EFFECTS OF CHANGE MANAGEMENT ON EMPLOYEE LOYALTY TO THE ORGANIZATION IN THE TECHNOLOGY AND INFORMATION INDUSTRY

LU YUJUN

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION PROGRAM IN GENERAL MANAGEMENT FACULTY OF BUSINESS ADMINISTRATION RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI ACADEMIC YEAR 2023 COPYRIGHT OF RAJAMANGALA UNIVERSITY

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Major Subject	General Management
Independent Study Advisor	Assistant Professor Teetut Tresirichod, D.B.A.
Academic Year	2023

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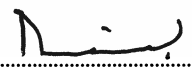
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ABSTRACT

The purpose of this study was to examine the impact of organizational management on employee loyalty during a pandemic through a case study of a company (Company A) in Shanghai, China, which provided internet information technology services as its core business.

The sample group used in this study included 324 employees from Company A. The tools used for data collection included questionnaire surveys and interviews. The statistical methods for analyzing data included frequency, percentage, mean, standard deviation, Pearson's correlation coefficient, and multiple linear regression.

The study results showed that among the eight dimensions of employee satisfaction, these six dimensions of satisfaction including satisfaction with managers, satisfaction with the job itself, satisfaction with communication, satisfaction with promotions, satisfaction with compensation, and satisfaction with colleagues, were significantly correlated with employee loyalty. In addition, this study combined the interview content to provide targeted suggestions for the existing management issues of Company A.

Keywords: employee loyalty, employee satisfaction, business management

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<div align="right">Lu Yujun</div>

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CHAPTER 1

INTRODUCTION

1.1 Problem Background and Description

With the rapid development of the information industry, the demand for talents in the industry is also expanding year by year. According to the authoritative statistics of China, China's total demand for informatization talents will be as high as 15 million to 20 million in the next few years. Take software development as an example, the demand for software talents is growing at a rate of 20% every year, and the new demand is nearly one million every year. [1] There is a huge employment gap in the IT industry, and new technologies are also emerging. Due to the continuous updating of the IT industry, professionals are in short supply at any time.

Under the new economic normal since the COVID-19, the employment pressure has gradually increased. In the context of the decrease of employers' recruitment and the increase of active/passive turnover rate, a survey conducted in 2021 among more than 30000 IT industry employees in more than 30 countries and regions around the world showed that nearly 40% of the employees in the IT industry had the impulse to leave. China's IT industry continues to maintain a high turnover rate. Generally speaking, it is normal and reasonable for the employee turnover rate to be lower than 15%. However, in recent years, the turnover rate of China's IT industry has been higher than 15%, and the turnover rate of IT industry employees has far exceeded the scope of reasonable turnover. According to public data, in the first half of 2019, China's average staff turnover rate was 7.1%, while the Internet industry in the IT industry had the highest staff turnover rate of 13.3%. It is twice the average value.

There are many reasons for the high turnover rate in the IT industry: China's IT industry has a large demand for talents, the supply and demand are unbalanced, and the talent supply is insufficient; Incomplete IT enterprise system or improper management; The career development path is not smooth; They are more focused on personal growth and have lower loyalty to the company.

The high employee turnover rate has led to the false high wage level and instability of the IT industry. Improving employee loyalty has become a major issue in

the industry, and core employees are the main competitive talents for the development of IT industry. Nicholas Collisto, vice president and chief information officer of Eli Denison, said: "Talents are the basis of all our achievements and success." The development and growth of an enterprise cannot be separated from talents, especially core talents. Therefore, cultivating employees' loyalty and making them willing to strive for the realization of the strategic objectives of the enterprise can help the enterprise to occupy an advantage in the industry competition. Improving employee loyalty can effectively reduce the turnover rate and turnover rate of employees.

The pandemic has become the driving force behind the change. Since the outbreak of the COVID-19 in 2019, the working methods of enterprises have undergone tremendous changes. In the past, most of the work was done face to face, and the epidemic made it impossible to carry out normal offline work in many cases, so more and more companies began to try the form of remote office. According to a global survey published recently by Jones Lang LaSalle, when employees choose employers, work-life balance has become their primary consideration (accounting for 59%), even exceeding the salary factor (accounting for 55%). To attract and retain more talents, managers need to adapt to the trend and make changes to the management model. The management mode before the pandemic is based on fixed office space and time arrangement, and the management rules have been standardized, but this management mode cannot perfectly match the work mode of remote office. Remote office has brought new challenges to the existing management mode.

In China, the IT industry is an emerging industry, and IT enterprises are engaged in high-tech and information technology. Employees in the IT industry are very young. Compared with employees in general enterprises, employees in the IT industry have a higher level of demand. They seek material, spiritual and status satisfaction and seek to reflect their own value in work. Employees in the IT industry are knowledge workers. They are generally self-motivated, unwilling to be bound, and like a free working environment. In addition, the IT industry has a better adaptability to remote work than the general industry.

Based on the above realistic background, this paper selects Company A in the IT industry as a research case to measure its employee satisfaction and loyalty, and

through the correlation analysis of employee satisfaction and employee loyalty, finds out the impact factors of management on Company A's employee loyalty after the pandemic.

Company A, which has 472 employees since its establishment 8 years ago, is a company mainly engaged in Internet information technology services. The business scope includes the technical development of computer software and hardware, technical consultation, technical services, advertising, marketing planning, etc. Company A has a high turnover rate and job-hopping rate, which will cause significant recruitment and training costs for new employees. This paper analyzes the factors that affect the loyalty of employees of Company A during the pandemic period through questionnaires and interviews with employees of Company A, and puts forward suggestions on changing management.

1.2 Research purposes

The overall goal of this paper is to explore the impact of post-epidemic management on IT staff loyalty from the perspective of IT industry staff.

For IT staff:

1. This study will explore how employee satisfaction in IT industry affects employee loyalty.

2. This study will investigate the impact of post-epidemic management on IT staff loyalty and its influencing factors.

3. This study will put forward management suggestions based on the impact of post-epidemic management on employee loyalty in IT industry and the influencing factors.

The research results obtained will help managers improve employee satisfaction through various management changes in the future, and then improve employee loyalty and reduce employee turnover rate through the improvement of employee satisfaction. In the new economic normal since the COVID-19, managers should grasp the new changes in management, further understand the impact of post epidemic management on IT industry employees, combine the two, find the right direction to improve employee loyalty, update the management model, and reduce talent loss.

1.3 Significance of research

1) Employee loyalty affects the production efficiency, business performance and management level of an organization. At present, the competition for talents is very fierce, and the development of an enterprise cannot be separated from talents. If an enterprise wants to occupy a competitive advantage, it must rely on and attach importance to talents. How to retain employees, let them be loyal to the enterprise to the greatest extent, and create more value for the enterprise has always been a hot issue for scholars at home and abroad. After the COVID-19, many enterprises had to open the remote office mode because of epidemic prevention. At present, the research on the impact of enterprise management on employee loyalty during the epidemic period at home and abroad, as well as the research on employee loyalty in specific industries, is still in the initial exploration stage. This paper takes an information technology enterprise (Company A) in Shanghai as a research case to investigate the employee satisfaction and employee loyalty of the company after the pandemic. Through the correlation model of employee satisfaction and employee loyalty, it summarizes the impact of post-epidemic management on employee loyalty of the company, and provides some reference for the operation and management of similar enterprises.

2) Company A is a company with Internet information technology services as its main business. Its employees are younger, with higher education and skills. Due to the higher salary level, it is easier to hire new employees for the vacant positions due to the resignation of employees. However, the resignation of employees directly increases the cost of enterprise operation and management. High employee loyalty not only allows employees to stay in the enterprise for a long time, but also allows employees to create higher performance and value for the enterprise. I hope that this study can measure the level of employee satisfaction and employee loyalty of Company A. Summarize the influence factors of management on employee loyalty after the pandemic, so that the management of Company A can take targeted improvement measures to improve the employee loyalty of the company.

1.4 Research hypothesis

Hypothesis 1: manager satisfaction has a significant impact on employee loyalty

Hypothesis 2: job satisfaction has a significant impact on employee loyalty

Hypothesis 3: Communication satisfaction has a significant impact on employee loyalty

Hypothesis 4: promotion satisfaction has a significant impact on employee loyalty

Hypothesis 5: compensation satisfaction has a significant impact on employee loyalty

Hypothesis 6: Reward satisfaction has a significant impact on employee loyalty

Hypothesis 7: Interest satisfaction has a significant impact on employee loyalty

Hypothesis 8: Colleague satisfaction has a significant impact on employee loyalty
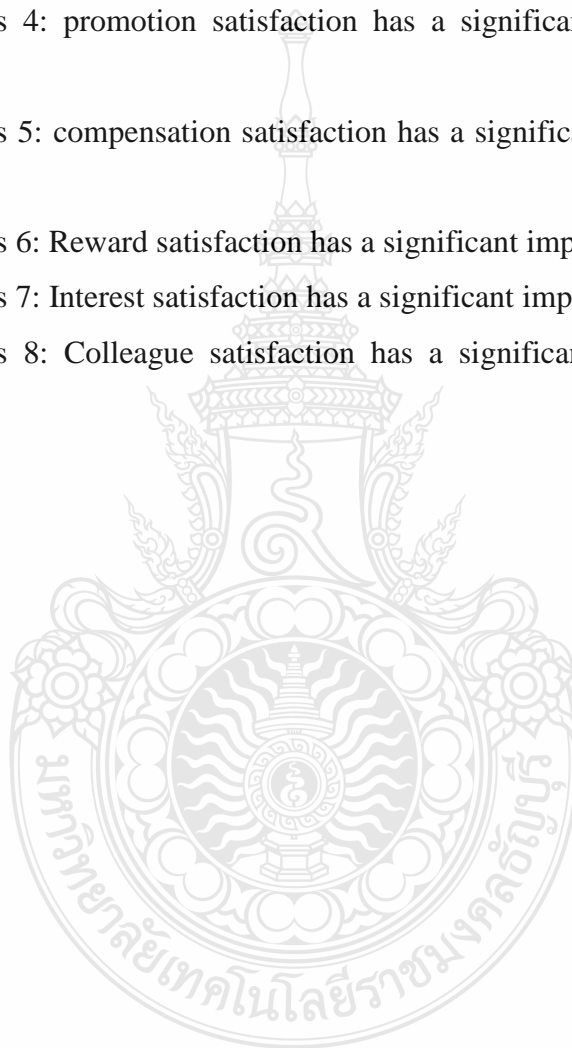
1.5 Research Framework

<div align="center">

Independent variable   **Dependent variable**

</div>

Employee Satisfaction	employee loyalty
1. Satisfaction with managers 2. Satisfaction with the work itself 3. Communication satisfaction 4. Promotion satisfaction 5. Remuneration satisfaction 6. Interest satisfaction 7. Reward satisfaction 8. Colleague satisfaction (Chen Jinfeng, 2007; Lu Jia&Shikan,2001; Spector, 1985)	1. Leave a layer for a long time 2. Work level 3. High evaluation level 4. Concern about organizational level 5. Employee sacrifice level (ChenJinfeng,2007; Mowday&Poter,1979; LingWenyi,Zhang Zhican&Fang Liluo2001）

H_1

H_1: Change management effect to employee loyalty

1.6 Definition of Terms

Employee loyalty:

Employee loyalty is the loyalty of employees to the enterprise, which is a quantitative concept. Loyalty is the organic unity of employee behavior loyalty and attitude loyalty. Behavior loyalty is the basis and premise of attitude loyalty, and attitude loyalty is the deepening and extension of behavior loyalty.

Loyalty was originally a humanistic concept. With the development of the times and economy, it was introduced into the economic field. Under the conditions of market economy, enterprises require employees to be loyal and serve their interests in order to improve organizational efficiency; Accordingly, when employees work hard, they must expect some rewards, such as obtaining material rewards and realizing

<div align="center">(14)</div>

self-worth. From the theoretical division of loyalty management, employee loyalty can be divided into active loyalty and passive loyalty. The former refers to the strong subjective desire of employees to be loyal to the enterprise. This desire is usually caused by factors such as the high coordination between the organization and employees' goals, and the organization helping employees develop and realize themselves. The latter means that employees themselves are not willing to stay in the organization for a long time. However, due to objective constraints (such as higher wages, better welfare, transportation conditions, harmonious interpersonal relationships, etc. compared with the same industry), if they do not continue to stay in the organization, once the restrictions disappear, they cannot continue to stay in the organization, and employees may no longer maintain their loyalty to the organization. In contrast, active loyalty is relatively stable. Whether employees are loyal to the organization is completely a psychological expectation, which is essentially different from what we usually call economic contracts. It is not mandatory or binding on the relationship between employees and the organization, but only effective when the requirements of both parties can be met. Active loyal and passive loyal employees are always in an interactive state in any organization. Due to the different human resources management measures in the organization, their transformation shows different characteristics. The task of the organization's human resources management department is to strive to reduce the proportion of passive loyal employees, prevent active loyal employees from turning into passive loyal employees, and thus reduce the risk of human capital management.

Employee satisfaction:

Employee satisfaction refers to the feeling state formed by an employee after comparing the perceived effect of the enterprise with his expectations, and is the employee's feeling of the degree to which his needs have been met. Employee satisfaction is a subjective value judgment of employees, a psychological perception activity of employees, and the result of comparing employees' expectations with their actual perceptions.

Employee satisfaction refers to the degree to which employees accept the actual feelings of the enterprise compared with their expectations. That is, employee satisfaction=actual feeling/expected value. Employee satisfaction, also known as

employee satisfaction, is the happiness index of an enterprise, the "barometer" of enterprise management, and a reference for team spirit.

This definition not only reflects the degree of employee satisfaction, but also reflects the actual results of the enterprise in meeting employee needs. Satisfaction is a relative concept: satisfaction beyond expectations; Basically satisfied with the expected value; Not satisfied with lower than expected. In a specific work environment, employees can determine the gap between the actual value and the expected value through their own understanding of work characteristics. Large gap, low satisfaction; On the contrary, the gap is small and the satisfaction is high.

Understanding the psychological and physiological satisfaction of employees in the face of enterprise environmental factors and making adaptive changes will help reduce employee turnover rate and improve enterprise economic performance. The reason why people feel satisfied is often because they have achieved a certain goal or their needs have been met. Satisfaction can be divided into positive and negative. Satisfaction and dissatisfaction represent two diametrically opposite directions, but they are not the ends of the same line segment. In the late 1950s, Herzberg, an American psychologist, found that people would not be dissatisfied with the policies and management, working conditions, interpersonal relationships, remuneration, etc. of the organization if they were satisfied. If they were not satisfied, they would be dissatisfied. Herzberg called it the "health care" factor; As for achievements, appreciation and responsibilities, if you wait for satisfaction, you will be satisfied. If you don't get satisfaction, you won't be satisfied, but you won't be dissatisfied. Herzberg calls it "incentive" factor. To win talents, win development and strive to build "the most satisfactory enterprise for employees" is the way to win.

Two-factor theory:

Also known as "incentive health care theory". American psychologist Herzberg proposed in 1959. He divided the relevant factors in the enterprise into two types, namely, satisfaction factors and dissatisfaction factors. Satisfaction factors refer to factors that can make people satisfied and motivated. Unsatisfactory factors refer to those that are prone to generate opinions and negative behaviors, namely health care factors. He believes that these two factors are the main factors affecting employee

performance. The contents of health factors include the company's policies and management, supervision, wages, colleague relations and working conditions. These factors are factors other than work. If these factors are satisfied, they can eliminate dissatisfaction and maintain the original work efficiency, but they cannot motivate people to behave more actively. Motivation factors are related to the work itself or work content, including achievements, appreciation, significance and challenge of the work itself, sense of responsibility, promotion, development, etc. If these factors are satisfied, they can give people great incentives. If they are not satisfied, they will not produce dissatisfaction like health factors.

CHAPTER 2
A LITERATURE REVIEW

This chapter mainly introduces the following relevant theories, research, concepts, articles and literature review:

2.1 General concepts related to loyalty.

2.2 Research on employee loyalty

2.3 Research on the general concept and relevant content of employee satisfaction

2.4 Research on the correlation between employee satisfaction and employee loyalty.

2.1 General concepts related to employee loyalty.

2.1.1 Employee loyalty and employee loyalty.

The word "loyalty" has a very long history. China had the highest moral esteem for "loyalty" thousands of years ago. Josiah Royce of the United States said in his book "The Philosophy of Loyalty" published in 1908 that

Loyalty itself cannot be judged by good or bad, but should be judged by its' principle of loyalty '." These early statements are philosophical, and are analyzed and elaborated from the perspective of human morality. The research focused on employee loyalty in business organizations began in the 1960s and 1970s, and started very late.

The definition of employee loyalty was first put forward by Becker in 1960. He believes that employee loyalty refers to the tendency to maintain "activity consistency" generated by unilateral input of organization members, which refers to all valuable things such as energy ，welfare, etc. Becker believes that the psychological phenomenon that employees have to continue to stay in the   organization due to the continuous

increase of such "unilateral investment" is employee loyalty. Becker also believes that the gain of benefits increases with time. The longer an employee works in the organization, the more difficult it is to make a decision to leave.

Mowday (1982) defined loyalty as "the relative power of personal identification with the organization's participation in the organization. However, this definition has received a lot of criticism because it confuses the tendency of individuals to work hard or stay in the organization with loyalty.

Meyer and Allen (1991) proposed a three factor model of loyalty based on empirical research. They defined organizational loyalty as a psychological state that reflects the relationship between employees and the organization, implying the decision of whether employees want to stay in the organization. The three factors of loyalty are emotional loyalty, continued loyalty, and normative loyalty.

Bob Voyles (1999) emphasized the standard of employee contribution to the enterprise, believing that employee loyalty is reflected in behavior.

The research on employee loyalty by Chinese scholars began at the beginning of this century, and most of them are in the stage of literature translation and introduction. However, some scholars have made new explanations on employee loyalty from their own research.

Ling Wenquan, Zhang Zhican, and Fang Liluo (1998，2000，2001) found that the structural model of organizational loyalty among Chinese employees includes five factors: emotional loyalty, ideal loyalty, normative loyalty, economic loyalty, and opportunity loyalty.

Zhao Ruimei and Li Guiyun (2003) believe that employee loyalty is actually an attitude towards the enterprise, and employee loyalty is an attitude and behavior that employees identify with the enterprise and do their best.

Employee loyalty is the degree of employee loyalty to the enterprise, which is a quantitative concept. Loyalty is the organic unity of employee behavior loyalty and attitude loyalty.

2.1.2 The importance of loyalty management

Excessive employee turnover will lead to the lack of a stable staff team in the organization and increase the replacement cost of the organization. In order to fill the gap of employee turnover, enterprises need to recruit and train new employees again, and at the same time, there is the risk of productivity reduction. In modern economic society, talent flow is a common phenomenon. To maintain a long-term and stable relationship between employees and organizations, we need to build a reliable and sincere employment relationship, cultivate and improve employee loyalty. Loyalty is still about efficiency and employee performance. Employee loyalty stimulates employees' subjective initiative and creativity, gives full play to their potential, and enhances the core competitiveness of enterprises.

2.2 Research on employee loyalty

2.2.1 Hierarchy of employee organizational loyalty

Josiah Royce (1855-1916) of the United States, in his book The Philosophy of Loyalty, divided "loyalty" into three different levels according to the different objects of loyalty, from low to high: loyalty to individuals, loyalty to groups, and dedication to a series of values and principles. This is the first level division of "loyalty" from a philosophical perspective.

The three-level theory of Meyer and Allen (1991) in Canada is the first to divide the organizational loyalty of employees from the perspective of combining loyalty with the behavior of employees in the enterprise. They divide the organizational loyalty of employees into emotional loyalty, continuous loyalty and normative loyalty.

Emotional loyalty: employees' emotional dependence, recognition and devotion to the organization. Employees' loyalty to the organization is not because of material interests, but because of their deep feelings for the organization.

Continued loyalty: employees understand the loss caused by leaving the organization, which is a commitment that employees have to remain in the organization in order not to lose their investment for many years.

Normative loyalty: the sense of obligation of employees to continue to stay in the organization. Employees are affected by the society and form social

responsibility, thus forming the commitment to stay in the organization.

Based on the three-level theory, Chinese scholars such as Ling Wenshuan and Zhang Zhican proposed a five-factor model of employee loyalty in Chinese enterprises: emotional loyalty, normative loyalty, ideal loyalty, economic loyalty and opportunity loyalty. And developed a set of "Chinese staff loyalty questionnaire.

2.2.2 Influencing factors of employee loyalty

Three-dimensional factors affecting employee loyalty Zhou Yayue, Yu Haishan (2003):

Personal factors of employees: personal quality; Personality traits; Professional maturity; Technology and age

Enterprise's own factors: enterprise scale and operation status; Human resources management system; Layoff and working environment

Social environment causes: credit crisis; Changes in people's ideas; Market-oriented employment mechanism

Seven key factors driving employee loyalty (Watson Wyatt, Huaxin Huiyue):

Trust the senior leadership (14%); Opportunities to develop talents (14%); Job security (11%); Competitiveness of remuneration (11%); The quality of the company's products and services (10%); Lack of relevant work pressure (7%); Honesty and integrity in business activities (7%); Others (26%)

Health factors and incentives Li Zhifeng, Wang Jurui (2004):

Li Zhifeng and Wang Jurui, referring to the motivational healthcare theory proposed by psychologist Herzberg, divided various loyalty factors into two major categories. And construct an employee loyalty matrix to analyze how two types of factors have a comprehensive impact on employee loyalty. They believe that health factors include: performance evaluation, motivation, environment, empowerment, development opportunities, etc; And there is only one motivating factor, which is corporate culture. The role of health reasons is that if these reasons are present, employees will not be disloyal, but they will not become loyal either. And motivational factors are the only core element that motivates employee loyalty

2.3 Research on the general concept and relevant content of employee satisfaction

2.3.1 Employee satisfaction

Employee satisfaction is a barometer of employees' enthusiasm and a comprehensive indicator. It is not only affected by individual factors and related work factors of employees, but also affected by the overall operating status and development prospects of the unit. Therefore, the specific indicators of employee satisfaction have become an important part of the study.

Employee satisfaction refers to the satisfaction of an individual as a professional, that is, the general attitude of the individual to the work he is engaged in. It is the cognitive evaluation of the organization members on their work characteristics, and the employees' attitude and emotional reflection on whether they are satisfied with all aspects of the work after comparing the difference between the actual value and the expected value. It is closely related to work involvement, organizational commitment, and work motivation. The important role of employee satisfaction survey in enterprise development has been recognized by more and more managers, and has become an important tool for enterprise daily management. Through continuous employee satisfaction survey, enterprises can "diagnose" the problems existing in their own management, and then systematically solve the problems, improve enterprise management, improve production efficiency, and reduce staff turnover. Therefore, scientific employee satisfaction survey is of great significance for improving the effectiveness of enterprise management.

2.3.2 Research on employee satisfaction

Some early behavioral scientists, such as F. Herzberg, put forward the famous theory of two factors (incentive factors, health factors) based on the study of human satisfaction factors, which played an important role in the development of organizational behavior. However, this study has also been questioned due to limitations in the research subjects and methods.

Locke pointed out that the constituent factors of employee satisfaction include ten factors, including work itself and compensation;

Arnold and Feldman proposed that its constituent factors include six factors, including superiors and financial rewards.

Xie Yongzhen and Zhao Jingling from the School of Management of Shandong University proposed an evaluation index system for employee satisfaction in an article titled "Establishment and Evaluation Model of Enterprise Employee Satisfaction Index System" in 2001, which includes 5 aspects and 16 factors. This division covers all aspects of employee satisfaction.

The "Employee Satisfaction Measurement Manual" compiled by Ran Bin mentions the basic knowledge of employee satisfaction measurement. Designing a reasonable and practical questionnaire is the key to ensuring the success of employee satisfaction surveys.

In 2002, Yuan Shengli from Huazhong University of Science and Technology conducted an empirical study on employee satisfaction, stating that age and company age are the individual factors most closely related to employee satisfaction. Job positions, job stress levels, employee knowledge, the degree of matching between technology and work, employees' understanding of job learning opportunities, autonomy, challenges, leadership style and colleague relationships, and social significance are the work factors closely related to employee satisfaction, The development prospects of enterprises are an important corporate factor that affects employee satisfaction.

In 2003, Chen Xi and Xie Xiaofei from Peking University analyzed recent research on employee satisfaction by domestic and foreign scholars in their book "Focusing on Employee Satisfaction". They linked work satisfaction with more humanistic factors such as organizational commitment and organizational citizenship behavior, and proposed that life satisfaction also has an intervention effect on work performance.

2.4 Research on the correlation between employee satisfaction and employee loyalty.

Frederick Reich, a famous scholar, put forward a loyalty management model based on years of consulting experience, emphasizing the importance of employee loyalty to the enterprise, and explained in the book "Loyalty Law" that loyalty is based on the mutual creation of value between employees and the company. Frederick Reich believes that satisfaction is not equal to loyalty, and true loyalty is that employees make

efforts in a long time to develop and progress together with the enterprise. Brian Schrag also put forward a similar point of view: loyalty is provided voluntarily by employees, which cannot be imposed by the enterprise. The basis is that employees have a strong sense of identity with the enterprise, have a good expectation of it, and are willing to make certain sacrifices for this expectation, but this sacrifice must achieve a win-win situation, otherwise, employee loyalty will not last long.

Chinese scholars Zhou Mingjian and Ye Wenqin established a structural equation model based on 919 valid questionnaires in "Organization's Loyalty to Employees, Employee's Job Satisfaction and Organizational Loyalty and Employee Performance". One of the results is that employee's job satisfaction has a significant impact on employee's organizational loyalty, with a correlation coefficient of 0.37. At the same time, they put forward guidance to improve employee's job satisfaction, It is not only conducive to improving employees' work performance, but also conducive to cultivating employees' sense of organizational loyalty. However, job satisfaction does not allow employees to engage in other behaviors beneficial to the organization after completing their own work.

In the article "Research on the Relationship between Internal Service Quality, Employee Satisfaction and Employee Loyalty", Xiao Qipeng found that the correlation coefficient between the two variables was positively correlated, and the P value was less than 0.01, reaching a significant level, indicating that the internal service quality and employee satisfaction There is a significant correlation between employee loyalty

At the same time, there are also some different conclusions that have significant positive correlation with employee satisfaction and loyalty. For example, Lang Fuchen and Li Zhi (2004) put forward in the "Five" Relationships of Correctly Understanding and Handling Employee Loyalty. Through investigation and research, it is found that the relationship between employee satisfaction and loyalty is not a simple positive correlation. In terms of satisfaction, the satisfaction of employees with high loyalty is not necessarily higher than that of employees with low loyalty.

In the article "Empirical Research on the Relationship between Employee Satisfaction and Loyalty", Chen Jinfeng divided employee satisfaction into nine dimensions and employee loyalty into five levels, and built a relationship model

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between employee satisfaction and employee loyalty through factor analysis and correlation analysis.

Based on the relationship model between employee satisfaction and employee loyalty built by Chen Jinfeng, this paper will carry out the relevant research on employee loyalty of Company A.

12. For the development of the enterprise, I can reduce some welfare benefits

13. When other enterprises pay more, I will not choose to change jobs

14. I am enthusiastic about participating in some communication activities organized by enterprises and teams

15.I think it was the right choice to work in this enterprise

Reliability Statistics

Cronbach's Alpha	N of Items
.743	15

Cronbach α is 0.743, indicating that the questionnaire is highly feasible

3.5 Data collection

3.5.1 Main data

The questionnaire was used as a first step tool. There are 472 employees in company A, and the researchers distributed 350 questionnaires to employees in company A, accounting for 74.1% of the total number. A total of 324 valid questionnaires were recovered, with a recovery rate of 92.6%.

In addition to the questionnaire, six employees who worked in Company A before and after the pandemic were also interviewed.

3.5.2 Auxiliary data

This study studies and establishes information and data in terms of concepts, theories, research studies, case studies, academic journals, articles, textbooks and network research related to employee satisfaction and employee loyalty.

CHAPTER 4
RESEARCH RESULTS

4.1 Research design

        The researchers used SPSS software to analyze and calculate the data and get the results.

        1. Descriptive statistics (frequency, percentage) are used to describe the general characteristics of gender, marital status, age, education background and working time of questions 1-5 in the questionnaire.

        2. Pearson correlation coefficient and multiple regression analysis (stepwise regression) were used to test the correlation between employee satisfaction and employee loyalty.

4.2 Quantitative data analysis

4.2.1 Frequency analysis of personal characteristics of employees of Company A

Table 4.1 Percentage of respondents by sex

	Frequency	Percent
Male	189	58.3
Female	135	41.7
Total	**324**	**100.00**

        The research results in Table 4.1 show that the majority of respondents are male. 189 males, accounting for 58.3%; 135 women, accounting for 41.7%

Table 4.2 Number and percentage of respondents by marital status

	Frequency	Percent
Unmarried	189	64.8
Married	135	35.2
Total	**324**	**100.00**

       The research results in Table 4.2 show that most respondents are unmarried. 210 employees were unmarried, accounting for 64.8%; 114 employees are married, accounting for 35.2%.

Table 4.3 Number and percentage of respondents by age status

	Frequency	Percent
21-25	81	25.0
26-30	126	38.9
31-35	88	27.2
Over 35 years old	29	9.0
Total	**324**	**100.00**

       The research results in Table 4.3 show that the majority of respondents are between 26 and 30 years old. 126 people aged 26-30, accounting for 38.9%; The second is 88 people aged 31-35, accounting for 27.2%; 81 people aged between 21 and 25, accounting for 25.0%; The minimum percentage of employees aged over 35 is 29, accounting for 9.0%.

Table 4.4 Number and percentage of respondents by educational background

	Frequency	Percent
Junior College	43	13.3
Undergraduate	139	42.9
Master	106	32.7
Doctor or Above	36	11.1
Total	**324**	**100.00**

The research results in Table 4.4 show that the majority of respondents have a bachelor's degree. There are 139 undergraduate employees, accounting for 42.9%; 106 employees with master's degree, accounting for 32.7%; There are 43 employees with college degree, accounting for 13.3%; There are 36 people with doctor's degree or above, accounting for 11.1%.

Table 4.5 Number and percentage of respondents by working time in the company

	Frequency	Percent
Within 1 year	34	10.5
1-3 years	127	39.2
3-5 years	78	24.1
More than 5 years	85	26.2
Total	**324**	**100.00**

The research results in Table 4.5 show that most respondents work for 1-3 years. 127 employees have worked for 1-3 years, accounting for 39.2%; There are 85 employees who have worked for more than 5 years, accounting for 26.2%; There are 78 employees who have worked for 3-5 years, accounting for 24.1%, and 34 employees who have worked for less than one year, accounting for 10.5%.

4.2.2 Description of the eight dimensions and five levels of employee satisfaction

Table 4.6 Description of eight dimensions of employee satisfaction

	N	Min	Max	Mean	SD
Manager Satisfaction	324	1	5	2.97	1.254
Job Satisfaction	324	1	5	2.94	1.205
Communication Satisfaction	324	1	5	2.99	1.256
Promotion Satisfaction	324	1	5	3.03	1.247
Pemumeration Satisfaction	324	1	5	2.98	1.199
Interest Satisfaction	324	1	5	2.96	1.237
Reward Satisfaction	324	1	5	2.99	1.258
Colleague Satisfaction	324	1	5	2.96	1.339

From Table 4.6 we can see that the employee satisfaction of Company A's eight dimensions is not very high. Compared to higher satisfaction, there is promotion satisfaction, with an average value of 3.03. Next are communication satisfaction and reward satisfaction, with an average of 2.99. The lowest is job satisfaction, with an average of 2.94. It can be seen that employees of Company A have the highest satisfaction with promotion, as well as high satisfaction with communication and rewards. At the same time, we should also note that the standard deviation of the eight dimensions of satisfaction is very large, and there is no unified level of agreement among people regarding the eight dimensions of employee satisfaction. Some people have high and some have low evaluations.

Table 4.7 Description of Five Levels of Employee Loyalty

	N	Min	Max	Mean	SD
Leave a layer for a long time	324	3	5	4.59	.645
Employee sacrifice level	324	2	5	3.06	.940
Work level	324	1	5	3.25	1.175
Concern about organizational level	324	3	5	4.95	.217
High evaluation level	324	3	5	4.89	.294

From Table 4.7 we can see that the loyalty of employees at all five levels of Company A is relatively high, with the highest being the level of concern for the organization, with an average value of 4.95. The second is the level of high evaluation, with an average value of 4.89. The lowest is the level of employee sacrifice, with an average value of 3.06. At the same time, we can note that the standard deviation at the job level and employee sacrifice level is relatively large, especially at the job level, with a standard deviation of 1.175, This indicates that employees have inconsistent evaluations of their level of sacrifice and their job responsibilities, with some having high and others having low evaluations

4.2.3 Correlation Analysis of Employee Satisfaction and Employee Loyalty

Table 4.8 Correlation Analysis of Five Levels of Employee Loyalty and Eight

Correlations		Leave a layer for a long time	Employee sacrifice level	Work level	about organizational level	High evaluation level
Satisfaction with managers	Pearson Correlation	.708**	-0.064	-0.061	-0.007	.458**
	Sig. (2-tailed)	0.000	0.252	0.272	0.901	0.000
	N	324	324	324	324	324
Satisfaction with the work itself	Pearson Correlation	.429**	.995**	.998**	.242**	.322**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	324	324	324	324	324
Communication satisfaction	Pearson Correlation	-0.098	0.071	0.075	-0.046	-.142*
	Sig. (2-tailed)	0.078	0.201	0.181	0.412	0.011
	N	324	324	324	324	324
Promotion satisfaction	Pearson Correlation	0.009	-0.006	-0.003	.249**	.245**
	Sig. (2-tailed)	0.869	0.921	0.955	0.000	0.000
	N	324	324	324	324	324
Remuneration satisfaction	Pearson Correlation	0.056	-0.007	-0.012	.271**	.167**
	Sig. (2-tailed)	0.318	0.894	0.826	0.000	0.003
	N	324	324	324	324	324
Interest satisfaction	Pearson Correlation	-0.059	-0.019	-0.011	-0.049	.142*
	Sig. (2-tailed)	0.289	0.735	0.841	0.384	0.011
	N	324	324	324	324	324
Reward satisfaction	Pearson Correlation	0.005	0.022	0.027	-0.052	.136*
	Sig. (2-tailed)	0.923	0.696	0.629	0.349	0.015
	N	324	324	324	324	324
Colleague satisfaction	Pearson Correlation	-0.062	-0.032	-0.024	-0.066	-.138*
	Sig. (2-tailed)	0.264	0.571	0.673	0.234	0.013
	N	324	324	324	324	324

Dimensions of Employee Satisfaction

From Table 4.8 From we can see that long-term retention of hierarchy is related to satisfaction with managers and job satisfaction; The level of employee sacrifice is related to job satisfaction; The job level is related to job satisfaction; There is a correlation between organizational level and job satisfaction, promotion satisfaction, and compensation satisfaction; There is a correlation between the high level of evaluation and the eight dimensions of employee satisfaction.

4.2.4 Regression Analysis of Eight Dimensions of Employee Satisfaction and Five Levels of Employee Loyalty

Table 4.9 Regression Analysis of Eight Dimensions of Employee Satisfaction and Employee Loyalty

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.448	.043		57.158	.000		
	Satisfaction with managers	.102	.005	.238	21.278	.000	.979	1.021
	Satisfaction with the work itself	.428	.005	.964	86.575	.000	.989	1.011
	Communication satisfaction	-.011	.005	-.026	-2.276	.024	.972	1.029
	Promotion satisfaction	.029	.005	.067	5.976	.000	.969	1.032
	Remuneration satisfaction	.029	.005	.065	5.784	.000	.981	1.019
	Interest satisfaction	.003	.005	.008	.679	.498	.977	1.024
	Reward satisfaction	.008	.005	.018	1.620	.106	.974	1.027
	Colleague satisfaction	-.011	.004	-.028	-2.531	.012	.987	1.013

a. Dependent Variable: Employee_loyalty

From the regression analysis results table of six dimensions of employee loyalty and employee satisfaction, the following regression equation can be found:

Employee loyalty=2.448+0.102 × Manager Satisfaction+0.428 × Job Satisfaction -0.011 ×Communication satisfaction+0.029 × Promotion satisfaction+0.029 × Compensation satisfaction -0.011 × Colleague satisfaction

Analysis results: From the P-values of manager satisfaction, job satisfaction, communication satisfaction, promotion satisfaction, compensation satisfaction, and colleague satisfaction, the P-value is less than 0.05, which has reached a significant level; From the perspective of reward satisfaction and benefit satisfaction, the P-value is greater than 0.05 and does not reach a significant level. The VIF value of all satisfaction dimensions is less than 10 and greater than 1, indicating that the multicollinearity is very low and the model is well constructed.

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Hypothesis test: According to Pearson correlation statistics

Hypothesis 1: Manager satisfaction has a significant impact on employee loyalty

Hypothesis 2: Job satisfaction has a significant impact on employee loyalty

Hypothesis 3: Communication satisfaction has a significant impact on employee loyalty

Hypothesis 4: Promotion satisfaction has a significant impact on employee loyalty

Hypothesis 5: Compensation satisfaction has a significant impact on employee loyalty

Hypothesis 6:Interest satisfaction has no significant impact on employee loyalty

Hypothesis 7: Reward satisfaction has no significant impact on employee loyalty

Hypothesis 8: Colleague satisfaction has a significant impact on employee loyalty

Table 4.10 Regression Table of 8 Dimensions between Long Term Retention and Employee Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.652	.133		19.918	.000	2.390	2.913
	Satisfaction with managers	.380	.015	.739	25.604	.000	.351	.409
	Satisfaction with the work itself	.258	.015	.482	16.787	.000	.228	.288
	Communication satisfaction	-.031	.015	-.060	-2.056	.041	-.060	-.001
	Promotion satisfaction	.029	.015	.055	1.900	.058	-.001	.058
	Remuneration satisfaction	.038	.016	.070	2.435	.015	.007	.068
	Interest satisfaction	-.001	.015	-.002	-.078	.938	-.031	.028
	Reward satisfaction	.006	.015	.012	.418	.676	-.023	.035
	Colleague satisfaction	-.024	.014	-.051	-1.761	.079	-.052	.003

a. Dependent Variable:Leave a layer for a long time

From the regression analysis results of the long-term retention level of employee loyalty and the six dimensions of employee satisfaction, the following regression equation can be found:

Long term retention level employee loyalty=2.652+0.380 × Manager Satisfaction+0.258 × Job satisfaction

Analysis results: From the P value of manager satisfaction and job satisfaction, the P value is less than 0 .05, which has reached a significant level; From the perspectives of communication satisfaction, promotion satisfaction, compensation satisfaction, and colleague satisfaction, the P-value is greater than 0.05 and does not reach a significant level.

Table 4.11 Regression Table of 8 Dimensions between Employee Sacrifice and

Employee Satisfaction.

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	Upper Bound
1	(Constant)	.783	.040		19.611	.000	.704	.861
	Satisfaction with managers	.002	.004	.002	.343	.732	-.007	.010
	Satisfaction with the work itself	.776	.005	.994	168.344	.000	.766	.785
	Communication satisfaction	.002	.004	.003	.481	.631	-.007	.011
	Promotion satisfaction	.000	.004	.000	-.041	.967	-.009	.009
	Remuneration satisfaction	.004	.005	.005	.858	.392	-.005	.013
	Interest satisfaction	-.004	.005	-.005	-.883	.378	-.013	.005
	Reward satisfaction	-.002	.004	-.003	-.537	.592	-.011	.006
	Colleague satisfaction	-.002	.004	-.003	-.495	.621	-.010	.006

a. Dependent Variable: Employee sacrifice level

From the regression analysis results of the eight dimensions of employee sacrifice and employee satisfaction in employee loyalty, the following regression equation can be found:

Employee sacrifice level employee loyalty=0.783+0.776 × Job satisfaction

Analysis results: From the P-value of job satisfaction, the P-value is less than 0.05, which has reached a significant level; From the perspectives of manager satisfaction, communication satisfaction, promotion satisfaction, compensation

satisfaction, reward satisfaction, benefit satisfaction, and colleague satisfaction, the P-value is greater than 0.05 and does not reach a significant level

Table 4.12 Regression Table of 8 Dimensions between Job Level and Employee
Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.327	.028		11.723	.000	.272	.382
	Satisfaction with managers	.006	.003	.006	1.794	.074	-.001	.012
	Satisfaction with the work itself	.974	.003	.998	302.161	.000	.967	.980
	Communication satisfaction	.006	.003	.006	1.788	.075	-.001	.012
	Promotion satisfaction	.002	.003	.002	.582	.561	-.004	.008
	Remuneration satisfaction	.001	.003	.001	.202	.840	-.006	.007
	Interest satisfaction	.002	.003	.003	.770	.442	-.004	.009
	Reward satisfaction	.001	.003	.001	.317	.752	-.005	.007
	Colleague satisfaction	.005	.003	.005	1.581	.115	-.001	.010

a. Dependent Variable: Work level

From the regression analysis results of employee loyalty at the job level and employee satisfaction in eight dimensions, the following regression equation can be found:

Employee loyalty at the job level=0.327+0.974 × Job satisfaction

Analysis results: From the P-value of job satisfaction, the P-value is less than 0.05, which has reached a significant level; From the perspectives of manager satisfaction, communication satisfaction, promotion satisfaction, compensation satisfaction, reward satisfaction, benefit satisfaction, and colleague satisfaction, the P-value is greater than 0.05 and does not reach a significant level

Table 4.13 Regression Table of 8 Dimensions between Concerned Organizations and
Employee Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.607	.078		59.040	.000	4.454	4.761
	Satisfaction with managers	.003	.009	.016	.318	.751	-.014	.020
	Satisfaction with the work itself	.045	.009	.249	4.982	.000	.027	.063
	Communication satisfaction	-.009	.009	-.049	-.978	.329	-.026	.009
	Promotion satisfaction	.049	.009	.280	5.543	.000	.031	.066
	Remuneration satisfaction	.053	.009	.294	5.848	.000	.035	.071
	Interest satisfaction	-.014	.009	-.082	-1.632	.104	-.032	.003
	Reward satisfaction	-.003	.009	-.019	-.373	.710	-.020	.014
	Colleague satisfaction	-.007	.008	-.045	-.903	.367	-.023	.009

a. Dependent Variable: Concern about organizational level

From the regression analysis results of the organizational level of employee loyalty and the eight dimensions of employee satisfaction, the following regression equation can be found:

Caring about organizational level employee loyalty=4.607+0.045 × Job satisfaction+0.049 × Promotion satisfaction 0.053 × Compensation satisfaction

Analysis results: From the P-values of job satisfaction, promotion satisfaction, and compensation satisfaction, the P-value is less than 0.05, which has reached a significant level; From the perspectives of manager satisfaction, communication satisfaction, reward satisfaction, benefit satisfaction, and colleague satisfaction, the P-value is greater than 0.05 and does not reach a significant level.

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Table 4.14 Regression Table of Eight Dimensions between High Evaluation Level and
Employee Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.872	.083		46.725	.000	3.709	4.035
	Satisfaction with managers	.118	.009	.504	12.791	.000	.100	.136
	Satisfaction with the work itself	.088	.010	.360	9.185	.000	.069	.107
	Communication satisfaction	-.023	.009	-.099	-2.491	.013	-.041	-.005
	Promotion satisfaction	.065	.009	.277	6.996	.000	.047	.084
	Remuneration satisfaction	.049	.010	.199	5.048	.000	.030	.068
	Interest satisfaction	.034	.009	.141	3.582	.000	.015	.052
	Reward satisfaction	.037	.009	.159	4.018	.000	.019	.055
	Colleague satisfaction	-.027	.009	-.124	-3.157	.002	-.044	-.010

a. Dependent Variable: High evaluation level

From the regression analysis results of the high evaluation level of employee loyalty and the eight dimensions of employee satisfaction, the following regression equation can be found:

High level employee loyalty=3.872+0.118 × Manager Satisfaction+0.088 × Job satisfaction -0.023 × Communication satisfaction+0.065 × Promotion satisfaction+0.049 × Compensation satisfaction+0.034 × Reward satisfaction+0.037 × Benefit Satisfaction -0.027 × Colleague satisfaction

Analysis results: From the P-values of manager satisfaction, job satisfaction, communication satisfaction, promotion satisfaction, compensation satisfaction, reward satisfaction, benefit satisfaction, and colleague satisfaction, the P-value is less than 0.05 and has reached a significant level.

4.3 Interview

4.3.1 Interviewee and time

The interview was conducted on March 9. The interviewees were 6 employees of Company A who worked in the company before and after the pandemic

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4.3.2 Purpose and content of the interview

4.3.2.1 Interview purpose

In order to understand the management factors that the pandemic affects employee satisfaction and loyalty of Company A, the interviewees exchanged their views on the management status of the company after the pandemic, the main reasons for employees to stay in the enterprise, the factors that affect employee loyalty, and the expectations of employees for management.

4.3.2.2 Interview content

Ms. Sun: I don't think the pandemic has a great impact on the management of our company, because almost all of our work is done by computers, and we won't be unable to work because of the COVID-19 epidemic. In terms of company management, I think the management has changed too quickly. Leaders change frequently, and some policies need to change accordingly. The work is already very tiring, and I have to cooperate with the leaders to handle these things, which not only wastes time but also interferes with the work. What I am quite satisfied with with my job is probably my salary. My salary level is still relatively high, and our company's salary system is also relatively complete. I still stay in the company because of this. If I don't feel happy at work for a long time and the working atmosphere is not good, I would probably choose to resign. For company management, I hope the management and policies can be more stable, and then there can be a clear plan for work hours, without taking up rest time.

Ms. Zhang: I work in the information department and feel that there have been no significant changes in company management since the pandemic. Due to the job responsibilities, our team's goals are consistent and we all get along very harmoniously. My leader is more humane and will not require us to work overtime unless it is a very urgent situation. I stayed at the company because the salary level was relatively high, and the work was quite enjoyable, and I felt a sense of achievement after completing each project. However, I still hope that the company can improve employee benefits.

Mr. Li: The time spent on remote work is not particularly long, and since most of our work is done using computers, there have been no significant changes

in company management. However, working hours and rest hours are easily confused. During rest hours, leaders also ask me about work matters, which do not include overtime and there is no overtime pay. Communication is more difficult than face-to-face work, but the problem is not significant. I am still staying at this job because the salary is good and I want to earn money to support my family. During the epidemic, there were layoffs everywhere and it was difficult to find jobs. I have been working here for several years and have become accustomed to this job, so I don't want to take risks. Sometimes there is a desire to change jobs because although the company has a relatively high salary and good development prospects, it is difficult for lower level employees to seek promotion. If the company's management needs to change, I hope to improve the promotion system and strictly implement it.

Mr. Shi: There hasn't been a significant change in company management, but some things have been switched to the internet, such as using nails to check in and hold online meetings. I stayed at the company because the company has good development prospects, and I am doing a job that I enjoy, with a decent salary. I think the management issue is that the KPI is a bit chaotic. The KPI itself is a bit difficult and always changes. Our assessment system has a elimination system, and the KPI requirements always change, which makes me feel a lot of pressure and reduces the pleasure of work.

Ms. Hu: There have been no significant changes in management compared to before the pandemic, and I feel that the management team is still using the old model to deal with unexpected situations. I have the idea of changing jobs, but I haven't found a satisfactory new job yet. The reason why I want to change jobs is that every time I respond to the problem, I still haven't solved the problem, I don't pay attention to our front-line employees, even though our leaders don't understand our work, they always put forward all kinds of useless opinions, and the meeting content is all formalism, which not only takes up our rest time, but also has no use at all. If the company wants to change its management, I hope to have capable leaders take charge, and then standardize work hours to avoid occupying our off duty time.

Mr. Wang: During the pandemic, there was less communication among colleagues. My team was already relatively loose, and the company rarely engaged in

team building activities. Our direct subordinates were also not organized. The reason for staying at the company is that the salary is good, and the job is also quite convenient for me. The suggestion for company management is to organize more team building activities or use other methods to enhance team cohesion, making our work atmosphere more harmonious.

4.3.3 Analysis of interview results

After sorting out and summarizing the results of employee interviews, it is found that employees of Company A have the following views on the management of the company after the pandemic:

1) Managers

The survey found that employees will be highly satisfied with leaders who practice people-oriented management; Leaders who have excellent management ability and are willing to authorize and train employees will have high loyalty to them. Some leaders have a low level of education, formalism, poor agility to work changes, and are unable to guide employees in the right direction. The team they lead has a high turnover rate and relatively poor performance.

2) Work itself

In terms of their own work, employees feel less happy. The company's policies have changed very quickly, the staff's business has been changing, the working time planning is not clear, and the work pressure is very high. The feedback of front-line employees is almost unknown. The company's employees are eliminated quickly, and their sense of security at work is low.

3) Promotion

The company has a good development prospect. The promotion of employees is mainly based on performance, but the performance appraisal system is not perfect, the promotion opportunities of low-level employees are few, the KPI is chaotic, and the responsibilities are chaotic. Many promotions are not based on employee performance.

4) Salary and welfare

The wage level is high and the welfare is low. The salary system is not perfect.

5) Communication

The team is loose, the team cooperation is not enough, and the communication is not in place. The company has few group building activities.

CHAPTER 5
SUMMARY SUGGESTIONS AND LIMITATIONS

Chapter 5 summarizes the research results and provides suggestions on how to improve employee loyalty through managing change.

5.1 Main conclusions of the study
5.1.1 Correlation analysis of employee satisfaction and employee loyalty

1) The long-term retention level of employee loyalty is significantly related to the two employee satisfaction dimensions of manager satisfaction and job satisfaction. The long-term retention level of employee loyalty is the highest level of employee loyalty and the highest level of employee loyalty. High-level loyalty has high stability and belongs to the loyalty level that enterprises need to pursue most. Therefore, the most important factors for an enterprise to improve its employees' high-level employee loyalty are: improving the working ability and quality of managers; Let employees get a sense of security and happiness from their work; Make employees feel proud of their work.

2) The employee sacrifice level and the job level of employee loyalty are significantly related to the job satisfaction dimension of employee satisfaction. The employee sacrifice level and the work level belong to the higher level of employee loyalty. In order to improve the loyalty of employees at a higher level, enterprises need to improve their satisfaction with the work itself.

3) The organizational level of employee loyalty is significantly related to the three dimensions of employee satisfaction: job satisfaction, promotion satisfaction and compensation satisfaction. Concern about the organizational level belongs to the lower level of employee loyalty. The factors to improve employee loyalty from this level include employee satisfaction with the job itself, employee satisfaction with the opportunity to improve themselves, and employee satisfaction with salary.

4) The high evaluation level of employee loyalty is significantly related to the six dimensions of employee satisfaction. A high evaluation of the organization indicates that employees have begun to accept and recognize the enterprise. The high

evaluation level belongs to the low level of employee loyalty.

The long-term retention level among the five levels of employee loyalty has the highest correlation with the satisfaction dimension of managers, which is 0.708, followed by the correlation with the satisfaction dimension of their own job, which is 0.429. The long-term retention level is the highest level of employee loyalty, so the most important factor for enterprises to improve employee loyalty is to improve the ability and quality of managers, followed by improving employees' own job satisfaction.

The correlation between employee sacrifice level and job satisfaction dimension among the five levels of employee loyalty is 0.995 and 0.998, respectively. Both employee sacrifice level and job satisfaction level are higher levels of employee loyalty, so the most important factor for enterprises to improve employee loyalty is to enable employees to obtain a sense of achievement and identification in their work.

Among the five levels of employee loyalty, the highest correlation is between the organizational level of concern and satisfaction with compensation, which is 0.271. The correlation with job satisfaction and promotion satisfaction is 0.247 and 0.249, respectively. The organizational level of concern is the higher level of employee loyalty. Therefore, an important factor for enterprises to improve employee loyalty is to allow employees to receive salaries that match their work, and to show their development prospects in the enterprise Enable employees to achieve a dual satisfaction of psychological and material needs in their work.

The high evaluation level among the five levels of employee loyalty is correlated with the eight dimensions of employee satisfaction, with the highest correlation being 0.458 for manager satisfaction. A high level of evaluation is a low level of employee loyalty, which has poor stability, but it can become the foundation of employees' high-level loyalty.

Through analysis and summary, we can find that among the eight dimensions of employee satisfaction, manager satisfaction, job satisfaction and higher level of employee loyalty are significantly related. Job satisfaction, promotion satisfaction and compensation satisfaction are significantly related to employee loyalty at the organizational level. The six dimensions of employee satisfaction are related to employee loyalty at a high evaluation level.

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Comparing this conclusion with Herzberg's two-factor theory, we can find that the research results of this paper are basically consistent with the content of the two-factor theory. The promotion satisfaction that belongs to the incentive factor is attributed to the health care factor, and is also related to the change of employees' attitude towards "seeking stability" after the pandemic, which belongs to the influence of specific environment.

High-level employee loyalty is a kind of active loyalty with high stability, which is the loyalty that enterprises need to cultivate most. Low-level employee loyalty is a non-active loyalty state with poor stability, but it can become the basis of high-level loyalty of employees. Enterprises can also use low-level employee loyalty to restrain employees and reduce costs for enterprises in the period when high-level employee loyalty has not been cultivated.

5.2 Suggestions on changing management to improve employee loyalty of Company A

5.2.1 Improve the ability and quality of managers and change the management mode.

In the past, one of the most important responsibilities of managers was supervision. After the pandemic, managers had higher requirements for their own influence, personality charm and comprehensive strength. Today, with the rapid iteration and horizontal transmission of information on the Internet, it is required that the organization operator must change from the former manager-centered to employee-centered, the management function from execution to innovation, from control to service, and from command to coaching and communication.

1. Carefully arrange the work of employees to give full play to their advantages

Systematic and prudent continuous arrangement of employees to appropriate positions has always been a prerequisite for motivating employees. Managers should fully understand the characteristics, abilities and specialties of employees, and make the best match between these characteristics and the assigned work, so as to achieve more efficient work results. It is also easy for employees to find

fun, satisfaction, sense of achievement from efficient work, and get exercise to better complete work tasks.

2. Help employees remove work barriers and provide support and guidance

In the reality of management, employees are often disturbed, making it impossible to focus on key activities, especially knowledge workers. As a manager, we should try our best to help employees remove obstacles and let them focus on key activities.

3. Let employees know the situation

Working with blindfolded eyes, not knowing why to do it, not knowing what results to make, will cause employees to have no sense of achievement. Therefore, when motivating employees, they should timely feedback information, let employees know what their work means to the company and the success of the team, and help employees see the results. They will be encouraged and motivated.

4. Ways to make knowledge employees have a sense of achievement

With the advent of the knowledge society, there are more and more knowledge workers. The source of knowledge workers' sense of achievement is different from that of traditional manual workers. Understand the different needs of knowledge workers, implement effective incentive methods, and maximize the ability of employees.

5.2.2 Improve employee loyalty through employee satisfaction with the work itself

1. Man-post matching

The matching degree of employees' actual competence, personality and other aspects with the requirements of their posts directly affects their performance and positive experience, and high matching degree has a positive predictive effect on high satisfaction. In addition, the clarity of post rights and responsibilities and post fairness also have an important impact on employee satisfaction.

2. Improve the performance management system

The results of performance appraisal are fair, and the performance appraisal is effective. It is really based on facts and aims at the process, so as to ensure

the realization of the best interests of employees. Motivate employees' initiative based on the results of performance appraisal, so as to continuously improve their work level. Employees can also be better engaged in work. In this way, employees can be more proactive in completing work tasks. At present, the pandemic has exacerbated the uncertainty of the external environment and affected the business objectives of enterprises. Many enterprises need to constantly and dynamically adjust their goals and pace to adapt to the changes in the market, which urges enterprises to develop a more agile and results-oriented performance target management mechanism.

3. Create an environment suitable for employees

A happy and comfortable working atmosphere will not only make employees more enthusiastic about their service, but also greatly improve their work efficiency. They will always maintain a good attitude, so that they can devote themselves to their work. Employees tend not to focus on immediate interests, but also pay more attention to future development and promotion opportunities. Therefore, enterprises should create a platform for employees, provide them with training and learning opportunities, and help employees develop career development paths and plans.

4. Provide jobs suitable for employees' challenges

Enterprises should make people fit for their jobs and maximize the benefits of talents. If the work provided by enterprises is too challenging, employees will feel frustrated and lose confidence in the work, which will naturally reduce their satisfaction. Therefore, challenging suitable work can not only give full play to their own level, but also not cause tiredness and disgust, so that they can pay more attention to the work and naturally improve their satisfaction.

5. Establish a harmonious relationship between colleagues

Interpersonal relationship is one of the important conditions to ensure a harmonious working atmosphere, and also one of the measurement standards of employees' job satisfaction. More attention should be paid to the interpersonal relationship of employees, creating a harmonious working atmosphere, which can improve the morale of employees, and the enterprise also has more cohesion. Only harmonious colleague relationship can bring better work performance to the enterprise.

5.2.3 Improve promotion and salary systems to enhance employee loyalty

1. Establish a transparent and fair promotion mechanism.

The company should establish a fair and transparent promotion mechanism and strictly implement it. Employees have a clear understanding of the standards and procedures for promotion. This can avoid some unfair promotion behaviors and avoid affecting the stability of the company.

2. Provide employees with opportunities for training and improvement

The company should provide employees with opportunities for training and improvement, so that they have the opportunity to enhance their own abilities. This not only promotes employees' career development, but also enhances the company's competitiveness.

3. Develop clear career development plans for employees.

The company should develop clear career development plans for employees, so that they have clear goals, clear understanding of their development direction and career prospects, and stimulate their passion for work.

4. Maintain the stability and flexibility of the salary system

The salary system is not easy to change and must maintain relative stability and continuity. But when the external environment undergoes drastic changes, the salary system cannot remain unchanged.

5.3 Limitations of the study

1) Due to the limitations of the researcher's research level, ability and the difficulty of the investigation, the analysis case of this paper is only for a company in the IT industry to carry out the investigation and research. Due to the differences in the system, management mode and other factors of each enterprise, the conclusions of the investigation and the suggestions made for the conclusions are not necessarily applicable to other enterprises. This article does not conduct in-depth research based on the personality characteristics of employees, such as gender and marital status. I hope that in the future analysis and research, we can conduct in-depth research on the impact of gender on employee loyalty and the impact of marital status on employee loyalty.

The main research object of this study is the employees in the it industry. Because of the different factors such as work conditions and employee types in different industries, the evaluation methods and results of employee loyalty and employee satisfaction are different, so whether the results of this study are applied in other industries needs to be further tested.

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