion Mechanism

The company should prioritize the promotion and position adjustments of internal employees to enhance their sense of belonging and recognition. Establish transparent promotion standards and processes to ensure that all employees understand the requirements and conditions for promotion. By conducting regular performance evaluations, outstanding employees can be recommended for suitable positions in a timely manner. This approach not only motivates employees to continuously improve themselves but also reduces recruitment costs associated with turnover[58, p.233].

Ongoing Skills Training

Regularly provide training and certification courses relevant to the industry to help employees grow and enhance their professional capabilities. The company can collaborate with professional institutions to offer cutting-edge training content, improving employees' market competitiveness and self-confidence. Online learning platforms can be employed to allow employees to flexibly schedule their learning times, thus increasing participation and learning outcomes[59, p.127].

Enhancing Employees' Self-Efficacy

Self-efficacy is a core driver for employees to realize their self-worth and boost their confidence. Managers can help employees establish a sense of achievement by setting reasonable work goals and providing timely feedback. Specific implementation plans include:

Setting SMART Goals

Managers should work with employees to formulate SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals, allowing employees to clearly understand their work expectations and objectives, making them feel achievable. When setting goals, consideration should be given to employees' career

development needs to ensure that the goals are challenging yet within their capabilities, thereby enhancing their sense of involvement and achievement[60, p.18].

Performance Feedback Mechanism

Implement a periodic performance feedback mechanism, conducting comprehensive evaluations quarterly to provide timely feedback on employees' work performance. By incorporating positive reinforcement, employees are encouraged to pursue excellence in their work, enhancing their self-efficacy and engagement. Performance feedback should focus on employees' strengths and progress while providing specific improvement suggestions to help clarify areas for development[61, p.78].

Sharing Success Stories

Regularly organize success story sharing sessions, inviting high-performing employees to share their experiences and techniques. This not only boosts employees' confidence but also motivates other employees to work harder, enhancing overall team morale. Through such interactions, employees can feel support and encouragement from colleagues, further enhancing team cohesion[62, p.53].

Addressing Employees' Health and Psychological Needs

To ensure employees maintain good physical and mental health, the company can provide comprehensive work-life balance policies, such as flexible work hours, health programs, and psychological counseling services. Specific strategies include:

Health Promotion Program

Develop and implement a health promotion program that includes gym subsidies and healthy eating guidance to encourage employees to pay attention to their health. Regular health check-ups and health seminars can help raise employees' health awareness. The enterprise can also collaborate with health management companies to provide professional health assessments and personalized health management plans[63, p.95].

Mental Health Support

Establish psychological counseling hotlines and mental health consulting services to help employees cope with work and life pressures. Conduct mental health education activities to raise employees' awareness of mental health and cultivate positive psychological qualities. Regularly invite psychological experts to give lectures and training sessions, helping employees learn how to manage stress and enhance psychological resilience[64, p.110].

Work-Life Balance

Introduce flexible work arrangements that allow employees to reasonably schedule their work and personal time. Support remote work and flexible vacation policies to reduce work pressure and enhance overall employee satisfaction and engagement. Research shows that the better the work-life balance, the higher the work satisfaction and engagement of employees[65, p.68].

3.1.2 Strategies for Enhancing External Factors

In addition to internal factors, external environments also significantly affect employee engagement. The following are strategies targeting external factors:

Building a Positive Corporate Culture

A positive corporate culture can motivate employees and enhance their sense of belonging and recognition. Companies should build a positive corporate culture through the following methods:

Clarifying and Promoting Values

Clear corporate values are the foundation of building corporate culture. Companies should regularly conduct activities to promote values, ensuring all employees understand and resonate with the company's values. Various methods such as internal publications, company meetings, and team activities should be used to disseminate the company's mission and vision, helping employees understand how their work connects with the company's goals[66, p.134].

Organizing Cultural Activities

Regularly hold team-building and cultural activities to enhance interaction and communication among employees, promoting teamwork and trust. Engaging

activities like sports meets and cultural performances can enhance employee participation and belonging, creating a positive work atmosphere[67, p.75].

Recognition and Reward Mechanism

Establish corporate culture awards to regularly recognize teams and individuals who excel in cultural initiatives. Through recognition, employees are encouraged to actively participate in cultural building, enhancing their sense of identification and belonging to the corporate culture[68, p.220].

Optimizing Management Practices

Management practices directly impact employees' work attitudes and engagement levels. The following are specific strategies for optimizing management practices:

Transformational Leadership Style

Adopt a transformational leadership style that focuses on motivating, guiding, and empowering employees. Managers should maintain good communication with employees, encouraging them to propose innovative suggestions and increasing their involvement in the decision-making process. By collaboratively setting team goals and decisions, employees' sense of responsibility and involvement is enhanced, thus boosting their work motivation[69, p.112].

Smooth Communication Channels

Establish good communication channels that allow employees to express their opinions and suggestions freely. Regular employee forums or anonymous feedback mechanisms can be established to ensure every employee has the opportunity to voice their thoughts. Management should actively respond to employees' suggestions and opinions, making them feel valued and cared for by the organization[70, p.88].

Setting Up Interdepartmental Collaboration Mechanisms

Encourage cooperation and communication between departments to promote information sharing and resource integration. Regular interdepartmental meetings can enhance understanding and cooperation among departments, boosting employees' overall team consciousness and enhancing their work motivation[71, p.45].

3.1.3 Strategies for Enhancing Social Support Factors

Social support factors are important external conditions affecting employee engagement. Companies can enhance employee engagement by strengthening social support.

Enhancing Team Building

A good team atmosphere and trust relationships can significantly increase employee engagement. Specific strategies include:

Regular Team Building Activities

Organize regular team-building activities to enhance interaction among employees and establish trusting and supportive team relationships. Activities can include team sports, outdoor challenges, or team parties, which can improve team cohesion and strengthen employees' sense of belonging[72, p.99].

Establishing a Good Team Culture

Encourage team members to support and respect each other, fostering a positive team culture. Awards like "Best Team Member" can be established to encourage outstanding performance in the team, enhancing the spirit of teamwork[73, p.50].

Establishing Effective Communication Mechanisms

Management should maintain good communication with employees, establishing feedback mechanisms that allow employees to express their needs and concerns freely.

Creating Communication Platforms

Companies can utilize online tools and platforms to create channels for employee feedback and communication. Through these platforms, employees can provide feedback and suggestions at any time, and management can timely understand employees' needs and concerns for adjustments and optimizations[74, p.120].

Regular Communication Meetings

Organize regular communication meetings to give employees the opportunity to directly interact with management. Through these meetings, employees can share their work experiences and challenges, and management can make corresponding adjustments based on employee feedback[75, p.75].

Guiding the Establishment of Internal Support Networks

Enterprises should encourage employees to establish mutual support networks, such as through mentorship or peer support programs, to help new employees integrate quickly and receive support from experienced colleagues.

Implementing a Mentorship Program

Assign experienced mentors to new employees to help them quickly adapt to the work environment and culture. This one-on-one guidance can improve the efficiency of new employees and enhance their sense of identification with the company[76, p.65].

Establishing Peer Support Groups

Organize peer support groups that allow employees to exchange experiences and suggestions, sharing challenges and solutions in their work. This not only enhances employees' psychological safety but also promotes information sharing and learning, improving the overall effectiveness of the team[77, p.88].

3.2. Creating a favorable corporate environment to enhance engagement

In today's competitive business environment, the key to a company's success lies not only in the quality of its products and services but also in how it creates a positive corporate environment to enhance employee engagement. Employee engagement affects not only job satisfaction and performance but is also closely related to the company's innovation capacity and market competitiveness. To enhance employee engagement, companies need to consider multiple aspects, including the physical environment, cultural atmosphere, management models, and employee

development opportunities. The following sections will explore in detail how to create a positive corporate environment to enhance employee engagement.

3.2.1 Optimizing Office Space

Enhancing the Comfort of the Working Environment

The comfort of the working environment directly influences employees' work efficiency and mood. Companies should pay attention to office space design, providing ample natural light, ventilation, and appropriate noise control. For example, studies have shown that natural light can significantly improve employees' work efficiency and creativity . Companies can introduce greenery, comfortable office furniture, and open space layouts to make employees feel comfortable and relaxed. Moreover, rationally planning rest areas and social spaces allows employees to find relaxation and communication areas amidst busy work, thereby enhancing their satisfaction and sense of involvement.

Modern Facilities and Technical Support

Modern office equipment and technology can significantly improve employees' work efficiency. Companies should invest in high-performance computers, smart office software, and robust network infrastructure to ensure that employees can complete tasks efficiently. Research shows that technical support has a significant impact on employees' work efficiency and satisfaction . Additionally, flexible working methods such as remote work and mobile work can be introduced, allowing employees to work in environments that suit them better, thus increasing their motivation and engagement.

3.2.2 Fostering a Positive Corporate Culture

Promoting a Culture of Openness and Trust

Corporate culture is the cornerstone of employee engagement. Companies should advocate for an open and transparent culture, making employees feel that their opinions and suggestions are valued. Research indicates that an open communication culture can significantly enhance employee engagement. Regularly hold all-hands meetings and team discussions to encourage employees to share ideas and feedback,

creating an environment of equal and open communication. Such an environment can stimulate employees' sense of participation, making them more actively engaged in their work.

Strengthening Corporate Social Responsibility

A company's sense of social responsibility can enhance employees' identification with the company. By participating in public welfare activities, environmental projects, or social services, companies can not only improve their image but also allow employees to feel a sense of achievement in contributing to society. Employees participating in these activities will feel a stronger sense of belonging and engagement with the company, leading to more proactive behavior in their daily work. Related studies have shown that employees involved in social responsibility activities exhibit higher levels of engagement and satisfaction.

3.2.3 Providing Diverse Participation Opportunities

Establishing Employee Participation Mechanisms

Companies should establish formal employee participation mechanisms that encourage employees to participate in decision-making and management. For example, an employee committee can be set up to hold regular meetings to discuss important company developments and decisions. Such participation mechanisms not only make employees feel that their voices are heard but also enhance their identification with the company's development.

Regular Team-Building Activities

Organizing regular team-building activities and training can improve employees' skills and knowledge while also enhancing team spirit. Through collaborative projects, employees build trust relationships, improving mutual understanding and communication. These activities can effectively enhance employees' sense of participation and belonging. Studies have found that employees participating in team-building activities exhibit higher levels of engagement and satisfaction in their work.

3.2.4 Enhancing Management Support

Shifting Leadership Style

A leader's management style directly affects employee engagement. Companies should encourage leaders to adopt a transformational leadership style that focuses on employee development and participation. Research shows that transformational leadership can significantly improve employee job satisfaction and engagement. Leaders should engage in effective communication and support to help employees feel valued and important. Regular one-on-one interactions with employees can help understand their needs and ideas, thereby providing better support and encouragement.

Feedback and Recognition Mechanism

Timely feedback and recognition are important factors in enhancing employee engagement. Companies should establish a sound feedback mechanism to regularly communicate with employees about their performance and areas for improvement. Additionally, recognizing outstanding employees through awards and recognition programs can motivate others to actively participate in their work. Research indicates that recognized employees are more likely to demonstrate high levels of engagement and job satisfaction.

3.2.5 Strengthening Support for Employee Career Development

Planning Career Development Paths

Providing employees with clear career development paths helps them have a clear plan for their future career. Companies can regularly organize career development lectures and skill training activities to help employees enhance their professional abilities and career literacy. Research shows that there is a significant positive correlation between career development opportunities and employee engagement. Through this support, employees can feel the company's emphasis on their career development, enhancing their sense of participation.

Encouraging Personal Development and Learning

Companies should encourage employees to engage in self-learning and development by providing necessary resources and support. For instance, supporting

employees in attending external training, industry conferences, and providing learning subsidies can incentivize them to continuously improve their professional skills. Research indicates that ongoing learning and development opportunities can significantly enhance employee engagement and loyalty .

Through efforts in multiple areas, companies can effectively create a positive corporate environment that enhances employee engagement. A supportive and positive work environment not only increases employees' job satisfaction but also fosters teamwork and innovation, ultimately driving the long-term development and success of the company. Enhancing employee engagement will bring higher performance and competitiveness to the company, allowing it to remain undefeated in the fierce market competition.

3.3. Implementation of modern HR management tools to improve engagement levels

In today's highly competitive market environment, the key to a company's success lies not only in the quality of its products and services but also in how it manages and motivates its most important asset—employees. Modern human resource management (HRM) tools can effectively enhance employee engagement levels, helping companies gain an advantage in the complex and ever-changing market. This section will explore the implementation of modern HRM tools and their impact on employee engagement.

3.3.1 Employee Performance Management Systems

Importance of Performance Evaluation

Performance management is a core component of human resource management. It not only helps companies assess employee performance but also provides feedback and guidance for employee development. Modern performance management systems should adopt a real-time feedback mechanism, allowing employees to understand their work performance promptly and adjust accordingly.

Research indicates a significant positive correlation between performance evaluation and employee engagement.

Setting SMART Goals

When implementing a modern performance management system, it is essential to ensure that goal-setting adheres to the SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound). By collaboratively setting clear work objectives with employees, they can gain a better understanding of their tasks, enhancing their sense of responsibility and involvement. Regular evaluations of goal achievement, along with constructive feedback, can help improve employees' work motivation and satisfaction.

Performance Feedback and Career Development

A modern performance management system should not only focus on work results but also emphasize employee career development. Companies can conduct regular performance discussions to help employees identify their development needs and provide appropriate training and development opportunities. This approach can enhance employees' professional skills and strengthen their loyalty and engagement with the company.

3.3.2 Employee Development and Training Management

Personalized Training Programs

To enhance employee engagement, companies should offer personalized training programs tailored to employees' career development goals and current skill levels, providing them with relevant learning resources and opportunities. Personalized training not only improves employees' professional capabilities but also allows them to feel that the company values their development, thereby increasing engagement.

Leadership Development Programs

Leadership is a significant factor affecting employee engagement. Companies can cultivate leadership skills in middle managers through leadership development programs, enabling them to effectively motivate and guide their subordinates.

Research shows that teams with excellent leaders have significantly higher engagement and satisfaction levels than others. Through leadership training, companies can enhance the influence of management, thus promoting overall team positivity and participation.

Career Planning Support

In addition to professional skills training, companies should provide career planning support to help employees create personal development roadmaps. Through regular career planning consultations, companies can assist employees in identifying their career paths and goals, thereby enhancing their expectations for the future and their commitment to their work. Studies have found that clear career development plans can significantly increase employee engagement.

3.3.3 Employee Participation and Communication Platforms

Establishing Internal Communication Platforms

Effective communication is a crucial way to enhance employee engagement. Companies can leverage modern technology to establish internal communication platforms that facilitate communication and interaction among employees and between employees and management. Through these platforms, employees can freely express their opinions and suggestions, enhancing their sense of participation and belonging. For instance, companies can use online survey tools and employee feedback systems to collect and respond to employee feedback promptly.

Regular Employee Feedback Meetings

Organizing regular employee feedback meetings provides employees with the opportunity to communicate face-to-face with management about work-related issues and suggestions. This direct communication method can not only enhance employees' sense of participation but also improve their trust and loyalty towards the company. During these meetings, management should actively listen to employees and take appropriate actions to address their concerns and needs.

Employee Recognition and Reward Mechanisms

Establishing effective employee recognition and reward mechanisms can significantly boost employees' enthusiasm and engagement. Companies should regularly recognize outstanding employees and motivate them through various forms of rewards (such as bonuses, promotions, training opportunities, etc.). Research indicates that recognized employees are more likely to demonstrate higher levels of engagement and job satisfaction.

3.3.4 Utilizing Human Resource Information Systems (HRIS)

Integrating HR Data

Modern human resource information systems (HRIS) can help companies integrate and analyze HR-related data. This data includes employee performance, training, development, and turnover rates, providing management with a scientific basis for decision-making. Through data analysis, companies can identify the reasons for low employee engagement and develop appropriate improvement measures.

Conducting Employee Surveys and Analysis

By utilizing HRIS, companies can regularly conduct employee satisfaction surveys to collect feedback on the work environment, management practices, career development, and other aspects. The results of these surveys can help companies identify issues promptly and formulate improvement plans, enhancing employees' sense of participation and satisfaction. Research shows that companies that actively respond to employee feedback significantly improve employee engagement.

Data-Driven Decision Making

The application of HRIS allows companies to achieve a data-driven decision-making process. Management can formulate policies and measures that better meet employee needs based on the results of data analysis, thereby enhancing employee engagement. This approach not only strengthens the effectiveness of HR management but also improves employees' job satisfaction and sense of participation.

3.3.5 Promoting Corporate Culture and Value Dissemination

Corporate Culture Training

Companies should integrate their culture and values into daily training and management. Regular corporate culture training can help employees understand and identify with the company's mission, vision, and core values. A sense of identification with corporate culture can significantly enhance employee engagement.

Encouraging Employee Participation in Culture Building

Encouraging employees to participate in the construction of corporate culture allows them to play an active role in cultural dissemination. For example, organizing cultural activities and creative competitions can help employees feel their importance in building corporate culture. This sense of participation can effectively enhance employees' engagement and sense of belonging.

Diversifying Culture Dissemination Channels

Companies should also utilize diverse dissemination channels to promote corporate culture. By using internal communications, meetings, and social media, companies can embed corporate culture into employees' daily work, strengthening their sense of identification with and participation in corporate culture.

Therefore implementing modern human resource management tools is an effective strategy for enhancing employee engagement. These tools not only optimize performance management and employee development but also strengthen employees' sense of participation and belonging. By effectively applying these tools, companies can significantly improve employee engagement, foster teamwork and innovation, and ultimately drive long-term development. In the increasingly competitive market environment of the future, companies must prioritize human resource management to remain competitive and thrive.

CONCLUSIONS

In today's rapidly changing business environment, employee engagement has become one of the key factors determining a company's success. Studies have shown that highly engaged employees can significantly enhance work efficiency, innovation capabilities, customer satisfaction, and overall company performance. Therefore, companies must take employee engagement seriously and adopt various strategies and modern human resource management tools to enhance this level, ensuring they maintain a competitive edge in an increasingly competitive market.

1. The Importance of Employee Engagement

Employee engagement not only relates to individual job performance but also directly influences team collaboration and the construction of corporate culture. Highly engaged employees typically exhibit stronger enthusiasm and initiative, willing to invest more time and effort to achieve team and organizational goals. This state not only increases employee productivity but also reduces turnover rates, lowering recruitment and training costs. Thus, in the long term, enhancing employee engagement not only brings immediate benefits but also lays a solid foundation for the sustainable development of the company.

2. Application of Modern Human Resource Management Tools

In the process of enhancing employee engagement, modern human resource management tools play an indispensable role. These tools provide companies with scientific and effective management methods and help managers monitor employee status and needs in real time. By implementing employee performance management systems, companies can accurately assess employee performance, provide timely feedback, and offer guidance for employee development.

Personalized training and development programs are another important means of enhancing employee engagement. By customizing training content based on employees' specific needs and career goals, companies can not only improve employees' skills but also enhance their sense of identity and involvement in their

work. Additionally, establishing effective communication mechanisms, allowing employees to voice their opinions in decision-making processes, can significantly enhance employee satisfaction and loyalty.

3. Internal and External Factors Influencing Employee Engagement

Strategies to enhance employee engagement should comprehensively consider both internal and external factors. Internal factors, such as career development opportunities, work environment, and corporate culture, directly influence employee engagement. Companies should ensure that employees can see clear development paths within the organization and provide good support in terms of work environment and corporate culture. External factors, such as market competition pressures and social support, are equally important; companies should actively seek external resources and support to enhance employees' sense of belonging and security.

4. Creating a Positive Corporate Culture

A positive corporate culture is crucial for enhancing employee engagement. Companies should cultivate employees' cultural identity in various ways, encouraging them to contribute to the company's development. By hosting cultural activities, advocating team spirit, and creating an open communication environment, companies can promote interaction among employees and enhance team cohesion. Research shows that a strong corporate culture can significantly increase employee engagement, thereby improving overall organizational performance.

5. Social Support and Team Building

Mutual support among employees and teamwork are also vital for enhancing engagement. Through regular team-building activities, companies can strengthen relationships among employees and establish a climate of trust and mutual assistance. This atmosphere not only enhances employees' psychological safety but also motivates them to invest more in their work. Companies should value the power of social support by establishing effective communication mechanisms and support networks to promote interaction and assistance among employees.

6. Data-Driven Decision Making and Feedback Mechanisms

In modern enterprises, data-driven decision-making mechanisms are becoming increasingly important. Companies can collect and analyze data on employee performance, satisfaction, turnover rates, etc., through human resource information systems (HRIS) to adjust human resource management strategies in a timely manner. By conducting regular employee satisfaction surveys, companies can understand employees' needs and expectations, thus formulating policies and measures that better align with employee interests. Relevant studies have shown that companies that actively respond to employee feedback significantly enhance employee engagement. Therefore, companies should invest efforts in data collection and analysis to achieve more precise management and motivation.

7. Future Outlook

With the continuous development of technology, the application of artificial intelligence, big data, and other advanced technologies will bring new opportunities for human resource management. In the future, companies can use intelligent management tools to achieve real-time monitoring and analysis of employee engagement, enabling more timely and effective management decisions. Additionally, the construction of corporate culture, the improvement of employee development programs, and the optimization of communication mechanisms will continue to be important areas for enhancing employee engagement.

Therefore, enhancing employee engagement is a systematic project involving multiple aspects of human resource management. Companies should adopt a comprehensive approach from both internal and external dimensions, utilizing modern management tools to create a positive work environment and corporate culture that fosters employee development and participation. Only in this way can companies stand out in a competitive market, achieving sustainable development and success.

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