

Chapter 4

Research Finding

Results of Problems from 8 CEO's Interview

1. General Companies' Information

Table 4.1 displays the general information of the eight companies. All companies operate within the technology industry in the Chongqing region, aligning with this study's focus on small and medium-sized technology enterprises in Bishan District, Chongqing. The revenues of these firms are below 10 million RMB and they employ fewer than 300 individuals, conforming to the definition of SMEs in China. Notably, enterprise D is engaged in a lawsuit. The enterprise serves as the plaintiff in a financial dispute with other companies, distinct from labor disputes, which does not affect the relevance of this study.

Table 4.1 General Information of the Eight Companies

Company	A	B	C	D	E	F	G	H
Revenue (Million RMB)	8.00	5.00	2.00	7.00	5.00	3.00	8.00	7.00
Numbers of Employees	212	150	188	203	112	184	280	264
Lawsuits	NO	NO	NO	YES	NO	NO	NO	NO

2 Results of problems

This section presents results pertaining to Objective 1: investigating challenges in humanized management within small and medium-sized technology enterprises in Bishan District, Chongqing. Interviews with 8 CEOs unveiled 11 initial challenges within their respective companies. Three axial codes were identified: team cohesion, welfare, and fairness, which are discussed in sections 2.1 to 2.3.

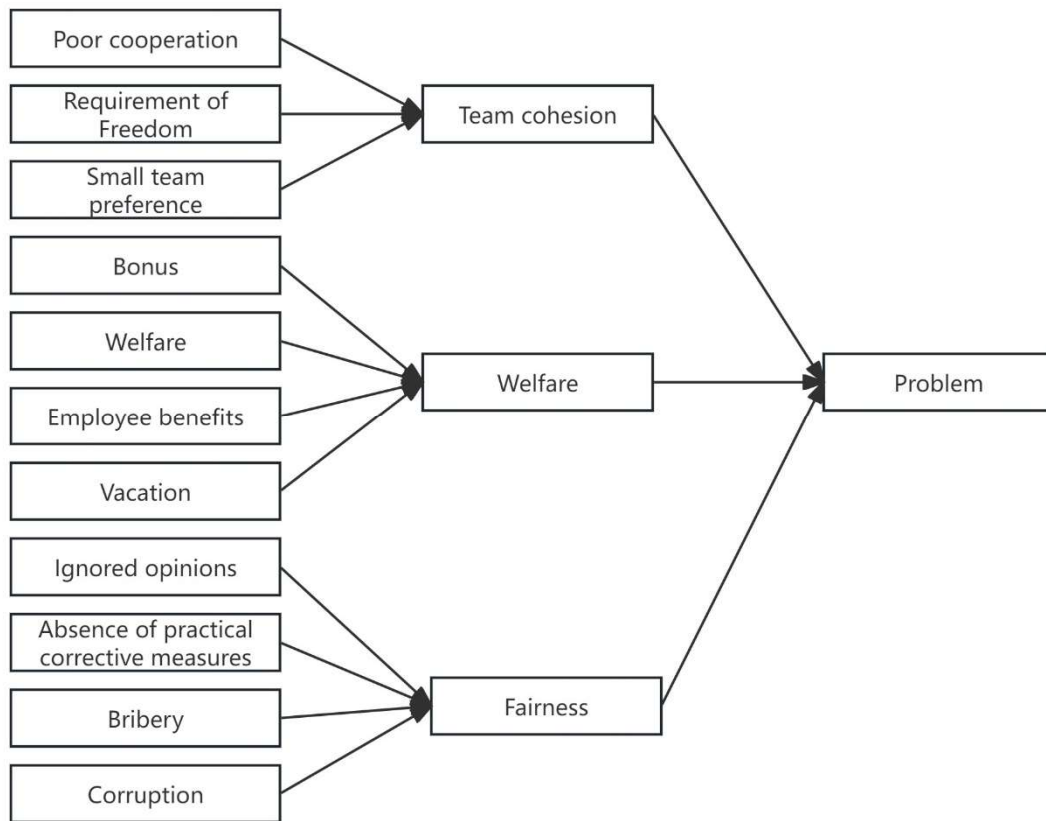


Figure 4.1 Initial Problems and Axial Coding

2.1 Team cohesion

1) The interviews revealed three primary issues related to team cohesion: poor cooperation, a desire for autonomy, and a preference for working in small teams. The first issue, poor cooperation, was specifically discussed by CEOs A and B during their interviews, as follows:

"When organizing reunion activities, a particular department consistently has employees who prefer to take leave. This department also exhibits the highest level of conflicts, the lowest performance, and a notable lack of cohesion and team spirit. (CEO A)"

"During inspections by higher authorities, it is common to find individuals in the section on leave without the required leave slips. (CEO B)"

2) The second issue, identified by CEOs B and H, was a demand for autonomy. This issue manifested as employees displaying scattered efforts, a lack of

teamwork, and individualistic tendencies. The perspectives of CEOs B and H on this matter were expressed as follows:

"Tasks delegated to the section are expected to be collectively completed by the team. However, the section members often engage in a blame game. For instance, the task of rectifying enterprise hazardous waste, which is not specific to any section, was once assigned to section A. However, each member in the section evaded responsibility, leading to substandard rectification efforts. (CEO B)"

"The workplace's high degree of flexibility, evidenced by the absence of a requirement for employees to clock in and out, unfortunately, led to instances of employees missing work. Consequently, on many mornings, none of the team members were present. (CEO H)"

3) The third issue, highlighted by CEO H, pertains to a preference for small team structures among high-performing employees. CEO H described this preference during the interview as follows:

"While it is common for businesses to have multiple small teams, their ultimate goal is to contribute to the larger team's success. Presently, three high-performing individuals, labeled A, B, and C, each lead their own small team. While the collaboration among these teams may appear productive, it actually harbors considerable risks for the company. If individual C succumbs to pressure and resigns, their team faces potential disbandment. Even if the team remains, integrating with teams A and B is problematic. Absent a unifying figure, these teams, although functioning as part of a larger entity, do not enhance the larger team but rather pose a considerable threat to the company. (CEO H)"

Consequently, these three initial problems have been categorized under the axial code of 'team cohesion', as summarized in Table 4.2.

Table 4.2 Team Cohesion Summary

CEO	A	B	C	D	E	F	G	H
Poor cooperation	Not participating in events	Take leave without notification						

Requirement of freedom	Perform the task with low standards when forced	Take advantage of the non-clock-in and-out policy
Small team preference		The challenge in joining other teams

2.2 Welfare

1) Based on the interview results, we identified four initial welfare-related issues: Bonuses, Welfare, Employee Benefits, and Vacations. The first issue pertains to Bonuses. CEOs A, C, and F discussed employees' desire for increased bonuses, as evidenced by the following excerpts from their interviews:

“Employees don't understand corporate finance; they think the expense could be turned into a bonus for them. (CEO A)”

“We do understand that employees need bonuses, but because of the epidemic and the current economic form of the company, it is not that we are unwilling. (CEO C)”

“In an incidental discovery, it was revealed that grassroots employees did not receive the staff bonuses distributed during the Mid-Autumn Festival. These employees harbored two perceptions: either the company had not distributed the bonuses, or they had been embezzled by management. Arguably, these grassroots employees, with their relatively modest salaries, are in greatest need of these bonuses. (CEO F)”

2) The second issue, emphasized initially by CEOs C, D, E, and F, concerns Welfare. Their insights included:

“It is indeed challenging for the company to implement welfare benefits adequately, primarily due to economic constraints. (CEO C)”

“While small and medium enterprises cannot offer the comprehensive protection provided by larger corporations or government entities, they also need to sustain themselves. (CEO D)”

“We offer numerous benefits to employees, but these often do not align with their preferences. For example, despite providing access to a psychological counselor, many employees feel this infringes on their privacy, fearing that personal

or work-related discussions might be disclosed. We have assured them of the counselor’s confidentiality, but skepticism persists. (CEO E)”

“The company has instituted various employee benefits, but managerial issues often hinder their effective implementation. (CEO F)”

3) The third issue, highlighted by CEO E, revolves around Employee Benefits. CEO E noted:

“No matter the extent of our efforts, it seems impossible to satisfy everyone. Despite providing year-end bonuses and gifts in the past, the reduction in these benefits due to economic hardships this year has led to significant employee discontent. While we are considerate of our employees’ needs, it appears they seldom reciprocate this understanding towards the company’s situation. (CEO E)”

4) The fourth issue, initially highlighted by CEO D, is related to Vacation:

“Employees, particularly those with more than a year of service, frequently express a desire for additional vacation time. We have observed that the length of service correlates with vacation usage: employees with shorter tenure tend to take less time off, while those with longer tenure take more. (CEO D)”

Therefore, these initial four problems are categorized under axial coding as welfare, summarized in Table 4.3.

Table 4.3 Welfare Summary

CEO	A	B	C	D	E	F	G H
Bonus	Low understanding of Corporate Finance		Low understanding of current economy			embezzled by the management	
Welfare		economic reasons		Small companies cannot give as high as big ones	Not as expected by employees	Management Issues	
Employee benefits					Too demanding from		

	employees
Vacation	The longer employee work, the higher vacation needed

2.3 Fairness

1) From the interview results, we identified four primary issues related to fairness: Ignored Opinions, Absence of Practical Corrective Measures, Bribery, and Corruption. The first issue, Ignored Opinions, involves CEOs C and D addressing employees' perceptions of their views being disregarded, likely stemming from a desire for recognition. They stated:

“The more basic you are, the more you want to be recognized, respected, and treated fairly. But these things are not all given by the outside world. If the employee has an inner inferiority complex, any problem will make them feel that they have not been treated fairly. We have tried our best to be fair, just, and open, but everything is two-sided; there is no absolute fairness. (CEO C)”

“A prevalent sentiment among staff members is the feeling that their opinions are overlooked. They believe that only management's opinions are valued, not those from the grassroots level. (CEO D)”

2) CEO D initially emphasized the second issue, the Absence of Practical Corrective Measures:

“If it is true that changes need to be made and the company fails to do so, this indicates that the implementation of such reforms involves a specific segment of the population, hindering their execution. (CEO D)”

3) Bribery, the third issue, was initially highlighted by CEOs F and G:

“The phenomenon of external bribery is unavoidable. For example, bidders, in their quest to win contracts, often contact relevant enterprise personnel. In win-win situations, such interactions are often overlooked. (CEO F)”

“When there is embezzlement in a company, bribery is usually present as well, as the embezzler needs to bribe others for silence. This harms both the company and its employees. (CEO G)”

4) Corruption, the fourth problem, was initially emphasized by CEO G. They discussed examples of internal mismanagement and employee embezzlement:

“Our commitment to staff welfare and employee care, for instance, is demonstrated through actions like supporting an employee whose child has leukemia, with initiatives including major fundraising and coordinating with relevant units for grants. However, discrepancies in the actual funds raised and those given to the employees indicate internal embezzlement. This, along with the poor economy of the company and the inability to implement employee recommendations, suggests a prevalence of embezzlement within our organization. (CEO G)”

Therefore, these initial four issues were categorized under axial coding as equity. They are summarized in Table 4.4.

Table 4.4 Fairness Summary

CEO	A	B	C	D	E	F	G	H
Ignored opinions			No absolute fairness	Cannot adopt everyone’s opinions				
Absence of practical corrective measures				Involve only segments of population				
Bribery						External bribery is unavoidable	Bribe to keep important person	
Corruption							Personal gain	

Analysis of Questionnaires

1. General Information of 400 Respondents

The statistical analysis detailing the respondents' general information is presented in Table 4.5. In this study, there is an equal representation of male and female employees, each constituting 50.00% of the respondents. Respondents are employed in small to medium-sized technology companies. The age distribution predominantly includes individuals aged 25-34 years (26.55%), 45-54 years (26.03%), and 35-44 years (34.79%), suggesting that the survey primarily targets middle-aged knowledge workers. The majority of respondents have working tenures of 1-2 years (32.22%) and over five years (48.97%). Individuals with less than one year of working experience were excluded from the survey, as their limited experience might not offer a comprehensive understanding of the enterprise. The predominant education level among respondents is undergraduate, representing 59.02% of the sample. A significant proportion of the respondents, 69.07%, were ordinary staff from small and medium-sized enterprises in the Bishan District of Chongqing.

Table 4.5 General Information of the Respondents

Characteristic variable	Dimensionality	Frequency	Percentage %
Gender	Male	194	50.00%
	Female	194	50.00%
Age	Age 24 and under	49	12.63%
	25-34 years old	103	26.55%
	35-44 years old	101	26.03%
	45-54 years old	135	34.79%
Years of work in this unit	1-2 years	125	32.22%
	3-5 years	73	18.81%
	5 years and above	190	48.97%
Education level	Junior college	126	32.47%
	Undergraduate	229	59.02%
	Master's degree or above	33	8.50%
Position	Ordinary staff	268	69.07%
	Middle and junior managers	101	26.03%
	Front-line staff	22	5.67%

2. Descriptive Analysis of the Data

As indicated in Table 4.6, the current data set contains no outliers. The average values for the total variable range from 3.02 to 3.06, with the lowest means observed in working relationship, self-control, team cohesion, and leader expectations—areas necessitating attention. The standard deviation is observed to be proximate to the mean values. Skewness values range between -0.5 and 0.5, indicating a left-skewed distribution (skewness < 0) and suggesting data eligibility. Based on kurtosis values below 3, the distribution is classified as thin-tailed.

Table 4.6 Descriptive Analysis (Average, Standard Deviation, Kurtosis, and Skewness)

Industry	Average	Standard Diviation	kurtosis	skewness
Self-Control 001	3.08	1.43	-1.40	-0.24
Self-Control 002	2.97	1.37	-1.37	-0.11
Self-Control 003	3.08	1.39	-1.23	0.07
Self-Control Total	3.04	1.22	-1.30	-0.16
Recognize an employee's Potential 001	3.13	1.39	-1.35	-0.29
Recognize an employee's Potential 002	3.16	1.39	-1.27	-0.13
Recognize an employee's Potential 003	3.11	1.44	-1.29	-0.15
Recognize an employee's Potential Total	3.13	1.21	-1.37	-0.13
Responsibility 001	3.10	1.44	-1.47	-0.19
Responsibility 002	3.02	1.39	-1.37	-0.05
Responsibility 003	3.09	1.41	-1.29	0.00
Responsibility Total	3.07	1.23	-1.32	-0.08
Employee Participation 001	3.13	1.40	-1.37	-0.30
Employee Participation 002	3.18	1.44	-1.30	-0.17

Table 4.6 Descriptive Analysis (Average, Standard Deviation, Kurtosis, and Skewness) (Cont)

Industry	Average	Standard Diviation	kurtosis	skewness
Employee Participation 003	3.09	1.41	-1.33	-0.20
Employee Participation Total	3.13	1.24	-1.31	-0.13

Working Relationship 001	2.99	1.41	-1.41	-0.18
Working Relationship 002	3.03	1.44	-1.30	0.00
Working Relationship 003	3.04	1.37	-1.38	-0.06
Working Relationship Total	3.02	1.24	-1.25	-0.05
Team Cohesion 001	3.02	1.37	-1.35	-0.19
Team Cohesion 002	3.09	1.39	-1.27	-0.04
Team Cohesion 003	3.08	1.44	-1.29	-0.07
Team Cohesion Total	3.06	1.21	-1.39	-0.05
Mutual respect 001	3.06	1.42	-1.39	-0.28
Mutual respect 002	3.10	1.45	-1.32	-0.09
Mutual respect 003	3.13	1.40	-1.38	-0.09
Mutual respect Total	3.10	1.22	-1.30	-0.15
Leader Expectation 001	3.05	1.39	-1.40	-0.32
Leader Expectation 002	3.09	1.42	-1.29	-0.11
Leader Expectation 003	3.03	1.46	-1.33	-0.10
Leader Expectation Total	3.06	1.24	-1.37	-0.08
Team Support 001	3.20	1.43	-1.22	-0.38
Team Support 002	3.17	1.38	-1.29	-0.24
Team Support 003	3.23	1.37	-1.24	-0.19
Team Support Total	3.20	1.19	-1.26	-0.21

While descriptive analysis provides only a basic analysis of the data, it serves as a fundamental prerequisite for the subsequent Confirmatory Factor Analysis (CFA).

3. First-order model analysis results

According to the criteria presented in Table 3.5, all results meet the established benchmarks. First, the construct reliability of all factors exceeds 0.7, as indicated in Table 4.7. Second, it is evident that the factor loadings are convergent, as all factors exceed 0.7. The AVE values are also higher than 0.5, and the CR values are higher than the AVE values.

Table 4.7 Analysis of Factor Loading Coefficients, Composite Reliability, and Average Variance Extracted

Variables	Item	Standardized Factor Loading	CR	AVE
Self-Control	SEL001	0.832	0.843	0.641
	SEL002	0.769		
	SEL003	0.800		
Recognize an employee's potential	REC001	0.761	0.827	0.615
	REC002	0.802		
	REC003	0.789		
Responsibility	RES001	0.787	0.847	0.649
	RES002	0.860		
	RES003	0.766		
Employee	EMP001	0.813	0.852	0.658
	EMP002	0.836		
	EMP003	0.784		
Working	WOR001	0.864	0.861	0.674
	WOR002	0.814		
	WOR003	0.783		
Team	TEA001	0.752	0.831	0.621
	TEA002	0.783		
	TEA003	0.827		

Table 4.7 Analysis of Factor Loading Coefficients, Composite Reliability, and Average Variance Extracted (Cont)

Variables	Item	Standardized Factor Loading	CR	AVE
Mutual respect	MUT001	0.799	0.821	0.604
	MUT002	0.747		
	MUT003	0.785		
Leader Expectation	LEA001	0.752	0.842	0.641
	LEA002	0.816		
	LEA003	0.831		
Team Support	TES001	0.759	0.821	0.605
	TES002	0.785		
	TES003	0.790		

Thirdly, the discriminant validity also surpasses the criteria, as the Heterotrait-Monotrait ratio (HTMT) is less than 0.9, as demonstrated in Table 4.8. Furthermore, the data meets the Fornell-Larcker Criterion, as detailed in Table 4.9. Consequently, the factors are well-differentiated, and the study data exhibits strong discriminant validity.

Table 4.8 HTMT (Heterogeneous-Elemental Ratio) results

	SEL	REC	RES	EMP	WOR	TEA	MUT	LEA	TEA
SEL	-								
REC	0.739	-							
RES	0.734	0.744	-						
EMP	0.768	0.784	0.784	-					
WOR	0.810	0.785	0.762	0.689	-				
TEA	0.810	0.812	0.729	0.721	0.691	-			
MUT	0.786	0.781	0.790	0.779	0.744	0.802	-		
LEA	0.790	0.809	0.712	0.756	0.800	0.743	0.674	-	
TEA	0.761	0.774	0.738	0.730	0.698	0.773	0.705	0.602	-

Table 4.9 Fornell-Larcker Criterion Results

	SEL	REC	RES	EMP	WOR	TEA	MUT	LEA	TEA
SEL	0.801								
REC	0.617	0.784							
RES	0.619	0.621	0.806						
EMP	0.651	0.658	0.665	0.811					
WOR	0.690	0.662	0.650	0.591	0.821				
TEA	0.678	0.673	0.611	0.607	0.584	0.788			
MUT	0.653	0.643	0.658	0.651	0.625	0.661	0.777		
LEA	0.665	0.674	0.600	0.641	0.681	0.622	0.560	0.800	
TEA	0.633	0.637	0.615	0.611	0.587	0.639	0.577	0.500	0.778

Figure 4.2 illustrates the first-order model diagram for this Confirmatory Factor Analysis (CFA), and Table 4.10 details the model fit indicators and their results. The model fit indicators align with the established criteria, confirming that the questionnaire items and corresponding factors are consistent with the standards.

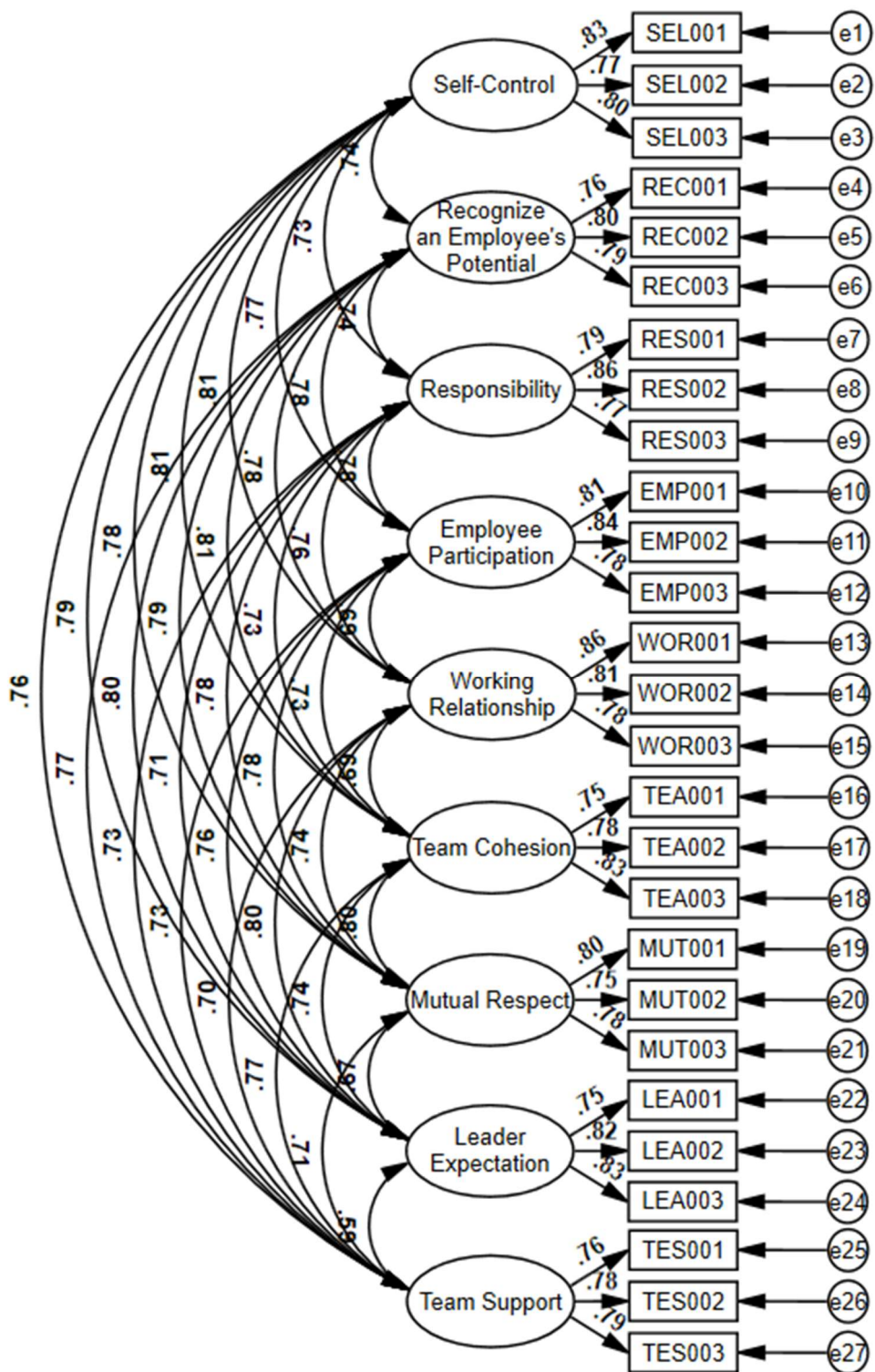


Figure 4.2 First-Order Model

Table 4.10 Results of Model Fit

Specific classification	Judging standard	Fitting effect
χ^2	-	290.612
df	-	288
p	>0.05	0.446
χ^2/df	<3	1.009
RMR	<0.5	0.043
SRMR	<0.5	0.022
CFI	>0.9	0.950
AGFI	>0.9	0.934
PGFI	>0.5	0.723
NFI	>0.9	0.959
NNFI	>0.9	1.000
PNFI	>0.5	0.820
TLI	>0.9	1.000
RMSEA	<0.10	0.004

Default Model: $\chi^2(351) = 7017.212$, $p = 1.000$

4 Second-order model analysis results

Figure 4.3 illustrates that the standard factor loadings are as follows: Self-Control with Humanized Management at 0.89, Recognizing an Employee's Potential with Humanized Management at 0.90, Responsibility with Humanized Management at 0.86, Employee Participation with Humanized Management at 0.87, Working Relationship with Humanized Management at 0.86, Team Cohesion at 0.88, Mutual Respect at 0.87, Leader Expectation and Humanized Management at 0.85, and Team Support and Humanized Management at 0.83. All standardized factor loadings exceed 0.7, indicating a high correlation between these nine constructs and humanized management research. Additionally, these constructs effectively explain the concept of humanized management.

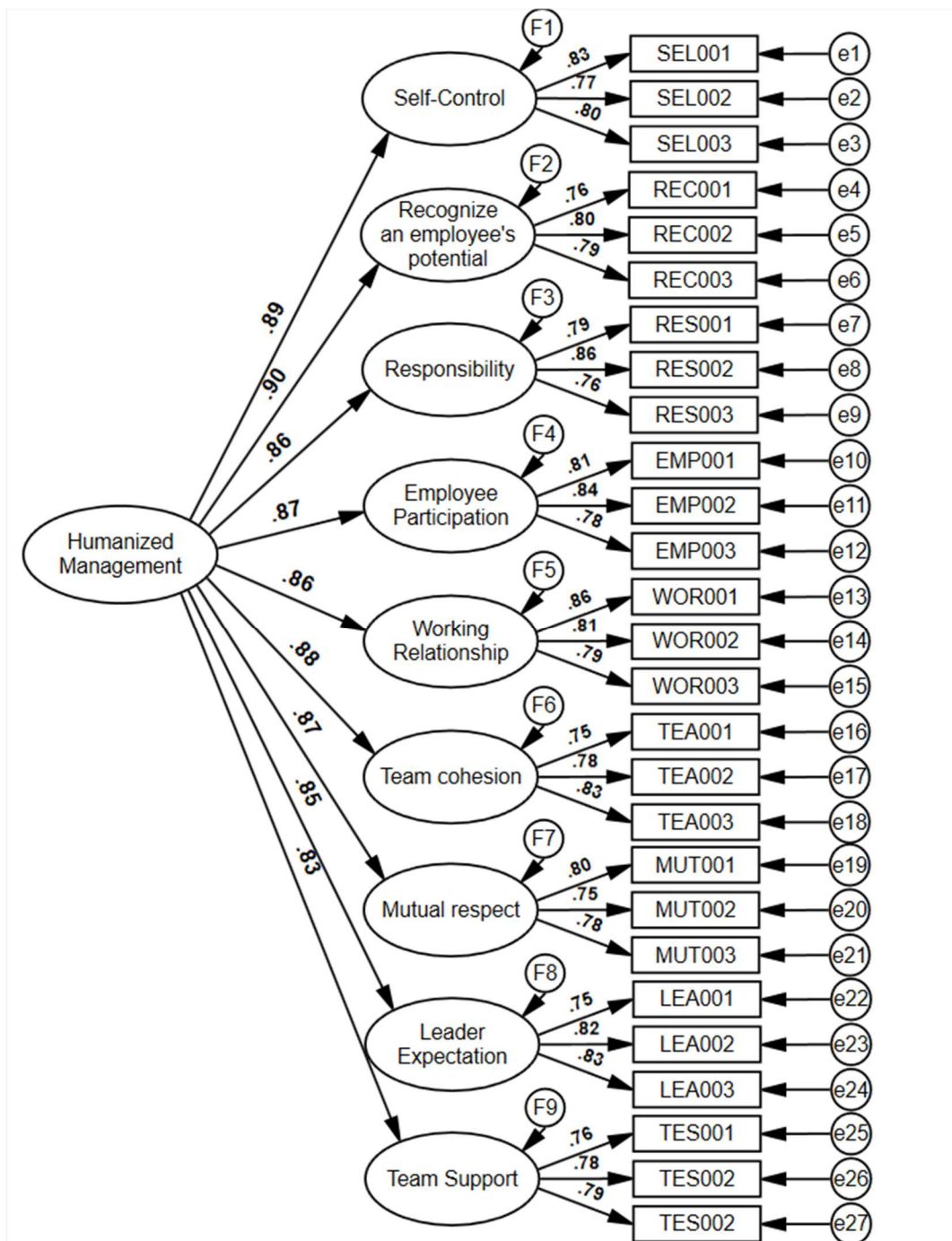


Figure 4.3 Second-Order Model

In Table 4.11, all Average Variance Extracted (AVE) values for the nine factors exceed 0.5, and all Composite Reliability (CR) values are above 0.7. Based on these results, the data is convergently valid.

Table 4.11 Results of AVE and CR

Factor	AVE	CR
Self-Control	0.641	0.843
Recognize an employee 's potential	0.615	0.827
Responsibility	0.649	0.847
Employee Participation	0.658	0.852
Working Relationship	0.674	0.861
Team Cohesion	0.621	0.831
Mutual Respect	0.604	0.821
Leader Expectation	0.641	0.842
Team Support	0.605	0.821

5. Summary of CFA Results

The nine variables, based on standard factor loadings, are categorized into three classes: Class 1 (Recognizing an Employee's Potential, Self-Control, and Team Cohesion), Class 2 (Employee Participation, Mutual Respect, Responsibility, and Working Relationship), and Class 3 (Leader Expectation and Team Support). Further theoretical analysis of Class 1 provides insights suitable for humanized management research in small to medium-sized technology companies in the Bishan District of Chongqing Municipality.

Table 4.12 Classification of Factors

Class	Variables	Factor loading
Class 1	Recognize an employee's potential	0.90
	Self-Control	0.89
	Team cohesion	0.88
Class 2	Employee Participation	0.87
	Mutual respect	0.87

Table 4.12 Classification of Factors (Cont)

Class	Variables	Factor loading
	Responsibility	0.86
	Working Relationship	0.86

Class 3	Leader Expectation	0.85
	Team Support	0.83

Expert Guideline Results

The researcher integrated the findings of objective 1 (team cohesion, welfare, and fairness) with those of objective 2 (recognizing an employee's potential, self-control, and team cohesion), as detailed in Figure 4.4.

Table 4.13 Classification of Factors Summaries

Objective 1		Objective 2		Objective 3
Team Cohesion		Recognize an		Recognize an
Welfare		Self-Control		Self-Control
Fairness	+	Team Cohesion	=	Team Cohesion
				Welfare
				Fairness

The outcome includes the expert questionnaire for objective 3, covering Recognizing an Employee's Potential, Self-Control, Team Cohesion, Welfare, and Fairness. Summarizing these results reveals a variety of approaches and perspectives for addressing the issue, ranging from material to spiritual levels, from external to internal aspects of the enterprise, from policy to company level, and from team to individual. They are summarized from 1 to 5 as follows

1. Recognizing Employee Potential

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

Manager can take several steps to improve performance, including setting up quarterly one-on-one meetings between supervisors and employees, and creating a standard assessment methodology with clear criteria for evaluating strengths and areas for improvement. They can also provide training sessions or workshops targeted at addressing identified areas for development.

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

The companies might consider establishing a company-wide learning platform for employees to access online courses and materials. In addition, they can institute a mentorship program that pairs experienced employees with those seeking career guidance, and encourage participation in external conferences, workshops, or industry events to broaden skill sets.

1.3 Create a learning environment: Creating a learning environment in your work and life, such as placing some books and posters in your office, can remind you of the importance of continuous learning.

The companies should establish a designated "learning corner" in the office where relevant books, journals, and educational materials can be accessed and shared. Furthermore, they can develop a "Knowledge Share Day" where employees can present interesting findings or insights on a monthly basis.

2. Self-Control

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

Conducting goal-setting workshops is beneficial, where employees can be guided in setting their short and long-term professional and personal objectives. They also need to ensure the encouragement of regular self-reflection to align personal goals with professional development within the organizational context. In addition, the company should consider implementing a goal-tracking system that allows employees to monitor progress and independently celebrate achievements.

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

Hosting workshops on stress awareness would be meaningful, teaching practical techniques such as mindfulness and deep breathing exercises, and introducing a confidential counseling service or helpline to support employees facing excessive stress.

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

Through well-defined job descriptions and briefs, companies should communicate expectations clearly. Training programs related to time management and task prioritization could also be offered. Furthermore, encouraging an open communication culture, where seeking clarification on tasks and deadlines is welcomed, should be a priority.

3 Team Cohesion

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

The employees should be encouraged to share their ideas and feedback in meetings, and to be active listeners when others share their perspectives. In addition, the online collaboration platform can facilitate continuous communication and idea exchange; companies should encourage effective utilization of this tool.

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

The recognition program highlighting individual and team accomplishments should be conducted and celebrated regularly through team-wide events. Similar to the goal tracking system previously discussed regarding self-control, these can serve as platforms for peer recognition, where team members can acknowledge each other's contributions.

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

The companies should organize team-building workshops that focus on trust-building exercises and effective communication. Additionally, they should create collaborative or cross-functional projects to enhance bonds and foster camaraderie. In order to improve team collaboration, personality tests such as the Myers-Briggs Type Indicator (MBTI) or the DISC Assessment can be helpful.

4. Welfares

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

Anonymous well-being surveys should be conducted regularly to obtain honest feedback. Should the companies and employees encounter specific well-being concerns, a focus group could serve as a means to delve deeper into the problems.

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

The companies should develop flexible work policies, including flexible office hours or remote work options, along with the necessary resources. It is imperative that these flexible work arrangements are assessed to make sure they are effective and that adjustments are made as necessary.

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

The companies should collaborate with medical facilities to offer regular health check-ups and screenings. Additionally, they can establish wellness programs, including fitness classes, mental health workshops, or stress-relief activities for their employees.

5. Fairness

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

Employers and employees should jointly develop a comprehensive performance evaluation framework with well-defined indicators. Employers should also provide training to managers regarding the consistent and fair application of performance criteria. Furthermore, a regular review and update of evaluation criteria are necessary to adapt to changing organizational needs and industry standards.

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

The companies should clearly define roles and responsibilities for all positions. Furthermore, a competitive and transparent recruitment and promotion process must be established. Additionally, periodic reviews should be conducted to ensure the equitable distribution of opportunities and workloads among employees.

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

Training sessions for HR and management should focus on effective grievance resolution techniques, emphasizing empathy and active listening. Subsequently, it is essential to communicate the steps and timelines of the grievance resolution process to maintain transparency and trust. Furthermore, the creation of a confidential platform for employees to raise fairness concerns without fear of reprisal is essential.