Title: Towards an understanding of Human resource management
In Furniture Company

Author: Tianxiang Yao

15 credits

Thesis

Study programme in
Bachelor of Business Administration
**Bachelor of Business Administration**

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<th>Towards an understanding of Human resource management in Furniture Company</th>
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<td><strong>Level</strong></td>
<td>Final Thesis for Bachelor of Business Administration</td>
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Abstract

Title: Towards an understand of human resource management in furniture company

Level: Final assignment for Bachelor Degree in Business Administration

Author: Tianxiang Yao

Supervisor: Agneta Sundström

Date: 2010 – May

Aim: With today’s rapid economic development, human resource is the only major success in continuing operations. In fact, my parents are engaged in furniture retail industry in south of China, Guangzhou. In the company’s daily operations, we found a lot of issues about human resource management. Employee’s demission and training, and the negative attitude become major obstacles in the way of our company’s development. Through HRM study, I want to understand what factors affect staff movement behavior and loyalty to the company, in order to deal with the staff situation in the company more efficiently.

Method: In this thesis, the case study approach was used. Case study research is suitable for explanatory, descriptive and exploratory. Our research chooses two in-depth case studies that base on the interviews with human resource managers. The information that we collect is from qualitative interviews. Through loyalty and movement theory, to identify which factors are affecting staff movement behavior and loyalty to company, as well as analyze how to solute the issue in my family company.

Result & Conclusions: After discussion and analysis, the study found: high wages is not the only way to retain employees. Money as reward can cost a lot, and it’s impersonal. Workplace, leadership style, enterprise potential, training opportunity and promotion space also can affect employee loyalty. According to Motivator-Hygiene Theory, to establish motivation system, exciting staff’s enthusiasm for the work. Let staff realize that the successes of the company are directly connected to their performances; staff have responsibility for company’s successes. This is a powerful way to keep employee motivated. For company development of long standing, organization should command constantly more new technology. Staff as the work of actors, to learn more work skills is essential. Employees and the company’s desire is the same. Companies focus on their own development, but also to enhance staff capacity. For development of the company, it should give staff more training and promotion opportunities.

Suggestions for future research: It has to note that the limitation of this study is the small number and the limited scope of interviewees.

Contribution of the thesis: In this study, I mainly find the solutions that the issues in my family company. After discussion and analysis, I am cognizant of the long-term relationship between staff and organization is important for company development.
The rewards for the employee are not just money, but also can be other. That effect and help my family firm staff management.

**Key Words:** human resource management, furniture, employee, motivation, and loyalty, train
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1. Introduction

In this section, the introduction of this thesis will be given. Further, it will present the background, the specific problem with research questions, purpose.

1.1 Background

Human Resource Management, HRM, was launched as a course in 1981 at Harvard Business School (Pinnington, et al, 2000, p.4-5). HRM refers to all the specialized activities that an organization uses to influence the behaviors of all employees (Randall, et al, 2004, p.6-7). The behavior of employees affects profitability, customer satisfaction, and a variety of other important measures of organizational effectiveness. Managing human resource management is a key strategic challenge for all companies. For the furniture industry as one of old industries today facing an increasingly global competitive situation, HRM has become a very important tool for its development. Because of facing this new situation the furniture industry should have a favorable human resource system to increase its advantage.

China has been reformed and is opening up since 1978, and today its achievements are world ranked. In 2008, China’s GDP achieved 31,404.5 billion Yuan, up 9% compared with 2007 (National Bureau of Statistics of China, http://www.stats.gov.cn/english). The furniture industry had 35 thousand manufacturers and 1.575 million employees in 2008, and the total output value increased by 17.3% with 2008 in 2009 (National Bureau of Statistics of China, http://www.stats.gov.cn/english). In such an environment, the furniture industry develops so fast and it has been important to attain sustainability in employment. Human resource managers do not want to make the mistakes to hire the wrong person for the job or find people not doing their best because these attitudes damage the companies’ interests. Managers should maintain high efficiency and encourage enthusiasm of the labor force (Dessler, 2000, p.1-2).

My parents are engaged in furniture retail industry in the south of China, Guangzhou. Our company has 20 employees, and the net profit reached 600 thousand RMB per year. Their workplace is in the town. According to the requirements of furniture for both companies and customers, the company can help companies to design different office furniture configuration and other furniture special requirements. Although the company is a retailer, not having its own furniture manufacturing plant it can comply with customer requirements. Manufacturers and my family company have a good relationship to actors in the supply and marketing chain, so we can immediately provide customers with tailor-made furniture. But there exist some problems in my family company. We always change employees because of their frequent attention to new work opportunities. The employees argue that they need more wages even though our staff wages in the locality are unusual high. In Guangzhou city, the government announced that the minimum wage was 900 RMB each month, and our employees at least have 1500 RMB. They also do normal work like other companies’ employees. Even though the company raises their wages and decrease work extension, they still feel dissatisfied. It seems that the main problem is not about wages but about other reasons within HRM area. There must be one or several reasons to make the employees feel uncomfortable, such as working environment, employee rights and so on.
Frequent employee terminations imply that new workers come to our company and they usually do not know how to perform the work in his/her position. That requires us in the company to spend time to teach them and hence, need to establish an education system for this reason.

From my family company problem, I want to analyze the situation to find solutions through the work with this thesis. Through HRM study, I want to understand what factors affect staff movement behavior, in order to deal with the staff situation in the company more efficiently. IKEA is the successful global furniture company. There are so many good cases for me to learn.

IKEA history began in 1943, the small village of Agunnaryd in Sweden, and IKEA founder Ingvar Kamprad was only 17 years old. Since then, the IKEA Group has developed into 25 countries around the world has 123,000 co-workers and annual sales of more than 21.5 billion Euros (2009) and seen as the large-scale retail enterprises. IKEA offers a wide range of beautiful and practical household items at affordable prices. The IKEA Group owns 267 malls in the world, including eight shopping centers in China. IKEA Canton store was established at October 12, 2005. This is after the IKEA in Shanghai and Beijing the third store in China. The mall covers an area of 16,000 square meters, with more than 300 employees.

My family company and IKEA Canton store in the same region, customers and employees have the same situation. It is easy for me to analysis.

1.2 Purpose
The main purpose of this thesis is to find solutions to my family company problems. Through HRM knowledge study and employee survey, the purpose is to find out the factors influencing employee loyalty and motivation.

1.3 Research questions
In light of the problems stated above, the thesis concentrates on answering the following research questions:

1) How does the company work to appoint the right employees for a position?
2) How does the company do to train new staff in accordance to handle their specific positions?
3) What can the company do to keep staff motivated to work?
4) What can the company do to increase employees’ loyalty to the company in the long run?

From survey answers, the contribution of this thesis shows the solutions of the issues. Summarize the similar and different point to know how to keep high efficiency and enthusiasm of the labor. In the research, we can find that if a company wants to keep loyal employees, it should pay more attention to every part of human resource activities. So we couldn’t ignore one of them. Every part has its own role. We will analyze it in the thesis. This thesis also tries to propose some suggestions to my family company, in order to help mine to improve. That is the overall aim.
2. Methodology
This section will present the choice of method, data collection, as well as the approach of data analysis, the structure of research and criticism of sources.

Research can be defined as the search for knowledge or any systematic investigation to establish facts. It is about asking and answering relevant questions (Hennie Boeije 2010, p.1). Qualitative research is through the discovery of problems, to understand the phenomenon of events, analysis of human behavior and views and answer questions to get insight. Quantitative research is to determine the amount of things concerning certain prescriptive of scientific research. The problem of the phenomenon is quantified, then analyzed and tested, to gain meaningful interpretations of research methods and processes (Boeije 2010, P.3-10). This paper is based on the phone call and e-mail interview. I collected data from two human resource managers’ opinions to analyze in the study. All of the data are verbal and descriptive information. Consequently, I chose a qualitative research method as my study approach.

2.1 Induction or Deduction & Qualitative or Quantitative Data Collection
Induction is that we think up the theory about our topic of interest, and then subdivide it into various specific assumptions that we can test. We gradually narrow research to address the hypothesis. This allows us to test hypotheses with specific data. In inductive reasoning, we start with specific observations and measures, and then test patterns and rules, make some primary hypothesis. This allows us to test hypotheses and generate new theory (http://www.socialresearchmethods.net/kb/dedind.php). In this part, the conditions are specific. The major thing is to find out the best solutions in the specific environment, such as the employees get high wages and have not much work to do, but they are looking for other work opportunities, I want to find out what other reasons influence them. I analyze the study in specific examples, so I choose the induction approach.

In this study, mainly collect the two human resources managers’ insight for management. All of them are presented and descriptive data do not contain numbers. So I choose qualitative data collection as data collection method.

2.2 Research Strategy
The case study is the research strategy employed in this research. Hakim (1987) notes that case studies are the most flexible of all research designs. It takes cases as its subject, which is studied by using a variety of data collection techniques and methods, which allows a more rounded, holistic study than with any other design. There are three main reasons for using case study as research strategy. Firstly, the case study is very useful in exploring and testing different theoretical insights within different contexts. Secondly, the case study aims not only to explore phenomena, but to understand them within a particular context, and it does not commence with a set of questions and notions about the limits within which the study will take place. Thirdly, the case study uses multiple methods for collecting data that may be both quantitative and qualitative. Turning to this research, it needs to examine the difference of HRM practices in two furniture companies to achieve the research objectives. Therefore, a case study approach is right for this research to get a holistic understanding of phenomena.
2.3 Data Collection

2.3.1 Research design
The research constitutes the blueprint for the collection, measurement and analysis of data. It is also the plan of investigation conceived as to obtain answers to research questions (Blumberg, 2005, p.127). Primary data collection collects the data using methods such as interviews and case studies. The important thing here is that the data I collect is unique to my research, until I publish. No one else has access to it. In here, I will make interviews with two managers who work in furniture company, using e-mail and telephone because of the distance. Interviewing is a technique that is primarily used to gain the answers that describing some external reality (e.g. facts, events) or internal experience (e.g. feelings, meanings) (David Silverman, 2005, p.154-157). This research was defined as: (show by the following table)

Table 1 Description of Research Design

<table>
<thead>
<tr>
<th>Category</th>
<th>Option in this study</th>
</tr>
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<tbody>
<tr>
<td>The method of data collection</td>
<td>Interview, communication</td>
</tr>
<tr>
<td>The topical scope of this study</td>
<td>Case study</td>
</tr>
<tr>
<td>The type of research question</td>
<td>Exploratory study</td>
</tr>
<tr>
<td>The purpose of the study</td>
<td>Descriptive</td>
</tr>
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2.3.2 Choice of organization
The organizations that I choose in this study should accord with the following requirements:
- The organization must be located in the south of China, Guangzhou
- It should be a furniture business
- The organization should have a human resource department to control its employees

In this study, there is no requirement about enterprise size and enterprise type. IKEA Guangzhou and Yongan Furniture Company are the collect study objects. IKEA furniture industry as a global success has excellent experience in human resources management. It opened the China market in 1998 and the first store in Guangzhou in 2005. Yongan Furniture Company was established in 2000 and famous in the local town. Both of them meet the requirements above.

2.3.3 Choice of interviewee
This study is from the perspective of human resource managers who are working in Furniture Company, so they should meet:
- Having been working in the furniture organization more than half a year
- Having the work experience in HRM more than three year

Finally, two human resource managers who meet these criteria were contacted, and they came from different furniture organizations. They are competent for the desire of this research; they know the overall view on this issue from human resource management.
Through telephone and e-mail interview, they share the necessary experiences and opinions on the human resource management; and could give the in-depth information and detail of investigation.

2.3.4 The structure of study process

Figure 2 Structure of the Study

2.4 Criticism of sources

Reliability is used as a measure of the consistency in social research. When the same phenomenon is repeated using the same measuring instrument this should lead to the same results, assuming that the phenomenon itself has not changed. The results should not be dependent on the timing of the project or on the researcher's choice of instrument (Bryman, 2008). Thus, according to the concept of reliability that we can copy the research in any event, the results are consistent, is assuming that we have to reduce the bias and error. In our research, we have a high level of research reliability. Firstly, the research questions are based on previous research; Secondly, the questions are open-ended, interviewees can talk about everything within the questions; Thirdly, the interviewees have common points which both of them are human resource managers and have rich experience about the research questions; fourthly, if the questions appear something wrong or unclear, I can ask them again. Further more, they can answer the question in their mother language – Chinese, so they can express their opinions fully and can avoid the pitfalls of interpretation.
On the other hand, the research uses e-mail and telephone interview. The e-mail can support a perfect record. All of them increase the research reliability.

2.5 Data analysis
Data analysis is the process of systematic search and scheduling interview transcripts, field notes and other materials that you accumulate to increase your understanding of the research questions. Analysis enables you to present what you have discovered to others. Analysis involve getting into depth of doing with data, organizing them, and classifying them into manageable units, synthesizing them, searching for patterns, to find out what is important and what is learned and decide what you will tell others (Bogdan & Biklen, 1992:153). The outcome of the report must not be confused with the analysis. The normative analysis should lie in the findings (Matthews, 2005). In this thesis, the case study approach was used. Case study research is suitable for explanatory, descriptive and exploratory research ((Blumberg, 2005, p.190). This research chooses two in-depth case studies that base on the interviews with human resource managers. The information that I collect is from qualitative interviews.

Both of them have rich experience in HRM, and unique insights. It supports to find out the issues of HRM easier. For the research questions, I presume qualitative data is better to find the reliable answers. This can better present their views. In my research, I will use the HRM of literary knowledge, through scientific analysis, concluded, and summarized, to find a better solution that the issues are existed in my family company.
3. Theory

In this section, Human Resource Management is presented and the theoretical frameworks used in this study are all given.

3.1 Definition of Human Resource Management (HRM)

Human Resource Management refers to all of the dedicated activities that an organization uses to affect the behaviors of all the people who work for it. Because the behavior of employees influences profitability, customer satisfaction, and a variety of other important measures of organizational effectiveness, managing human resource management is a key strategic challenge for all companies (Randall, et al, 2004, p.6).

HRM is about practices, including recruitment and selection, performance appraisal, pay, training and development. (Randall, et al, 2004, p.6-9).

Human resource management involves all management decisions and actions that affect the relationship between the organization and employees- its human resources. (Beer, et al, 1984, p.1)

Human resource management is a distinctive approach to employment management that seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques (Storey, 2001, P.6).

Human resource management is defined as a strategic and coherent approach to the management of an organization’s most valued assets—the people working there whom individually and collectively contribute to the achievement of its objectives (Michael A., 2006, p.3).

The following relationships and differences between HRM and personnel management are put forward:

- Personnel management is practical, utilitarian and instrumental, and mostly concerned with administration and the implementation of policies. HRM has strategic dimensions and involves the total deployment of human resources within the firm. The strategic approach to HRM involves the integration of personnel and other HRM considerations into the firm’s overall corporate planning and strategy. It is proactive, seeking constantly to discover new ways of utilizing the labour force in a more productive manner, thus giving the business a competitive edge.

- HRM is concerned with the wider implications of the management of change and not just the effects of change on working practices. It seeks to proactively encourage flexible attitudes and the acceptance of new methods.

- Personnel management is reactive and diagnostic. It responds to changes in employment law, labor market conditions, government activity and environmental influences. HRM, on the other hand, is prescriptive and concerned with strategies, the initiation of new activities and the development
of fresh ideas.

- HRM determines general policies for employment relationships within the organization. Personnel management is primarily concerned with imposing compliance with rules and procedures among employees, rather than with loyalty, commitment and empowerment.

- Personnel management has short-term perspectives; HRM has long-term perspectives, seeking to integrate all the human aspects of the organization into a coherent whole and to establish high-level employee goals.

Human resource management operates through human resource systems that bring together in a coherent way (Michael A., 2006, p.4): (See figure 3)

- HR strategies defining the direction in which HRM intends to go.
- HR policies, which are the guidelines defining how these values, principles and the strategies should be applied and implemented in specific areas of HRM.
- HR practice comprising the informal approaches used in managing people.
- HR programs, which enable HR strategies, policies and practices to be implemented according to plan.

**Figure 3 HRM activities (Michael A., 2006, p5)**

![Diagram](image3.png)

The matching model of HRM (Fombrun et al, 1982, p.47-61): (See Figure 4)
Reasonable allocation of human resources should be made to strengthen the overall function of human resources, people's ability to correspond with the position requirements. Enterprise level and types of jobs are divided. They occupy different positions at different levels of energy levels. Everyone has different levels of ability, the energy levels at different vertical positions. Staffing positions should be level corresponding to, that every person has the Level and the level and position in which the energy levels corresponding requirements.

- Selection—matching available human resources to jobs;
- Appraisal—performance management;
- Rewards—‘the reward system is one of the most under-utilized and mishandled managerial tools for driving organizational performance’; it must reward short as well as long-term achievements, bearing in mind that ‘business must perform in the present to succeed in the future’;
- Development—developing high quality employees.

**Figure 4 The human resource cycle (Furnham, 1982)**

![Diagram of the human resource cycle](image)

The “Matching Model” suggests that there is a human resource cycle (an adaptation of which is illustrated in Figure 4), which consists of four generic processes or functions that are performed in all organizations.

**3.2 The role of HRM**

A philosophy of people management is based on the belief that human resources are uniquely important in sustained business success. An organization gains competitive advantage by using its people effectively, drawing on their expertise and ingenuity to meet clearly defined objectives. HRM is aimed at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competencies (Price A., 2007).
When a firm’s human resources are strategically aligned to fulfill the firm’s goals, good human resource (HR) practices will help improve firm performance. (Becker, B. and Gerhart, B., 1996)

The purpose of HRM is to ensure that the employees of an organization, i.e. its human resource ‘…are used in such a way that the employer obtains the greatest possible benefit from their abilities and the employees obtain both material and psychological rewards from their work’ (Nadeem Moiden, 2003, p.133)

The purpose of HRM is to provide ‘…a process of analyzing an organization’s human resource needs under changing conditions and developing the activities necessary to satisfy those needs’ (Gilley and Gilley, 2007, p.70)

3.3 The recruitment and selection process
The overall aims of the recruitment and selection process are to obtain, at minimum cost, the number and quality of employees required to satisfy the human resource needs of the company. The three stages of the recruitment and selection process are (Michael A., 2006, p.409):

1. Defining—preparing job descriptions and specifications; deciding terms and conditions of employment;

2. Attracting candidates—reviewing and evaluating alternative sources of applicants, inside and outside the company, advertising, using agencies and consultants;

3. Selecting candidates—sifting applications, interviewing, testing, assessing candidates, assessment centre, offering employment, obtaining references; preparing contracts of employment.

3.4 Training system (employee development)
Traditional companies that have provided training focus commonly on the technical knowledge, skills and abilities to complete specific tasks as they relate to job responsibilities. Most organizations have an established manager of training or training department. Traditionally the training person, or department, would be consulted in the most effective way to meet a training need. These means may be (Juran, et al, 1998, p.3-4):

- On-the-job training
- Classroom training
- Self-instruction through video cassettes, programmed instruction, home study, etc.
- Visits to other companies
- Membership in professional associations
Computer-based learning


- A delineation of responsibilities for who contributes what and in what ways
- A strong and unswerving focus on the customer—internal and external
- A plan established with clear strategies and tactics for quality training
- A budget to fund the plan

A good evaluation of training for quality will help to assess the following questions (Joseph, et al, 1998, p.24):

1. Are the goals of training for quality linked to major business goals, and is the quality related training strategy driven by critical business needs?
2. Do training plans deliver the required amount of learning at the right time and in the most effective and efficient way?
3. Are training outcome (e.g., learning, retention, and application on the job to enhance organizational performance and customer satisfaction) being achieved?

3.5 Employee motivation

We typically define motivation as consisting of the drives that move us to do what we do. People are motivated to do what they believe is in their best interests. In thinking about motivation from a management perspective, it is very important to appreciate this point: You cannot motivate other people. You can only influence what they are motivated to do.

Hertzberg’s motivators and hygiene factors are commonly used to understand factors of motivation——first, the hygiene factors that switch people off if they cause negative feelings; and second, the motivators, factors that can make people feel good (Forsyth, Patrick, 2006, p.21-22).

Figure 5 Hertzberg’s motivator / hygiene key factors (Forsyth, Patrick, 2006, p.21-22)

<table>
<thead>
<tr>
<th>The dissatisfiers (or hygiene factors)</th>
<th>The satisfiers (or motivators)</th>
</tr>
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<tbody>
<tr>
<td>Company policy an administrative processes</td>
<td>Achievement</td>
</tr>
<tr>
<td>Supervision</td>
<td>Recognition</td>
</tr>
<tr>
<td>Working conditions</td>
<td>The work itself</td>
</tr>
<tr>
<td>Salary</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Relationship with peers</td>
<td>Advancement</td>
</tr>
<tr>
<td>Personal life (and the impact of work on it)</td>
<td>Growth</td>
</tr>
<tr>
<td>Status</td>
<td>———</td>
</tr>
<tr>
<td>Security</td>
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Figure 5 shows what factors will influence the employees’ hygiene and motivators.

Helping employees attend to their own motivational needs is one of the most powerful interventions. When employees rely on themselves to stay motivated, rather than on others, they are accepting self-responsibility. When they accept responsibility for themselves, they understand that they also have responsibility for their own success. Manager’s goal is to create a truly self-motivating organization—one that inspires employees to take responsibility for their own motivation (Pepitone and Bruce, 1998, p.59-71):

- Motivating people with responsibility and authority
- Let people be powerful
- Not a housekeeper, but an entrepreneur
- Sharing your power
- Redefining the manager-employee relationship
- Help employees take control of their lives
- Choice drives and affirms
- Helping employees take responsibility for their own motivation
- Encourage accountability

Do you reward and recognize employees? Well, there is always money. It’s simple. But it can cost a lot, and it’s impersonal. There are some ways to motivate the employees without money:

- **Greater autonomy.** This tells employees you trust them to make decisions that affect their work.
- **More responsibility.** Like autonomy, this tells employees you trust and respect them and want to give them chance to grow on the job.
- **Increased visibility within the organization.** This might involve sending a memo to others publicly recognizing the good work of an employee. It might also involve a member of top management praising the work of an individual. This type of recognition reinforces good work and says we appreciate what you’re doing for us.
- **An opportunity to showcase their success**—for example, speaking at a conference or presenting a case study to a management team within the organization.
3.6 Employee satisfaction

Employee satisfaction is the individual satisfaction as a professional person, that is, the individual has an effect on his attitude. Organization member to its operating characteristic is the cognitive evaluation, employees get through the more realistic values and expectations of the gap between the value obtained after the meeting whether or not all aspects of work attitudes and emotional responses. It involves the work of the degree of organizational commitment and work motivation is closely related (Saari, L. M., & Judge, T. A., 2004).

Superior-subordinate communication is an important influence on job satisfaction in the workplace, in which the way a subordinate perceives a supervisor’s behavior can positively or negatively influence job satisfaction. Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional expression (Burgoon, Buller, & Woodall, 1996). A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more willing to receive positive feedback and high job satisfaction from a subordinate whereas a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and very low job satisfaction from their subordinate’s in the workplace. Motions, mood and emotions while working are the raw materials that cumulate to form the affective element of job satisfaction (Weiss and Cropanzano, 1996). Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause.

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behavior such as organizational citizenship (Organ, D. W., & Ryan, K., 1995), absenteeism (Wegge, et al, 2007) and turnover (Saari & Judge, 2004). Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors (Mount & Johnson, 2006).

One common research finding is that job satisfaction is correlated with life satisfaction (Rain, et al, 1991). This correlation is reciprocal, meaning people who are satisfied with their lives tend to be satisfied with their jobs and people who are satisfied with their jobs tend to be satisfied with their lives. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as nonworking satisfaction and core self-evaluations are taken into account (Rode, J. C. 2004).

3.7 Employee loyalty

Employee engagement is personified by the passion and energy employees have to give of their best to the organization to serve the customer. Engagement is characterized by employees being committed to the organization, believing in what it stands for and being prepared to go above and beyond what is expected of them to deliver outstanding service to the customer. Engaged employees feel inspired by their work, they are customer focused in their approach; they care about the future of the company and are prepared to invest their own effort to see that the organization succeeds (Cook, 2008).
Engagement can be summed up by how positively the employee:

- Thinks about the organization;
- Feels about the organization;
- Is proactive in relation to achieving organizational goals for customers, colleagues and other stakeholders.

Employee loyalty can be divided into active and passive loyalty. The former refers to the subjective staff loyal to the company with the desire. This desire is often due to a high degree of organization and employee goals and now there are consistent with organizational help for employees’ self-development and self-realization factors. Passive loyalty is when the employees themselves do not wish to remain in the organization, but due to some constraints, such as high wages and welfare, transportation, etc., have to stay in the organization. Once these conditions disappear, the staff can no longer feel organizational loyalty (Cook, 2008).

The basic elements of enterprise employees, their enthusiasm on behalf of corporate morale, awareness of their work reflected in the subtle strength of enterprises. What impacts employee loyalty (Pepitone and Bruce, 1998):

1. Wages and benefits systems
Salaries and benefits in the eyes of employees affect their loyalty is one of the important factors. "Money is not the most important, but no doubt a very important", whether corporate or professional loyalty, loyalty is established on the basis of material, good pay system to ensure the basic material needs of the employees, will have good professional loyalty, corporate loyalty.

2. Enterprise human resource management system
Human resource management is compulsory for each company one of the important courses, how to send staff to the right on the job, motivate employees, training and study staff, will be affected to some extent, staff loyalty. In the development of the unscientific, resulting in unfair business, become a mere formality, which often occurs. Negative phenomena that affect the performance of their staff, or even result in employees slack, complain more, rumors filled the air, to lose morale.

3. Training opportunities and promotion of space
Needless to say, most of the workers are eager to better the basis of existing development, to enhance their work and skills to better realize their value. If fewer training opportunities and promotion of small space, that will be easy to lose passion for the work. If the company can provide well-designed and effective training and promotion channel, make sure employees always feel there is room for development in the enterprise, and thus are willing to stay in business and actively contribute to the development of enterprises, so as to effectively enhance the promotion of loyalty.

4. Leadership charisma
Business leaders with personal charisma and loyalty to the company will largely affect employee loyalty. Survey found, 100% of the staff are willing to in this under the command of charismatic leadership, led by active and hard working.
5. Enterprise potential
Maslow's hierarchy of needs theory suggests that people need to meet after the low-level. It is no longer a motivating force. The basic material needs staff to meet the future. They will pay more attention to their developmental needs met. Therefore, its particular value emphasizes on the development of enterprises, and eager to do with the common development of enterprises to achieve win-win situation.

Figure 6 Maslow’s hierarchy of needs (Maslow, 1943)

3.8 Retaining top employees
Excellent staff should have: First, high loyalty, company loyalty by recognizing the company's values, to share weal and woe, and common development; second, right attitude, initiative, and study to make improvements, work hard and willing to do, know that they are doing, those things that do and should not do, great development potential; Third, professional ability, can work independently, with skill, and can continue to improve (McKeown, 2002).

The roles of great employees (Cook, 2008, p.31-32):

- Greater productivity;
- Increased passion for and commitment to the organization’s vision, strategy and goals;
• A high-energy working environment;
• A greater sense of team;
• Higher levels of creativity and innovation;
• A greater sense of loyalty to the organization;
• Employees being better brand ambassadors;
• Attractive reputation;
• Improved customer experience and customer loyalty;
• Boosted business growth;
• Greater value creation;
• Sustained, long-term success.

3.9 Potential employees
With the ability to make you qualified for a particular activity or employment capacity. When you want to accomplish something, you must have the skills it needs, or else the activities will be unsuccessful and elusive. When talking about ability, it is natural to think of the related word ‘potential’. Potential is not yet developed capacity. For a business organization, to ensure that the company builds up or maintain an innovative show that can work with incentive and vocational training (Harris and Brannick, 1999):

• Incentives
According to Motivator-Hygiene Theory, Psychologist Herzberg (F. Herzberg) in the 80s discusses two factors that make employees: one is a living element, the staff the most basic and primitive psychological motivations. His salary, including enterprise systems, organizational systems, management style, corporate culture and working environment, a motivating factor is that managers want to play the potential employee, the employee must be met to factors including the prestigious status it request, subject to the requirements of respect and recognition, and higher living standards requirements. However, to meet the incentives, we must first meet a living element, if management can not meet their most basic requirements of living factors, then the workers will certainly deserted, of course, not to mention its potential was (Pinnington A. and Edwards T., 2000, p.125-127).

• Vocational training
Vocational training staff, including pre-employment training, job training. The main purpose of pre-employment training is to help staff familiar with the company's rules and regulations, corporate culture and values, to adapt their organizational climate, also is too familiar with the work or control functions. When the target personnel strictly after the training, to full account of their positions, fitness, trained most of the people will give full play to their professional potential.
In short, for the staff to develop appropriate job analysis, motivation and creativity to create a favorable climate, and the use of effective incentives lead staff initiative, and make the necessary vocational training to help employees function of external factors improve.
4. Empirical material  
_In this section, the empirical material is presented, and the findings from each case company are presented separately, from two managers’ perspectives._

4.1 Overview  
Two human resource managers in different Chinese furniture organizations were conducted. One of them works in IKEA, Guangzhou, and the other is employed at one came from Yongan, Guangzhou. Although they come from the different firms, they have the same position as HR managers and have long experience of HRM. The empirical study was based on the eight research questions. In the following part, each case will be discussed, with the introduction of the organization and presentation of the finding.

I contacted one manager Miss Chen in the HR department of IKEA, Guangzhou. The interview was conducted via telephone and it lasted about half an hour. Miss Chen has been working as Human Resource Manager for 7 years and working at the IKEA for 3 years. Also the manager of Yongan Company Zhicheng Yao, the interview was held via telephone and it last about half an hour. Mr. Yao has worked as Human Resource Manager for 12 years and he has worked at Yongan for 13 years.

4.2 Cases

- **How to get the employees resource**
  The company is advertising through the company's home page, TV channels and Job Agencies to post jobs information. Candidates contact the firm’s front desk or HR department to submit the application materials by them. Both e-mail or phone contacts are used to make an appointment for an interview.

  According to Mr. Yao, Yongan mainly used three ways to hire employees: 1. Staff introduce themselves; 2. Internet recruitment; 3. Shop front desk recruitment.

- **Which factors of employees are important**
  We will not be on the staff of the gender, age, education, ethnicity, religion, life, background, etc. for specific requirements or limitations. If proved to be the most suitable candidate will be hired. Staff is necessary to forwardly undertake their professional training and personal development responsibilities. This means that employees should be motivated to learn, willing to try new methods of knowledge and work, and willing to share knowledge and experience to others. This reflects the culture of our organization; IKEA require not only the company's development out, also as well staff individual capacity development. Candidates do not need to be highly educated, but be able to learn, and grow together with IKEA.

  Mr. Yao says there are five important factors for employees. Staff should have a certain experience with expertise. They also should have good ethics and a strong sense of responsibility. Sometimes, Yongan will select the gender by the position needed.

  _Mr. Yao said, “Staff without a professional knowledge, ethics, work experience and job responsibility, are unable to complete their job tasks well.”_
• **How to train the employees**
IKEA do not like to put people to take a nice tidy room to listen teacher lectures.

*Miss Chen says “the service industry itself is not suitable for this form of training, as related to products and customers, you can not put products removed, and let various customers to model?”*

Therefore, IKEA staff training is between employees, especially between the old and new staff to “carry” out all the time, anytime, anywhere experience sharing and word. IKEA has a variety of training programs, such as the facing English terms. IKEA will employ foreign teachers on the one hand; on the other hand the company will send staff to the language training centers. IKEA believes that more practical and more convenient is company environment requirement. IKEA is a multinational company, and working language is English. When dealing with customers, the staff often encounters the situation of English-speaking customers. In this reality scene, IKEA has been blessed to learn the language.

IKEA another special place, is the "foreign aid" – which come from the Swedish headquarters, employees working in all aspects of IKEA, not only managers. The aim is to make IKEA corporate culture to permeate every cell going, on and not limited to the "head" section.

Mr. Yao said, “The training system in Yongan has not consummated. Yongan will only carry on training to some positions for the moment, such as: designer, e-commerce members, buyers, and warehouse managers, fire managers.” For the trainee, Mr. Yao will impart to them the knowledge that he understands at first. At the same time, Yongan will lead them to the relevant advanced units for study tour and deliver them to the professional sector for short-term training.

• **How to keep staff motivated at work**
According to Miss Chen, IKEA let the staff to do the master. When employees realize that they are the masters of IKEA, they will pay close attention to the development of the enterprise. This enhances to protect the culture and the willingness of all to pay effects for it. In the job training, IKEA will emphatically introduce the history of IKEA to help employees build pride and a sense of belonging. The employees know that IKEA’s mode of operation is to let them know that their work is the most important for IKEA.

It is important to communicate clear expectations for the employees. The more detailed description of the expectations for employees, and the employees meet or exceed the company’s expectations’ that probabilities are greater. When employees complete the outstanding work, staff will generate a sense of achievement.

According to Mr. Yao, Yongan develops a series of rules and regulations to encourage or punish employees’ performances. When the policies were established, Yongan must be carefully implemented. Yongan will develop business targets and incentive targets to encourage employees to strive to create not discouraged, to enable the workers could fight inwardly for themselves.
• **How to make the employees feel satisfied with work**
According to Miss Chen, it is important to be harmonious in the working environment. IKEA patiently listened to the views of the work. It is difficult for employees that IKEA will promptly process, improve and ensure its implementation. A fulfilled IKEA commitment to employees will be conscientiously implemented in the culture.

According to Mr. Yao, Yongan gives employees a good working environment and reasonable wages, basic benefits, and have a clear direction for development to keep employees satisfied.

• **How to keep employees loyal to company**
According to Miss Chen, it is important to do a good job at the interview. IKEA decide whether to hire a staff, in addition to professional skills tests, morality and personality should also be tested. The good moral character is a basic requirement for employment. Before hiring employees for the job, IKEA tells candidates about the enterprises, and give candidates a chance to reselect and rethink. If allow staff not to blindly into the company after employee found a lot of imagination is not the same. It gives the adverse effects about their performance status and the stability.

It is important to improve induction training. IKEA let employees know that the individual to corporate loyalty will be a big help to improve their professional skills, career development and foster high quality human resources. The aim is to train employees from passive loyalty to conscious loyalty. And increasing well pays and developing benefits policies.

According to Mr. Yao, it is necessary to optimize the management system so that employees take enterprise as family.

*Mr. Yao said, “For example: more concerned about their daily work and life, solve problems for the staff, care for staff family, and improving staff welfare.”*

• **How to retain great employees**
According to Miss Chen, excellent staff of IKEA is able to grow with IKEA, and have a common goal. IKEA and employee can work independently and continue to improve. It is important to give more sense of accomplishment to employees. IKEA will commend excellent staff inside, and establish performance rating, such as: "Rising Star", “Sales Star", and “Service Star."

*Mr. Yao said, “If I get a good staff, I will encourage other employees to learn to use him or her as role model, and increase the benefits or incentives. Let it feel proud when being a good employee.” They will have a great achievement.*

• **How to explore the potentiality of employees**
According to Miss Chen, employees can learn from each other, encourage and promote mutual understanding, greater potentiality to limit the play through training. And developing reward system. IKEA give employees a clear incentive to play its full potentiality. Let employees realized the good work and behavior directly link to rewards.
According to Mr. Yao, it is better to understand staff daily work. Yongan let them to try different jobs, and listen to their views more, in order to discover employees’ potentiality.
5. Analysis and Discussion
In this section, the empirical material from the case studies will be analyzed and the most interesting findings will be discussed in order to answer the research questions.

5.1 Recruitment and selection
The overall aim of the recruitment and selection process is to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company (Michael A., 2006). There are three stages of recruitment and selection: first, preparing job descriptions and deciding conditions of employment; second, reviewing and evaluating alternative sources of applicants, inside and outside the company, advertising, using agencies and consultants; last, sifting applications, interviewing, testing, assessing candidates, offering employment, obtaining references. As Chen, IKEA, and Yao, Yongan, said, their companies are advertising through the company's home page, TV channels and Job Agencies to post jobs information; Candidates contact the firm’s front desk, or HR department, to submit the application material by them, and the company makes an appointment for an interview. According to the matching model of HRM (Fombrun, et al, 1984), a passing employee should match to job requirement. So Yao said, when he chooses employees, staff should have professional knowledge, good ethics, correlative with work experience and strong sense of responsibility. Because Yao argues that staff without these skills are unable to complete its job tasks well.

The subjective staff cleaves to the company with the desire. This desire is often due to a high degree of organization and employee goals consistent with organizational help employees’ self-development and self-realization factors (Cook, 2008).

IKEA human resource manager Chen said, “Staff is necessary to forwardly undertake their professional training and personal development responsibilities. IKEA require not only the company's development but also staff individual capacity development. It reflects the culture of our organization.”

So IKEA decide whether to hire a staff, in addition to professional skills tests, morality and personality should also be tested. A good moral character is basic requirement in employment. Before hiring employees for the job, IKEA tells candidates about the enterprises, and give candidates a chance to reselect and rethink. If allow staff not to blindly into the company after employee found a lot of imagination is not the same. It gives the adverse effects about their performance status and the stability.

5.2 Training
Traditional companies have provided training focused on the technical knowledge, skills and abilities to complete specific tasks as they relate to job responsibilities. Most organizations have an established manager of training or training department. Traditionally the training person or department would be consulted on the most effective way to meet a training need (Juran, et al, 1998). These means may be (See figure 7). In Yao’s viewpoint, Yongan will lead its employees to the relevant advanced units for study tour and deliver to the professional sector for short-term training. Today, training system becomes an important part of HRM.
According to Chen, IKEA do not like to put people to take a nice tidy room to listen teacher lectures; IKEA staff training is between employees, especially between the old and new staff to carry out all the time, anytime, anywhere experience sharing and words and deeds; For example the English term: IKEA will employ foreign teachers on the one hand, on the other hand will send staff to the language training centers; Swedish headquarters’ employees who will be assigned to all aspects of IKEA to make corporate culture to permeate every cell going in Guangzhou. A good training plan comprises “1) Are the goals of training for quality linked to major business goals, and is the quality related training strategy driven by critical business needs? 2) Do training plans deliver the required amount of learning at the right time and in the most effective and efficient way? 3) Are training outcome (e.g., learning, retention, and application on the job to enhance organizational performance and customer satisfaction) being achieved?” (Joseph M. Juran, A. Blanton Godfrey, 1998). IKEA employees exercise their skills in the workplace, and through the interaction between old and new staff to improve the self-study. Staff through exchanging works experience, so as to enhance the quality and capacity of self, can play a greater potential of their profession (Harris, Jim and Brannick, Joan, 1999). IKEA is a multinational company, and working language is English. Increasing English-speaking customers force the employees to learn English by themselves, which benefits them to communicate with the customers without the language barriers.

5.3 Motivated program
We typically define motivation as consisting of the drives that move us to do what we do. People are motivated to do what they believe is in their best interests. It’s very
important to appreciate this point: You can’t motivate other people. You can only influence what they are motivated to do.

Helping employees attend to their own motivational needs is one of the most powerful interventions. When employees rely on themselves to stay motivated, rather than on other, they are accepting self-responsibility. And when they accept responsibility for themselves, they understand that they also have responsibility for their success (Pepitone, James S. and Bruce, Anne, 1998).

According to IKEA Chen, let the staff to do the master. That will make employees pay close attention to the development of IKEA, intend to protect it, even willing to pay for it all. In the job training, Chen will emphatically introduce the history of IKEA to help employees build pride and sense of belonging. Employees as IKEA master, they wake up to the success of IKEA relate closely with their performance. As Yao said, company should develop a series of rules and regulations that must be carefully implemented, in particular, reward and punishment system; Enable the workers to fight inwardly for themselves, such as 1) Developing business targets, incentive targets. 2) Encourage employees to strive to create not discouraged. When staffs achieve the work target, company should give them reward. But the reward not just refers to the money, it also be other. According to Pinnington A. and Edwards T. (2000), a motivating factor is that managers want to play the potential employee, the employee must be met to factors including the prestigious status it request, subject to the requirements of respect and recognition, and higher living standards requirements. Like IKEA, Chen thinks we should give information that employee’s work is most important for IKEA to staff. Staff should be proud of the completion of the company’s mission.

At the same time, a good incentive system is able to help employee to find its potentiality (F. Herzberg, 1968). As Chen said, employees realized the good work and behavior directly link to rewards. Give employees a clear incentive to play its full potentiality.

5.4 Loyal program (From employee satisfaction to employee loyalty)
Employee loyalty is an employee for business conduct shown by point and psychological attribution, that is, the service staff of dedicated devotion to the enterprise level. Loyal employee loyalty can be divided into active and passive loyalty: The former refers to the subjective staff loyal to the company with the desire. This desire is often due to a high degree of organization and employee goals consistent with organizational help employees’ self-development and self-realization factors; Passive loyalty is the employees themselves do not wish to remain in the organization, but due to some constraints, such as high wages and welfare, transportation, etc., had to stay in the organization, once these conditions disappear, the staff could no longer organizational loyalty (Cook, Sarah, 2008). Employee satisfaction is the individual satisfaction as a professional person, that is, individuals engaged in work on his general attitude (Saari, L. M., & Judge, T. A., 2004). Organization member to its operating characteristic is the cognitive evaluation, employees get through the more realistic values and expectations of the gap between the value obtained after the meeting whether or not all aspects of work attitudes and emotional responses. It involved the work of the degree of organizational commitment and work motivation is closely related. Employee satisfaction does not mean that employee loyalty.
Employee satisfaction is a psychological satisfaction, is the attitude of employees engaged in work; but the employee loyalty is a long-term relationship between staff and organization, is employee’s expectation to company good development. If want to establish high loyalty, it should cultivate a sense of belong with high satisfaction——the staff feel that he is indispensable, it is the only way that employees will be loyal to company, will be possible to enterprises as part of their lives.

Both Chen and Yao consider a good working environment is a key factor to employee satisfaction. IKEA patiently listens to employee the view of the work and solutes promptly employees difficult; and endeavors to establish a fair and honest work environment. At the same time, Yao thinks a reasonable reward system also is important factor. Salary is not only a motive to promote the people's behavior, but also the material basis to meet the needs of the people (Saari, L. M., & Judge, T. A., 2004). Staff salaries are generally divided into two categories, one is the economic reward and the other is non-economic return: the former, such as all kinds of wages, bonuses, benefits, which include job content (such as work interesting, challenging, etc.); the latter, work environment (such as temperature, lighting, color, culture, interpersonal relationships) and so on. Therefore, the company shall from different angles and dimensions to meet the needs of employees.

According to Pepitone, James S. and Bruce, Anne (1998), there are five factors influence employee loyalty: 1) Wages and benefits systems; 2) Enterprise human resource management system; 3) Training opportunities and promotion of space; 4) Leadership charisma; 5) Enterprise potential. Chen thinks let employees know that the individual to corporate loyalty will be a big help to improve their professional skills, career development and foster high quality human resources. Most employees are eager to better the existing basis of development, and improve their work and skills, to better realize their value. IKEA use the scientific approach of training to enhance staff capacity to meet the needs of work. Essentially improve staff enthusiasm for work, not just learn for the work. It hopes the staff will grow with IKEA. In the job introduction, IKEA emphatically introduce its history to help employees build pride and sense of belonging. Let the staff know that IKEA has a long history and great development potentiality.

5.5 Retain great employee
Excellent staff should have: First, high loyalty, company loyalty by recognizing the company's values, to share weal and woe, and common development; second, right attitude, initiative, and study to make improvements, work hard and willing to do, know that they are doing, those things that do and should not do, great development potential; Third, professional ability, can work independently, with skill, and can continue to improve (McKeown, Leslie J., 2002). Staff retention incarnates a long-term friendly relationship between organization and employee. And this relationship mainly shows in employee loyalty. Both Chen and Yao consider that employees obtain the great sense of achievement through their well performance for their selves-actualization is very helpful. The workplace of employees like a small community, every day there is competition between people. The greater a person's ability to more easily be respected by others. It is also enhancing their self-confidence to do things. According Maslow's hierarchy of needs theory (Maslow, 1943), people need to meet after the low-level, and it is no longer a motivating force. People need self-actualization at the highest level.
6. Conclusions
In this section, the answers to the research questions and further research are presented.

6.1 Main conclusion
By interviewing two human resource managers who work in Furniture Company, some information and perspectives of managers have been obtained. This study find out the solutions of my family company. As a result, the conclusion can be drawn:

6.1.1 Research question about the right employees
The company works to appoint the right employees for a position.

The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company (Michael A., 2006). The company requires candidates apply work opposition on their own initiative. These need candidates to show their desired mind for work. Candidates not only have professional knowledge, but also have good moral character. According to candidates’ major and requirement of job, the job distribution will be done. Although employees have professional knowledge and skills, management will have something different between companies. So staff need to pre-employment training, to meet the needs of current job.

6.1.2 Research question about training
The company trains new staff in accordance to handle their specific positions.

Furniture Company as the service industry itself is not suitable for this form of training, as related to products and customers, you can not put products removed, and let various customers to mode. If it just puts people to take a nice tidy room to listen teacher lectures without product and consumer, it will be not applied. However, on-the-job training practices employees. Employees will be trained with product and customer this reality scene. Work experience, work skills and job requirements will be communicated in anytime, anywhere between new and old staff. Let employee learns it faster and easier. At the same time, employees will be sent to the advanced units or training organizations for their job specific requirement. A scientific vocational training is able to help employee’s function of external factors improve (Harris, Jim and Brannick, Joan, 1999). Let them can handle their specific positions alone.

6.1.3 Research question about motivation
Company keeps staff motivated to work.

Helping employees attend to their own motivational needs is one of the most powerful interventions (Pepitone, James S. and Bruce, Anne, 1998). Let employee to be the company master. Employees pay close attention to the development of organization, intend to protect it, even willing to pay for it all. The staff realized that the successes of the company are directly connected to their performance. Staff should be proud of the completion of the company’s mission.

System is open, fair and transparent. Anyone who must comply with the rules of the system can not change its regulations optionally. When the staff achieves the work
target, company should give them reward with its promise. According to Pinnington A. and Edwards T. (2000), the reward not just refers to the money, it also be other. Money as reward it can cost a lot, and it’s impersonal. There exist other ways to encourage staff, for instant: greater autonomy, increased visibility within the organization, additional resource, an opportunity to showcase their success and so on.

6.1.4 Research question about loyalty
Company increases employees’ loyalty to the company in the long run.

It should do well in the job of interview. Employees show their desired mind for work, not the interests of the moment. According to Cook, Sarah (2008), employees do not wish to remain in the organization, but due to some constraints, such as high wages and welfare, transportation, etc., had to stay in the organization, once these conditions disappear, the staff could no longer organizational loyalty. A quality interview is very important for company hire loyal staff.

According to Pepitone, James S. and Bruce, Anne (1998), there are five factors influence employee loyalty:

1) Wages and benefits systems
Salaries and benefits in the eyes of employees affect their loyalty is one of the important factors. Loyalty is established on the basis of material, good pay system to ensure the basic material needs of the employees. In accordance with employee’s basic life needs, company establishes consummate system.

2) Enterprise human resource management system
Human resource management is compulsory for each company one of the important courses, how to send staff to the right on the job, motivate employees, training and study staff, will be affected to some extent, staff loyalty. In the development of the unscientific, resulting in unfair business, become a mere formality, which often occurs. Negative phenomena that affect the performance of their staff, or even result in employees slack, complain more, rumors filled the air, to lose morale.

3) Training opportunities and promotion of space
Needless to say, most of the workers are eager to better the basis of existing development, to enhance their work and skills to better realize their value. For company development of long standing, organization should command constantly more new technology. Staff as the work of actors, to learn more work skills is essential. Employees and the company’s desire is the same. Companies focus on their own development, but also to enhance staff capacity. For development of the company, it should give staff more training and promotion opportunities.

4) Leadership charisma
Business leaders with personal charisma and loyalty to the company will largely affect employee loyalty. Leader should always concerned about staff and be patient to listen to staff difficulties involved. And try best to find solutions to deal with the problems in time. Company gives a fair and honest work environment to employee.

5) Enterprise potential
According Maslow's hierarchy of needs theory (Maslow, 1943), people need to meet after the low-level, it is no longer a motivating force. People need self-actualization at the highest level. Let employees know that organization mode of operation. Between various departments to enhance liaison and communication so that it becomes an organic whole. Each department has a common goal, and cooperates with each other. All this shows the company's development potential.
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Acknowledgement

We would like to express our sincere gratitude to Professor Agneta Sundström, the Supervisor of our thesis, who have enlightened and encouraged us a lot when we were doing our thesis. Under his personal guidance, we have learned a lot not only toward professional knowledge, but also the attitude of learning. Thank you!
APPENDLX

Interview Questions

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<th>Gender</th>
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Dear Sir \ Madam:
I am a student studying in University of Gävle, Sweden. In today's rapid economic development, staff management for the company's growth has become increasingly important. In order to better manage human resources, we conduct a special study. Thank you for your support.

**Background**
For how long have you been working as Human Resource Manager?
For how long have you been working at the company?
How many employees are working in the company?

**Questions**
Q1. In which way do you get the employees resource?
Q2. Which factors do think is important for the employees? (Knowledge, Major, Gender, Character, Age)
Q3. How do you train the new employees? (Teaching methods, audio-visual technology, discussing, case studies, role playing method, self-learning method, interactive group method)
Q4. Which factors are important to keep staff motivated at work? Give examples
Q5. Which factors can make the employees feel satisfied with work?
Q6. How is it possible to keep employees loyal to the company? Give examples
Q7. If you get the right employee, how do you keep him \ her to stay at work?
Q8. How to explore the potential of employees?