

# The Influencing Factors and Promotion Countermeasures of the New Generation Employee Engagement in China

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**Abstract:** With the development and progress of the times, the new generation of employees gradually enter the workplace and become outstanding talents in modern enterprises. The new generation of employees have outstanding personality, strong professional ability and high education level, and are brave in innovation and eager for recognition. Compared with the old employees of the enterprise, their dedication, responsibility, professionalism and sense of honor are insufficient. Therefore, how to manage the new generation of employees well, enhance the level of engagement of the new generation of employees and mobilize the enthusiasm of the new generation of employees has practical research significance in enterprise management. There are many reasons that affect the decline of employee engagement. This paper mainly analyzes the characteristics of the new generation of employees from the aspects of enterprise factors and personal factors, and then puts forward corresponding countermeasures and suggestions according to the influencing factors of employee engagement.

**Keywords:** New Generation of Employees; Engagement; Career management, Influencing Factor; Promotion Countermeasure

## 1. Introduction

In recent years, more and more enterprise managers and scholars have paid more and more attention to the research of employee engagement. As an important part of human resources, the new generation of knowledge workers can be described as the core human resources for the whole society[1] However, combined with the current situation, some enterprises often have problems such as the lack of innovation and lack of work motivation

of the new generation of employees. Faced with this situation, more and more enterprise managers try to improve the current situation of enterprises by looking for countermeasures to enhance employee engagement, but they have not achieved the desired results. Therefore, this requires enterprise managers to make positive changes and incentive measures that are in line with their own enterprises, so that the new generation of employees can complete their tasks efficiently[2].

Combined with the specific situation of the new generation of employees, this paper scientifically analyzes and discusses the influencing factors of the new generation of employees' engagement, and puts forward improvement and promotion measures to enhance the attention of enterprise leaders to employee engagement, promote the improvement process and increase the intensity of improvement. By defining and standardizing the daily standards of enterprises, perfecting the standardized process system of related management work, and establishing and perfecting the talent training scheme, the present situation of enterprises can be further improved, so that employees and enterprises can make progress and development to a certain extent. At the same time, I hope it can provide some reference for other laggards.

## 2. Theoretical Overview

### 2.1 Employee Engagement

The word "dedication" first appeared in foreign religious beliefs at the beginning of the 20th century, which means that dedication to one's post is a manifestation of people's obedience to God and an idea. In the Book of Learning, which first appeared in an educational paper during the Warring States Period in China, there is "to treat study and work wholeheartedly and get along with the masses harmoniously and happily". The word

"dedication" here means to concentrate on learning. It can be seen that the evolution of the word dedication in China and the West has its own merits. The research on employee engagement has been systematically studied abroad since 1980s.

Engagement is a concept first put forward by Kahn in 1990. He believes that engagement is a state that individuals show in their work, which helps to improve their work performance and achieve their work goals. Dedication itself is a kind of self-restraint for employees, and they will take the initiative to do their own work. It is the combination of employees' personal and their own work roles and the degree to which they want to integrate with their work, which can be measured by indicators. According to the above definition, we can define employee engagement as the commitment and responsibility of employees in values, emotions, attitudes, knowledge and skills[3].

## 2.2 Career Management

Career management refers to the initiative, planned planning, development and management of one's career. This is a continuous process, involving personal career goal setting, career planning, career development, career change and career satisfaction. The goal of career management is to help individuals achieve career success and satisfaction, and at the same time adapt to and cope with changes and challenges in their careers. As an important part of modern human resource management, career management is an effective means for organizations to promote employees' career development, motivate and unite talents, and has been widely used in enterprise management[4].

## 2.3 Related Theories

### 2.3.1 Two-factor theory

Two-factor theory, also called incentive factor-health factor theory, was put forward by Frederick Herzberg, a famous American behavioral scientist and management scientist. It is a classic theory of human resource management and plays a very important role in mobilizing the enthusiasm of employees. This theory originated from a research conducted in Herzberg, with engineers and accountants as the main investigation objects. Through the

research, it is found that the burnout of employees is mostly related to the working environment, while the positive emotions of employees are more from the work itself. Because the "dissatisfaction factor" can eliminate the negative emotions of employees, it is called "health care factor"; The "satisfaction factor" is called "incentive factor". Two-factor theory holds that correctly distinguishing health care factors and incentive factors in incentive mechanism is helpful to realize organizational goals and promote employee growth[5].

### 2.3.2 Equity theory

Adams, an American psychologist, published a series of works on the theory of fairness in 1963, which laid the foundation of the theory of fairness and formed the theory of fairness that we are familiar with at present. This theory studies its rationality and fairness from the perspective of employee salary distribution, and further studies the relationship between fairness of salary distribution and employee's work enthusiasm and efficiency through the relationship between salary ratio and employee's work enthusiasm. The core view of fairness theory is that in an organization, members not only care about their own achievements after hard work, but also pay attention to the remuneration of other colleagues, that is, both absolute income and relative income will be paid attention to. The comparison of employees' salary mainly focuses on the horizontal and vertical dimensions[6].

### 2.3.3 Expectation theory

In 1964, Frum proposed it in the book *Work and Motivation*. Frum believes that people's motivation or incentive to take an action depends on their evaluation of the value of the result of the action and their estimation of the possibility of expected achievement of the result. In other words, the size of the incentive depends on the goal that the action can achieve, and can lead to the full expected value of a certain result multiplied by the expected probability that he thinks that the goal can be achieved and a certain result can be obtained. It can be expressed as:  $m = v \times e$ . Among them,  $m$  stands for motivation, that is, people's subjective initiative caused by internal and external factors;  $V$  stands for valence, that is, an individual's estimate of the value of something or behavior;  $E$  stands for

expectation, which refers to the possibility that the individual subjectively thinks that the expectation can be achieved. What this formula expresses is that a person's motivation is related to his estimation of the value of something and the possibility of its realization, that is, the greater a person's grasp of the goal, the higher the possibility of achieving the expectation, the stronger the subjective initiative and the greater the incentive effect[7].

#### 2.3.4 Psychological Contract Theory

The concept of psychological contract was first put forward by Argyris, which used "psychological work contract" to describe the relationship between workers and foremen. Levinson developed this concept into a concrete theory, thinking that psychological contract is an unwritten contract, which is the sum of a series of internal and unexpressed mutual expectations between organizations and employees. Since then, psychological contract has developed into two schools: broad concept and narrow concept. In short, psychological contract in a broad sense is the understanding of mutual obligations between employees and organizations in the employment relationship (from the perspective of both employers and employees); Psychological contract in a narrow sense is employees' unilateral subjective understanding of each other's responsibilities and obligations in the employment relationship (employees' unilateral perspective). To sum up, the psychological contract is based on the employment relationship between employees and organizations, and the subjective expectation and understanding beyond the labor contract comes from employees' perception of organizational culture, policies and systems, managers and other aspects, which profoundly affects employees' attitudes and behaviors towards enterprises[8].

### 3. Occupational Characteristics of New Generation Employees

#### 3.1 Definition of New Generation Employees

The "new generation employees" first came from the study of "Generation Y" in the United States. Foreign scholars believe that the new generation of employees refers to the post-80s generation who grew up with the Internet age.

In the process of research, Chinese researchers generally define the post-80s employees who have entered the workplace as new generation employees, because this group of post-80s employees grew up in the critical turning point of China's reform and opening up, not only experienced the reform of urban economic system, but also lived in the rapid development environment of Internet information technology. This new generation of employees have the opportunity to get in touch with the influence of foreign cultures during the process of receiving Chinese education[9].

#### 3.2 The General Characteristics of the New Generation

The new generation grew up in the information age. The new generation grew up in an era of highly developed digital technology. They are very skilled in the application of digital technologies such as the Internet, social media and smart phones, and can even be said to be digital natives. This makes them more convenient and comfortable for information acquisition and communication. The new generation is exposed to rich network information resources, more social voices, wider social fields and wider choices.

The new generation is open and diverse. The new generation is more open and accepts multiculturalism and pluralistic values. They are more willing to try new things, meet people with different backgrounds and cultures, and tend to pursue individuality and self-expression.

The new generation has a strong sense of autonomy. The new generation emphasizes autonomy and independent thinking. They are willing to pursue their personal interests and ideals, and seek careers and lifestyles that can realize their self-worth. At the same time, it also shows that they care too much about its own feelings and lacks collective consciousness and sense of responsibility.

The new generation pays attention to the meaning of work. Compared with the past, the new generation is more important to the meaning and values of work. They are more inclined to pursue meaningful and socially valuable jobs, rather than just pursuing economic benefits.

### 3.3 Professional Characteristics of the New Generation of Employees

First of all, the new generation of employees have a strong sense of self. The new generation will have more self-awareness and self-characteristics, courage and wisdom, active thinking, strong learning ability, strong opinions and strong creativity, and have more new ideas and new explorations for the world than the previous generation of employees. The main reason is that since the implementation of reform and opening up in China, the new generation of employees can get more educational resources, such as the opportunity of western education. In addition, with the rapid development of information technology, driven by global diversification and the "internet plus", they can easily acquire knowledge through various channels, and the amount of knowledge they have acquired has increased, and their horizons have been broadened, so they are more likely to accept new things and have stronger innovative spirit. Secondly, the new generation of employees generally lack psychological flexibility and sense of responsibility. Because most of the employees of the new generation are only children, the young people of the new generation have received more attention and attention because they have grown up since childhood, and the material conditions for their growth are richer and more cared for than those of the traditional generation. They encounter relatively few setbacks, have poor resistance to pressure, have low acceptance of abuse, and are sensitive and fragile in their own psychology.

Thirdly, the turnover rate of the new generation of employees is high. On the one hand, they want to be perfect in their work, and hope that their work can bring them a sense of accomplishment and satisfaction and realize their face needs. People can get the salary, career development and self-worth that match their education. But it happens that people are in a society where global competition is fierce and people are under more and more pressure. The new generation of employees are weakened in their sense of leadership obedience, sensitive to self-emotion and weak in their ability to resist pressure. Therefore, once the new generation of employees encounter setbacks in the process of career development, it is difficult to get out

and it is easy to recover. In the face of difficulties, the new generation of employees are lacking in self-control, trauma repair and. When they encounter difficulties or make themselves feel uncomfortable, the first thing that comes to mind is to escape from the existing environment and want to change jobs[10].

## 4. Influencing Factors of New Generation Employees' Engagement

The increasingly fierce market competition, the rapid development of enterprises in all walks of life, the greater mobility of employees, employees can not be highly dedicated to their work. There are many reasons for the decline of the new generation of employees' engagement.

### 4.1 Personal Factors

For today's new generation of employees, the basis for choosing employment is not just for salary. More, they also hope to gain a sense of security and belonging within the enterprise. Employees not only pay attention to the salary and welfare level provided by the enterprise, but also pay attention to the development opportunities provided by the enterprise, and know whether they are valued in the enterprise to meet the psychological expectations at the psychological level. However, the excessively strong self-awareness and great concern for their own feelings have led to the phenomenon that the new generation of employees are arrogant. Most employees in the enterprise lack team consciousness, and their psychological expectations are higher than their actual operating ability. If the employees given by the enterprise are dissatisfied, their enthusiasm and enthusiasm for work will decline, leading to the general turnover of employees.

### 4.2 Enterprise Factors

#### 4.2.1 Lack of training opportunities and promotion channels

Undeniably, the wages and benefits provided by enterprises are the concern of most employees. But now, salary is no longer the first concern of the new generation of employees. The future development potential and working environment of enterprises are more concerned by most employees than salary. Enterprises do not provide training

opportunities, so that employees' knowledge can not be updated and their business ability can not be improved. Without a perfect assessment and promotion mechanism, employees will have no reasonable career planning. This will make employees feel less about their own progress, have no clear direction of efforts, and cannot determine how far they will develop in the enterprise in the future. If this psychological expectation of employees is not met, it will inevitably affect the enthusiasm of employees and their loyalty to the enterprise will also decline.

4.2.2 The salary and welfare system is unreasonable

The new generation of employees pay attention to the fairness of salary, which is reflected in the fairness of salary compared with other enterprises and other employees in the enterprise. If an enterprise fails to formulate a reasonable salary structure and set a reasonable salary level, employees are easily attracted by the salary and benefits of outside enterprises and choose to quit. If the salary design of an enterprise lacks internal fairness, the distribution of work and leisure time is unbalanced, and there are unfair situations such as different amounts of labor and the same salary among employees, it is difficult to convey fairness to employees. The new generation of employees pay special attention to fairness, but the above situation will affect the enthusiasm of employees, which will inevitably lead to individual employees not wanting to work hard, thus reducing employees' loyalty to the enterprise, which will eventually affect the efficiency of the enterprise if it continues to develop.

4.2.3 Neglect to pay attention to corporate culture construction

All employees have the same values, which is an important factor to increase the cohesion and appeal of the team. Without common values, they will go their own way and affect the work efficiency of the team. For the new generation of employees with strong self-awareness and diverse ideas, failing to build values that are compatible with the team will cause the new generation's work goals to repel the team's work goals. However, due to the lack of corporate culture construction in enterprises, the values of enterprises and employees are not uniform. Enterprises don't pay much attention to the construction of

corporate culture. Without cohesion and appeal, corporate culture can't make enterprises and employees form common values, which leads to insufficient cohesion, poor employee loyalty and sense of belonging, and it will often happen that employees leave the enterprise.

## **5. Strategies to Improve the Engagement of New Generation Employees**

Enterprises should pay attention to how to stimulate the enthusiasm and enthusiasm of the new generation of employees and improve their professionalism.

### **5.1 Enterprises should Provide Training Opportunities for Employees and Provide Reasonable Promotion Channels to Plan their Career.**

First, enterprises should pay attention to systematic training for employees, including internal training, external training, seminars, research projects, etc. They can also provide employees with necessary resources, such as books, online courses and workshops, to help them acquire more knowledge and skills in autonomous learning. While making up for the shortage of employees with low business ability, employees with strong business ability can gain more business knowledge, so as to improve their self-worth and meet the psychological needs of the new generation of employees who are constantly pursuing self-improvement[4].

Second, enterprises should provide employees with promotion channels and formulate reasonable career development plans. Understand the long-term career goals of employees and determine their development intentions in the company. According to the employees' goals and the needs of the organization, make a personalized career development plan to clarify the goals that employees need to achieve in the next few years, as well as the training, skills and experience needed to achieve these goals. Provide clear promotion channels and conditions, and let employees know that they can get promotion opportunities through hard work and performance. Encourage employees to look for promotion opportunities within the organization. Pay attention to employees' needs regularly and adjust their career plans in time. For the performance of employees, the

organization should actively give recognition and encouragement. Praise their efforts and achievements in career development, which will inspire them to be more involved in achieving their career goals and improve the professionalism of the new generation of employees[11].

### **5.2 Develop a Reasonable Salary and Welfare System**

Salary is not only the basic condition of employees' work, but also reflects the recognition of employees' work value. A fair and reasonable salary and welfare system can encourage employees' work potential, improve their work enthusiasm and change their work attitude, thus bringing good economic benefits to enterprises. A fair and reasonable salary and welfare system has a particularly prominent impact on the engagement of the new generation of employees. When formulating a fair salary and welfare system, we can focus on the following three aspects. First, design different salary and welfare levels. Employees in the same position can be given different salary levels according to their work ability and performance gap, thus stimulating their work potential and enhancing their professionalism. Second, performance pay ensures fairness and stability. Employees who have outstanding work and bring huge economic benefits to enterprises should be fully affirmed, and they should be effectively reflected in performance pay to realize the principle of getting more for more work, so as to mobilize the enthusiasm and enthusiasm of employees. Thirdly, referring to the reasonable salary level set by peers, the right employees will think that their investment in their work has been reasonably recognized, thus stimulating their professionalism.

### **5.3 Strengthen the Construction of Corporate Culture**

Strengthening the construction of corporate culture is helpful to improve the cohesion of employees. Being consistent with the enterprise's values can help employees to treat their work actively and hard, and help realize the enterprise's goals. The first is to clarify values and mission. Ensure that the values and mission of the enterprise are clear and clear, and share them with employees. Let employees understand the company's core

values and integrate them into their daily work. The second is to emphasize teamwork and build a positive working environment. Encourage teamwork and mutual support, not competition and internal friction. Set cooperative goals and cultivate team spirit, so as to enhance the cooperative relationship between employees, create a positive working environment to support and motivate employees, and enhance employees' sense of belonging and loyalty to the enterprise. The third is to emphasize leadership and role model effect. The leadership of the company should be a good example, reflecting the core values of corporate culture. The leadership should improve its leadership ability, care about the physical and mental health of the new generation of employees, listen to their demands and understand their spiritual world. Encourage diversity and inclusiveness, so that every employee feels respected and treated equally.

### **6. Conclusion**

This study carefully analyzes and expounds the engagement of the new generation of employees; This paper introduces the characteristics of the new generation of employees, analyzes the influencing factors of employee engagement in detail, and finally puts forward some relevant suggestions for the problems. I hope it will help enterprises how to improve the professionalism of the new generation of employees.

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