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ECONOMICS AND MANAGEMENT FACULTY**

Public management and administration Department

QUALIFICATION WORK

Education Degree - Master

**on: The mechanism of increasing the efficiency of the
employee's work at the enterprise**

Completed: student of
073 «Management» (EP «Administrative Management»)

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TASK on qualification work for student

CAO JIE

1. Theme of Qualification work: **Increasing the efficiency of the employee's work at the enterprise (Zhenjiang Hengchuang Environmental Engineering Co., Ltd.)**

Supervisor Olena Bieliaieva, Candidate of Public Administration

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4. Contents of settlement and explanatory notes (the list of issues to develop):

1. Define the main concepts and theoretical foundations.
2. Analyze the flexible working model at Zhenjiang Hengchuang Environmental Engineering Co., Ltd.
3. Conduct an empirical study on factors affecting employee efficiency.
4. Develop a model for improving work efficiency under flexible work arrangements.
5. Propose strategies for improving employee efficiency in a flexible work environment.
6. Evaluate the practical significance of flexible work optimization.

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CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	August 2024 p.	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	October - November 2024 p.	done
3	Preparation and presentation of the draft of the first chapter of the thesis	November 2024 p.	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	August 2024 p.	done
5	Making the theoretical part of the thesis, summarizing the analytical part	December 2024 p.	done
6	Design options improve the research problem	December 2024 p.	done
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8	Previous work and its defense review	January 2025 p.	done
9	Checking the authenticity of the thesis	January 2025 p.	done
10	The deadline for students to complete the thesis	January 2025 p.	done
11	Defense of the thesis	March 2025	done

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Checking the authenticity conducted.

The thesis allowed for defense.

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Abstract

CAO JIE. The mechanism of increasing the efficiency of the employee's work at the enterprise

Master's thesis in the specialty 073 «Management,» EP «Administrative Management» SNAU, Sumy-2025 - Manuscript.

In early 2020, the outbreak of COVID-19 had a significant impact on society and the economy. Various industries began to adopt flexible working models to meet the needs of epidemic prevention and control. While flexible working has the advantages of work flexibility and convenience, it also has some problems, such as the management of flexible working employees and the reduction of employees' sense of participation and belonging, leading to decreased work efficiency. This paper analyzes the influencing factors of the work efficiency of junior employees in Zhenjiang Hengchuang Environmental Engineering Co., Ltd. through a survey of the impact of flexible working on work efficiency to explore the factors affecting the work efficiency of junior employees and continuously improve Zhenjiang Hengchuang Environmental Engineering Co., Ltd.'s flexible working system, and effectively improve the work efficiency of junior employees.

This paper constructs a model of the impact of flexible working on work efficiency based on existing literature and research results of domestic and foreign scholars and formulates a measurement scale. Therefore, this paper proposes strategies for improving the work efficiency of junior employees in Zhenjiang Hengchuang Environmental Engineering Co., Ltd.'s flexible working system: First, enhance employee engagement; second, improve employee support from the company; third, promote family work resource spillover; and fourth, improve the incentive mechanism.

Keywords: flexible working hours, work efficiency, employee engagement, corporate support.

Анотація

Цао Чжі. Механізм підвищення ефективності праці працівника на підприємстві

Кваліфікаційна робота за спеціальністю 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2025 - Рукопис.

На початку 2020 року спалах COVID-19 мав величезний вплив на суспільство та економіку. Щоб задовольнити потреби профілактики та контролю епідемій, різні галузі почали впроваджувати гнучкі робочі моделі. У той час як гнучка робота має такі переваги, як гнучкість роботи та зручність, вона також має деякі проблеми, такі як управління працівниками, зниження почуття участі та приналежності працівників, що може призвести до зниження ефективності роботи. У цьому дослідженні аналізуються фактори, що впливають на ефективність роботи молодших співробітників Zhenjiang Hengchuang Environmental Engineering Co., Ltd., щоб дослідити фактори, що впливають на ефективність роботи молодших співробітників, і постійно вдосконалювати Zhenjiang Hengchuang Environmental Engineering Co., Ltd.

У даній роботі побудовано модель впливу гнучкої роботи на ефективність праці на основі наявної літератури та результатів досліджень вітчизняних і зарубіжних вчених, а також сформульовано шкалу вимірювання. Таким чином, ми пропонуємо стратегії підвищення ефективності роботи молодших співробітників у гнучкій робочій системі Zhenjiang Hengchuang Environmental Engineering Co., Ltd. По-перше, посилити залучення працівників; по-друге, покращити підтримку співробітників з боку компанії; по-третє, сприяти розподілу ресурсів сімейної роботи; і по-четверте, вдосконалити механізм стимулювання.

Ключові слова: гнучкий графік роботи, ефективність роботи, залучення співробітників, корпоративна підтримка.

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INTRODUCTION

Actuality of theme. In early 2020, the outbreak of COVID-19 significantly impacted businesses and work environments worldwide. Various industries began to adopt flexible working models to meet the needs of epidemic prevention and control. While flexible working provides advantages such as increased work autonomy and convenience, it also presents challenges related to employee management, decreased workplace engagement, and reduced collaboration, which can negatively affect overall work efficiency. Flexible working systems, which originated in Germany in the 1960s to alleviate traffic congestion, have gradually evolved into mainstream work arrangements globally. By integrating digital communication tools and remote work platforms, modern enterprises have developed hybrid work models that allow employees to balance work and personal life more effectively. However, in practice, the implementation of flexible work structures varies, and the impact on work efficiency remains an area of active research. Zhenjiang Hengchuang Environmental Engineering Co., Ltd. has adopted a flexible working system since the COVID-19 pandemic, combining home-office and in-office work models. Although this system has increased employee autonomy and reduced turnover rates, it has also resulted in extended working hours and declining work efficiency. Therefore, an in-depth study of the factors influencing flexible work efficiency is necessary to optimize enterprise management strategies and enhance employee productivity.

The purpose and objectives of the master's work. This research aims to analyze the factors affecting the work efficiency of grassroots employees under a flexible working system and propose strategies to enhance their productivity at Zhenjiang Hengchuang Environmental Engineering Co., Ltd.

There are tasks for qualification work:

1. Define the main concepts and theoretical foundations.
2. Analyze the flexible working model at Zhenjiang Hengchuang Environmental Engineering Co., Ltd.

3. Conduct an empirical study on factors affecting employee efficiency.
4. Develop a model for improving work efficiency under flexible work arrangements.
5. Propose strategies for improving employee efficiency in a flexible work environment.
6. Evaluate the practical significance of flexible work optimization.

The author's research mainly includes parts:

This study contributes to the existing body of research by examining the impact of flexible working systems on employee efficiency, particularly in the context of grassroots employees within a traditional industry. While much of the current literature focuses on knowledge workers and high-tech enterprises, limited research has been conducted on how flexible work arrangements affect productivity in sectors such as environmental engineering. By analyzing the challenges and benefits of flexible work at Zhenjiang Hengchuang Environmental Engineering Co., Ltd., this study provides new insights into the effectiveness of such systems in enhancing employee engagement, organizational support, and overall work efficiency. The findings will offer valuable recommendations for optimizing flexible work models in similar industries, bridging the gap between theory and practical application in enterprise management.

The object of the study is the work efficiency of grassroots employees at Zhenjiang Hengchuang Environmental Engineering Co., Ltd. under a flexible working system.

The subject is the grassroots employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd., analyzing their work efficiency and the underlying factors that influence it. Data collection methods include questionnaires, statistical analyses, and literature reviews.

The practical significance. The findings of this research hold practical importance for optimizing flexible working systems in organizations, particularly in the post-pandemic era. By identifying key factors affecting employee efficiency and proposing solutions, this study can help Zhenjiang Hengchuang Environmental

Engineering Co., Ltd. and other companies improve employee satisfaction, reduce turnover, and enhance overall productivity. Furthermore, the study contributes to the broader understanding of managing flexible work systems in Chinese enterprises, providing empirical evidence and actionable recommendations for policymakers and business leaders.

The information base of the research is scientific works and leading foreign experts on the chosen subject, data from official reports of the enterprise, and available statistical information.

The significance of this research is that it contributes to both theoretical understanding and practical application of flexible working systems in traditional industries. While flexible work arrangements have been widely studied in knowledge-intensive sectors, their impact on grassroots employees in industries such as environmental engineering remains underexplored. This study provides empirical evidence on how flexible work influences employee engagement, corporate support, and overall work efficiency, offering valuable insights for business leaders and policymakers. Furthermore, the research findings can help enterprises optimize their flexible work strategies, improve employee satisfaction, and enhance productivity, ultimately contributing to more sustainable and efficient work models in the post-pandemic era.

List of publications:

1. Cao Jie, Bieliaieva Olena. The innovation research of university education management in the present era. *The 4th International scientific and practical conference “Modern research in science and education”*(December 7-9, 2023) Science Publisher, Chicago, USA. 2023. 1250 p.

2.Cao Jie, Bieliaieva Olena. Research on student education management in higher vocational colleges. *The 4th International scientific and practical conference “Topical aspects of modern scientific research”*(December 21-23, 2023) CPN Publishing Group, Tokyo, Japan. 2023.771 p.

The thesis includes an introduction, three chapters, and a list of references, including 35 publications, applications, 10 tables, and 1 figure. The volume is 73 pages, of which the main text is 60.

CHAPTER 1

SUMMARIZES RELATED CONCEPTS AND THEORIES

Enterprises, as they navigate through different stages of development, face varying challenges that necessitate distinct employment strategies. In their early growth phases, organizations often resort to temporary employment as an efficient solution to address pressing workforce needs. This strategy serves multiple purposes critical to a business's sustainability and rapid establishment. One primary advantage is that temporary employment allows enterprises to quickly scale up their labor force, enabling them to handle the demands of a growing operation. The speed at which they can mobilize human resources ensures that enterprises can meet their objectives without significant delays, establishing a firm foothold in the market. Additionally, temporary employment is highly cost-effective, reducing financial burdens associated with long-term commitments to employee benefits and salaries. This is especially important for nascent businesses operating within constrained budgets. By optimizing personnel costs, enterprises can divert more resources toward other crucial areas, such as technological investments, marketing efforts, and product development.

From an employee's perspective, temporary employment often provides greater flexibility regarding work schedules and responsibilities. This appeals to individuals who value freedom in their professional lives or seek short-term opportunities. However, regular employees with permanent roles usually face challenges that necessitate flexibility. For instance, many employees juggle professional commitments with family responsibilities, such as caring for children and elderly parents or managing personal health issues. To support such employees, enterprises increasingly adopt flexible employment arrangements, tailoring job structures to meet individual needs. These strategies may include options like telecommuting, part-time roles, or job-sharing, each offering employees the ability to harmonize their professional and personal lives. By doing so, businesses create an inclusive and accommodating environment that enhances employee satisfaction and loyalty. Telecommuting, for

example, allows employees to work remotely from the comfort of their homes, significantly reducing commuting time and creating more opportunities for work-life balance. This approach benefits employees and boosts organizational productivity and retention rates by ensuring that employees feel valued and supported [1].

The rapid advancement of information and communication technology has been a game-changer in enabling and expanding the possibilities of flexible working arrangements. Modern tools such as cloud computing, video conferencing, collaborative platforms, and mobile communication devices have bridged the gap between employees and their workplaces, making remote work more efficient and accessible. The widespread availability of high-speed internet and mobile devices has transformed how work is conducted, eliminating geographical barriers and allowing employees to work virtually anywhere. This technological evolution has empowered organizations to adopt flexible work systems on a larger scale, providing employees with autonomy and fostering innovation within the workplace. Notably, during global disruptions, such as the COVID-19 pandemic, flexible working arrangements became evident as remote work transitioned from an optional benefit to a necessity for business continuity.

Scholars have extensively examined the concept of flexible working, each contributing unique definitions and interpretations based on their research. Hill, for instance, conceptualizes flexible working as a benefit offered by employers, granting employees some degree of control over their time and location beyond the limitations of standard workdays. Rau and Hyland focus on the adaptability of working places and times, emphasizing the ability of employees to tailor their schedules and environments to align with their individual needs. Hyland elaborates on this perspective by highlighting the possibility for employees to adopt alternative work schemes outside conventional schedules, further underscoring the role of personalization in flexible working systems. Greenhaus and Powell take a broader view, defining flexible working as the freedom employees have to determine their working hours and locations and the pace at which they complete their tasks. This level of autonomy ensures that employees can effectively meet their job requirements while maintaining

control over their work-life balance. Maxwell's approach centers on policy-driven measures that empower employees to choose their time and location, reflecting the importance of institutional support in implementing flexible systems. Masuda, on the other hand, highlights the absence of rigid requirements for time and office presence, suggesting that employees must fulfill their tasks on time while adhering to organizational policies. De Sivatte adds a layer of complexity by exploring the balance between employee discretion and managerial control, stressing the importance of aligning flexible work practices with broader company goals. Lastly, Kossek focuses on creating mutually beneficial arrangements between employers and employees, emphasizing collaboration and shared responsibility in designing flexible working systems that meet individual and organizational needs [2].

An analysis of the literature shows that the flexible working system is interpreted differently across studies, yet common themes emerge. Two defining characteristics of flexible working consistently appear in scholarly discussions. First, implementing flexible working systems is primarily driven by organizations and employers, making them the central architects of these arrangements. Flexible work is widely regarded as an employee benefit designed to empower workers by granting them discretion over their schedules and locations. This autonomy fosters a culture of trust and mutual respect, enhancing employee engagement, motivation, and productivity. Second, flexible working inherently involves a high degree of independence in multiple dimensions, including the time, place, and manner of work. Employees are free to organize their work schedules and locations within specified parameters, enabling them to balance professional responsibilities with personal priorities.

Flexible working systems can be categorized into four broad types based on the aspects of flexibility they address: time, space, employment forms, and work content. Flexibility in working time represents the most fundamental and widely implemented form. Organizations employing this approach often divide work hours into core and non-core segments. Core hours are mandatory when employees must be present or available to ensure effective collaboration and operational continuity. On the other

hand, non-core hours allow employees the freedom to structure their schedules according to personal preferences and circumstances. This system type particularly appeals to employees seeking greater control over their daily routines. However, it is essential to note that flexible working hours are not universally applicable. Specific industries, such as manufacturing, rely on synchronized processes and collective teamwork, often necessitating fixed schedules to maintain efficiency.

Flexibility in working space, commonly called telecommuting, has become increasingly popular due to technological advancements. By enabling employees to work remotely, telecommuting eliminates the constraints of traditional office settings and reduces commuting-related stress. Employees can perform tasks from home or other locations, using digital tools to stay connected to their teams and organizations. Organizations often integrate time and space flexibility into a comprehensive system that combines remote work with flexible hours. This hybrid model has proven highly effective in enhancing productivity, job satisfaction, and employee well-being.

Flexibility in employment forms encompasses a variety of non-traditional arrangements, such as short-term contracts, project-based roles, and temporary employment. These arrangements allow businesses to adjust their workforce based on shifting demands, offering adaptability crucial in dynamic and uncertain markets. Temporary contracts, for example, enable organizations to scale their operations quickly without committing to long-term obligations, making them particularly valuable during periods of expansion or economic volatility.

Finally, flexibility in work content refers to the customization of job responsibilities and tasks to meet the unique needs of employees and employers. This type of flexibility often involves non-standardized agreements negotiated between the parties, allowing for tailored solutions that address specific circumstances. For instance, an employee with specialized expertise may negotiate a role emphasizing their strengths while accommodating their personal preferences. This level of customization represents a significant advancement in flexible working systems, reflecting a shift toward greater individualization and collaboration in workplace practices.

In conclusion, flexible working systems have evolved significantly, driven by technological advancements, shifting workforce expectations, and changing organizational priorities. While definitions and implementations may vary, the core principles of autonomy, adaptability, and mutual benefit remain central to the concept. By embracing flexible working arrangements, organizations can create a more dynamic, inclusive, and resilient work environment that meets the needs of both employees and employers in an increasingly complex and interconnected world.

Everyone wants to be successful and happy, so learning and improving oneself becomes the inevitable choice for them to achieve their goals. If individuals can build and maintain a higher income and gain more respect, they are more likely to succeed and be happy. Hobfoll elaborated the theory of resource Conservation (COR) based on this principle [3].

This study has greatly impacted the exploration of stress theory, and its central role is to explain the interaction between individuals and social environments. According to this theory, individuals can obtain relevant resources by participating in multiple roles and accumulating resources simultaneously. The theory also explains the method individuals use to use resources and analyzes the productivity obtained based on roles. After in-depth exploration, the theory began to be applied to the research on the interface between home and work.

It provides the basis for explaining the mechanism of family work resource overflow. Hobfoll&Shirom believe that people will take various measures to find resources, make them gather, and be protected. Resources may comprise individual personality, energy, and multiple aspects of possession. With these resources, another resource can be created. Therefore, if people have more essential resources, they can make more other resources. For example, it can promote professional development of professional quality and good health. Of course, if people lose one crucial resource, it will also lead to the loss of another resource, resulting in negative results, such as occupational fatigue and so on.

George C. Hughes first put forward social exchange theory, and the representative scholars include Peter M. lau and R. merson in the United States and

Opie in Germany. Homans proposed that all human activities are exchange activities between people, with rewards and penalties. At the same time, he designed the general proposition system of human behavior in society and derived the law of human behavior. The general proposition consists of a value and success proposition, rationality proposition, attack-approval proposition, dispossession proposition, and so on. Blau's research found that social exchange is a mutual benefit between people.

Reciprocal behavior. When one party in the exchange provides help and support to the other party, the other party will take the initiative to provide a return. The exchange ends when one of the parties terminates. Lawle proposed that social exchange refers to the exchange of resources between individuals to meet their interests and achieve their own goals.

Social exchange theory mainly consists of resource exchange theory and social value orientation. EduaFoa&UrielFoa, as a representative, said that resources of social exchange are materials and symbols transferred between different subjects in interpersonal communication, including money, information, emotion, and other resources. According to the theory of social value orientation, the mainstream value of society [4].

The idea is equal communication between people, collaboration, and altruism among people. Individuals often conduct activities in these ways, so a person with a collectivist bent is more willing to cooperate with others. Various forms of social exchange exist between individuals and between individuals and organizations. Inter-organizational social exchange follows the commonness of social exchange and has its particularity, a unique way of social exchange. According to social exchange theory, interpersonal relationships are also social exchanges. When people offer to help others, they will respond positively and reciprocate accordingly. Employees in the organizational environment will invest more effort and time if they agree with their job roles. The organization will also provide benefits and resource support according to the needs of employees to motivate employees to pay more actively. If employees acquire more resources within the organization, they will be more proactive in giving back. In return for trust in the organization, employees become more engaged, work harder, and

engage more emotionally and psychologically. If the organization recognizes their work, they will be more motivated to work.

To enable employees to realize their value in the enterprise better, contemporary managers constantly seek more appropriate management methods to mobilize employees' enthusiasm and tap their potential and creativity. Therefore, to better manage employees, managers choose the incentive management mode.

Motivation refers to the efforts made by an organization to achieve specific goals in combination with its own business needs in the development process. There are two main ways: one is material induction, and the other is psychological satisfaction. The organization can achieve its employees' personal goals by stimulating and externally changing the organization members' behavior and internally strengthening the external and internal intervention behavior.

Through scholars' continuous exploration and research, the current incentive theory system is rich in content and various forms. The existing research results divide motivation theory into content and process motivation. These two theories do not exist in isolation but have a particular connection.

In content motivation theory, in the study of content incentive, scholars start from the Angle of incentive stimulation, dig into the deep needs of members in the organization, and find a more appropriate incentive plan. By adequately satisfying members' needs, organizational performance objectives can be achieved better. In the course of the study of content incentive theory, there are some theories, such as the classical two-factor theory and the hierarchy of needs theory.

Herzberg has done much research in the field of incentive theory, and he elaborated on the two-factor theory. According to this theory, needs include health factors and motivators, with the former at a lower level and the latter at a higher level. The research findings show differences in the motivational effects of these two needs on individuals. Health and motivation factors differ not only from each other but also affect each other. Health factors are easy to achieve, but it isn't easy to form lasting incentives for individuals. To improve the longevity of incentives, we must constantly excavate incentive factors and meet them [5].

Process motivation theory, the research direction of process motivation theory, differs from content motivation theory. The researchers are mainly psychologists who are good at analyzing the relationship between specific actions and the behavioral motivation of members in an organization from the psychological perspective—classical representatives of process excitation theory, such as the theory of operational conditioning. Expectation theory is highly representative and is an essential result of contemporary research. According to this theory, individuals have significant subjective initiative and will form significant emotional tendencies before taking action. This theory proposes that the effect of individual motivation is more reflected in three dimensions: hope, impact, and relevance. Process motivation theory holds that some key factors will play a key role in people's behavior, and only with a clear understanding of the relationship between them can people's behavior be predicted and controlled.

In 2007, Zhenjiang Hengchuang Environmental Engineering Co., Ltd. was established in Zhenjiang, Jiangsu, China, and is affiliated with the Group's Information Technology and Operations Department. The Group's business network covers 60 of the most dynamic markets in the world, with 1,700 branches in more than 70 countries and regions, providing employment opportunities for approximately 85,000 employees. Its corporate creed of "doing well with one heart and being consistent" has been its motto from beginning to end.

In 2020, the company's business achieved sustained growth. Total assets reached 293.6 billion yuan at the end of the year, a year-on-year increase of 25%. Due to the impact of the COVID-19 pandemic at the beginning of the year, the full-year operating income decreased slightly year-on-year, but thanks to the precise service to customers, prudent risk management, and strict management of daily operations, its operating expenses decreased by 8% year-on-year, and the full-year net profit increased by 7%. The company's business is concentrated in emerging markets such as Asia, the subcontinent, Africa, the Middle East, and Latin America. This part of the primary operating market contributes over 90% of the group's operating income. The core business is divided into retail service banks and commercial service banks. Retail

service banks include personal loans, credit cards, investment services, etc. The Asian market is one of the core markets of the Group. The Chinese market is the most essential part of the Asian market, and the market share of the Chinese market is also an essential part of the Group's business activities. Regarding corporate business, we continued to consolidate our leading position in many fields.

Zhenjiang Hengchuang Environmental Engineering Co., Ltd. employees' comprehensive educational level is relatively high. More than 80% of employees have received undergraduate education or above, and 20% have received postgraduate education. Some employees and managers have worked in overseas companies and are experienced. A survey of employee ages shows that the average age of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. employees is 33 years old. The average age difference between management and grassroots employees is not significant. It can be inferred that the office atmosphere of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. is relatively active, and the company is full of vitality. The overall quality of the veteran employees within Zhenjiang Hengchuang Environmental Engineering Co., Ltd. is relatively high, and they have high loyalty and dedication to the company. These veteran employees have gradually become the backbone of the company and shine in various departments. Under their leadership, the company's different business teams have always maintained the company's fine traditions. The management ability of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. managers is strong and has been recognized by employees and senior management. They are all young and energetic, willing to try new things and support flexible work systems.

Since the new crown pneumonia epidemic in 2020, various industries have begun to adopt flexible work models to meet the needs of epidemic prevention and control. The rapid development of network communication tools supports the implementation of a flexible working system. Zhenjiang Hengchuang Environmental Engineering Co., Ltd. introduces the home office mode to ensure work quality. This is a flexible working system that combines time and space. Employees can choose a mixed mode of home office and office office. Zhenjiang Hengchuang Environmental

Engineering Co., Ltd. uses key performance indicators (KPI) to count the central business performance and divide the overall strategic goals of the enterprise into achievable work goals. Taking employees' work output and work results as the primary basis for assessment strengthens the result orientation and weakens the process orientation. Advanced office equipment and comprehensive network information security measures also provide the conditions for Zhenjiang Hengchuang Environmental Engineering Co., Ltd. to implement flexible work.

Before the formal implementation of the flexible working system, Zhenjiang Hengchuang Environmental Engineering Co., Ltd. not only used the standard working hour's system but also implemented a variety of working hours systems according to the work needs of each business department, as follows: Comprehensive working hours system, this system uses the year as a calculation cycle, accumulates the working hours and overtime hours of employees in the current year, implements an 8-hour working system every day, and has two 24-hour rest times per week; the average monthly overtime does not exceed 36 hours, and the annual overtime does not exceed 432 hours. The business volume of some business departments is not evenly distributed every month; there are "busy months" and "slack months." Implementing the comprehensive working hours system can spread the overtime hours of the "busy months" throughout the year so that the annual average overtime hours can not only comply with the provisions of the labor law but also meet the needs of the company's business. In the irregular working hours system, the irregular working hours are not fixed daily, but the rest time must be guaranteed to be no less than 10 hours a day. Due to the particularity of the job responsibilities or the unique needs of the industry to which it belongs, this position cannot use the comprehensive working hours system to calculate working and overtime hours. Generally speaking, most employees who adopt irregular working hours in Zhenjiang Hengchuang Environmental Engineering Co., Ltd. are senior management. Most of their line managers are overseas or in charge of overseas business[6]. For those who adopt irregular working hours, the company will ensure they have at least one continuous 24-hour rest time per week and work no more than 2,000 hours per year without specifying their actual working hours and periods.

The shift system is a structured work arrangement in which each working day is divided into different shifts to ensure continuous operations and efficiency in service delivery. This system typically includes two shifts morning and afternoon or three shifts morning, afternoon, and evening depending on the specific needs of the enterprise. Employees are assigned to these shifts according to a pre-determined schedule to maintain a well-balanced and effective workflow.

Zhenjiang Hengchuang Environmental Engineering Co., Ltd. operates as one of the global service sharing centers within its corporate group, playing a crucial role in providing high-quality services across multiple countries and regions. The company's business network extends beyond mainland China and the Hong Kong, Macao, and Taiwan markets to key global locations, including Japan, the United States, Africa, the Middle East, and South Asia. Due to the diverse geographical reach of its operations, the company must ensure that its workforce is available to cater to customers in different time zones.

To enhance service efficiency and meet international business hours, the shift system is designed to optimize workforce distribution while maintaining fairness in workload allocation. Employees work according to scheduled shifts that align with the needs of various international markets, ensuring that clients receive timely, efficient, and high-quality services regardless of location.

At the same time, the company prioritizes the rights and well-being of its employees by implementing strict policies to regulate shift duration and prevent excessive working hours. Each shift is carefully structured so that no single shift exceeds 8 hours, allowing employees to maintain a healthy work-life balance while fulfilling their professional responsibilities. Moreover, the company ensures that shifts are scheduled in a fair and organized manner, preventing burnout and optimizing employee performance. By maintaining a structured and well-regulated shift system, Zhenjiang Hengchuang Environmental Engineering Co., Ltd. successfully balances its global business operations with employee welfare, fostering a productive and sustainable work environment. At the beginning of 2021, Zhenjiang Hengchuang Environmental Engineering Co., Ltd. officially fully implemented the flexible working

system, combining the time and space flexibility system, and employees can choose a hybrid mode of working from home and in the office. Different departments choose to work from home every week according to business conditions, employee functions and employee literacy, ranging from 0 to 5 days. After employee application, review by department heads and approval by the human resources department, the company and employees signed a flexible working system contract as a supplementary agreement to the basic labor contract. The flexible working system has no effect on employees' basic salary, remuneration and benefits, overtime allowances and vacation systems, and is no different from the previous non-flexible working system[7].

Zhenjiang Hengchuang Environmental Engineering Co., Ltd. belongs to the financial technology outsourcing industry. The company uses key performance indicators (KPI) to count the main business performance and divide the company's strategic goals into individual achievable work goals. Key performance indicators mainly include: work quality, work efficiency, error rate, feedback from other related departments and customers, ability to deal with emergencies, and attendance rate, etc.

Goals can be subdivided into personal goals and company value goals. When setting personal goals, employees should refer to the company's goals and combine their own actual conditions to ensure that the goals are scientific and reasonable. Employees should also list detailed ways to achieve their goals to ensure that their personal goals are achieved smoothly.

Performance evaluation is divided into mid-term evaluation and year-end evaluation. In the middle of each year, the line manager should review the goal progress with each employee and modify or change the goals appropriately; the year-end evaluation should be a summary of all discussions and analyze the process of achieving results. The line manager will evaluate the goals set by the employees and the completion status, and score the employees.

The performance appraisal process of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. is divided into five steps: performance planning, control, appraisal, feedback and improvement. Among them, communication is the most

important link and has an effect on each link. The determination of performance appraisal consists of five parts.

The specific evaluation standards are shown in Table 1.1 below:

Table 1.1 Performance Appraisal Standards

1.Very good performance	The employee actually completed the task beyond expectation.
2.Excellent performance	The employee performs at a normal level and completes the planned goals on schedule, and excels in certain areas.
3.Good performance	The employee has achieved the set target. This is the company's minimum performance standard for all employees.
4.Performance needs improvement	Although the employee achieved some or most of the goals, some aspects of the goal were not achieved.
5.Poor performance	The employee only completed a small part of the set goals, and the effect was not good, and had a negative impact on the completion of the department's business.

Source: own research

First, employees conduct self-evaluation, then the line manager evaluates, and then the line manager's superior approves the evaluation results. Finally, the line manager communicates with the employee on the performance results and determines the final appraisal results.

Hardware support is the basis for flexible work. Most of the business operations of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. rely on computers and the company's internal network. Zhenjiang Hengchuang Environmental Engineering Co., Ltd. itself already has relatively new office equipment. After implementing the flexible work system, the company has equipped each employee with a laptop and a display screen, and eliminated desktop computers, so that employees can freely switch between office and home working environments.

Comparing the work efficiency of employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. from 2021 to 2023, the more reasonable value of the work efficiency of employees of Company is 80%-120%. The relevant data of the company from 2021 to the present show that the floating range of employee efficiency

is 90%-130%. Based on this, it is not difficult to see that the overall work efficiency of the company's employees is higher than the standard level. However, the work efficiency of employees in 2022 and 2023 is slightly lower than that in 2021. It can be seen that after the implementation of the flexible working system, the work efficiency of employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. has declined.

Comparing the employee turnover rate of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. from 2021 to 2023, the employee turnover rate has dropped significantly in three years. In 2021, the company's turnover rate was 18%, but it dropped to 11% in 2022, and in 2023, this data was only 10%. It can be seen that Zhenjiang Hengchuang Environmental Engineering Co., Ltd. has reversed the high turnover rate due to the implementation of the flexible working system.

Comparison of the average overtime hours of employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. from 2021 to 2023. In 2021, the average monthly overtime hours of employees was 8 hours, 10 hours in 2022, and 12 hours in 2023. The average monthly overtime hours of employees increased year by year. It can be seen that after the implementation of flexible work, Zhenjiang Hengchuang Environmental Engineering Co., Ltd.'s employees' overtime hours became longer.

According to the analysis of the above data results, it can be seen that since the implementation of the flexible work system, Zhenjiang Hengchuang Environmental Engineering Co., Ltd. has significantly reduced its employee turnover rate, alleviating the previous situation of talent loss caused by the intensification of employee resignations. However, the average overtime hours of employees have increased year by year, and after the implementation of the flexible work system, the work efficiency of employees has also declined.

CHAPTER 2

ANALYSIS OF FACTORS AFFECTING THE WORK EFFICIENCY OF THE FLEXIBLE WORKING SYSTEM OF GRASSROOTS EMPLOYEES OF ZHENJIANG HENGCHUANG ENVIRONMENTAL ENGINEERING CO., LTD

2.1 Constructing a model of the flexible working system of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. affecting the work efficiency of grassroots employees

Work efficiency refers to the ratio of work input to output. In other words, work efficiency is the comparison between the energy, time, money, etc. invested in completing a certain work and the results obtained. Negative efficiency means that the input is greater than the output, and positive efficiency means that the output is greater than the input. The process of improving work efficiency is the process of increasing positive efficiency. Work efficiency can be used as an indicator to measure the workability and results of employees. High work efficiency means that the employee can complete more tasks simultaneously, thereby improving the company's performance[8]. At the same time, improving work efficiency can reduce employees' overtime hours and increase their rest time, enhancing their quality of life and happiness.

Kahn proposed the concept of engagement based on his research on organizational commitment and intrinsic motivation. According to Kahn, engagement refers to the degree of employees' self-expression in creating value for the company and the degree of investment in cognition, physical strength, emotion, etc. Whether an employee is engaged can be reflected in his work status, work results, and degree of investment in work [9].

By analyzing the research conducted by scholars on employee engagement, we know that scholars usually research employee engagement from the perspective of

behavior or state. Kahn's view considers the definition of both psychological and behavioral states. Rothbard measures employee engagement by the degree of psychological commitment of employees to the company. Rich believes that engagement includes not only employee behavioral performance but also employee cognitive and emotional states. Domestic Cha Songcheng said that employee engagement is mainly reflected in behavior, accompanied by physiological and emotional changes. Yang Bo pointed out that employee engagement is primarily manifested in the fact that employees have a high degree of identification with their work and are willing to invest their time and energy in it and grow with the company. Khan believes that employee engagement and work efficiency are closely related. By constructing an employee engagement value chain, Macey shows that employee engagement awareness positively affects engagement behavior, and engagement behavior positively affects work efficiency. It can be inferred that there is a specific connection between work efficiency and employee engagement; domestic and foreign scholars have also verified through research that employee engagement and work efficiency are positively correlated[10]. Among them, Rich et al. found through studies that when factors such as job satisfaction and work involvement remain unchanged, the positive correlation between employee engagement and work efficiency still exists. Therefore, it is hypothesized that there is a significant positive correlation between employee engagement and work efficiency.

Eisenberger defines perceived organizational support as "the extent to which employees perceive that the organization values their contributions and cares about their welfare". The above concept has two key points: first, whether employees can perceive that the organization values their contributions; second, whether employees can perceive that the organization cares about their welfare. After the concept of perceived organization emerged, it triggered a series of thinking and research in the academic community[11]. Through this concept, we know that the organization's commitment to employees is the premise of employees' dedication to the organization. Only when the organization shows its attention to employees, employees are willing to pay for the organization and maintain their loyalty to the organization. Millin further

improved the concept proposed by Eisenberger. He believed that instrumental and social emotional support are two very important parts of perceived organizational support. According to the views of Ling Wenquan and other famous scholars in my country, perceived organizational support is the recognition, support and attention that employees feel from the organization. By studying the views of the above scholars, this article is more inclined to the views of Ling Wenquan and others on perceived organizational support, that is, employees subjectively feel that the organization cares about their welfare, work recognition and value recognition. According to the theory of perceived organizational support, employees' perceived organizational support has a positive impact on work efficiency, and this conclusion has also been confirmed by Liu Ying and Zheng Yu. Based on social exchange theory, if employees perceive the importance and care from the organization, they are willing to repay the organization in terms of psychological cognition and behavior, which is manifested in increased attendance and reduced turnover, thereby improving work efficiency. Subsequent studies have further confirmed that perceived organizational support and work efficiency have the same effect. Ji Xiaoli et al. further pointed out that perceived organizational support is positively correlated with work efficiency. Therefore, it is hypothesized that there is a significant positive correlation between perceived organizational support and work efficiency [12].

Family-work resource spillover refers to the transfer of psychological resources generated in the family to the workplace. Psychological resources refer to personal resources, including positive emotions, motivation, and energy, which help people deal with tasks actively and energetically. These resources can be transferred from home to work. Spillover psychological resources can be transferred to work, which may further improve creativity at work. On the one hand, psychological resources can broaden employees' creative thinking and promote the generation of creative ideas; on the other hand, psychological resources support employees' creative efforts, allowing employees to dare to break the routine, break through themselves, and transform their ideas into creative work performance. Spillover effect is a connection mechanism through which work and family influence each other. Spillover occurs in two directions. For example,

work experience can have an impact on the family, that is, work has spillover on the family, and conversely, family life experience can also have an impact on work, that is, family activities have spillover on work. The nature of spillover can be positive or negative. Negative spillover effect occurs when experience in one field inhibits the satisfaction of needs in another field. On the contrary, positive spillover effect occurs when experience transferred from one field improves performance in another field. Spillover between family and work occurs when emotions, attitudes, and behaviors in one domain, such as work, are influenced by role involvement in another domain, such as family. Positive spillovers enhance one's role performance, while negative spillovers have adverse effects [13].

Spillover of family-work resources leads to increased employee productivity. In short, employees have the potential to accumulate rich psychological resources from their families. The accumulation of psychological resources drives the spillover of family-work resources. Spillover of psychological resources can occur by transferring positive psychological states generated in family life to work life. For example, an energetic state achieved at home can energize work activities. Positive affective states at home can be brought into the workplace and exert their influence at work. Thus, it is hypothesized that there is a significant positive correlation between spillover of family-work resources and work productivity [14].

The incentive mechanism is expanding employees' commitment to the organization under the influence of specific methods and management systems. The "incentive mechanism" is determined by the organization and is a system that aims to stimulate employees to contribute to the company. Under the influence of a scientific and reasonable incentive system, employees can create more corporate value. The corporate incentive mechanism will have a driving effect on employees [15]. Under this driving force, the enthusiasm of employees to achieve their goals will be unprecedentedly improved, and the potential of employees can also be stimulated, providing impetus for the development of the company; at the same time, performance evaluation can also allow employees to obtain psychological satisfaction, and

additional rewards will strengthen employees' determination to contribute to the company.

In the process of exploration, Wang Jinling and Sun Yabo took the nurse group as the research object and stimulated nurses to work more actively through effective incentives. They proposed that the combination of material and spiritual incentives would have a better effect, allowing nurses to actively improve the quality of work, actively work efficiently, and actively relieve patients' emotions. Ma Dong proposed that the simultaneous application of both internal and external incentives can effectively stimulate the work motivation of employees, thereby achieving the goal of improving the operating efficiency of the enterprise [16]. Li Chundong conducted research on the problems existing in the corporate incentive mechanism and constructed an enterprise incentive system consisting of four aspects: cultural incentives, work incentives, salary incentives, and employee career development. The study showed that a comprehensive incentive mechanism can effectively improve the work efficiency of employees. Therefore, it is hypothesized that there is a significant positive correlation between the incentive mechanism and work efficiency [17]. According to the relevant assumptions proposed above, this paper constructs the following model:

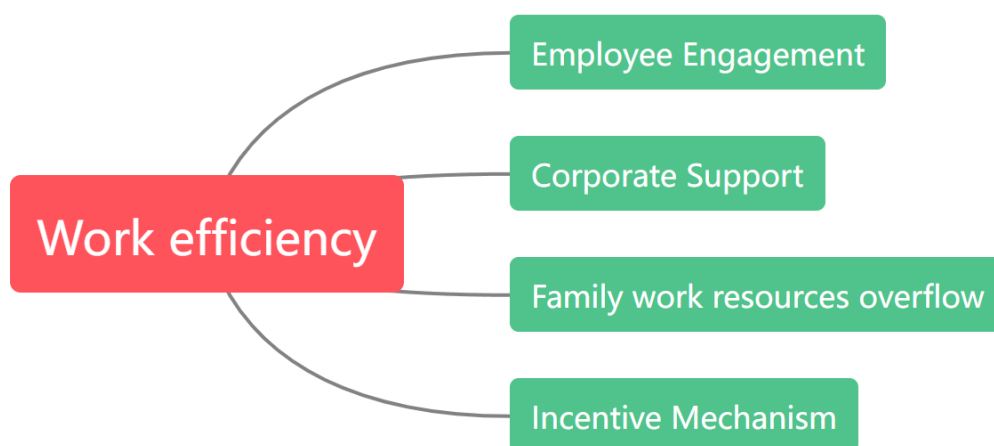


Figure 2.1 Relational model

Source: own research

2.2 Questionnaire design and survey

In the process of questionnaire design, in order to achieve the expected survey effect, the author first sorted out the relevant literature and extracted the relevant indicators and components with high reliability and validity. This questionnaire adopts the Likert five-level scale method, allowing employees to independently choose the degree of influence of the factors listed in the questionnaire on their own work efficiency, and use 1 to 5 to indicate the degree of influence, 1 represents very disagree, and 5 represents very agree. The answers to all questions are from the subjective feelings of the respondents. They are selected from a personal perspective, without considering external factors, and they can express their inner thoughts. In order to ensure the authenticity and accuracy of the questionnaire, and considering the operability of the questionnaire and facilitating the respondents to give feedback, this questionnaire survey adopts an anonymous feedback form, publishes the questionnaire through the Internet, and then uses the online questionnaire platform to collect data to prepare for subsequent data analysis.

The first part of the questionnaire is a basic information survey, which mainly involves some basic information of individuals, such as age, education, marriage, years of work in Zhenjiang Hengchuang Environmental Engineering Co., Ltd., work department, etc. The second to sixth parts are surveys on the factors affecting the work efficiency of knowledge workers under the flexible work mode. This paper refers to the work efficiency influencing factor scale obtained by domestic and foreign scholars through structural equation modeling methods and empirical research (Vera C. Assenga, Zhang Xiangyun, Hu Bo, etc.) [18], and conducted a targeted questionnaire for the four cause variables of employee engagement, corporate support, family work resource spillover, and incentive mechanism, and one result variable of work efficiency. The questionnaire contains 25 items. Combined with the survey data, statistical analysis was carried out to explore the internal correlation between the variables and find the factors affecting the work efficiency of grassroots employees under the flexible work system mode. Summarize and propose a plan to optimize the flexible

work system of grassroots employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd.

Employee engagement refers to the extent to which employees are motivated to contribute to the achievements of the organization, have greater initiative in their work, are willing to work more devotedly, and then help the organization to achieve higher organizational performance based on their work. This part uses the scale compiled by Vera C. Assenga, and the indicator is reflected through 6 questions:

I work hard. (A1)

I put my all into my work. (A2)

I put a lot of energy into my work. (A3)

I try my best to do my job well. (A4)

I try my best to complete my work. (A5)

I spend a lot of energy on my work. (A6)

Perceived corporate support means that employees can subjectively feel that the organization values their value and benefits. If employees feel that the feedback from the organization is positive, they will be motivated and reflect it in their daily work. This part uses the scale compiled by Vera C. Assenga, and this indicator is reflected through 3 questions:

My organization respects my opinions and cares about my well-being. (B1)

My organization appreciates any extra effort I make. (B2)

My organization is proud of my achievements at work. (B3)

Home-work resource overflow refers to the transfer of psychological resources generated at home to the workplace. Psychological resources refer to personal resources, including positive emotions, motivation, and energy, which help people deal with tasks actively and energetically. The transfer of overflow psychological resources to work may further provide work motivation. This part uses the scale compiled by Vera C. Assenga, and the indicator is reflected through 3 questions:

My family life helps me relax and prepare for the next day's work. (C1)

The love and respect I receive at home gives me confidence in myself at work.
(C2)

Working from home can improve my work enthusiasm. (C3)

Motivation is to inspire others' fighting spirit through specific methods and means, and to reflect it in actions to achieve a certain goal. Motivation has a specific direction and goal, and makes people move towards this goal continuously. The incentive mechanism expands employees' commitment to the organization through the implementation of specific methods and management systems. This part uses the scale compiled by Hu Bo, and the indicator is reflected through 7 questions:

My superiors will arrange difficult work according to my work ability. (D1)

The company attaches great importance to the career development of employees. (D2)

All decisions at work will not be subject to excessive pressure. (D3)

In order to help me complete my work, the company will provide as many resources as possible. (D4)

The company will reward employees who do a good job. (D5)

My salary will increase as my ability improves. (D6)

I like to do challenging work. (D7)

Generally speaking, work efficiency is the ratio of work output to input. In other words, it refers to the ratio of the return obtained to the time and energy invested in the process of achieving a specific goal. The so-called positive efficiency means that the return exceeds the input, and the opposite is negative efficiency. Work efficiency can measure the overall work ability of employees. If the positive efficiency continues to increase, the work efficiency of employees is constantly improving. The work ability of employees is largely reflected by work efficiency. This part uses the scale compiled by Zhang Xiangyun, and the indicator is reflected through 6 questions:

I am satisfied with my work efficiency. (E1)

My supervisor and colleagues recognize my work efficiency. (E2)

I am satisfied with the quality of my work. (E3)

My supervisor and colleagues recognize the quality of my work. (E4)

I can complete my work tasks accurately. (E5)

I can complete my work tasks within the specified time. (E6)

In order to ensure the effectiveness and rationality of the questionnaire design, it is necessary to conduct a preliminary survey before the formal survey. And analyze the results of the preliminary survey. The formal survey can only be conducted when the reliability and validity of the preliminary survey results are qualified. The preliminary survey of this study takes the employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. as the research objects, and selects 80 employees to conduct the survey. All questionnaires are collected and valid, with an efficiency of 100%, which meets the standards of subsequent research.

After the preliminary survey, this paper analyzes the reliability and validity of the questionnaire, and the questionnaire is formally distributed after the test. Since this paper aims to study the factors affecting the work efficiency of grassroots employees under the implementation of the flexible working mode of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. This questionnaire survey was distributed to the business department employees and functional department employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. in the form of electronic questionnaires. A total of 300 questionnaires were distributed, and 280 were finally collected, with a recovery rate of 93%. This paper first analyzes the basic information of the surveyed employees. 280 people participated in this survey, including 189 female employees, accounting for 67.5%; 91 male employees, accounting for 32.5%. Among the respondents, there are more female employees than male employees. The ratio of male to female in the sample is basically consistent with the actual situation of Zhenjiang Hengchuang Environmental Engineering Co., Ltd., and is highly representative.

There are 252 employees aged 26-40, accounting for 90%; there are 24 employees aged 18-25, accounting for 8.5%; there are 4 employees over 40 years old, accounting for only 1.5%. This shows that Zhenjiang Hengchuang Environmental Engineering Co., Ltd. is a relatively dynamic enterprise, and most of the company's employees are young and middle-aged, energetic and experienced. The age of the sample is roughly consistent with that of the company's overall employees, and is representative. Among the employees who participated in this questionnaire survey,

72.5% of them have a bachelor's degree, and 27.5% of them have a master's degree. This shows that the knowledge level of employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. is relatively high. Employee marital status: married employees account for a large proportion, 71.5%, and unmarried employees account for only 28.5%. This shows that the family structure of employees is relatively stable and complete. Employees' working years: Among the employees who participated in the questionnaire survey, the proportion of employees with working years between 3-7 years was 35%, while those with working years between 7-15 years was 43.5%, and those with working years over 15 years were only 1.5%. This shows that the employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. are very loyal and have rich work experience. In terms of employees' work departments, the number of employees in the business department is relatively large, accounting for 76%, and employees in the functional department account for 24%.

Correlation analysis is mainly used to study and count the correlation between random variables, and to analyze the direction and degree of correlation of specific phenomena. However, the above method cannot determine the causal direction of the problem. Here, Pearson correlation analysis will be used for research. The analysis and research focuses on four aspects: employee engagement, corporate support, family work resource spillover, and incentive mechanism [19]. The main analysis is whether there is a correlation between work efficiency and these four factors.

Table 2.1 Correlation analysis of variables

	Employee Engagement	Corporate Support	Family work resource overflow	Incentive Mechanism	Work efficiency
Employee Engagement	1				
Corporate Support	0.333	1			
Family work resource overflow	0.332	0.389	1		
Incentive Mechanism	0.268	0.550	0.359	1	
Work efficiency	0.459	0.406	0.377	0.370	1

Source: own research

From Table 2.1, we can find that employee engagement, corporate support, family work resource spillover, and incentive mechanism are all significant with work efficiency, and the correlation coefficients are 0.459, 0.406, 0.377, and 0.370, respectively, all greater than 0, which means that work efficiency is positively correlated with employee engagement, corporate support, family work resource spillover, and incentive mechanism.

Regression analysis is a kind of interdependence analysis for two or more variables. Assuming that two or more independent variables exist, and there is a linear relationship between the dependent variable and the independent variable, this is multiple linear regression analysis[20].

Table 2.2 Regression analysis of variables

	Unstandardized coefficients		Standardized coefficient Beta	t	p	R ²	f
	B	Standard error					
constant	0.377	0.349		1.080	0.281	0.312	32.584
Employee engagement	0.432	0.075	0.314	5.787	0.000		
Corporate support	0.158	0.061	0.162	2.595	0.010		
Family-work resource spillover	0.180	0.064	0.159	2.829	0.005		
Incentive mechanism	0.136	0.059	0.140	2.308	0.022		

Source: own research

Take the spillover of family work resources, employee engagement, corporate support and incentive mechanism as independent variables, work efficiency as dependent variable, and make linear regression analysis based on this. From Table 2.2, we can see that the adjusted R-square value is 0.312, which means that employee engagement, corporate support, spillover of family work resources and incentive mechanism can explain 31.2% of the change in work efficiency. The F value of the model is 32.584, and the significance probability is 0.000, indicating that the model fits well and the regression effect is significant. The regression coefficient value of employee engagement is 0.314 ($t=5.787$, $p=0.000<0.01$), indicating that employee engagement will have a significant positive impact on work efficiency. The regression coefficient value of corporate support is 0.162 ($t=2.595$, $p=0.010<0.01$), which means

that corporate support will have a significant positive impact on work efficiency. The regression coefficient of family work resource overflow is 0.159 ($t=2.829$, $p=0.005<0.01$), which means that family work resource overflow will have a significant positive impact on work efficiency. The regression coefficient of the incentive mechanism is 0.140 ($t=2.308$, $p=0.022<0.05$), which means that the incentive mechanism will have a significant positive impact on work efficiency.

The survey content includes gender, age, education level, marital status, years of work and employee department. In order to study whether the demographic characteristics of the respondents will have differences in the results of the research variables, and to ensure the rigor of the analysis results. This paper uses independent sample T test to study the differences in variables in gender and position, and the other research contents use the single factor variance research method.

Table 2.3 Gender T-test

Variable	Male (mean)	Female (mean)	T-value	Sig.
Employee Engagement	4.47	4.44	0.423	0.673
Corporate Support	4.01	4.17	-1.54	0.125
Family work resource overflow	4.24	4.2	0.436	0.663
Incentive Mechanism	3.85	4.09	-2.257	0.025
Work efficiency	4.17	4.29	-1.163	0.246

Source: own research

According to the data in Table 2.3, gender does not show significant differences in employee engagement, corporate support, family work resource overflow, and work efficiency ($p>0.05$), but shows significant differences in incentive mechanisms ($p<0.05$). The incentive effect on male employees is significantly lower than that on female employees.

Combined with Table 2.4, it can be seen that different age samples show significant differences in employee engagement, corporate support, family work resource spillover, and incentive mechanism ($p<0.05$), but no significant differences in work efficiency ($p>0.05$). Through data analysis and comparison, it can be found that compared with employees in other age groups, employees aged 18-25 have

significantly lower engagement. The perceived corporate support, family work resource spillover, and incentive effect are significantly higher than those of employees in other age ranges. Employees aged 31-40 have significantly lower family work resource spillover than employees in other age ranges.

Table 2.4 Age univariate analysis of variance

		sum of squares	Degrees of Freedom	Mean Square	F	Significance
Employee Engagement	Between groups	8.39	4	2.097	6.263	0.000
	Within group	92.099	275	0.335		
	total	100.488	279			
Corporate Support	Between groups	8.381	4	2.095	3.024	0.018
	Within group	190.539	275	0.693		
	total	198.921	279			
Family work resource overflow	Between groups	12.55	4	3.138	6.317	0.000
	Within group	136.592	275	0.497		
	total	149.143	279			
Incentive Mechanism	Between groups	9.051	4	2.263	3.231	0.013
	Within group	192.553	275	0.7		
	total	201.603	279			
Work efficiency	Between groups	0.703	4	0.176	0.255	0.906
	Within group	189.35	275	0.689		
	total	190.053	279			

Source: own research

Combined with Table 2.5, it can be seen that: samples with different educational levels do not show significant differences in corporate support, incentive mechanisms, and work efficiency ($p > 0.05$), but show significant differences in employee engagement and family work resource spillover ($p < 0.05$). Employees with a bachelor's degree have significantly lower employee engagement than those with a master's degree, and employees with a bachelor's degree have significantly higher family work resource spillover than those with a master's degree.

Table 2.5 One-way analysis of variance of educational attainment

		sum of squares	Degrees of Freedom	Mean Square	F	Significance
Employee Engagement	Between groups	1.654	1	1.654	4.652	0.032
	Within group	98.835	278	0.356		
	total	100.488	279			
Corporate Support	Between groups	0	1	0	0.001	0.979
	Within group	198.92	278	0.716		
	total	198.921	279			
Family work resource overflow	Between groups	3.941	1	3.941	7.546	0.006
	Within group	145.201	278	0.522		
	total	149.143	279			
Incentive Mechanism	Between groups	0.154	1	0.154	0.212	0.646
	Within group	201.45	278	0.725		
	total	201.603	279			
Work efficiency	Between groups	0.059	1	0.059	0.086	0.769
	Within group	189.994	278	0.683		
	total	190.053	279			

Source: own research

Combined with the data analysis of Table 2.6, it can be seen that there is no significant difference in employee engagement, corporate support, incentive mechanism and work efficiency between employees with different marital status ($p > 0.05$). This shows that regardless of whether the employee is married, unmarried or in other marital status, these factors do not show enough statistical differences, indicating that marital status is not the key factor affecting these variables. However, in terms of family work resource spillover, there are significant differences between employees with different marital status ($p < 0.05$). From the specific distribution of the data, the level of family work resource spillover of married employees is significantly lower than that of unmarried employees. This may indicate that married employees may face more challenges in resource acquisition, time allocation or role coordination,

which makes their resource transfer from family to work subject to a certain degree of restriction, while unmarried employees may be more likely to use personal or family resources to support their career development. This finding has certain reference value for enterprises in formulating employee welfare policies, optimizing work arrangements and promoting the overall well-being of employees [21].

Table 2.6 One-way ANOVA of Marital Status

		sum of squares	Degrees of Freedom	Mean Square	F	Significance
Employee Engagement	Between groups	0	1	0.000	0.000	0.987
	Within group	100.488	278	0.361		
	total	100.488	279			
Corporate Support	Between groups	0.351	1	0.351	0.491	0.484
	Within group	198.57	278	0.714		
	total	198.921	279			
Family work resource overflow	Between groups	2.191	1	2.191	4.146	0.043
	Within group	146.951	278	0.529		
	total	149.143	279			
Incentive Mechanism	Between groups	0.372	1	0.372	0.514	0.474

Source: own research

Combined with Table 2.7, it can be seen that the samples of working years do not show significant differences in employee engagement and work efficiency ($p > 0.05$), but show significant differences in corporate support, family work resource spillover, and incentive mechanism ($p < 0.05$). Employees with more than 15 years of working experience perceive corporate support, family work resource spillover, and incentive effects significantly lower than employees with other working years.

Table 2.7 Univariate analysis of variance of working years

		sum of squares	Degrees of Freedom	Mean Square	F	Significance
Employee Engagement	Between groups	1.425	3	0.475	1.323	0.267
	Within group	99.064	276	0.359		
	total	100.488	279			
Corporate Support	Between groups	18.74	3	6.247	9.569	0.000
	Within group	180.181	276	0.653		
	total	198.921	279			
Family work resource overflow	Between groups	17.222	3	5.741	12.010	0.000
	Within group	131.921	276	0.478		
	total	149.143	279			
Incentive Mechanism	Between groups	6.699	3	2.233	3.162	0.025
	Within group	194.904	276	0.706		
	total	201.603	279			
Work efficiency	Between groups	3.934	3	1.311	1.945	0.123
	Within group	186.119	276	0.674		
	total	190.053	279			

Source: own research

Combined with the data analysis of Table 2.8, it can be seen that employees in different departments do not show significant differences in corporate support, family-work resource spillover, incentive mechanism and work efficiency ($p > 0.05$). This shows that regardless of whether the employees belong to functional departments or business departments, the means and distributions of these factors are not statistically significantly different. Therefore, it can be inferred that the nature of work in different departments does not directly affect employees' perception of corporate support, resource flow between family and work, effectiveness of incentive mechanism and overall work efficiency. However, in terms of employee engagement, the differences between different departments reached a statistically significant level ($p < 0.05$), showing obvious departmental characteristics. Specifically, the engagement

of employees in functional departments is significantly higher than that of employees in business departments. This phenomenon may be closely related to factors such as work content, job responsibilities and work environment. Work in functional departments is usually more stable, and employees can obtain clearer goals, support systems and career development paths at work, thereby enhancing their investment and loyalty to the company. In addition, the work pressure of functional positions is relatively controllable, and employees may be more likely to gain a sense of accomplishment and career satisfaction in the process of completing tasks, thereby further improving engagement[22].

Table 2.8 Position T test

variable	Business unit	Functional department	T	Sig.
Employee Engagement	4.37	4.69	-3.933	0.000
Corporate Support	4.11	4.15	-0.335	0.738
Family work resource overflow	4.25	4.11	1.283	0.2
ncentive Mechanism	4.01	4.01	0.018	0.985
Work efficiency	4.22	4.35	-1.084	0.279

Source: own research

By observing the results of this questionnaire survey, it can be concluded that the response values of each variable are not the same under different single-factor differences. From the perspective of gender differences, the incentive effect of female employees is higher than that of male employees, and there is no significant difference in other variables. From the perspective of age differences, younger employees have lower employee engagement than older employees, but they are higher than older employees in terms of perceived corporate support, family work resource spillover and incentive effects. Compared with employees of other age groups, employees between the ages of 31 and 40 have significantly lower family resource spillover. From the perspective of marital differences, married employees have lower family work resource spillover than unmarried employees.

In addition, compared with employees with short years of employment, employees with longer working years, especially those with more than 15 years of working years, have the worst perceived corporate support, family work resource

spillover and incentive effects. Employees in functional departments show higher employee engagement than those in business departments. According to the analysis of the questionnaire survey data, it can be seen that employee engagement, corporate support, family work resource spillover and incentive mechanism have a significant positive correlation with work efficiency[23]. There are significant differences in work department, marital status, age level and years of work, as well as employee education and gender for each variable. Based on the above analysis, this paper verifies the proposed hypothesis, as shown in Table 2.9:

Table 2.9 Summary of hypothesis verification results

Hypothesis	Result
1.Employee engagement positively affects work efficiency	Set up
2.Perceived organizational support positively affects work efficiency	Set up
3.Home work resources overflow positive work efficiency	Set up
4.Incentive mechanism positively affects work efficiency	Set up

Source: own research

2.3 Discussion on the Impact of Flexible Working on Employee Efficiency

In analyzing the results of this study, it becomes evident that the implementation of flexible working systems has both advantages and challenges that impact employee efficiency in various ways. While the statistical analysis confirms that employee engagement, corporate support, family-work resource spillover, and incentive mechanisms all positively correlate with work efficiency, the relationship between these factors is complex and influenced by multiple external conditions. Employees who experience strong organizational support tend to show higher levels of engagement, which in turn contributes to increased productivity. However, in cases where flexible work arrangements are not well-managed, employees may struggle with communication inefficiencies, reduced collaboration, and difficulties in maintaining clear performance expectations.

The differences among various demographic groups also highlight key trends in how employees perceive and adapt to flexible work models. Younger employees, particularly those with fewer years of experience, may initially struggle with

maintaining high levels of engagement due to a lack of structured supervision and career direction. On the other hand, more experienced employees tend to benefit more from the flexibility of work arrangements, as they are better equipped to manage their tasks independently and balance their professional and personal responsibilities. The study also shows that employees in functional departments exhibit higher engagement compared to those in business departments, suggesting that job roles and the nature of work influence the effectiveness of flexible work policies.

One of the most important findings from this study is the role of corporate support in sustaining work efficiency. Employees who feel valued and supported by their organization are more likely to remain engaged, motivated, and committed to achieving their work goals. Providing employees with access to resources such as training programs, mentorship opportunities, and clear performance evaluation frameworks can significantly enhance their ability to work effectively under flexible conditions. Without such support, employees may experience uncertainty regarding their career growth, leading to a decline in engagement and overall productivity.

Another factor that requires further consideration is the potential unintended consequences of flexible working systems. While the shift to flexible work arrangements has helped reduce employee turnover rates, it has also resulted in an increase in average overtime hours. Employees working remotely may struggle with setting clear boundaries between work and personal life, leading to prolonged work hours and an increased risk of burnout. Organizations must recognize the importance of monitoring employee well-being and implementing policies that ensure work-life balance is maintained. Encouraging employees to take regular breaks, limiting excessive overtime, and fostering an open communication culture can help mitigate these challenges.

This study provides valuable insights into the impact of flexible working systems on employee efficiency, but it is important to acknowledge some limitations. The data collected primarily reflects the experiences of employees within one organization, meaning that the findings may not be fully generalizable to other industries or business environments. Future research could expand on this study by

incorporating a broader range of companies and industries to gain a more comprehensive understanding of how flexible work arrangements function in different organizational settings. Additionally, further research could explore how factors such as technological advancements, industry-specific demands, and corporate culture influence the effectiveness of flexible work models.

Despite these limitations, the findings from this study offer practical recommendations for companies seeking to optimize their flexible work policies. Organizations should focus on strengthening corporate support systems, creating structured engagement initiatives, and implementing fair and transparent incentive mechanisms to enhance employee motivation. By refining these key aspects, companies can ensure that flexible work arrangements lead to improved efficiency, higher job satisfaction, and overall business success.

CHAPTER 3

STRATEGIES AND PROSPECTS FOR IMPROVING THE WORK EFFICIENCY OF GRASSROOTS EMPLOYEES IN THE COMPANY

3.1 Improve employees' commitment and support for the company

In today's highly competitive business environment, enhancing employees' dedication and support for the company has become a key determinant of an organization's long-term success and sustainability. Employee dedication is not only linked to individual job satisfaction and career progression but also plays a crucial role in shaping a company's overall productivity, innovation capacity, and market competitiveness. When employees are highly engaged and committed to their organization, they are more likely to contribute innovative ideas, exhibit higher levels of motivation, and actively participate in achieving corporate goals. Conversely, a lack of commitment can result in disengagement, decreased productivity, and a higher turnover rate, all of which can have detrimental effects on business performance.

To foster strong employee dedication, companies must establish a structured and well-defined career development planning system that provides employees with a clear sense of direction and purpose. A carefully designed career growth framework ensures that employees understand their professional trajectory, helping them visualize their long-term opportunities within the organization. When employees can see a structured path for promotion, skill enhancement, and professional development, they are more likely to remain engaged, motivated, and committed to their work. Providing opportunities for on-the-job training, mentorship programs, leadership development courses, and skill-based workshops can reinforce employees' belief that the company values their personal and professional growth.

In addition to training and development, companies must also focus on ensuring that employee compensation and benefits are competitive and aligned with market

standards. Employees are more inclined to remain committed to a company if they feel that their efforts are being fairly recognized and rewarded. This includes competitive salaries, performance-based bonuses, health benefits, work-life balance initiatives, and other non-monetary incentives such as flexible working arrangements and professional recognition programs. If employees perceive that their contributions are undervalued or that their salaries fall significantly below industry standards, they may begin to explore alternative career opportunities, leading to higher turnover rates and a potential loss of valuable talent.

Beyond financial compensation, fostering a strong corporate culture and a positive work environment is equally essential in increasing employee dedication. A workplace that prioritizes collaboration, transparency, inclusivity, and employee well-being encourages workers to form a strong emotional attachment to the company. Encouraging open communication, actively addressing employee concerns, and creating a culture where employees feel respected, valued, and empowered can significantly enhance their loyalty to the organization.

On the contrary, if employees perceive limited career advancement opportunities, lack of professional growth, or inadequate workplace support, they are likely to feel disengaged and dissatisfied with their roles. Once employees believe that they have stagnated in their current position, or that further development opportunities are unavailable, their motivation levels may drop, and their willingness to contribute proactively may diminish. Eventually, these employees may start exploring external job opportunities with companies that offer better growth potential, leading to increased turnover and reduced work efficiency. Additionally, employees who feel uncertain about their future within the organization may struggle to focus on completing their existing tasks effectively, which could result in lower quality work, decreased productivity, and missed business opportunities.

To prevent such negative outcomes, businesses must continuously refine their employee engagement strategies, ensuring that career development plans remain dynamic, adaptable, and responsive to evolving employee needs and industry trends. Companies should regularly evaluate employee satisfaction, gather feedback, and

adjust their talent management strategies accordingly. By investing in employee development, fostering a supportive and rewarding work environment, and recognizing employee contributions, organizations can build a loyal, motivated, and high-performing workforce that drives sustained business growth and innovation.[24].

With the development of the times, the way of working has changed significantly, and flexible working hours have gradually become a trend. However, this change in working style will bring certain uncertainties, which may have a negative impact on employees' working status and hinder the creation of employees' personal value. Therefore, when enterprises manage employees' careers, they must fully combine the working characteristics of flexible working system to ensure that this change in working style will not become an obstacle to employees' career development. In order to increase the stickiness between employees and enterprises and ensure the smooth realization of the expected goals of enterprises, it is imperative to build a scientific and complete employee career development planning system[25]. In the process of career planning, employees should be guided in stages and scientifically to help them fully and accurately understand their positioning, strengths and weaknesses, so as to formulate and strive to achieve their career goals in a targeted manner and further enhance employees' dedication.

Enterprises should always pay close attention to employees' career development plans and actively help employees plan for the future. When employees feel that the company attaches great importance to their career development, they will have a strong sense of belonging and identity, and are more willing to contribute their own strength to the development of the company. In a sense, planning for the future for employees is planning for the company's own tomorrow. The two complement each other and promote each other. Establishing an equal and smooth promotion mechanism is another important measure to improve employee dedication. An unimpeded career development path can not only greatly enhance employees' dedication and stimulate their enthusiasm and initiative, but also is an important source of power to promote the sustainable development of enterprises [26]. Enterprises should ensure that every employee has equal opportunities for promotion and create a fair, just and open

competitive environment. Specifically, we must first establish and improve the internal talent flow mechanism, open up horizontal communication channels for outstanding grassroots employees with outstanding performance and high quality, so that these employees can be fully trained in different positions, accumulate rich work experience and broaden their career horizons. Through experience in multiple positions, employees can better explore their potential and find the most suitable career development direction for themselves, and at the same time cultivate compound talents for the enterprise. Secondly, we must establish and improve the rapid growth mechanism of excellent employees, improve the selection and training mechanism of excellent employees, and the temporary promotion mechanism. For employees with outstanding performance, we must give them more development opportunities and platforms in a timely manner, so that they can display their talents in a broader space, give full play to their value, and create greater benefits for the enterprise[27].

In order to better collect employee opinions and make employees feel the importance of the company, the company can try to set up a suggestion mailbox. Employees can anonymously put their real thoughts, opinions and needs into the mailbox, and the company will regularly collect the information in the mailbox, and after careful analysis and sorting, choose the right time to respond accordingly. In this way, the company can deeply understand the inner needs and concerns of employees, solve the problems encountered by employees in work and life in a timely manner, and enhance employees' trust and support for the company.

Carrying out various activities and cultivating a sense of collectiveness in the team is also an effective way to improve employee engagement. In addition to daily work communication, offline communication activities such as team building and family day should also be actively carried out. Companies can regularly organize employees to carry out indoor or outdoor team building activities, so that employees can broaden their horizons, relax their bodies and minds, and communicate freely in a relaxed and pleasant atmosphere. When the coverage of the flexible work system continues to expand, the relationship between employees of the company may become estranged and the trust weakened due to lack of sufficient communication. By

organizing offline gatherings and team building activities, the relationship between employees can be effectively enhanced, a strong cohesion can be formed, and employees can be more united and cooperative at work, thereby promoting a significant improvement in work efficiency[28].

Creating a corporate culture of mutual trust is crucial to the development of an enterprise. Under the flexible working system, since managers cannot directly supervise the work process and time of employees, they should change their management thinking and shift the focus from the work process and time to the work output. As long as the work tasks can be completed on time and with high quality, employees should be given more autonomy and fully trusted to complete their work conscientiously and responsibly. A corporate culture of mutual trust can make employees feel respected and recognized, thereby stimulating their work enthusiasm and initiative. When employees trust each other with their colleagues, leaders, and organizations, their attitude towards work and work efficiency are no longer restricted by the way of working. Even with a flexible working system, everyone can perform their duties conscientiously, cooperate with each other, and be willing to work harder for the company and make more contributions[29]. Of course, in order to build a corporate culture of mutual trust, leaders at all levels must set an example, be fair and just, be consistent in words and deeds, actively play an exemplary role, and become respected and honest leaders. Only in this way can we win the trust and respect of employees and create a good corporate culture atmosphere.

Paying attention to managers' care for the growth of employees is also a key link in improving employee engagement. Excellent managers are not only the "locomotive" of the team, leading employees towards their goals, but also the "lubricant" in the organization, able to coordinate the relationship between all parties and promote the harmonious development of the team. As the leader of employees, managers should be good at guiding employees to overcome various difficulties encountered in their work and help them complete their work tasks smoothly. At the same time, employees should be made aware that they can become managers of the company through their own efforts, so as to stimulate their work enthusiasm and ambition[30]. In addition,

most excellent managers have grown up from the grassroots level. They are well aware of the strengths and weaknesses of employees and can take targeted measures to stimulate their work enthusiasm and improve their work efficiency. Managers' concern for the growth of employees is an important part of emotional management. Emotional management is a silent care model that can promote the formation of a harmonious atmosphere within the company and effectively improve employees' loyalty and sense of belonging. Under the flexible working system, the time employees spend in direct contact with the company is reduced, and the care and attention they feel from the company will also be reduced accordingly. Therefore, managers should be more proactive in keeping in close contact with employees, actively understand the work and life of employees, and maintain a high degree of sensitivity to changes in employees. When employees have negative emotions, managers should promptly communicate and guide them, help them adjust their mentality, and ensure that they are always in a good working state. In addition, managers should also change their communication methods and adopt a new communication method of "listening, feeling, and expressing", actively listen to the voices of employees, feel their emotional changes, and then express their care and support in an appropriate way. At the same time, managers should dare to try and apply new communication methods to daily communication with employees to continuously improve communication efficiency and effectiveness[31].

Strengthening communication and emotional connection between managers and employees is also an important aspect of improving employee engagement. Regular formal and informal meetings are not only conducive to arranging and managing work, but also can enhance emotional connections between employees and eliminate the sense of isolation and exclusion caused by changes in working methods. Managers should promptly care for, understand, and recognize employees, and through positive communication and feedback, adjust employees' emotions and eliminate their possible anger and dissatisfaction. When employees' negative emotions are alleviated and they feel the warmth of their colleagues and the company, it will stimulate their deep sense of belonging and make them more willing to work hard for the company[32].

Managers should promptly recognize and praise employees, because although promotion or reuse are important manifestations of employee growth, sometimes employees pay more attention to whether their own value is recognized. Timely recognition of employees' efforts and achievements, timely concern and recognition of employees' progress and contributions, and spiritual support and encouragement can enhance employees' self-confidence and make them feel that their work is respected and valued, thereby further improving work efficiency and work enthusiasm.

Designing a welfare system that meets employees' expectations is also an important means to improve employee satisfaction and dedication. Enterprises should strengthen communication with employees and fully understand their needs and expectations for unit welfare. Combined with the company's welfare budget, make the most of limited financial resources to meet the needs of most employees. When designing a welfare system, employees should be appropriately allowed to make personalized demands on welfare projects. Based on the needs of employees, enterprises can expand the forms and types of welfare and allow employees to choose freely to improve employee satisfaction. For example, in addition to traditional welfare such as five insurances and one housing fund, paid annual leave, etc., enterprises can also provide diversified welfare projects such as health examinations, employee training, children's education subsidies, and supplementary commercial insurance. In addition, for remote office employees, enterprises can reasonably subsidize their personal costs according to their actual situation, such as water and electricity consumption, computer equipment and maintenance, etc. This can effectively prevent some employees from affecting work efficiency and work quality due to equipment problems and cost cuts[33].

Strengthening attention to the emotions and emotions of employees on flexible working hours should also not be ignored. On the one hand, managers should maintain close communication with employees, always pay attention to their emotional fluctuations, care about employees' work and life conditions, actively communicate with employees, understand the difficulties faced by employees, and provide timely help and support at work. At the same time, we should actively understand the daily

life of employees and reduce the communication barriers and emotional alienation caused by the flexible working system. On the other hand, employees themselves should also strive to adapt to the new way of working. When problems arise, they should actively communicate with managers, report work status in a timely manner, and enhance the relationship with managers and colleagues. In addition, employees should have a strong sense of responsibility, strictly demand themselves with high standards, and ensure the efficiency and quality of work completion.

Establishing an effective incentive mechanism is the core element to improve employee dedication and work enthusiasm. As an important enterprise management method, if you want to give full play to its value, you must first conduct an in-depth and detailed analysis of the individual needs of employees. Demand can be both psychological and physiological. It is generated by individual deficiencies, is specific and describable, and constitutes the source of motivation for human action. To ensure the effectiveness of the incentive policy, you must have a deep understanding of the real needs of employees, and use this as a reference to formulate practical incentive policies, and ultimately achieve the purpose of expanding employees' commitment to the company[34].

Creating a model that combines material and spiritual incentives is an effective way of incentives. Referring to Maslow's hierarchy of needs theory, the human needs hierarchy is in order of self-realization needs, belonging, security needs, and physiological needs. When employees have higher abilities, they will inevitably have more levels of needs. The incentives and needs of employees should be based on specific circumstances, and incentives should be set up to match them according to the different development stages and needs of employees. Grassroots employees have made great contributions to the development of the company. When their skills and knowledge levels continue to improve, the realization of self-worth will gradually become their primary need. Companies need to have a deep understanding of the real needs of each employee at the moment and use corresponding incentives to better play the role of incentives and stimulate employees' enthusiasm and creativity. Every employee has both spiritual and material needs. Enterprise managers should adopt a

model that combines spiritual and material incentives, meet employees' basic living needs and material desires through material rewards, and meet employees' psychological needs and sense of accomplishment through spiritual incentives, so as to comprehensively promote the improvement of grassroots employees' sense of responsibility, enthusiasm and creativity in their work.

In terms of material incentives, enterprise managers should design a corresponding salary reward system based on the work ability of grassroots employees and their actual contributions to the company to ensure that employees can get what they work for and get more for more work. For example, although some grassroots employees do not have high job levels, they have demonstrated outstanding abilities and great contributions in their work, creating significant value for the company. In this case, enterprise managers should not only design salaries based on job levels, but should calculate salary returns based on the actual contribution value of employees. This measure can fully reflect the principle of fairness and justice, further stimulate the potential of grassroots employees, and make them feel that their efforts and contributions have been recognized and rewarded. Secondly, enterprise managers should appropriately increase the diversity of salary and benefits. In addition to basic salary and benefits, employees can also be motivated by providing them with a variety of welfare programs, organizing group tours, holding dinners and other activities, and issuing various forms of rewards based on their work performance, so as to meet the needs of employees at different levels, improve their work enthusiasm and satisfaction, and thus improve work efficiency and work quality.

Formulating reward and punishment measures for flexible working hours is also an important means of motivating employees. First of all, it is necessary to clearly define the qualifications for obtaining flexible working hours. The company must set a unified performance standard, and only employees who meet this standard are eligible to apply for flexible working hours. Each business department can also add some additional restrictions based on the company's unified standards according to the business characteristics of the department to ensure that the implementation of the flexible working system can match the business needs of the department. For new

employees who have been employed for less than one year, they are not allowed to apply for flexible working hours for the time being, considering that they need more time to understand the business and integrate into the team, and it is also convenient for line managers to supervise and inspect them on the spot. However, for employees who have worked for more than one year and have achieved all their performance goals, they can apply for flexible working hours. Secondly, a regular evaluation mechanism should be established to continuously track and evaluate the work quality and work efficiency of employees in business operations. If the work quality of employees continues to decline significantly under the flexible working mode, the company should promptly warn the employee and urge him to improve his working methods and attitude. If the warning is ineffective, the employee's qualification to adopt the flexible working system can be revoked and the normal working mode can be restored. Work efficiency is also one of the important evaluation criteria. If the work efficiency of the employee under the flexible working mode is continuously low and does not reach the average level, the line manager should first stop the employee from using the flexible working mode and let him adjust and improve under the normal working mode. After the employee's work efficiency has recovered and after a period of observation and confirmation that his state is stable, consider whether to restore the flexible working mode. In addition, work efficiency is also an important evaluation item in the annual performance evaluation. If the employee's work efficiency does not meet the standard for a long time, it will have a negative impact on his performance evaluation results. The company can design the flexible working system as a welfare system, set a clear performance target, and only employees who meet the target can enjoy this benefit. At the same time, the company will conduct regular evaluations on employees who implement the flexible working system. If the performance does not meet the target, it needs to be adjusted in time and re-observed and evaluated. This system can fully stimulate the work enthusiasm of employees, prompt them to work hard and strive for the opportunity of flexible working system for themselves, and at the same time ensure that employees do not reduce work efficiency and work quality while enjoying flexible work.

In summary, improving employees' dedication and support for the company is a systematic and complex process that requires a comprehensive and strategic approach to human resource management. Enterprises must take a multi-dimensional perspective, integrating organizational culture, career development, compensation systems, employee engagement strategies, and work-life balance initiatives to create a work environment that fosters commitment, motivation, and long-term loyalty. Only by addressing the fundamental factors that influence employee satisfaction and work efficiency can organizations achieve sustainable growth and enhance their competitiveness in the market.

A key aspect of strengthening employee dedication is the establishment of a transparent and well-structured career development system. Employees need to see clear opportunities for professional growth within the company, including training programs, mentorship initiatives, performance-based promotions, and skills enhancement workshops. When employees perceive a structured career progression path, they are more likely to invest their time and effort into achieving organizational goals, knowing that their contributions will be recognized and rewarded. Conversely, a lack of career development prospects can lead to dissatisfaction, disengagement, and an increased likelihood of turnover, as employees seek better opportunities elsewhere.

Another crucial factor in fostering employee commitment is the implementation of effective incentive mechanisms that align with employees' expectations and performance. A well-designed reward system should not only include competitive salaries, bonuses, and benefits but also incorporate non-monetary incentives such as recognition programs, flexible work arrangements, and professional development opportunities. Organizations must continuously evaluate and adjust their incentive policies to ensure that employees feel valued and motivated to contribute to the company's long-term success.

The corporate work environment and organizational culture also play a significant role in shaping employee engagement and productivity. A supportive, inclusive, and collaborative workplace culture enhances employees' sense of belonging and commitment to the company. Encouraging open communication,

employee participation in decision-making, and a positive work atmosphere can significantly improve job satisfaction and drive employees to perform at their best. Additionally, fostering a healthy work-life balance is essential in preventing burnout and maintaining long-term employee well-being. Companies that offer flexible work arrangements, mental health support, and wellness programs demonstrate their commitment to employees' overall quality of life, leading to increased loyalty and productivity.

Moreover, companies must recognize that corporate support and employee engagement are interconnected. When employees feel that their efforts are appreciated and that they are supported by their organization, they are more likely to reciprocate with higher levels of commitment, responsibility, and work efficiency. This mutual trust and shared commitment between employers and employees create a positive cycle of engagement, where employees become active contributors to the company's success rather than passive workers fulfilling tasks.

Finally, the effective implementation of flexible working systems can serve as a strategic tool for enhancing employee dedication. By allowing employees to manage their work schedules, choose hybrid work models, and balance personal responsibilities with professional duties, companies can boost morale and improve overall job satisfaction. However, for flexible work arrangements to be successful, businesses must establish clear guidelines, performance evaluation metrics, and continuous corporate support to ensure that flexibility does not lead to decreased efficiency or disengagement.

Achieving a win-win situation between enterprises and employees requires a long-term commitment to continuous improvement. Companies that invest in employee development, fair and motivating compensation structures, supportive work environments, and innovative management strategies will retain top talent and achieve sustainable growth in an increasingly competitive business landscape. Only through a holistic and employee-centered approach can enterprises remain resilient, adaptable, and thriving in the face of evolving market challenges. Carrying out targeted employee career development training is a meaningful way to improve employee capabilities and

qualities. First, continue to strengthen the training of grassroots employee management reserve talents and establish a systematic and complete management training course system. According to the requirements of different management levels, carefully set up specific training plans through rich and diverse training content and forms, broaden the horizons of grassroots employees, improve their comprehensive quality and management ability, enable grassroots employees to gradually think about problems from the perspective of managers, and make complete preparations for future career advancement. In the training process, it is necessary to do a good job in the echelon construction of the team in advance to ensure the continuity and stability of talent reserves. Second, according to the characteristics and age of employees, formulate a series of employee training plans for different stages such as "newcomers," "newly appointed," "growth," and "development," focusing on improving employees' professional and management capabilities, and meeting the needs of employees at different stages of career development in a targeted manner. For new employees, it is necessary to focus on the training of essential knowledge and skills to help them familiarize themselves with the work environment and business processes as soon as possible; for new managers, it is necessary to strengthen leadership and team management training to improve their management level; for employees in the growth stage, it is required to provide more practical opportunities and challenging tasks to promote their rapid growth; for employees in the development stage, it is necessary to focus on the cultivation of strategic thinking and innovation capabilities to provide support for the long-term development of the enterprise. Third, since the flexible working system differs from the traditional one, it cannot simply follow the conventional employee education and training methods. Enterprises should actively integrate Internet technology into training and optimize and change the existing training assessment methods to make them more compatible with the flexible working system. For example, online learning platforms can provide employees with rich learning resources so that employees can study independently according to their own time and progress; online assessment methods can be used to understand employees' learning results and mastery and improve employees' learning efficiency and smooth

communication. These innovative training methods and approaches will have a positive and far-reaching impact on the development of enterprises. Multiple communication channels are essential for promoting internal information flow and harmonious employee relations. An efficient organization should have a variety of communication methods to choose from and a positive corporate culture. In such an enterprise environment, employees can consciously and actively obey the arrangements of the enterprise and have a high sense of professionalism. Managers should improve management's openness, blur the boundaries of work roles and tasks, share resources with employees, provide employees with opportunities and channels to show themselves and create a platform for equal expression and communication. Through such a platform, employees can freely express their ideas and suggestions, enhance mutual understanding between managers and employees, and improve the quality of their relationships. Compared with traditional email communication, real-time communication can help team members share ideas faster and feel more connected and interactive with each other. Therefore, companies can encourage employees with flexible working hours to use instant messaging tools such as WeChat for real-time communication to improve work efficiency and collaboration.

3.2 Promoting Family Work Resource Spillover

The relationship between work and family is becoming increasingly close in today's society, and the two influence and interact. How to promote the positive spillover of family work resources and achieve the balance and coordinated development of work and family has become an essential topic of common concern to individuals, enterprises, and society. With the continuous evolution of work patterns, especially the rise of flexible working methods, traditional strategies for managing the boundaries between family and work face new challenges, and we need to explore new techniques and approaches.

Under the flexible working model, employees' work scenes are no longer limited to the company office, and the family has become a meaningful workplace. However,

the complexity and diversity of the family environment blur the boundaries between work and family, quickly leading to conflicts between work and family. Therefore, creating a new "micro-boundary" at home is significant for establishing clear boundaries between family and work and improving work efficiency and quality of life. Reasonable division of space is the key to reducing the "boundary overlap" between family and work. Although the space at home is limited, it can be effectively divided into a work area and a rest area through careful planning and layout. For families with independent study rooms, using the study room as a fixed office area is an ideal choice. The relatively independent space of the study room can provide a relatively quiet and focused working environment and reduce external interference. Families without independent study rooms can create an exclusive office area in the corner of the living room by setting up partition facilities such as screens and bookshelves. In this area, necessary office equipment such as computers, tables and chairs, and filing cabinets are placed to create an intense working atmosphere. When employees enter the work area, they should convey to their families that they are working and ask their families not to disturb them at will. This not only requires employees to fully communicate and negotiate with their families so that their families understand the importance and seriousness of work but also requires the cooperation and support of their families. At the same time, employees must strictly abide by the regulations and not leave the work area quickly unless there are exceptional circumstances. Only in this way can the separation of the work area and the rest area be genuinely realized so that employees can devote themselves to work and improve work efficiency[35].

Reasonable time allocation is essential for achieving a balance between work and family. Combined with the family's overall life plan and the work's specific content, reasonable adjustment of the time micro-boundaries can ensure that both rest time and work time are fully guaranteed. When making a time plan, the family's daily activities should be considered first, such as the family's work and rest time, meal time, children's study and entertainment time, etc., to avoid affecting the family's everyday life because of work. At the same time, according to the workload and urgency of the work, work hours should be arranged reasonably to ensure that the work can be

completed on time. Time micro-boundaries are highly flexible, and employees can adjust them according to their personal habits and family situations. For example, some employees like to get up early, so they can choose to work in the morning and leave the afternoon and evening for their families; some employees are more efficient at night, so they can appropriately extend their working hours at night, but be careful not to affect the work and life of the next day. No matter the arrangement you choose, you must ensure a relatively complete period for working and rest time and avoid frequent switching. Frequent switching of working time and rest time can easily lead to employees' lack of concentration, reduce work efficiency, and affect family life quality.

Psychological boundary division is the core of achieving effective isolation between work and life. In the office area, employees should focus all their energy on work and eliminate all interference factors unrelated to work. This requires employees to have strong self-control and create a working environment that is conducive to concentration. You can work in a comfortable environment by turning off interference sources such as mobile phones and televisions and adjusting the lighting and temperature in the work area. In the rest area, employees should leave their work roles and work pressure in the work area and devote themselves to family or leisure and entertainment activities. They can relax and relieve work pressure by doing housework, accompanying their families, and physically exercising. When leaving the work area, they should learn to put down the worries and pressure at work and not bring them into the rest area. Similarly, before entering the work area, they should adjust their mentality, put aside the trivialities and emotions at home, and devote themselves to work in a positive state. Only by establishing a clear boundary between work and life psychologically can employees switch freely between work and life and achieve a balance between work and life.

The work of employees is closely related to their family environment, and the two influence and restrict each other. A good family environment and sufficient family resources can provide strong support and guarantee employees' work so that employees can work more devotedly. On the contrary, the tension of family relationships and the lack of family resources will hurt employees' work and reduce

their work efficiency and job satisfaction. Therefore, it is of great significance for enterprises and employees to attach importance to maintaining and developing employees' work-family relationships. Managers should deeply understand employees' family status, needs, and difficulties, a prerequisite for providing practical support to employees. Through regular employee communication, questionnaires, home visits, etc., we can fully understand the family situation of employees, including the health status, economic status, children's education, etc., of family members. At the same time, we should pay attention to the various difficulties and problems encountered by employees in their family life, such as difficulties in caring for older people and children and family economic pressure. Only by fully understanding the family situation of employees can we provide targeted help and support to employees. Based on understanding the family needs of employees, managers should take flexible measures to solve the family problems of employees without affecting the company's development. For example, flexible working hours can be provided for employees who cannot go to work on time due to taking care of children; for employees with family financial difficulties, appropriate financial assistance or more promotion opportunities can be provided. Through these measures, employees can feel the care and support of the company and improve their work enthusiasm and loyalty.

The size of the family's work gain is affected by the support of family members for employees' work. To improve the support of family members for employees' work, the company can organize family activities and invite employees to visit the company with their families. During the visit, the family members are introduced in detail to the employees' work environment, work content, corporate culture, etc., so that they can better understand the employees' work and enhance their understanding and support for the employees' work. At the same time, the company can organize family members to participate in team-building activities with employees to enhance the relationship between family members and improve family cohesion. In addition, the company can also help employees improve their family management ability and improve family relationships by conducting family training and providing family counseling. For example, family communication skills training can be organized to help employees and

their families communicate better, and psychological counseling services can help employees solve family conflicts and problems. Employees can accumulate more positive emotional resources in the family through these measures and achieve family benefits.

As a leader who directly contacts employees, the line manager best understands employees' needs and work conditions. Therefore, improving the ability of line managers to demonstrate family support behaviors is a key link for companies to provide family support behaviors for employees. Organizations can conduct special training for managers at all levels based on the behavioral characteristics of family support managers to improve their ability to demonstrate family support behaviors. The training content should include theoretical knowledge of family support behaviors, practical operation skills, and communication skills. In terms of theoretical knowledge, managers should understand the relationship between family and work and the critical impact of family support behaviors on employees' work and life. In terms of practical operation skills, managers should be trained on how to develop personalized support plans based on the family situation of employees and how to reasonably arrange employees' work tasks to avoid affecting family life due to excessive work pressure. Regarding communication skills, managers should be trained to communicate effectively with employees, understand employees' family needs and difficulties, and respond and support promptly. Training methods can be in various forms, such as classroom lectures, case analysis, role-playing, group discussions, etc. Classroom lectures can systematically impart theoretical knowledge of family support behaviors; case analysis can let managers understand the practical application of family support behaviors through actual cases; role-playing can allow managers to personally experience the implementation process of family support behaviors in simulated situations; group discussions can promote experience exchange and sharing among managers and jointly improve the ability of family support behaviors.

Organizations should establish a complete evaluation and feedback mechanism to ensure the effectiveness of training. After the training, managers' family support behavior ability should be evaluated, including the degree of theoretical knowledge

mastery, practical operation ability, communication ability, etc. The evaluation methods include examinations, questionnaires, operation assessments, etc. Through the evaluation, we can understand managers' learning situations and problems during training and provide a basis for subsequent training and improvement. At the same time, a feedback mechanism should be established to promptly collect employees' opinions and suggestions on managers' family support behaviors. Regular employee satisfaction surveys and employee seminars can be used to understand employees' satisfaction and needs for managers' family support behaviors. According to employees' feedback, timely adjustments and improvements should be made to managers' family support behaviors to improve employees' satisfaction and work enthusiasm.

In summary, promoting the overflow of family work resources requires employees to create new "micro boundaries" at home, and companies should attach importance to the maintenance and development of employees' work-family relationships and enhance the ability of line managers to demonstrate family support behaviors. Only through multi-faceted efforts can we achieve a balance and coordinated development between work and family, improve employees' work efficiency and quality of life, and promote the sustainable development of enterprises.

3.3 Shortcomings and Prospects

This study focuses on the flexible work system implemented by Zhenjiang Hengchuang Environmental Engineering Co., Ltd. and deeply analyzes its impact on the work efficiency of grassroots employees. The role of employee engagement, corporate support, family-work resource spillover, and incentive mechanisms was verified by conducting questionnaire surveys and data analysis. However, it is undeniable that although this study provides support for theory with data and brings specific guiding value to practical work, it still has many limitations and areas that need improvement and optimization. At the same time, given that the current work model is in a continuous evolution process, there are still many new directions worth

exploring in the future. Next, an in-depth and comprehensive discussion will be carried out from the two levels of the shortcomings of the research and the outlook for the future.

During the research process, data collection exposed significant limitations and subjective problems. This study mainly relies on self-assessment data provided by grassroots employees, and the primary data collection method is questionnaire surveys. In the questionnaire design stage, although a large number of relevant research results at home and abroad were fully referenced, a five-level scale was adopted to improve the reliability of the data. However, the problem of the intense subjectivity of the data is still complex and challenging to avoid. The initial questionnaire design plan was initially planned to adopt a dual evaluation system; that is, while the grassroots employees conduct self-evaluation, their direct managers will also evaluate the employees' work efficiency. Afterward, by calculating the average of the two, the interference of individual subjective factors on the data can be reduced, thereby improving the objectivity and accuracy of the measurement results. However, in the actual operation process, because the direct managers of grassroots employees are extremely busy with their daily work and need to deal with a large number of business and management affairs, they have no time to take care of filling out multiple evaluation questionnaires for grassroots employees, which ultimately led to the failure of the plan to be implemented smoothly. As a result, all questionnaire data come from the self-evaluation of employees, lacking the objective evaluation given by managers based on daily observations and work results, which undoubtedly dramatically increases the possibility of a certain degree of deviation in the research results. For example, in the process of employee self-evaluation, some employees may tend to over-evaluate their work performance due to strong self-esteem or face more significant work pressure for reasons such as maintaining their image. In contrast, other employees may underestimate their performance at work due to their lack of self-confidence or excessive modesty, which seriously affects the authenticity of the data and the reliability of the research results.

The lack of representativeness of the sample is also an issue that cannot be

ignored in this study. Although this study collected 300 questionnaires as the data source for the analysis and guaranteed a specific recovery rate, it has a certain sample size basis. However, the sample is highly concentrated in a single enterprise, Zhenjiang Hengchuang Environmental Engineering Co., Ltd. This particular company's unique corporate culture, unique management model, and distinctive employee characteristics are all factors that are likely to affect the universality of the research conclusions. Due to the vast differences in work characteristics between different industries, the size of enterprises is different, and the organizational structure is also different. This makes it difficult to directly promote the research results based on this single enterprise to other enterprises or industries. Taking different industries as examples, the production process of the manufacturing industry is often characterized by continuity and high intensity, and working hours are closely linked to production tasks. Implementing its flexible work system will inevitably be restricted by various factors, such as the operation of production equipment and the connection of production lines. At the same time, the IT industry is mainly based on mental labor, and the work results are more reflected in code writing, project completion, etc. Employees can work in a relatively independent environment, and implementing the flexible work system is relatively easy and more diverse; the service industry emphasizes real-time interaction with customers and the timeliness of services, and its flexible work system has unique requirements and difficulties. Therefore, it is necessary for future research to expand the sample range further and widely cover multiple industries and enterprises of different sizes to comprehensively improve the applicability of the research conclusions and enable them to provide practical references for more types of enterprises.

In the study of the flexible work system, there are obvious deficiencies in analyzing its negative impact. The paper focuses on a series of positive effects of the flexible work system, such as effectively improving employee satisfaction, significantly improving work efficiency, and considerably reducing employee turnover. However, the research results also clearly show that since the implementation of the flexible work system, the average overtime hours of employees have shown an

increasing trend year by year. The deep-seated problem behind this phenomenon is that the boundary between work and life has become increasingly blurred. In the long run, it will inevitably have a profound impact on employees' physical and mental health. Unfortunately, the paper did not conduct an in-depth analysis of the causes behind this phenomenon, and there is also a lack of systematic research on its possible long-term impact. In addition, the flexible work system may also cause a series of other problems in the actual operation process. For example, employees' sense of belonging is reduced. Due to the flexibility of work location and time, the connection between employees and the company is no longer as close as the traditional work model, resulting in the gradual weakening of employees' sense of identity and belonging to the company; team collaboration efficiency is reduced, and the inconsistency of working time and space makes communication and collaboration between team members difficult. Problems such as untimely information transmission and unsmooth collaboration often occur; management costs increase and companies need to invest more workforce, material resources, and financial resources in coordinating and managing this flexible work model, including the equipment of remote office equipment, the purchase of management software, and the increase in communication costs. However, the paper did not conduct a sufficient and in-depth analysis of these issues. These adverse effects are crucial for enterprises to formulate scientific and reasonable optimization strategies. Therefore, future research should further explore these issues and propose practical solutions based on actual conditions to help enterprises better cope with the challenges brought by the flexible work system.

In addition, remote work has become an indispensable and essential work mode for many enterprises under the flexible work system. However, remote work also brings a series of complex management challenges. For example, communication efficiency decreases. In a remote working environment, team members cannot communicate face-to-face and instantly like in the office. Information transmission is prone to delays and misunderstandings, and communication costs increase significantly; team collaboration becomes more difficult. Since members are not in the same physical space, it is difficult to collaborate efficiently, and it is more difficult to

complete complex projects together; work supervision becomes more difficult. It is difficult for managers to monitor employees' work status and progress in real-time, and it becomes more challenging to ensure work quality and complete tasks on time; information security issues are also increasingly prominent. Data transmission and storage face more security risks in remote work, such as cyber-attacks and data leakage. However, this study did not conduct an in-depth and detailed analysis of these remote management challenges, nor did it discuss how enterprises can make full use of digital tools or formulate scientific and reasonable management strategies to improve the efficiency of remote management. In the actual operation of enterprises, these problems are key problems that need to be solved urgently. For example, how to use digital tools such as instant messaging software and project management platforms to ensure smooth communication of remote teams; how to optimize and upgrade the existing performance appraisal system so that it can better adapt to the characteristics and requirements of remote work, to accurately measure employees' work performance and motivate employees to work actively. These issues are crucial to the stable development and efficient operation of enterprises and are very worthy of in-depth research in the future.

Furthermore, this study mainly focuses on the grassroots employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. During the research process, it failed to fully and comprehensively consider the applicability of flexible work systems in different industries, different enterprise sizes, and different cultural backgrounds. Taking different industries as examples, in manufacturing enterprises, due to the continuity of the production process and its dependence on equipment and sites, the implementation of flexible work systems often faces many difficulties, such as difficulty in coordinating the use time of production equipment and difficulty in ensuring the staffing of production lines; in the IT industry, since the nature of the work is mainly based on knowledge and technological innovation, employees can work anywhere through the Internet, and remote office or hybrid office mode has become the mainstream of the industry and has achieved remarkable results in improving employee work efficiency and innovation capabilities; the financial industry is

between the two, some businesses can be handled remotely online, but when it comes to key links such as face-to-face communication with customers and economic security, employees are still required to work in fixed offices. Therefore, when implementing flexible work systems, different industries must formulate personalized plans based on their characteristics and needs. Similarly, different enterprise sizes and cultural backgrounds will also significantly impact the implementation of flexible work systems. Large enterprises need to consider how to coordinate the work connection and management processes between different departments when implementing flexible work systems due to their complex organizational structure and multiple levels; small enterprises are relatively flexible and can adapt to new work models more quickly but may face problems such as limited resources and insufficient management experience. In companies with different cultural backgrounds, employees have different perceptions of work-life balance and acceptance of work styles, which will also affect the implementation of flexible work systems. Therefore, future research should be further expanded to companies of different industries, sizes, and cultural backgrounds, as well as an in-depth exploration of the best practices of flexible work systems in different contexts to provide more targeted and operational guidance and suggestions for various companies.

Future research can expand the sample range to cover enterprises of different regions and sizes, as well as multinational companies, to improve the applicability of the research conclusions. At the same time, more scientific sampling methods, such as random sampling and stratified sampling, can be used to reduce sampling bias and improve the representativeness of the research. Questionnaire surveys and in-depth interviews can be combined to collect the actual views of enterprise managers and employees on the flexible work system. For example, the opinions of enterprise managers on the challenges and strategies of remote management can be collected through interviews, and cross-analysis can be conducted in combination with questionnaire data to obtain more comprehensive research results.

Flexible work models may have different effects on employees' mental health, such as increased anxiety, increased loneliness, and work burnout. Therefore, future

research can focus on the impact of flexible work on employees' mental health and explore how to introduce psychological support mechanisms in enterprise management, such as employee care plans and psychological counseling services.

Future research can explore the applicability of flexible work systems based on the characteristics of different industries. For example, it may be more difficult for manufacturing and retail industries to implement remote work, while Internet companies and consulting companies may be more adaptable. Therefore, the research can further refine industry differences and propose optimization suggestions for different enterprises. In response to the challenges of remote management, future research can explore how companies can use digital tools (such as Zoom, Slack, Trello, etc.) to improve team collaboration efficiency. In addition, it can also study how to optimize the performance appraisal system to adapt to the remote working mode and ensure that employee performance can be quantified and supervised.

CONCLUSION

While carrying out this project, we took Zhenjiang Hengchuang Environmental Engineering Co., Ltd. as an example. We conducted a detailed investigation on the factors affecting the work efficiency of its 280 employees under the flexible working system. The analysis resulted in the following conclusions:

First, the questionnaire survey results show that under the flexible work system, employee engagement, corporate support, family work resource spillover, and incentive mechanisms have a significant positive correlation with work efficiency.

Second, the employee engagement of functional department employees of Zhenjiang Hengchuang Environmental Engineering Co., Ltd. is higher than that of business department employees. Employees under the age of 25 have the lowest employee engagement. Employees under 25 have the lowest employee engagement regarding perceived corporate support and family. The work resource spillover and incentive effect are higher than those of employees in other age ranges; employees with more than 15 years of employment have the worst perceived corporate support, family work resource spillover, and incentive effect; married employees have lower family work resource spillover. For unmarried employees; the motivation effect on female employees is higher than that on male employees. Based on the above conclusions, the following strategies are proposed:

Improving employee engagement, building a scientific and complete employee career development planning system, guiding employees in a phased and scientific manner in career planning, letting them know their positioning, strengths, and weaknesses, striving to achieve their career goals, and enhancing employee engagement. Under flexible working conditions, we provide employees with multiple communication channels to cultivate a sense of teamwork and create a corporate culture of mutual trust.

To improve employees' sense of corporate support, companies should increase their care for employees and, based on a flexible work system, provide active care for employees' emotions, work status, and daily life. Once employees are found to have

negative feelings, measures should be taken to guide them to relieve their negative emotions actively, and attention should be paid to employees' needs.

Promoting family work resource spillover, under the flexible working mode, there are no on-site management constraints, and the original boundary management strategy is no longer applicable. Therefore, employees should deliberately create new "micro boundaries" at home to create a sense of ritual for serious work. We attach importance to the maintenance and development of employees' work-family relationships. A harmonious family environment can enable employees to accumulate more positive family resources and would allow employees to face work in a relaxed and happy mood. This is not only important for the career growth of employees but also for the development of the company. Improving the ability of line managers to demonstrate family support behaviors is necessary for companies to provide family support behaviors for employees.

To establish an effective incentive mechanism and adopt a combination of material and spiritual incentives to enhance grassroots employees' enthusiasm, responsibility, and creativity, enterprise managers need to flexibly set salaries based on the actual ability and performance level at work. System, so that employees' remuneration matches their efforts; in line with the company's development goals, set up a reward and punishment system with flexible work as the core, to give full play to the role of flexible work system in promoting the work enthusiasm of employees.

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APPENDIX