

on: «**RESEARCH ON IMPROVING THE WORK
EFFICIENCY OF EMPLOYEES**»

Completed:

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SECTION 1

THEORETICAL ANALYSIS OF THE STUDY OF THE EFFECTIVENESS OF THE ORGANIZATION'S PERSONNEL

Work efficiency generally refers to the ratio of work output to input, and improving work efficiency requires continuously increasing the positive efficiency value. Work efficiency is an important indicator for evaluating an employee's work ability. Improving employee work efficiency can enable company employees to complete more work in a shorter amount of time, thereby enabling these employees to bring greater benefits to the company within a certain working time. And it can also reduce employee overtime, giving employees more rest time, thereby improving their personal quality of life and happiness, and enhancing their sense of achievement. Improving the work efficiency of all employees in the company can also achieve streamlining of the company's structure, avoiding bloated and redundant organizational structures occupying a large amount of company resources and lowering the company's work efficiency.

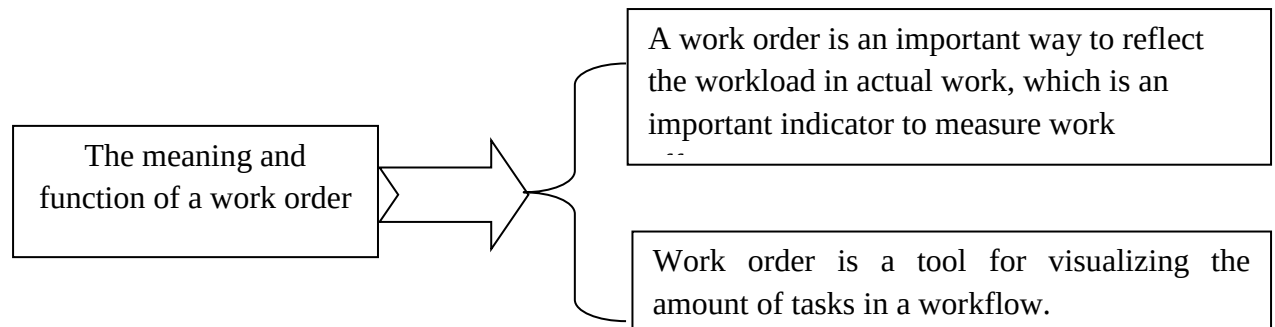
Work skills refer to the skills, knowledge, experience, and so on required to complete a designated task. It is the practical skills and abilities that a person should possess to be competent in the corresponding position and become an outstanding performance employee. Work skills are an essential requirement for employees to meet the job requirements of the company.

Preventive maintenance, also known as preventive maintenance, aims to prevent certain equipment failures. By detecting these devices, early signs of equipment failures can be detected. In other words, in order to prevent equipment failures and ensure that they can work normally and stably, various maintenance and repair activities are taken before equipment failures occur. In order to prevent production equipment from malfunctioning, preventive maintenance has become a very efficient and important method and measure, and modern manufacturing enterprises have widely adopted this maintenance and repair method. Many classic

preventive maintenance methods include planned maintenance, equipment reliability centered maintenance, repair, and predictive maintenance.

Throughout the maintenance history of various equipment, there are many maintenance methods for operating equipment. Generally speaking, they can be broadly summarized as post maintenance, preventive maintenance, and improvement maintenance. Among them, preventive maintenance was introduced from abroad to China and is still in the initial stage of preventive maintenance, known as PM. The so-called PM refers to the abbreviation of the first letter of English words for preventive maintenance and production maintenance.

A work order is an important way to reflect the workload in actual work, which is an important indicator to measure work efficiency. The quantity and quality of work orders are a visual representation of the work situation. The work order plays a very important role in the entire workflow, and is an essential measurement indicator that is implemented throughout the entire workflow. It also provides reliable support for the company to accumulate maintenance data.



Picture 1.1 - The meaning and function of a work order

Source: created by the author according to [19]

Firstly, a work order is the primary step in quantifying workload. In the factory, if process production personnel or maintenance department employees discover fault factors that affect the normal use of equipment systems on the production site, or if there are new construction projects in the factory that require the cooperation of maintenance team members for installation and debugging work, these personnel submit corresponding work order applications on the office system

(Maximo, a specially customized task management system), with fixed format requirements for work order applications.

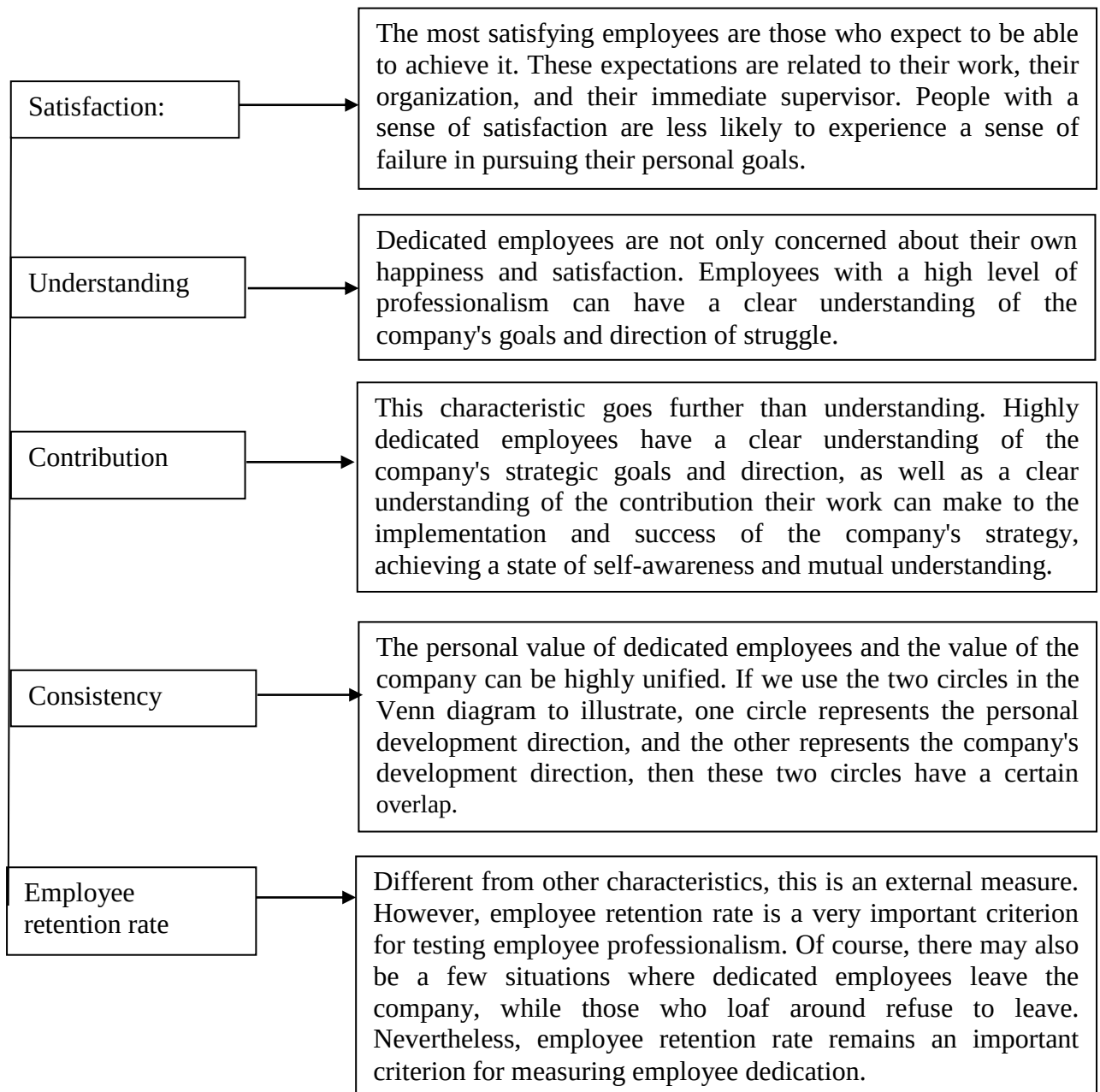
Secondly, a work order is a tool for visualizing the amount of tasks in a workflow. After the work order is generated in the Maximo system, it will flow to the department manager who needs the job according to the established workflow. After the department manager approves the work order, it will flow to the maintenance department manager in the Maximo system. After the maintenance department manager approves the work order, the maintenance department shift leader will receive a reminder of the work order task on the Maximo system. The shift leader will go to the site to confirm the work task involved in the work order, and communicate with the work order applicant to determine the materials, manpower, time, etc. required for this work order. The above content of the work order will be improved in the system, and then the work order will be printed and assigned. Provide frontline maintenance staff with detailed job descriptions in the work order. After the work order is completed, the maintenance staff will ask the process shift leader to sign and confirm, and then return the work order to the maintenance shift leader. The maintenance shift leader will close the work order on the Maximo system to confirm that the work order process is completed.

Some studies suggest that employee engagement can create a good working environment for employees, while leveraging their strengths to create a sense of belonging for each employee, resulting in a sense of ownership and responsibility.

The concept of employee engagement originated from the United States, and its initial expression was Employee Engagement. The concept of employee engagement has been promoted and applied by consulting companies, and has now become an extremely important branch of human resources. Gallup, a consulting firm in the United States, was the first to study employee engagement. Through nearly 40 years of dedicated research on the factors necessary for a healthy business to succeed, they established the Gallup Path model, which describes the path between individual employee performance and the overall value added of the company, ultimately leading to business performance. Gallup uses their research

model to measure engagement and employs statistical analysis and other methods to conduct research. The results show that dedicated employees have the greatest impact on the company's business performance, including output value, efficiency, employee retention rate, customer loyalty, and safety. Almost all of a company's profits and customer loyalty are created by these dedicated employees.

The analysis of employee engagement in this article is mainly based on the following five measurement indicators picture 1.1.



Picture 1.2 - Indicators of the involvement of the organization's employees

Source: created by the author according to [19]

Scholars are gradually deepening their research on employee engagement, not only from the perspective of work status, but also from the aspects of psychological investment, experience investment, and time spent. Various studies have deepened people's recognition and recognition of employee engagement. In the 1990s, Kahn initially defined it as a state of self in the workplace. Maslach further identified two extreme states in work, namely "dedication" and "fatigue", and employee engagement is a work state in between, reflecting the psychological state of employees.

Employee engagement may be defined as different connotations and extensions in different research fields and stages. However, by extracting their core viewpoints, one can find common ground, which is the level of employee investment in the company and the state of commitment fulfillment, all from the perspectives of cognition, emotion, and action.

Job satisfaction generally refers to an individual's psychological state towards their work and work-related aspects (including work status, environment, stress, approach, challenge, interpersonal relationships, etc.) during the process of working in an organization, reflecting their attitude towards the company and work. The currently popular and widely used values are the six standards proposed by Monster, a well-known human resources management company in the United States: independence, success, identification, support, interpersonal relationships, and working conditions.

Job satisfaction refers to an individual's emotional experience, emotional response, and state towards their work. Satisfaction is an important attitude variable that comes from an employee's evaluation of their industry or work experience. It includes satisfaction with the job itself, promotion opportunities, compensation, boss, and colleagues in five aspects. Based on whether the current job can help realize individual values, and whether it meets individual interests and needs. When work aligns with personal needs and interests, and work conditions and interpersonal relationships are satisfactory, a relatively high level of job satisfaction will occur.

The main factors that determine an employee's job satisfaction are whether their needs and values can be met.

Herzberg believes that the following factors can affect job satisfaction: social factors, physical environmental factors, and personal psychological factors. Social factors refer to the experience of employees in company management, as well as their sense of identification and belonging to the company; Physical environmental factors include the conditions, facilities, and environment of the workplace; Personal psychological factors include thoughts and attitudes towards the significance of one's job, as well as the boss's leadership style. The specific situation can be summarized as follows:

Table 1.1

Challenging work:	Employees will prefer the opportunity to showcase their skills and abilities within the company, providing them with different tasks while not being overly supervised and receiving timely feedback on their work situation. These characteristics make work more challenging. Work that is too low in challenge can lead to lack of motivation and boredom, while work that is highly challenging or even difficult to complete can create a sense of frustration. So work should be moderately challenging, and most employees can feel happy and satisfied.
Fair compensation:	Employees hope that the promotion mechanism and allocation method can make them feel fair, and the system is clear and consistent with their expectations. When compensation allocation is based on job needs, job performance, personal skills, and the average wage level in the market, it will make employees satisfied with their work. However, it should be noted that not every employee works solely for money, and it is not that the more compensation, the greater employee satisfaction, but rather the need for fairness. Similarly, employees pursue relatively fair promotion policies and practices. The promotion system provides employees with career development opportunities, higher social status, and more responsibilities. Therefore, if employees feel that their promotion is based on fairness and justice, they can easily experience satisfaction in their work and work happier.
A good working environment:	A good working environment not only allows employees to feel comfortable, but also enables them to better complete their work. Through research, it has been found that employees expect a comfortable and safe working environment, and humidity, sound, light, and other environmental factors should not be too strong or too weak. In addition, the vast majority of employees expect a clean working environment, a relatively close workplace to home, and modern work equipment.
Harmonious interpersonal relationships:	Employees participating in work is not just for financial gain or general success, but for most people, work can also meet their social needs. Therefore, friendliness and mutual support among colleagues can improve employee satisfaction with their work. Whether an employee is highly satisfied with their job also depends on their leader. A leader who is understanding, friendly, willing to listen to the opinions of employees, praise excellent performance, and shows interest in employees will greatly improve employee satisfaction.

Source: created by the author according to [19]

The so-called performance management refers to a management method in which company managers and employees reach a consensus on the set goals and how to achieve them, and ultimately achieve the company's organizational goals by helping and motivating employees to achieve excellent performance. An important part of company performance management is performance evaluation. Performance evaluation refers to the process in which the evaluated person compares work objectives and performance evaluation standards, adopts a reasonable and scientific evaluation method to evaluate the degree of completion of a task, personal development, and fulfillment of job responsibilities by employees, and then feeds back the evaluation results to employees. Performance evaluation is not a singular task, but a systematic process used to assist in performance management. It is a method and process in which an enterprise uses specific standards and indicators to evaluate the work behavior and performance of its employees under established strategic goals, and uses the results of the evaluation to positively guide their future work behavior and performance.

It is conducive to achieving the company's medium and long-term goals, and facilitates the evaluation of the degree of completion. The company will break down the long-term goals into annual, quarterly, and monthly indicators, continuously urging employees to achieve and complete them. An effective performance evaluation can help companies achieve their goals. Performance evaluation is a closed-loop process of continuous planning, work execution, performance inspection, and performance processing. It is reflected in the entire performance management process, including the setting of performance goals, achievement of requirements, implementation and correction, interviews, improvement, and the cycle of re setting goals. This is a continuous process of discovering and improving problems, and correcting performance evaluation should be a continuous work.

Performance evaluation is related to the distribution of employee performance bonuses, and it must be linked to the personal interests of employees. The salary benefits of employees generally come from fixed wages and performance bonuses, and the amount of performance bonuses is closely related to the performance

evaluation scores of employees. Therefore, the relationship between employee salary benefits and performance evaluation should be given attention.

The establishment of a performance appraisal system in a company is not simply about distributing benefits, but rather through this method to enable the company and employees to grow rapidly together. The company identifies problems through assessment and works with employees to improve them, identifying gaps for precise improvement and achieving a win-win situation. The combination of salary and performance is the focus of performance evaluation. When formulating a salary system, companies usually divide the salary into fixed salary and performance-based salary, where performance-based salary is a reflection of job performance. Performance and compensation should reflect the incentive effect, and the company's performance evaluation of employees must be reflected in compensation.

By conducting performance evaluations and combining employee recruitment, training and promotion, labor compensation, and job promotion, the company's incentive mechanism can be fully utilized, which is beneficial for the sustained and rapid development of the company; And for employees themselves, it will be easier to establish a psychological model of continuous self encouragement, which is conducive to improving their work efficiency. The salary grading system refers to a salary system in which employees who hold the same position or position are distinguished based on their technical proficiency, work enthusiasm, ability to cooperate with others, workload, and sense of work responsibility. The labor level of employees is distinguished accordingly, and then the corresponding salary level standards are paid according to the labor level. This will lead to significant differences in wages and bonuses among different employees.

Contemporary managers have always been committed to selecting appropriate management methods to stimulate the potential of employees, enhance their thinking, guide their behavior, and ultimately achieve the maximum contribution of employees in the organization. Motivation is the current optimal management method chosen by current managers. Motivation refers to the process in which an organization strives to achieve specific goals in response to its own development

needs, using two methods: physical induction or psychological satisfaction, to promote positive changes in the behavior and motivation of internal members, and ultimately achieve the individual goals of internal members through both external and internal intervention. Through the continuous research and development of scholars, motivation theory has basically formed a system with various forms and rich content. As of the current research results, it can be divided into two aspects: content motivation theory and process motivation theory. These two theories also have certain connections.

The research content of content motivation mainly analyzes from the perspective of incentive stimuli, delves into the needs of internal members of the organization, and seeks ways to generate incentive effects to meet the needs of internal members and achieve established goals. Classic theoretical representatives include the Two Factor Theory, the Hierarchy of Needs Theory, the Achievement Needs Motivation Theory, and the ERG Theory. The two factor theory, also known as the motivational factors theory, as a representative of typical motivational theories, was summarized by American psychologist Herzberg in 1959. Herzberg not only divides needs into two levels, low level (health factors) and high level (motivational factors), but also distinguishes the different motivational effects of these two levels of needs on individuals. Health factors and motivational factors are not only distinguished from each other but can also interact with each other. Health factors are more easily satisfied, but the persistence of stimulating individuals is insufficient. In order to ensure that individuals receive effective motivation, it is necessary to further satisfy motivational factors.

The hierarchy of needs theory is one of the representatives of behavioral science theory, proposed by American psychologist Abraham Maslow. Maslow divided human needs into five levels from high to low, namely self actualization, respect, society, security, and physiology. That is to say, physiological needs are the foundation, and as physiological needs are met, people will need a higher level of spiritual needs to be satisfied. ERG theory refers to three aspects: survival, interrelationship, and growth, which are derived from Maslow's hierarchy of needs

theory. ERG The theory also emphasizes the hierarchy of needs theory, and believes that all the foundations of survival need to be recognized for friendly relationships, ultimately meeting the needs of growth.

The biggest difference between the research direction of process based motivation and content based motivation theory is that it analyzes the relationship between the behavioral motivation and specific behavior of internal members of an organization from a psychological perspective, mainly by psychologists. Classic representative process motivation theories, such as operant conditioning theory and social comparison theory. The expectancy theory, which is representative of the times, proposes that individuals have a strong emotional color before taking action, and their subjectivity is strong. It emphasizes that the three variables of individual hope, correlation, and effect directly affect the motivational effect of individuals. Process motivation theory is a method of identifying key factors that play a crucial role in behavior, clarifying their interrelationships, in order to predict and control human behavior.

Successful development is not possible if the management style creates barriers that prevent growth, the manager needs to review outdated processes and rigid structures to remove any potential obstacles. It is then possible to foster a work environment that allows time for development and growth in a way that is most beneficial to the staff of the enterprise. Improving the development of employees can be difficult as agricultural specifics are resistant to change. It is useful to seek professional help when the employee development system is established. Consultants can provide a detailed list of ways to improve the development of the company's employees, suggest structural changes that can help the process, and provide their support during the implementation of the changes.

Employee development is a process of initiatives and programs aimed at improving and developing the current skills and knowledge of the team. This learning process can help ensure that all team members can continually improve and grow under the guidance of a mentor. Resources that help employees develop professionally can take many forms, including training exercises, team building

activities, workshops and seminars. In order for personnel development to be effective, it is necessary to use adapted experience. Table 1.3 presents a variety of innovative methods of personnel development, which are advisable to apply to increase and improve the skills and knowledge of your employees.

Table 1.3 - Methods of personnel development of enterprises

1	Coaching and mentoring	Coaching and mentoring programs can help employees learn from experienced professionals in their field and receive personalized guidance and feedback on their work. This can help them develop new skills and improve existing ones.
2	Gamification	It involves turning learning and development activities into games or simulations. This can help make the learning process more enjoyable and interesting for employees, which can improve their retention and application of new knowledge and skills
3	Microlearning	involves the provision of educational and developmental content for short, small sessions. It can be more effective than traditional training methods because employees can learn at their own pace and fit training into their busy schedules
4	Observation of work	involves pairing employees with more experienced colleagues and allowing them to observe and learn from them. This can help employees learn new skills and learn best practices from those who are already proficient in their roles
5	Online training	online learning platforms and tools allow employees to access training and development materials from anywhere and anytime, making it a very flexible and convenient method of staff development

Source: created by the author according to [19]

Employee development ensures that team members contribute as much as possible to the business they work for, and that the business contributes as much as possible to employees and their career goals. This kind of thinking can help the enterprise to stay innovative and the business to grow and develop. Improving opportunities for employee development can lead to numerous benefits, including a healthy work environment, increased engagement, and increased productivity. Overall, the use of innovative staff development methods can help organizations attract and retain top talent, improve employee performance, and increase organizational competitiveness.

SECTION 2

ANALYSIS OF THE CURRENT SITUATION OF JIAHAO GRAIN AND OIL COMPANY AND MAINTENANCE TEAM

2.1 General characteristics of the organization of Hebei Jiahao Grain and Oil Company and Maintenance Team

Jiahao Grain and Oil Company is a joint venture created through a partnership between three significant players in the agricultural processing market: the American agro-industrial giant Cargill, the Chinese agricultural corporation New Hope Group and the investment group Hebei Bohai Investment Group. The company's head office is located in the Chinese province of Hebei, where it is also located - in the new economic development zone of Bohai, on the east coast of China.

The company's history began with Cargill's decision to invest \$100 million in strategic partnerships with local Chinese companies, which allowed to combine international experience and resources with deep knowledge of the local market. This partnership led to the creation of a modern oil refinery, which covers an area of 21,000 square meters and has a capacity of 1.32 million tons of oil per year.

The main activities of the companies include the processing of oilseed crops, distribution of oil and by-products of processing. The company is focused on increasing demand for high-quality food products both in the Chinese domestic market and internationally. The plant is equipped with modern equipment and technologies that ensure high productivity and compliance with international standards of quality and safety of food products and fodder for farm animals.

Strategically located in Bohai New Economic Development Zone, the company has access to modern logistics infrastructure, including Hebei Jihai Port, which provides convenient transportation and storage of products for both domestic and foreign markets. The port has a cargo terminal with a capacity of 100,000 tons,

which significantly increases the company's logistics capabilities.

Hebei Jiahao Grain & Oil Co., Ltd continues to grow, contributing to the economic growth of the region and introducing innovative approaches in food production. The company strives to achieve sustainable development, adhering to the principles of environmental responsibility and social sustainability, which is part of its long-term strategy. For now, we will consider the structure of this company's implementation in more detail (Table 2.1.).

Table 2.1 - Composition and structure of product sales at «Jiahao Grain and Oil Company» for 2021-2023.

Product groups	Types of products	2021 year.		2022 year.		2023 year.		On average for 2021 -2023 years.	
		Revenue, million. CNY	Specific weight, %	Revenue, million. CNY	Specific weight, %	Revenue, million. CNY	Specific weight, %	Revenue, million. CNY	Specific weight, %
Oils	Soybean	1653,2	42,9	2194,9	46,5	1662,9	43,1	1837,0	44,2
	Turnip	977,1	25,4	1063,6	22,5	659,3	17,1	900,0	21,7
	Sunflower	292,7	7,6	274,5	5,8	591,1	15,3	386,1	9,6
	In total	2923,0	75,9	3533,0	74,9	2913,4	75,5	3123,1	75,4
Shrot	Soybean	793,5	20,6	1053,6	22,3	798,2	20,7	881,8	21,2
	Turnip	73,3	1,9	79,8	1,7	49,5	1,3	67,5	1,6
	Sunflower	35,1	0,9	32,9	0,7	70,9	1,8	46,3	1,1
	In total	901,9	23,4	1166,3	24,7	918,6	23,8	995,6	24,0
Other		27,6	0,7	20,7	0,4	24,3	0,6	24,2	0,6
Sales, together		3852,5	100	4720,0	100	3856,3	100	4142,9	100

Source:

It is given in table 2.1. the information gives us a comprehensive understanding of the scope of sales activities of "Jiahao Grain and Oil Company". In particular, soybean oil remained its main production and, therefore, sales during the entire period of the study, the share of which in sales varied between 42.9% and 46.5% with an average value of 44.2%. The second in the structure is rapeseed oil with an average specific gravity of 21.7% for 2021-2023. But the sales trend of this type of product, despite fluctuations in value terms, in percentage terms is clearly downward: from 25.4% in 2021 to 17.1% - in 2023. The third type of product in terms of average share is soybean meal, which had the corresponding value of

21.2%. For example, in 2023, soybean meal accounted for 20.7% of sales revenue, which was second only to soybean oil in that year. Sunflower oil is not as popular in China as it is in Ukraine, so the volume of its production / sale is significantly lower than that of soybean and rapeseed oil. Its average annual share in the sales structure is 9.6%, and it is only in fourth place. Note that in 2023, the value and relative indicators of sunflower oil increased significantly. The sale of rapeseed and sunflower meal, as well as other sales, accounted for a total of just over 3% of revenue. This indicates the insignificant demand and the secondary nature of these directions in the sales structure of "Jiahao Grain and Oil Company".

In general, the company's marketing activity depends little on the volume of raw material supplies, since its production and logistics and sales infrastructure during 2021-2023 were used for the entire design capacity of 1.32 million tons of oil-seed raw materials. The determining factor of the effectiveness of sales activities is the price, namely global prices for 3 types of vegetable oils produced by the company. Here, it should be noted that in 2022, compared to the previous year, there was a global increase in oil prices: for soybeans from \$1,277 to \$1,566; for rapeseed - from \$9,740 to \$11,849; for sunflower - from \$11,087 to \$12,998. This, in turn, led to an increase in the price of both exports and domestic sales of the company. The reason is known to everyone - the full-scale aggression of fascist Russia against Ukraine and the consequent global jump in food prices. It should be noted that next year 2023 the prices decreased, for rapeseed and sunflower oils they fell even less than the level of 2021. Jiahao Grain and Oil Company is a wholly-owned subsidiary of Cargill, headquartered in Minnesota, USA. Mr. William Wallace Cargill founded it in 1865. After more than 150 years of operation, Cargill has become a multinational specialized company in commodity trade, processing, transportation, and risk management. Its business scope covers agricultural products, food, financial, and industrial products and services, with nearly 140000 employees in 65 countries. It is the world's largest privately held company and the largest manufacturer of animal nutrition and agricultural products. Cargill has four grain and oil factories in China. Jiahao Grain and Oil Company is Cargill's only soybean processing plant in northern China, engaged in soybean pressing and soybean oil

refining business. Jiahao Grain and Oil Company has always adhered to the advanced management philosophy of European and American foreign enterprises, and is at the forefront of the entire grain and oil industry. Studying the efficiency of the maintenance team at Jiahao Grain and Oil Company and proposing corresponding solutions has significant guiding significance in the overall efficiency of the maintenance team in China's grain and oil industry.

In general, the sales activity of "Jiahao Grain and Oil Company" is effective, since the main products - vegetable oils were fully sold, never being in storage containers for more than the planned period. The by-product of oil and fat production - meal, also found its buyer. Soybean meal was in the greatest demand, because it is the most nutritious among those produced by the enterprise, therefore it is highly valued as a high-protein feed in Chinese animal husbandry. The main production did not stand still. If, due to weather conditions, logistics did not supply the workshops with raw materials, processing of raw materials from local farmers took place, the cost of these services is reflected in the "Other" column. As the next step, we consider it necessary to conduct an analysis of the company's labor resources and related indicators. The relevant data in digital form are contained in Table 2.2.

Table 2.2. The dynamics of the average annual number of employees and the efficiency of the use of their labor force in «Jiahao Grain and Oil Company» for 2021-2023

Indexes	Years			2023 p. in % to 2021 y.
	2021	2022	2023	
Average annual number of employees in total, persons	386	453	439	113,7
Worked by 1 worker on average, days	285	261	254	89,1
The utilization rate of the annual working time fund (in China, 247 official working days per year)	1,15	1,06	1,03	89,1
Products sold per 1st average annual employee, thousand CNY (in 2022 prices)	9980,6	8313,5	9271,1	92,9
Annual salary fund, thousand. CNY	34027	42423	39831	117,1
Average salary in the company, CNY / month.	7346	7804	7561	102,9
Average salary in the country, CNY / month.	8906	9781	10333	116,0

Source:

Table 2.2 data. allow us to understand the general trends of indicators related to personnel management in the company under study. Thus, the main indicator - the average annual number of employees had ambiguous dynamics. In particular, its greatest value was observed in 2022 - 453 people, however, in 2023 the number of employees decreased again, but significantly exceeding the level of 2021 - by 13.7% or 53 people. The explanations for this are as follows. First, in 2021, there were covid restrictions and a long-lasting "Covid-19" pandemic in China and in Hebei province, due to which a significant part of workers was removed from social processes, including production. In addition, employees involved in the company often fell ill and became temporarily disabled. Thus, the average annual number in 2021 was below the standard staffing schedule. The following year, 2022, the pandemic situation improved and the company conducted an additional recruitment of workers with a reserve in case of unforeseen events. In 2023, the average annual number decreased by 14 people in connection with the stabilization of the situation and bringing the number of personnel to the normative level, which should be and was in the pre-war years.

The number of working days worked at the enterprise by the 1st employee and the coefficient of utilization of the annual working time fund are related indicators. Their dynamics are closely correlated with the dynamics of the average annual number of personnel and are explained by the same reasons. Thus, in 2021, the lower than standard average annual number of workers led to a greater workload for those employed at the enterprise. In the following years, due to the increase in the number of personnel, the workload tended to decrease. The coefficient in all years of the study had values greater than one, which is characteristic of China, because overtime work is a common practice in the country.

The main indicator that characterizes the efficiency of the use of labor force - labor productivity, if it is calculated on the basis of sales activity brought to the base year, has very high values. However, its dynamics also "jumps" in the opposite direction and has its lowest level in 2022. It should be noted that in 2023 compared to 2021, this indicator decreased slightly, but this happened within acceptable limits

- about 7% and did not have a particular impact on the company's activities. This is also explained by fluctuations in the sales range and the price situation. For this enterprise, it will be more accurate to study labor productivity, calculated by profit, which will be discussed later.

It is important to note that the annual wage fund and the related average monthly salary of one worker in general increased in 2021-2023, but the largest ones were in 2022. The company's average salary is higher than the Hebei province average, but unfortunately lower than the national average. This is explained by sectoral features, in particular, the fact that the processing of agricultural raw materials is not one of the leading sectors of the Chinese economy. Next, we will consider the key performance indicators of this Chinese company. For this purpose, we present table 2.3.

Table 2.3. Dynamics of the main economic indicators of the activity of «Jiahao Grain and Oil Company» for 2021-2023.

Indexes	2021y.	2022y.	2023y.	2023y. in % to 2021y.
Net income, million. CNY	3852,5	4720,0	3856,3	100,1
Gross profit, million. CNY				
Including based on::	247,6	238,1	279,9	113,0
1st average annual worker	0,641	0,526	0,638	99,4
Net profit, million. CNY				
Including based on:	158,8	155,2	166,1	104,6
1st average annual worker	0,411	0,343	0,378	91,9
Profitability level, +(-) %	4,3	3,4	4,5	+0,2 п.п.

Source:

Indicators given in table 2.3. give us a final picture of the economic performance of Jiahao Grain and Oil Company. In particular, as we have already proven, the company's sales activity depends to a large extent on the price situation in the domestic and especially in the foreign market, so the wave-like dynamics of net income is dictated by changes in the external environment.

Instead, gross and net profits are more objective indicators that characterize the state and dynamics of the quality of the company's internal management. We can see that their dynamics is opposite to the net income, because in 2022 the high level

of prices for the company's output products was crossed out by an even greater increase in the prices of input raw materials, namely soybeans, rapeseed and sunflower seeds. So, if we take into account the entire research period, gross and net profits show positive dynamics: the former grew by 13%, the latter by 4.6%. However, overall labor productivity, calculated by net profit, decreased by 8.1%. This indicates a drop in the effectiveness of personnel management, which requires personnel decisions.

The level of profitability, as an integrated indicator of efficiency, is generally stable, its growth in 2023 compared to 2021 took place at the level of 0.2 percentage points. This gives us reason to say that the economic activity of "Jiahao Grain and Oil Company" is efficient and has average industry indicators. Therefore, the enterprise has prospects for further development, including diversifying the processing of agricultural raw materials with a larger range.

Let's move on to consider the organizational structure, which remains an important element of the internal environment, as it forms the division of tasks between divisions, which is important for the effective functioning of the LLC. This helps ensure optimal use of resources and distribution of responsibilities among employees. The ability of different departments to solve specific problems also plays an important role in ensuring the success of the company.

The organizational structure of the company is built on the basis of a clear division of responsibilities between partners. Cargill, with its expertise in global agribusiness, is responsible for overall strategy and management, as well as international operations and quality standards. "New Hope Group", being one of the largest agricultural corporations in China, provides an integrated supply network and distribution of products in the domestic market. "Hebei Bohai Investment Group" provides financial support and provides local infrastructure.

The maintenance department consists of 27 people, divided into two teams: electrical and mechanical maintenance. Among them, the electrical team includes 8 electricians, 1 shift leader, 1 electrical engineer, and 1 electrical supervisor; The mechanical maintenance department includes 13 mechanics, 1 mechanical engineer,

and 1 mechanical supervisor. The following personnel report to the supervisor. Both teams are led by one maintenance manager, and both the electrical and mechanical supervisors report to the maintenance manager. As both mechanical and electrical employees report their work to the maintenance manager, the maintenance manager is responsible for the performance evaluation of the maintenance employees, so the work cooperation between the mechanical and electrical employees is relatively good.

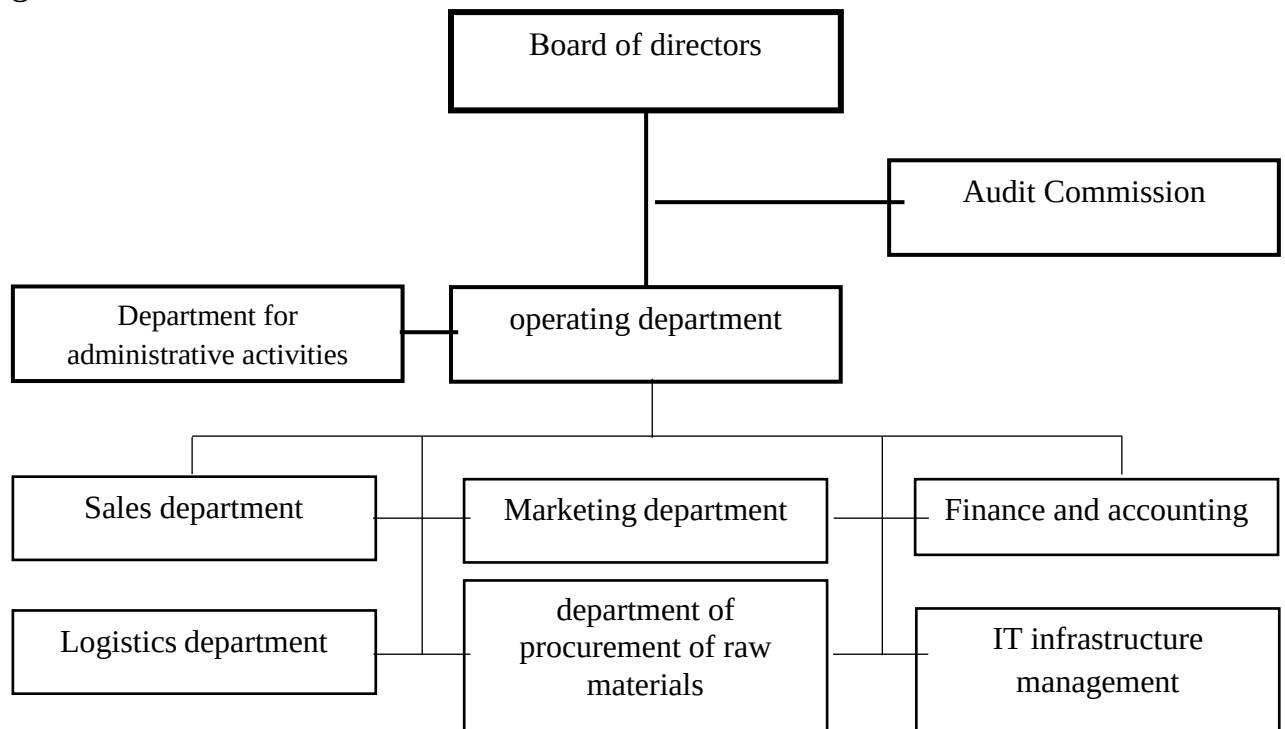


Figure 2.1 - Organizational structure of Jiahao Grain and Oil Company

Source:

The maintenance department is mainly responsible for the daily operation and maintenance of the entire factory equipment. Including handling sudden equipment failures during the operation of factory equipment, seeking solutions in a timely manner, reducing downtime due to failures, and ensuring the start-up rate of the factory; Daily inspection of equipment, including whether the operation status of each equipment is normal, the impact of changes in equipment working conditions on the equipment, and the ability to quickly identify potential operational risks of the equipment and arrange timely maintenance to reduce the failure shutdown rate; The

factory continuously provides technical guidance and supervision for process upgrade projects. In order to operate more efficiently, the factory needs to continuously improve its processes, which will involve a lot of mechanical and electrical work. The maintenance department needs to communicate with the process personnel, inspect the site, determine technical requirements and the final project plan. If necessary, personnel need to be arranged to follow up on the project and debugging throughout the process; This also includes maintenance contractor management. The factory has a team of 5 support contractors, with a total of about 120 people. They are mainly responsible for some improvement projects proposed by the process department, as well as basic work that is tedious in the factory's daily routine and lacks manpower in the maintenance department. When necessary, they cooperate with the maintenance department's work.

The maintenance team is subject to the management of the production manager, serving the production department, and ensuring the reliable operation of equipment. The maintenance team implements four shifts and three rotations, which means there are four maintenance workers per month, divided into four teams and rotating for 8 hours per day. Shift workers need to handle temporary equipment failures and perform daily equipment inspections. The remaining employees who work will be arranged by their supervisors and shift supervisors to perform other maintenance tasks that are not particularly urgent and are proposed by the process personnel in the form of work orders. This ensures the planning of the work, prolongs the working time, improves work efficiency, and makes the work progress more smoothly.

2.2 Evaluation of the company's employee in the context of management

In accordance with the subject of the research in this section, it is expedient to evaluate the staffing of the agricultural company for a certain period. In general, the evaluation of the company's personnel is an important component of effective management. The evaluation process allows management to collect information

about employees, their skills, abilities and performance, helps to identify the strengths and weaknesses of employees, determine their training and development needs, as well as make informed decisions about career growth and motivation of personnel, involves the use of various methods, such as performance analysis, competency assessment, 360-degree feedback, and others. It is also important to consider the individual characteristics of each employee, his goals and motivation. Thanks to properly conducted personnel evaluation, the company can increase productivity, improve the quality of work of its employees and ensure stable business development.

The next category of personnel evaluation is its structure in table 2.4. Since Jiahao Grain and Oil Company is a large company in the grain and oil industry, it can be assumed that its workforce is quite large and diverse. Employees of such a company, as a rule, have different specialties and qualifications. Typical categories of employees in company are senior management namely CEO, CFO, Production Director, Sales Director, Purchasing Director, etc. Middle managers: managers from various departments (sales, production, procurement, logistics, etc.). Specialists: engineers, technologists, economists, accountants, lawyers, marketers, IT specialists. Workers: Production line operators, drivers, warehouse workers.

Table 2.4 - Quantitative composition and structure of employee of «Jiahao Grain and Oil Company»

Staff category	Years			Absolute change, ± 2023-2021y.	Relative change, % 2023y. in % to 2021y.
	2021	2022	2023		
The staff of everything	386	453	439	+53	113,7
including:					
leaders	25	34	32	+7	128,0
specialists	61	79	72	+11	118,0
workers	200	340	335	+135	167,5

Source:

According to Table 2.4, significant changes were observed in the company's staffing structure between 2021 and 2023. The pandemic-related restrictions in

Hebei province led to a substantial reduction in the workforce, as many employees were unable to work due to production halts, illness, or temporary disability. In 2022, as the pandemic situation improved, the company conducted additional hiring to create a buffer for unforeseen circumstances. However, the average annual headcount decreased by 14 employees in 2023 due to the stabilization of the situation and the restoration of the workforce to the planned level. These changes were driven by the optimization of certain production processes. Specifically, the acquisition of new fixed assets directly impacted the number of production workers. The staffing levels of an agricultural enterprise can fluctuate due to seasonality and operational needs. Nonetheless, for the company's success, it is crucial that all employees work as a team and complete their assigned tasks efficiently and on time.

The next key factor that determines the success of a company's workforce is its gender composition. Where the optimal ratio of men and women in various positions and professional groups affects the overall efficiency of the enterprise. It is important to remember that men have unique qualities such as decisiveness and confidence, which are necessary for leadership positions and decision-making, while women are characterized by cleanliness, attentiveness and care, which are necessary characteristics of functional workers working with numbers [4]. Table 2.5 provides an overview of the quantitative composition of employees of "Jiahao Grain and Oil Company" by gender (by gender).

Table 2.5 - Quantitative composition of employee of «Jiahao Grain and Oil Company» by gender

Gender	Years						Deviation 2023 p. from 2021 p., ±	
	2021		2022		2023			
	Number, employee	Specific weight, %	Number, employee	Specific weight, %	Number, employee	Specific weight, %	absolute, empl.	relative, %
Women	125	32,4	145	32,0	138	31,4	+13	110,4
Men	261	67,6	308	68,0	301	68,6	+40	115,3
In total	386	100,0	453	100,0	439	100,0	+53	119,2

Source: summarized and elaborated by the author based on personnel data of "Jiahao Grain and Oil Company"

The data in Table 2.5 show that during the analyzed period there were changes in the composition of personnel by category in 2021 and 2023. Thus, the main part of the company is made up of men, their share during the studied period is 68.6%, which in absolute terms amounted to 301 people. There are 138 women, 31.4% of which are secretaries, assistant managers, HR managers, accounting, sales managers, marketers, logistics managers, quality control engineers... This ratio fully corresponds to the company's activities and specialization, since the main professions are engineers, mechanics, electrical engineers, technologists i.e. male. Although production in the agribusiness sector has traditionally been considered a male domain, more and more women are occupying management positions in production or working in laboratories.

In table 2.6, we will show our next step will be in the form of age characteristics in the company, which can be different, since the manager and employees can be both young and older, experienced employees. Success depends on skills and professional experience, not on age. Young workers may have more energy and innovative ideas that can be used to improve the company, while experienced workers have the knowledge and experience to manage the farm and maximize productivity.

Table 2.6 - Age composition of employees of «Jiahao Grain and Oil Company», persons (2023)

Age composition of employees, years	Managers, number	Specialists, number	Workers, number
to 20	-	-	58
from 20 to 30	2	2	32
from 30 to 40	18	40	130
from 40 to 50	8	30	110
from 50 to 60	4	-	5
total	32	72	335

Source: compiled by the author based on reports from the personnel department of "Jiahao Grain and Oil Company"

Table 2.6 once again shows the age characteristics of the permanent staff, where leaders and top managers are on average 30 to 50 years old. The core of Jiahao Grain and Oil Company is people in the age group of 20 to 60 years.

However, age is not the only factor that should be considered when making a decision about hiring workers in an agricultural business. It is important to assess the available knowledge and skills, physical and psychological readiness for work and other factors that can affect the success of the employee's work. As technology and consumer demands evolve, farming requires experience and constant learning, regardless of age. It is important that the farm has a balanced team that will ensure the efficiency and productivity of the farm. The experience of working in the agricultural sector can significantly affect the level of professional competence and work capacity of employees, that is, the way in which products are grown, stored or sold. In addition, the increase in work experience can affect the increase in wages and other material benefits, which is reflected in the motivation of employees for career development and professional development. Even with a higher education, experience in agriculture is still important because it develops practical skills and teaches workers how to optimally use available resources and tools to achieve maximum results.

At the same time, it is important to coordinate and make management decisions regarding the entire staff, including personnel development issues, and develop proposals for improving this direction. In general, according to the method of the scientist Wang Zhu [7], it is advisable to realize the effectiveness of the control apparatus (table 2.7).

Table 2.7 – Initial information for evaluating the effectiveness of the management apparatus of «Jiahao Grain and Oil Company»

Indexes	Years		Deviation Δ (+;-)	2023p. in % to 2020y.
	2020	2023		
The average registered number of employees, people.	386	439	+53	113,7
including administrative staff	25	32	+7	100,0
Labor compensation fund for full-time employees, together,	34027	39831	+5804	117,1
Average salary in the company, CNY / month.	7346	7561	+215	102,9
including administrative staff CNY / month.	9250	10500	+1250	100,0

Source: summarized and elaborated by the author based on personnel data of "Jiahao Grain and Oil Company"

According to modern world standards, remuneration should be based on such criteria as professional qualifications, productivity, level of responsibility and personal contribution of each employee. The current salary system is outdated and inefficient, includes 11 components, and the salary in this scheme is only 39% - 49%, about 50% of payments are variable. These are bonuses, allowances, incentive payments, the size of which is usually determined by the manager, often based not on work results, but on his own subjective vision and attitude towards the employee.

Therefore, company management and accounting form and maintain staff, determine material incentives for themselves and employees. It was the right management decisions and optimization of efforts that made it possible to start profitable production in 2023, to return profits to the level of 2021, which was positive and indicates a 20% increase in material incentives for employees.

The significance of performance management in enterprises lies in accelerating the improvement of company and individual performance, providing a foundation for employee screening, optimizing management procedures and business processes, ensuring the achievement of the company's strategic goals, and providing a standardized and concise communication platform to build a harmonious company culture.

According to the performance management regulations of Jiahao Grain and Oil Company, 20% of employees in each department should be selected as outstanding employees each year, with a salary increase of about 10%; 70% of employees are average employees, with salary increases ranging from 5% to 10%; The remaining 10% of employees will be classified as lagging employees, with a salary increase of less than 3%. There is no clear standard or selection mechanism for selecting outstanding employees in the company. For backward employees, the general criteria are whether there have been any significant safety accidents in the current fiscal year, whether production shutdowns were caused by personal issues, whether important equipment damage was caused by personal issues, resulting in significant financial losses to the company, and whether they are unable to perform certain important tasks in their work.

However, in the actual performance management of maintenance teams, there is no standard assessment mechanism to measure the work performance of each employee for the current fiscal year. The most important way to determine the performance of each employee is at the end of each fiscal year, and the employee's direct leader subjectively determines the employee's salary increase and personal performance bonus for the next fiscal year based on their performance in the current fiscal year. Whether it is an excellent employee, an average employee, or a lagging employee is most directly reflected in the salary increase of the employee in the next fiscal year, but it is not closely related to the bonus of this fiscal year. Unless a few employees experience major safety accidents, their salaries will be raised according to the standards of lagging employees. However, it is rare for employees to experience safety accidents or cause equipment damage, resulting in significant financial losses to the company. Therefore, in most cases, in practical operation, the difference between the salary and bonus of each employee is not too large. If employee A's salary increases more this year, the supervisor will consciously reduce employee A's bonus and distribute it to other employees with relatively small salary increases, basically implementing the concept of egalitarianism. In this way, at the end of each fiscal year, the salary and bonus received by each employee are not much different, making it difficult to distinguish the level of excellence and backwardness of employees.

At present, the technical level of employees in the maintenance team varies greatly, and there is even a phenomenon of polarization. Some employees can quickly handle problems and draw analogies, quickly entering the on duty stage. However, some employees who have been in the company for about a year still cannot quickly identify the cause of equipment problems and cannot enter the on duty stage for a long time. Normally, a new employee should be able to perform shifts after about a year of employment. At present, new employees of the maintenance team enter the factory mainly with the help of old employees, starting to execute work orders, gradually familiarizing themselves with the factory's equipment, understanding the work process, and becoming familiar with the

company's culture. After about half a year of employment, they will be led by the on duty personnel to enter the on duty stage together, dealing with faults encountered during the on duty process, knowing how to handle them, and what to do if the on duty personnel have difficulty handling faults. During these two time periods, the work content will each have its own emphasis, both in order to help employees quickly familiarize themselves with factory equipment and fault handling methods, and improve their skills as soon as possible. The speed of skill improvement is mainly determined by the learning ability and willingness of employees.

The work attitude of maintenance employees is closely related to their individual differences. Some employees are proactive in their work, actively communicating and seeking solutions when encountering problems. They are also able to actively complete daily tasks and discover problems with their work or equipment. But some employees are not proactive in their work, waiting and avoiding problems, and lack passion in their daily work. There is still a situation in the maintenance department where employees who have not been employed for a long time are passionate about their work, actively communicate when encountering problems, and take the initiative to think of solutions. However, after working for a period of time, their work enthusiasm significantly declines, and they even start to feel confused and perfunctory about their work. This phenomenon occurs frequently.

At present, the maintenance team's work, in addition to emergency fault handling, mainly involves handling work orders proposed by process personnel. When process personnel discover equipment problems during daily inspections or production processes, they will submit them to the maintenance team in the form of work orders. The supervisor of the maintenance team receives a work order for the process, and will approve it based on the reasonable feasibility of the work order. After the supervisor approves it, the maintenance shift leader will receive a reminder of the work order. The shift leader will communicate with the process personnel who submitted the work order to go to the site to see the specific content of the work order and how to proceed with the work order. After determining the work order plan, the shift leader will arrange the processing time for each work order based on

its severity and urgency. Then, at each morning meeting, issue the maintenance worker with the daily work order. The maintenance worker fills out the work ticket according to the steps of the work order, obtains approval from the corresponding department personnel, and carries out the work. Before leaving work every day, the maintenance worker provides feedback on the execution of the work order to the shift leader.

Jiahao Grain and Oil Company is a grain and oil enterprise established by Cargill Investment in China. The cultural atmosphere of Jiahao Grain and Oil Company also continues Cargill's corporate culture. Cargill's corporate culture is a typical American style open, encouraging, and inclusive foreign enterprise culture. Therefore, in Cargill Company, if there are no major safety accidents or violations of laws and regulations, there will be no action to hold employees accountable. In daily work, there are no specific punishment measures. Even if employees make mistakes, as long as they do not constitute a major accident, they are generally criticized and corrected by their direct supervisor or manager, and the impact on employee bonuses and wages will not be significant. If an employee really makes a serious mistake, the company believes it is necessary to share this matter with the company to prevent other employees from making the same mistake again. As a warning, the company will also conceal the name and other detailed personal information of the employee who made the mistake, and only share the incident.

American culture has always focused on encouraging employees, so at Jiahao Grain and Oil Company, many activities are often held to encourage employees around them to express gratitude and encouragement to other employees. For example, the company has a commendation committee, which has a fixed budget each year to organize activities and use material or spiritual rewards to encourage employees to express encouragement and gratitude to the company or other employees. This creates an atmosphere of willingness to share and help each other among employees. Every year, the company regularly organizes labor unions and Cargill Care Committees to hold care activities in the community, actively involving employees, fully understanding Cargill's culture, drawing strength from the care and

encouragement for society, and giving back to society and the enterprise. Employees not only have material needs, but also spiritual needs. Through such activities of expressing gratitude and giving back to society, employees can enhance their sense of social responsibility and corporate cultural identity, encourage them to participate more in social welfare activities, and further enhance their sense of belonging to the company and society.

The maintenance team implements the company's corporate culture, encourages sharing and mutual assistance among employees, and is not a violation of laws and regulations or major safety accidents. It is relatively tolerant and does not hold individuals accountable. So in the enterprise, employees have a relatively open and relaxed atmosphere, and there is no strict hierarchical relationship with their leaders. The relationship is more harmonious and intimate compared to other enterprises. When dealing with problems, they adhere to the principle of results oriented, actively communicate and exchange, and actively leverage the power of teamwork to find the best solution.

According to the annual PM maintenance report of Jiahao Grain and Oil Company, since the factory officially started production in 2016, the completion rate of PM work orders each year has only been 82% -85%, and the rework rate is 7% - 9%, which is about 5 percentage points lower than the set work order completion rate target and far behind other sister factories; The emergency shutdown rate of the factory continues to be around 3% annually, which is higher than the 1.5% required by the headquarters; Emergency repair for faults is also maintained at around 90-110 per year, with a quantity about 20% higher than other sister factories; The average daily working time of employees is about 5.7 hours, which is lower than 0.7 hours in other sister factories. From the above data, it can be seen that the work efficiency of the maintenance team of Jiahao Grain and Oil Company is relatively low, which differs greatly from the requirements of the headquarters. Therefore, the next step is to identify the reasons for the low work efficiency of the maintenance team and develop corresponding countermeasures.

2.3 Analysis of the status of employees development management of «Jiahao Grain and Oil Company»

In accordance with the set topic of the research and the specifics of the company, we carried out a personnel assessment based on quantitative indicators, determined the number of staff, work experience, average age, professional and qualification composition, the next step will be to assess the staff of the department according to qualitative characteristics, namely, individual qualification potential, his education and relevant qualifications , socio-psychological climate to make appropriate proposals. It is appropriate to consider a set of methods used in the process of personnel management.

Table 2.8 - Employees management methods of «Jiahao Grain and Oil Company»

A group of methods	Methods	Feature
Administrative methods	Formation of the structure and management bodies, establishment of state contracts, approval of administrative norms and standards, issuance of orders and orders, selection and placement of personnel, development of regulations, job instructions and standards of the organization's activities.	Directly dependent on the nature of the impact, such methods are mandatory, the employee's freedom of choice is inadmissible, and there are also sanctions for violations.
Economic methods	Technical and economic analysis, technical and economic substantiation, planning, material incentive, taxation, economic norms and standards.	Indirect nature of influence, lack of clearly defined time and obligations of this influence.
Social and psychological methods	Social analysis in teams of workers, social planning, participation of workers in management, social development of the team, psychological influence on employees.	They allow freedom within certain limits, individual choices and actions strongly depend on the personality of the employee.
Legal methods	Based on the regulation of legal norms established for the civil service, they are an important tool for the formation of legal consciousness, legal responsibility and legal culture among civil service personnel.	Orientate yourself in legislation, regulatory documents and methodological recommendations

Source: constructed by the author based on analysis, own research and observations of the author in the organization.

Among the main methods of improving the personnel management system, the following can be distinguished: the creation of a system of effective, continuous training and development of personnel, aimed at improving the professional skills and knowledge of employees. Improving working relations between management and employees by actively involving them in decision-making processes and exchanging ideas. Creation of a favorable socio-economic and creative environment that contributes to the motivation of employees and the development of their potential. Formation of a recruitment policy that provides an opportunity to attract highly qualified and talented specialists, and also provides equal opportunities for all applicants. Implementation of measures aimed at adapting the newly appointed employee to his position and work in the team. Conducting explanatory work with employees regarding work requirements and rules, in particular, familiarization with changes in legislation, organizational policies and other important issues. Implementation of a job evaluation system to determine the effectiveness and internal perspective of employees, which contributes to the placement of the right motives and allocation of resources.

Maintaining a productive work environment is another important aspect of managing staff development in a public institution. This includes creating favorable conditions for employees, providing opportunities for professional and personal development, as well as ensuring a high level of motivation through interesting and important tasks. The satisfaction of the organization's employees with the results of their professional growth is an important regulator of work motivation. If employees perceive the growth of their professional level as a positive result of their interpersonal interaction with the organization, then this can lead to an increase in their work capacity and productivity. Regarding qualitative indicators of personnel development, it is necessary to carry out an analysis of satisfaction with working conditions in the civil service. To understand the reasons that affect the work efficiency of the maintenance team, it is necessary to consider and investigate from various aspects, and deeply operate on the front line to actually understand which factors can cause low work efficiency in the daily work process of employees.

Specifically, by consulting literature, we aim to understand the factors that managers believe affect employee work efficiency in the history of management, and use this as a reference to design employee interviews and questionnaires. At the same time, the method of employee interviews is adopted to have in-depth communication with management personnel and frontline maintenance staff, to understand the factors they believe affect work efficiency. And using a questionnaire survey method, anonymous questionnaires were distributed to all employees of the maintenance team, including members of other sister factory maintenance teams, in order to make the survey results more representative. Through this method, the factors that the respondents believed to have the greatest impact on work efficiency were identified.

Let's consider the indicators that analyze the organization's management system (the very first survey of the organization's personnel), they are listed in Table 2.9.

Table 2.9 - Analysis of the employees management system

Indicator of job satisfaction	% satisfied employees
Satisfaction with working conditions	79,0%
Satisfaction with salary	64,0%
Satisfaction with the work schedule	90,0%
Satisfaction with relations with employees	85,0%
Satisfaction in the variety of work	64,0%
Satisfaction with management methods	78,0%
Satisfaction with the content of work	80,0%
Average indicator,%	77,1%

Source: constructed by the author based on analysis, own research and observations of the author in the organization.

In order to further understand the true thoughts of employees, high-level, middle-level, and grassroots management personnel of the maintenance team, as well as employees of the grassroots maintenance team, will be selected for in-depth interviews to ensure that the interviewees have good representativeness. Interview time: March April 2024.

The results of the analysis show that the satisfaction with the working conditions of the department is quite high - 77.1%, of course, the work schedule is at a high level depending on the day or evening shift, good relations in the team - 85%, as it has been formed over the years, a high level of satisfaction with management

methods 78.0% satisfaction with the content and conditions of work, because they work in accordance with the job instructions - 80.0% of employees, wages have remained unchanged for the past 3 years, but in accordance with high inflation, they want to be better.

Interview content: Following the principle of openness, this interview mainly consists of the following questions: How satisfied are you with the current performance evaluation method? What are the shortcomings of the existing performance evaluation methods? Does the unfairness of performance management lead to a decrease in work motivation? Can one maintain a happy and positive mindset in most daily work situations? Can we approach daily work with passion in most cases? What are the current bottlenecks in improving technological level? What are the current methods of technical training? Can these technical training methods achieve results? What kind of methods can quickly improve the skill level of employees? Looking back at the workflow of daily work, what are the unreasonable aspects of the current workflow? What are the factors that prevent the work from proceeding as planned? What kind of leadership style will stimulate work enthusiasm? What other suggestions do you have to improve the efficiency of the maintenance team?

By using the reference method, a total of 45 relevant literature and theories were searched, and 8 theories and concepts, such as motivation theory, performance management theory, and employee engagement, were organized. Based on the actual situation of the maintenance team, 25 factors that affect work efficiency were summarized. A reasonable and feasible survey questionnaire was designed and distributed to the employees of the Cargill factory maintenance team. Some of the questionnaires were sent to other sister factory maintenance team members, and honest communication was made with them before distributing the survey questionnaire. It is expected to distribute 110 survey questionnaires anonymously. Due to the willingness of maintenance team members to provide suggestions and suggestions for improving work efficiency, as well as frequent communication with other sister factories in daily work, at least 105 questionnaires will be collected.

Based on the above survey, factors that different employees believe will affect the work efficiency of the maintenance team were collected. The probability of the influencing factors was calculated by classifying them, and the factors that affect the work efficiency of the maintenance team were found. Maintenance department employees believed that the main factor affecting the work efficiency of the team was performance management, accounting for 31%, with the largest proportion; Next is the skill level of employees, accounting for 27%; Next is the work enthusiasm of employees, accounting for 21%; Finally, there is the workflow, accounting for 19%. And other influencing factors (mainly in terms of daily life) only account for 2%. So from the above data, it can be seen that the main factors affecting the efficiency of maintenance teams are performance management, employee skill level, work enthusiasm, and work processes.

Table 2.10 - Problematic aspects of employees management and proposed measures to solve them.

№	Problems	Anticipated measures to solve problems
1	The main attention is paid to personnel administration, the function of planning parts of personnel development are not fully performed.	Expanding the list of functions of the personnel department and its development of personnel development plans for professional training, evaluation and promotion, etc.
2	Inefficiency of the adaptation system due to the standardization of the procedure for all categories of personnel.	Development of effective adaptation programs for different categories of personnel.
3	Lack of a career planning system, individual development programs for heads of structural divisions and specialists.	Development of career development plans, individual development programs.
4	Absence of a system for planning the labor career of workers	Development of a labor career program for workers (planned training, and moving from simple to complex work, from lower to higher degrees of professional skill, taking into account the personal interests of the employee and the needs of production.
5	Absence of corporate culture development programs.	Conducting activities for the development of corporate culture.

Source: compiled based on the results of observations and analysis of the personnel management subsystem

The maintenance staff of the maintenance team are all of the same level, without being divided into different levels, so there is not much difference in salary.

The bonus for each fiscal year is basically equal, and the annual income gap for employees is very small. This egalitarianism leads many employees to feel that there is not much difference between doing more and less, doing well and doing poorly in the company, and it does not have a significant impact on their salary increase or bonus amount. So many employees have low enthusiasm and only mechanically complete tasks assigned by the department every day, unable to show proactive performance in their work, and even some employees may slack off and procrastinate. The negative work attitude and emotions of individual employees, in turn, have had a negative driving effect on other employees, especially newly hired ones, leading to other employees also beginning to exhibit passive work, resulting in a decreasing efficiency of the maintenance team. Moreover, there is not much difference in salary and bonuses, which leads to some hardworking employees not receiving any form of recognition for their hard work. Over time, this leads to negative emotions of dissatisfaction and grievance among hardworking employees, which in turn leads to a mentality of laziness and inefficiency in their work.

At present, the performance of maintenance department employees in each fiscal year is mainly determined by department heads based on their performance in that fiscal year. This has a great personal subjective preference. Some supervisors like calm employees and think that such employees work steadfastly and steadily; Some supervisors like lively employees and believe that such employees are good at communicating and cooperating with others. Based on this personal preference, it is inevitable that supervisors will bring their own subjective emotions when evaluating the performance of each employee, which will more or less affect the supervisor's judgment of employee performance, leading to the occurrence of unfair phenomena. This personal preference placed on employee performance is a significant mistake trap, which can create a sense of unfairness among employees, and even make some employees focus not on how to improve work efficiency and personal skills, but on how to establish good relationships with leaders and how to cater to their preferences. And those hardworking employees who are influenced by these types of employees, even if they are unwilling to join the same crowd, will greatly

undermine their enthusiasm and cannot maintain a serious work attitude. If this continues, the work efficiency of the maintenance team will become worse and worse.

The skill level of maintenance employees is mainly determined by three parts: their technical level at the time of employment, their learning ability, and the relevant skill training provided by the company. The technical level of employees upon joining mainly depends on whether they have previous relevant work experience and have been exposed to the equipment used in Jiahao Grain and Oil Company. If they have previous experience in using and maintaining these equipment, they will be able to enter the work state more easily and quickly than other employees, and their skill level will be higher. The learning ability of employees mainly refers to their ability to continuously summarize and summarize the problems that occur in their daily work and training after entering the company, to study the deep causes of faults and problems more deeply, and to constantly think and improve their technical level in their work; And the third point is that the skills training provided by the company is related to job skills provided by employees based on their job positions. Some of these trainings are descriptions of phenomena and fault handling methods used in actual work cases, and can also be theoretical knowledge used in work summaries.

On the basis of the current maintenance team, it is currently impossible to improve the work efficiency and skill level of employees at the time of entry. It is difficult to control the personal understanding and learning ability of employees. Due to the particularity of maintenance work, it is difficult for the company to provide unified and comprehensive technical training for new employees. In addition to their own technical level, most new employees rely on old employees to gradually impart skills through mentorship in their daily work. This approach has many drawbacks, such as the comprehension ability of new employees, the technical level of old employees themselves, whether employees who have been working for a long time are willing to give it to them, even if old employees are willing to teach it, on-site problems involve all aspects, there are many details, and old employees

cannot teach new employees every detail and omission. So whether it's old employees or new employees, the improvement of their technical level largely depends on how much time they spend in the company, whether they have handled similar faults in actual work, and whether on-site faults can be similar and summarized.

The maintenance work is highly technical and has a relatively high workload. Employees need to bear significant psychological and physiological pressure in their daily work. In order to better arrange work, there is a routine morning meeting within the maintenance team every morning. Most of the time, the manager or supervisor arranges the work tasks for the day. When there is urgent work to allocate personnel, or when the company has new regulations, safety accidents, and commendations and rewards, the supervisor and manager will also communicate and share them in the morning meeting. Most of the time, employees are in a state of listening and receiving, and there is relatively little communication and interaction between managers or supervisors and employees. This leads to department heads or managers not being able to timely grasp the ideological dynamics of employees and the real situation in some actual work on site.

Employees mechanically complete their work every day, lacking opportunities for communication and exchange with their leaders. Their ideas and suggestions cannot be reflected in a timely manner. Over time, employees feel that their work is not recognized in a timely manner, and there is no way to express their opinions, so their enthusiasm is generally low. Specifically, when receiving daily work tasks, if there are problems, they cannot actively seek solutions in a timely manner. Instead, they inform their supervisors or managers and rely heavily on them to solve the problems. When the supervisors or managers are busy, they passively wait, resulting in many tasks taking too long and delaying completion for a long time. Or when employees come to the site for work and find that following the original plan is likely to be wrong, but they are unwilling to communicate with their supervisors and managers, still implementing the established plan, and only reporting the situation to their supervisors and managers when the work cannot continue. This not only wastes

manpower, material resources, and time, but also prevents the work from being completed on schedule.

During the process of mechanically completing work every day, employees do not receive timely recognition, and many tasks are repetitive and tedious. They also feel that their personal work abilities have not been improved. Over time, employees may feel confused and unsure of their goals and significance in this company, and unable to find their own direction and goals to work towards. The accumulation of such emotions can lead to employees feeling perfunctory and lacking in sense of responsibility in their work, and they lack motivation and patience to think about better work methods, unable to find work goals, resulting in low work efficiency and delayed improvement of the maintenance team's work efficiency.

At the daily morning meeting, the supervisor will distribute the work tasks (i.e. work orders) for the day, and the employee will conduct a risk analysis and quickly analyze whether there is a more efficient work plan. At the same time, the corresponding work order will be filled out, and the work tools and protective equipment will be brought to the work site. Necessary safety protection measures will be taken based on the potential risks identified in the work order. For parts that require the cooperation of the process personnel, the process personnel will be contacted. Find the person in charge of the corresponding process department to sign. Depending on the different risks involved in the operation, it is necessary to contact different process managers on site to confirm the work content and risks. After confirming that there are no errors, sign the work ticket.

After the on-site conditions meet the working conditions, the maintenance personnel can start the relevant work. However, by the time the above process is completed and the work can be carried out, most of the time it is already 10 o'clock in the morning. If the work permit is filled out improperly and potential risks in the work are not fully identified, the corresponding department head will not agree to carry out the maintenance work. The maintenance staff need to conduct a risk assessment and fill out the work permit again, and then find the responsible person to confirm the site and sign the work permit again. By the time the work can be

carried out, it is basically around 11 o'clock in the morning. Sometimes the maintenance personnel may have conflicts with other tasks in the workshop in terms of time and location, so it is necessary to reassess which task to perform first. If the maintenance task cannot be carried out, a new work order needs to be arranged, and a new work order needs to be filled out and signed. This leads to a lot of time being wasted, and often the work of the day cannot be completed on time. For example, ordinary low-risk tasks can be carried out after being signed by the process shift leader; But if it is a high-altitude or hot work operation, the process supervisor needs to confirm and sign on site.

In order to ensure the stable operation of factory equipment and reduce the probability of downtime, the maintenance team will perform preventive maintenance on the equipment at a certain frequency, namely PM. Compared to other work orders, PM work is relatively easy and prone to falsifying work results and omissions. There are over 150 PM tasks in the maintenance team, which require a significant amount of manpower and time each year. Each employee performs PM tasks, and the effectiveness of each individual's PM varies greatly.

Since the operation of the factory for five years, some of the PM work done by maintenance staff has been very effective. They have timely identified potential risks of on-site equipment, and the maintenance department has arranged appropriate time to carry out maintenance and replace faulty equipment in advance. However, at the same time, it was also found that in some cases, factory equipment malfunctioned and caused shutdowns. These hidden dangers should have been discovered in a timely manner during PM work. However, due to various reasons, these hidden dangers and risks were not taken seriously and discovered in a timely manner by employees engaged in PM work. As a result, corresponding inspections and repairs were not arranged in a timely manner, resulting in longer equipment failures and shutdowns in the factory.

The unsatisfactory performance of PM work and the failure to achieve the desired results can be considered from two aspects: firstly, employees do not have a clear understanding of the importance of PM work. Compared to other work, PM

work has a relatively simple way and method of operation, which is not as challenging as other work. It cannot motivate employees and stimulate their curiosity, and the effectiveness of PM work cannot be seen in a short period of time. Even if PM work is not done, in most cases, problems will not immediately appear. If the maintenance department has other urgent maintenance work, they often stop the PM's work and allocate manpower to do the emergency maintenance work. Sometimes when the PM work cycle is missed, the PM work is usually not carried out again, and can only wait for the next cycle, or even several cycles without PM work. Such a situation can lead employees to have the idea that PM work is not necessary or important, which directly leads to employees having an improper attitude, lax and standardized work methods, and missing inspection items when doing PM work. This can result in employees being perfunctory about PM work, even filling out inspection forms in the office and not going to the site to inspect equipment. Secondly, most equipment failures take a long time to occur, and the occurrence of equipment failures is a cumulative process rather than a sudden outbreak. This is likely to lead to a problem where when a device begins to face potential failure risks, it is highly likely that it has gone through several PM inspection cycles, during which many employees have performed the same PM work. When equipment malfunctions lead to downtime, there is no way to accurately trace when the signs of malfunction began, which employees did not perform their PM work properly, or even if they know which employees had mistakes in their PM work, due to the large number of employees, they may have a "lawless" mentality, thinking that although their PM work was not done properly, everyone did not do it well, so even if they did not do it well, they will not be punished accordingly. The existence of this mentality of luck makes employees pay less attention to PM work, resulting in PM work far from meeting the company's requirements. If PM work is not taken seriously, there will be more downtime, affecting the company's efficiency. Employees will be in a frequent emergency repair work state, with high work intensity and low work efficiency, which is not conducive to their physical and mental health.

The existing PM inspection forms have several problems: the inspection items are not set reasonably enough, many inspection items are no longer applicable to existing equipment, and many important inspection items are not reflected; There are no specific implementation steps for each inspection item, and employees have different understandings of the same inspection item during PM inspections, resulting in significant differences in their work methods. This leads to some inspection items not being thoroughly checked, or the detection methods being fundamentally incorrect, resulting in time-consuming and laborious PM operations without any significance or effectiveness.

There are too many items that employees need to manually fill out. When conducting inspections, employees need to constantly stop and spend a lot of time filling out the PM inspection form, instead of spending more time checking the equipment itself, which leads to PM work taking too long; After nearly 5 years of operation and renovation, the factory has added and removed a lot of equipment. However, the existing PM inspection checklist still uses the original equipment list, which leads to employees spending time searching for non-existent equipment when doing PM work, while the newly added equipment has not been tested for a long time; The inspection form does not reflect the operator and work time, and there is no specific work time. In case of emergency maintenance situations, the PM work may be delayed, and the fixed PM cycle may not be followed. However, after normal production, the PM work may be forgotten to be completed, resulting in the PM work not being executed smoothly; Without the signature of the homework personnel, there will be psychological implications for the homework personnel. If there is a problem, the responsible person cannot be found, resulting in employees not having a strong sense of responsibility for the PM's work. There may be perfunctory situations. In order to prevent this situation from happening, it is necessary to conduct a recorded inspection, with corresponding records in the inspection table. Different items will be inspected according to different cycles. Generally, after several cycles of inspection, the stability and reliability of the equipment will be improved.

The employees in the maintenance team have the same level of work, and the salary difference is not significant. This has led many employees to feel that during their eight hour workday, the job performance is not significantly different from their salary. The bonus largely depends on the personal preferences of their immediate supervisor, which makes it difficult for employees to maintain passion for their work, unwilling to actively seek methods and strategies to improve work efficiency, and even putting all their focus on the relationship between the management and the leader, resulting in a decline in the efficiency of the maintenance team. Jiahao Grain and Oil Company is a new factory of Cargill located in the north. Many management and process methods are borrowed from the models of other southern sister factories. However, there are significant cultural differences between the north and south of China, and there are also significant differences in the skill levels and cultural concepts of employees. The factory has been in production for more than 5 years, but the company has not made corrections and innovations based on the overall environment of Jiahao Grain and Oil Company in the Beijing Tianjin Hebei region and the shortcomings of the factory in performance management. Many complaints from maintenance employees and rationalization suggestions in performance management have not been listened to and adopted. Employees participate in work, hoping that their labor can be respected and exchanged for equivalent money. When their labor is treated indiscriminately, it is naturally difficult to generate enthusiasm to actively improve work efficiency. At the same time, as a natural person in society, employees hope to reflect their life value. They have a spiritual pursuit and a desire to be recognized. If employees only repeat their work day after day without a promotion opportunity and a goal to strive for, it will also cause them to slack off in their work and fail to improve work efficiency.

The skill level of employees in the maintenance team varies greatly, and the same problems are handled by different people, resulting in significant differences in processing time. This makes it difficult to improve the overall work efficiency of the maintenance team. Due to the particularity and technical nature of maintenance

work, it is difficult for employees to handle various equipment failures in the entire factory through a single training session. This makes it almost impossible to achieve the idea of improving maintenance staff skills through crash courses. The current format of all maintenance personnel participating in large classroom training organized by the company has also become outdated. The equipment in each company is not the same. The experience of the previous company may not be applicable in the new company. The same equipment has various problems. There are many problems on site, and it is impossible for every employee to encounter every problem and malfunction. Therefore, in order for employees to quickly solve problems, they need to go through a long period of learning. The lack of training and diversity is the main reason for the generally low skill level of maintenance personnel. Developing multiple vivid training methods that reflect on-site fault phenomena is necessary to improve employee fault handling skills as soon as possible. In addition, there is not much technical exchange among maintenance personnel nowadays, only a dozen or so minutes of communication in the morning meeting, and it is mainly the supervisor and manager who are talking about it. The rest of the time is scattered work, which is also the reason that hinders the improvement of communication among maintenance personnel. The team lacks a platform for communicating issues and a communication channel for in-depth discussions on technology and common improvement. With such a communication platform, it will also bring colleagues closer together, maintain good employee relationships, and improve the efficiency of team collaboration.

Maintenance staff passively wait for work, unable to actively seek more efficient methods and approaches, low work enthusiasm, and department meetings are mostly unilateral outputs from leaders, resulting in employees being unwilling to actively communicate. The efficient methods of problem-solving that maintenance employees have previously reported have not been recognized, and the enthusiasm of employees has been affected. Leaders do not consider the feelings of employees, nor do they attach importance to their career development. Ultimately, it is because

they pay too little attention to the growth of employees, resulting in low work enthusiasm and poor initiative of employees.

Employees are able to maximize their personal value potential, achieve their aspirations, work happily, and contribute to the company. Company employees need to constantly tap and unleash their potential, constantly work for higher value and ideals, in order to meet their needs for self realization and self transcendence. Employees have a need to receive recognition, recognition, understanding, and respect from others. Satisfying the need for respect, employees can perceive that their work is valuable and valued by others, their achievements are respected, and they are integrated with the company. Meeting the needs of employees requires managers to actively communicate with them, care about their contributions and difficulties, which is the best way to improve their work enthusiasm.

The existing workflow wastes a lot of time in the stage of signing work tickets. If a work is found to have conflicts on site and cannot be carried out after the already signed work ticket, rescheduling new work and signing the work ticket again can even result in ineffective work throughout the morning. The work order process implemented by the company is based on the traditional work order process, and most of it is also based on the work order process of other sister factories. However, Jiahao Grain and Oil Company is located near the newly built Bohai New Area dock, which is relatively desolate and difficult to recruit highly educated and skilled maintenance personnel. This is very different from other Cargill factories in the Yangtze River Delta and Guangdong region. Jiahao Grain and Oil Company failed to improve the traditional work order process based on its own factory's actual situation and the work order execution of factory maintenance personnel, resulting in an unreasonable work order process. Moreover, the PM process is very flexible and needs to be adjusted in a timely manner according to the actual execution situation, with an adjustment cycle of one quarter or six months. However, the PM process of Jiahao Grain and Oil Company has been running for more than five years without optimization and improvement, which has also caused the maintenance work process to be extremely unreasonable. Many employees are unable to deeply

understand the importance of PM work, resulting in PM work being perfunctory, which not only wastes work time but also poses great risks to the reliability maintenance and continuous operation of equipment. Some PM forms are not designed properly, which also leads to flaws in the workflow, making it difficult for employees to complete all of them in their work. So it is necessary to increase employees' awareness of the importance of PM work, streamline PM checklists based on on-site work conditions, find more efficient and reliable ways and methods to carry out PM work, so as to ensure the normal operation and longest service life of equipment, reduce downtime caused by improper equipment management, and thus improve the work efficiency of maintenance teams.

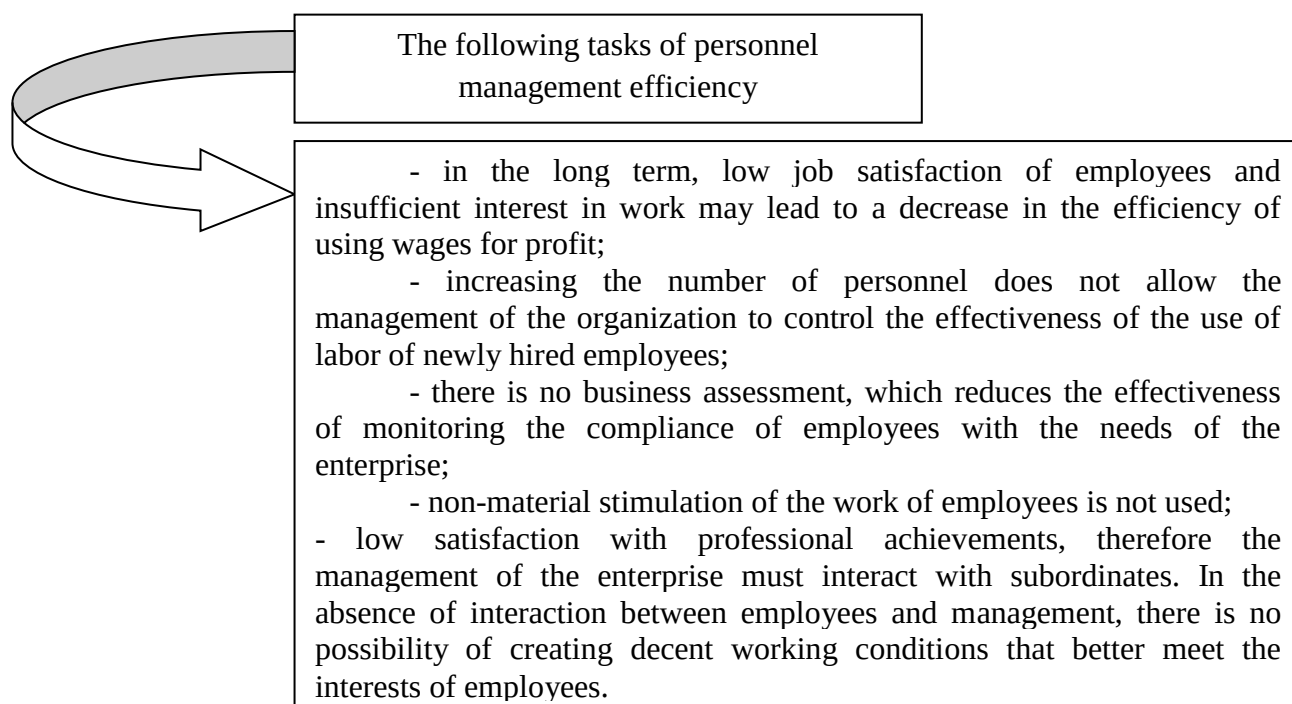
SECTION 3

IMPROVEMENT TO INCREASE THE EFFICIENCY OF PERSONNEL IN HEBEI JIAHAO GRAIN AND OIL COMPANY

3.1 Justification of the need to implement a system of measures regarding increasing the efficiency of employees

The conducted analysis made it possible to identify a number of shortcomings related to the company's personnel management system. These shortcomings lead to a decrease in the efficiency of the entire organization.

The following tasks of personnel management efficiency of "Jiahao Grain and Oil Company" have been identified on picture 3.1.



Picture 3.1 - The following tasks of personnel management efficiency of
"Jiahao Grain and Oil Company"

Source: compiled based on the results of observations and analysis of the personnel management subsystem

In addition, external factors affect the enterprise environment, in particular the growth of competition in the market. Therefore, the improvement of the personnel management system should correspond to both the current and prospective directions of the company's activity.

The organization could form a personnel management system in all aspects, but in this case, the costs of personnel management increase, since the company is large even with an increase in the number of employees, from an economic point of view, such a decision would be ineffective.

The enterprise can implement various strategies, areas of improvement of the personnel management system. The least effective is the strategy of limited growth, since the organization, when implementing this strategy, faces a decrease in the efficiency of using wages for profit. The diversification strategy is generally attractive, but employee interest in work is low, so the organization may need a long period of time for employees to actively participate in improving products according to customer requests. The strategy of external advantages allows the company to solve a number of problems, including the problem of insufficiently high profitability [19, p.197].

As a result, the improvement of the personnel management system should be aimed at increasing the job satisfaction of employees on the basis of increasing their interest in work and creating real opportunities for more effective satisfaction of needs related to material remuneration, due to the use of training as a source of professional development. employee development. Thanks to training, the employee receives a real opportunity for more productive work and the achievement of the goals set before him [20, p.34].

It is also necessary to develop satisfaction with relationships with management by encouraging suggestions for improving production activities and providing information to employees about the results of the company's activities. To improve the company's personnel management, it will be necessary to form separate subsystems in the personnel management system. In addition, since the personnel management system must correspond to the personnel strategy of the enterprise, it is

proposed to separately develop the Regulation on the personnel management system, which establishes the personnel strategy organization, the main directions of personnel management are determined. Also, this document is intended to describe those elements of personnel management that are not regulated by other documents of the enterprise. Intangible incentives do not play as significant a role as financial incentives labor, but the improvement of enterprise personnel management is used.

Improving the skills of employees is an integral part of the development strategy of any successful company, especially such as Jiahao Grain and Oil Company. By investing in the training and development of its employees, the company not only increases their professional competence, but also demonstrates its concern for personnel and its commitment to continuous improvement.

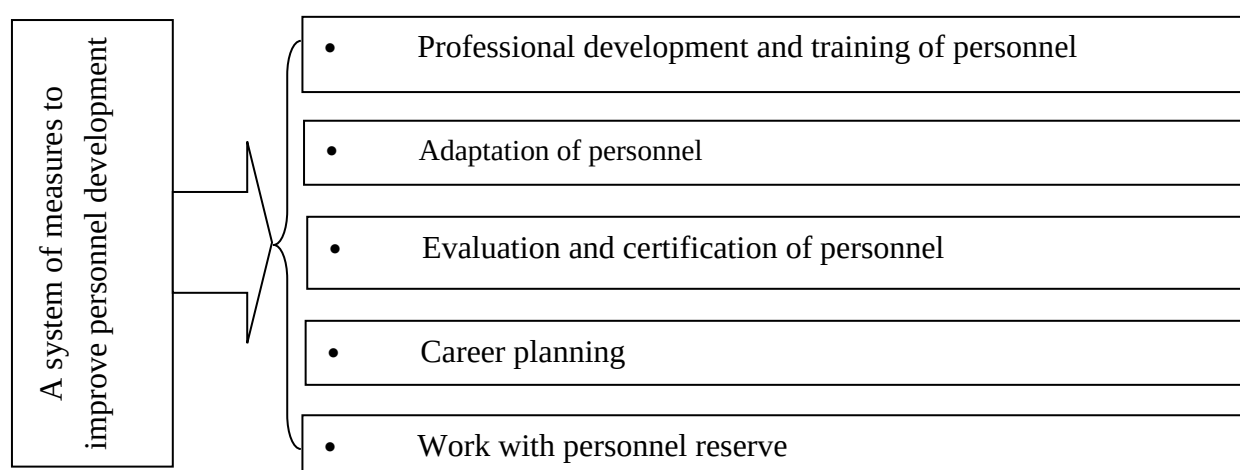


Figure 3.1 - System of measures to improve personnel development in as Jiahao Grain and Oil Company

Source: compiled by the author based on works [9, 13, 18]

The implementation of egalitarianism in the salaries and bonuses of maintenance team employees leads to employees believing that their work is done well or not, and that their work attitude is serious or not has little impact on their salaries and bonuses. As a result, a large number of employees are perfunctory in their work, lack enthusiasm and sense of responsibility, and lack the motivation to actively strive for progress in their work. Unequal wages and bonuses can also make

diligent employees feel that their work is not recognized by the company, resulting in a lack of enthusiasm and initiative in their work.

Moreover, at present, the majority of the decision-making power for employee bonuses and salary increases is in the hands of their direct leaders, which inevitably leads to some employees having different opinions on the formulation of salary and bonus increases for each fiscal year, questioning the fairness and rationality of salary and bonus formulation, and not being clear about the gap between themselves and other outstanding employees, resulting in dissatisfaction and affecting work efficiency.

So, if you want employees to have enthusiasm and a sense of responsibility in their work, you need to implement a differentiated salary and bonus system based on their daily work performance, and have clear standards for salary and bonus distribution. Employees with strong work ability, active and conscientious work, have higher salaries and bonuses than those who are usually lazy, perfunctory, and have poor work abilities. They should also be given certain personal honors to show the company's recognition, while also serving as motivation and a role model for other employees.

To solve the problem of implementing egalitarianism in salary and bonuses every fiscal year, which cannot motivate employees, and achieve higher work efficiency, so that employees have higher enthusiasm and stronger sense of responsibility in their work, a salary grading system should be implemented in the maintenance team through questionnaire surveys and interviews with the maintenance team, combined with daily work observation and reference to domestic and foreign management experience.

Assessment and grading should disclose the scores of each employee in various aspects, allowing everyone to supervise the fairness of the assessment methods, so that employees can be convinced and not feel unfair. By disclosing the scores, each employee can also self check where their gap is with other employees, how to make up for and improve their technical abilities, find goals for effort, and

accurately seek help to achieve their goal of promotion as soon as possible, thereby promoting the improvement of team work efficiency.

To implement grading, the first step is to screen employees based on their level of excellence according to corresponding standards, and accurately and fairly rate them. This requires various comprehensive assessment mechanisms. Based on the total number of maintenance workers in the maintenance team, select the top 20% of employees as Level 3 maintenance workers; 70% of employees are second level maintenance workers; The remaining 10% of employees are first level maintenance workers. Among them, the third level maintenance worker is the highest level, with an average monthly salary 20% higher than the second level maintenance worker, and the second level maintenance worker has an average monthly salary 20% higher than the first level maintenance worker.

Based on the first level maintenance workers in the maintenance team, salary distribution standards for second and third level maintenance workers have been established. For electrical and mechanical technicians, reassessment is conducted at the end of each fiscal year, and appropriate adjustments are made to the income level of enterprise employees in the Beijing Tianjin Hebei region to achieve a reasonable salary mechanism and retain the talents needed for enterprise development.

This assessment is conducted at the end of each fiscal year to determine the level and salary increase of employees in the new fiscal year, as well as the amount of bonuses, based on the assessment results. Through this assessment method, the salary of employees shows a stepwise increase, allowing diligent and skilled employees to benefit from their salaries. This provides these employees with a clear message that as long as they work hard and have strong work abilities, the company can proactively identify and recognize them in the form of salary. At the same time, this assessment method can provide employees whose abilities have not yet reached the next level with a clear direction of effort, and stimulate their healthy competition.

After the employee level classification, the third level employees with strong work ability and serious work will be established as the technical backbone of the

team. This can provide psychological comfort and reputation honor to these employees with strong work ability, enhance their sense of value, motivate them to work more actively, and stimulate their greater potential. At the same time, this recognition of reputation invisibly gives them greater motivation to take on greater responsibilities, which will make them have a stronger sense of responsibility and form a virtuous cycle in their work. Reserve a better reserve team for the maintenance team. At the same time, it is a kind of motivation for employees who lack strong work ability or a less proactive work attitude. Whether it is for salary and bonus increases, or personal honor and self-esteem, it will make them realize the importance of hard work. A certain proportion of technical backbones, rather than a single technical backbones or engineers serving as technical backbones, will motivate employees with temporarily weak technical skills to work hard, rather than feeling that the position of technical backbones is unattainable and lacks motivation to improve themselves. For employees who are unable to improve their work skills, have an improper work attitude, and are unwilling to improve, this mechanism also plays a filtering role in terms of money and reputation. Filter out unqualified employees and provide more suitable ones with the opportunity to join the maintenance team, making the working atmosphere of the maintenance team more positive and harmonious, and improving work efficiency.

As a technical backbone, there are several requirements for employee conduct: technical backbone needs to do their job well and play a positive role in establishing a culture of fairness and spreading company culture; To maintain unity with other employees, be honest with each other, understand each other, and complement each other; Employees should be able to handle criticism and honors correctly. If there are mistakes or mistakes in their work, they should sincerely welcome other employees to point them out and be brave enough to correct them. In the face of honor, they should not be arrogant or strive for success, and drive employees to jointly build a good team atmosphere and a fair corporate culture; Adhere to the principle of prioritizing team interests over personal interests, love the company, care for the team, consider the overall situation, and drive other

employees to jointly build a good maintenance team; Valuing self-development, employees are able to persist in learning and continuously strengthen their professional theoretical foundation while completing their work. They always pay attention to the latest equipment technology of the company and think from the perspective of better team development; The exemplary leadership role enables the technical backbone to fully leverage their exemplary power. Able to work diligently, with a strong sense of responsibility in the workplace, leading by example and setting an example for others. Enhance technical exchanges with other employees and create a strong atmosphere of technology and experience sharing within the department. Do a good job of helping, communicating, and guiding new employees, and actively help them grow according to their specific situation and the company's requirements. Organize other employees to discuss issues that arise during work, continuously update their work philosophy, and promote further improvement of their work efficiency; To exert technical influence, as a technical backbone, one should be able to solve some problems that other employees consider difficult. To promote the team's technological improvement, one should actively communicate with supervisors and managers, express their suggestions and opinions, and help the team further improve work efficiency; To exert personal cohesion, the task of technical backbone is to drive the progress of the entire team, not to engage in individualism or technological monopoly. This requires employees elected as technical backbone to have a spirit of selfless dedication, a consciousness of prioritizing team interests, and a tolerant and open mind. Employees should be able to devote themselves to creating a united, friendly, and progressive atmosphere; Employees need to make progress through reflection, and they need to go through the process of learning, practicing, reflecting, summarizing, and accumulating in order to truly master technology. The process of reflection is a combination of theory and practice. Reflection in work can discover the strengths and weaknesses of theory, as well as one's own strengths and weaknesses. This helps to leverage strengths and avoid weaknesses, and quickly find the direction and goals of one's efforts and struggles.

What areas of professional development may be relevant for Jiahao Grain and Oil Company? Investment in personnel development is a strategic decision that allows Jiahao Grain and Oil Company to remain competitive in the market. Regular training of employees will help the company reach new heights and ensure stable development for many years.

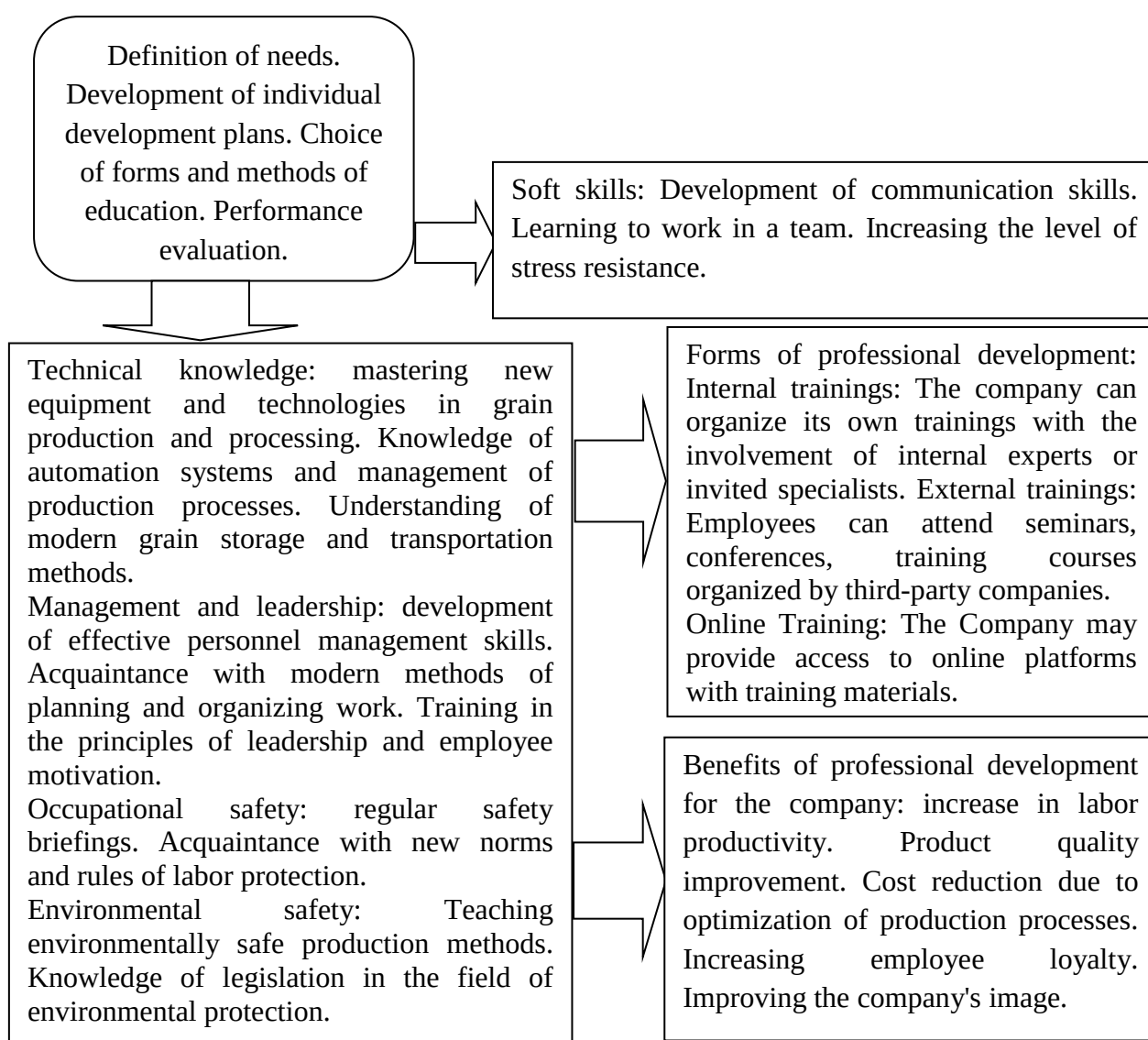


Figure 3.2 - The structure of the program of professional development of personnel for Hebei Jiahao Grain and Oil Company on 2024 year

Source: compiled by the author

The particularity and high technical nature of maintenance staff's work make it difficult for new employees to improve their work skills through one or two days

of training. Only through the gradual teaching of on-site knowledge by old employees to new employees may this process take a long time. Coupled with employee turnover, it is difficult for the team's work to remain efficient at all times. The most effective way to solve this problem is to enable employees to improve their technical skills in the shortest possible time.

Technical communication is the main guarantee for a company to maintain creativity. Technology is an important prerequisite for the survival and development of a company. Increasing investment and exchange in technology is a driving force for the company to enhance its development and an inevitable choice for the company to cope with fierce market competition. In the process of technical communication, employees express their opinions and understanding on the problems and causes of faults, and combine every idea and thinking of employees in a reasonable way. When thinking collision occurs, it can greatly improve employees' analytical and technical abilities on the causes of faults. The famous General Electric Company in the United States relied on a communication style management approach to rapidly expand and grow at a remarkable speed. Their communication style management left a deep impression on people, and companies and enterprises in the world that can grow and strengthen also attach great importance to technical exchange, which is the true essence of the company's vigorous development. So regular technical exchanges are of great help to improve the work efficiency and employee skills of the company. They are not only a guarantee for the company to maintain vitality, but also an internal driving force for the company's development. It can be imagined that in a company, if there is a lack of communication and exchange of information and technology between employees, it is definitely a situation where everyone works behind closed doors. This will make things difficult to handle and the company's work difficult to carry out. In a company, only by holding technical exchange activities and discussing professional knowledge, can meaningful and valuable technical methods or work ideas be put forward, all employees discuss and analyze together, take the essence and discard the dregs, and leave reasonable and available ideas and technical methods, can the company and

team grow more healthily, and the company and team develop more stably and rapidly. At the same time, the quality of technical exchanges also determines the development quality of the company and team. The frequent internal technical exchanges among Fortune 500 companies further demonstrate the significance of technical exchanges for the development of the company and team.

Technical exchange is an important way for valuable information to circulate and exchange. Communication between people's ideas needs to be strengthened; Nowadays, the division of labor in society is becoming increasingly refined, and a large amount of information is emerging. Modern industries also urgently need to exchange information, and all of this cannot be achieved without communication and exchange. For the team, good and timely communication and exchange enable employees to work more efficiently, and timely sharing of work information can help problems be solved faster. Similarly, good communication and exchange can greatly promote the establishment and development of friendly relationships among colleagues, which is also a very important reason for companies and teams to engage in technical exchanges. Technical exchange enables employees to achieve common progress, and the process of technical exchange will make employees more aware of what they should do next in this position, to what extent, and where the gap with other employees lies. In the process of technical communication, listening to others' troubleshooting process, understanding their troubleshooting ideas, and applying technology in the process are also a process of re understanding and evaluating oneself. Seeing the good handling methods and ideas of other employees will make oneself envious, thus realizing one's own shortcomings. In the process of communication, it will also increase one's confidence, give oneself the strength to strive, and clarify one's own goals.

Implementing some courses can strengthen the sharing of information and technical exchange on troubleshooting methods among employees, thereby enhancing their communication awareness, practicing the company's corporate culture, and improving their work skills. The specific implementation method is to advocate that each employee, when encountering special, representative,

uncommon, or the latest technical problems in their daily work process, should record the phenomenon at the time of the problem occurrence, the investigation process, the root cause of the problem, and on-site handling methods in a prescribed form, and encourage extension to deeper technical levels. The table content should include but is not limited to: the location of the fault, the manifestation of the fault, on-site troubleshooting and handling methods, the principle of the phenomenon, etc. Encourage taking a large number of photos to make the presentation and explanation easy to understand. Find a fixed time every week, such as Wednesday afternoon, to share. Try to arrange for all employees to participate in each sharing, and all employees take turns sharing. And it is stipulated that every employee must share, through this mandatory measure, mobilize the enthusiasm of all employees, actively discover on-site problems, and actively think about the root causes of problems, more efficient solutions, and deeper technical principles. During the sharing process, encourage everyone to actively discuss and speak up. Through everyone's discussion, encourage sharers and listeners to think more deeply, deepen their impressions, stimulate more inspiration, and fully showcase everyone's experience and wisdom. Through this method, new employees can quickly understand the problems and solutions that have occurred in the factory, and the next time they encounter such problems, they can quickly handle them and accelerate their growth; Encourage senior employees to pay more attention to on-site work, think positively when encountering problems, and avoid being numb due to long working hours, just dealing with mechanical problems. Avoiding the need to waste a lot of time searching for solutions to problems encountered by others but not oneself due to lack of communication among employees, resulting in excessive processing time and inability to improve work efficiency accordingly.

Due to the need for maintenance staff to work shifts, many notification messages cannot be conveyed in person at the morning meeting on the same day. However, when conveyed by others, there is a high possibility of incomplete information, incorrect content, inaccurate information, or even forgetting to convey it, resulting in many employees being unable to receive information in a timely,

accurate, and comprehensive manner, causing great inconvenience to the team's work efficiency. Moreover, due to the need for maintenance staff to work in shifts, each shift needs to be handed over to the next shift. Many on-site problems have not been resolved on duty, or a problem encountered during the shift has already been resolved. However, continuous observation is needed to see if similar problems will occur repeatedly, and how to solve them in the future needs to be accurately informed to other employees. This kind of problem needs to be handed over to the next shift, and sometimes even several shifts need to be handed over. So how to efficiently, quickly, and easily understand the handover is particularly important for improving the work efficiency of a team. The maintenance team needs to fill out a handover record for each shift, with the aim of making it clear to the successor what faults occurred in the previous shift, what has been resolved, and what needs to be resolved. However, this shift handover record is recorded in writing, which is often not intuitive and clear enough. Coupled with the differences in expression and understanding of each person, it can lead to errors in handover information.

To solve the problem of information communication, a WeChat group can be established within the department as a platform for department notifications and communication. The specific operation of WeChat groups for work is to add every employee in the team to the same group, including grassroots employees and leaders, mainly to communicate work matters. A WeChat group can enable employees and department leaders to achieve zero distance, providing convenient conditions for the company to achieve flat management. Things that all employees need to know in the work, such as notifications and announcements, are directly posted in the group and conveyed to everyone in the first time. It is very convenient and can accurately convey the content to everyone, avoiding many errors caused by message transmission.

The popularity of smartphones, the reduction of communication costs, and the existence of WeChat have greatly facilitated people's daily communication, as well as the handover process for employees. If you encounter problems that require multiple shifts to be handed over, or if a certain task requires everyone in the

department to pay attention to, you can make a notification in the WeChat group and attach photos. Encourage employees to take photos of small details that need attention during the work process and send them to the work group, with text explanations attached. In this way, everyone can receive the same information, avoiding the loss or omission of content during the information transmission process. After receiving the information, employees can quickly know what kind of faults exist on site and how to solve them. This real-time transmission of problem phenomena and solutions allows employees to have a comprehensive understanding of the on-site situation, improve their skills faster, and improve the work efficiency of the maintenance team.

3.2. Guarantee measures for improving the work efficiency of the maintenance team

In order to improve the existing situation, it is considered effective to use a qualitative approach to regular qualitative assessment of employees (attestation of employees). This approach involves prioritizing the use of qualitative assessment tools for the following main elements. A qualitative approach to staff development is a methodology used to assess and develop professional skills and competencies. This approach is based on the use of qualitative tools that help determine the level of knowledge and skills of employees and set the process for their further training and development. The main steps of the qualitative approach to personnel development include: competency analysis, that is, it is necessary to conduct a competency analysis to determine what skills and knowledge are necessary for effective work in the company. The next step is the development of qualitative tools, such as job descriptions, competency matrices or a list of qualification requirements. Based on the assessment results, it becomes possible to identify development needs, which may be insufficient knowledge or skills that need to be improved. Then educational programs aimed at the development of specific competencies are developed. These programs may include trainings, seminars, courses, mentoring and other learning

methods. After the completion of the educational programs, the results are evaluated. It helps to determine how effective development programs have been and communal services implemented.

Applying a qualitative approach to personnel development can improve the professional level and efficiency of these employees, contributing to the effective functioning of the company.

1. The first stage is the evaluation of business and professional qualities in the qualitative dimension. The first step in creating a qualitative periodic assessment of personnel during their attestation is a clear structuring of the assessment parameters. One of the conditions for the relationship of periodic personnel evaluation with systematic labor evaluation supports that the evaluation of professional and work skills of employees should be properly structured. Assessment of business qualities (ABQ) should be represented by average relative indicators of qualities labor results (QLR), labor intensity (QLI) economy of material, energy and time resources (economy of material, energy and time resources) (QETR).

Therefore, the assessment of business qualities (ABQ) will be a real reflection of the contribution of everyone to the production activity of the team, it will be appropriate to present it with the expression:

$$ABQ = (QLR, QLI, QETR) \quad (3.1)$$

Therefore, the assessment of professional qualities of civil servants of the department or its qualification level (APQ) should be based on the average relative indicators of the complexity of the work performed. This means that the indicator of professional qualities reflects the level of qualification of the employee based on the complexity of the actually performed work and can be represented in the form of a function:

$$ABQ = APQ \quad (3.2)$$

To determine the evaluation of an employee, it is recommended to focus exclusively on his business and professional qualities. To do this, you can use the

Thus, the results obtained and formed in Table 3.2 show that employee A, who worked in the company for two years from 2022 to 2024, gradually improved his results, saving resources. The improvement of the results was achieved due to a significant increase in his qualifications, which is clearly reflected in the growth of the indicator of the complexity of the performed work, the indicator of business qualities (Assessment of business qualities (ABQ)) every six months. Forming the relevant indicators: 0.60; 0.69; 0.76; 0.84. As a result of the conclusion of the certification commission, it can be related to the wording "promising employee".

The employee's work intensity has increased, which is largely related to his professional skills. Thus, the work efficiency of this employee will be fully reflected in his certification assessment, which is based on qualitative measurements. In these dimensions, the unit acts as a generally accepted criterion of performance, such as norms or standards.

$$(AA) = ABQ + APQ = (1,0 + 0,72) : 2 \quad (3.3)$$

1. The second stage is the evaluation of the personal qualities of employees in the qualitative dimension. Here it is appropriate to present qualities of employees (QE) as a set of moral (QM), physical (QPH) qualities and abilities for controlled activity (ACA). The entire evaluation of the employee's personal qualities should be represented by the following expression:

$$QE = (QM, QPH, ACA) \quad (3.4)$$

where QM - is attitude to work, human reliability, consciousness, politeness, kindness;

QPH – worker's weight, blood pressure, general endurance, physical capacity;

ACA - employee's ability to perform controlled activities.

For this format, we used methodical approaches and the development of psychologists with recommendations on standardized business characteristics that

are used in various systems of periodic assessment of the quality of personnel during attestation, we identified five integrated factors. Given that a large number of evaluation indicators are inefficient, both in terms of the time spent on this process, and due to the dilution of the levels of certain evaluation criteria, we focused on these five factors. The block of integrated factors that are most effectively taken into account during the evaluation includes the following aspects: attitude to work, communicativeness, stress resistance, physical condition and manageability.

This is done by expert evaluation of pairwise comparisons of factors using a point scale that has limits from zero to one. The second step is to establish a criterion that characterizes the norm or standard. This criterion is equal to one, while the significance of the other criteria is less than one. The scale of importance of the criteria is built in such a way that the values gradually decrease.

The procedure for assessing the personal qualities of employees depends on the participation of experts who must know the certified person for at least one year. The optimal number of experts is 10 people, including the manager of colleagues from the company, as well as relevant employees of the accounting department with whom the certified employee has contact. Therefore, we will form the structure of an indicative expert letter for an employee in table 3.2.

Table 3.2 – Model of the employee's personal qualities evaluation letter

Personal quality	Level of significance	Level of development
Attitude to work	1 2 3 4 5	1 2 3 4 5
Ability to build effective communications	1 2 3 4 5	1 2 3 4 5
Stress resistance	1 2 3 4 5	1 2 3 4 5
Physical condition	1 2 3 4 5	1 2 3 4 5
Controllability	1 2 3 4 5	1 2 3 4 5

Source: own calculations

The assessment of the QE employee's personal qualities, along with the assessment of their ability to perform controlled activities (ACA), is one of the components of the personnel expert assessment. The assessment of personal

qualities of employees during certification (QE) in the qualitative dimension is defined as the average arithmetic value

$$QE = (QM + QPH + ACA) / 3 \quad (3.5)$$

In view of the above, it is recommended to use a complex structured assessment of business, professional and personal qualities, which will consist of at least three blocks.

$$QE = (ABQ + QP + PQ) / 3 \quad (3.6)$$

Each block is important for the certification process, which aims to improve the use of personnel at the enterprise and the effectiveness of the implementation of measures within its management. The developed approach to assessment will allow to achieve objectivity and comprehensiveness in its implementation, and will also become an indicator with the help of which it will be possible to solve various tasks of the personnel development management system, that is, with its help, it will be possible to form a personnel reserve, increase the effectiveness of personnel activities, justify the need personnel development, implement motivational mechanisms and increase the company's human capital.

1. Develop a written promotion system and a new salary and bonus system. The maintenance department, based on the individual differences of each employee, after detailed communication, clarifies the employee's promotion direction, qualifications and promotion channels required for promotion, and clarifies the corresponding salary and bonus for each promotion level. At the same time, all matters that concern these employees and are related to fairness and justice are determined in the form of documents and distributed to each employee. They are announced at the corresponding meeting to make every employee in the maintenance team aware of them and supervise the implementation of the system.

By establishing a written system, every employee can truly feel the fair and just atmosphere of the department, as well as the hope of promotion and salary increase through hard work. This can greatly stimulate employee enthusiasm, clarify their direction of effort, and greatly improve the work efficiency of the maintenance team.

2. Ensure a fixed time for holding technical exchange meetings. The maintenance department should regularly hold technical exchange meetings among employees based on the actual situation and the skill level of employees at different stages, and stipulate that each employee should share their technical problems encountered in the recent period, and discuss and learn together. The frequency and quality of employee sharing should be included in their year-end assessment, as a mandatory measure to ensure the feasibility and effectiveness of technical sharing and exchange meetings.

3. Include employee development plans in supervisor assessment indicators. Employees working in the company not only have a need to realize their personal value for salary and bonuses, but also the process of realizing their personal value can improve their work enthusiasm and satisfaction, thereby improving work efficiency. Employee personal development plans are an important way for employees to realize their personal value within the company. To ensure the effective implementation of employee development plans, it is necessary to include the development of appropriate employee development plans for each employee in the performance evaluation indicators of the supervisor. This is mandatory under company policies and can better ensure the precise implementation of the plan.

4. Creating a more open departmental atmosphere. Consciously create an open, respectful, and trustworthy departmental environment within the maintenance department, allowing maintenance employees to participate more in departmental activities and decision-making processes, and enhancing their sense of ownership. At the beginning, this requires department leaders to take the lead and actively create an internal atmosphere and environment within the department, such as encouraging employees to speak up and express different ideas during meetings. Encourage employees to participate in daily workflow discussions. Once employees

become accustomed to this atmosphere, they no longer need leaders to deliberately create it.

5. Institutionalize workflow. When a suitable workflow mode is found, the maintenance department leader will fix this mode into the daily workflow system of the department and strictly implement it. At the same time, the role of each person in this workflow is clearly defined, corresponding assessment indicators are formulated, and the completion degree of the corresponding indicators is included in the performance evaluation of each employee. Adequate communication is carried out in daily work and year-end performance review to ensure that the workflow can be effectively implemented and that everyone's work can be completed efficiently.

3.3 Model and algorithm for increasing the efficiency of the company's employees

The basis for building the model in figure 3.3 was the following research results: conceptual foundations of the formation of the concept of "management of efficiency and personnel development" and its evolution at the current stage; personnel management and its development in the company system as a scientific and theoretical problem; distinguishing the characteristics of the service system and personnel management components; determination of the peculiarities of the organization of the management system and management of personnel development in the conditions of reforms; establishment of personnel management features at the enterprise in the conditions of the COVID-19 pandemic; study of personnel management methods.

In general, to evaluate the effectiveness of the personnel of the Hebei Jiahao Grain and Oil Company, such methods as the evaluation of the performance of individual tasks, the analysis of the extent to which each employee performs his duties according to the set goals, can be used. Evaluation of teamwork is carried out, that is, an analysis of how effectively employees work together, solve joint tasks and achieve team goals. Assessment of compliance with quality standards through analysis of the extent to which the company's products meet established quality

standards and customer requirements. Assessment of compliance with safety standards, the extent to which employees comply with safety rules at work and minimize the risk of injury. Evaluation of customer satisfaction, i.e. analysis of customer reviews regarding the quality of service and company products. Financial indicators are an analysis of how the work of personnel affects the financial results of the company (profit, profitability, etc.).

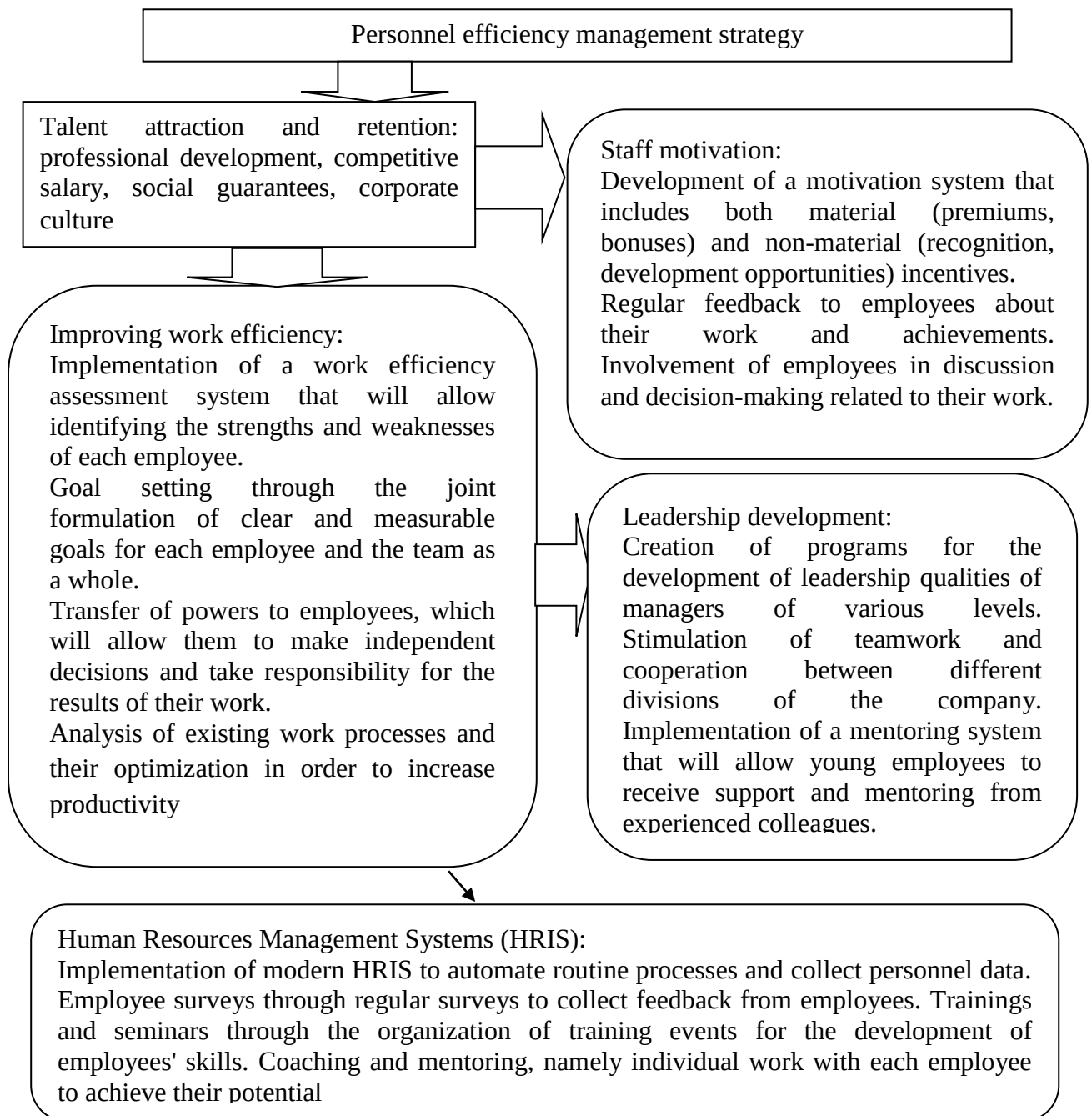


Figure 3.3 – Human resource development management model according to the HRMISH system Hebei Jiahao Grain and Oil Company

Source: generated by the author

Everyone desires to be valued and recognized, and the same goes for employees. If every day is just a mechanical assignment of tasks, and what we value is only the amount of tasks completed each day, and some even suppress the expression of employee opinions and suggestions, then employees will not feel recognized and valued, and their opinions will not be taken seriously. Over time, employees will develop a lazy mentality, lack enthusiasm for work, and only complete tasks mechanically every day. They will not actively think of ways to complete work more efficiently, nor will they actively offer suggestions and suggestions for maintenance work. Behavioral management theory suggests that emphasizing the flow and feedback of information within an organization requires communication to replace supervision and command, and that participatory management and employee self-management must be emphasized. With proper management, employee motivation will be enhanced.

Establish an open conference system. To solve the problem of employee laziness and improper work attitude, it is necessary to make employees feel accepted and valued. The department should create a more open and relaxed atmosphere, and managers or supervisors should actively communicate with employees, instilling the company's cultural concepts in their minds. Openness and communication are particularly important. The maintenance department has a lot of work to do every day, so the opportunity for department meetings together is a rare opportunity for communication. Create an open meeting system, maintain equal ideas from top to bottom, and avoid a very clear hierarchical system, which will make employees more aware of being valued and accepted.

Every working day, the maintenance department has a morning meeting to arrange work and provide feedback on issues. The daily morning meeting is a great opportunity for communication and exchange with employees, and to a large extent, it is also the only opportunity for all departments to communicate together throughout the day. At the meeting, it is necessary to set aside time specifically for employees to speak up, allowing and encouraging them to speak freely. Good suggestions and ideas should be promptly acknowledged, and implementation plans

should be actively discussed; For inappropriate suggestions and opinions, do not beat them to death with a single blow, let alone personal attacks. Be honest and truthful in informing employees of the reasons why they cannot adopt them, and do not let employees misunderstand and misunderstand in their hearts.

Every quarter, spend two hours organizing an internal communication meeting within the department to summarize everyone's recent work and achieve the goal of promoting strengths and correcting deficiencies. At the meeting, the supervisor can actively seek everyone's opinions and suggestions on the current problems in the work, jointly develop reasonable and feasible solutions and action plans, and enable every employee to participate in the department's decision-making, truly feeling a part of the maintenance department and having a sense of belonging to the maintenance department. For each employee's recent good work performance, the supervisor should also give timely recognition, sincerely offer encouragement and urging, recognize personal strengths and weaknesses in a way that employees can understand and accept, and actively improve.

Employee Development Plan. To timely understand employee dynamics, care about employee growth, and make every employee feel that they have developed and grown in the maintenance team and the company, it is necessary to develop an employee development plan. An excellent employee development plan can not only cultivate talents, but also improve employee dedication and work enthusiasm, making employees feel warm at home in the company and forming a good working atmosphere. The employee development plan is a strategy for enterprises to cultivate group talents and effectively improve the overall quality of their employees. At the same time, it can help enterprises tap into potential talents and retain outstanding talents. Only by implementing a good employee development plan can a company sustain its sustainable development.

There are many benefits to an employee development plan, whether it is for the company or individual employees: a reasonable employee development plan can greatly help improve employee creativity and make them work more actively. Whether it's public or not

Companies, teams, or individual employees may lose motivation and vitality if they lack development goals. Goal oriented is a prominent feature of employee development plans. A series of possible development directions in the personal career activities of employees are envisioned and planned in the employee development plan, and the ways and methods to achieve them are indicated. The help and support that the company can provide can help employees subconsciously link the company's development with their personal success, continuously improve their ability level to achieve goals, exert their initiative and wisdom, overcome various setbacks and difficulties in career development, and always strive towards the direction set in the employee development plan. Moreover, employee development plans are tailored for employees, taking into account their deeper career needs and individual characteristics. They provide a blueprint for their future career development in the company, and their motivating effect is long-lasting and strong; Employee development plans can help employees strengthen their ability to handle work effectively. The employee development plan is designed based on the personal interests and abilities of employees. It can help employees understand their strengths and weaknesses, proactively analyze the work status and environment, and enable them to plan, allocate time and energy more scientifically to achieve established work goals, thereby improving their business skills. This can strengthen employees' ability to grasp the environment and overcome difficulties; Employee development plans can help employees handle work life relationships. A reasonable employee development plan can broaden employees' horizons, make them more aware of work opportunities and choices, and on the basis of achieving career development direction, comprehensively consider all factors in work and life, scientifically balance the relationship between career development and family, ideal life, etc., making career development detailed and effective, which is conducive to achieving goals; Employee development plans help employees achieve and exceed their self-worth. According to Maslow's hierarchy of needs theory, human needs have many aspects. Most employees may just start working with the hope of survival, so through a job, they can meet their lower level physiological needs before

they can pursue wealth, status, or fame. However, the highest human need is for personal development and self realization. The company integrates the personal development of employees into the company's development track, allowing employees to achieve personal development and achieve personal success through purposeful growth of experience and participation in corresponding training in accordance with clear personal career development plans, while helping the company promote the development of strategic goals. The employee career development plan, through multiple refinements of career development goals, no longer overly focuses on wealth, but pays more attention to career goals, thereby promoting employees to achieve higher-level needs, pursue their own life value, pursue a sense of achievement in their career, and achieve personal development goals. The company also retains excellent employees, and various tasks are carried out in an efficient manner, reducing the frequency of unexpected downtime caused by lack of proficiency in various businesses, improving the company's startup rate, and ultimately improving the company's efficiency.

The maintenance team implements an employee development plan, which requires employees to submit a work and development plan for the current fiscal year at the beginning of each fiscal year. This plan requires employees to think about safety goals, work goals, personal development direction, and personal learning, and submit a plan for the new fiscal year in written form. A specialized development plan template can be designed to enable employees to think from the perspective of team requirements and avoid omissions. At the same time, department owners should attach great importance to this plan, communicate sincerely and candidly with each employee, understand their ideological dynamics, work plans, and personal development plans, evaluate whether the employee's development plan is reasonable and feasible, provide their own suggestions and opinions, and provide assistance to employees to the best of their ability based on their development direction. This development plan has three opportunities for review throughout the fiscal year: at the beginning of each fiscal year, employees develop their own development plan based on their actual situation and communicate with their

supervisors; In the fiscal year, which is already half a year past, the supervisor and employees review the progress of the employee development plan, understand the difficulties, and promptly help employees correct any deviations in their development direction to help achieve the plan; At the end of each fiscal year, the supervisor and employees sit down to re-examine the execution of the development plan, whether the corresponding goals have been achieved according to the established time, the reasons for not achieving them, how to catch up, and propose corresponding perspectives and requirements for the development plan for the next fiscal year.

In such an atmosphere, employees truly feel that they have development prospects in the company, and their work goals are also very clear. The company is willing to help them achieve personal goals and values, so that employees have greater enthusiasm to work hard, have a sense of ownership of the team, and strive to achieve their greater personal value in the company, thereby improving daily work efficiency. Employees have their own career development goals, and should combine their personal career goals with the company's goals to form a big goal integration under the same goal. Employees serve the enterprise, and the enterprise provides good development and growth opportunities for employees, promoting each other.

The daily workflow may seem simple and inconspicuous, but a good and reasonable workflow can help employees establish a good work order, develop scientific work habits, and subtly enhance their sense of identification with work and improve their work efficiency. Unreasonable workflow can cause employees to waste a lot of time doing some useless work, or increase the phenomenon of rework in work. Not only does it make employees feel disoriented, but frequent rework and useless work can also create frustration and weaken their sense of work responsibility. This kind of emotion can prevent the normal progress of work, resulting in the failure to achieve the expected results, work procrastination, and in severe cases, equipment failure and downtime due to the irresponsible behavior of

employees. So, optimizing the workflow is one of the tasks that sharpens the knife and does not harm the woodcutter.

Based on the current working status of the maintenance team, optimization can be synchronized from the following three aspects.

Advance issuance of work orders. Careful analysis of the daily work process of maintenance staff reveals that a significant amount of time is wasted on signing work permits. Temporary cancellation of originally planned work requires the signing of a new work permit. If executed according to the established weekly work plan, there will be no problem of wasting time by repeatedly signing work permits. This is because in addition to the maintenance supervisor signing the work permit, the process supervisor also needs to sign it. Sometimes, when process personnel are in meetings or dealing with certain matters, the delay time will be longer, and the effective working time of employees will be reduced involuntarily. Regarding the signing of work permits, Jiahao Grain and Oil Company has adhered to the safety operation process for over a hundred years, which is the beginning of daily work and must be followed by all employees. Due to the safety culture of Jiahao Grain and Oil Company, which attaches great importance to the safety of employees, in order to reduce potential hazards in work, employees are required to fill out work permits themselves, analyze potential risks, and require relevant department heads to confirm work risks again. Therefore, the work permit system is essential in work and cannot be cancelled. How to efficiently sign homework tickets and avoid temporarily canceling planned work and signing homework tickets multiple times is a very important and worth studying issue, which is placed in front of managers.

In order to reduce the waste of time caused by daily ticket signing and make daily planned work smoother, the proposed solution is to change the original issuance of work orders in the morning meeting to half an hour before the previous day's shift, and issue work orders for the next day in advance. For specific implementation, it is necessary for the supervisor or shift leader to control the daily workload when arranging work tasks, ensuring that after each day's work task is completed, there is still about half an hour left until the end of work time, which is 5

o'clock every day. However, the workload is usually scheduled to end at 4:30 pm, and then employees can return to the office to organize documents and clean up tools. During this half-hour period, the supervisor will inform everyone of the work that each employee needs to do the next day in the form of a work order, distribute it to each employee, and allow them to use this half-hour time to go to the site in advance to see the next day's work tasks, know what materials are needed for this task, communicate with the process personnel about the time arrangement for doing this work the next day, how to better carry out this work, the difficulties that may exist during the work process, how to solve them, and whether the on-site environment can carry out the work, so that they have a clear understanding of these problems. Then, today, they will communicate with the shift leader in advance about the specific content, requirements, and details of the work, and confirm that tomorrow's work will not be compared to other work in the process workshop. Conflicting assignments, Ensure that tomorrow there will be no other assignments that prevent the work on your work order from being unable to proceed. If this work cannot be carried out for other reasons or there is a risk of cancellation, it is necessary to inform the supervisor in advance, change the work method or replace other work tasks, or arrange a backup work order. During the process of on-site inspection and communication with process personnel, maintenance personnel will understand the potential risks on site and fill out the work permit in advance to avoid rework the next day due to unqualified work permit filling, which will delay a lot of time. After completing the on-site inspection work and communicating with the process personnel, if the work can be carried out tomorrow, the maintenance staff will return to the office to fill out the work permit in advance, and prepare the necessary tools in advance based on the on-site inspection situation and work content.

By issuing work orders in advance in this way, although half an hour of work time is sacrificed every day, employees can better grasp tomorrow's work tasks, know how to carry out this work, and fill out work tickets more comprehensively, avoiding delays in work time on the day of work due to work ticket issues. After

communicating with the process personnel in advance, they are aware of the tasks that need to be carried out the next day and will try to divert other conflicting tasks as much as possible, so that the work can proceed according to the plan, avoiding the situation of finding that the work cannot be carried out on the same day and replacing other work. This greatly saves the time for daily preparation work and signing work tickets, greatly improving the work efficiency of maintenance personnel. At the same time, they also have good cooperation and communication with other departments, promoting unity and cooperation among company employees to efficiently solve various faults that occur in production.

A dedicated person is responsible for preventive maintenance work PM is of great significance for the normal operation of factory equipment. Early detection of equipment hazards and planned scheduling of periodic maintenance can reduce equipment failure rates and ensure the start-up rate of the factory.

In recent years, not only large enterprises have gradually shifted from manual operations to automation and mechanization, but also small and medium-sized enterprises are showing a trend of gradual transformation. This trend has led to not only a significant increase in factory equipment, but also a rapid development towards complexity, large-scale, advanced, and automation. Therefore, compared to before, for various manufacturing industries, delivery time, cost, quality, environmental protection (to prevent public hazards), safety, and other aspects have problems due to equipment being unable to adapt, and the proportion has increased according to the base. The company's production plans often cannot be executed on time.

The company is rapidly moving towards automation control and modernization in its equipment development. If management, maintenance, operation, and technical personnel continue to adopt outdated work methods, and their work levels and thinking methods remain the same without improvement, it will lead to frequent failures caused by improper use and maintenance of equipment, and even a significant increase in repair time. As a result, the production plan cannot be completed on time, resulting in delayed delivery, even substandard product

quality, increased costs, continuous safety accidents, poor working environment for employees, and serious environmental hazards. This will cause maintenance and operation personnel to feel low and even tired of work, which will affect the overall development of the company and cause serious consequences. Despite these serious issues, some companies still experience similar situations to varying degrees of repetition. In order to avoid the losses caused by the above-mentioned improper practices and minimize such losses, PM work must be an essential and crucial part of modern company management that cannot be ignored. If PM work goes further, it should not only minimize the losses caused by various improper work behaviors, but also actively improve the utilization efficiency of factory equipment, greatly improving work efficiency.

When it comes to preventive maintenance, some maintenance staff have insufficient awareness of the importance of preventive maintenance work and believe that it is unnecessary or the cost of preventive maintenance is too high. For certain equipment or parts, the cost of preventive maintenance is indeed higher than shutting down and repairing in the event of a malfunction. However, what we need to compare is not only the cost of replacing equipment spare parts, but also the cost of production interruptions caused by downtime, material consumption during the start-up and shutdown process, handling of non-conforming products caused by start-up and shutdown, and personnel overtime. If the company does not implement preventive maintenance, the factory shutdown caused by equipment failure is likely to occur at any time, resulting in losses.

Preventive maintenance work reduces production costs by prolonging the equipment's service life and increasing its efficiency during operation. The benefits of preventive maintenance work are not one-time: reducing the cost loss caused by replacing parts; Improve the reliability of the system; Better inventory management of parts; Reduce system downtime; Reduce equipment damage caused by sudden malfunctions and shutdowns. From the perspective of continuous production conditions and relative costs, preventive maintenance is more cost-effective than

emergency repairs when equipment malfunctions, and it is more in line with the trend needs of enterprise development.

So, the maintenance team needs to do a good job in preventive maintenance. It is necessary to make all maintenance employees have a deep understanding of the importance of preventive maintenance, have a correct attitude to do preventive maintenance work, make good records, and provide feedback to the Maximo system for tracking. The maintenance team can take advantage of opportunities such as morning meetings to regularly promote the importance of preventive maintenance, encouraging employees to identify opportunities for preventive work and potential equipment failure risks in their work. Moreover, it is necessary to regularly select good preventive maintenance work cases within the team for everyone to share, and give praise and material rewards to employees who have done well in preventive maintenance work. After a long period of promotion and incentive policies, employees can firmly remember the importance of preventive maintenance work, so that they can better implement PM work in daily work, achieve a virtuous cycle of PM work, and achieve the expected results.

Because each employee is a different individual with different comprehension abilities, work abilities, and personalities, each person has their own strengths. PM work requires operators to be serious, meticulous, and responsible. So in the maintenance team, carefully select employees who are thoughtful, responsible, and aware of the importance of PM work, and specialize in doing PM work.

There are various types of PM work, and dedicated personnel are responsible for it. They can clearly understand the situation of each equipment in each area, and because they are specifically responsible for this work, employees will take it more seriously and seriously due to their sense of responsibility and fear of downtime caused by poor work. They will not be perfunctory, which is more conducive to discovering equipment faults. After the PM is completed, the status of the equipment will be recorded in a timely manner, and any hidden dangers discovered will be registered in the Maximo system for subsequent resolution. At the same time, it is necessary to analyze various data on equipment status, make predictions based on

data trends, communicate with supervisors in a timely manner, and pay special attention to important equipment that affects the operation of the entire factory. A separate data record form needs to be made based on the PM and reviewed regularly. In addition, the PM's inspection form and cycle should be adjusted according to changes in equipment status and environment, in order to save manpower and improve work efficiency.

Improving preventive maintenance worksheets. To address the issues with existing tables, optimization is needed in the following areas: resetting PM check items. Based on the actual situation on site, inquire about the opinions and suggestions of maintenance staff during operation, and solicit mature experience from various factories, set reasonable inspection items, so that the inspection items of each PM's work are clear and visible; Break down the work steps to make the workflow more concrete. Divide the key homework process into inspection steps, solidify them in the checklist, and clearly see which inspection is carried out first, and then which inspection is carried out again. Any employee who strictly follows the PM form will not miss any key steps, ensuring the effectiveness of PM work; Simplify manual entry by employees. Make a list of the equipment in each workshop and inspect it according to the inspection items. As long as there are no problems, simply mark a " $\sqrt{\quad}$ " on the corresponding equipment, greatly reducing the time for employees to fill out the form; Recap the equipment list for the entire factory. Update the recalculated equipment list into the PM table, so that employees can clearly see which equipment is present and which equipment has been inspected; Add the inspector and inspection time to the table. This way, we can know the specific time and employees for conducting PM inspections, and based on the PM archive, we can determine whether there are any omissions or failure to work according to the cycle.