

Chapter 5

Conclusions, Discussion, and Recommendations

Conclusion

This research was divided into 3 parts, each aligned with the predetermined research objectives. The initial phase (Objective 1) utilized an interview questionnaire as the primary research instrument to retrieve responses on humanized management problems from CEOs of small and medium-sized technology enterprises in Bishan District, Chongqing. Subsequently, the results were systematically collected and analyzed to identify and interpret the prevalent issues associated with humanized management.

In Bishan District, Chongqing, small and medium-sized technology enterprises face problems related to humanized management, predominantly challenges related to team cohesion, welfare, and fairness. For team cohesion, it is obviously caused by suboptimal cooperation and an expressed desire for increased autonomy. In addition, the preference for smaller team structures also indicated a team cohesion problem. Secondly, welfare-related issues are intertwined with concerns regarding bonuses and other benefits perceived as essential or aligned with employees' needs. The third set of issues relates to fairness. It highlighted neglected employee opinions, engagement in bribery practices, and falling prey to corrupt practices.

The second phase (Objective 2) involved approaching 400 individuals in the same industry to complete a questionnaire. Statistical measures in data analysis, including mean, standard deviation, skewness, kurtosis, as well as first-order and second-order Confirmatory Factor Analysis (CFA), were used. This approach facilitates an exploration of factors influencing humanized management. The theoretical frameworks underpinning this research encompassed Theory Y, Theory Z, and Leader-Member Exchange Theory. After synthesizing contributions from various scholars, the 9 variables were identified as Self-Control, recognizing an employee's Potential, Responsibility, Employee Participation, Working Relationship, Team Cohesion, Mutual Respect, Leader Expectation, and Team Support. The results of CFA indicated that Recognizing an Employee's Potential, Self-Control, and Team Cohesion ranked as the top three factors with the highest standard loadings, which could highly influence humanized management.

In the final phase (Objective 3), insights derived from Objectives 1 and Objective 2 were synthesized through expert interviews. Subsequently, this synthesis led to the development of guidelines to address the 5 problems under Recognizing an employee's Potential, Self-Control, Team Cohesion, Welfare, and Fairness through expert interviews.

Discussion

Considering the study's objectives, this section endeavors to explore the reasons for emphasizing aspects such as recognizing an employee's potential, self-control, team cohesion, welfare, and fairness. Drawing on the insights of three experts, the researcher also aims to integrate the findings of other scholars and compare these insights to identify similarities. This approach will not only enhance the guidance for this study but also offer valuable academic insights for future research in this field.

1. Discussions for Recognizing Employee Potential

Drawing from the expert guidance outlined in section 4.3 and insights from other academics, the following facets of recognizing employee potential are discussed:

1.1 Experts recommend implementing regular performance assessments to identify and acknowledge individual strengths, skills, and areas for development. This approach can enhance employee potential, and other scholars concur with the guidance of experts. Regular performance appraisals can help increase employee potential, primarily because employees are motivated to improve their performance through a feedback-driven culture (Al-Jedaia, & Mehrez, 2020, pp. 2077-2088). This method of appraisal provides clarity on how employees are performing and where they are progressing, providing specific guidance on how to improve and develop (Aydın, & Tiryaki, 2018, pp. 101-111). Through regular appraisals, employees are able to understand their strengths and areas for improvement in their work, allowing them to target their skills and abilities. In addition, performance appraisals help to identify employees' training and development needs and provide them with opportunities for growth and advancement (Alsuwaidi, & et al., 2020, PP. 681-693).

1.2 Experts have shown that fostering a culture of continuous learning and development, providing opportunities for skill enhancement and career advancement, can increase employee potential. Other scholars are in agreement with the guidance of experts. When employees are exposed to new concepts and skills, they are better able to think and solve problems, which stimulates innovation (Smith, & Johnson, 2021, pp. 678-695). Learning reflects self-drive; employees learn to proactively acquire

knowledge, and this self-drive can positively impact their work and personal lives (Davis, & Thompson, 2020, p. 30). When they acquire new knowledge and skills, they are more confident in tackling challenges and tasks, which stimulates employee potential (Taylor, & Singh, 2019, pp. 223-237).

1.3 Experts have shown that establishing mentoring programs to facilitate the exchange of knowledge and skills among employees can increase employee potential, and other scholars are in agreement with the guidance of experts (Higgins, & Kram, 2001, p. 264-288). Mentors typically possess valuable expertise and experience that can be imparted to their juniors, thereby accelerating their learning process and enhancing their understanding of their own potential (Allen, & et al., 2004, pp. 127-136).

2. Discussions for Self-Control

Drawing from the expert guidance outlined in section 4.3 and insights from other academics, the following facets of self-control guidance are discussed:

2.1 Experts advocate for encouraging employees to set personal and professional goals, thereby promoting a sense of autonomy and self-management. This approach can enhance an employee's self-control, and other scholars concur with the guidance of experts. Pursuing specific goals can increase employees' intrinsic motivation, help them focus more on their work tasks, and achieve self-control (Locke, & Latham, 2002, pp. 705-717). Having clear goals makes employees feel more accountable for their accomplishments and increases their self-control (Baumeister, & Tierney, 2011). Setting goals forces employees to manage their time more effectively, which is an important aspect of self-control (Duhigg, 2012).

2.2 Experts have shown that providing training on stress management and resilience-building techniques helps employees cope with work-related challenges. Such training enables employees to become more aware of their own reactions and stress triggers, thereby enhancing their ability to manage emotions and improve self-control (Le Fevre, & et al., 2003, pp. 726-744). Learning how to manage and relieve stress can help improve an individual's self-control and enable them to handle challenges more effectively (Bandura, 1991, pp. 248-287).

2.3 Experts have shown that establishing clear expectations and guidelines empowers employees to take ownership of their tasks and deadlines. This can increase an employee's self-control, and other scholars are in agreement with the guidance of experts. The impact of setting clear expectations and tasks on enhancing employee self-control may be explored in Locke and Latham's study (Locke, & Latham, 2002, pp. 705-717). Deci and Ryan's study emphasized self-control, explaining

how autonomy and responsibility promote intrinsic motivation and self-control (Deci, & Ryan, 2000, pp. 227-268). By being held accountable for their tasks and deadlines, employees are more likely to develop a strong sense of responsibility and self-monitoring skills (Gollwitzer, & Oettingen, 2015, pp. 69-121).

3. Discussions for Team Cohesion

Drawing from the expert guidance outlined in section 4.3 and insights from other academics, the following facets of team cohesion guidance are discussed:

3.1 Experts recommend promoting open communication and collaboration through regular team meetings, which facilitates the sharing of ideas and feedback. This approach can enhance team cohesion, and other scholars concur with the guidance of experts. Regular meetings offer a platform for team members to share information and updates, which enhances mutual understanding and coordination. Open communication assists in understanding each other's perspectives and challenges and builds a deeper level of trust (Costa, & et al., 2014, pp. 414-436). Regular communication helps to identify and resolve problems in a timely manner, reducing misunderstandings and conflicts (Mathieu, & et al., 2008, pp. 410-476). Team meetings are a good place to exchange new ideas and creativity, and the shared creative process strengthens team cohesion (West, 2012).

3.2 Experts have shown that fostering a positive team culture by recognizing and celebrating team achievements and milestones can increase team cohesion, and other scholars are in agreement with the guidance of experts. Throughout their book, Clifton and Harter examine how management quality impacts the success of an organization, including how to improve team cohesion through recognition and celebration (Clifton, & Harter, 2019). Celebrating milestones and achievements recognizes teamwork and joint efforts and encourages members to continue to cooperate and work together (Kohn, 2020). Recognizing the team's efforts and achievements can significantly improve team morale and motivate team members to invest more enthusiasm and effort in future goals (Berson, & Oreg, 2016, pp. 437-452).

3.3 Experts have shown that implementing team-building activities and workshops strengthens interpersonal relationships and trust within the team. This can increase team cohesion, and other scholars are in agreement with the guidance of experts. Workshops and team-building events provide opportunities to resolve internal conflicts and contradictions, thereby helping maintain team harmony (West, 2019). Shared experiences and a sense of accomplishment can strengthen team members' sense of identity and belonging, thus enhancing team cohesion (Tannenbaum, & Salas, 2020). Activities and discussions experienced together can help team members build

trust and mutual respect, which is a key factor in team cohesion (Mathieu, & et al., 2018, pp. 2185-2204).

4. Discussions for Welfares

Drawing from the expert guidance outlined in section 4.3 and insights from other academics, the following facets of welfare guidance are discussed:

4.1 Experts recommend conducting regular surveys and feedback sessions to understand the well-being needs and preferences of employees. This approach can enhance welfare, and other scholars concur with the guidance of experts. Regular feedback and surveys provide insights into the specific needs and preferences of employees, enabling the organization to provide more customized and effective benefits packages (Gallup, 2019, pp. 34-68). Collecting and analyzing feedback on a regular basis helps identify deficiencies in existing benefit plans and promotes continuous improvement (Harter, & et al., 2020, pp. 268-279). Böckerman and Ilmakunnas explored the link between job satisfaction and productivity, including the effect of benefits on employee satisfaction, which can be improved by understanding employees' requirements for benefits (Böckerman, & Ilmakunnas, 2021, pp. 173-194).

4.2 Experts have shown that offering flexible work arrangements, such as remote work options or flexible hours, supports a better work-life balance. This can increase welfare, and other scholars are in agreement with the guidance of experts. It was found that flexible scheduling control was effective in reducing work-family conflict in white-collar organizations by Kelly et al. (Kelly, & et al., 2011, pp. 265-290). A flexible work schedule allows employees to find a better balance between work and personal life, thus improving quality of life, and is an effective means of attracting talented individuals and maintaining employee retention (Allen, & et al., 2013, pp. 345-376).

4.3 Experts have shown that providing comprehensive employee benefits, including health and wellness programs, addresses physical and mental well-being. This can enhance welfare, and other scholars are in agreement with the guidance of experts. In a competitive labor market, attracting and retaining talented employees requires a comprehensive benefits package (Jiang, & et al., 2012, pp. 73-85). As the boundaries between work and private life blur, employees are increasingly focused on seeking a better work-life balance, and a comprehensive benefits package can support this goal (Rhoades, & Eisenberger, 2002, pp. 698-714). Employee job satisfaction and happiness can be significantly improved by improving benefits packages, which are imperative for enhancing loyalty and retention, motivating employees to be more engaged at work, and increasing productivity. (Bal, & De Jong, 2017, pp. 248-287).

5. Discussions for Fairness

Drawing from the expert guidance outlined in section 4.3 and insights from other academics, the following facets of fairness guidance are discussed:

5.1 Experts recommend establishing clear and transparent performance evaluation criteria, to ensure that assessments are objective and unbiased. This approach can enhance fairness, and other scholars concur with the guidance of experts when performance appraisal criteria are clear and transparent. There is a greater likelihood that employees will accept the results if they understand them, thus increasing their engagement and satisfaction (Aguinis, & et al., 2013, pp. 241-249). Objective and fair assessment criteria help to reduce bias and misunderstanding and increase the validity and fairness of assessments (Culbertson, & et al., 2013, pp. 189-195). The performance appraisal system should be transparent and fair in order to motivate employees to improve their performance, thus increasing the organization's performance as a whole (DeNisi, & Smith, 2014, pp. 127-179).

5.2 Experts have shown that implementing a fair distribution of responsibilities and opportunities within the organization can increase fairness, and other scholars are in agreement with the guidance of experts. Equitable distribution of responsibilities and provision of opportunities can help to promote diversity and inclusion within an organization (Shore, & et al., 2018, pp. 176-189). Roberson examines the concepts of diversity and inclusion in organizations, highlighting the role of fair treatment in achieving these goals (Roberson, 2019, pp. 173-200). Fair opportunities make employees feel valued, which motivates them to perform and innovate (Bhave, & Glomb, 2016, pp. 722-741).

5.3 Experts have shown that encouraging open dialogue on issues of fairness and addressing concerns promptly through a well-structured grievance resolution process can increase fairness, and other scholars are in agreement with the guidance of experts. Open dialogue contributes to transparency within the organization and increases employees' trust in management (Smith, 2020, pp. 45-67). A prompt and effective grievance resolution process enhances employees' perception of organizational fairness (Smith, 2020, pp. 56-78).

Recommendations for the Business Practitioners

1. Guidance on recognizing an employee's potential

1.1 Implement regular performance assessments to identify and acknowledge individual strengths, skills, and areas for development.

Organizations can have quarterly open conversations to foster team communication and collaboration, gather employee feedback. This can ensure that team goals and expectations are clearly communicated. The workday is the most appropriate time to organize this event in a relaxed, comfortable environment, such as a conference room, breakout area, or outdoor venue. Participation from each team member is needed to ensure that all voices are heard. The management can collect anonymous questions or comments in advance. They should encourage an open discussion that avoids criticizing individuals and focus on problems and solutions. To enhance the atmosphere, providing refreshments or snacks and using simple language can ensure that employees feel comfortable expressing their views. As for conversation content, it may involve reviewing the results of the previous quarter, employees sharing workplace challenges they have encountered, discussing employees' career development plans and goals, exploring the team's cultural values, and setting goals and plans for the next quarter.

1.2 Foster a culture of continuous learning and development, providing opportunities for skill enhancement and career advancement.

To ensure the adequacy and effectiveness of training needs research, the company conducted research interviews and seminars with various training subjects, including company management cadres, station chiefs, specialists, class members, experts, and talents. These interviews were based on the company's strategic development requirements, organizational and job requirements, and the actual needs of individuals, to comprehensively explore the training needs of personnel at all levels, thereby informing the upgrading and optimization of the learning and development system. Each training subject has unique characteristics and needs, necessitating that training content aligns with these to enhance its relevance and effectiveness. Initially, the characteristics of training targets at various levels were identified. The management channel comprises employees, first-line managers, and middle and senior managers, while the expert channel includes key personnel, technical leaders, and top talents. The characteristics of each positional level were analyzed in terms of core work tasks, management perspectives, job requirements, and role overviews. The characteristics of each development stage were derived from the current status, job requirements, key challenges, and demand characteristics, and, based on this analysis, the training focus and content for each target group were clearly defined.

1.3 Create a learning environment in your work and life.

Advocacy includes leaders personally directing from a strategic perspective, encouraging widespread employee participation in training and mutual assistance, and utilizing internal coaches who have undergone intensive training and mastered new skills to embed coaching and training content within the company. The training content is integrated into the workflow, standardizing work practices and solidifying it into working documents and processes. Concurrently, internal incentive mechanisms are established to reward internal coaches and to endorse tools and processes developed from the training content, ensuring effective training implementation. Indeed, an individual attending open classes alone may find it challenging to effect change in practices or rules within the company, a situation akin to "single-handedly, dying out of the crowd". Therefore, the company should consider sending a representative group to participate in external training. Learning together, finding time for review, exchange, practice, and summarization becomes more feasible. This approach also fosters a conducive learning atmosphere. Additionally, if implementing the aforementioned practices is beyond your decision-making authority or is too costly, consider saturating the company environment with knowledge. Beyond personal data, the company can utilize tools such as wall slogans, systems, knowledge gardens on bulletin boards, bathroom stickers, and LED screens for short films.

2. Guidance on Self-Control

2.1 Encourage employees to set personal and professional goals, promoting a sense of autonomy and self-management.

Personal goals should be aligned with corporate objectives, necessitating that manager initially receive support in self-discovery. Through methods such as personal evaluation, colleague feedback, and enterprise assessment, employees can gain a multi-faceted understanding of themselves. Employees should be encouraged to establish goals encompassing various dimensions, such as long-term and short-term objectives, internal and external aims, and skill-based and developmental targets. Concurrently, the organization should provide goal-setting training to assist employees in enhancing their proficiency in all aspects of this process. In later stages, it is crucial to continually monitor, update, and adjust to ensure the alignment and feasibility of personal and corporate goals. Employees can exhibit self-control only when they are self-motivated.

2.2 Provide training on stress management and resilience-building techniques to help employees cope with work-related challenges.

Explaining the sources of stress is crucial to enable employees to understand the various sources they may encounter at work, including work tasks, time constraints, and pressure from colleagues or superiors. Recognizing the effects of stress involves introducing its impact on physical and mental health and work efficiency, including symptoms like fatigue, anxiety, and depression. This understanding helps employees recognize the negative effects of stress and the importance of mitigating it. Establishing positive coping strategies entails teaching employees' techniques like adjusting their mindset, seeking support, learning to say "no", and making reasonable work plans. This approach enables employees to effectively cope with and alleviate stress. Cultivating self-care habits includes encouraging employees to engage in activities like regular exercise, maintaining a balanced work schedule, and adhering to a healthy diet. This encourages employees to appreciate the role of self-care in stress relief. Enhancing communication skills involves cultivating effective listening, clear expression of views and needs, and seeking help among employees. This training helps employees learn to communicate effectively with coworkers, superiors, and subordinates, reducing stress arising from misunderstandings and conflicts. Developing time management skills entails teaching employees' methods like setting priorities, allocating time wisely, and avoiding procrastination. This enables employees to learn efficient task completion, thereby reducing stress due to time constraints. Building a support network involves encouraging employees to establish their own network, which can include family, friends, and coworkers. This awareness reassures employees that they are not isolated and can seek support and assistance whenever needed. Providing psychological counseling services entails offering employees access to counseling and guidance. This ensures employees are aware that they can seek professional help if they find it challenging to manage their stress.

2.3 Establish clear expectations and guidelines, empowering employees to take ownership of their tasks and deadlines.

Firstly, it is imperative for enterprises to provide ample development opportunities for their employees. Employees, who are eager to grow and progress in their careers, need a platform for learning and development from their enterprises. Through initiatives like training, learning programs, and career development planning, enterprises can aid employees in enhancing their skills, knowledge, self-confidence, and professional competence. Additionally, encouraging participation in challenging projects and tasks allows employees to engage with new fields and work content, stimulating their self-drive and innovation. Secondly, establishing incentives is crucial to stimulate employees' self-drive. Fair rewards and recognition are necessary for

employees to be more proactive in their work. Enterprises can enhance employees' motivation and creativity through reward systems, promotion mechanisms, and performance appraisals. Furthermore, offering flexible working hours and welfare benefits can increase job satisfaction, thereby stimulating employees' self-drive. Lastly, advocating for independent management is key to stimulating employee self-drive. Empowering employees with independent decision-making and management capabilities is essential for the optimal utilization of their abilities and potential. Enterprises should facilitate employee participation in the decision-making process, allowing them to contribute their opinions and suggestions. Concurrently, granting employees appropriate autonomy ensures they have greater freedom and responsibility in their roles.

3. Guidance on team cohesion

3.1 Promote open communication and collaboration through regular team meetings, encouraging the sharing of ideas and feedback.

Effective open-ended discussions require a combination of decomposition, generalization, motivation, and control. Decomposition involves breaking down larger goals into local and short-term problems, further dividing the overall task into departmental and individual tasks to ensure discussions remain focused and actionable. Summarization plays a crucial role as discussions near their conclusion, where similar viewpoints are consolidated into a comprehensive plan, preventing discussions from devolving into mere self-promotion. Regarding incentives, their application varies with the situation, but the core principle is to make participants feel that their contributions are valuable and meaningful, even in the face of disagreement. This approach underscores the significance of proposed solutions. Additionally, pre-session preparation is indispensable and can benefit from incentivization. Control mechanisms encompass time management, typically restricted to one or two hours per session. Member control aims to involve discussion participants who are project members to prevent the misuse of methods like the Delphi technique. Furthermore, topic control is essential to ensure discussions stay on track and avoid lengthy tangents, with the organizer responsible for redirection when necessary.

3.2 Foster a positive team culture by recognizing and celebrating team achievements and milestones.

The most effective approach to fostering team unity is to cultivate a perpetual sense of victory among its members. It's essential to recognize that significant victories are not achieved overnight; instead, they result from the

accumulation of numerous small victories. To maintain a continuous "winning" state within the team, it's crucial to identify victory points at various stages and from different perspectives. For instance, if the team's monthly performance target is set at 100,000, they can celebrate a small victory each time they achieve 10,000. Milestones can also serve as occasions for celebration, whether upon goal achievement or the arrival of a special holiday. These celebrations may include the distribution of commemorative items, bonuses, collective trips, and other forms of recognition. By generating a sense of victory at any time and in any place, the team can experience the joy of "winning," leading to strengthened cohesion, increased motivation, and a continuous journey from one victory to another.

3.3 Implement team-building activities and workshops to strengthen interpersonal relationships and trust within the team.

In team building activities, the management needs to plan team building programs in advance, including time, characters, location, activity games, props, etc., to efficiently bring team members together. However, many employees are not interested in traditional team-building activities. So, the organizers need to plan some new fun team-building activities in order to better cultivate the team's feelings, enhance the trust of team members. These group-building activities include squid games, scripted scenarios-themed group building, travel group building, and so on. In addition, the seminar is also a cohesive project. The seminar topic is the core of cohesion; the topic should be the staff interested or staff concerned about the topic. such as promotion systems, interpersonal relationships, and so on.

4. Guidance on welfare

4.1 Conduct regular surveys and feedback sessions to understand the well-being needs and preferences of employees.

The initial step is conducting a benefits survey as benefits should be tailored to meet the employees' needs. Prior to designing benefits, a comprehensive survey of employees' benefit needs should be conducted. The survey should be highly detailed, distinguishing between employees of various grades, ages, and genders. Subsequently, the design of the welfare package should be undertaken, contingent upon the company's resources and capabilities. Within the constraints of the company's welfare budget, design several welfare packages that address the primary needs of employees. After designing the welfare packages, it is advisable to conduct a trial selection with a small group of employees to prevent a preference for higher-value packages over those that truly meet their needs. If employees are expected to contribute towards the cost of the benefits package, they should be

consulted first to confirm the package's feasibility and acceptability. Finally, focus on the specifics of implementing the welfare system. The system should at least outline the types of welfare, classification of welfare packages, qualifications for applicants, and application procedures.

4.2 Offer flexible work arrangements, such as remote work options or flexible hours, to support a better work-life balance.

Implementing a flexible working system involves analyzing the organization's needs, identifying benefits of flexible and remote work, setting clear goals, and ensuring alignment with the organization's strategy. Detailed policies on working hours, location, responsibilities, and expectations should be established to provide clear guidelines for employees. It's essential to equip teleworkers with the necessary hardware, software, and technical support to facilitate effective work. Measures should be taken to enhance communication and collaboration between remote workers and office staff, such as regular video conferences and utilizing collaboration tools. Regular assessment of the effectiveness of flexible working arrangements and teleworking policies should be conducted through feedback and data analysis, with adjustments made as needed.

4.3 Provide comprehensive employee benefits, including health and wellness programs, to address physical and mental well-being.

Improved employee benefits by implementing various health and welfare measures. Measures include organizing annual health check-ups for all employees and offering free psychological counseling and hotline services. Fitness facilities such as gyms and yoga studios have been established to provide employees with exercise options. A paid leave system has been implemented to encourage employees to manage their rest time effectively and reduce work-related stress. Regular mental health lectures and training courses are organized to enhance employees' psychological resilience and coping skills. These measures have effectively improved employees' physical and mental health, bolstered company cohesion, and enhanced employee satisfaction and loyalty.

5. Guidance on fairness

5.1 Establish clear and transparent performance evaluation criteria, ensuring that assessments are objective and unbiased.

Formulate clear evaluation standards and procedures. Prior to performance evaluation, it is essential to formulate, publicize, and thoroughly explain clear evaluation standards and procedures to employees, ensuring their complete understanding. Ensure the objectivity and independence of evaluators. Evaluators

must avoid subjective biases and conflicts of interest, maintain an objective and independent stance, and conduct evaluations adhering to uniform standards and procedures. Establishing a supervision and complaint mechanism is crucial for enterprises to oversee the evaluation process and results, ensuring the fairness and reasonableness of evaluations. Concurrently, providing employees with channels to lodge complaints is essential to safeguard their rights and interests.

5.2 Implement a fair of responsibilities and opportunities within the organization.

The company ought to develop and publicize a clear and unambiguous promotion system, detailing the criteria and process for advancement. This approach aids employees in better understanding their career trajectories and motivates them to work towards well-defined objectives. Companies should implement a performance-based promotion system to guarantee that promotions align with employees' talents and efforts. To achieve this, it is imperative for companies to establish a fair, transparent, and comparable performance evaluation system. The company should ensure uniformity in salary level increments for all employees. Consequently, this ensures that employees receive equitable and reasonable compensation, irrespective of their promotion trajectory.

5.3 Encourage open dialogue on issues of fairness and address concerns promptly through a well-defined grievance resolution process.

Employees with objections to the department's performance evaluation and assessment results can file a complaint with the Human Resources Department by completing an employee complaint form, outlining their specific grievances. Upon receipt of a complaint, it is crucial to promptly engage relevant personnel, including the employee and their direct supervisor, to conduct a thorough investigation and document findings on the employee complaint form. A signature is required to confirm the results of the investigation documented on the employee complaint form. Based on the understanding of the actual situation and the company's policies, a third-party resolution should be issued. Conduct an interview with the appraiser to discuss the reasons and have them sign their opinion on the employee grievance form. Similarly, interview the employee to discuss the reasons and obtain their signature on the employee grievance form. The employee grievance form should be filed in the employee's performance appraisal file and considered alongside the performance appraisal score for a comprehensive evaluation of the employee's performance in personnel decisions.

Future Research Recommendations

Humanized management research should delve into a variety of dimensions in the future.

First, conducting a thorough examination of emerging theories on humanized management from both Eastern and Western perspectives could provide a broader theoretical framework. This exploration should aim to understand the global applicability of these theories, considering the unique context of Chinese SMEs. Comparative studies between regions and industries might shed light on the diverse ways cultural influences impact the perception and implementation of humanized management strategies. Such research would contribute to the development of a more nuanced understanding of cross-cultural variations in the effectiveness of humanized management practices.

Second, future research could delve deeper into the factors identified in the study, particularly those classified under Class 2 and Class 3. A deeper exploration of the intricate relationships and synergies among these factors would provide valuable insights. By analyzing these factors in greater depth, we may be able to understand how they collectively contribute to humanized management's overall success. Longitudinal studies could complement this exploration by tracking the evolution of attitudes and practices over time, providing insights into the sustained impact of humanized management on employee well-being and organizational outcomes.

Additionally, developing intervention strategies aimed at addressing specific issues related to employee potential, self-control, team cohesion, welfare, fairness could be a focal point for future research. Designing, implementing, and evaluating targeted interventions, such as training programs or managerial initiatives, would contribute practical solutions to enhance humanized management practices. Furthermore, investigating the role of technology in facilitating or hindering humanized management, especially in the context of remote work, can be crucial. This research could explore how digital tools impact communication, collaboration, and employee well-being in the realm of humanized management.

Finally, incorporating the perspectives of employees into research is crucial. Future studies should actively seek employee input through surveys or interviews to understand how they perceive humanized management practices and how these practices influence their work experience. Exploring employee attitudes and perceptions can provide valuable qualitative data to complement quantitative findings, offering a more holistic understanding of the humanized management

landscape. Case studies on successful SMEs that have implemented humanized management practices can serve as practical examples and inspire best practices for others in similar contexts. This multifaceted approach to future research recommendations aims to deepen the understanding and practical application of humanized management in diverse organizational settings.

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