

Employee relations, enterprise culture, and employer branding in Chinese technology companies: Basis for innovative talent acquisition framework

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Abstract

Nowadays, the world has entered the era of knowledge economy, science and technology as the first productive force, talents as the first resource, and innovation as the first driving force, are promoting national development and social progress. Under the increasingly fierce competition for human resources, innovative talent acquisition has become the key to the technology companies of developing core competitiveness sustainably. Based on relevant theories and literature review, this study mainly identified the dimensions and their evaluation indexes of employee relations, corporate culture and employer branding in Chinese technology companies, and collected 384 questionnaires with employees engaged in innovation-related work in Chinese technology companies as the research targets. The questionnaire data of the survey were analyzed by descriptive statistics and inferential statistics using SPSS version 28, which revealed the evaluation status and their interrelationships of the dimensions of employee relations, corporate culture, and employer branding in Chinese technology companies. Specifically, respondents gave high recognition to employee relations from employee on boarding, workplace health and safety, and employee benefits; the survey on respondents' enterprise culture received satisfactory feedback in terms of work environment, cultural atmosphere and people orientation; and respondents agreed with employer branding in terms of employee value proposition, employee experience, and corporate responsibility. This study also revealed that there was statistically significant relationship among employee relations, enterprise culture and employer branding, and created an innovative talent acquisition framework of Chinese technology companies based on the above research. This paper not only theoretically enriches the research in the field of innovative talent acquisition, but also provides useful insights and suggestions for enterprise human resource management, which has significant theoretical value and practical significance in promoting the construction of talent team in Chinese technology companies.

Keywords: culture-driven management, innovation, school culture, leadership culture, culture commitment

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1. Introduction

Innovation is widely recognized as the most critical factor in the competitive global economy, and the innovation perspective provides a clear picture of future opportunities. Innovation has become a necessity for all contemporary businesses that want to survive in a world of competition, technological change and recurring crises (Adam et al.,2021). Innovative activity allows companies to establish a "temporary monopoly" and on this basis to gain additional profits (Tatjana, 2015). If companies fail to adapt to market changes and offer new products and services, they will risk falling behind and losing market share (Harol et al.,2023).

After entering the 1960s, the technological revolution initiated in the fields of information technology, new energy technology, biotechnology, space technology and marine technology has once again given a great impetus to the development of social productive forces and facilitated changes in the socio-economic structure and the structure of social life (Ji, 2015). Behind these cannot be separated from a large number of representative great innovative talents, from James Watt and Henry Bessemer to Thomas Edison, Wilbur and Orville Wright, to Bill Gates, Steve Jobs, Elon Musk and so on. These innovators made important contributions in different fields, pushed forward the process of scientific and technological development, and had a profound impact on human society (Liu et al.,2023).

Innovative talents, as the most active and important resources in innovation activities, have received more and more attention in the enhancement of innovation capacity (Wei et al.,2017). Any innovative activities should be realized through the carrier of "human", and innovative talents are the main body of innovative labor productivity and play an important role in enterprise development (Yin et al.,2018).

In China, the report of the 20th Party Congress points out that it is necessary to insist that science and technology is the first productive force, talent is the first resource, and innovation is the first driving force, deeply implement the strategy of developing the country through science and education, the strategy of strengthening the country through talent, and the strategy of innovation-driven development, to open up new fields and new tracks for development, and to continuously shape new dynamics and new advantages for development (Qiu et al.,2023). In today's world, scientific and technological progress is rapidly changing, and the knowledge economy is booming, so mastering talents is the only way to win the initiative in the fierce competition at home and abroad (Wang et al.,2023). To seize and make good use of the new round of scientific and technological revolution and industrial change opportunities, the most important strategic resources are talents, especially innovative talents who can follow and lead the world trend of science and technology (Liu, 2023). Only by creating and gathering a large number of innovative talents can we get the high ground and the initiative in the new round of scientific and technological revolution and industrial change in the world (Wang, 2023).

Innovative talents have always been a scarce resource available to enterprises (Xu et al.,2019). Whether an enterprise can be a platform for attracting and cultivating talents is the key to its core competitiveness (Johnson et al.,2022). During discussions among business leaders, many enterprises, especially large enterprises, have demonstrated their desire for high-level talents with core technologies and innovative capabilities (Meyers, 2020). However, high-level innovative talent cannot be recruited with high salaries (Beaty et al.,2020). How to be able to enhance the attractiveness of enterprises and fulfill the need for innovative talent acquisition is an important way for enterprises to sustain innovative development (Xu, 2023), especially in technology companies. Therefore, in order to enhance the ability of enterprises to acquire innovative talents, it is no longer possible to consider only one or a few factors such as salaries and benefits (Li, 2023).

In the face of intense competition for innovative talents, enterprises building effective employee relations is one of the key fundamentals for organizational performance, prosperity and sustainability (Samwel, 2018). Creating and maintaining a motivated and productive workforce with good employee relations contributes to the attraction, development and retention of innovative talents (Sequeira et al., 2015). Excellent enterprise culture is not only conducive to the formation of an innovative atmosphere and the achievement of better innovation results, but also helps to promote the formation of a group of professional, motivated and stable innovation team in the enterprise (Zhang, 2020). Employer branding, as one of the most valuable intangible assets of an enterprise, is an important factor in attracting talents with core technology and innovation ability (Santiago, 2019).

Although many literatures have explored aspects related to employee relations, corporate culture and employer branding, there is still a gap in the research literature on the interrelationships among them, which leads to a framework for innovative talent acquisition in technology companies. Especially for fast-growing Chinese technology companies, attracting and retaining innovative talents is one of the key challenges faced by enterprises (Liu, 2023). Most of the SMEs do not have HR and recruitment departments, the recruitment channels are too single and limited, the gravitational pull on innovative talents is very limited, and there are still many problems and challenges in the innovative talent acquisition Santos et al., (2020), and even more so, they neglect the relationship among employee relationship building, the formation of enterprise's innovative culture and the correlation between employer branding.

Therefore, considering the importance of innovative talents to technology companies, this paper attempts to take the innovative employees of technology companies in China as the research objects, and evaluates the three aspects of employee relations, corporate culture, and employer branding of technology companies in the context of China's comprehensive implementation of building a strong science and technology country, as well as investigates the significant relationships among them. Then, propose a framework of innovative talent acquisition for Chinese technology companies to fill the theoretical and empirical gaps in the field of innovative talent acquisition, and put forward measures to solve the problem of "talent panic" for Chinese technology companies in the face of the challenge of talent gap and the opportunity of high-speed development; and provide theory and empirical evidence for the company's employee relationship management, enterprise culture formation, employer branding establishment and so on.

Objectives of the Study - This study aims to determine the effects of employee relations, enterprise culture, and employer branding in innovative talents acquisition in Chinese technology companies. Specifically, determine the employee relations of Chinese technology companies in terms of employee on boarding, workplace health and safety, and employee well-being; describe the enterprise culture in view of working environment, cultural atmosphere, and people orientation; assess on the employer branding in terms of employee value proposition, employee experience and corporate responsibility; test the significant relationship among employee relations, enterprise culture, and employer branding, and develop an innovative talent acquisition framework that can be used by employer to acquire manpower with innovative talents.

2. Methods

Research Design - This paper used the descriptive type of research. First, the literature research method was used to analyze the definition, importance, main constituent dimensions and influence indicators of each research variable, as well as the conclusions of related studies conducted by scholars on the variables. According to the previous literature research gap, the main dimensions and indicators of the structured questionnaire of this study were finally finalized. Second, the research method of questionnaire was used to conveniently collect the latest first-hand data in the form of electronic questionnaires, and the data sources obtained were targeted and current. Third, descriptive statistical method was adopted. This paper accurately analyzed the research topic from a multidimensional perspective such as demographic characteristics, and conducts descriptive statistical analysis of the three selected variables. The obtained data for the status analysis was statistically instructive and relatively

objective, which was conducive to the research theme analysis of this paper. Furthermore, based on the inferential statistical analysis method, this paper studied the relationships among the target variables according to the results of correlation analysis and regression analysis to construct an innovative talent acquisition framework, which was helpful to interpret the main ideas of this study and had practical guiding significance.

Research Participants - The respondents of this study were mainly innovative talent employees in Chinese technology companies. The researcher contacted 10 Chinese technology companies in the fields of new energy, new materials, manufacturing, IT, and so on, and randomly distributed electronic questionnaires to employees engaged in innovation-related work within the companies through their contacts to ensure the accuracy of the topics covered. The researcher also distributed the questionnaires to employees engaged in innovation-related work through Internet channels to obtain more feedback from innovative employees, so as to rapidly increase the sample size. Finally, a total of 384 valid samples were obtained which achieved the size needed to reach the study. Based on the frequency distribution analysis, in order to further comprehensively analyze the research themes and objectives, the researcher used weighted mean and rank methods to specifically analyze the employee relations of Chinese technology companies from the three dimensions of employee on-boarding, workplace health and safety, and employee well-being; analyze the corporate culture from the three dimensions of work environment, cultural atmosphere, and people orientation; and analyze the employer branding from the three dimensions of employee value proposition, employee experience, and corporate responsibility.

Data Gathering Instrument - The research questionnaire involved in this study consisted two parts. The first part was the respondents' basic information including: gender, age, marital status, education, working experience, average monthly salary, position. The second part was designed respectively according to the dimensions and indicators of the three variables: employee relations, corporate culture, and employer branding, therefore it was mainly divided into three modules. In the process of questionnaire making, the basis of each module was as follows: In the first variable "Employee Relations" was determined from the dimensions of employee on-boarding, workplace health and safety, and employee welfare(Yinusa et al.,2021; Alemu, 2014; Li et al.,2020). In the second variable "corporate culture" was described in terms of 3 dimensions: working environment, cultural atmosphere and people orientation(Black et al.,2017; Zhang 2020; Shen 2018). In the third variable "employer branding" was investigated from three dimensions: employee value proposition, employee experience and corporate responsibility(Glassdoor Traffic, 2017; Lakshmi, 2018; Verčič et al.,2018). Each dimension of the variables was expressed as a measure of 5 answerable questions, totaling 45 questions. The measure was based on a 4-point Likert Scale: 4 for "Strongly Agree"; 3 for "Agree"; 2 for "Disagree"; and 1 for "Strongly Disagree".

Data Gathering Procedure - This paper focused on innovation-related employees in Chinese technology companies. The researcher contacted 10 Chinese technology companies including those in the new energy, new materials, manufacturing and IT industries, and randomly distributed electronic questionnaires via WeChat and other means to employees in innovation-related positions such as research and development and management in the companies to ensure the accuracy of the topics covered. The researcher also randomly distributed the questionnaires through Internet channels to innovative talents whom it could directly contact, thus quickly obtaining a sufficient sample of 384 for the study. Whereas, the content of the questionnaire and the overall thesis proposal should be approved by the Graduate School of Lyceum of the Philippines University before it could be conducted through the above-mentioned channels to ensure the feasibility of the empirical analysis. With the consent of the graduate school director, the researcher conducted a preliminary survey with a small sample of 35 people before issuing the questionnaire on a large scale, and conducted a reliability analysis to ensure the accuracy and rationality of the questionnaire structure. Reliability results showed that the Cronbach's alpha for influence of Employee Onboarding(0.962), Workplace Health and Safety(0.935), Employee Well-being(0.962); Working Environment(0.883), Cultural Atmosphere(0.952), People Orientation(0.950); Employee Value Proposition(0.905), Employee Experience(0.917) and Corporate Responsibility(0.878)suggesting that the items have relatively high internal consistency.

Data Analysis - In order to realize the digital structure of the statistical data, the researcher of this paper designed and coded the corresponding indicators for the nine dimensions of the three variables, and evaluated the modules by means of pre processing and statistical conversion in order to facilitate the preliminary statistical analysis of the research data. The overall data analysis of this study was quantitatively analyzed using statistical analysis, including descriptive statistical analysis and statistical inference analysis. First, the overall characteristics of the three variables were initially analyzed by descriptive statistics through frequency distribution and weighted mean to provide an overall description. Second, the relationships between employee relations and enterprise culture, employee relations and employer branding, and enterprise culture and employer branding were determined based on the rho index in the correlation analysis of statistical inference analysis. In order to further analyze the relationship among the three variables of employee relations, enterprise culture and employer branding, regression coefficients are derived using regression analysis in statistical inferential analysis, and then specific regression models of employee relations, enterprise culture and employer branding are constructed to output the innovative talent acquisition framework and achieve the final analysis goal of the study. The above statistical analysis methods were calculated and processed using the professional data statistical analysis software SPSS version 28.

Ethical Consideration - When collecting questionnaires, the researcher should respect the individual wishes of the participants and should not force or promote the completion of the questionnaires in any other way to ensure that the participants are able to fill in the questionnaires conscientiously. In this study, a professional online questionnaire survey, examination, assessment and polling platform WJX (www.wjx.cn) was used. The research questionnaire was conducted anonymously, and personal information and other relevant private content were protected from illegal infringement and threats.

3. Results and discussion

Table 1

Summary Table on Employee Relations

Key Result Areas	Composite Mean	VI	Rank
Employee On-boarding	3.35	Agree	3
Workplace Health and Safety	3.38	Agree	1
Employee Well-being	3.37	Agree	2
Grand Composite Mean	3.37	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 1 shows the summary table on Employee Relations, which has a composite mean of 3.37, illustrating the consistency of the three dimensions. From the data in Table 1, Workplace Health and Safety and Employee Well-being are ranked 1st and 2nd with similar scores of 3.38 and 3.37. This shows that Workplace Health and Safety and Employee Well-being have a significant impact on building good employee relations. According to Wu (2022) & Qi (2020), constructing good employee relations can be considered from the following aspects: transforming the concept of employee relations management, innovating the enterprise organization and management mode, providing protection for the legitimate rights and interests of employees, and optimizing the working environment. As stated in Mei (2021) study, establishing good working relationship through good employee welfare and working environment can realize the cohesion and centripetal force of the enterprise, which is more conducive to enhance the dynamic energy of enterprise innovation and development. Therefore, technology companies must pay attention to employee welfare and workplace health and safety in order to acquire high-level innovative talents.

Employee On-boarding is ranked 3rd with a score of 3.35. However, employee relations cannot be established without employee on-boarding. Employees' first impression of the enterprise when they join the company can have a significant impact on their subsequent work attitude and performance. If new employees are provided with adequate support and guidance during the on-boarding stage to help them integrate into the team and organizational culture more quickly, it can give new employees a positive, friendly and professional

impression of the enterprise, which not only establishes good employee relations and influences the new employees' work attitudes and performances, but also helps to increase employee satisfaction, enhance the sense of belonging and improve employee retention. As Zhang (2023) said, for technology companies, talents are crucial to the development of the enterprise, and for new employees to be fully competent in their positions, it is necessary to undergo rigorous and professional training, which will help them to correct their work attitudes, integrate their theoretical knowledge, and continue to improve their professional skills and comprehensive qualities, so as to provide basic support for the enterprise's production, operation, and services. As stated by Mei (2021), it is very important for enterprises to establish a good employee relationship by strengthening job training, opening up communication channels and establishing talent training mechanisms to do a good job in on-boarding.

Table 2*Summary Table on Enterprise Culture*

Key Result Areas	Composite Mean	VI	Rank
Working Environment	3.35	Agree	1
Cultural Atmosphere	3.34	Agree	2.5
People Orientation	3.34	Agree	2.5
Grand Composite Mean	3.34	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 2 provides a summary of the respondents' evaluation of the three dimensions of enterprise culture with a grand composite mean of 3.34, which indicates that the respondents are consistent in their assessment of the cited indicators of enterprise culture.

Working Environment ranked 1st with a composite mean of 3.35, while Cultural Atmosphere and People Orientation jointly ranked 2.5th with a slightly lower composite mean. Overall, respondents showed positive high scores for Working Environment, Cultural Atmosphere and People Orientation in terms of enterprise culture. It shows that Working Environment, Cultural Atmosphere and People Orientation play a crucial role in building an enterprise culture. A positive Working Environment and Cultural Atmosphere can create a people orientation enterprise culture where employees feel valued, recognized and respected. Firstly, a good work environment provides the comfort and security that employees need, which includes a clean and tidy workspace, adequate work facilities and resources, and good working conditions. A comfortable work environment can help employees to focus, increase productivity and creativity (Badrianto et al.,2020). Secondly, cultural atmosphere is an important part of enterprise culture.

A positive cultural climate encourages cooperation, communication, and support among employees and can build good relationships where employees feel understood, supported, and encouraged. In such a culture, employees are more willing to share knowledge, experiences, and opinions, promoting teamwork and mutual growth (Sugiarti et al.,2021). Finally, people orientation is a core concept in building an enterprise culture, which implies putting employees first and focusing on their needs, development, and well-being. A people orientation enterprise culture encourages personal growth and development, provides training and development opportunities, and focuses on the work-life balance of employees. When employees feel that the enterprise cares and supports them, they will be more loyal and actively participate in their work and make greater contributions to the development of the enterprise (Song, 2020). As expressed by Wang (2014), good working environment, positive cultural atmosphere and people orientation philosophy are important factors in building enterprise culture. These factors can help an enterprise to build an enterprise culture that focuses on employees' values and respects their personalities and needs, thus enhancing employees' engagement, satisfaction and loyalty, and contributing to the development and success of the enterprise.

Table 3 is a summary of Employer Branding with a composite mean of 3.33, which illustrates the organization has a moderately positive employer brand, with employee experience being the strongest area and room for improvement in showcasing the value proposition and corporate responsibility.

Table 3*Summary Table on Employer Branding*

Key Result Areas	Composite Mean	VI	Rank
Employee Value Proposition	3.30	Agree	3
Employee Experience	3.35	Agree	1
Corporate Responsibility	3.33	Agree	2
Grand Composite Mean	3.33	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

As can be seen also that Employee Experience ranked 1st with the highest composite mean of 3.35; Corporate Responsibility ranked 2nd with a composite mean of 3.33, which is in line with the grand composite mean; and Employee Value Proposition ranked 3rd with a composite mean of 3.30.

Overall, respondents' assessment of employer branding on Employee Experience, Corporate Responsibility, and Employee Value Proposition all show positive high scores. This indicates that innovative talents in Chinese technology companies show high agreement with the cited indicators of employer branding described in this paper. In the era of fierce competition for talents, in order to gain the favor of innovative talents, it is necessary to pay attention to the enterprise's employee experience, social responsibility and employee value proposition, as well as the enterprise's social responsibility, and in this way to build good employer branding.

As stated by Lievens (2017), employer branding plays a central role because what various stakeholders know about an organization largely influences how they react to it. Employer branding may have various potentially beneficial effects on the organization and its key stakeholders. First, it may have an impact on investment decisions; companies with good employer branding may have a competitive advantage in attracting and retaining new investors. Second, employer branding can have an impact on consumer product choice; employer branding may signal product quality and may differentiate an organization from its main competitors. Third, employer branding appears to influence the attractiveness of an organization as a place to work, which is particularly evident in the early stages of recruitment, when (potential) candidates have only a rudimentary understanding of the main job and organizational attributes.

Table 4*Relationship Between Employee Relations and Enterprise Culture*

Variables	rho	p-value	Interpretation
Employee On-boarding			
Working Environment	0.156**	0.002	Significant
Cultural Atmosphere	0.128*	0.012	Significant
People Orientation	0.129*	0.012	Significant
Workplace Health and Safety			
Working Environment	0.125*	0.015	Significant
Cultural Atmosphere	0.133**	0.009	Significant
People Orientation	0.225**	<.001	Highly Significant
Employee Well-being			
Working Environment	0.176**	<.001	Highly Significant
Cultural Atmosphere	0.134	0.015	Significant
People Orientation	0.120*	0.019	Significant

****. Correlation is significant at the 0.01 level/***. Correlation is significant at the 0.05 level

Based on the results of the Shapiro-Wilk test, the dataset obtained from this investigation showed a normal distribution pattern. Therefore, Pearson r was used as part of the quoted parametric tests to determine the significant relationship between them and regression analysis was employed to determine their significant predictors. All analyses were conducted using SPSS version 28.

The relationship between employee relations and enterprise culture is shown in Table 4. As seen in the table, the computed rho-values ranging from 0.120 to 0.225 indicate a weak direct relationship among the sub variables of employee relations and enterprise culture. There was a statistically significant relationship between employee

relations and enterprise culture because the obtained p-values were less than 0.01/0.05, both the better the employee relations, the better the enterprise culture. According to Qin (2017), an enterprise that wants to establish a perfect corporate culture needs the establishment of an employee relationship management system, and the dominant position that the enterprise leader has in employee relationship management, and the human resources department is the strategic partner of employee relationship management. All parties should be clear about their responsibilities in employee relationship management, and establish a strategic pattern of employee relationship management in which the manager is in the leading position, and the heads of each department play their own roles to ensure that the employee relationship management. The guidance of corporate values, employee training, team integration activities, workplace health and safety protection, perfect employee benefits and fair rewards and punishment policies can promote the healthy and good development of employee relations, and then build a good corporate culture to help the development of the enterprise.

Niu (2020), concluded that enterprise culture is a condensation of the spirit of the enterprise and a comprehensive embodiment of the enterprise's business philosophy. Applying the concept of enterprise culture to employee relationship management can effectively stimulate employees' sense of identity, sense of belonging and sense of responsibility. He believed that the impact of enterprise culture on employee relations includes: enterprise culture can unify the thinking of employees and guide the behavioral norms; it helps to unite the strength of employees and jointly contribute to the development of the enterprise; and it can play the function of coordination and communication, guiding everyone to work together for the goals of the enterprise. Li et al.,(2020) said that in the context of enterprise culture, good and scientific employee relationship management can enhance the cohesion of enterprise employees and continuously inject new vitality into the realization of enterprise development goals, while bad and unreasonable employee relationship management may become a stumbling block for enterprises to break through the bottleneck of development, hindering the development of the enterprise. Therefore, the enterprise needs to be based on its excellent culture, always adhere to the unity of enterprise culture and employee relationship management, so that the staff's understanding of the enterprise culture is more comprehensive, in-depth, harmonious staff relations, and improve staff loyalty to the enterprise. Flexible use of the positive impact of enterprise culture, through the improvement of the efficiency of employee relations management to balance the internal management of the enterprise, in order to improve its comprehensive market competitiveness and realize the sustainable development of the enterprise to lay a solid foundation.

Table 5

Relationship Between Employee Relations and Employer Branding

Variables	rho	p-value	Interpretation
Employee On-boarding			
Employee Value Proposition	0.107*	0.036	Significant
Employee Experience	0.172**	<.001	Highly Significant
Corporate Responsibility	0.214**	<.001	Highly Significant
Workplace Health and Safety			
Employee Value Proposition	0.127*	0.013	Significant
Employee Experience	0.179**	<.001	Highly Significant
Corporate Responsibility	0.167**	0.001	Significant
Employee Well-being			
Employee Value Proposition	0.219**	<.001	Highly Significant
Employee Experience	0.151**	0.003	Significant
Corporate Responsibility	0.130*	0.010	Significant

** . Correlation is significant at the 0.01 level/* . Correlation is significant at the 0.05 level

The relationship between employee relations and employer branding is shown in Table 5. As seen in the table, the computed rho-values ranging from 0.107 to 0.219 indicate a weak direct relationship among the sub variables of employee relations and employer branding. There was a statistically significant relationship between employee relations and employer branding because the obtained p-values were less than 0.01/0.05, the better the employee relations of the enterprise, the better the employer branding. Zhou (2023) and John et al.,(2020)

studied the intrinsic relationship between employee relations and employer branding from the perspective of some components of employee relations, and he believed that in the era of knowledge economy, innovative employees no longer only regard compensation as a kind of return for their labor but also a form of their own value realization. Therefore, science and technology companies should build a performance-oriented compensation and benefit system tilted toward innovative core employees to ensure the fairness of the process and result of value reward in order to enhance the attractiveness of employer branding. Self-growth has become an important criterion for contemporary innovative talents in choosing jobs. Job seekers targeting science and technology companies are very concerned about the training system of the enterprises at the entry stage and whether they can realize the improvement of their professional skills after entering the enterprises. After a new employee enters the company, the company should first help him/her to clarify his/her job responsibilities and train him/her in work skills, so that he/she can quickly familiarize with the job content and improve work efficiency in a short period of time, which also helps to enhance his/her sense of belonging to the enterprise and sense of identity.

Science and technology companies can open up the internal human resources market to attract job seekers, allowing employees to transfer positions within the organization according to their own interests and needs to give employees a certain amount of flexible space for them to display their talents, so that they can make innovations and breakthroughs in their work to meet the needs of their pursuit of self-fulfillment, in order to maximize the attraction of talent. In addition, the investment in employee relations should be throughout the employee's career, combined with the needs of innovative employees, to give their "five insurance and one gold" and holiday benefits, paid vacation and sick leave. For their personal development goals, they should be given sufficient support in terms of job security and a safe and comfortable working environment, and increased opportunities such as field trips, industry exchanges, and public study, etc., to continuously help employees grow their knowledge and broaden their horizons, and to continuously improve employee satisfaction and loyalty, thus creating more attractive employer branding.

Table 6

Relationship Between Enterprise Culture and Employer Branding

Variables	rho	p-value	Interpretation
Working Environment			
Employee Value Proposition	0.151**	0.003	Significant
Employee Experience	0.139**	0.006	Significant
Corporate Responsibility	0.144**	0.005	Significant
Cultural Atmosphere			
Employee Value Proposition	0.104*	0.042	Significant
Employee Experience	0.161**	0.002	Significant
Corporate Responsibility	0.127*	0.013	Significant
People Orientation			
Employee Value Proposition	0.185**	<.001	Highly Significant
Employee Experience	0.157**	0.002	Significant
Corporate Responsibility	0.191**	<.001	Highly Significant

** . Correlation is significant at the 0.01 level/* . Correlation is significant at the 0.05 level

The relationship between enterprise culture and employer branding is shown in Table 6. As seen in the table, the computed rho-values ranging from 0.104 to 0.191 indicate a weak direct relationship among the sub variables of enterprise culture and employer branding. There was a statistically significant relationship between enterprise culture and employer branding because the obtained p-values were less than 0.01/0.05, both the better the enterprise culture the better the employer branding.

Research by Graham et al. (2018), Mihalcea (2017), and Barbaros (2020) argues that enterprise culture, as a guiding philosophy within the organization, is inextricably linked to shaping the employer's image and brand enhancement. The best employer enterprises are aware of the needs of their employees and look for a balance between material and spiritual fulfillment of their employees. Their enterprise culture is positive and recognized by employees, and labor relations are harmonious. The enterprise management trusts and respects its employees,

there is an atmosphere of positive learning and progress, and mistakes made by employees are treated as a normal part of the learning process and tuition fees to be paid on the way to success. The enterprise has a positive leadership team, the senior leadership of the enterprise culture and goals as a "management weapon", to convey to the staff of the value of integrity, the establishment of the enterprise atmosphere advocating justice, respect for justice, each employee is given full rights to make decisions about their work, so as to better meet the needs of customers. The essence of employer branding is to establish a people orientation enterprise culture, and only by truly putting people at the core of management can an enterprise better realize the ultimate goal of enterprise development.

Proposed Innovative Talent Acquisition Framework

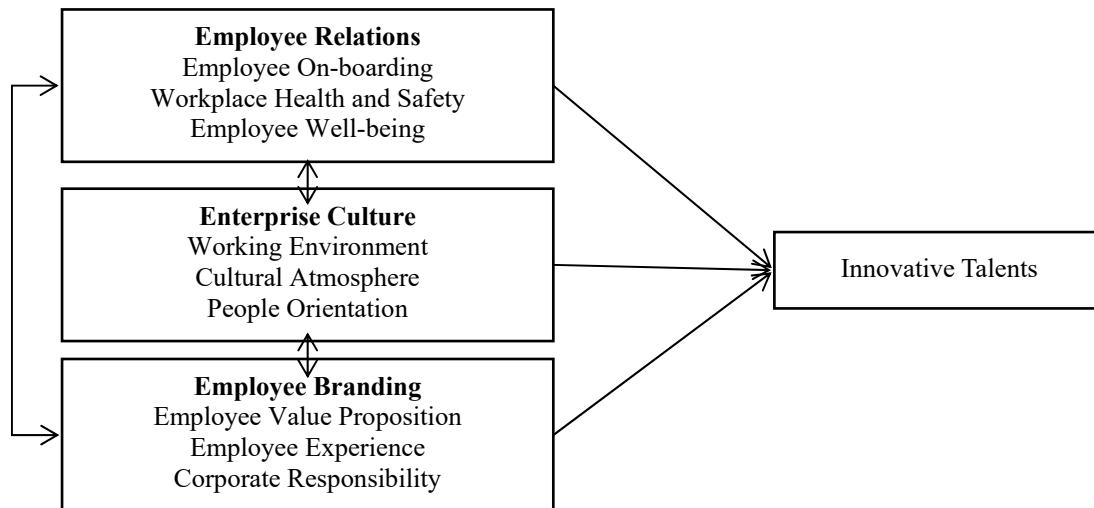


Figure 1. Innovative talent acquisition framework

This paper proposes an innovative talent acquisition framework to promote Chinese technology companies to emphasize and do a good job in employee relations, corporate culture and employer branding to better attract and retain innovative talents. So as to bring new technologies, new products, new markets and new business models to enterprises, promote their technological innovation and industrial upgrading, improve their core competitiveness, and provide a lasting impetus for their innovative development. At the same time, the specific dimensions of the theoretical framework can also point out the specific directions for Chinese technology companies to build employee relations, corporate culture and employer branding.

As shown in Figure 1, employee relations, enterprise culture and employer branding are essential elements of an effective innovative talent acquisition framework. Throughout the framework, the empirical study result proves that there are statistically significant relationships among the three variables of employee relations, enterprise culture and employer branding. Good employee relations will have a positive contribution to both enterprise culture and employer branding; excellent enterprise culture and employer branding will also have a positive impact on employee relations; at the same time, excellent enterprise culture can enhance the employer branding of the enterprise, and excellent employer branding can also promote the construction of enterprise culture. In other words, an organic and unified framework system is formed among employee relations, enterprise culture and employer branding.

4. Conclusions and recommendations

Respondents gave high recognition to employee relations from employee on boarding, workplace health and safety, and employee well-being. The survey on respondents' enterprise culture received satisfactory feedback in terms of work environment, cultural atmosphere and people orientation. The respondent gave moderate agreement to employer branding in terms of employee value proposition, employee experience and

corporate responsibility. There are statistically significant relationships among employee relations, enterprise culture and employer branding. An innovative talent acquisition framework for Chinese technology companies was developed.

Chinese technology companies may emphasize employee orientation and training, provision of healthy and safe workplaces, and set up more comprehensive and reasonable employee benefits to build better employee relations; The company may focus on optimizing the work environment for employees, encourage innovative cultural atmosphere, and adopt people orientation philosophy to create an outstanding enterprise culture; The company may consider employee value proposition, enhancement of employee experience, and strengthen social responsibility to further enhance enterprise's employer branding. The innovative employee acquisition framework with employee relations, enterprise culture and employer branding can be utilized to increase the attractiveness of innovative employees. Researchers can further explore and analyze the factors that influence the innovative talent acquisition in other industries or regions.

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