



**RESEARCH ON EMPLOYEE LOYALTY ISSUES AND INFLUENCING
FACTORS IN PRIVATE ENTERPRISES——A CASE STUDY OF
SHENGYUAN COMMUNICATION**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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ABSTRACT

Title: Research on Employee Loyalty Issues and Influencing Factors in Private Enterprises —— A Case Study of Shengyuan Communication

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As an important supplement to China's market economy, private enterprises have great advantages. The private management mechanism is very flexible and can be adjusted at any time to keep pace with modern times, the market, and better adapt to local markets. In the nearly 40 years, starting from the early 1980s, China's private enterprises have grown from small to large, from weak to strong, and now account for 90% of the country's enterprises. They are an important engine for the development of social productivity. However, the current private enterprises are affected by the modern market economy, and the thinking of employees has changed, paying more attention to their own interests, whether they can be treated reasonably, etc. This also has a great impact on the loyalty of its employees.

By studying Shengyuan Communication Company as a representative private enterprise as the research object, it explored the status of its employee loyalty and the factors affecting employee loyalty. Through a large amount of literature review, the research status of employee loyalty was summarized. Secondly, based on the five-factor organizational commitment model, the questionnaire survey questions were raised, and the reliability analysis and regression analysis were carried out through SPSS after the data was obtained. Through the analysis, eight factors were present that affect the loyalty of Shengyuan Communication employees: work

development, corporate environment, development opportunities, corporate culture, learning platform, management style, generalized salary, and organizational identity. Also, there were four factors to measure employee loyalty: attitude loyalty, behavior loyalty, rational loyalty and opportunity loyalty. Among them, corporate environment, corporate culture, management style, generalized compensation and organizational identity had a positive correlation to employee loyalty. Development opportunities and learning platforms had both positive and negative effects on employee loyalty. The personality characteristics variables, such as gender and age, are different among the four loyalty factors. The attitude loyalty and behavioral loyalty of employees of Shengyuan Communication were at the average level, while the rational loyalty and opportunity loyalty were very low. Finally, through the conclusions, policies that can improve employee loyalty were presented, such as, improving the system, providing a learning platform, promoting inter-departmental communication and smooth work, and finding the most suitable policy for improving employee loyalty.

Keywords: Employee loyalty, Private enterprises, Influencing factors



ABSTRACT.....	I
1. INTRODUCTION.....	1
1.1 Background.....	1
1.2 Research Contents.....	4
1.3 Research Significance.....	5
2. LITERATURE REVIEW.....	7
2.1 Overview of Employee Loyalty Research.....	7
2.1.1 The Concept and Origin of Employee Loyalty.....	7
2.1.2 Research on Current Employee Loyalty.....	9
2.1.2.1 Research Status of Employee Loyalty Abroad.....	10
2.1.2.2 Research Status of Chinese Employee Loyalty.....	12
2.2 Employee Loyalty Level.....	13
2.3 The Object of Employee Loyalty.....	14
2.4 Psychological Contract.....	15
2.4.1 Psychological Contract Theory.....	15
2.4.2 The Relationship Between Psychological Contract and Employee Loyalty.....	16
2.5 Research on the Influencing Factors of Employee Loyalty.....	17
2.5.1 Personal Factors.....	18
2.5.2 Corporate Factors.....	19
2.5.3 Social Environmental Factors.....	20
2.6 Research on the Measurement Theory of Loyalty.....	21
2.6.1 Based on Organizational Commitment.....	21
2.6.2 360-degree Performance Appraisal Method.....	22
2.6.3 Assess the Influencing Factors of Employee Loyalty.....	24
2.6.4 Measuring Employee Satisfaction.....	24
2.7 Literature Research Summary.....	25
2.8 Definition of Related Concepts.....	26
2.9 Theoretical Basis of Research.....	27
2.9.1 Need Hierarchy Theory.....	27
2.9.2 Two-factor Theory.....	27
3. RESEARCH METHODS.....	30
3.1 Basic Situation of Shengyuan Communication.....	31
3.1.1 Basic Situation of Employees of Shengyuan Communication.....	31

3.1.2 Educational Structure of Employees.....	31
3.1.3 Age Structure of Existing Employees.....	32
3.1.4 Employee's Working Hours.....	33
3.1.5 Staff Working Status.....	34
3.1.6 Customer Complaints.....	35
3.2 Interview.....	36
3.3 Problems in Management.....	38
3.3.1 Paternalistic Management.....	38
3.3.2 Improper Layoff Measures.....	40
3.4 Assumptions of Factors Affecting Employee Loyalty.....	40
3.5 Questionnaire Survey.....	43
4. DATA ANALYSIS.....	45
4.1 Sample Distribution.....	45
4.2 Reliability Analysis and Validity Test of the Scale.....	46
4.2.1 Analysis of Sample Reliability.....	46
4.3 Extraction of Common Factors and Analysis of Results.....	47
4.3.1 Part II Scale to Extract Common Factors.....	48
4.3.2 Part III Scale to Extract Common Factors.....	55
4.4 Analysis of Common Factor Comprehensive Score.....	59
4.5 Difference Analysis.....	61
4.6 Regression Analysis of Loyalty and Common Factors.....	73
4.7 Hypothesis Verification and Summary.....	82
5. CONCLUSION.....	84
5.1 Methods to Increase and Improve Employee Loyalty.....	84
5.2 Create a Good Corporate Environment.....	86
5.3 Improve Corporate Culture System.....	88
5.4 Promote the Smooth Development of Employees' Work.....	89
5.5 Provide a Learning Platform.....	91
5.6 Shaping a New Management Style.....	92
5.7 Research Conclusions and Prospects.....	93
REFERENCES.....	95
APPENDIX.....	99

CHAPTER 1. INTRODUCTION

1.1 Background

Private enterprises are the cells of China's market economy, because private enterprises have strong flexibility in the development model. If private enterprises achieve good development, they can not only enhance the vitality of the socialist market economy, but also provide a variety of Economic posts, to a certain extent, can solve the current difficult employment problem in our country. China has created a shocking "economic growth miracle" in the past 40 years. The most fundamental reason for this miracle is reform and opening up. After reform and opening up, the main driving force for the development of China's market economy is the development of private enterprises and private enterprises. The expansion of the company from small to large, and the strength of the company from weak to strong. Private enterprises are concentrated in competitive areas. Friedman said that private enterprises are "spending their own money to do their own things, both about efficiency and economy." According to the 2019 China Private Economy Report, private enterprise tax revenue accounted for about 60%, private fixed asset investment accounted for 60.3%, and manufacturing investment accounted for more than 85%. Private enterprise invention patents account for more than 75%, which is enough to show that private enterprises are the main force of China's technological innovation. The employment stock of private enterprises accounted for nearly 80%, and the increment accounted for more than 100%. Private enterprises are the biggest guarantee for urban employment. The number of private enterprises accounted for over 95%, and private enterprises are the largest main body of the micro-foundation of China's economy. With all the data available, private enterprises have become an important engine to promote productivity.

Although the proportion of private enterprises is high, private enterprises still face many difficulties and challenges in the process of future development. From the perspective of the current global situation, profound and complex changes have taken place in the economic structure of the entire world. After the global financial crisis in 2008, it triggered a worldwide economic recession. The economic pressure of various countries has increased significantly, and the business environment of enterprises is relatively poor. Chinese private enterprises are also facing unprecedented pressure, such as: private enterprises have difficulties in financing. It is more difficult for companies to recruit workers, the serious loss of talents has caused problems such as rising production and operating costs and declining corporate operating profits.

With the sluggish economic situation, each private enterprise has adopted a series of measures for its own sustainable development and operation, such as enterprise reform, reorganization of staff structure, layoffs, etc., as well as measures to reduce the company's operating costs have reduced the benefits of employees in the company. With the advancement of the times and knowledge, employees have changed their employment concepts and began to think about their own future development. This has led to a decline in employees' loyalty to the company, and the laws related to employee loyalty in Chinese private enterprises are not perfect. The combination of these factors led to a substantial increase in employee turnover.

According to relevant data in recent years, it is found that the employees of modern private enterprises lack the spirit of dedication and dedication. In recent years, the loyalty of employees to the enterprise has declined on a large scale, and the decline is extremely fast. Since 2014, there seems to be an upsurge of layoffs around the world. Many large-scale technology companies and established companies have begun large-scale layoffs, including large companies such as Microsoft. The scale of layoffs in these companies is even up to 25% of all employees. It can be seen that in this sluggish economic situation, at this time, whether it is a large company or a small company, or a company engaged in technology or other different industries, each company is layoffs, and the reasons for the layoffs are the same. The starting points are similar, almost all of them are adjusting the company's operating strategy through layoffs, or want to take this opportunity to re-transform, or they are directly acquired by other companies after sorting out the company's situation, and using various methods to reduce labor costs.

On the whole, the problems of private enterprises are now more reflected in their management systems and corporate concepts. And in modern society, it is the focus of each private enterprise's comprehensive competitiveness that an enterprise possesses excellent talents. To win in the flourishing market competition, the key point is to have a team of highly loyal employees. Because with a loyal workforce and everyone has a common goal to work together, the company will have enough motivation and ability to compete. With the increasingly fierce competition for talents under the market economy system, managers of private enterprises have gradually realized that the resignation of employees and the entry of new employees have brought adverse effects on the development of enterprises, so they have gradually begun to focus on talent training and enhancement of employee loyalty.

The role of employee loyalty cannot be ignored in an enterprise. If an enterprise has highly loyal employees, it will not only enhance the cohesion of the work team,

but also enhance the overall competitiveness of the enterprise. The most important point is that it can stabilize the relationship between the company and its employees and reduce the cost of human management. These are all conducive to the rapid development of the company. In recent years, chain-type private enterprises generally have low employee loyalty and high turnover rate. The high employee turnover rate will imperceptibly affect other in-service employees, causing other employees to quit. To a large extent, it leads to the decline of corporate cohesion and the loss of many talents. In recent years, data show that the employee turnover rate of Chinese companies has exceeded 12%. About 20% of the management personnel in private enterprises also tend to quit each year, and even the turnover rate of some private enterprises is close to the upper limit, reaching 30%. These data can be seen from the low employee loyalty of private enterprises in the emerging stage, so how to improve employee loyalty is an important problem for modern private enterprise managers to solve.

Scholars at home and abroad have been conducting related research after the concept of employee loyalty was proposed, but there are not many empirical studies. Based on the actual background, we select a representative private enterprise to conduct research, taking Shengyuan Communication Company as a case to study the status quo of employee loyalty of the company, and analyze the factors affecting employee loyalty in combination with the status quo of the company. Since its establishment in 1991, after nearly 30 years of development, Shengyuan Communication has become a domestic first-class mobile phone integrated application service provider and can provide communication solutions. The company has nearly 1,000 stores in multiple provinces across the country, and its business scope covers various retail services such as mobile phones, tablets, smart TVs and other electronic products. Although the business scope of the company is diversified and very competitive in the market, the turnover rate of Shengyuan Communication is also very high every year. Every year, employees voluntarily resign, which is close to about 10% of the total number of employees. A large number of employee turnover will affect the company's operations, it increases the company's operating costs. This is because after the employee voluntarily resigns, the company will need to re-recruit and train new employees, which adds difficulty to the company's operation and management. It is also because of the aftermath of the financial crisis and the changes in the global economic environment that Shengyuan Communications has also suffered a huge impact. In order to reduce operating costs and improve operational efficiency, companies have also made many layoffs like other companies, and the number of layoffs is as high as one-third of the total number of companies. Although the layoff policy has eased the company's status and reduced operating costs in a short

period of time, but this is only a temporary relief. If there is no further analysis and correction of the company's operations and management, it will not only alleviate the cost problem, but also It will lead to a decrease in employees' enthusiasm for work, the turnover rate will rise again, and work efficiency and loyalty will be reduced, which will affect the company's management.

Therefore, by establishing a model for measuring employee loyalty, and by conducting questionnaire surveys of employees of Shengyuan communication, we can obtain accurate survey data, study the occurrence and problems, and analyze the relevant factors affecting the loyalty of private employees. Corresponding improvement measures and suggestions. Provide help and reference for the promotion and maintenance of employee loyalty of the enterprise.

1.2 Research Contents

Conduct research on employee loyalty in private enterprises, research related background, analysis methods, significance of research, etc. Through the research of practical and theoretical foundations. Introduce the definition of employee loyalty and the source of employee loyalty, point out the main motivational theory of employee loyalty, and point out various reasons that affect employee loyalty. Summarize and establish the theory and model of employee loyalty. By introducing the current situation of Shengyuan communication and the situation of employee loyalty, the foundation is laid for qualitative research on the factors affecting the company's employee loyalty.

By reading the literature of scholars at home and abroad, we can understand the current level of research on employee loyalty, and then use questionnaires to analyze the data and analyze the factors affecting the employee loyalty of Shengyuan Communication. And then use dedicated software for data analysis, and perform sample reliability analysis, factor analysis, and analysis of variance on the sample. Combine all the data and information to put forward reasonable hypotheses and conduct demonstrations to lay the foundation for the construction of employee loyalty measurement models. Synthesize all the data and conclusions obtained, sum up the level of employee loyalty of Shengyuan Communication Company and the main reasons affecting loyalty. And based on the results of the investigation and analysis, combined with relevant corporate conditions and incentive policies, measures to improve the loyalty of employees of private companies such as Shengyuan Communication are proposed.

1.3 Research Significance

The significance of the research is divided into two aspects, one is the theoretical significance, and the other is the practical significance. Theoretical meaning refers to what can be obtained through theoretical argumentation, is derived from theory, and can be applied to theory. It can enrich the researched problems and supplement the original theory. Practical significance means that it conforms to the characteristics of the times and the requirements of the situation, has both theoretical and practical significance, and is substantive to the research object. Therefore, the significance of our research on employee loyalty in private enterprises is also divided into two aspects, which are theoretical and practical significance.

(1) Theoretical significance:

Since the 1960s, the theory of employee loyalty has been proposed. In recent years, scholars at home and abroad have begun to conduct a lot of research on the issue of employee loyalty in private enterprises. And gradually discovered that employee loyalty will have a certain impact on the management, cost and performance of the enterprise. Therefore, in recent years, domestic and foreign scholars have researched hot issues on how to keep employees loyal and how to create more value for the enterprise.

Compared with foreign scholars, Chinese scholars have done a lot of quantitative research on employee loyalty in recent years, but the research on employee loyalty in specific regions and specific industries is still in the initial stage of exploration. Therefore, by combining the general environment of the private enterprise at this time and the existing research results, taking Shengyuan Communication Company as a case, the company's employee loyalty will be studied, and the existing problems and the main factors affecting the loyalty of its employees will be found. Factors and find out the countermeasures to increase employee loyalty. Improve the competitiveness of enterprises. It can not only provide help for the development of the enterprise, but also enrich the research theories of the predecessor scholars, and also provide some theoretical foundation for future scholars to study similar private enterprise management and employee loyalty. Theoretical significance.

(2) Realistic meaning:

Every year, a large number of foreign-funded enterprises enter China. The entry of foreign-funded enterprises attracts thousands of talents from home and abroad to work. Talent is the key to competition between companies, so the competition for talents among enterprises is also fierce. As the economic situation changes and employees' thinking and concepts change, employees' requirements for themselves

and the company have gradually changed, and employee loyalty has become lower and lower. How to retain and improve employee loyalty has become an issue of great concern to enterprises.

Moreover, as a service-type industry, Shengyuan Communication Company has the common problems of the service-oriented industry. The entry threshold is low. Most of the employees have low academic qualifications and no skills. The uncertainty of employees is large, and the turnover is large. Employees often leave voluntarily. . Although it is easy to find new employees that can be replaced, it is necessary to re-train the new employees. Therefore, it can be found that the resignation of employees will increase the operating costs of the company. If the company has highly loyal employees, they will not only be able to work for a long time. Enterprise service can also increase customer loyalty to the enterprise and increase the profit of the enterprise. It can be concluded that if employees have the initiative, they can create more value and profit for the enterprise, and can also save operating costs. Their high loyalty It will also bring great help to their future development and work efficiency.

It is hoped that through the research on the status, existing problems and data of Shengyuan Communication 's loyalty, the important factors affecting the loyalty of employees of Shengyuan Communication can be summarized, so that the managers in the enterprise can realize the problems existing in the company and take timely measures. Targeted improvement measures. To strengthen the management of employee loyalty, enhance employee loyalty, save corporate costs, and promote corporate development, which has great practical significance.

CHAPTER 2. LITERATURE REVIEW

2.1 Overview of Employee Loyalty Research

2.1.1 The Concept and Origin of Employee Loyalty

In the term employee loyalty, the word "loyal" means to make every effort and dedication from the heart's resources. And the most important word is "loyalty." Chinese and foreign scholars have done a lot of research on loyalty. "loyalty" has a long history in China, but the first person who proposed the meaning of loyalty in foreign countries came from Harvard University. Professor of the Department of Philosophy, Royce Josiah (1908) proposed loyalty in the most fundamental way in "The Philosophy of Loyalty". It is not possible to judge good or bad directly, but to judge good or bad by combining the "principle of loyalty" with facts. Most of the early discourses about "loyalty" were researches from the perspective of philosophy.

Although employee loyalty can be measured with data, it is a quantitative concept. Loyalty can be simply understood as the contribution of an enterprise's employees to the enterprise. It is also the main manifestation of employees' personal behavior and spiritual dependence in enterprise production and life. Employee loyalty is a kind of psychological attribution of employees to the company, and it can also be understood as employee loyalty is a measurement standard that can reflect the degree of employee's dedication to the company. Loyalty is two-way. While employees are loyal to the company, the company must also be loyal to the employees. Only when the two complement each other and rely on each other can the loyalty of employees be improved and value can be created for the company.

Although loyalty is considered a quantitative concept, after in-depth research, loyalty can be divided into three levels, and it is also the object of employee loyalty, ranked from low to high. The lowest rank is individual loyalty, just loyalty to the leaders in the enterprise. The second highest rank is the loyalty to the group. The loyalty to the group is because employees like the company from the heart, so they will be loyal to the entire company. The highest level is the realization of one's own value and dedication to morality and inner principles. Through the classification of levels, it can be found that in the three loyalty levels divided, each level exists independently, but there is still a relationship between each level. The loyalty level chart is shown in Figure 2-1.

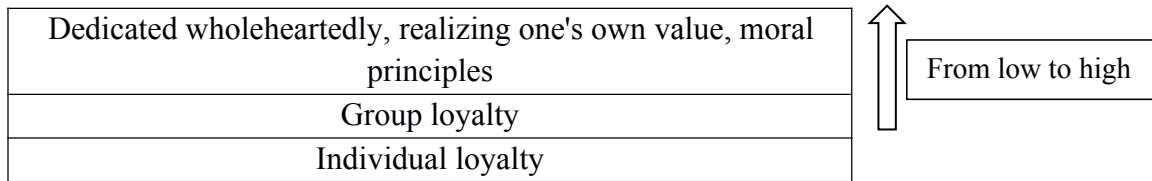


Figure 2-1 Loyalty Rating Chart

For example, in a company, many employees are loyal to a certain leader and at the same time loyal to the company they work for. Combining the actual situation of employee loyalty, it can be found that employees who are loyal to the company or organization are more loyal than employees who are loyal to only a certain leader. This means that loyalty to the company is higher than personal loyalty. Moral and principled loyalty is the most stable, because morally loyal employees believe that loyalty is a moral principle, and the degree of loyalty will not be easily affected by other factors. And after comparing the three levels, it is found that employees' loyalty to the company usually shows three tendencies. The first is to accept the goals and common values customized by the company; the second is the desire to be a part of the company and be able to become a part of the company. An employee in an enterprise is a very glorious thing. The third is willingness to devote one's utmost effort and sincere feelings to the enterprise, and will not leave even when the enterprise is facing difficulties, and spend the difficult time with the enterprise.

Loyalty is the organic unity of employee's behavioral loyalty and attitude loyalty. Scholars have done a lot of research and theory on behavior loyalty and attitude loyalty. The two types of loyalty are independent individuals and are connected to each other. Behavior loyalty is the basis and prerequisite of attitude loyalty, and attitude loyalty is the development and extension of behavior loyalty to a deeper stage. But in terms of individual loyalty of employees, it can be divided into active loyalty and passive loyalty from the subjective initiative. Active loyalty is a voluntary behavior of employees. It is the unity of employee's own behavior and ideological loyalty. It is that employees have the idea of being loyal to the company they work for. This idea is generally due to the company and employees. Caused by the same ideas and goals. Active loyalty is conducive to the common development of employees and the company. Therefore, it can be seen that active loyalty is positive, which allows the team and individual employees to maximize their respective interests and achieve double-naked results.

Passive loyalty is a forced loyalty. Passive loyal employees usually have to work

for some reason and pressure. There are many prerequisites that lead to passive loyalty. For example, some employees are reluctant to stay in the organization for a long time when they first joined the company, just because the company's salary is high, the treatment is good, the benefits are good, or some employees have high needs for material and quality of life. The need for capital and other constraints make employees reluctant to leave the company and want to enjoy the company's high treatment. If one day the company's welfare declines, or some regulations restricting employees' passive loyalty disappear, or the company encounters certain difficulties and needs to be rectified or changed, the relationship and loyalty between employees and the company will also disappear. These passive and loyal employees will choose to leave the company immediately. No longer loyal to the company. So we need to pay enough attention to passive loyalty, it will bring many adverse effects on the long-term development of the enterprise.

2.1.2 Research on Current Employee Loyalty

A lot of research on loyalty has been conducted at home and abroad, but the first research on employee loyalty was in the West. Western scholars have conducted in-depth research on employee loyalty, and the research content is mainly to explore the relationship between employees and corporate organizations. The relationship between. As early as 1908, the concept of loyalty was proposed abroad, but it has not attracted everyone's attention. In 1970, the research topic of employee loyalty was brought before everyone.

Hirschman (1970) proposed that employee loyalty has a coordination effect from the perspective of the enterprise. This filling can not only coordinate the relationship between employees' resignation intentions and opinions, but also effectively delay and reduce employee resignations. This is the first research on loyalty that combines loyalty with employees in an enterprise. All researches on employee loyalty in western countries since 1970 are based on this theory. Research has carried out various researches on employee loyalty in different directions, but the main direction of all research is to diverge from the aspects of attitude loyalty and behavior loyalty.

In the past 100 years, scholars at home and abroad have been continuously exploring employee loyalty, hoping to get some important conclusions, which can be helpful to the management and development of the enterprise. However, the research methods at home and abroad are different from the research history of employee loyalty. Next, some comparisons and comparisons will be made to integrate the theories and methods of both parties to obtain the current research status of employee

loyalty.

2.1.2.1 Research Status of Employee Loyalty Abroad

Employee loyalty was first proposed in foreign countries about 100 years ago. In the history of foreign research, the development of employee loyalty was roughly divided into three time stages. They are the initial stage of the research, the middle stage of the research, and the short-term research. Scholars have different understandings and conclusions at each stage, mainly as follows: As shown in Table 2-1.

Table 2-1 Research and development status of foreign employee loyalty

Research phase	Years	Conclusion
Initial stage	Early 20th century	Employee loyalty equals organizational commitment
Mid-stage	Around 1982	Attitude loyalty and behavior loyalty
Recent stage	Around the beginning of the 21st century	Moral loyalty

(1) Initial stage: employee loyalty equals organizational commitment

In the early 20th century, after employee loyalty was proposed in 1908, Western academia gradually discovered the importance of employee loyalty, and began to explore and study the concept of employee loyalty, but because there were no research results and Experience is for everyone to learn from, so early scholars can only explore on their own and get the conclusion that the concept of employee loyalty is evolved from organizational commitment.

Representative scholar Becker (1960) put forward that organizational loyalty refers to the selfless dedication of individuals in the team during the process of dedicating to the team. He defined organizational commitment as the tendency to maintain "consistency of activities" generated by unilateral input. This conclusion mainly interprets and understands organizational commitment as a psychological

phenomenon of employees. It is believed that this psychological phenomenon will continue to unilaterally invest in the organization with employees, such as energy and enthusiasm, and only grasp a specific organization. Therefore, they have to stay in the organization, and they can continue to be dependent on the organization psychologically.

However, after years of development research and verification of real examples in the later period, plus the accumulation of content for the previous years. Gradually, I discovered the difference between the definition of employee loyalty and the previously recognized organizational commitment. It's not the same thing. Until around the 21st century, the definition of organizational commitment and employee loyalty has been accurately distinguished and conceptually differentiated.

(2) Mid-stage: attitude loyalty and behavior loyalty theory

After many years of initial research, the research results and theories on employee loyalty are also increasing bit by bit. At this time, more and more scholars are paying attention to employee loyalty, and with time and society, With the development of enterprises, the research on employee loyalty has become wider and deeper. Although everyone has his own research direction and his own unique view of employee loyalty after conducting research, there are also unique conclusions. Although the ideas and opinions on employee loyalty research have not been unified by everyone, the opinions put forward by scholars on employee loyalty in the mid-term show that when people conduct employee loyalty research, they are The main definitions are attitude loyalty and behavior loyalty.

The first is the concept of attitude loyalty. Attitude loyalty means that employee loyalty is the attitude shown by employees to the company in terms of cognition, emotion and behavior. The idea was proposed in the mid-stage.

Mowday (1982) proposed that employees with loyal attitudes will have a deeper sense of identity with their organization. If they have a deeper sense of identity, employees will actively integrate themselves into work and life.

Behavioral loyalty is also the theory put forward in the mid-term stage. Behavioral loyalty theory attaches importance to the behavior of employees to the company, and does not involve the attitude of employees to stay in the company. Loyal employees have selfless dedication and dedication in their work.

Voyles (1999) proposed that employee loyalty is all the value-creating activities

that employees make for the enterprise, and behavioral loyalty strongly adjusts the degree of employee's contribution to the enterprise.

(3) Recent stage: Moral Loyalty

Since the theory of employee loyalty was first proposed in the early 20th century, it has been working hard to explore and develop it. In the development history of nearly 100 years, different scholars have always put forward different views and conducted research. In the 21st century, scholars' research concepts on employee loyalty have come to emphasize the moral loyalty of employees. Moral loyalty is regarded as an ethical principle for employees to stick to their work.

Coughlan (2005) believes that employee loyalty is a good moral quality possessed by employees. It does not have the nature of transaction, but it is different from the loyalty that employees stay in the organization due to their sense of responsibility in normative loyalty.

Scholars believe that professionalism is the core of professional ethics, and the degree of employee professionalism can also be understood as an ethical principle. Some studies believe that employee loyalty is a manifestation of professionalism. Aityan (2011) believes that the professionalism of employees and their concern for company interests are part of employee loyalty.

2.1.2.2 Research Status of Chinese Employee Loyalty

China's economic market started much later than foreign countries. With the progress of reform and opening up and the development of the market economy, private enterprises have gradually increased. After the base of employees has grown, the reason why the turnover rate has gradually increased has prompted research on employee loyalty. When Chinese scholars conduct research, they already have many years of research experience and records in Western countries. Therefore, when defining employee loyalty, they have also been affected by some research results in Western countries. However, China's research on employee loyalty combines China's actual market and corporate conditions for analysis. Different ideas will also lead to different focus on employee loyalty, which will certainly lead to different definitions. China's research on employee loyalty can be divided into three types, the first is behavioral loyalty, the second is attitude loyalty, and the third is comprehensive theory.

(1) Behavioral loyalty

After analyzing everyone's research conclusions on behavior loyalty, both parties believe that behavior loyalty is the connection between employees and the company. They all believe that behavioral loyalty is employee loyalty and the degree of employee's contribution to the company. The difference is that Chinese scholars believe that behavioral loyalty may also include all behaviors of employees to the company.

Wang Fang (2013) proposed that employee loyalty is the expression of employees' contributions to the development of the company. The loyalty behavior of employees is restricted by agreements and commitments with the company, and they voluntarily serve the company within the agreed period.

(2) Loyal attitude

The view of attitude loyalty mainly emphasizes the attitude of employees towards the company.

Li Jianling (2015) pointed out that the connotation of employee loyalty includes two aspects, one is the degree of employee's dedication to the company, and the other is that employees do their job well.

(3) Synthesis

Synthesis theory can be explained directly from the literal meaning, that is, combining several loyalty methods. The comprehensive view is that employee loyalty and attitude loyalty together constitute employee loyalty.

Li Ruicai (2011) puts forward that employee loyalty is both a loyal attitude towards the company and a behavioral manifestation of loyalty. Liu Min, Li Xiaoping and Zhuang Wei (2009) found that attitude loyalty and behavior loyalty are closely related, and attitude loyalty can cause behavior loyalty.

Behavioral loyalty and attitude loyalty are the basic premise of the other and the relationship between development and extension, and if employees can have both loyalty methods at the same time, employee loyalty should be higher than employees who have only one loyalty method.

2.2 Employee Loyalty Level

Through the analysis of research data and observation of the external influence on

employee loyalty, employee loyalty will be divided into levels and loyalty methods. Some scholars have divided loyalty into three levels, from low to high, and roughly divided all loyalty methods into active and passive. The reason for this classification of loyalty levels is that each employee has a different idea, and The large number of employees will surely lead to discussions and research on employee loyalty in many aspects.

Guo Chaoyang (2001) believes that employee loyalty can be divided into passive loyalty and active loyalty. Active loyalty means that employees have a strong desire to be loyal to the company in terms of self-awareness; passive loyalty means that employees have to stay in the company due to objective reasons and constraints. Li Jie (2007) believes that the types of employee loyalty can generally be divided into full loyalty, susceptibility, retention and business risk. Fully loyal employees have the highest degree of loyalty, and they will not easily leave due to external temptations. Shao Hongying (2015) extended active loyalty and passive loyalty to high-level loyalty and low-level loyalty. Her low-level loyalty is passive loyalty, and the subjective will is not strong; the high-level loyalty is the strong following and loyalty to the enterprise by employees.

2.3 The Object of Employee Loyalty

Through years of research on employee loyalty, it is found that employee loyalty can be divided into three modes according to market conditions, one is personal loyalty, the other is corporate loyalty, and the other is loyalty to one's own business. By studying the loyalty objects of different employees, it can be found that different loyalty objects will affect the loyalty method and level of employees.

Personal loyalty only obeys someone's words, but the core of loyalty to the career lies in loyalty to the ideal of recognition, that is, employees can put their careers in a larger environment and analyze them, which can promote future development, not just Caring about the immediate gains and losses. Think through analysis. Employee loyalty should be loyal to his career instead of loyal to the individual. The company should cultivate employee loyalty to the career. This can also increase employee loyalty. Increase the stability of the company and employee responsibility.

Zhou Yayue and Yu Haishan (2003) proposed that employee loyalty is loyalty to the company in which employees work, and they will not lose loyalty because of changes in their leadership and positions. Yu Jianli and Qu Bo (2009) proposed that employee loyalty should include two meanings: the first meaning is loyalty to the

profession, and the second is loyalty to the enterprise; because employees can obtain a sense of security and accomplishment psychologically through the enterprise and the occupation, and the two complement each other .

The reason for producing loyal objects is because the current big economic environment has been progressing and changing, and social progress has also led to changes in employees' thinking. Employees will choose to devote their loyalty and all their energy to their favorite industries. It is not dedicated to the company where it works. It can be seen that it is because of what I like to keep myself.

2.4 Psychological Contract

2.4.1 Psychological Contract Theory

Starting from the psychological aspect. Psychological contract is the relationship between employees and enterprises. Both have an agreement on what they should give and get, and the other party should give and get. The psychological contract is constantly changing.

Schein (1992) puts forward that the psychological contract is "a kind of cooperation between the individual's contribution and the organization's desire to obtain, and the organization's offering in response to the individual's desired harvest."

Psychological contract is mainly a subjective feeling, which is imperceptible. Employees and the company are very clear about it. However, because psychological contract is a feeling, if there is no communication between employees and the company, both parties will not know each other. What is the other party's psychological contract, only knows one's own psychological contract. The main reason for this is because employees have a lot of expectations of the company, which cannot be easily summarized. The second point is that both parties think that exposing their psychological contract is very dangerous, so they will not express it.

The psychological contract is developing and changing at any time. The changes of the psychological contract are not as complicated as imagined. The psychological contract of employees will be adjusted accordingly with the development and changes of the enterprise and adjusted to meet the current situation. And the psychological contract will be different for different basic situations of different employees.

And the psychological contract is bidirectional. Psychological contract is a two-way relationship between the company and employees. The first refers to

employees' expectations of remuneration and environmental conditions, and the second refers to the company's desire for employees' dedication, sense of responsibility, and loyalty.

2.4.2 The Relationship Between Psychological Contract and Employee Loyalty

The relationship between employee loyalty and psychological contract We generally choose employee satisfaction with the company as the link between the two. Employees' satisfaction with the company is an indicator of their loyalty. When people are dissatisfied with salary, corporate culture and expected identity, etc., at this time, if the company can find problems in time, and conduct the initial psychological contract of employees. Timely remedy, although employees may feel the feeling of being violated, but because the company can remedy in a timely manner, on the original basis, through self-repair and establish a new contractual relationship, employees will not have negative emotions and thoughts.

However, when employees are dissatisfied, the psychological contract breaks down, and the company does not care, without any improvement measures or ideas. These pairs lead to a decline in employee satisfaction. In a short period of time, employee loyalty will not be affected too much, but if it takes a long time, employee dissatisfaction will gradually increase, which will cause employee loyalty to be greatly increased. Negative impact. And different employees have different own conditions. Some employees who have strong self-control may just reduce attitude loyalty, enthusiasm, contribution, etc. If self-control is not strong, it will easily lead to the destruction of behavior loyalty, violation of psychological contract, and employees The consequences of leaving.

Therefore, after summarizing, it can be found that employees are loyal to the company because they have great expectations for the return of the company. It is expected that because of their loyalty and dedication, they can get high salaries from the company. The company also expects employees to be highly loyal. Create high work efficiency and benefits for the enterprise. These require employees and the company to complement each other.

Yuan Denghua (2005) added that in addition to the psychological contract, loyalty must also have legal constraints to restrict both parties from fulfilling the agreement."Wang Chunxiu (2011) explained that contractual loyalty should be established on the premise of equal and free exchange between the two parties.

2.5 Research on the Influencing Factors of Employee Loyalty

The research on the influencing factors of employee loyalty began in western countries in the 1960s and 1970s. Western countries mainly tend to conduct empirical research through scale surveys. Numerous studies have proved that employee loyalty is affected by many factors. Especially in different environments, the degree of influence and importance of each factor are also different. Fullagar and Barling (1991) divide the influencing factors of employee loyalty into two categories: one is personal characteristics, such as gender, age, family background, education level, etc.; the other is organizational or work-related factors, such as work Experience, work attitude, work pressure, work enthusiasm, superior support, etc. They believe that employee loyalty to the organization is largely affected by the organization. In order to improve the loyalty of employees to the organization, the organization can be achieved through measures such as improving the internal and external environment. Zheng Huizhen and Peng Jing (2014) pointed out that non-work factors including employees' family responsibilities, withdrawal tendency, and skill diversity will affect their loyalty to the company. It can be seen that the personal factors in different situations of employees will have varying degrees of impact on employee loyalty in many aspects.

The research on the factors affecting employee loyalty in the West can be summarized from three aspects: personal factors, corporate factors and social environmental factors. Because Western scholars are the first to study, in China, the research on the factors affecting employee loyalty is influenced by Western countries. When conducting research, it also starts from the three aspects of personal factors, corporate factors and social environmental factors. But because the research methods between the two are different, the way of thinking is different. Chinese scholars combined the characteristics of China's modern market economy and the characteristics of enterprises, and summarized the factors that affect employee loyalty that only belong to Chinese employees. Therefore, the conclusions of the research on the factors affecting employee loyalty may be slightly different. Chinese scholars analyze and sort out the factors affecting employee loyalty. The views of Zhou Yayue and Yu Haishan (2003) are relatively comprehensive and easily accepted by people. They believe that in different countries and regions, there are differences in factors affecting employee loyalty due to differences in economic development levels, cultural traditions, customs and other factors. It is mainly reflected in three types of factors: one is employee personal factors, including personal qualities, personality characteristics, age, and professional experience; the second is organizational factors, including enterprise scale and operating conditions, human resource management systems, occupational security and working environment.

These three aspects of influencing factors can also be summarized as internal and external factors. Personal factors are internal factors, which refer to internal factors caused by employees' changes in their own circumstances that affect their loyalty. And corporate factors and social environmental factors are external factors. Refers to external reasons other than the employee's own reasons. The resulting external conflicts. Internal and external factors are different and related to each other, and can be transformed into each other under certain circumstances. All research focuses on how to improve the influencing factors to increase the loyalty of employees, thereby enhancing the company's competitive advantage in the industry.

2.5.1 Personal Factors

Western researchers believe that the main personal factors that affect employee loyalty mainly include age, gender, educational background, and working time. Chinese scholars mainly study the factors that affect employee loyalty from two aspects: employee's personality characteristics and personal social characteristics. Wang Chunxiu (2011) believes that employees' gender, age, position, and education level may all have an impact on employee loyalty.

Sorting out Chinese and Western research, we can get the personal factors of employees, including their basic personal status and personality, as well as their educational level, their position and length of time in the company, and their psychological orientation and psychological cognition. Becker (1960) believes that the longer employees work in the company, the higher their loyalty. This is because the longer employees work in the company, the greater their turnover costs (material and psychological costs). He Ping (2004) believes that employees' cognition affects their loyalty to the company, including their knowledge of work, self, work and the environment.

Liu Min, Li Xiaoping and Zhuang Wei (2010) also conducted research on the internal quality of employees and found that honesty, trustworthiness, and dedication affect employees' loyalty to the company. In terms of personal qualities, the loyalty of employees is gradually increasing, from harming others and self-interest to legitimate self-interest to selfless dedication. From the perspective of personality traits, loyalty is also different for different social tendencies. From the perspective of career maturity factors. The loyalty of immature employees is lower than that of mature employees. From the perspective of technical factors, the lower the technical level, the more inclined to be loyal to the group, because the low-skilled employees are not confident that they can be competent for the job. Finally, from the perspective of age.

People with longer working age are more loyal.

2.5.2 Corporate Factors

Because loyalty is two-way, the attitude and loyalty of the company to employees will directly affect the loyalty of employees to the company. The representative scholar of this view, Reichheld (2001), believes that retaining loyal employees is as important as maintaining loyal customers. Corporate factors include corporate management style, management system, industry, scale, status and performance.

There are many factors in an enterprise, such as the salary and benefits for employees, the company's culture and development and management methods will all affect loyalty. The first is the salary aspect. Because salary is one of the most practical and important issues. Salary is the foundation of an employee. Only companies can guarantee the salary of employees, ensure that employees' salaries are treated fairly and management is fair. The fairness of distribution can enable employees to have trust in the company, reduce suspicion, reduce the idea of employees wanting to leave, and increase employee loyalty.

Mcguinness (1998), Barsky, Jonathan, Frame, Cindi, McDougal and Jan (2004) pointed out that salary level will directly affect employee loyalty, and the company's related human resource system, promotion opportunities and personal growth are also factors that affect employee loyalty, employee expectation system and Regulations can be implemented fairly. Yan Xi (2008) pointed out by comparing the empirical research results of domestic and foreign scholars that domestic employees are more strongly affected by the salary and welfare system and job stability, while foreign employees pay more attention to subjective feelings.

Employees are most important to the psychological state and emotions of the company. Barsky and Nash (2004) proposed that subjective emotions in the work environment have a greater impact on loyalty than the objective work environment. At the same time, British scholars proposed that the sense of work accomplishment and the scope of responsibilities at work will also cause changes in employee loyalty.

In terms of corporate culture, Li Zhifeng and Wang Rui (2004) believe that corporate culture is the only motivating factor that affects employee loyalty. Yuan and Huang (2012) and others believe that the loyalty of employees of a company will be affected by corporate culture, especially core values, ethics, and corporate reputation.

In terms of corporate management. Wang Hongmei (2013) proposed that the factors that affect employee loyalty include the charisma of the leader, the development potential of the company, the personality of the employee, the relationship between colleagues, training opportunities and promotion opportunities. Wang Haiguang (2003) pointed out that there may be differences in employee loyalty under different leadership styles. He also confirmed that all dimensions of caring behavior leadership style have a positive correlation with employee loyalty.

In terms of corporate environment, various methods are used to improve the working environment of employees, thereby increasing loyalty. Costensupa and Salazarsupb (2011) found that companies providing reasonable training and promotion will have a positive impact on employee integrity.

2.5.3 Social Environmental Factors

The factors of the social environment mainly include social concepts, social responsibilities, economic environmental factors, the temptation of external enterprises, market-oriented employment mechanisms and opportunities, etc. Will affect the loyalty of employees to the company. Li Xiaodong (2011) put forward social factors including the credibility crisis and market-oriented employment mechanism that have appeared in different degrees in society. In terms of corporate social responsibility, Hua Yi, Tao Jianhong and Yang Junqi (2014) proposed that the ethical, legal, charitable, and economic responsibilities of socially responsible persons all have varying degrees of impact on employee loyalty.

In terms of external environmental factors. Wang Lixin (2003) proposed that in addition to the temptation of external enterprises and social career choices, it should also include the macroeconomic environment, political environment, technological environment and political environment. Employees are easily driven by interests, and sound labor laws and regulations can effectively restrict employee behavior and force employees to increase passive loyalty. Zhang Ying, Shen Qingrong and Wang Dongxu (2002) pointed out that the material and non-material temptations produced by the external environment of a company will have a certain impact and influence on employee loyalty. In addition, changes in social employment and career concepts, the soundness of the legal system, and industry norms and social restraint norms will all affect loyalty. Liao Bing, Li Zhi and Wang Lixin (2003) supplemented the external environmental factors by studying the management of loyalty, and proposed that in addition to the temptation of external enterprises and social career choices, it should also include the macroeconomic environment, political environment, technological

environment and political environment. Employees are easily driven by interests, and sound labor laws and regulations can effectively restrict employee behavior and force employees to increase passive loyalty. Qiao Jianli (2012) believes that industry-level factors, headhunting company behavior, economic policy environment, etc. are all external factors of the film crew's sincerity.

Although there are corresponding laws and regulations for employees and corporate management. However, when studying the external environmental factors of society, it was found that the rapid development and changes of the external environment caused the corresponding legal provisions to be updated in time and the provisions were not perfect. Zhou Yayue and Yu Haishan (2003) proposed that the imperfection of laws and regulations can easily lead to the lack of a restraint mechanism for employees, which leads to employee turnover. Huang Hengyu (2006) pointed out that the lag in the formulation of laws and regulations is the main social reason for the reduction of the current employee labor relationship restraint mechanism and the brain drain of enterprises. The loss of employees also represents a decline in employee loyalty and no longer loyal.

2.6 Research on the Measurement Theory of Loyalty

The measurement theory of loyalty refers to quantifying loyalty and forming a scientific measurement method system. Loyalty is the main manifestation and measurement index of the personal behavior and spiritual dependence of employees in the production and life of the enterprise. Therefore, there will be a corresponding theoretical standard for the measurement of loyalty. The measurement standard of employee loyalty by Chinese scholars is also influenced by the foreign theoretical model of employee loyalty. By summarizing the two, several common measurement standards can be summarized.

2.6.1 Based on Organizational Commitment

The measurement of employee loyalty abroad mainly uses the relatively complete and common Organization Commitment Questionnaire, or OCQ for short. Mowday, Streetra and Porter (1979) proposed the OCQ scale, which has 15 questions and is used to measure the three aspects of employee participation, identification and loyalty to the organization. Scholars have further tested the reliability and validity of the scale. Although OCQ contains three aspects of information in its design, empirical evidence shows that it has internal consistency and is a single-dimensional concept. It is a suitable organizational commitment questionnaire that can measure employee loyalty.

There is another method, the three-factor model. Meyer, Allen and Smith (1993) summarized on the basis of personal research on organizational commitment, and proposed an organizational commitment scale consisting of three factors: emotional loyalty, continuous loyalty and normative loyalty. Emotional loyalty means that employees identify with the organization, have deep feelings for the organization, and volunteer to work in the organization, not because of material aspects, but because of psychological dependence. Continuous loyalty refers to employees who have worked in the company for many years. Leaving will cause them to lose many benefits. In order to continue to receive benefits, they will choose to stay in the company. Normative loyalty reflects that employees believe that they are obligated to stay in the organization due to social influence. After the two scholars established the three-factor model, they compiled the corresponding measurement scale.

Many scholars in China believe that there is a close relationship between organizational commitment and employee loyalty. Therefore, they believe that employee loyalty can be evaluated by measuring employee organizational commitment. Western scholars put forward the three factors, and Chinese scholars analyzed the main characteristics of Chinese employees and enterprises based on the three factors, combined with China's characteristic social environment and the characteristics of private enterprises, and conducted systematic research. A five-factor model is presented. Ling Wenlun, Zhang Zhican and Fang Liluo (2000) put forward an organizational commitment scale suitable for Chinese enterprises to measure loyalty. It not only includes the three-factor basic scale proposed by Meyer, but also includes two parts: economic commitment and opportunity commitment. In addition, the organizational commitment scale can be modified and improved according to different industries and cultures, and will not have a serious impact on the measurement results.

Comprehensive research results. It can be found that the organizational commitment scale is more objective and comprehensive in measuring employee loyalty. And the credibility and validity of the data obtained through the scale is also high.

2.6.2 360-degree Performance Appraisal Method

The 360-degree performance appraisal method, also known as the omni-directional appraisal method, is the most used method for foreign companies to assess employee loyalty in the 1980s. , Which is characterized by diversified evaluation dimensions (in general, 4 or more than 4), which is suitable for the evaluation of middle-level and above personnel, or the evaluation of employees who

have stayed in the company for many years.

The advantage of this assessment method is that it can conduct a comprehensive assessment. It collects assessment data in a group. Each team has at least 6 people. The team members include the assessments of the superiors, colleagues or subordinates of the employees being assessed. Observe from the angle of view, obtain the data to assess the behavior of employees, and then analyze. Judgment is made based on all the opinions, and after the analysis results and scores are obtained, they are given to the assessed employees. Such an assessment method can be fairly evaluated, and the scores obtained can also reflect the employee's loyalty and psychological dependence on the company. Promoting the improvement of work ability and team building can establish the correct orientation for the organization. But there are also shortcomings. Its shortcomings are due to the relatively large workload of evaluation from various aspects; there may also be informal organizations that affect the fairness of the evaluation; it also requires employees to have certain knowledge to participate in the evaluation.

The appearance of this assessment is to avoid the influence of human factors and should be carried out separately. Although it is an assessment method, the key point is that employees can discover their own problems and make improvements. In addition, the assessed employees find that they are of the same level and have low evaluations of themselves. They can also find these colleagues after the assessment is over, ask for help, exchange opinions, and get the effect of improving employee loyalty.

The 360-degree performance appraisal method, as a comprehensive appraisal method, has a great effect and value. Tornow (1993) 360-degree performance appraisal method can help people improve their self-insight, become more aware of their own strengths and areas for improvement, and then formulate the next ability development plan. Tornow, London and Associates (1998) proposed that the 360-degree performance appraisal method can motivate people to continuously improve their behavior, especially when the 360-degree evaluation and feedback are combined with the formulation of a personal development plan. The 360-degree approach clearly presents this gap to the assessees, thus inspiring them to be positive.

The detailed division of roles means that the assessment can help companies improve employee management and strategic changes. First, it helps to achieve strategic goals. Secondly, it contributes to the change of corporate culture, helps employees' personal development and self-development, which can improve teamwork and strengthen team work efficiency. Finally, it is possible to select talents

suitable for the enterprise through assessment methods, and obtain training methods suitable for the employees of the enterprise to improve their ability. Reserve talents for enterprises.

2.6.3 Assess the Influencing Factors of Employee Loyalty

Many companies and researchers measure the loyalty of employees in companies by measuring the factors that affect employee loyalty. Although it is a simple and accurate method, the current Chinese scholars have not formed a unified standard for measuring the factors affecting employee loyalty. The different ways of thinking and research arguments of scholars have led to diverse definitions of related factors. Difficult to unify. Zhou Yayue and Yu Haishan (2003) first proposed to measure employee loyalty from three dimensions: corporate factors, employee personal factors and social environmental factors. Yang Fan and Lang Fuchen (2005) summarized and analyzed the concept of employee loyalty and found five aspects to measure employee loyalty: sense of belonging; sense of responsibility and mission; sense of contribution and return; satisfaction and preference; stability, trust and identity. Pu Qingping (2007) through research and empirical research, concluded that the three dimensions of employee loyalty are divided into corporate belonging, corporate identity, and engagement. Liu Min, Li Xiaoping and Zhuang Wei (2010) combined the meaning of loyalty in Chinese culture and the excellent qualities that Chinese companies require for employee loyalty, including three dimensions of honesty, trustworthiness, and dedication, to construct a corresponding theoretical model to evaluate a person's loyalty to the company degree. Generally speaking, the three latitudes of research account for the majority, and some scholars classify employee loyalty and conduct research in five aspects.

2.6.4 Measuring Employee Satisfaction

Some researchers believe that an employee's recognition of the company and the satisfaction of the company's management style, culture, and external environment influences will affect employee loyalty to varying degrees. Therefore, employee loyalty will be judged through measurement methods and standards.

Zhao Guanbing and Mei Qiang (2003) put forward six standards for measuring employee loyalty. On this basis, a "fuzzy comprehensive evaluation model" for evaluating employee loyalty is established, and employees are scored based on self-evaluation. Finally, the results are comprehensively evaluated. The model has strong practical significance. Li Yongmei (2012) also uses this model to evaluate

employee satisfaction with the hotel where they work to measure employee loyalty.

2.7 Literature Research Summary

Comparing the research on employee loyalty between China and the West has always been the focus of research by scholars at home and abroad, and the West started early and has a certain practical and theoretical basis. The country is in the development stage, the research scope is relatively narrow, and there is no stable and complete system. Employee loyalty is also a concern of corporate leaders and managers. Over the years of exploration and research, researchers have accumulated valuable theoretical results and practical experience in employee loyalty. Combining the exploration results of scholars from China and foreign countries, they have summarized the following points:

(1) The first is the research summary on the definition of employee loyalty: all the research on the definition of employee loyalty has proved and affirmed the importance of employee loyalty in the enterprise. Because with the progress of the times and the rapid economic development, the definition of employee loyalty is also changing. Scholars' interpretation of employee loyalty mainly includes three aspects: the value of contribution to the enterprise, the emotional belief in the enterprise, and the unity of the two. In the existing research, the concept of employee "loyalty" is rarely defined, and it is generally considered to be a quantitative indicator of the level of employee loyalty to the enterprise.

(2) The second point is the research summary on the factors affecting employee loyalty: in this respect. It is greatly influenced by the research results of foreign scholars. Most researches start from the aspects of employee personal factors and organizational factors. On the contrary, Chinese scholars have done very little research on the key factors, the level of employee loyalty and the social environmental factors that affect their loyalty, and generally only stay in theory. Qualitative stage. There are fewer analyses combined with data, and fewer studies on quantifying environmental impact factors. In the impact on employee loyalty, only corporate factors are controllable factors, and corporate factors are also the main factors that cause employees to change their views on their loyalty objects. Most domestic researches on the influencing factors of loyalty only generalize the research on employee loyalty, and there are few researches on certain factors that also have an impact, such as employee types or company types.

(3) The third point is the research summary of the loyalty measurement standards:

the evaluation standards proposed by scholars at home and abroad are quite different, the evaluation standards are not uniform, and there is no set of authoritative, complete system measurement systems applicable to each country. Moreover, the limitations of the model are also great, and foreign measurement standards are not necessarily suitable for Chinese companies. What China uses is an improvement on the foreign three-factor organizational loyalty scale. The general test of this scale uses a qualitative method to describe the characteristics of loyal employees, and asks questions based on actual conditions and observations. To make judgments, but also due to force majeure factors will affect the comprehensiveness, validity and objectivity of the investigation.

Although the research on employee loyalty has now reached a stage, there are still some missing ideas, but some of its own characteristics are still lacking. Comprehensive research is needed to explore the meaning of employee loyalty. Finally, by drawing on the existing theoretical basis, using the most commonly used organizational loyalty measurement model, and combining the actual situation of the enterprise to compile a reasonable questionnaire, obtain the most true data, scientifically analyze, obtain the results, find the existing problems, and then propose In response to measures to increase loyalty, business managers provide assistance.

2.8 Definition of Related Concepts

First, the word "loyalty" was proposed. The word "degree" represents a standard, the level and the status of reaching a certain aspect. The definition proposed by Allport (1933) believes that the concept of loyalty contains three factors: one is the nature of voluntary choice; the other is based on good morals; the third is to require continuous loyalty. This article combines the above two points of view and believes that the concept of loyalty is: Voluntarily choose values based on good ethics and stick to it with all my heart.

After the emergence of enterprises and employees, the term employee loyalty came into being. Zheng Bing and Li Hui (2011) put forward the view that employee loyalty emphasizes the dedication and investment of employees to the enterprise, the creation of value and its effectiveness. Not the length of working time in the company.

Finally, with the development of the company and the changes of the times, the loyalty status of employees has changed. Therefore, it is necessary to measure and judge the loyalty of employees. Therefore, employee loyalty has appeared again. Employee loyalty refers to the degree of employee loyalty to the company .

2.9 Theoretical Basis of Research

Every research requires a certain theoretical basis, and the same is true for the exploration of employee loyalty. The exploration of employee loyalty also requires psychological, social, ethical, and corporate development, culture, and corporate management compensation, benefits, and rewards. With the joint support of the theory of aspects and research, since the 1930s, many foreign scholars have put forward many effective incentive theories from the perspectives of psychology, sociology and management.

2.9.1 Need Hierarchy Theory

Maslow (1943) proposed the hierarchy of needs theory. From the perspective of psychology, analyze the changes of needs at each level and the attributes of needs. The theory first divides people's needs into five levels, from low to high. Step by step. Arranged from low to high, they are the needs of physiology, safety, emotion and belonging, respect and self-realization. Although human beings have multiple needs at the same time, only one of the many needs can be controlled and has a dominant position. When the low-level needs of the many needs are met, they will gradually move forward, like climbing stairs, and gradually develop to the higher levels step by step. The low level can easily reach the state of satisfaction, but the higher the level, the more difficult it is to be satisfied.

The existence of each theory has its own meaning, and the theory can be applied to enhance employee loyalty. Because this theory separates levels and conducts research, it is possible to judge and divide the level of needs of different employees, and then conduct scientific analysis, and put forward targeted suggestions for employees with different levels of needs, so that managers can follow the actual situation. The situation adopts different incentives. This approach can make the company's management of employee loyalty more targeted and the solution more effective. In the process of employee loyalty management, the company must also adjust the incentive method in time based on the characteristics of the individual needs of employees that will produce different levels of demand with the development of the career.

2.9.2 Two-factor Theory

There is also a theory that is often used in employee loyalty research, the two-factor theory, and the two-factor theory can also be called the motivation and health theory. This theory mainly studies the motivational behavior that occurs within

the organization. The application of these two factors can have a positive impact on the employees in the organization, and a reasonable incentive and guarantee system can stimulate employees' enthusiasm for work. Herzberg (1959) put forward the theory of human motivation theory. For the first time, he put forward the two major factors that affect the enthusiasm of employees at work, namely motivational factors and health care factors. He divided the relevant factors in the enterprise into two types, namely, satisfaction factors and dissatisfaction factors. Satisfaction factors refer to factors that can satisfy and encourage people. Unsatisfactory factors refer to factors that easily produce opinions and negative behaviors, namely health care factors. He believes that these two factors are the main factors affecting employee performance. The content of health care factors includes company policy and management, supervision, wages, colleague relations and working conditions. These factors are all factors outside of work. If these factors are met, dissatisfaction can be eliminated and the original work efficiency can be maintained, but it cannot motivate people to be more active.

Because motivating factors are related to the work itself or the content of the work, if employees feel satisfied with the content of the motivating factors, they can have a great sense of motivation and have a positive impact on the work. Motivation factors are important influencing factors that can play a positive role in the work behavior or work attitude of employees in the enterprise, and can promote the increase of employees' enthusiasm for work, thereby improving the quality of work. Improve employee loyalty. If it can increase the core cohesion of employees, or can enhance the realization of employees' self-worth in the enterprise and the self-satisfaction of the goals set by themselves, it can increase the loyalty of employees. Health care factors are factors related to the working environment of employees. Although health care factors can maintain employees' satisfaction with the company, they cannot increase their loyalty.

Motivation factors are all positive, while health care factors are the opposite, which can have negative effects in some aspects. Motivation factors should promote employee satisfaction and improve work efficiency, including personal achievement, job promotion and growth, and boss appreciation. The opposite is dissatisfaction; health care factors are to eliminate employee dissatisfaction and prevent negative sabotage or even strikes. Such phenomena, including interpersonal relationships, salary and benefits, working environment conditions, and job safety, are not dissatisfied on the opposite side.

Motivation factors are the only core element that motivates employee loyalty, and

common motivating factors in companies are the development platform provided by the organization for corporate personnel, the personal growth opportunities of personnel, and the sense of accomplishment that work brings to employees. Motivation factors use the work itself to stimulate employees' enthusiasm and self-confidence. The impact of motivation factors on employees is the simplest. Motivation factors can increase employee satisfaction. And health care factors are part of the impact of external factors outside the work of the company on the work, including company policies and management, supervision, wages, colleague relations and working conditions. Health care factors have the most direct impact on employees. If all external factors can be satisfied, although employees' satisfaction cannot be improved, health care factors can reduce or eliminate employee dissatisfaction.

After summarizing, it can be found that the two-factor theory is very practical in the management of employee loyalty, and the motivational factors and health care factors are time-independent. Gradually, some scholars have discovered that motivational factors can maintain high employee loyalty, while health care factors can only maintain low to medium loyalty. If the two factors can be combined, they can work together to improve the management of employees. Employees' loyalty to the company's managers and to the top of the company should increase.

CHAPTER 3. RESEARCH METHODS

The service industry is the industry with the largest turnover of employees, so it is of practical significance to conduct research and analysis on this company. First choose the leader in the service industry-Shengyuan Communication to conduct research and exploration of employee loyalty. It is necessary to read and collect relevant materials for the company. Secondly, analyze and collect data on the status quo and influencing factors of employee loyalty, and analyze through quantitative research methods to obtain correct data and conclusions, and propose targeted Countermeasures to improve employee loyalty and corporate efficiency, and reduce operating costs. In this research, the following methods will be used, namely:

(1) Literature induction method:Through reading, sorting out domestic and foreign documents, combining the actual situation, summarizing, fully understanding the definition and current situation of employee loyalty,There are also factors that affect employee loyalty, measurement methods, etc., which can lay the foundation for Shengyuan Communication's employee loyalty research.

(2) Interview method:In the service industry, there are a large number of employees, and the turnover rate is also high, and loyalty is very difficult to measure and manage. Through the screening of the employees of Shengyuan Communication, the employees who have resigned and the employees who have resigned, as well as the employees who have returned to work after leaving the company, will conduct personal interviews with qualified employees, and directly communicate and inquire about the employees. Our hearts and thoughts. Understand the factors that affect employee loyalty.

(3) Questionnaire survey method:Use measurement standards to conduct surveys on issues related to the loyalty of employees of Shengyuan Communication. The questions are raised from the personal side and the corporate side respectively, and the major areas are subdivided into 6 small areas. Each small aspect raises 4 questions, a total of 24 questions, which provide data support for the subsequent analysis of influencing factors and empirical research on employee loyalty.

(4) Statistical analysis method:Through professional statistical software, conduct reliability analysis, validity analysis, factor analysis, variance analysis and regression analysis on the obtained questionnaire survey data.

3.1 Basic Situation of Shengyuan Communication

In the early 1990s, China began to introduce various policies to strengthen the economy and vigorously support the private economy. In such a good economic environment, Shengyuan Communication established its first store. After years of hard work, the company has been managed by a store. It has developed into an enterprise with hundreds of chain stores, and the company has a complete operating system.

Next, introduce and describe the basic situation of employees and the management status of the company, including talents, age, working hours and working conditions of employees, problems encountered by employees, and problems in corporate management. To understand the basic situation of Shengyuan Communication, lay a data foundation for the questionnaire survey.

3.1.1 Basic Situation of Employees of Shengyuan Communication

As of 2019, the company actually has 1,960 employees, of which 25 are high-level office staff, 18 are in the human management department, 54 are in the finance department, 53 are in the marketing department, and the operation department is an employee. The largest number is 1,810 employees. The 1,810 employees include 1,720 employees in 310 directly-operated stores, 110 cooperative operators, and 120 shopping malls. As shown in Table 3-1.

Table 3-1 Proportion of staff in each department

Department	Headcount	Percentage
Operation department	1810	92.3%
Marketing department	53	2.7%
Financial department	54	2.7%
Human Management Department	18	0.9%
Senior office staff	25	1.3%

3.1.2 Educational Structure of Employees

Because it is a company in the service industry, the entry barrier is low, so the education and age of the employees will be diversified. Shengyuan Communication Company has a high school education and below, accounting for about 77% of employees. Bachelor's degree and above account for only 1.6% of the total number, and most of the employees with bachelor's degree and above work in the management

of the company. These data suffice to show that in the service industry, employees with low academic qualifications, low-tech abilities, and ordinary class Employees account for a large part of all employees, and after years of research by domestic and foreign scholars, some scholars have suggested that employees with low educational and technical levels have lower mobility than those with high educational backgrounds. The proportion of employees with various academic qualifications is shown in Figure 3-1.

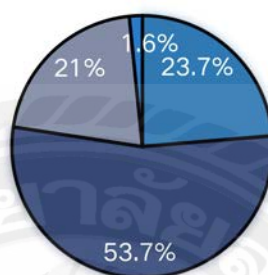


Figure 3-1 The percentage of employees with various academic qualifications

3.1.3 Age Structure of Existing Employees

Through the age statistics of the company's existing employees, it is found that the company's young employees account for a high proportion, and the total percentage of employees under 30 in the company is close to about 90%. It can be seen that at this stage, every company in the service industry has a large proportion of young people. Young people can bring young blood to the company, which can make the company better adapt to the environment of the new era, can better accept fresh affairs, and better serve others, which is also in line with the current social environment. However, due to changes in the current economic and social conditions, the employment outlook and work ideas of young employees are different from those of older employees. For example, employees born in the 1960s and 1970s prefer traditional management methods, but modern young employees prefer creative companies, which allow them to play freely, allow them to exert their enthusiasm for work, and provide diverse positions and employment. Opportunities are also difficult to keep young employees loyal to a company. Young employees want to find a company that suits them more. They don't like to compromise. This is also a problem faced by companies. Therefore, it is necessary to explore how to improve the loyalty of young employees. The age ratio of current employees is shown in Table 3-2 .

Table 3-2 Age ratio of current employees

Age	Percentage
Under 20	17.30%
20-25 years old	49.20%
25-30 years old	20.40%
30-35 years old	10.50%
Over 35 years old	2.60%

3.1.4 Employee's Working Hours

In a company, the length of time employees work in the company can also measure the loyalty of employees in a company. If the employee's working time in an company is about half a year or a year, it can indicate that the company has a high turnover rate. . In Shengyuan Communication, the number of employees who quit within a year or so is the largest, followed by half a year or less. All of these can indicate that the company has a high turnover rate and high employee mobility. Companies with high turnover rates generally have low employee loyalty, which has an impact on the management and service of the company. After investigation, it is found that employees who have been in the company for more than one year have already had a job promotion. By five years, some employees can also rise to the management level. Most of the employees who leave their job in half a year or less than a year are sales people working in stores.

Although new employees can be hired in time. However, it still increases the cost of the enterprise. The resignation of employees will be affected by many reasons, such as the imperfect salary and welfare system and the working hours and assessment of employees in the enterprise. The proportion of employees' on-the-job time is shown in Figure 3-2.

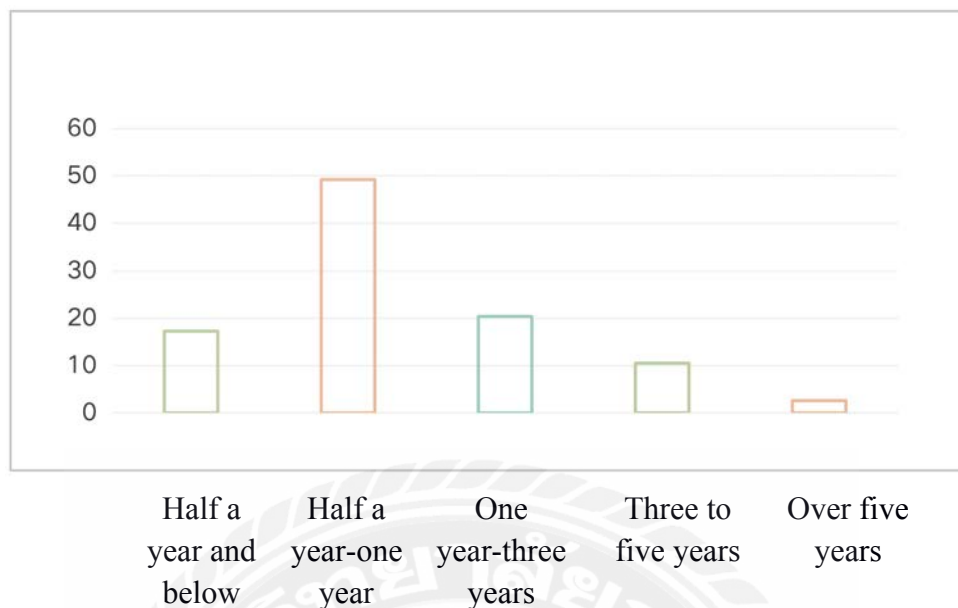


Figure 3-2 Percentage of employees' on-the-job time

3.1.5 Staff Working Status

The working status of employees in an enterprise is closely related to their attitude and loyalty. Attitude loyalty in employee loyalty will make employees have a sense of belonging to the company, and this sense of belonging can make employees devote all their efforts to work. It is of great help to the development of the company, and the attitude of loyalty is reflected by the degree of a person's dedication to the company. Therefore, we can analyze the working status of the employees of Shengyuan Communication in recent years to judge whether the working status of the employees is positive or negative, and find out the problems, and judge the loyalty of the employees to the company.

(1) Employees' violation of regulations

Through the analysis of events in recent years. We can find that violations of employees at work are increasing year by year. It is not only ordinary violations that have an upward trend, but even major violations have an upward trend. For example, there are more and more violations of the rules of employees arriving late and leaving early, which can prove that employees do not abide by the basic staff rules set by the company, and the violation rate is getting higher and higher. This kind of violation is only a violation of the company's regulations on professional ethics. In severe cases, employees' personal work mistakes have caused significant losses to the company, or employees seek personal benefits through the convenience of their positions, and such

major violations that harm the interests of the company have also increased.

When the company did not conduct corresponding investigations and did not formulate corresponding penalties, employees did not feel afraid of the company. On the contrary, the violation of regulations by employees has increased every year. This situation will lead to a decline in employee loyalty to the company. Only by issuing corresponding countermeasures and restraining employees, will the employees exercise strict self-discipline and their loyalty will rise. The proportion of violations by employees in recent years is shown in Figure 3-3. The left side of the histogram shows major violations and the right side shows common violations.

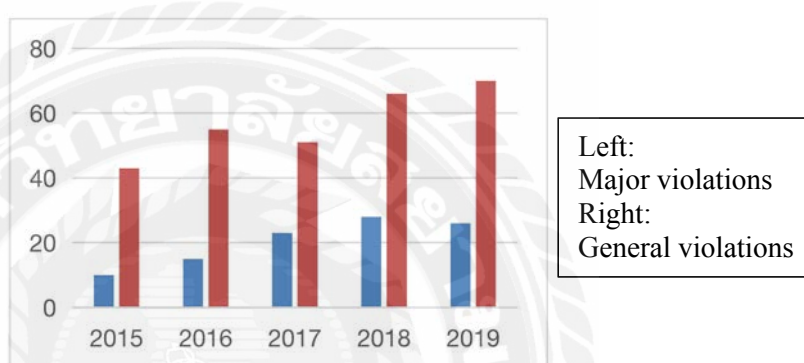


Figure 3-3 Percentage of employee violation incidents

3.1.6 Customer Complaints

As a leader in the service industry, Shengyuan has high sales. But as time grows, you will find that if the employee's loyalty is high, it will bring high service to customers, and high service will affect the loyalty of customers, making customers think of buying back. Only when employees have great loyalty to the company, serve the company, and value the company's image and development, will they work hard without the service quality and efficiency of employees. However, by analyzing the service and customer complaints in recent years, we can find that in terms of service, customer complaints to employees and stores have an increasing trend year by year, especially in 2017, the increase rate exceeded 100 %. In 2016 and 2017, not only did the company's sales volume not increase significantly, but the time for complaints increased significantly, which means that the service quality of company employees has declined and their service attitude is poor, and rectification is needed.

Therefore, in the second year when complaints have increased significantly, the company has carried out employee management and sales rectifications. After the

rectification, the turnover has been improved and the number of complaints has decreased. These data can show that employees' service level has improved after the rectification and management of the company, but there is still much room for improvement.

But in general, the data in recent years show that the staff of Shengyuan Communications are not in good working condition, low loyalty, and low behavioral loyalty. The proportion of incident complaints in recent years is shown in Figure 3-4.

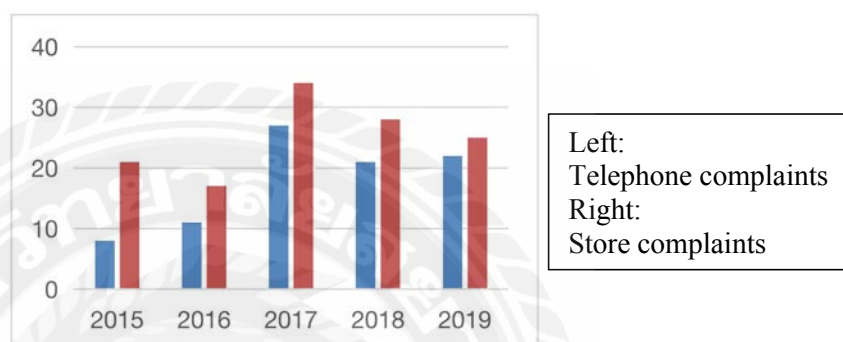


Figure 3-4 Incident complaint ratio

3.2 Interview

Through the understanding of Shengyuan Communication, in order to better discover the current situation of Shengyuan Communication and the current situation of employee loyalty, and to explore the factors that affect the loyalty of employees. In order to get the correct data, we need to interview the current employees of Shengyuan Communication and the employees who have resigned and then returned to the company. In addition, data interviews and analysis were conducted on the employees of the operation and sales departments of Shengyuan Communication.

In this year, we interviewed the employees of Shengyuan Communication. The employees included those who were on the job and those who had left and returned to their posts. A total of 10 employees had a conversation.

Through conversations and understanding with the employees, everyone expressed their personal views on the development of the company and the main reasons why the resigned employees returned to the company. There are also factors that employees feel that affect their loyalty. Including employees' views on business management, etc. After the conversation with you, I probably summarized the main

existing problems of the company that everyone mentioned, and they may also be considered as factors affecting employee loyalty. Need further research. The employees' views and issues on the company mainly include:

(1) Salary and benefits

Because of the rapid development of China's market economy and the changes in China's economic environment, most employees' psychological needs for work are still basic physiological needs, so most employees are now very concerned about the issue of salary and benefits.

Because it is a retail service industry, the education level of employees will not be very high, and will be lower than employees of technology companies. Regardless of the level of education, everyone's idea is to have a good salary and benefits. However, because the shortcoming of the service industry is that various things such as assessments are often carried out. Usually the assessment of service companies is related to salary, and salary is determined according to the results of the assessment, and salary is also related to sales volume. Sales volume is low. Salary It is also low, so it often makes employees feel that there is an imbalance between what they give and what they get, which will produce unfair psychology, which will also depress employees' enthusiasm.

The inflexible management system of the enterprise will make the new employees lack of initiative in work, and the old employees will complain and be dissatisfied, which will reduce the sincerity to the enterprise.

(2) Career Development

Most employees pay more attention to the future of enterprise development and promotion when they first join the company. If it is the first time that employees can see their bright development path in the future, they will devote themselves to the work with all their efforts, and the loyalty of employees will be improved.

However, Shengyuan Communication does not have a very good career plan. It has the same common problems as all service industries. It will not give employees a clear future. Employees want to be promoted mainly through their own sales performance and high sales performance. Good performance appraisal will have room for salary and promotion. The imperfect promotion and salary development system will make employees lose the sense of what they are striving for, lack enthusiasm, passively sabotage their work, and reduce their loyalty.

(3) Leader style

The leader represents the image of the company. The employees interviewed pointed out that if the leader respects and cares about the employees, the employees will feel warm, satisfied with and respect the leader. If it is a leader who knows how to authorize and can cultivate employees' working ability, employees will have a higher loyalty to him. Leaders who often listen to the opinions and suggestions of employees, care about their work, but also care about their lives, and solve problems for employees, will also enhance their admiration and love for their leaders. Together, such employees can form a highly loyal, cohesive and motivated team.

If the leaders and managers don't know how to be flexible and don't listen to opinions, especially some store managers are not well-educated, their personal styles tend to be conservative, and their work styles are arbitrary, the team members they lead will have great opinions on the leaders and the company. , It will lead to dissociation of employees, high turnover rate, decline in employee loyalty, and also lead to a decline in business performance.

(4) Learning training and corporate culture

In order to save costs, many companies have reduced training funds. Many professional knowledge workers can only learn by themselves, which is time-consuming and laborious, and the results are not good. The unique corporate culture can attract employees, and the unique corporate culture can mobilize the enthusiasm of employees, affect employees, and improve their sense of belonging. However, the corporate culture of Shengyuan Communication is not very good, but only pays attention to superficial work. , So it is difficult to increase loyalty.

3.3 Problems in Management

After interviewing employees and combining various data on employees and work of the company in the past five years, we can find that there are certain problems in the company. The problems are mainly based on the management of employees, the leadership of the company and the environment of the company.

3.3.1 Paternalistic Management

Shengyuan Communication is a private enterprise with many branches, so the supervisors of various regions need to report to the boss frequently, and when a major matter needs to be decided, this time will go through the senior management. Make a decision after discussion. Before all important things are decided and implemented,

they need to go through the boss first. In most cases, the boss will make decisions and work in person. Although he does his own work, this feeling makes people around him feel that the company will have a great future. But always holding power in his hands and not delegating power will lead to managers. The enthusiasm for work with employees decreases, and they will not make decisions on their own, but directly wait for the boss to make decisions. This is because the leaders of the employees will manage and believe that everything is backed by the leader. The legal body of this phenomenon can easily cause employees to distrust and approve of managers, thereby affecting employees' trust and loyalty to the company. Will adversely affect employee loyalty.

(1) Lack of institutionalized management

Although enterprises are gradually developing with the general situation of the social environment and gradually establishing and improving various management systems, they have not formed a perfect management system. The reason why a perfect system has not been formed for a long time still lies in employees and managers. For example, it is a problem that exists in many companies now. Managers and employees have a relationship, forming gangs and helping each other. Some managers even use their own interests to introduce their friends and family to work in the company to take advantage of opportunities.

Old employees who have entered the company early are easy to be proud and exclude others, believing that they are the most capable, causing other employees to be excluded, and possibly even capable employees, making it difficult to get promoted, get no opportunities, and get To reuse. Because of not being reused, information was lost, thoughts of resignation were generated, and loyalty decreased. The many problems in management and the lack of institutionalized management can easily lead to the decline of employee loyalty in the enterprise, and negative thoughts on the enterprise, leading to the loss of talents and opportunities for improving development and improving work efficiency.

(2) Cumbersome organizational structure

This kind of hands-on management method is much like a parent supervising the child, but such a parent management method helps chain enterprises to develop rapidly in the early stage of their business. However, after the initial stage of entrepreneurship, this management method will bring some obstacles to later development, such as a long approval process and low efficiency of work. Shengyuan Communication has a three-level structure, including central departments, stores, and departments. In addition, the division of labor between operations and marketing is

too refined, which can easily lead to insufficient relations and poor communication between the management department and the operation and marketing departments. The management department's insufficient support and understanding of operations can easily cause negative and dissatisfied emotions among employees in the store, which in turn affects the level and quality of employee services.

3.3.2 Improper Layoff Measures

After several large-scale staff reductions and adjustments, the total number of employees has been reduced from 3,000 in 2013 to 2,000 now. Although proper layoffs are conducive to reducing labor costs and improving efficiency, after multiple layoffs, relevant measures have not been taken to arrange the laid-off employees and reassure the remaining employees in a timely manner, causing panic and interpersonal problems within the company. The relationship is strained, and loyalty to the company is greatly affected. Retaining loyal employees is as important as maintaining loyal customers. If a company sweeps its employees out when profits are declining, the next time the company faces hardship, it will not receive the full support of its employees. It is recommended that the company take more measures and funds to retain the best employees.

Through the investigation of the basic situation of the former company and employees, we have conducted a detailed understanding of the factors that may affect employee loyalty, such as employee education, age, working time, corporate development and management methods. High, employee loyalty has a downward trend, and the company's management still does not realize the importance of maintaining high employee loyalty in daily management. Therefore, how to increase employee loyalty, improve work efficiency, and increase employee motivation has become the focus of urgent learning and discussion for managers of Shengyuan Communication Company. It is a prerequisite for maintaining the company's sustainable and healthy development and a breakthrough direction in the company's human resource management. .

3.4 Assumptions of Factors Affecting Employee Loyalty

Reading the literature, sorting out the status quo of employee loyalty, and managing the status quo of enterprise operation and management, found the existing problems of enterprise employee loyalty. Although some factors that affect employee loyalty have been obtained, it is impossible to prove whether the influencing factors really affect employee loyalty. Through the previous conclusions, we can find that the

factors that generally affect employee loyalty are based on three aspects: personal, corporate and social aspects. Therefore, we need all the content, combined with the results of the interviews with the employees of Shengyuan Communication, as well as the analysis of the current situation of the company, and put forward some reasonable hypotheses based on personal factors and corporate factors for analysis and demonstration. The hypotheses proposed are:

(1) Personal characteristics of employees

Many studies have concluded that employees themselves, including gender, age, education level, and working hours in the company, will have an impact on employee loyalty and have a close relationship. At the same time, some researches believe that personal factors such as the nature of the job and the position, as well as the personal characteristics of employees, will affect the loyalty of employees. We need to perform reasonable verification, assuming the following:

H1: There is a relationship between personal characteristics and employee loyalty.

(2) Generalized salary

The most important competitive means for most companies to retain employees are salary, fair and reasonable salary, fair reward and performance system. Can stimulate the enthusiasm and motivation of employees. In addition, if the management of salary can be fair and transparent, the salary is measured by the ability of employees, etc., and the fairness of salary can be promoted to enhance the loyalty of employees. We need to conduct reasonable verification on the specific impact of salary on employee loyalty. The assumptions are as follows:

H2: There is a positive correlation between salary performance and employee loyalty.

(3) The style of a leader in a company

Through research, it can be found that leaders in different companies have different management styles, but employees under different management styles have certain differences in employee loyalty. Because a slight difference between leaders will also affect employee loyalty. Some studies have suggested that the leadership of caring style has positive effects on employee loyalty. However, there is also a study that puts forward obedience to the leader. After making the leader happy, the employee's own mood will also increase, and employee loyalty will also be positively affected. We need to make reasonable assumptions about the influence of a leader's style on employee loyalty. The assumptions are as follows:

H3: Leadership style is positively related to employee loyalty.

(4) Enterprise training and development of employees

If the company can provide a fair and reasonable promotion platform, there is no intrigue, and there are many development opportunities, you can see bright development prospects and opportunities, can improve the enthusiasm of employees, and then affect the loyalty of employees, and promote employees Loyalty is increased, because employees of service companies generally need to undergo induction training. Through training, companies can improve their skills and knowledge. After training employees, they can promote the increase of corporate benefits. At the same time, because they have mastered technology and The value of knowledgeable employees will become higher. If employees know how to be grateful, not only will they not have the idea of changing jobs or changing jobs, but it will increase their loyalty to the company. What kind of impact does the company's training of employees have on employee loyalty requires reasonable assumptions. The assumptions are as follows:

H4: Training and development are positively related to employee loyalty.

(5) Enterprise training and development of employees

If the company can provide a fair and reasonable promotion platform, there is no intrigue, and there are many development opportunities, you can see bright development prospects and opportunities, can improve the enthusiasm of employees, and then affect the loyalty of employees, and promote employees Loyalty is increased, because employees of service companies generally need to undergo induction training. Through training, companies can improve their skills and knowledge. After training employees, they can promote the increase of corporate benefits. At the same time, because they have mastered technology and The value of knowledgeable employees will become higher. If employees know how to be grateful, not only will they not have the idea of changing jobs or changing jobs, but it will increase their loyalty to the company. What kind of impact does the company's training of employees have on employee loyalty requires reasonable assumptions. The assumptions are as follows:

H5: Training and development are positively related to employee loyalty.

(6) Working environment

Studies have shown that the working environment affects employee loyalty. The working environment of a company can be viewed from two aspects. On the one hand, it includes convenient transportation in the workplace, and provides some convenience for employees' work and life. On the other hand, it includes harmonious and harmonious internal interpersonal relationships and smooth communication channels. What kind of influence does the working environment and employee loyalty have? Reasonable assumptions need to be made. The assumptions are as follows:

H6: There is a positive correlation between the working environment and

employee loyalty.

(7) Enterprise situation

The company's situation includes the company's operation and status in the service industry, as well as the company's development prospects. If the company has a high industry status, strong ability, and good business performance, this will make the employees in the company feel safe, and will also have a higher sense of honor and happiness. Employees get a sense of security and happiness, which will affect their own employee loyalty. What is the impact of business conditions and employee loyalty requires reasonable assumptions. The assumptions are as follows:

H7: There is a positive correlation between corporate development and employee loyalty.

3.5 Questionnaire Survey

The hypothesis has been proposed, and then the hypothesis needs to be demonstrated. Therefore, we need to collect data and perform regression analysis to determine whether the hypothesis is true or false.

But because the data in the enterprise is relatively difficult to collect, in order to achieve the purpose of the research, we will need to analyze the personal factors and corporate factors of the employees, including gender, age, education, length of service, job nature and position. Etc., confirm the scope, then determine the population to be studied, and issue questionnaires to employees who receive the questionnaire in two ways. If it is convenient, the questionnaire will be distributed offline for employees in the enterprise. If some employees are inconvenient, they can forward it through the Internet or find friends to collect data.

At the same time, we must first confirm all aspects of the data of the company under investigation. Before conducting the investigation, it is necessary to explain clearly the reason and purpose to the employees, as well as the time to submit the questionnaire. Make sure that employees have received the questionnaire. It is possible to conduct surveys on employees in operations, management, and marketing departments, or employees in some chain stores, and make sure that all employees participating in the survey are representative employees.

In the questionnaire survey, we have a total of three parts, one is the employee loyalty influencing factor scale, the other is the employee loyalty level scale, and some are the variables of employee personality characteristics.

The composition of the content of the loyalty influencing factor scale combines some problems that often appear in the research on the influencing factors of employee loyalty, and combines the actual situation of Shengyuan Communication to make some changes in line with the company. The main problems are also from personal and Starting from the enterprise side, the questions mainly include six aspects of salary performance, leadership factors, training and development, corporate culture, working environment, and corporate conditions. Each of the six aspects has four questions and a complete questionnaire. There are 24 questions in total.

The level of employee loyalty scale is currently a common employee loyalty questionnaire in Chinese companies and academia, so the organizational commitment survey questionnaire is used. In order to ensure the reliability, validity and scientificity of the questionnaire, the questionnaire refers to the "Chinese Organizational Employee Organizational Commitment Questionnaire" developed by Ling Wenlun, Zhang Zhican and Fang Liluo (2000), which uses a five-factor model. This model is based on the three-factor model, combined with the characteristics of Chinese enterprises and the environment. The five-factor model includes emotional loyalty, ideal loyalty, normative loyalty, economic loyalty, and opportunity loyalty. And the questionnaire and the five-factor model have also been verified, and the model is suitable for use in Chinese companies. Although some scholars believe that organizational commitment and employee loyalty are not the same concept, and there are certain differences between the two, the measurement method has reference value in both qualitative and quantitative research, and it is also useful for measuring employee loyalty. Effective, practical and scientific.

CHAPTER 4. DATA ANALYSIS

4.1 Sample Distribution

We distributed a total of 490 questionnaires, accounting for 25% of the total number of people in the company, and we received a total of 97.8%. And it can be seen from the table that the questionnaire we are involved in includes the employee's gender, age, position, etc., and a comprehensive preparation for the research question. The basic information of employees participating in the questionnaire survey is shown in Table 4-1.

Table 4-1 Basic situation of employees

Project		Number	Percentage
Gender	Male	307	64.5
	Female	172	35.5
age	25 or less	326	68.1
	25-30	100	20.9
	30-35	49	10.2
	35 or more	4	0.8
Education	Junior high school and below	114	23.8
	High school or technical secondary school	256	53.4
	Junior college	101	21.1
	Bachelor degree and above	8	1.7
Working time	Half a year	83	17.3
	Half a year-one year	236	49.3
	One year-three years	98	20.5
	Three to five years	50	10.4

	Over five years	12	2.5
Nature of the work	Store (in the province)	300	62.6
	Store (outside province)	142	29.6
	Department	24	5
	Marketing	13	2.7
Work duty	Employee	335	69.9
	Shop manager	95	19.8
	Manager	49	10.2
	Director	0	0

4.2 Reliability Analysis and Validity Test of the Scale

4.2.1 Analysis of Sample Reliability

After we conducted a questionnaire survey and got a sample, we need to analyze the reliability of the sample first. Reliability is reliability, which refers to the degree of consistency of the results obtained when the same object is repeatedly measured by the same method. In the reliability analysis of Shengyuan Communication, Cronbach α reliability coefficient method is mainly used.

Cronbach α reliability coefficient is the most commonly used reliability coefficient, and its formula is:

$$\alpha = (k/(k-1)) * (1 - (\sum Si^2)/ST^2)$$

Among them, K is the total number of item items in the scale, Si^2 is the within-item variance of the score of the i-th item, and ST^2 is the variance of the total score of all items. It can be seen from the formula that the α coefficient evaluates the consistency between the scores of each item in the scale and belongs to the internal consistency coefficient. This method is suitable for the reliability analysis of attitude and opinion questionnaires (scales).

The reliability coefficient of the total scale is preferably above 0.8, and 0.7-0.8 is acceptable; the reliability coefficient of the subscale is preferably above 0.7, and 0.6-0.7 is also acceptable. If the Cronbach's alpha coefficient is below 0.6, we must consider re-editing the questionnaire.

First of all, the reliability analysis of the questionnaire of Shengyuan

Communication employees is carried out, because the questionnaire is divided into three parts, I, II, and III. The first part is to conduct a basic survey of the employees' personal information to determine the employees' job positions, etc. Part and Part III are to investigate the influencing factors of employee loyalty and employee loyalty.

Use SPSS software to analyze the reliability of the scales in Part II and Part III, and analyze whether the α value in the scale is more than 0.6 or higher than 0.6. This determines whether the credibility of our scale can be accepted and used. If we analyze, the structure of the scale can reach above 0.8, indicating that the reliability of the scale is good. The reliability analysis data of Part II and Part III are shown in Table 4-2 and Table 4-3.

Table 4-2 Reliability coefficient of Part II scale

Cronbach's Alpha	Cronbach's Alpha based on standardized terms	Number of items
0.708	0.701	24

Table 4-3 Reliability coefficient of Part III scale

Cronbach's Alpha	Cronbach's Alpha based on standardized terms	Number of items
0.658	0.632	14

According to the reliability analysis results in the two tables, it can be obtained that the Cronbach's α coefficient of Part II is 0.708, while the Cronbach's α coefficient based on standardization is 0.701. The value is higher than 0.7, so these two sets of data can show that the scale is acceptable. In the reliability analysis of the scale in Part III, Cronbach's α coefficient is 0.658, and the Cronbach's α coefficient based on standardization is 0.632, with a value of 0.6, which proves that the scale is acceptable and can be used. The reliability analysis results of Part II and Part III of the questionnaire have passed the test and can be quantitatively analyzed.

4.3 Extraction of Common Factors and Analysis of Results

The mathematical model of factor analysis is to express the variable (or sample) as the linear combination of the main factors, but sometimes it is necessary to express the main factors as the linear combination of the original variables, namely $F_i = \beta_{i1}X_1 + \beta_{i2}X_2 + \dots + \beta_{ip}X_p$, $i=1, 2, \dots, m$, call the above formula F_i as the factor score function, referred to as the factor score for short. Since F_i is an unobservable factor, it can only

be estimated.

Factor score is an estimated value, which is an estimated value of unobservable common factors in factor analysis. Factor analysis is the decomposition of variables into linear combinations of common factors and special factors.

4.3.1 Part II Scale to Extract Common Factors

(1) Principal component analysis method for factor analysis

The following table shows the main factors extracted after factor analysis. The table shows that 8 main factors have been extracted. The characteristic roots of the 8 main factors are all greater than 1, and the cumulative variance contribution rate is above 67%, that is, 8 main factors have been extracted. In the future, 67.121% of the original 24 variables can be explained. The value is greater than 60%. In the field of social science research, if the factors that decide to retain more than 60% are considered, factor analysis is considered to have achieved very good results. Therefore, after the analysis, 8 factors that affect the loyalty of Shengyuan Communication's employees are determined. The total variance explained by the Part II scale is shown in Table 4-4. The extraction method in all tables is the principal component, and the rotation method is the maximum variance method.

Table 4-4 Total variance explained by the Part II scale

Ingredient	Initial characteristics			Rotate the sum of squares loading		
	Total	Variance%	Cumulative%	Total	Variance%	Cumulative%
1	3.635	15.147	15.147	2.361	9.836	9.836
2	3.174	13.224	28.371	2.288	9.534	19.370
3	2.119	8.829	37.200	2.171	9.045	28.414
4	1.752	7.301	44.501	2.059	8.579	36.993
5	1.652	6.882	51.383	1.928	8.033	45.026
6	1.383	5.761	57.144	1.909	7.954	52.979
7	1.270	5.294	62.437	1.782	7.426	60.406
8	1.124	4.684	67.121	1.612	6.716	67.121

(2) Factor score coefficient matrix

In order to make the results more accurate, the maximum variance method is used to classify the factors with high load into one category, which effectively simplifies the factor structure. This chart is a component loading matrix of 24 factors on 8 main factors. The factor score coefficient matrix of Part II is shown in Table 4-4.

Table 4-4 Part II scale factor score coefficient matrix

	Ingredient							
	1	2	3	4	5	6	7	8
II14	.838	-.045	.027	.083	.002	.071	.024	-.074
II8	.611	-.055	-.002	.225	.173	.002	.074	.063
II15	.489	.262	.135	.312	-.166	.294	.213	.187
II23	.172	.706	.136	.163	-.025	-.322	-.216	.204
II4	-.082	.693	.144	-.106	-.144	.127	.194	.019
II12	-.076	.511	.343	-.483	.069	-.069	.001	-.056
II6	-.419	.510	-.052	.302	.289	-.118	.156	-.441
II3	-.119	.177	.817	.185	.064	.019	.083	.028
II7	.419	.060	.817	-.017	-.073	.055	.026	.236
II9	.475	-.038	.504	.018	.341	-.183	.092	-.225
II17	.222	.078	.049	.780	-.054	.070	.013	.124
II20	-.085	-.119	.257	.579	.042	.330	-.197	.216
II19	.254	-.046	.206	.453	.211	.018	-.378	.189
II5	-.078	-.012	.051	-.020	.716	.003	.173	.105
II10	-.356	-.074	-.046	.052	.676	.062	.043	.182
II11	-.268	.045	.381	-.337	.488	.157	-.131	.053
II22	.128	.078	.048	0	.013	-.851	.105	-.049
II18	.272	-.072	-.002	.233	.256	.531	-.114	-.112
II16	.273	.205	.264	.158	-.105	.521	.297	.125
II24	.212	.044	.066	-.122	.299	.166	.732	.016
II1	.040	-.389	.014	.260	-.123	-.280	.626	-.051
II14	-.073	.300	.134	-.205	.217	-.276	.537	.097
II2	-.128	-.032	.171	.152	.143	.054	.107	.852
II21	.094	.435	-.136	.125	.369	-.191	-.185	.563

(3) Analysis of Common Factors of Part II Scale

After summarizing the 8 common factors of the influencing factors of Shengyuan Communication's employee loyalty through the factor analysis of Part II, in order to further study the degree of influence of each common factor by the sub-factors it contains, each sub-factor is The absolute value of the factor loading coefficient is sorted. The higher the absolute value of the factor loading coefficient, the higher the degree of influence on the common factor. The secondary factor loading and weight table is shown in Table 4-5.

Table 4-5 Secondary factor loading and weight table

Common factor naming	Secondary factor	Loading	Weight
Generalized salary	5.The company pays attention to the progress and growth of employees and provides training opportunities for employees.	.838	0.432
	10.I think the company's assessment system is very reasonable.	.611	0.311
	11.Our company's remuneration and remuneration are better than other companies, no one can exceed.	.511	0.256
Management style	17.The company made me feel warm and cared.	.706	0.292
	19.The team I am in has a strong cohesion.	.693	0.286
	20.My leader cares about me very much in work and life.	.511	0.211
Learning platform	18.My direct leadership is very capable.	.817	0.382
	22.companies keep improving my professional knowledge and skills.	.817	0.382
	16.The company's information communication channels are smooth.	.510	0.211
company culture	14.The company will often have large-scale events for everyone to participate in to enrich life.	.780	0.430
	15.Our company treats all employees equally.	.579	0.320
	8.I think the leader of a company is a good leader.	.504	0.236
Work development	12.I am competent for my current job.	.851	0.447
	6.I am full of confidence in the development prospects of the company.	.531	0.279
	23.The company has a good reputation and social image.	.521	0.272
	4.The leader will reward me for my work performance.	.513	0.262
Development	3.Colleagues come back to help when	.716	0.381

opportunities	encountering difficulties at work.		
	9.I am very clear about my future promotion direction.	.676	0.360
	7.My work can go smoothly.	.512	0.250
Organizational identity	24.Companies provide good products and services.	.732	0.386
	1.The work I completed can be recognized by the leader.	.626	0.330
	13.Our company treats all employees equally.	.537	0.283
Business environment	21.My colleagues and I get along very well.	.852	0.602
	2.I feel that the current business situation of the company is very good.	.563	0.398

Through these factors, we can see which factors account for a larger proportion and have a larger impact. Analyze from eight aspects:

1) Generalized salary common factor

The common factor contains three secondary factors. First of all, factor 5 reflects that the company pays attention to the growth of employees, provides employees with more training and opportunities to improve themselves, and has the greatest load. This also shows that employees value training and benefits other than wages. These reasons can explain the common factor. Secondly, factor 10 reasonable performance appraisal, which allocates salaries according to performance and labor level. For an enterprise with service sales as the main service type, this can stimulate the enthusiasm of all employees, work actively, and loyalty will also increase. High, with a weight of 31.1%, ranking second. Finally, factor 1's superior working conditions and salary and benefits have an impact on the common factor of 25.6%. There is no doubt that salary and benefits are the basic guarantee for the material life of employees, and this is also an important secondary factor affecting employee loyalty.

2) Common factors of management style

The common factor contains three secondary factors. First of all, Factor 17's care for employees makes employees feel that they are respected and cared by the company. Such feelings can well stimulate employees' feelings and dependence on the company, thereby enhancing their loyalty to the company. Factor has the greatest impact, accounting for 29.%. Next, factor 19 puts forward that the team has strong cohesion. Cohesive companies and teams can mobilize the enthusiasm and motivation of employees, and then give full play to the individual talents of employees. With

better performance, everyone can make higher contributions and create value for the company. This is an important manifestation of employees' loyalty to the company. This item has the second largest impact on common factors, with a weight of 28.6%. Finally, No. 20 Factors are an important supplement to the first item about employee care. The direct superiors in the department have the most contact with employees in their daily work. If they care and care for employees in their lives and provide guidance on work, they can also Let employees have a sense of trust, to a large extent, can increase the proportion of employees' loyalty to the common factor, which accounts for 28.6%. These secondary factors can well explain the impact of management style on employee corporate loyalty.

3) Common factors of learning platform

The common factor contains three secondary factors. The first factor is 18. If the leader's work ability is very strong, he can provide professional guidance to his subordinates at work, and improve the skills and professional abilities of employees. This is a good free learning opportunity for employees. Therefore, this item has a great impact on the common factor, with a weight of 38.2%, followed by a factor of 22. The professional knowledge and skills of employees have been continuously improved. This weight is the same as the factor of 18, because whether it is the direct supervisor's guidance or the help of old employees The methods of new employees, or other methods of training and learning, can give employees a good room for improvement, and can enhance their satisfaction and loyalty to the company. Then there are 16 factors. The company's communication channels are unblocked, and the company's product, sales and management information can be reasonably disclosed and transparent internally, which not only helps employees understand the company's operations, but also allows them to learn to a large extent. And understand the company's products and management, increase employees' confidence in the company, and thus improve work efficiency. These secondary factors can well explain the degree of influence of the learning platform on employee corporate loyalty.

4) Common factors of corporate culture

The common factor contains three secondary factors. The first factor is No. 4. Various cultural and entertainment activities as activities in the construction of corporate culture can not only enrich the spare time of employees, but also increase the emotions between employees, and at the same time enhance the cohesion between teams, just like many companies will Just like holding a team building meeting, this is the most effective and direct way to cultivate and enhance employee loyalty. Therefore, this time the level factor load factor is the largest, accounting for 38.2%. The second factor is the 15th factor, a democratic and fair management atmosphere.

All employees from top to bottom have no identity level. They only have different divisions of labor. A democratic and fair atmosphere can motivate employees to actively participate in the management of the company. The last factor is No. 8, which accounts for 23.6% of its weight. It shows that as a representative of a private enterprise as a boss, it is not only the highest authority in the minds of employees, but also the spiritual support and spiritual leader of employees. It represents the corporate cultural concept and brand image. A good entrepreneurial image can well establish the lofty status of the company in the minds of employees and affect the loyalty of employees to the company. The above three sub-factors are collectively classified as corporate culture.

5) Common factor of development opportunity

The common factor contains three secondary factors. Among them, the first factor No. 3 and the third factor No. 7 are complementary, and the weights of the common factors are 3.81% and 25.0% respectively. When employees encounter difficulties at work, they will seek help from their colleagues around them. , So that the work can be carried out smoothly, which can not only fully create due contributions for the enterprise, but also realize its own value well. In addition, the promotion of factor 9 individuals is an important way for career development, and the proportion of this item is the second at 36.0%. If the company can provide employees with plans for the future, let employees know their future development direction and the direction of promotion, so that employees can feel a bright future in the company, this can allow employees to closely link personal development with corporate development. Greatly enhance the enthusiasm of employees and their loyalty to the company. The above three sub-factors are collectively classified as development opportunities.

6) Common factors for work development

The common factor contains four secondary factors. The first is 12 factors. Employees are fully qualified for the current job, which has the greatest impact on the common factor. The weight accounts for 44.7%. This not only includes the individual ability of the employee to be competent for the job, but also includes the company's complete and reasonable rules and regulations, operating procedures, The internal environment, such as training and guidance, are both necessary conditions for employees to carry out their work smoothly. Secondly, factor 6 and factor 23 have similar loadings, and the two complement each other. The weighting ratio is 27.9% and 27.2% respectively. The company has a development prospect that makes employees full of confidence, has a good reputation and social image, and is very important for selling products and related services. For enterprises whose main business is concerned, this helps employees to be more confident in the process of

communicating with customers and selling products, and also helps to achieve better performance. The weight of the last factor 4 accounts for 26.2%. The superiors will reward employees for their work performance. Timely rewards can encourage employees well, make employees feel recognized and proud, and enhance their emotional relationship with the company. It not only includes monetary and material rewards, but also verbal or spiritual rewards. The above four sub-factors are collectively classified as work development.

7) Common factor of organizational identity

The common factor contains three secondary factors. Factors 2 and 1 show that when employees feel that their success is inseparable from the success of the company, they believe that the tighter the relationship between the two is, the stronger their loyalty to the company will be in the process of identifying with the company. The generation of organizational identity includes employees' recognition of the company, and employees' recognition by the company. The company provides good products and services that account for 38.6% of the weight, and employees can get the leadership's approval weight when they complete their work accounted for 33.0%. These two sub-factors can well interpret the impact of organizational identification on employees' corporate loyalty. The last factor 13 is that fair remuneration is included in organizational recognition rather than the generalized remuneration factor, which shows that every employee attaches great importance to the fairness of the company. If the company can make every employee feel fair, then this will give employees fair remuneration. Of companies are more likely to gain employee recognition and trust, and this weight accounts for 28.3%.

8) Corporate environmental factors

The common factor contains two secondary factors. The first is 21 factors. The harmonious and happy relationship between employees can not only improve team cohesion and work efficiency, but also increase employee satisfaction. When employees are satisfied in many aspects, they will increase their loyalty to the company. This item has the greatest impact on the common factor, with a weight of 60.2%. The second factor is No. 2, the performance and operation of the company. It can reflect employees' confidence and dependence on the company. If the company has good performance and operating conditions, then employees have strong confidence in the future development of the company and believe that they will stay. The company is very safe and secure for its own economic security and development prospects, which will affect the stability of employees in the company. This weight accounts for 39.8%.

4.3.2 Part III Scale to Extract Common Factors

(1) Principal component analysis method for factor analysis

The following are the main factors extracted after factor analysis of part C of the questionnaire. The table shows that 4 main factors have been extracted. The characteristic roots of the 4 main factors are all greater than 1, and the cumulative variance contribution rate is more than 67%, that is, extraction After 8 main factors can explain 62.82% of the original 14 variables, the value is greater than 60%. In the field of social science research, if the factors that decide to retain more than 60%, factor analysis is considered to be very good Effect. Therefore, after analysis, four latitudes for measuring the loyalty level of Shengyuan Communication employees are determined. The total variance explained by the Part III scale is shown in Table 4-6. The extraction method in all tables is the principal component, and the rotation method is the maximum variance method.

Table 4-6 Total variance explained by the Part III scale

Ingredient	Initial characteristics			Rotate the sum of squares loading		
	Total	Variance%	Cumulative%	Total	Variance%	Cumulative%
1	4.441	31.722	31.722	3.159	22.561	22.561
2	1.723	12.310	44.032	2.170	15.503	38.064
3	1.463	10.449	54.481	2.011	14.361	52.425
4	1.167	8.338	62.820	1.455	10.395	62.820

(2) Factor score coefficient matrix

The following table is the component loading matrix of the 14 factors on the 4 main factors. The maximum variance method is still used to classify the factor loading degree into one category, and the scores of various factors are calculated, and this is used as the factor Perform a difference analysis of demographic variables. The factor score coefficient matrix of Part III is shown in Table 4-7.

Table 4-7 Part III scale factor score coefficient matrix

	Ingredient			
	1	2	3	4
C3	.705	.066	-.144	.128
C6	.682	.285	-.062	.024
C13	.681	.154	.167	.368
C4	.671	.068	.431	.035
C1	.632	.351	.166	.121
C7	.570	.484	.265	.230

C8	.086	.801	.131	-.043
C10	.167	.777	-.106	.055
C9	-.076	.253	-.704	.139
C11	.364	-.132	-.702	.139
C15	.268	.367	.584	.173
C5	.324	.147	.550	.303
C12	-.184	-.110	.025	-.821
C14	-.418	-.461	-.119	.616

(3) Analysis of the results of extraction of common factors of part III scale

After summarizing the four common factors that measure the employee loyalty of Shengyuan Communication through the factor analysis of part C, in order to further study the degree of influence of each common factor by the sub-factors contained in it, each sub-factor is divided into factors. The absolute value of the load factor is sorted. The higher the absolute value of the factor loading coefficient, the higher the degree of influence on the common factor. The secondary factor loading and weight table is shown in Table 4-8.

Table 4-8 Secondary factor loading and weight table

Common factor naming	Secondary factor	Loading	Weight
Loyal attitude	3. I should be loyal and passionate to the business.	.705	0.179
	12. If I leave the company, I will cause greater losses.	.682	0.173
	6. The company has a broad space suitable for my own development, which is an important reason for my stay.	.681	0.173
	1. I have deep feelings for the company and my colleagues around me.	.671	0.170
	5. In order to help the company succeed, I am willing to make extra efforts.	.632	0.160
	2. I will do my best to contribute to the company's development.	.570	0.145
Behavioral loyalty	7. I think my talents can be fully	.801	0.508

	utilized in the company.		
	9. I am dedicated to my job.	.777	0.492
Rational loyalty	8. I got a lot of learning and training opportunities in the company.	.704	0.277
	14. If I leave the company now, I will lose the opportunity to get a promotion or salary increase.	.702	0.276
	10. The current job market environment is not good, and it is difficult to change to a job with good conditions and high salaries.	.584	0.230
	4. Despite the changes in the economic environment and employment concepts, I still feel that job-hopping is not good.	.550	0.217
Opportunity loyalty	11. It is not easy to find a work unit that suits you in all aspects.	.821	0.571
	13. With my current education and technical level, it is difficult to find a more satisfactory job than here.	.616	0.429

These four common factors are the four latitudes for measuring the loyalty level of Shengyuan Communication employees. The explanations for the naming of common factors are named as: attitude loyalty, behavior loyalty, rational loyalty and opportunity loyalty. Attitude loyalty means employees' deep emotions towards the company and their awareness of the close relationship between themselves and the company. Behavioral loyalty refers to the proactive behavior of employees at work, emphasizing the employee's dedication to the company and the effective value of their behavior to the company. Rational loyalty shows that employees clearly recognize that staying in the company is more beneficial to them than leaving the company. Favorable conditions include material returns, personal development, and personal professional reputation. Opportunity loyalty means that the fundamental reason for employees to stay in this company is that they cannot find other satisfactory units, or have to stay in the company because of their low technical level and no opportunity to find another job, emphasizing the loyalty generated by their own conditions.

1) Common factor of attitude and loyalty

The common factor contains six secondary factors. First of all, No. 3 has the

largest load factor, with a weight ratio of 17.9%. No. 1 and No. 2 weights accounted for 17.0% and 14.5% respectively. These three sub-factors indicate that the employee's emotional impact on the company has a dedication to the company. And a positive working attitude. Secondly, the three items of No. 12, No. 6 and No. 5 all show that if employees realize that their own development and interests are closely related to the success of the company, they will show a proactive work attitude and they are willing to pay extra for the company. The endeavors, the opposite is true. The three sub-factors complement each other and explain the three sub-factors, which account for 17.3%, 17.3%, and 16.0% respectively, which can explain the level of employee loyalty.

2) Behavioral Loyalty Common Factor

The common factor contains two secondary factors. The load coefficients of No. 7 and No. 9 are greater than the load coefficients of other factors and are both greater than 0.700, and the proportions of the load values are 0.508 and 0.492 respectively. These two items reflect the dedication of employees to achieve corporate goals, and their behavioral loyalty to the company's proactive and dedication. Both sub-factors can well reflect the level of employee loyalty.

3) The common factor of rational loyalty

The common factor contains four secondary factors. First, the load factors of No. 8 and No. 14 both exceed 0.700, and the weighting ratios are 27.7% and 27.6%, respectively. If an employee loses the training, learning, salary increase and promotion opportunities he got in the company because of his resignation, the employee will show loyalty to the company, and vice versa. Secondly, the weight of No. 10 accounted for 23.0%, which reflects the loyalty of employees who recognize that staying in the company is more economically beneficial to themselves under bad economic conditions. No. 8, 10, and 14 all show that employees are loyal to their own benefits after weighing the pros and cons. On the contrary, if after weighing and comparing, if employees think that leaving the company can get greater returns, they will not choose to Corporate loyalty. Finally, the weight of No. 4 accounted for 21.7%, which reflects that employees are subject to ethical norms. They believe that job-hopping is not good and will affect their personal professional image or reputation and have to show loyalty. The opposite is true. The above four sub-factors can well interpret the level of rational loyalty of employees.

4) The common factor of opportunity loyalty

The common factor contains two secondary factors. First of all, the load factor of No. 11 exceeds 0.800, and the weight accounts for 57.1%. It reflects that when

employees cannot find a job that suits them in all aspects, they will not easily leave the current company, otherwise they will choose to leave. . Secondly, the weight of No. 13 accounted for 42.9%, which shows that when employees are difficult to find a more satisfactory job than the current job due to restrictions on education and technical level, they will not leave, and vice versa. These two sub-factors can explain the level of employee loyalty.

4.4 Analysis of Common Factor Comprehensive Score

(1) Comprehensive score analysis of common factors affecting employee loyalty

Through descriptive statistical analysis of the common factors of the eight employee loyalty influencing factors, the comprehensive score of the eight common factors is obtained. The score table of factors affecting employee loyalty is shown in Table 4-9.

Table 4-9 The score table of factors affecting employee loyalty

Main factor	Score
Management style	3.540
Learning platform	3.519
Work development	3.151
Generalized salary	2.434
Organizational identity	2.577
Expansion capacity	1.810
Company culture	1.259
Business environment	0.886

According to the variance contribution rate of the common factors, the management style, learning platform, work development, generalized salary, organizational identity, development space, corporate culture and corporate environment are summarized. The impact of these eight common factors on the loyalty of Shengyuan Communication employees are as follows: 9.836%, 9.534%, 9.045%, 8.559%, 8.033%, 7.954%, 7.426%, 6.716%, followed by strong weakening, the overall variance contribution rate of the eight common factors is 67.121%, and the variance contribution rate is used as the weight to calculate each principal The formula for factor composite score is:

$$F=(9.836\%F_1+9.534\%F_2+9.045\%F_3+8.579\%F_4+8.033\%F_5+7.954\%F_6+7.426\%F_7+6.716\%F_8)/67.121\%$$

Substitute the score of each common factor in each sample into the factor comprehensive score calculation formula to calculate the comprehensive score of each sample. The influencing factors of Shengyuan Communication's employee loyalty scores, in order from highest to lowest, are management style, learning platform, work development, generalized salary, organizational identity, development space, corporate culture, and corporate environment. According to the employee's recognition of the content of the questionnaire, the score of each question consists of five paragraphs, namely 1: completely opposed; 2: partially opposed; 3: don't know; 4: partially agreed 5: fully agreed.

On this basis, the contribution degree scores of loyalty influencing factors to loyalty are set to three levels: 0 to 3 points (inclusive) are defined as low, 3 to 4 points (inclusive) are general, and 4 to 5 points are defined as high level. Then, the contribution of management style, learning platform and work development to the employee loyalty of Shengyuan Communication is average, and the contribution of the other five factors to the employee loyalty of Shengyuan Communication is very low. This shows that the influencing factors of Shengyuan Communication's employee loyalty still need to be greatly improved.

(2) Comprehensive score analysis of common factor of employee loyalty

Through descriptive statistical analysis of the four common factors of employee loyalty latitude, a comprehensive score of the four common factors is obtained. The score table of the common factor of employee loyalty is shown in Table 4-10.

Table 4-10 The score table of the common factor of employee loyalty

Common factor naming	Score
Loyal attitude	3.310
Behavioral loyalty	3.050
Rational loyalty	1.088
Opportunity loyalty	1.720

According to the variance contribution rate of the common factors, the four common factors of attitude loyalty, behavior loyalty, rational loyalty and opportunity loyalty accounted for 22.561%, 15.503%, 14.361%, and 10.395% of the staff loyalty weight of Shengyuan Communication respectively. Strongly weakened, the overall variance contribution rate of the four common factors is 62.820%. Taking the variance contribution rate as the weight, the formula for calculating the comprehensive score of each main factor is: $F = (22.561\%F_1 + 15.503\%F_2 + 14.361\%F_3 + 10.395\%F_4) / 62.820\%$.

Substitute the scores of the common factors in each sample into the factor comprehensive score calculation formula to calculate the comprehensive score of each sample. As shown in the figure above, the loyalty scores of the four loyalty latitudes of Shengyuan Communication employees are in order of attitude loyalty, behavioral loyalty, rational loyalty and opportunity loyalty. According to the employees' recognition of the loyalty content involved in the questionnaire, the score of each question consists of five paragraphs, namely, 1: Totally opposed; 2: Partially opposed; 3: Don't know; 4: Partially agreed; 5: Fully agree. On this basis, the loyalty level is set to three levels, assuming that 0 to 3 points (inclusive) are defined as low loyalty, 3 to 4 points (inclusive) are general loyalty, and 4 to 5 points are defined as high loyalty. From the previous table, it can be concluded that the attitude loyalty and behavioral loyalty of Shengyuan Communication employees are average, while the rational loyalty and opportunity loyalty are very low. This shows that the level of employee loyalty of Shengyuan Communication is generally low, and there is still much room for improvement.

4.5 Difference Analysis

This research mainly analyzes the variance of individual characteristic variables such as the employee's gender, age, educational background, working time, job nature, and position to explore the four dimensions of employee loyalty including attitude loyalty, behavioral loyalty, and rational loyalty. Is there a difference between loyalty and opportunity.

(1) Gender differences

It is generally believed that if the p-value corresponding to the F-test statistic under the analysis of variance is less than 0.05, it indicates that there is a significant difference in loyalty between genders. As can be seen from the table below, the p-values corresponding to behavioral loyalty and rational loyalty are both less than the significance level of 0.05, which suggests that there are differences between these two dimensions between men and women. In the latitude of behavior loyalty, the standard deviation of men is 0.959 and the standard deviation of women is 0.868, indicating that the behavior loyalty of men is significantly lower than that of women. On the latitude of rational loyalty, the standard deviation of men is 1.053 and the standard deviation of women is 1.058, while the rational loyalty of women is significantly higher than that of men. The other two dimensions of attitude loyalty and opportunity loyalty p-values are 0.053 and 0.344 respectively, which are both greater than 0.05, so there is no significant difference in gender. The variance analysis of gender in the four loyalty dimensions is shown in Table 4-11 (n=479).

Table 4-11 Analysis of variance of gender in four loyalty dimensions

	Gender	N	Mean	Standard Deviation	F Statistics	sig
Loyal attitude	Female	172	-0.118	0.783	3.767	.053
	Male	307	0.066	1.099		
	Total	479	0.000	1.000		
Behavioral loyalty	Female	172	0.139	1.058	5.193	.023
	Male	307	-0.078	0.959		
	Total	279	0.000	1.000		
Rational loyalty	Female	172	0.193	0.868	10.148	.002
	Male	307	-0.108	1.053		
	Total	279	0.000	1.000		
Opportunity loyalty	Female	172	0.058	1.061	.896	.344
	Male	307	-0.032	0.964		
	Total	279	0.000	1.000		

(2) Age difference

It is generally believed that if the p-value corresponding to the F-test statistic under the analysis of variance is less than 0.05, it indicates that there is a significant difference in age in loyalty. As can be seen from the table below, the p-values corresponding to the F-test statistics of attitude loyalty, behavioral loyalty, and rational loyalty under the analysis of variance are all less than the significance level of 0.05, which means that age exists in these three dimensions. Significant difference. In the case of the difference study, the age of employees is re-divided and divided into four dimensions. The first dimension is under 25 years old, followed by four levels of 25-30 years old, 30-35 years old and over 35 years old. After the one-way analysis of variance, the difference between the various age groups was tested after the fact. The results are:

In terms of attitude loyalty, the differential expression of each age group is: under 25 years old <35 years old and above <25-30 years old <30-35 years old, which means that the attitude loyalty of employees under 25 years old is significantly lower than the other three ages Level of employees, that is to say, employees aged 30-35 have the highest attitude loyalty, followed by employees aged 25-30, then employees aged 35 and above, and employees under 25 have the lowest.

In terms of behavioral loyalty, the differential expression of each age group is: under 25 years old <25-30 years old <30-35 years old <35 years old and above, which means that the behavior loyalty of employees under 25 years old is significantly lower

than the other three age groups Of employees, which means that employees aged 35 and above have the highest behavioral loyalty, followed by employees aged 30-35, then employees aged 25-30, and employees under 25 have the lowest.

In terms of rational loyalty, the differential expression of each age group is: under 25 years old <35 years old and above <30-35 years old 25-30 years old, which means that the behavioral loyalty of employees under 25 years old is significantly lower than that of the other three age groups Employees, that is to say, employees aged 25-30 have the highest rational loyalty, followed by employees 30-35, then employees 35 and older, and employees under 25 have the lowest.

Finally, in the difference test of opportunity loyalty, the p-value corresponding to the F-test statistic is 0.178, which is greater than 0.05. This suggests that there is no significant difference in the age of employees in the latitude of opportunity loyalty. The analysis of the four loyalty dimensions of age is shown in Table 4-12.

Table 4-12 Analysis of the four loyalty dimensions of age

		N	Mean	Standard Deviation	F Statistics
Loyal attitude	Under 25	326	-0.405	0.901	90.040 (0.00)
	25-30	100	1.008	0.549	
	30-35	49	0.587	0.465	
	35 or more	4	0.587	0.423	
	Total	479	0	1	
Behavioral loyalty	Under 25	326	-0.106	0.822	24.769 (0.00)
	25-30	100	-0.202	1.289	
	30-35	49	1.405	0.764	
	35 or more	4	0.918	0.595	
	Total	479	0	1	
Rational loyalty	Under 25	326	-0.309	0.869	62.738 (0.00)
	25-30	100	0.295	0.926	
	30-35	49	1.358	0.480	
	35 or more	4	1.168	0.596	
	Total	479	0	1	
Opportunit	Under 25	326	0.006	1.083	.178

y loyalty	25-30	100	0.020	0.671	(0.91)
	30-35	49	-0.055	1.003	
	35 or more	4	-0.292	1.075	
	Total	479	0	1	

(3) Differences in education

It is generally believed that if the p value corresponding to the F-test statistic under the analysis of variance is less than 0.05, it indicates that there is a significant difference in the degree of loyalty. From the table, it can be concluded that the p-values corresponding to the F-test statistics of attitude loyalty, behavioral loyalty, and rational loyalty under the analysis of variance are all less than the significance level of 0.05. Therefore, it is believed that there are significant differences in education in these three dimensions. Therefore, the staff's academic qualifications are divided into four levels: junior high school and below, high school or technical secondary school, junior college, and undergraduate and above. After conducting the analysis of variance, the differences between the various educational levels are tested after the fact. for:

In terms of attitude and loyalty, the expressions of differences at each educational level are: undergraduate or above, junior high school, and below high school or technical secondary school, which means that the attitude and loyalty of employees with a bachelor's degree and above is significantly higher than that of employees at the other three educational levels. It is said that employees with a bachelor's degree and above have the highest behavioral loyalty, followed by employees with a college degree, and then employees with a junior high school or below, and employees with a high school or technical secondary school degree are the lowest.

In terms of behavioral loyalty, the expressions of differences in each educational level are: junior high school or below, college, bachelor's degree and above<senior high school or technical secondary school, which means that the behavioral loyalty of employees with junior high school and below is significantly lower than those of the other three educational levels. That is to say, the behavioral loyalty of employees in high school or technical secondary school is the highest, followed by employees with a bachelor's degree or above, and thirdly by employees with a college degree, and employees with a junior high school or below have the lowest.

In terms of rational loyalty, the differential expressions of each educational level are: junior high school and below high school or technical secondary school

undergraduate and above <junior college, which means that the behavioral loyalty of employees with junior high school and below is significantly lower than those of the other three educational levels. That is to say, employees with a college degree have the highest behavioral loyalty, followed by employees with a bachelor's degree or above, and again by employees with a high school or technical secondary school degree, and employees with a junior high school degree and below have the lowest.

Finally, the p-value corresponding to the F-test statistic in the test of the difference in education level of the opportunity loyalty dimension is 0.192, which is greater than 0.05. Therefore, it is believed that there is no significant difference in the opportunity loyalty of educational background. The analysis of variance in the four loyalties of education is shown in Table 4-13(n=479).

Table 4-13 Analysis of variance in the four loyalty degrees of education

		N	Mean	Standard Deviation	F Statistics
Loyal attitude	Junior high school and below	125	-0.090	1.139	36.215 (0.00)
	High school or technical secondary school	249	-0.291	0.892	
	Junior college	97	0.810	0.550	
	Bachelor degree and above	8	0.640	0.479	
	Total	479	0	1	
Behavioral loyalty	Junior high school and below	125	-0.071	0.935	17.695 (0.00)
	High school or technical secondary school	249	-0.193	0.882	
	Junior college	97	0.467	1.140	
	Bachelor degree and above	8	1.457	0.733	
	Total	479	0	1	
Rational loyalty	Junior high school and below	125	-0.534	1.077	53.509 (0.00)
	High school or technical secondary school	249	-0.103	0.736	

	Junior college	97	0.850	0.900	
	Bachelor degree and above	8	1.242	0.447	
	Total	479	0	1	
Opportunity loyalty	Junior high school and below	125	-0.022	1.018	.192 (0.90)
	High school or technical secondary school	249	0.032	1.053	
	Junior college	97	-0.051	0.845	
	Bachelor degree and above	8	-0.045	0.899	
	Total	479	0	1	

(4) Difference in working time

If the p value corresponding to the F-test statistic under the analysis of variance is less than 0.05, it indicates that there is a significant difference in loyalty during the time of employment. Through the data in the table, we can see that attitude loyalty, behavioral loyalty, and rational loyalty are in the analysis of variance. The p-values corresponding to the F-test statistic below are all less than the significance level of 0.05, so it is believed that there are significant differences in the employment time of these three dimensions.

Because of the large number of employees, in order to facilitate statistics, the employees are divided into five levels based on their working time within six months, six months to one year, one year to three years, and three to five years, and then the analysis of variance is performed. After we analyze, we need to check. Through the analysis of the data, the test results we got are:

In terms of attitude loyalty, the expressions of differences in the working time period are: within half a year, six months to one year, three to five years < one to three years < more than five years, which means that the attitude loyalty of employees within six months of working time is significantly low. Among the employees in the other four working periods, that is to say, employees over five years have the highest attitude loyalty. The second is employees from one to three years, the third is employees from three to five years, and the fourth is half a year. One year's employees, and the last one is the hiring within six months, the lowest employees within six months.

In terms of behavioral loyalty, the differential expressions of the various periods of employment are: one year to three and a half years, six months to one year, three to five years, and more than five years, which means that the behavioral loyalty of employees from one to three years is significant. It is lower than the employees in the other four working time periods, which means that employees with more than five years of employment have the highest behavioral loyalty. The second is the employees of three to five years, the third is the employees of six months to one year, and the fourth is six months. Loyalty is the lowest among employees within one to three years.

In terms of rational loyalty, the differential expression of each in-service time period is: half a year to one year < within half a year < one year to three years, three to five years and more than five years, which represents the rational loyalty of employees for six months to one year of employment. Significantly lower than the employees in the other four working periods, that is to say, employees with more than five years of service have the highest rational loyalty. It is the employee within half a year, and the behavioral loyalty of the employee from six months to one year is the lowest.

Finally, it can be found that the p-value corresponding to the F-test statistic in the difference test on the loyalty dimension of on-the-job time is 0.549, which is greater than 0.05. Therefore, it is believed that there is no significant difference in the opportunity loyalty of on-the-job time. The analysis of variance between working time and the four loyalty dimensions is shown in Table 4-14 (n=479).

Table 4-14 Analysis of variance between employee on-service time and four loyalty dimensions

		N	Mean	Standard Deviation	F Statistics
Loyal attitude	Within half a year	103	-0.569	0.593	76.831 (0.00)
	Half a year-one year	216	-0.368	0.989	
	One year-three years	97	1.022	0.549	
	Three to five years	51	0.628	0.494	
	Over five years	12	0.571	0.502	
	Total	479	0	1	

Behavioral loyalty	Within half a year	103	-0.073	0.893	21.504 (0.00)
	Half a year-one year	216	-0.119	0.777	
	One year-three years	97	-0.298	1.273	
	Three to five years	51	0.976	0.788	
	Over five years	12	1.026	0.791	
	Total	479	0	1	
Rational loyalty	Within half a year	103	-0.028	0.679	56.957 (0.00)
	Half a year-one year	216	-0.464	0.913	
	One year-three years	97	0.233	0.919	
	Three to five years	51	1.233	0.520	
	Over five years	12	1.466	0.441	
	Total	479	0	1	
Opportunity loyalty	Within half a year	103	0.111	1.123	.549 (0.70)
	Half a year-one year	216	-0.048	1.073	
	One year-three years	97	0.034	0.678	
	Three to five years	51	-0.062	1.009	
	Over five years	12	-0.098	0.565	
	Total	479	0	1	

(5) Differences in job titles

After analyzing the data, if the p value corresponding to the F-test statistic under the analysis of variance is less than 0.05, such a value is sufficient to show that there is a significant difference in job loyalty.

From the summarized data, it can be seen that the p-values corresponding to the F-test statistics of attitude loyalty, behavioral loyalty, and rational loyalty under the analysis of variance are all less than the significance level of 0.05. Therefore, it is believed that these three loyalty dimensions are in the job position. There are significant differences. In this study, the employees' job titles are divided into four categories: general employee, store manager, manager, and chairman. Due to the difficulties in the questionnaire survey of senior leaders, the number of senior leaders tested is zero. The difference analysis results only have three types of positions. After the one-way analysis of variance, a post-test of the differences between various job positions was carried out, and the results were:

In terms of attitude loyalty, the different expressions of each job nature are: general employee < manager < store manager, which means that the general employee attitude loyalty is significantly lower than the employees of the other two types of job positions, which means that the store manager's attitude loyalty is the highest, followed by It is the manager, and the average employee is the lowest.

In terms of behavioral loyalty, the differential expression of each job position is: store manager < general employee < manager, which means that the manager's behavioral loyalty is significantly lower than the employees of the other two types of job positions, that is, the manager has the highest behavioral loyalty. The second is the general staff, and the store manager is the lowest.

In terms of rational loyalty, the differential expression of each job position is general employee < store manager < manager, which means that the general employee's rational loyalty is significantly lower than the employees of the other two types of jobs, which means that the manager's rational loyalty is the highest, followed by The store manager, and the average employee is the lowest.

The p-value corresponding to the F-test statistic in the difference test of the final job position in the dimension of opportunity loyalty is 0.219, which is greater than 0.05. Therefore, it is considered that there is no significant difference in the opportunity loyalty of job positions. The analysis of variance of job title and the four loyalty dimensions is shown in Table 4-15 (n=479).

Table 4-15 Analysis of variance of job title and the four loyalty dimensions

		N	Mean	Standard Deviation	F Statistics
Loyal attitude	Employee	335	-0.336	0.924	114.089 (0.00)
	Shop manager	95	0.990	0.542	
	Manager	49	0.584	0.465	
	Director	0	0	0	
	Total	479	0	1	
Behavioral loyalty	Employee	335	-0.118	0.837	32.731 (0.00)
	Shop manager	95	-0.115	1.298	
	Manager	49	1.029	0.758	
	Director	0	0	0	
	Total	479	0	1	
Rational loyalty	Employee	335	-0.300	0.870	89.495 (0.00)
	Shop manager	95	0.370	0.942	
	Manager	49	1.336	0.480	
	Director	0	0	0	
	Total	479	0	1	
Opportunity loyalty	Employee	335	0.011	1.073	.219 (0.91)
	Shop manager	95	0.008	0.715	
	Manager	49	-0.090	0.966	
	Director	0	0	0	
	Total	479	0	1	

(6) Differences in the nature of work

If the p-value corresponding to the F-test statistic under the analysis of variance is less than 0.05, it indicates that there are significant differences in loyalty in the nature of work. Through the analysis of the data, it can be seen that the p-values corresponding to the F-test statistics of attitude loyalty, behavioral loyalty, and rational loyalty under the analysis of variance are all less than the significance level of 0.05. It is concluded that these three dimensions are significant in the nature of work. In the study, the work nature of employees is divided into four categories: store (in the same province and city as the company), store (inter-provincial chain), management department, and marketing department. After one-way analysis of variance, the

relationship between the nature of the work The differences were studied. The analysis of variance of the nature of work and the four loyalty dimensions is shown in Figure 4-16 (n=479).

Table 4-16 Variance analysis of job nature and four loyalty dimensions

		N	Mean	Standard Deviation	F Statistics
Loyal attitude	Store (same province and city as the enterprise)	290	-0.405	0.896	54.392 (0.00)
	Stores (chain outside the province)	141	0.675	0.850	
	Management Department	32	0.409	0.666	
	Marketing department	16	0.568	0.782	
	Total	479	0	1	
Behavioral loyalty	Store (same province and city as the enterprise)	290	-0.065	0.915	15.369 (0.00)
	Stores (chain outside the province)	141	-0.150	1.034	
	Management Department	32	1.053	1.056	
	Marketing department	16	0.390	0.806	
	Total	479	0	1	
Rational loyalty	Store (same province and city as the enterprise)	290	-0.196	0.905	30.835 (0.00)
	Stores (chain outside the province)	141	0.002	1.005	
	Management	32	1.187	0.693	

	Department				
	Marketing department	16	1.163	0.693	
	Total	479	0	1	
Opportunity loyalty	Store (same province and city as the enterprise)	290	-0.016	1.073	.292 (0.91)
	Stores (chain outside the province)	141	0.059	0.845	
	Management Department	32	-0.097	1.024	
	Marketing department	16	-0.038	0.890	
	Total	479	0	1	

In terms of attitude loyalty, the different expressions of the nature of work are: store (in the province) <store (outside the province) <functional department <marketing department, which means that the attitude loyalty of employees in the store (in the province) is significantly lower than the other three categories Work-related employees, that is, employees in the marketing department have the highest attitude loyalty, followed by employees in functional departments, and then employees in stores (outside the province), while employees in stores (in the province) are the lowest.

In terms of behavioral loyalty, Stores (out-of-province chains) <stores (same province and city as the company) <marketing department <management department, which means that the behavioral loyalty of employees working in chain stores in other provinces is significantly lower than that of the other three types of employees. In general, the management department's Employees have the highest behavioral loyalty, followed by employees in the marketing department, and third in stores in the province, while employees in chain stores outside the province have the lowest loyalty.

In terms of rational loyalty, the different expressions of the nature of work are: stores in the province<chain stores outside the province<marketing department<management department, which means that employees working in stores in the province have significant employee loyalty Lower than the other three types of

employees, employees in the management department have the highest rational loyalty, the second is the marketing department, and the third is the employees working in chain stores in other provinces, and the employees working in the province are the lowest. The p value corresponding to the F test statistic in the difference test of the final job loyalty dimension in the dimension of opportunity loyalty is 0.292, which is greater than 0.05. Therefore, it is believed that there is no significant difference in the job nature of opportunity loyalty.

4.6 Regression Analysis of Loyalty and Common Factors

In order to further explore the relationship between the four latitudes of employee loyalty of Shengyuan Communication and the eight influencing factors of employee loyalty, the factors that affect employee loyalty are taken as independent variables. There are eight in total, namely, work development and enterprise Environment, development opportunities, corporate culture, learning platform, management style, generalized salary, organizational identity. Then four ways of loyalty are taken as dependent variables, namely behavioral loyalty, attitude loyalty, rational loyalty and opportunity loyalty. Next, use regression analysis on these variables to get data and determine the relationship between the dependent variable and the independent variable. In general, in the regression model, the degree of influence of the relationship between two variables can be divided into several levels: if the correlation coefficient is less than 0.4, it is expressed as a weak correlation, it shows that the degree of influence between the two connection variables is weak. If the correlation coefficient is between 0.4 and 0.6, it is moderately correlated, indicating that the degree of influence between the two connection variables is average; if the correlation coefficient is between 0.6 and 0.7, it is expressed as Relatively strong correlation indicates that the degree of influence between the two connection variables is relatively significant; if the correlation coefficient is greater than 0.7, it indicates that the two variables are strongly correlated, indicating that the degree of influence between the two connection variables is very significant.

(1) Regression analysis of attitude loyalty and various factors

A stepwise regression method is used to determine the factors affecting the dimension of attitude loyalty through data. The results of the regression analysis are shown in Table 4-17. Observing the overall fit and significance of the regression equation, the R-square value is 0.501, and the adjusted R-square value, that is, the overall goodness of fit of the regression equation is 0.496, which shows that the fitting effect of the regression equation is acceptable. Subsequently, the significance of the overall regression equation was tested. The F-test statistic was 94.957, and the

corresponding p-value was less than 0.01. It can be seen that the two link variables are correlated, and the analysis results are statistically significant. The final regression formula is attitude loyalty = (606) work development + (.362) development opportunity + (.305) generalized salary + (.109) corporate environment + (.094) organizational identity + 1.003E-013.

Table 4-17 Regression Analysis of Influencing Factors of Attitude Loyalty

Variable	Coefficient	Standard error	Standard coefficient	T statistics	P value
(Constant)	1.003E-013	.032		.000	1.000
Work development	.606	.032	.506	15.574	.000
Development opportunities	.362	.032	.362	11.157	.000
Generalized salary	.305	.032	.305	9.384	.000
Business environment	.109	.032	.109	3.354	.001
Organizational identity	.094	.032	.094	2.907	.004
$R^2=0.501$	$\bar{R}^2=0.296$	$F=94.957$		$P(F\text{-stat})=0.00$	

It can be seen that among the eight factors affecting employee loyalty, five factors enter the regression equation of attitude loyalty. In this way, we can get the influence of the five influencing factors of employee loyalty, including job development, development opportunities, generalized salary, corporate environment and organizational identity, on attitude loyalty. The correlation coefficient between work development and attitude loyalty is 0.606, indicating that work development has a strong influence on attitude loyalty. The correlation coefficients of the other four influencing factors and attitude loyalty are all less than 0.4, indicating that they have a weaker effect on attitude loyalty. The order of entry into the attitude loyalty equation is: work development, development opportunities, generalized compensation, corporate environment and organizational identity. This also illustrates the magnitude of the positive impact of the five influencing factors on attitude loyalty, and the order from large to small is: work development, development opportunities, generalized compensation, corporate environment and organizational identity. The analysis of the influence of loyalty influencing factors on attitude loyalty is as follows:

Attitude loyalty means that employees know that they have a close relationship

with the company, they also know that they have some dependence on the company, and they are willing to do their best to work for the company. And through research work development, development opportunities, and generalized compensation affect employees' investment and dependence on the company, it is found that the company's good development prospects can make employees feel that their future has more room for development and that their future is full of bright and hope. At the same time, the company clearly points out the promotion direction for employees, and provides assistance for the development of employees. In addition, through the employees' own efforts, employees can be fairly paid salaries and benefits. Any of these factors will make employees willing to invest more in the company. More time and energy to complete the work better. Therefore, it is proved that the work development factor has a positive correlation with attitude loyalty, which also satisfies research H4 and research H7. The development opportunity factor has a positive correlation with attitude loyalty, which satisfies research H6 and research H4, and the generalized compensation factor has a positive correlation with attitude loyalty, and satisfies research H2.

If you analyze it from the other side, you will find that loyalty can show the deep feelings of employees for the company. Perhaps some employees will feel it themselves, and some employees will not find it. Regardless of whether they find it on time, as long as their With an attitude of loyalty, everyone will consciously and actively contribute their talents and time to the enterprise. Because the data in the regression analysis shows that organizational identity and corporate environment will affect the emotional state of employees towards the company, which shows that employees recognize the company's products and corporate systems at the same time, if their own work capabilities are also recognized and discovered by the company, and At the same time, a harmonious relationship, a good working environment and interpersonal relationships will also affect whether employees' feelings towards the company will change. Combining data and analysis, it can be found that the organizational identity factor is positively correlated with attitude loyalty, which also satisfies Research H7, Research H3, and Research H2. There is a positive correlation between corporate environmental factors and attitude loyalty, which also satisfies research H6 and research H7.

(2) Regression analysis of behavior loyalty and various factors

Just like attitude loyalty, we use regression analysis to determine which factors have an impact on behavior loyalty. The results of regression analysis are shown in Table 4-18. Observing the overall fit and significance of the regression equation, R is known to be 0.364, and the goodness of fit is 0.356, which shows that the fitting effect

of the regression equation is acceptable. Subsequently, the significance of the overall regression equation was tested. The F-test statistic was 45.041, and the corresponding p-value was less than 0.01. It can be seen that the two link variables are correlated. The analysis results have statistical significance. The final regression formula is: behavioral loyalty = (.352) corporate culture + (.348) management style + (.228) generalized salary + (.211) work development + (.127) development opportunities + (.079) organizational identity + 1.003E-013.

Table 4-18 Regression Analysis of the Influence Factors of Behavioral Loyalty

Variable	Coefficient	Standard error	Standard coefficient	T statistics	P value
(Constant)	1.001E-013	.037		.000	1.000
Company culture	.352	.037	.352	9.586	.000
Management style	.348	.037	.348	9.480	.000
Generalized salary	.228	.037	.228	6.221	.000
Work development	.211	.037	.211	5.753	.000
Development opportunities	.127	.037	.127	3.470	.001
Organizational identity	.079	.037	.079	2.151	.032
R ² =0.364	R ² =0.356	F=45.041		P(F-stat)=0.00	

In behavior loyalty, six of the eight influencing factors have entered the regression equation of behavior loyalty. They are corporate culture, management style, generalized salary, work development, development opportunities and organizational identity. The correlation coefficients between factors and behavior loyalty are all lower than 0.4, which shows that they have a weaker influence on behavior loyalty. The order of entry into the behavioral loyalty equation is: corporate culture, management style, generalized compensation, work development, development opportunities and organizational identity. This also explains the magnitude of the positive influence of the six influencing factors on attitude loyalty. The order from largest to smallest is: corporate culture, management style, generalized salary, work development, development opportunities and organizational identity. Next, analyze the influence of various factors on behavioral loyalty. The results of the analysis are:

Behavioral loyalty is different from attitude loyalty. Behavioral loyalty is understood in a literal sense, that is to say, the loyalty shown by employees in their daily work, which means that employees are willing to put the overall interests of the company before their personal interests, which means that employees are willing to contribute to the company, but also reflects and emphasizes the extent to which employees are dedicated to the company. The three factors of corporate culture, management style and organizational identity will affect the degree of employee dedication to the company. When the core of the company's corporate culture and corporate philosophy are recognized and resonated by employees, the atmosphere in the company becomes very harmonious, a democratic management atmosphere, equal communication among employees and the ability to express their own ideas, and leaders treat employees. At the same time, they will not consider themselves to be leaders and be superior, but respect employees, and such management style and corporate cultural products will make employees have a more favorable impression of the company, enhance their enthusiasm, and let employees work. When I am more enthusiastic and willing to give up personal time, I am willing to dedicate my time and energy to the company. Therefore, the following results can be obtained: the corporate culture factor is positively correlated with behavior loyalty, which satisfies research H5, and the management style factor is positively correlated with behavior loyalty, which satisfies research H3 and research H5. Organizational identity factor and behavioral loyalty are positively correlated, satisfying research H7, research H3 and research H2.

And behavioral loyalty represents the active work of employees, and the active work of employees in developed counties can bring high-efficiency work to the enterprise, improve the company's profitability, and also generate value. In the broad sense of salary, work development, and development opportunities, three factors directly affect employees' enthusiasm for the company, and thus how much value employees can create for the company. Such influencing factors and employees' ideas represent that if the company's performance is reasonable, employees can't be fair to work more and get more. At the same time, if the work arranged by the company is a job that the employee can do, and when encountering difficulties, there will be colleagues around to help, then the employees will naturally work actively, will not have a feeling of resistance to the work, because employees believe that the work can be completed smoothly, they have sufficient capabilities, and only by realizing their own value can they create more benefits for the company. The generalized compensation factor has a positive correlation with behavioral loyalty, which satisfies research H2. The work development factor has a positive correlation with behavioral loyalty, which satisfies the research H4 and research H7. The development

opportunity factor has a positive correlation with the behavioral loyalty, and satisfies the research H6 and research H4.

(3) Regression analysis of rational loyalty and various factors

The method of regression analysis is also used to finally determine which factors have an impact on the rational loyalty dimension. The results of the regression analysis are shown in Table 4-19. Observing the overall fit and significance of the regression equation, R is known to be 0.387, and the goodness of fit is 0.380, which shows that the fitting effect of the regression equation is acceptable. Then the significance of the overall regression equation is tested. The F test statistic is 59.693, and the corresponding p value is 0. It can be seen that the overall regression equation is significant, and the corresponding p value is 0. It can be seen that the two connected variables are correlated. of. The analysis results are statistically significant. The final regression formula is: rational loyalty = (.401) corporate environment + (.376) learning platform + (.218) management style + (-.140)development opportunities + (.131) organizational identity + 1.003E-013.

Table 4-19 Regression analysis of rational loyalty and influencing factors

Variable	Coefficient	Standard error	Standard coefficient	T statistics	P value
(Constant)	1.003E-013	.036		.000	1.000
Business environment	.401	.036	.401	11.133	.000
Learning platform	.376	.036	.376	10.452	.000
Management style	.218	.036	.218	6.064	.000
Development opportunities	.140	.036	-.140	-3.899	.000
Organizational identity	.131	.036	.131	3.645	.000
R ² =0.387	R ² =0.380	F=59.693		P(F-stat)=0.00	

Among the eight factors affecting employee loyalty, five enter the regression equation of rational loyalty. The correlation coefficient between corporate environment and rational loyalty is 0.401 greater than 0.4, indicating that corporate environment has a general effect on rational loyalty. The correlation coefficients of the other four influencing factors and rational loyalty are all less than 0.4, indicating that

the corporate environment has a weaker influence on rational loyalty. The order of entry into the attitude loyalty equation is: corporate environment, learning platform, management style, development opportunity and organizational identity. The five influencing factors of corporate environment, learning platform, management style, development opportunity and organizational identity have a positive effect on rational loyalty. The order from large to small is: corporate environment, learning platform, management style, development opportunity and organizational identity. The analysis of the influence of various loyalty influencing factors on rational loyalty is as follows:

Reasonable loyalty means that employees know why they stay in the company. Employees know that it is better to stay in the company than to leave the company and go to other places to develop, because employees know that staying in the company can get what other companies will not provide. Reward or personal development opportunities. So when employees think of these things, the loyalty they show is rational loyalty. The three factors of business environment, learning platform, development opportunities and organizational identity affect employees' perception of their own material returns and personal development, which shows that when the business is in good business conditions, the development prospects are good, and the future is bright. And the company will provide employees with learning opportunities, improve their abilities and skills, and let employees have a clear career plan and promotion direction, so that employees have a solid and reliable feeling about the company, and the company will give reasonable compensation and fairness based on the actual situation. Treatment, then these factors will increase the rational loyalty of employees to the company. Corporate environmental factors have a positive correlation with rational loyalty, which satisfies research H6 and research H7. The learning platform factor has a positive correlation with rational loyalty, which satisfies research H3, research H4 and research H6. The development opportunity factor has a positive correlation with rational loyalty, which satisfies research H6 and research H4. The organizational identity factor has a positive correlation with rational loyalty, and satisfies research H7, research H3 and research H2.

The emergence of rational loyalty shows that employees prefer to abide by moral concepts that are beneficial to their own professional image or their reputation. Employees' understanding of professional ethics will be affected by the management style of the company. If the managers in the company work hard and the leaders care about their subordinates, then the employees will think that this is good professional ethics and learn from them. in other words. If the company's managers do not manage, are selfish, and use their own convenience to practice favoritism, then employees will also think that this is the professional ethics of the company, so employees will not

care about the company, will not work hard, and will not treat the company. Long-term loyalty. The management style factor has a positive correlation with rational loyalty, which satisfies research H3 and research H5.

(4) Regression analysis of opportunity loyalty and various factors

Using the method of regression analysis, we finally determine which factors affect the dimension of rational loyalty. The results of regression analysis are shown in Figure 4-20 below. Observe the overall fit and significance of the regression equation, R is 0.383, and the goodness of fit is 0.374. It can be seen that the fitting effect of the regression equation is acceptable. Then the significance of the overall regression equation is tested, F test statistics The quantity is 41.717, and the corresponding p value is less than 0.01. It can be seen that the two link variables are correlated. The analysis results have statistical significance. The final regression formula is: opportunity loyalty = (.374) work development + (-.334) development opportunity + (.194) corporate culture + (.189) corporate environment + (.157) organizational identity + (.146) Generalized Salary + (-.110) Learning Platform + 1.030E-013.

Table 4-20 Regression analysis of eight influencing factors of opportunity loyalty

Variable	Coefficient	Standard error	Standard coefficient	T statistics	P value
(Constant)	1.003E-013	.036		.000	1.000
Working environment	.374	.036	.374	10.327	.000
Development opportunities	-.334	.036	.334	-9.216	.000
Company culture	.194	.036	.194	5.371	.000
Business environment	.189	.036	.189	5.215	.000
Organizational identity	.157	.036	-.157	-4.337	.000
Generalized salary	.146	.036	.146	4.033	.000
Learning platform	-.110	.036	-.110	-3.051	.002
R ² =0.383	\bar{R}^2 =0.374	F=41.717		P(F-stat)=0.00	

After regression analysis, seven of the eight proposed factors affecting employee

loyalty entered the regression equation of opportunity loyalty. The factors that enter the regression equation are work development, corporate culture, corporate environment and organizational identity, and the correlation coefficients between generalized compensation and opportunity loyalty are all less than 0.4, indicating that these five factors have a weaker impact on opportunity loyalty. The order from largest to smallest is: work development, corporate culture, corporate environment, organizational identity and generalized salary development opportunities, the correlation coefficients of learning platform and opportunity loyalty are negative, which are -0.334 and -0.110, respectively, indicating these two factors It has a weaker negative impact on opportunity loyalty. The analysis of the influence of various loyalty influencing factors on rational loyalty is as follows:

Opportunity loyalty means that employees stay in the company not because they like the company, but because they have low academic qualifications, low technical level, or because of external environmental factors, the employment environment is not good, and they can't find suitable In addition, with good benefits and conditions such as work, and having to stay in the company, it can be seen from the data that work development, corporate culture, corporate environment, organizational identity, and generalized compensation have a positive impact on the employee's opportunity loyalty. If the employee is competent Own work, smooth work, good corporate atmosphere, fairness and democracy, good salary, and good benefits will all enhance the loyalty of employees to the company. The work development factor has a positive correlation with opportunity loyalty, which satisfies the research hypothesis 4 and research H7. The corporate culture factor has a positive correlation with the opportunity loyalty, and meets the research H5. Corporate environmental factors have a positive correlation with opportunity loyalty, which satisfies research H6 and research H7. The organizational identity factor has a positive correlation with opportunity loyalty, and satisfies research H7, research H3, and research H2. Organizational identity factor and opportunity loyalty have a positive correlation, which satisfies research H2.

Development opportunities and the provision of learning platforms have a negative effect on opportunity loyalty. This result can indicate that when companies give employees to tackle tough problems in the development of the company, improve their skills, improve their own capabilities, and have too many opportunities for promotion, and they are working When they accumulate more experience, although they increase their abilities and self-confidence, they also increase their idea of looking for jobs outside. The employees will think that their abilities are enough to work in other companies, or the employees think they can get Benefits and benefits

should be higher than it is now, so these ideas have increased the probability of employees leaving their jobs and increased the differences between employees and the company, thereby reducing the opportunities for employees to be loyal to the company. Development opportunity factor has a negative correlation with opportunity loyalty, rejects research H6 and research H4, learning platform factor has a negative correlation with opportunity loyalty, rejects research H3, research H6, and research H4.

4.7 Hypothesis Verification and Summary

After data analysis and verification, we can get the eight factors that influence the four loyalty dimensions respectively, which factors can affect different loyalty methods, and the degree of loyalty. Such data can allow managers to clearly understand the factors affecting employee loyalty, and carry out corresponding management and rules. The hypothetical verification result is shown in Table 4-21.

Table 4-21 Hypothetical verification result

H1: There is a relationship between personal characteristics and employee loyalty.	Consistent
H2: There is a positive correlation between generalized compensation and employee loyalty.	Consistent
H3: Leader characteristics are positively related to employee loyalty.	Inconsistent
H4: Training and development are positively related to employee loyalty.	Inconsistent
H5: There is a positive correlation between corporate culture and employee loyalty.	Consistent
H6: There is a positive correlation between the work environment and employee loyalty.	Inconsistent
H7: There is a positive correlation between corporate development and employee loyalty.	Consistent

The employees of Shengyuan Communication are the subjects of the survey. The questionnaire also includes three parts: personality characteristics variables, loyalty influencing factors and measurement of loyalty level. SPSS is used for analysis. Through regression analysis of the influencing factors of loyalty and employee loyalty, it is concluded that the eight influencing factors are related to the four loyalty latitudes, but the degree of correlation is strong or weak, and not all factors affect The latitude of loyalty has a positive impact. First, the corporate environment, corporate culture,

management style, generalized compensation and organizational identity have a positive correlation with employee loyalty. The correlation coefficient of work development is the largest, followed by the corporate environment, and then corporate culture. As for the characteristics of the leaders and the assumptions about the training and development of employees and the working environment, the data obtained do not support the assumptions we put forward, but are inconsistent with the assumptions put forward, and the assumptions are not established. Several other hypotheses have been verified. Supported by data, the proposed verification is consistent with the data results, and the hypothesis is true.

And through the analysis of common factors, the comprehensive scores of the four loyalty latitudes differ greatly, and the lower the value, the lower the degree of loyalty. In the method of employee loyalty of Shengyuan Communication, the scores of attitude loyalty and behavior loyalty are very high, while rational loyalty and opportunity loyalty are very low. Therefore, only employees have attitude loyalty and behavior loyalty. Only the loyalty of the source communication will become higher, and the enterprise will develop. There is also a particularly large gap in the scores of various influencing factors. It can be seen that the company's management style, the provision of learning platforms and work development contribute to the average degree of contribution to the loyalty of Shengyuan Communication's employees, while the other five factors contribute to the loyalty of Shengyuan Communication's employees. The degree is very low, and the six characteristics of the employees' personal factors are different in the four latitudes of loyalty. Except for the opportunity loyalty, there is no difference in the other three latitudes.

CHAPTER 5. CONCLUSION

Through observation and research, it is found that most companies retain employees by increasing salary, benefits, and other corporate culture to attract employees, or some companies retain employees through emotional cards, and negotiate and negotiate with employees. Communication makes employees feel unwilling to leave or feel embarrassed to leave. Most companies use this method to reduce the turnover rate of employees, but this method reduces the turnover rate of employees, but not all Employees in the company will maintain high loyalty.

The company has given its employees generous salaries, formulated a fair and reasonable salary system, reasonable and complete corporate assessment, created a good working environment and a harmonious corporate culture atmosphere, a more objective development plan for the future, and reasonable training to improve the strength of employees System and so on. Various companies are using this method to retain employees, but in fact these factors are indeed important factors that affect the loyalty of most companies.

Nothing can be absolutely equal and comprehensive. The same is true for a company with a large number of employees. On the one hand, the company cannot find the main reason for the problem, but has reformed aimlessly in many aspects. It has the opposite effect. The reform measures not only have no effect but also have a certain impact on employees. On the other hand, the various resources of enterprises are limited, especially in times of economic difficulties. If all aspects of the problem must be taken care of, it will invisibly increase the operating cost of the enterprise. Therefore, based on the theoretical basis of the two-factor theory, combined with our research on the influencing factors and articles of the employee loyalty of Shengyuan Communication, we have summarized several factors with greater correlation between the two, and put forward some suggestions.

5.1 Methods to Increase and Improve Employee Loyalty

Among the many influencing factors, all factors are taken into consideration. It is an unrealistic problem to propose a solution. Therefore, we have to compare the data to determine which factors to reform and formulate plans are the top priority and are formulating countermeasures. After the reform, employee loyalty will change greatly. So we have to analyze the relationship between loyalty influencing factors and

loyalty latitude, the data is shown in the Figure 5-1.

Through relevant data, we summarized the correlation between loyalty influencing factors and the four latitudes of loyalty, and extracted data with a correlation coefficient above 0.3. We can conclude that the correlation coefficient between corporate environment and rational loyalty is the largest, followed by learning platforms; and Opportunity loyalty is most related to work development; the greater correlation coefficient of behavioral loyalty is corporate culture and management style, and the greater correlation coefficient of attitude loyalty is work development, development opportunities and generalized compensation. Since the employees of Shengyuan Communication have the lowest opportunity loyalty, and the negative correlation coefficient between development opportunities and opportunity loyalty is very large, it is not recommended to improve and improve development opportunities. In addition, although the correlation coefficient between generalized salary and attitude loyalty is above 0.3, the attitude loyalty of Shengyuan Communication is the highest among all loyalty indexes. Therefore, reforms will be made to the two factors with the largest coefficients in attitude loyalty, and improvement measures will be taken with the largest coefficient. Two factors, besides, the company has undergone substantial reforms and salary increases. The current economic situation of the company has not been fully restored to the previous state. Blindly reforming and raising salary is not always a wise move. Therefore, in the areas proposed for improvement, the salary aspect is not considered. The overall score can be found to have the greatest room for improvement in the corporate environment, which can be used as a key factor in formulating strategies.

Through analysis, it is found that the most urgent problems for Shengyuan Communication are management style, learning platform, and corporate environment. Shengyuan Communication Company must first focus on improving corporate culture and work development to enhance employees' work enthusiasm and initiative, which can promote the improvement of the company's work efficiency. After the company's efficiency is improved, the economic environment will also improve, and employees can rely more on the company. The second is to choose factors that have a large correlation with employee loyalty, including management style, learning platform, and corporate environment to improve employee satisfaction with the company. And through variables, combined with employee personality characteristics variables to develop strategies suitable for employees in line with Shengyuan Communication.



Figure 5-1 Relationship between Loyalty Influencing Factors and Loyalty Latitude

5.2 Create a Good Corporate Environment

The greatest room for improvement in the corporate environment is among all the factors that need to be improved. Through improvement, the loyalty of employees can be improved the fastest, and it is also the key factor in all improvement factors. The content of the corporate environment includes the company's operating conditions, working conditions, and internal interpersonal relationships, and then specific recommendations will be made through these aspects.

(1) Improve the working environment and working conditions

The data shows that the loyalty of store employees is the lowest. The reason for this is simple, because the store has the worst working environment among all survey respondents, and because Shengyuan Communication has been conducting business due to the decline in operating performance and lower profits in recent years. Various reforms and layoffs have caused companies to reduce a lot of investment and concern about the working environment and working conditions of employees. Changes in the working environment have also caused employees to complain and reduce their motivation to work. Therefore, we must improve the working environment of

employees, especially those who work in the door, to improve the working environment and working conditions. This can refer to other large-scale service companies. The first point of improvement is to provide employees with a good rest system and dining environment, and to solve the problem of employees who are not punctual for long-term meals. The second point is to provide employees with convenient transportation. There are many employees, and they can provide uniform living conditions to solve their worries about food and accommodation. Numerous data show that companies that provide food and accommodation have high employee enthusiasm and loyalty.

(2) Create a harmonious relationship between employees and the aftermath

Because Shengyuan Communication is a service company with a large number of employees, many employees need a good working atmosphere. If employees can help each other and support each other, it will not only improve team cohesion and work efficiency, but also increase employee satisfaction. Degree, thereby enhancing employees' loyalty to the company. A highly cohesive team can create good value for the company and have a high degree of loyalty. In addition, the internal personnel relations of Shengyuan Communication are relatively complicated. They blindly only take care of the people and friendship of the people around them, and fail to abide by the corresponding systems. These will affect all aspects of corporate decision-making. Therefore, companies must solve the nepotism in the company and stop dragging. Gang formation to prevent affecting the stability of the enterprise.

In addition, Shengyuan Communication's many reforms, layoffs, and structural reorganization have affected the original harmonious relationship between employees, caused changes in interpersonal relationships, and seriously affected employees' loyalty to the company. Another point is that loyalty is a two-way street. Every move a company makes to its employees will directly affect its loyalty to the company. Therefore, if a company wants to lay off employees, it must do a good job of comforting resigned and current employees, and minimize negative emotions and adverse effects. Ensure scientific layoffs, convince everyone, and have fairness. And to compensate the resigned staff in accordance with the law, everyone separated happily.

(3) Co-progress and retreat between employees and the company

Since the economic environment of the world has changed, the performance of Shengyuan Communication has declined and the operating status has not been restored to the previous state. Poor operating conditions will reduce employees' feelings for the company, and will undermine employees' self-confidence and their

sense of honor. Dependence on material benefits. All these will increase the uneasiness of employees and increase the possibility of employees going to other companies to find development opportunities. This will also affect the company's employee loyalty and cost. Although it is impossible to directly implement measures to improve the company's business performance from the perspective of human resources, some strategies can be adopted to alleviate the pressure on employees caused by the decline in performance, thereby enhancing employees' commitment to the company. Confidence and satisfaction. The company's internal management can be more transparent and open, allowing employees to understand the current development of the company and the difficulties they are facing. However, employees know what kind of corporate environment they are in. Instead of covering up the problems they encounter, they blindly cover up the problems. It will lead to staff's wild thinking, suspicion and anxiety.

Companies can also refer to the practices of some companies to share the benefits of employees and share risks, but the rewards are also relatively objective. This approach will allow employees to voluntarily participate in the development of the company, advance and retreat together with the development of the company, and reduce the impact of poor management on employees. Negative impact. Increasing employee participation and allowing employees to increase their self-confidence will not only stimulate employees' enthusiasm and creativity, and bring greater profits to the company, but also help foster loyalty.

5.3 Improve Corporate Culture System

After more than 20 years of development, Shengyuan Communication has developed to a mature stage, but the corporate culture has not yet entered the mature stage. From the results of our research, we can see that employees' sense of identity and belonging to the company is very low, indicating that the construction of corporate culture is immature and ineffective. To improve the corporate culture system of Shengyuan Communication, the following measures must be taken:

(1) Strengthen the understanding of managers and establish an image

The manager of an enterprise is an important task in the enterprise, and it is also the soul of the enterprise. If the manager does not attach importance to the construction of the corporate culture and thinks that it is just unimportant things, this will definitely affect the development of the enterprise. Therefore, the understanding of corporate culture by corporate managers is conducive to the establishment and improvement of corporate culture system. And to establish one's own image in the

company and personally participate in the construction of corporate culture can not only strengthen managers' understanding of corporate culture, but also enhance the cohesion between the company and employees. As a private enterprise, the manager is the spiritual representative. Every action and decision of the manager will affect the loyalty of the employees. As long as the manager makes his own changes, the loyalty of the employees will also be changed.

(2) Innovation of corporate culture

The development of corporate culture is a process of accumulation and precipitation. In recent years, Shengyuan Communication has undergone internal structural reforms and adjustments, reorganizations, and layoffs. All kinds of situations have led to employees' distrust of the company, and there are worries and misunderstandings between the two. Therefore, the gap has gradually formed, and the contradictions and problems between employees have gradually expanded. All these problems need to be adjusted by the corporate culture. The company has a harmonious corporate culture, and everyone can understand each other and live in peace. At the same time, the development of corporate culture and the needs after development can stimulate the initiative and creativity of employees.

(3) Training corporate culture

Analyzing the reasons based on the differences in the four loyalty latitudes of the employees' in-service time and job position, it can be found that the attitude loyalty, behavioral loyalty and rational loyalty of employees who have been employed for a short period of time are low, and as an ordinary employee, loyalty is not leader The loyalty to the company is high, and the production of these factors is indeed related to the corporate culture. If the sh in the province where each new employee enters the job makes the new employee fail to integrate with the corporate values in time, it will also cause ordinary employees, especially those with relatively low academic qualifications, to be unable to thoroughly understand the corporate culture. Therefore, Shengyuan Communication must strengthen the understanding of corporate culture of ordinary employees, especially new employees, and interpret, promote and guide the abstract cultural system of corporate culture to employees in a lively manner through training and cultural activities. The thinking mode of employees is gradually integrated and unified with the related concepts of corporate culture, which promotes employees' recognition of corporate culture.

5.4 Promote the Smooth Development of Employees' Work

The smooth development of work is a very important motivating factor that

contributes the most to the loyalty of the employees of Shengyuan Communication. Work development is the only way for employees to create value for the company and realize their professional ideals. Therefore, urging employees to carry out their work smoothly can not only meet their own needs and improve their enthusiasm, but also one of the main methods to cultivate loyal employees. The sub-factors that affect the work of employees include teamwork and system processes. Based on the data and current situation, the following suggestions are made:

(1) Strengthen communication and unity between departments

Because there are too many departments in the enterprise and the structure is cumbersome, there are barriers between departments in the Shengyuan Communication Company, and there is little cooperation. Such lack of cooperation will lead to inefficient enterprise. If the management department can actively cooperate and communicate with the store and various departments, this can strengthen the construction of the entire large team and reduce or even eliminate the divisions and misunderstandings between the departments. The team is composed of multiple people, not just one person, so it is necessary to reduce the appearance of individualism, avoid the phenomenon of abandoning group interests because of personal interests, and promote the coordination and development of individual employees, departments, and the entire enterprise. It is recommended that Shengyuan Communication set up a performance appraisal to achieve team performance indicators instead of achieving independent department goals, and to strengthen cooperation between departments through institutional means.

(2) Develop a system to streamline the organizational structure

The communication structure of Shengyuan is complicated. It takes too long to apply and solve problems, the process is complicated, and the resolution is too slow, which leads to poor communication between the superior and the subordinate, and even misunderstandings and negative emotions, resulting in low efficiency. Therefore, it is recommended that Shengyuan Communications establish a streamlined organizational model to improve work efficiency and low cost. In addition, management rights can be reasonably allocated to those who trust and need them, giving employees more work autonomy and reducing complicated processes. If you want a reasonable distribution of power and the simplification of the framework, it is necessary to formulate appropriate regulations and operating procedures to make it easy for employees to understand and implement. At the same time, relevant departments must strictly implement and manage systems to achieve institutionalized management of the enterprise.

5.5 Provide a Learning Platform

It is also very important for companies to provide employees with a broad learning platform. The learning platform has an impact on rational loyalty. However, the level of rational loyalty of Shengyuan Communication employees is very low, indicating that the construction of its learning platform is not perfect. The specific solutions are as follows:

(1) Staff quality and professional ethics

The employee training of Shengyuan Communication pays attention to the skills of the employees, but does not pay attention to the training of the quality of the employees. This is a big flaw. The service industry attaches importance to the obvious qualities such as skills and business operation training, because many companies are interviewing employees. At that time, technology was emphasized, and hidden qualities other than skills were ignored, such as professional ethics and personal qualities. Most companies would not conduct training. If the employee is originally a good moral person, this will not have an impact on the company. If the basic quality of the employee is not high, there may be employees and management personnel in exchange for benefits through their own convenience. Here, Shengyuan Communication can learn from the practices of successful domestic private enterprises, conduct gratitude education and traditional virtue education to employees, cultivate the sense of gratitude for employees to return to the company, and establish a sense of responsibility, self-reliance and self-esteem.

(2) Improve employee training system

Data shows that the loyalty of employees under 25 is generally lower than that of employees of other age groups. The reason for this problem has a lot to do with the imperfect learning platform of Shengyuan Communication and the lack of emphasis on employees' learning. Most of Shengyuan Communication are employees under the age of 25. Employees in the new era prefer to pursue their own life and self-development. If the overall system of the company cannot meet the needs of employees, employees will be dissatisfied. Therefore, it is recommended to improve the employee training system in the enterprise. Through the formation of employee training system, employees can learn and realize their own value. Although Shengyuan Communication has a dedicated training department system, it cannot keep up with the changes of the times and still needs improvement in terms of personalization and innovation. And the training targets are diverse, so companies need to upgrade to provide multi-modal employee training for employees with different needs, different positions, and different skills and educational backgrounds. In terms of training content, it is necessary to synchronize with the business

environment and social development of the enterprise, and to integrate with the employees' occupations. Companies can help employees continue to grow through training, job rotation, etc., to achieve the goal of employees' self-worth and increase their loyalty.

(3) Develop relevant agreements

The provision of a learning platform will also have a little negative impact, which can easily make employees proud and complacent and have the idea of hopping. Since Shengyuan Communication provides a platform, employees of Shengyuan Communication formulate relevant agreements and management methods while training to prevent The loss of talents leads to the common development of the company and employees. Some employees will always maintain their loyalty to the company under the constraints of conditions.

5.6 Shaping a New Management Style

The management style is closely related to the behavioral loyalty of employees, but the contribution of this influencing factor to the behavioral loyalty is average, so the management style has a lot of room for improvement. The specific suggestions are as follows:

(1) Authorization to participate in management

The data shows that the loyalty of ordinary employees in the enterprise is the lowest. The reason for this problem is that the parental management style of the leader of Shengyuan Communication is also related. Everything must be personally involved, and the power is concentrated on one person, and The resolution of the matter was too slow, and the participation of the leadership prevented employees from being able to exert their enthusiasm for work. At the same time, it also created a gap between ordinary employees and managers and difficult communication. Affect employee morale. Therefore, employees should be trusted in their abilities and values, with appropriate decentralization, so that employees feel that they are an important part of the company, and can well cultivate their dedication to the company.

(2) Strengthen communication to meet demand

Analyze the reasons by combining the differences in the four latitudes of job loyalty. In the two latitudes of attitude loyalty and rational loyalty, the loyalty of ordinary employees is lower than that of employees in other positions. In addition, from the analysis of gender differences, male employees have lower loyalty than female employees. Our previous field surveys also showed that ordinary male

employees are not stable at work, and their enthusiasm needs to be improved. The main reason is that male employees are more willing to pursue their career success than female employees. When there are other opportunities that are more conducive to realizing their own life value, male employees are more likely to choose to leave than female employees.

The people-centered management style should adopt different management methods according to the needs of different employees. Some scholars mentioned that everyone has the need to be respected, recognized and self-fulfilling. If you want to increase the loyalty of these employees through this method, you must strengthen communication and meet the needs. Managers pay special attention and attention to them, strengthen communication with employees, care in life, and guide and help them at work, so that they have a clearer understanding of their job responsibilities, job competence, and career development direction, and help them more deeply Get a more objective understanding of personal development goals and directions to meet their self-realization needs.

5.7 Research Conclusions and Prospects

We chose the hot issue-employee loyalty as the main research subject, and selected the representative private enterprise Shengyuan Communication as the research object to explore its employee loyalty status and the factors that affect its employee loyalty.

The research combines the results of the questionnaire survey data analysis, based on the dual-cause incentive theory, proposes improvement strategies for the improvement of company loyalty, improves the construction and system of corporate culture, promotes the smooth development of employees' work, provides a good learning platform, and builds a good company Environment and management style. Improving corporate and employee loyalty is a matter of time. It requires the management of Shengyuan Communication to pay attention to employee loyalty management, and it also requires the participation of all employees. It requires everyone to cooperate to get the desired effect.

After finding out the data through the questionnaire survey, reliability analysis, factor analysis and regression analysis are carried out through spss. There are eight factors that affect the loyalty of employees of Shengyuan Communication and the four ways of loyalty of employees. Through regression analysis, the eight influencing factors are all connected with loyalty methods. Among them, corporate environment,

corporate culture, management style, generalized compensation and organizational identity have a positive impact on employee loyalty. Development opportunities and learning platforms have both positive and negative impacts on employee loyalty. Through the difference analysis of common personality characteristics variables such as gender, age, education background, working time, work nature, and position, the research results show that personality characteristics variables are different in attitude loyalty, behavior loyalty and rational loyalty.

Secondly, we can find that the loyalty of employees of Shengyuan Communication is classified as: attitude loyalty and behavior loyalty are relatively high, while rational loyalty and opportunity loyalty are very low. Among the influencing factors, only three factors contribute moderately, and other factors contribute low, which means that the level of employee loyalty in the enterprise is low, and the factors that affect loyalty still need to be greatly improved.

After analyzing the data, the factors with relatively high correlation coefficients of loyalty are analyzed and suggestions are made, including work development, corporate environment, corporate culture platform and management level to take improvement measures and suggestions. However, these data are the suggestions and results obtained after we only conducted a survey and analysis of one company, and did not include other representative private companies in the scope of the study. The conclusions and countermeasures we obtained through the survey and analysis of this company are not included. It is not necessarily applicable to other companies, but only applicable to Shengyuan Communication. If there is an opportunity, I hope to expand the survey scope of the sample, enrich the data and influencing factors, and dig deeper into deeper reasons, in order to further improve the relevant conclusions supplement. And our research focus is to explore the influencing factors of Shengyuan Communication's employee loyalty, and propose solutions to the current low loyalty problem of Shengyuan Communication, so that employees and the company can make progress together, and the company can form a high loyalty team. The staff team can better serve the enterprise, improve efficiency and promote enterprise development. However, what kind of help and effect this countermeasure will play to Shengyuan Communication needs further verification.

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APPENDIX

Dear friends:

Hello! This questionnaire is mainly to investigate employee loyalty and influencing factors in private enterprises. It takes about 10 minutes to complete this questionnaire. The information collected in this questionnaire will be used in the postgraduate thesis of Siam University in Thailand. The information will not be used for other purposes and will protect your information. Please fill in carefully and accurately, hoping to get your support. This questionnaire is a single-choice question, please tick “√” in the corresponding position according to the actual situation. This survey is anonymous. Thank you for your participation and help. We are very honored. Thank you!

Part I : Personal information. Please mark "√" in brackets according to your actual situation.

I 1: Gender Male () Female ()
I 2: Age: Under 25 years old () 25-30 years old () 30-45 years old () Over 35 years old ()
I 3. Education level: Junior high school and below () High school or technical secondary school () Technical secondary school () Undergraduate and above ()
I 4. Employed time: Half a year and less than half a year () Half a year to one year ()

One year to three years () Three years to five years () More than five years ()
I 5. Nature of work: Store (in the same province as the company) () Store (chain store outside the province) () Management department () Sales department ()
I 6. Job title: Employee () Store manager () Manager () Director ()

Part II: The following questions are factors that may affect the loyalty of employees to the company. Each has different meanings. 1: Totally opposed , 2: Partially opposed , 3: Don't know , 4: Partially agreed , 5: Fully agreed. Please mark "√" in brackets according to your actual situation.

II 1. The work I completed can be recognized by the leader	1 ()	2 ()	3 ()	4 ()	5 ()
II 2. I feel that the current business situation of the company is very good.	1 ()	2 ()	3 ()	4 ()	5 ()
II 3. Colleagues come back to help when encountering difficulties at work.	1 ()	2 ()	3 ()	4 ()	5 ()
II 4. The leader will reward me for my work performance.	1 ()	2 ()	3 ()	4 ()	5 ()
II 5. The company pays attention to the progress and growth of employees and provides training opportunities for employees.	1 ()	2 ()	3 ()	4 ()	5 ()
II 6. I have full confidence in the development prospects of the company	1 ()	2 ()	3 ()	4 ()	5 ()
II 7. My work can proceed very smoothly.	1	2	3	4	5

	()	()	()	()	()
II 8. I think the leader of a company is a good leader.	1 ()	2 ()	3 ()	4 ()	5 ()
II 9. I am very clear about my future promotion direction.	1 ()	2 ()	3 ()	4 ()	5 ()
II 10. I think the company's assessment system is very reasonable.	1 ()	2 ()	3 ()	4 ()	5 ()
II 11. Our company's remuneration and remuneration are better than other companies, and no one can exceed it.	1 ()	2 ()	3 ()	4 ()	5 ()
II 12. I am competent for the current job.	1 ()	2 ()	3 ()	4 ()	5 ()
II 13 Our company treats all employees equally.	1 ()	2 ()	3 ()	4 ()	5 ()
II 14. The company will often have large-scale events for everyone to participate in to enrich life.	1 ()	2 ()	3 ()	4 ()	5 ()
II 15. Our company's management method is fair and democratic.	1 ()	2 ()	3 ()	4 ()	5 ()
II 16. The company's information communication channels are smooth.	1 ()	2 ()	3 ()	4 ()	5 ()
II 17. The company made me feel warm and cared.	1 ()	2 ()	3 ()	4 ()	5 ()
II 18. My direct leadership ability is very strong.	1 ()	2 ()	3 ()	4 ()	5 ()
II 19. My team has a strong cohesion.	1 ()	2 ()	3 ()	4 ()	5 ()
II 20. My leader cares about me in work and life.	1 ()	2 ()	3 ()	4 ()	5 ()
II 21. My colleagues and I get along very happily.	1 ()	2 ()	3 ()	4 ()	5 ()
II 22. The company keeps improving my professional knowledge and skills.	1 ()	2 ()	3 ()	4 ()	5 ()

II 23. The company has a good reputation and social image.	1 ()	2 ()	3 ()	4 ()	5 ()
II 24. The company provides good products and services	1 ()	2 ()	3 ()	4 ()	5 ()

Part III: The following is a description of the company and your situation. Please mark "√" on the corresponding option according to your personal real thoughts. 1: Totally opposed , 2: Partially opposed , 3: Don't know , 4: Partially agreed , 5: Fully agreed. Please mark "√" in brackets according to your actual situation.

III 1. I have deep feelings for the company and my colleagues around me.	1 ()	2 ()	3 ()	4 ()	5 ()
III 2. I will do my best to contribute to the development of the company.	1 ()	2 ()	3 ()	4 ()	5 ()
III 3. I should be loyal and passionate to the company.	1 ()	2 ()	3 ()	4 ()	5 ()
III 4. Despite the changes in the economic environment and employment concepts, I still feel that job-hopping is not good.	1 ()	2 ()	3 ()	4 ()	5 ()
III 5. In order to help the company succeed, I am willing to make extra efforts.	1 ()	2 ()	3 ()	4 ()	5 ()
III 6. The company has a broad space suitable for my own development, which is an important reason for my stay.	1 ()	2 ()	3 ()	4 ()	5 ()
III 7. I think my talents can be fully utilized in the company.	1 ()	2 ()	3 ()	4 ()	5 ()
III 8. I got a lot of learning and training opportunities in the company.	1 ()	2 ()	3 ()	4 ()	5 ()
III 9. I am dedicated to my job.	1 ()	2 ()	3 ()	4 ()	5 ()
III 10. The current job market environment is not good, and it is difficult to change jobs with good conditions and high salaries.	1 ()	2 ()	3 ()	4 ()	5 ()

III 11. It is not easy to find a work unit that suits you in all aspects.	1 ()	2 ()	3 ()	4 ()	5 ()
III 12. If I leave the company, I will cause greater losses.	1 ()	2 ()	3 ()	4 ()	5 ()
III 13. With my education and technical level, it is difficult to find a more satisfactory job than here.	1 ()	2 ()	3 ()	4 ()	5 ()
III 14. If I leave the company now, I will lose the opportunity to get a promotion or salary increase.	1 ()	2 ()	3 ()	4 ()	5 ()

