

The Benefit Type Have Influence to Engagement in Kunming University

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Abstract: *The purpose of this research was to study “The benefit types have influence to engagement in Kunming university.” The samples were 322 employees who are working in the Kunming University with values of Alpha reliability reaches 0.962. The statistics used in data analysis are primarily descriptive statistics were percentage, mean, standard deviation. And citation statistics were used to test the hypothesis that the significance level of 0.05 is the Multiple Regression Analysis. The results of this research showed that samples were females counted as 61.4%, aged 41-50 years counted as 30.0%, married counted as 79.5%, graduated with Master’s degree or higher counted as 40.3%, the position of teacher counted as 67.1%, and more than 5 years of work duration counted as 74.6%. The major benefit types that have influenced all the factors of engagement were Social insurance and Statutory holidays. Minor benefit type of Annual leave has influenced to the Commitment factors of engagement and benefit type of Free or low-cost canteens has influenced to the Loyalty factors of engagement.*

Keywords: remuneration management; salary; benefit; engagement

Introduction

Employee benefits are actually a form of employee incentives; they are material incentives. Kunming University provides employees with reasonable benefits and improves their enthusiasm for work. We need to discuss this issue now. Among the benefits provided by Kunming University, which one can affect the dedication of the United employees, it can help improve the competitiveness of the university while retaining talents. Many people want to enter the university education system as teachers or employees. However, teachers may be dissatisfied with certain aspects after entering the university, which will affect the degree of professionalism. I hope to use the benefits to understand what kind of benefits will affect the degree of professionalism. We can improve welfare and make university faculty and teachers more motivated to work.

Objectives

First, to study which benefit type(s) have influence on engagement in Kunming University; Second, to study the level of influence of benefit type(s) on engagement in Kunming University; Third, to study how Kunming University improve engagement by carrying out benefit policies.

Literature Review

1. Employee benefits theory

Employee benefits are non-wage compensation given by the employer and are issued in various forms. intended to improve the quality of work life for employees and increase their cooperation and productivity (Amah & Ahiauzu, 2013). Employee benefits are essential for the development of corporate industrial relations. (Barber, Crits-Christoph, & Luborsky, 1996). Employee benefits play a major role in employee's choice of employment and desire to remain on the job (Umoh, Amah, & Wokocha, 2014). Job satisfaction is derived from a composed mix of benefits received on the job, the better the employee benefits, the higher the company's profitability, the lower the employee turnover rate, and the willingness of employees to stay in the company. Including Sabbatical Leave (Sabbatical Leave) 'Sick leave paid sick days (also referred to as sick leave or paid sick leave)' Insurance

2. Engagement theory

The term employee engagement was originally used by William A. Kahn (Journal of Managementuniversity) in 1990. Kahn's research on individual participation and separation from work tested the working factors of participation and disengagement. Welfare has a very positive impact on employee engagement. In the past decade, they have done a lot of research on participation, but the meaning, measurement and theoretical issues of employee engagement still exist. In one of the articles, we raised some concerns and proposed a theory of employee engagement, which includes Kahn's (1990) participation theory and job demand resource (JD-R) model (Bakker & Demerouti, 2007).

3. Relationship between the employee benefit and engagement

Employee Engagement can add a competitive advantage to the organization. To enable this (Creed, Miles, Kramer, & Tyler, 1996). We need to find mutual trust, training and development plans, career management plans and competency management frameworks for employees throughout their tenure. (Leary et al., 2013) Along with these, the focus is also on leadership development and talent management. These two are critical for maintaining the talent pipeline. These factors are the main workplace requirements for long term sustainability and engagement of the employees. (Saks & Gruman, 2011) Hence for engaging the employees, HR managers nowadays are coming up with new initiatives for staffing, benefits, orientation, induction, training and development, performance management and safety measures. And are very important for the motivation and engagement of employees(Parkes & Langford, 2008). The reason why employee loyalty develops over time is often related to the environment they no longer need. Research results show that there is a correlation between employee loyalty and consumption (OMAR, 2019). However, there are different opinions on how strong this correlation is and how much loyalty/intention is maintained to accurately predict the loss results (Van der Heijden, Peeters, Le Blanc, & Van Breukelen, 2018). Overall, a large body of research to understand the relationship between intent and actual wear indicates a moderate positive correlation between them(Brett & Reilly, 1988).

4. Conceptual framework

In this study to study the types of benefit influencing factors of employee engagement: A case study of Kunming University.

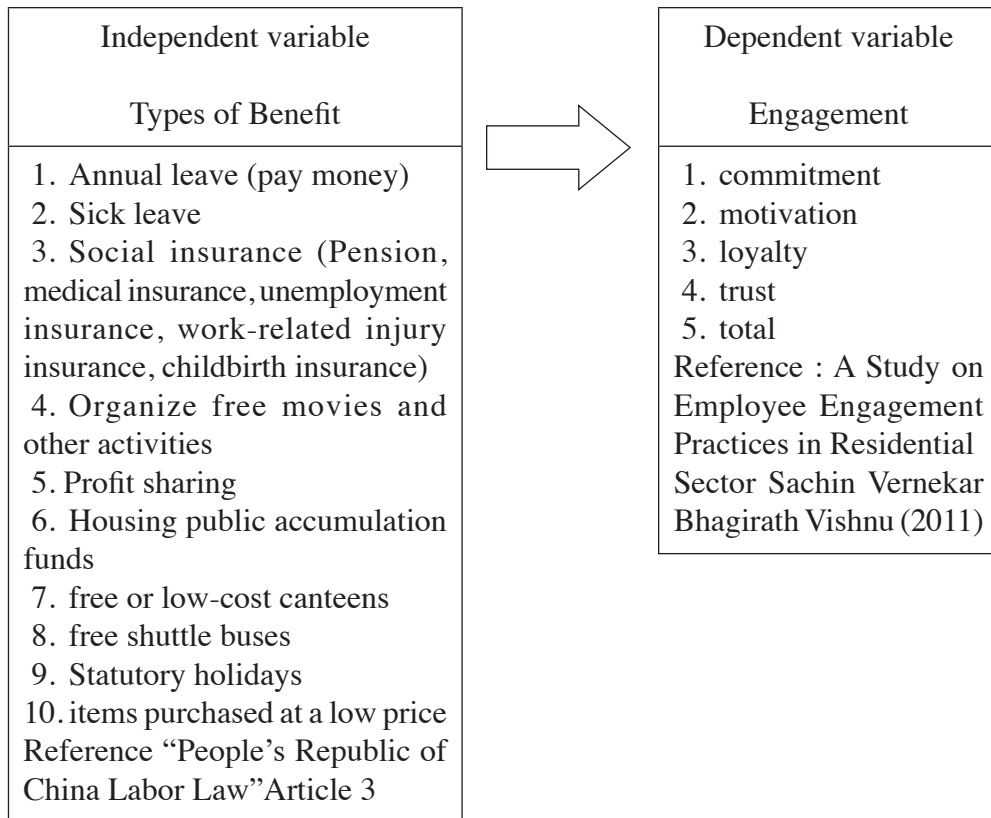


Table 1. Conceptual framework for research "The impact of benefit on engagement"

Methodology

1. Quantitative research

1.1 The research population is Kunming University has 1,645 faculties and staff members, including 1075 full-time teachers Table 2 shows the number of employees.

Table 1 shows the number of employees.

Type	Number of populations	Number of samples
Teacher	1075	210
Staff	570	122
Total	1645	322

Then the questionnaire survey method will be used for collecting data, respondents will be the individuals who are working in the Kunming University to represent the population of Kunming university, respondents quantity is calculated based on Toro Yamane's(Yamane, 1973) theory:

$$n = \frac{N}{1 + N(e)^2}$$

Where **n** is the sample size, **N** is the population size, e is the confidence interval.

$$n = \frac{1645}{1 + 1645 \cdot (0.05)^2}$$

$$n = 321.76 \approx 322$$

I will select 322 teachers and employees to conduct the survey

1.2 Sampling procedure, the researcher divided stratified random sampling into the following steps:

The population is 1645 employees and the sample size is 332 people. Then the group the samples, divided into teachers and employees, take a sample of 322 people in proportion to the teacher's 65.3%, and an employee's 34.6% to obtain the determined sample size. As known teachers have 1075, staffs have 570.

1.3 Questionnaire. the research tool used in this study is a questionnaire. The sample is 322 employees working at Kunming University, with an Alpha reliability value of 0.962. The questionnaire containing the content of welfare categories affects the factors of employee engagement: Kunming University's case study on welfare and employee engagement is a closed question. The questionnaire is divided into three parts: demographic data, welfare awareness, and engagement of university teachers and employees. In the questionnaire, respondents were asked to answer which type of welfare is more important to them. The reliability rate of the questionnaire was 0.92 (Cronbach's alpha). Data use the mean, standard deviation, and paired sampling t-test for analysis.

2. Qualitative research

The purpose of this qualitative part is to explain the findings of the quantitative part. Interviews are used to collect data. There are 20 people in total, 13 teachers and 7 employees. Each interview takes about 30 minutes. The interview is recorded and then Transcription is used for data analysis. Analyze the data by using the thematic analysis method to find a result.

Results

Hypothesis testing condition; by each hypothesis must have significant level less than 0.05 (Significant level 95%) therefore refuse H_0 but if hypothesis has significant level more than 0.05 (Significant level 95%) it will accept H_0 .

1. Employee commitment hypothesis and result

H0: Annual leave, Sick leave, social Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price cannot influence to engagement (commitment).

H1: Annual leave, Sick leave, social Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price can influence to engagement (commitment).

Employee commitment was selected as the explained variable, which was recorded as Y. The variables in the above table are used as explanatory variables, and the form of the equation is multiple linear regression equation, which is set as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + b_3X_3 \dots + b_kX_k + e$$

Table 2 independent variable

IV	
Y	commitment
a	Constant
b (1-k)	Coefficient
X_1	Annual leave
X_2	Sick leave
X_3	Social insurance
X_4	Organize free movies and other activities
X_5	Profit Sharing
X_6	Housing Provident Fund
X_7	free or low-cost canteens
X_8	Free shuttle bus
X_9	Statutory holidays
X_{10}	items purchased at a low price
e	Error

This will reject the null hypothesis (H0) that is found to be variable in the promise, and at least the party that can predict the benefits can influence the participation. The parameters and analysis of the data collection questionnaire are processed by statistical analysis. The selected variable is related to the commitment. The results are shown in the table below.

Table 3 Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.221 ^a	.049	.046	.46121
2	.248 ^b	.061	.056	.45879

a. Predictors: (Constant), social insurance

b. Predictors: (Constant), social insurance, Annual leave

c. Dependent Variable: employee engagement-commitment

In table 3 show to R value between independent variable The influence of engagement a social insurance, employee engagement-commitment equal to 0.221, b social insurance, Annual leave , employee engagement-commitment = 0.248 and R square equal to a = 0.49, b = .061, The adjustment R^2 of Model 2 in Table 4-8 a is 0.046, b is 0.056. Benefit can explain employee commitment 5.6% of the difference

Table 4

		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	3.121	.166		18.770	.000
	Social insurance	.181	.043	.221	4.188	.000
2	(Constant)	2.882	.199		14.463	.000
	Social insurance	.183	.043	.223	4.262	.000
	Annual leave	.058	.027	.113	2.149	.032

From table 4 after tested found that commitment is Sig. = 0.001, which is less than the significance level of 0.05 indicates that there is at least one factor of quality of work life that can predict the effect of changes in operational efficiency. Multiple Regression Equation after tested show in below;

$$\text{Unstandard } Y = 2.882 + 0.183 \cdot X_3 + 0.058 \cdot X_1 + e$$

$$\text{Standard } \hat{Y} = 0.223X_3 + 0.113X_1 + e$$

2. Employee motivation hypothesis and result

H0: Annual leave, Sick leave, social Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price cannot influence to engagement (motivation).

H1: Annual leave, Sick leave, social Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price can influence to engagement (motivation).

Employee motivation was selected as the explained variable, which was recorded as Y. The variables in the above table are used as explanatory variables, and the form of the equation is multiple linear regression equation, which is set as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + b_3X_3 \dots + b_kX_k + e$$

Table 5 independent variable

IV	
Y	motivation
a	Constant
b (1-k)	Coefficient
X_1	Annual leave
X_2	Sick leave
X_3	Social insurance
X_4	Organize free movies and other activities
X_5	Profit Sharing
X_6	Housing Provident Fund
X_7	free or low-cost canteens
X_8	Free shuttle bus
X_9	Statutory holidays
X_{10}	items purchased at a low price
e	Error

This will reject the null hypothesis (H_0) that is found to be variable in the promise, and at least the party that can predict the benefits can influence the engagement. The parameters and analysis of the data collection questionnaire are processed by statistical analysis. The selected variable is related to the motivation. The results are shown in the table below.

Table 6 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.268 ^a	.072	.069	.44465	1.890

a. Predictors: (Constant), social insurance

b. Dependent Variable: employee engagement--motivation

In table 6 show to R value between independent variable The influence of engagement a social insurance, employee engagement- motivation equal to 0.268, and R square equal to a = 0.72, the adjustment R^2 of Model 2 in Table 4-12 is 0.069. Explain benefit can explain 6.9% of employee motivation, and benefits have an impact on engagement.

Table 7 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.050	.160		19.026	.000		
Social insurance	.215	.042	.268	5.154	.000	1.000	1.000

a. Dependent Variable: employee engagement--motivation

From table 8 after tested found that motivation is Sig. = 0.001, which is less than the significance level of 0.05 indicates that there is at least one factor of benefit that can effect engagement. Multiple Regression Equation after tested show in below;

$$\text{Unstandardized } Y = 3.050 + 0.215 \cdot X_3 + e$$

$$\text{Standardized } Y = 0.268 \cdot X_3 + e$$

3. Employee loyalty hypothesis and result

H0: Annual leave, Sick leave, Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price cannot influence to engagement (loyalty).

H1: Annual leave, Sick leave, Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price can influence to engagement (loyalty).

Employee commitment was selected as the explained variable, which was recorded as Y. The variables in the above table are used as explanatory variables, and the form of the equation is multiple linear regression equation, which is set as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + b_3X_3 \dots + b_kX_k + e$$

Table 8 independent variable

IV	
Y	loyalty
a	Constant
b (1-k)	Coefficient
X ₁	Annual leave
X ₂	Sick leave
X ₃	Social insurance
X ₄	Organize free movies and other activities
X ₅	Profit Sharing
X ₆	Housing Provident Fund
X ₇	free or low-cost canteens
X ₈	Free shuttle bus
X ₉	Statutory holidays
X ₁₀	items purchased at a low price
e	Error

This will reject the null hypothesis (H0) that is found to be variable in the promise, and at least the party that can predict the benefits can influence the engagement. The parameters and analysis of the data collection questionnaire are processed by statistical analysis. The selected variable is related to the loyalty.

Table 9 Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.279 ^a	.078	.075	.48045
2	.300 ^b	.090	.085	.47794

a. Predictors: (Constant), social insurance

b. Predictors: (Constant), social insurance, free or low-cost canteens

c. Dependent Variable: employee engagement-loyalty

In table 9 show to R value between independent variable The influence of engagement a social insurance, employee engagement-loyalty equal to 0.279, b social insurance, free or low-cost canteens, employee engagement-loyalty = 0.300 and R square equal to a = 0.78, b = .090, The adjustment R² of Model 2 in Table 4-8 a is 0.75, b is 0.85. It can explain 8.5% of employee loyalty differences.

Table 10 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.965	.173		17.116	.000		
	Social insurance	.242	.045	.279	5.386	.000	1.000	1.000
2	(Constant)	3.228	.212		15.258	.000		
	Social insurance	.229	.045	.264	5.076	.000	.982	1.018
	Free or low-cost canteens	.058	.027	.112	2.148	.032	.982	1.018

a. Dependent Variable: employee engagement-loyalty

From table 10 after tested found that loyalty is Sig. = 0.001, which is less than the significance level of 0.05 indicates that there is at least one factor of benefit that can effect engagement. Multiple Regression Equation after tested show in below;

$$\text{UNstandard Y} = 3.228 + 0.229 \cdot X_3 + 0.058 \cdot X_7 + e$$

$$\text{Standard Y} = 0.264 \cdot X_3 + 0.112 \cdot X_7 + e$$

4. Employee trust hypothesis and result

H0: Annual leave, Sick leave, Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price cannot influence to engagement (trust).

H1: Annual leave, Sick leave, Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price can influence to engagement (trust).

Employee trust was selected as the explained variable, which was recorded as Y. The variables in the above table are used as explanatory variables, and the form of the equation is multiple linear regression equation, which is set as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + b_3X_3 \dots + b_kX_k + e$$

Table 11 independent variable

IV	
Y	Trust
a	Constant
b (1-k)	Coefficient
X ₁	Annual leave
X ₂	Sick leave
X ₃	Social insurance
X ₄	Organize free movies and other activities
X ₅	Profit Sharing
X ₆	Housing Provident Fund
X ₇	free or low-cost canteens
X ₈	Free shuttle bus
X ₉	Statutory holidays
X ₁₀	items purchased at a low price
e	Error

This will reject the null hypothesis (H0) that is found to be variable in the promise, and at least the party that can predict the benefits can influence the engagement. The parameters and analysis of the data collection questionnaire are processed by statistical analysis. The selected variable is related to the loyalty.

Table 12 Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.223 ^a	.050	.047	.43239	1.861
2	.250 ^b	.062	.057	.43008	

a. Predictors: (Constant), Social insurance

b. Predictors: (Constant), Social insurance, Statutory holidays

c. Dependent Variable: employee engagement--trust

In table 12 show to R value between independent variable The influence of engagement a .social insurance, employee engagement-loyalty equal to 0.223, b social insurance, statutory holiday , employee engagement-loyalty = 0.250 and R square equal to a = 0.050, b = .062, the adjustment R² of Model 2 in Table 4-8 a is 0.47, b is 0.57. It can explain 5.7% of employee loyalty differences.

Table 13 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.192	.156		20.477	.000		
Social insurance	.171	.040	.223	4.227	.000	1.000	1.000
2 (Constant)	2.924	.198		14.733	.000		
Social insurance	.169	.040	.219	4.187	.000	.999	1.001
Statutory holiday	.066	.031	.113	2.166	.031	.999	1.001

From table 13 after tested found that quality of work life is Sig. = 0.001, which is less than the significance level of 0.05 indicates that there is at least one factor of quality of work life that can predict the effect of changes in operational efficiency. Multiple Regression Equation after tested show in below;

$$\text{UNstandard Y} = 2.924 + 0.169 \cdot X_3 + 0.066 \cdot X_9$$

$$\text{Standard Y} = 0.219 \cdot X_3 + 0.113 \cdot X_9$$

5. Employee engagement hypothesis and result

H0: Annual leave, Sick leave, Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price cannot influence to engagement (all).

H1: Annual leave, Sick leave, Insurance, Organize free movies and other activities, Profit sharing, Housing Provident Fund, free or low-cost canteens, free shuttle buses, Statutory holidays, items purchased at a low price can influence to engagement (all).

Employee (all) was selected as the explained variable, which was recorded as Y. The variables in the above table are used as explanatory variables, and the form of the equation is multiple linear regression equation, which is set as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + b_3X_3 \dots + b_kX_k + e$$

Table 14 independent variable

IV	
Y	All
a	Constant
b (1-k)	Coefficient
X ₁	Annual leave
X ₂	Sick leave
X ₃	Social insurance
X ₄	Organize free movies and other activities
X ₅	Profit Sharing
X ₆	Housing Provident Fund
X ₇	free or low-cost canteens
X ₈	Free shuttle bus
X ₉	Statutory holidays
X ₁₀	items purchased at a low price
e	Error

This will reject the null hypothesis (H0) that is found to be variable in the promise, and at least the party that can predict the benefits can influence the engagement. The parameters and analysis of the data collection questionnaire are processed by statistical analysis. The selected variable is related to the all.

Table 15 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.489 ^a	.239	.237	.20823
2	.489 ^b	.248	.243	.20728

a. Predictors: (Constant), social insurance

b. Predictors: (Constant), social insurance, organize free movie and other activities

c. Dependent Variable: total

In table 15 show to R value between independent variable The influence of engagement a .social insurance, employee engagement-total equal to 0.489, b social insurance,organize free movie and other activities , employee engagement-total = 0.498 and R square equal to a = 0.239, b = 0.248, the adjustment R² of Model 2 in Table 4-8 a is 0.237, b is 0.243. It can explain 24.3% of employee loyalty differences.

Table 16 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.082	.075		41.052	.000		
Social insurance	.202	.020	.489	10.371	.000	1.000	1.000
2 (Constant)	3.173	.087		36.419	.000		
Social insurance	.202	.019	.488	10.414	.000	1.000	1.000
Organize free movie or other activities	.024	.012	.096	2.040	.042	1.000	1.000

a. Dependent Variable: total

From table 16 after tested found that quality of work life is Sig. = 0.001, which is less than the significance level of 0.05 indicates that there is at least one factor of quality of work life that can predict the effect of changes in operational efficiency. Multiple Regression Equation after tested show in below;

$$\text{UNstandard Y} = 3.173 + 0.202 \cdot X_3 + 0.024 \cdot X_9$$

$$\text{Standard Y} = +0.488 \cdot X_3 + 0.096 \cdot X_9$$

Table 17 Results of Hypothesis Testing

Types of Benefit	Engagement				
	commitment	motivation	loyalty	trust	Total
1. Annual leave (pay money)	✓	✗	✗	✗	✗
2. Sick leave	✗	✗	✗	✗	✗
3. Social insurance	✓	✓	✓	✓	✓
4. Organize free movies and other activities	✗	✗	✗	✗	✗
5. Profit sharing	✗	✗	✗	✗	✗
6. Housing public accumulation funds	✗	✗	✗	✗	✗
7. free or low-cost canteens	✗	✗	✓	✗	✗
8. free shuttle buses	✗	✗	✗	✗	✗
9. Statutory holidays	✗	✗	✗	✓	✓
10. items purchased at a low price	✗	✗	✗	✗	✗

6. Qualitative

The researcher interviewed a total of 12 teachers and 8 office staff for a total of 20. There are 7 males and 13 females.

I asked the interviewer in question 2 “What kind of benefits do you think are indispensable in welfare?” have nine respondents believe that housing provident fund is essential for them. Respondents 16 were considered essential for social security. Have 6 people considered Statutory holidays to be important. One interviewee considered free buses important. One interviewee found it important to organize free movies and other events.

So this shows that the most important welfare rankings among the 20 respondents are social insurance first, housing provident fund second, Statutory holidays third, and free buses and organize free movies and other events are Fourth place. From the qualitative and quantitative analysis we can know: In the quantitative shows that most people think that social insurance is the most important in benefits, and some people think that statutory holidays rank second in benefits. There are also a small number of people who believe that annual leave and free or low-cost canteen ranks among the benefits.

So qualitative shows that the most important welfare rankings among the 20 respondents are social insurance, housing provident fund, Statutory holidays, and free buses and organize free movies and other events are Fourth place.

According to the order of welfare rankings based on the two conclusions, we can know that the most important and number one benefit is social insurance, The second-ranked benefit is Statutory holidays, followed by housing provident fund, annual leave, free or low-cost canteen, free buses and organize free movies and other events.

Discussion

1. According to my questionnaires and interviews, I can find that everyone believes that benefit is one of the important reasons that can affect the degree of engagement. And at the end of the year, enterprises have to face a round of employee turnover peak, one of the reasons for employee turnover is that the benefits of the company are not good, the degree of employee engagement is low. Good employee benefits can not only improve the happiness of employees, but also reduce the turnover rate of core talents in universities.

The university need to purchase five types of insurance and a housing provident fund. (Eaton 1959) In the five social insurances and one housing fund, many privateuniversity have far fewer teachers than public teachers, and their social status cannot be guaranteed. Teaching in a privateuniversity is hard work without gain. Unlike publicuniversity, welfare is guaranteed.

2. Universities can provide annual leave policies for teachers or employees. Some evidence is provided in the research of the researcher that annual leave can increase the loyalty of teachers to the university. (Allen, 2014)Research shows that paid leave and work-family conflict have a small but significant negative correlation. Some evidence suggests that the annual leave policy is most beneficial when employees' perceptions of support are higher than lower.

3. The last one is that for public universities, there is a clear promotion mechanism for teachers. It is impossible to cross, and the number of promotion places every year is limited. Many people have worked for many years without obtaining professional titles. This is not to say that the teacher's ability is not up to standard. But public universities are not as tiring and hard-working as private universities, and the pressure is not as great as private universities. However, as a work unit, there are too many capable people, and annual assessment is not always necessary. (Ismail, Iqbal, & Nasr, 2019)Moreover, in a public university, if the teachers and employees do not have any major problems, the employees can work until retirement. If you have excellent teaching skills at work and actively participate in various activities such as vocational training and essay writing, then you may also become the backbone of the university. It is possible to become a small leader or anyone else.

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