



## Organizational Belonging Sense and Turnover Intention of Service of Outsourcing Employees in Zhongguancun in IT Industry in Beijing, China

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### Abstract

**Background and Aim:** The purposes of this study were 1) to study the degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China 2) to study the degree of turnover intention among IT industry service outsourcing employees 3) to study the recommendations to improve employee sense of belonging, thereby reducing employee turnover and improving employee performance and satisfaction. The samples of this study were 178 outsourced employees of private IT companies in Zhongguancun, Beijing, China calculated by and selected through a simple random sampling technique. The instrument used in the study was 21 items and 10 items with five close-ended rating scale questionnaires with 0.90 reliability and open-ended. The statistics encompassed frequency, percentage, mean, and standard deviation.

**Materials and Methods:** The results of the personal data of the samples were found as follows: described by gender mostly male, with the number 90 at 50.06 %, described by age, mostly under 25-year-old, the number 47 at 27.41 %, described by educational level were master degree and above, at the number of 67 with 37.64 %, described by educational level were master degree and above, at the number of 67 with 37.64 %, described by married status, were unmarried, at the number of 93 with 52.25 %, described by the type of work, were non-packaged employees, at the number of 94 with 52.81 % and described by working years, were one to three (1-3) years, at the number of 46 with 25.84 %.

**Results:** The results of the study were as follows; 1. The degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China as a whole was rated at moderate. 2. The degree of turnover intention among IT industry service outsourcing employees as a whole was rated as moderated. 3. The degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China as classified by item, all items were rated at moderated. 4. The first recommendation of the samples for improving the IT outsourcing employees' sense of belonging and preventing their propensity to leave was "The enterprise should create good culture by improving work cooperating among employees. The good corporation is the soul of the enterprise. It is the soil that breeds the sense of belonging to the organization and the employees will be proud to work in such an enterprise"

**Conclusion:** The population of this study is 318 outsourced employees of private IT companies in Zhongguancun, Beijing, China.

**Keywords:** Organizational Belonging Sense; Turnover Intention of Service; Outsourcing Employees

### Introduction

The author presents up-to-date information on China's IT outsourcing industry, including statistics, market value, growth rates, and, most importantly, that there needs to be more information on employee turnover rates in the industry of Chinese IT outsourcing. This is the main idea and pillar of this article.

The author presents essential information on how Zhongguancun Company is facing the problem of employee turnover.

IT outsourcing business first started in 1989 when Kodak, a famous image processing company, outsourced all its in-house data centers, networks, and microcomputer operations to IBM, Digital Equipment, and DEC, respectively. Since then, the new industrial model with IT service outsourcing as the main feature has entered a period of rapid development, and outsourcing has become a basic strategy in the field of IT information systems. Liu Jing, Wang Bo. (2019: 67)



To gain a competitive advantage, enterprises need to optimize the allocation of resources, and IT service outsourcing can take advantage of the economies of scale of external contractors and reduce the cost of internal coordination, thus forming a competitive advantage. China Industry Research Network published ((2016-2022 China IT Outsourcing Services Industry Situation Research Analysis and Market Prospect Forecast Report)) that IT outsourcing services are a way for enterprises to rapidly develop enterprise digitization improve the quality of digitization, improve the efficiency of enterprises and save the cost of information technology, and also provide great help for individual users. This also makes IT outsourcing a hot topic. In 2010, the IT service outsourcing market size was 184.44 billion yuan, an increase of 17.3% year-on-year; in 2011, the market size was 218.224 billion yuan, an increase of 18.32% year-on-year; in 2012, the market size reached 259.985 billion yuan, an increase of 18.68% year-on-year; in 2013, the market size reached 306.979 billion yuan, an increase of 20.86% year-on-year. The IT service outsourcing market has been growing year-on-year for four consecutive years, and the market size has been expanding. (Chen, F.,2017: 43) The author is requested to present information on the IT service outsourcing market from 2020 and above only because if the data needs to be updated, this research will not be contemporary with changes in information technology according to the context of this article.

In recent years, many scholars have conducted a series of discussions from different perspectives of service outsourcing in the IT industry and achieved certain research results. China's IT outsourcing industry has developed very rapidly in recent years, and the IT service outsourcing market has shown a good recovery trend since 2009. from 2010 to 2013, China's IT service outsourcing market as a whole maintained a positive growth trend. In 2010, the IT service outsourcing market size was 184.44 billion Yuan, an increase of 17.3% year-on-year; in 2011, the market size was 218.224 billion yuan, an increase of 18.32% year-on-year; in 2012, the market size reached 259.985 billion yuan, an increase of 18.68% year-on-year; in 2013, (Liu Wen, 2017: 89) the market size reached 306.979 billion yuan, an increase of 20.86% year-on-year. The IT service outsourcing market has been growing year-on-year for four consecutive years, and the market size has been expanding. Benefiting from the digital transformation of enterprises and the development of the industrial Internet, IT services, mainly operation and development, will continue to drive the growth of the IT services market. the size of China's IT services market will be RMB 858.3 billion in 2020 and approximately RMB 969.7 billion in 2021, and it is expected that China's IT services market will maintain a growth rate of around 13%, with the market size expected to reach RMB 1.2 trillion by 2023. The author is requested to present information on the IT service outsourcing market from 2020 and above only because if the data needs to be updated, this research will not be contemporary with changes in information technology according to the context of this article.

It can be seen that with the improvement of the international economic situation and the development of China's domestic demand market, China's IT service outsourcing market is in a booming stage of development. Currently, more and more IT outsourcers are providing customers with on-site services, and these outsourcers help customers improve their work performance and reduce their work costs. This has become an important phenomenon for Chinese service outsourcing companies.

Studying the relationship between IT outsourcing employees' sense of belonging and propensity to leave requires consideration of these factors, as they may have an impact on employees' job satisfaction, organizational identification, and propensity to leave. Factors such as gender, age, education, marital status, use of income, type of work, years of experience, and the number of companies they have worked for may influence employees' sense of belonging and loyalty to the organization. For example, female employees may pay more attention to work-family balance, younger employees may pursue more development opportunities, and employees with higher education may pay more attention to career development prospects. At the same time, these factors may also influence employees' tendency to leave, such as salary and treatment, personal values, and work environment, which may cause employees' willingness to leave. Therefore, understanding how these factors affect employees' sense of belonging and propensity to leave is





very important for organizations to develop effective employee retention and management strategies. (Wu Lei, 2018: 124)

Therefore, when studying the relationship between IT outsourcing employees' sense of belonging and their propensity to leave, these factors need to be considered to understand employees' personal situation, work environment, career development, and relationship with the organization. These factors can influence employees' attitudes and behaviors toward their jobs, which in turn can affect their propensity to leave and their sense of belonging. Understanding these factors can help organizational managers develop more effective employee retention strategies and measures to improve employee belonging, thereby reducing employee turnover and improving employee performance and satisfaction.

Zhongguancun is running the outsourcing IT Industry in Beijing China. And believes that if the outsourcing employees have the organizational belonging sense and reduce the turnover intention of service, it will bring more progress in this business shortly.

### Objectives

To study the degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China.

To study the degree of turnover intention among IT industry service outsourcing employees.

To study the recommendations to improve employee sense of belonging, thereby reducing employee turnover and improving employee performance and satisfaction.

### Study Scope

#### Content Scope

The scope of this study covers the sense of organizational belongingness of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China, and turnover intention among IT industry service outsourcing employees.

#### Population and Samples Scope

The population of this study is 318 outsourced employees of private IT companies in Zhongguancun, Beijing, China. The samples of this study are 178 outsourced employees of private IT companies in Zhongguancun, Beijing, China calculated by Taro Yamane's formula (Yamane. 1973: 727).

#### Variables Scope

1. The independent variable consists of basic personal data of the samples consisting of gender, age, educational level, married status, type of work, and working years.
2. The dependent variable consists of 1) the organizational belonging sense of service and 2) the turnover intention of outsourcing employees.

#### Area Boundary Scope

The area boundary covers private IT companies in Zhongguancun, Beijing, China.

### Literature review

Porter, (1974) demonstrated a significant negative correlation between organizational affiliation and turnover, and they believed that the effect of organizational affiliation was stronger than job satisfaction, and employees with a high sense of belonging to the organization had a stronger intention to stay in the company. Porter, et al (1975) empirically showed that organizational affiliation has a strong correlation with job satisfaction and turnover. Porter et al noted that organizational affiliation as an assessment response is more holistic and persistent.

The related researches were cited in Chen, F.,. (2017: 167-172)

Mobley (1977) presented that the tendency to leave is a unidimensional concept, and scholars at home and abroad have conducted in-depth research on the tendency to leave and developed various measurement





scales, among which, the more recognized one is Mobley's tendency to leave scale, which is based on a long-term survey and research.

O'Reilly, et al (1991) analyzed and researched the tendency to leave in his study, and proposed a scale with four different dimensions.

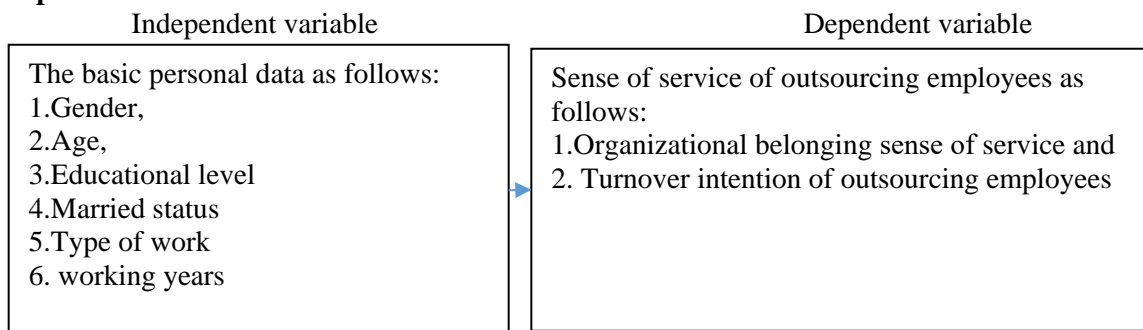
Fan, J.(1998) explained how to develop a turnover scale suitable for Chinese conditions. He chose the textile industry as the research object and proposed a scale consisting of four questions based on a summary of domestic and foreign literature, which has good reliability and validity.

Liang, G. (1999) modified the Mobley scale and proposed a three-item scale to measure the propensity to leave, taking into account the actual situation of employees in Chinese enterprises. Although scholars at home and abroad have developed various kinds of turnover scales, almost all of them contain several important dimensions, such as evaluation of the current job, the idea of leaving, and the possibility of finding a new job, and the scales are generally designed using a five-point scale. Based on previous studies, this study concluded that employees' tendency to leave their jobs would lead to active separation behavior. McMurray & Scott et al. (2004) studied the organizational characteristics of the manufacturing industry and concluded that the factors that are highly related to employees' organizational belongingness are innovation, autonomy, trust, support, and fairness.

Zhang, Z., & Li, Y. (2007) in their article "Seven Factors Affecting Employees' Sense of Belonging" summarized the factors influencing the sense of belonging into seven points: effective communication, fairness, innovation, leadership model, standardized customary etiquette, good corporate image, and harmonious interpersonal relationships.

Luo, Y. (2008) In the article "Cultivating Employees' Sense of Belonging", summarized three aspects that affect employees' sense of belonging from the perspective of their career development.

### Conceptual Framework



### Methodology

#### Population and Sample

The population of this study is 318 outsourced employees of private IT companies in Zhongguancun, Beijing, China. (Yamane. 1973: 727). The samples of this study are 178 outsourced employees of private IT companies in Zhongguancun, Beijing, China. calculated by Taro Yamane's formula (Yamane. 1973: 727) as follows;

$$n = \frac{N}{1 + Ne^2}$$

N represents The population

n represents the Samples' size

e represents error permitted = .05







Instead of value  $n = 318 / (1 + 318 \times (.05)^2) = 177.185$

To make the number completed, the number is adjusted to 178 outsourced employees.

**Sampling** The sampling method was selected through a simple random sampling technique by writing all names of samples in lots and putting all in the big glass, picking them up one by one, That name will be a sample, continue this process until the 178 lots were chosen.

### Data Collection Tool

*Type of data collection tool*, the tool used in the study was a closed and open-ended questionnaire that consisted of four parts: (Yang ZD, Zhang W. 2019)

Part 1: The checking answers: The basic personal data. These are gender, age, education, marital status, type of work, and number of years of work.

Part 2: The 21 items questionnaire about organizational belongingness which is in the form of a five-point Likert scale to measure the level of agreement of the respondents on each of the described issues: from 5(The highest) 4(high) 3(moderate) 2(low) and 1(The lowest)

Part 3: The 4 items questionnaire about the employee turnover tendency which are in the form of a five-point Likert scale to measure the level of agreement of the respondents on each of the described issues: from 5(The highest) 4(high) 3(moderate) 2(low) and 1(The lowest)

Part 4: The recommendation to improve the IT outsourcing employees' sense of belonging and their propensity to leave

### *The creation step of the tool.*

The following steps are applied in preparing the tool.

1. Draft the questionnaire as studied from the concepts and theories related.
2. Submit to the advisors for suggestions.
3. Modify the questionnaire as the advisors' suggestions.

### **The verification of the tool.**

The questionnaire was brought to be tried out with similar samples. The reliability of the questionnaire was investigated by determining Cronbach's coefficient of Alpha, a value ranging above 0.70 can be accepted. The results were .90.

### **Data Collection Process**

The data was collected by following steps: Ask for the official letter of the researcher from the Department of Political Science and Public Administration, Rajabhat Maha Sarakham University to the directors of the samples for collecting data permission. And start collecting data as assigned in the schedule

### **Data Analysis**

The computer program for determining statistics was used in analyzing the data, including means, frequency, and percentage, and presented in the form of a five-point Likert scale to measure the level of agreement of the respondents on each of the described issues as follows; (Riketta, M. 2002: 66-68).

The highest agreement gives 5 point

The high agreement gives 4 point

Moderate agreement gives 3 point

The low agreement gives 2 point

The lowest agreement gives 1 point

Set the average arithmetic means and present the meaning of each average as follows:

The criterion of mean

average 4.21-5.00 represents The highest agreement

average 3.41-4.20 represents the high agreement

average 2.61-3.40 represents the moderate agreement

average 1.81-2.60 represents the low agreement

average 1.00-1.80 represents The lowest agreement

### **The Statistics Applied in Data Analysis**



The statistics applied in the personal data of the samples were frequency and percentage. The statistics applied in the employees' organizational belongingness sense were Mean and Standard Deviation. The statistics applied to the employees' propensity to leave were Mean and Standard Deviation. And the statistics applied in the employees' recommendations was frequency.

## Results

This independent study “The Organizational Belonging Sense and Turnover Intention of Service Outsourcing Employees in Zhongguancun in IT Industry in Beijing, China” is quantitative. The questionnaire survey is used to collect data and the following process is performed.

**Steps in Presenting Data Analysis Results:** (1) Basic personal data of the samples. (2) The degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China. (3) The degree of turnover intention among IT industry service outsourcing employees in Beijing, China. And (4) The recommendations are to improve employees' sense of belonging, thereby reducing employee turnover and improving employee performance and satisfaction.

### Part 1: Personal Information

Table 4.1 Frequency and percentage of personal data of the samples

Personal data of the samples		Frequency	Percentage
1	Gender		
	1.1 Male	90	50.06
	1.2 Female	88	49.43
	Total	178	100.00
2	Age		
	2.1 Under 25years old	47	26.41
	2.2 Twenty-five to thirty-five (25-35) years old	41	23.03
	2.3 Thirty-six to forty-five (36-45) years old	45	25.28
	2.4 Over 45years old	45	25.28
	Total	178	100.00
3	Education level		
	3.1 College and below	53	29.78
	3.2 Bachelor degree	58	32.58
	3.3 Master's degree and above	67	37.64
	Total	178	100.00
4	Married status		
	4.1 Unmarried	93	52.25
	4.2 Married	85	47.75
	Total	178	100.00
5	Type of work		
	5.1 Outsourced employees	84	47.19
	5.2 non-packaged employees	94	52.81
	Total	178	100.00
6	Working years		
	6.1 Within 1 year	45	25.28
	6.2 One to three (1-3) years	46	25.84
	6.3 Four to six (4-6) years	45	25.28
	6.4 Seven (7) years and above	42	23.60
	Total	178	100.00



**From Table 1** There were 178 samples which can be described as follows:

1. Described by gender, mostly were male, at the number of 90 with 50.06 %, the others were female, at the number of 88 with 49.43%.

2. Described by age, most were under 25-year-old, at number 47 with 27.41 %, another was 36-45 years old, at number 45 with 25.28 %, and over 45-year-old years old, at number 45 with 25.28 % and the least was 25-35-year-old, at the number of 41 with 23.03 %

3. Described by educational level, mostly were master's degree and above, at the number of 67 with 37.64 %, another with was bachelor's degree, at the number of 58 with 32.58 %, and the least was college and below, at the number of 53 with 29.78 %.

4. Described by married status, mostly were unmarried, at the number 93 with 52.25 %, the others were married, at the number 85 with 47.75%.

5. Described by type of work, most were non-packaged employees, at the number of 94 with 52.81 %, the others were married, at the number of 85 with 47.75%.

6. Described by working years, mostly were one to three (1-3) years, at the number of 46 with 25.84 %, another was within 1 year at the number of 45 with 25.28 %. and four to six (4-6) years at the number of 45 with 25.28 % and the least was seven (7) years and above at the number of 42 with 23.60 %.

## **Part 2. The degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China, as a whole and each item.**

Table 2 Mean ( $\bar{X}$ ) Standard deviation (S.D.) and degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China, as a whole and each item.

No.	Organizational belonging and sense of service	$\bar{X}$	S.D.	Description
1	You often tell your friends that the company work for is ideal	2.97	1.40	Moderate
2	You can do any job the company wants you to do to stay on.	3.08	1.39	Moderate
3	You don't want to leave if the company's efficiency gets worse	3.13	1.37	Moderate
4	You recognize the company's values and principles of conduct	3.11	1.38	Moderate
5	You are glad that you chose this company	2.81	1.37	Moderate
6	You would love to work hard for the company	2.88	1.35	Moderate
7	You are willing to keep learning new knowledge and skills for the company	3.12	1.35	Moderate
8	The company can truly inspire you to achieve your best	3.06	1.41	Moderate
9	The company gives the same feeling as your home	2.86	1.36	Moderate
10	The company you are working for now has a good development prospect, and it is beneficial for you to stay in the company.	2.93	1.37	Moderate
11	In our company, you can use your strengths and work with ease	3.10	1.38	Moderate
12	Even if there is a better job opportunity at the moment you are not willing to leave, because you are familiar with the working environment here, which makes you feel safe	2.92	1.47	Moderate
13	You stay with the company because the benefits are good	3.01	1.45	Moderate
14	You have been working in this company for many years, so you don't want to leave, and you are a "newbie" to other companies.	2.96	1.42	Moderate



No.	Organizational belonging and sense of service	$\bar{X}$	S.D.	Description
15	Many benefits will be canceled if you leave our company	2.95	1.42	Moderate
16	The main reason for you to stay in your company is that there is no other suitable job	2.82	1.45	Moderate
17	You believe in the ability of your managers and will not be treated badly if you stay with the company.	2.85	1.33	Moderate
18	Do you think employees should be loyal to their own company	3.29	1.44	Moderate
19	While enjoying the benefits given by the company, employees should also do their duty to the company	3.15	1.37	Moderate
20	You stay in your company because it is your responsibility to do so as a member of the company	2.81	1.41	Moderate
21	You feel obligated to continue to serve your company for the time being, even if other companies offer a better deal.	3.09	1.45	Moderate
<b>Total</b>		<b>2.99</b>	<b>1.37</b>	<b>Moderate</b>

**From Table 2** The analysis result of an organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China as a whole was rated at moderated with value average ( $\bar{X} = 2.99$ ). As classified by item, all items were rated at moderate degree, placed in descending order of each mean were as follows: You think employees should be loyal to their own company ( $\bar{X} = 3.29$ ). While enjoying the benefits given by the company, employees should also do their duty to the company ( $\bar{X} = 3.15$ ). You don't want to leave if the company's efficiency gets worse ( $\bar{X} = 3.13$ ). You are willing to keep learning new knowledge and skills for the company ( $\bar{X} = 3.12$ ). You recognize the company's values and principles of conduct ( $\bar{X} = 3.11$ ). In our company, you can use your strengths and work with ease ( $\bar{X} = 3.10$ ). You feel obligated to continue to serve your company for the time being, even if other companies offer a better deal. ( $\bar{X} = 3.09$ ). You can do any job the company wants you to do to stay on ( $\bar{X} = 3.08$ ). The company can truly inspire you to achieve your best ( $\bar{X} = 3.06$ ). You stay with the company because the benefits are good ( $\bar{X} = 3.01$ ). You often tell your friends that the company work for is ideal ( $\bar{X} = 2.97$ ). You have been working in this company for many years, so you don't want to leave, and you are a "newbie" to other companies. ( $\bar{X} = 2.96$ ). Many benefits will be canceled if you leave our company ( $\bar{X} = 2.95$ ). The company you are working for now has a good development prospect, and it is beneficial for you to stay in the company ( $\bar{X} = 2.93$ ). Even if there is a better job opportunity at the moment you are not willing to leave, because you are familiar with the working environment here, which makes you feel safe ( $\bar{X} = 2.92$ ). You would love to work hard for the company ( $\bar{X} = 2.88$ ). The company gives the same feeling as your home ( $\bar{X} = 2.86$ ). You believe in the ability of your managers and will not be treated badly if you stay with the company ( $\bar{X} = 2.85$ ). The main reason for you to stay in your company is that there is no other suitable job ( $\bar{X} = 2.82$ ). You stay in your company because it is your responsibility to do so as a member of the company ( $\bar{X} = 2.81$ ) and you are glad that you chose this company ( $\bar{X} = 2.81$ ).





### Part 3. The degree of turnover intention among IT industry service outsourcing employees. as a whole and each item

**Table 3** Mean ( $\bar{X}$ ) Standard deviation (S.D.) and the degree of turnover intention among IT industry service outsourcing employees. as a whole and each item

No.	Turnover intention among IT industry service outsourcing employees	$\bar{X}$	S.D.	Description
1	You often want to quit your current job.	2.82	1.39	Moderate
2	You think the prospect of staying with your company is not good.	2.93	1.39	Moderate
3	You plan to change the company after a while.	2.88	1.42	Moderate
4	You have recently looked for other job opportunities.	3.07	1.46	Moderate
5	You are looking for other jobs of the same nature.	3.00	1.43	Moderate
6	You are looking for other jobs of a different nature.	2.95	1.47	Moderate
7	In your current situation and conditions, you think it is more likely that you will find a suitable position in another organization.	2.84	1.50	Moderate
8	If you know that there is a job opening for you at another organization right now, you will get a chance of getting a new job.	3.12	1.46	Moderate
9	You may leave your present company for a new job within a year.	2.93	1.38	Moderate
10	If you had the choice again, you would choose to work in another company.	2.80	1.33	Moderate
Total		2.93	1.31	Moderate

**From Table 3** The analysis result of turnover intention among IT industry service outsourcing employees as a whole was rated at moderated with a value average ( $\bar{X} = 2.99$ ). As classified by item, all items were rated at moderate degree, placed in descending order of each mean were as follows: If you know that there is a job opening for you at another organization right now, you will get chances of getting the new job. ( $\bar{X} = 3.12$ ). You have recently looked for other job opportunities. ( $\bar{X} = 3.07$ ). you are looking for other jobs of the same nature. ( $\bar{X} = 3.00$ ). You are looking for other jobs of a different nature. ( $\bar{X} = 2.95$ ). You may leave your present company for a new job within a year. ( $\bar{X} = 2.93$ ). You think the prospect of staying with your company is not good. ( $\bar{X} = 2.93$ ). You plan to change the company after a while. ( $\bar{X} = 2.88$ ). In your current situation and conditions, you think it is more likely that you will find a suitable position in another organization. ( $\bar{X} = 2.84$ ). You often want to quit your current job. ( $\bar{X} = 2.82$ ) and if you had the choice again, you would choose to work in another company. ( $\bar{X} = 2.80$ )

The research results show that employees have a moderate intention to resign; what does it mean? The writer must explain this phenomenon.



#### **Part 4. The recommendation is to improve the IT outsourcing employees' sense of belonging and their propensity to leave.**

The recommendations of the samples for improving the IT outsourcing employees' sense of belonging and preventing their propensity to leave were as follows:

1. The enterprise should create a good culture by improving work cooperation among employees. The good corporation is the soul of the enterprise. It is the soil that breeds the sense of belonging to the organization and the employees will be proud to work in such an enterprise.

2. The enterprise should actively introduce the staff to the new employees at the beginning of being the members of the enterprise cultivate a sense of ownership, in the new employees, and promote the recognition of employees to the enterprise.

3. The enterprise should carry out some activities about the importance of the enterprise's culture so that employees will appreciate the importance of being members of the enterprise.

4. The enterprise should improve the benefits given to the employees to urge them to feel obligated to do their duty to serve the company.

Recommendations for improving IT outsourcing employees' sense of belonging and their likelihood of turnover should be presented as more concrete guidelines. The author should offer recommendations for improving the sense of belonging among IT outsourcing employees. The author should present it in the form of a diagram or table.

#### **Discussion**

In this independent study "The Organizational Belonging Sense and Turnover Intention of Service Outsourcing Employees in Zhongguancun in IT Industry in Beijing, China" the author presented the discussion as follows:

**1. Hypothesis 1.** The degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China is at moderate.

The result of the study found that the degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China is moderate.

The reasons for the acceptance were that the employees are loyal to their own company, the employees enjoy the benefits given by the company, they do their duty to the company, they don't want to leave if the company's efficiency gets worse, they are willing to keep learning new knowledge and skills for the company, they recognize the company's values and principles of conduct, In our company, they can use your strengths and work with ease, they feel obligated to continue to serve your company for the time being, even if other companies offer a better deal, they can do any job the company wants you to do to stay on and they stay with the company because the benefits are good. Therefore, the hypothesis of this paper is acceptable.

Furthermore, many companies are now accustomed to the annual incremental salary system to increase the sense of belonging to the organization of employees but ignore the needs of employees in the spirit. In Maslow's theory of needs said that human needs are hierarchical, and respect belongs to a higher level. Especially in IT outsourcing companies, most of them are employees with a bachelor's degree or above, and this kind of highly educated employees will pay more attention to the recognition and respect of their ability outside the salary system. Respect for employees is the spiritual level to make employees' self-esteem, and self-development needs to be satisfied, at a higher level to mobilize employees' motivation to work, the effect is more lasting. Especially IT service outsourcing staff, that is, technical work and service nature of the work, the enterprise should respect the technical talent of the staff, the staff's progress, and the technology to recognize. At the same time, the client company should also respect and reward the IT outsourcing staff working in their organization, which can also better improve the staff's motivation





This independent study complies with McMurray & Scott et al. (2004) who studied the organizational characteristics of the manufacturing industry and concluded that the factors that are highly related to employees' organizational belongingness are innovation, autonomy, trust, support, and fairness.

And also complies with Luo, Y. (2008) In the article "Cultivating Employees' Sense of Belonging", which summarized three aspects that affect employees' sense of belonging from the perspective of their career development.

**Hypothesis 2.** The degree of turnover intention among IT industry service outsourcing employees is at moderate.

The result of the study was found that the degree of turnover intention among IT industry service outsourcing employees is moderate.

The reasons for the acceptance were that if they knew that there was a job opening for them at another organization right now, they would get a chance of getting the new job. They have recently looked for other job opportunities They are looking for other jobs of the same nature. They are looking for other jobs of a different nature and they may leave their present company for a new job within a year. Therefore, the hypothesis of this paper is acceptable. The results of the study comply with Porter, (1974). He demonstrated a significant negative correlation between organizational affiliation and turnover, and they believed that the effect of organizational affiliation was stronger than job satisfaction, and employees with a high sense of belonging to the organization had a stronger intention to stay in the company. Porter et al (1975) empirically showed that organizational affiliation has a strong correlation with job satisfaction and turnover. Porter et al noted that organizational affiliation as an assessment response is more holistic and persistent.

## Conclusion

The independent study "The Organizational Belonging Sense and Turnover Intention of Service Outsourcing Employees in Zhongguancun in IT Industry in Beijing, China." can be concluded as follows:

1. The results of the personal data of the samples were found as follows: described by gender mostly male, at the number 90 with 50.06 %, described by age, mostly under 25-year-old, at number 47 at 27.41 %, described by educational level were master degree and above, at the number of 67 with 37.64 %, described by educational level were master degree and above, at the number of 67 with 37.64 %, described by married status, mostly were unmarried, at the number of 93 with 52.25 %, described by the type of work, mostly were non-packaged employees, at the number of 94 with 52.81 % and described by working years, mostly were one to three (1-3) years, at the number of 46 with 25.84 %.

2. The analysis result of an organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China as a whole was rated at moderate. As classified by item, all items were rated at moderate degree, placed in descending order of each mean was found that the most agreement was "You think employees should be loyal to their own company" and the least agreement was "You are glad that you chose this company"

3. The analysis result of *turnover* intention among IT industry service outsourcing employees as a whole was rated at moderate with value average. As classified by item, all items were rated at moderate degree, placed in descending order of each mean was found that the most agreement was: "If you know that there is a job opening for you at another organization right now, you will get chances of getting the new job" and the least agreement was "if you had the choice again, you would choose to work in another company."

4. The first recommendation of the samples for improving the IT outsourcing employees' sense of belonging and preventing their propensity to leave was "The enterprise should create good culture by improving work cooperating among employees. The good corporation is the soul of the enterprise. It is the soil that breeds the sense of belonging to the organization and the employees will be proud to work in such an enterprise"





## Recommendation

This independent study “The Organizational Belonging Sense and Turnover Intention of Service Outsourcing Employees in Zhongguancun in IT Industry in Beijing, China” presented the recommendations as follows:

### 1. The practical recommendations

Objective 1. To study the degree of organizational belonging sense of service outsourcing employees in Zhongguancun private IT enterprises in Beijing, China. The five highest means ( $\bar{X}$ ) of the study were considered to present the recommendations as follows:

1.1 You think employees should be loyal to their own company ( $\bar{X} = 3.29$ ).

*Recommendations:* The organization should improve and develop a sense of respect for the employees by providing a more stable and comfortable business environment so that employees in the enterprise can also get a "home" feeling; also, the managers should try to reduce the status of the enterprise difference and the organization should give employees more autonomy to work, so that employees feel the trust, respect, and loyalty of the organization.

1.2 While enjoying the benefits given by the company, employees should also do their duty to the company ( $\bar{X} = 3.15$ ).

*Recommendations:* The organization should give the employees reasonable long-term compensation and benefit growth planning according to reality. A well-designed salary and benefit system can reflect the enterprise's respect for employees, and it is also easier to get a sense of belonging to employees. Under the condition that reality allows, the organization should give the employees higher than the industry average level of compensation and benefits, because the compensation and benefits to improve the sense of belonging of the employees is an important influence factor, reasonably higher than the industry level of compensation and benefits not only for the internal incentives, but also for the external competition. Employee's living standard is guaranteed and satisfied, which will improve employee's sense of belonging and sense of mission to the enterprise, thus improving employee's work enthusiasm and efficiency, and bringing benefits to the long-term development of the enterprise.

1.3 You don't want to leave if the company's efficiency gets worse ( $\bar{X} = 3.13$ )

*Recommendations:* The IT services outsourcing companies should pay attention to the establishment of a reasonable communication mechanism, communication can be closer to the distance between the staff and the enterprise, liaison between the staff and the feelings of the enterprise, so that the complexity of the issue of simplicity, and timely resolution of misunderstandings between the staff and the enterprise. By this procedure, it can reduce the need to leave even if the company's efficiency gets worse.

1.4 You are willing to keep learning new knowledge and skills for the company ( $\bar{X} = 3.12$ ).

*Recommendations:* The organization should focus on strengthening the investment to keep learning new knowledge and skills of the employees by training, to provide a good environment for employees to grow and learn, and have a reasonable training and career planning mechanism, which has a good impact on the enterprise and individual employees. On the one hand, employees realize that they can learn and strengthen themselves in that enterprise and have a good development space and upward channel, they will increase their sense of belonging and reduce the tendency to leave. On the other hand, training improves the quality of employees, reduces employee mobility, improves employee motivation, creates more wealth, and brings better development to the enterprise. A sound training mechanism to improve the efficiency of training can be carried out in many ways.

1.5 You recognize the company's values and principles of conduct ( $\bar{X} = 3.11$ ).

*Recommendations:* The company's values and principles of conduct are very important in the organization. When employees recognize the company's values and principles of conduct, a sense of organizational belonging is formed, it will strengthen employees' sense of behaving under the rules and





regulations, then the sense of ownership and improve their subjective initiative. Improving employees' sense of behaving under the rules and regulations, and the sense of belonging to the organization can reduce the tendency of employees to leave, improve the stability of the enterprise, and ultimately create greater benefits for the enterprise.

**Objective 2.** To study the degree of turnover intention among IT industry service outsourcing employees. The three highest means ( $\bar{X}$ ) of the study were considered to present the recommendations as follows:

1. If you know that there is a job opening for you at another organization right now, you will get a chance to get a new job. ( $\bar{X} = 3.12$ ).

*Recommendations:* The organization should create good understanding, among the managing staff and the employees, and create spiritual treatment to make the employees recognize the organization, after understanding the organization, the employees will gradually familiarize themselves and adapt to the organization through the process of training, participate in the work and understand the working environment; finally, the employees will gradually love the organization and stop looking for the new job

2. You have recently looked for other job opportunities. ( $\bar{X} = 3.07$ ).

*Recommendations:* To prevent the employees from finding other jobs, the organization should develop the employees, especially career development should be combined with training to give a reasonable space for upward mobility or incentives, which can not only enhance the enthusiasm of the trainees to learn but also make the staff make more efforts for the cause of progress. In the long run, employees can create higher benefits for the organization, and the organization returns to the employees' better treatment, which will also improve the sense of belonging to reduce the tendency to leave.

In addition, the organization can categorize the types of work, so that employees can rotate their work within the organization, which can enrich the work content of employees, find their position in the rotation, give full play to their strengths, and improve their enthusiasm for work. In this case, the employees may not look for other job opportunities.

3. You are looking for other jobs of the same nature. ( $\bar{X} = 3.00$ ).

*Recommendations:* Generally speaking, looking for other jobs of the same nature sometimes comes from the need for a better life, and the most basic needs are material needs. The remuneration package given by the organization to its employees provides material protection for their lives. If there is no realistic and stable material source for a better life, it is difficult to obtain the employee's sense of belonging to the organization. When the organization gives employees pay treatment lower than the average level of the same nature, it is difficult for the employees to stay in the same organization. Therefore, the improvement of a better payment system is one of the best ways to keep good and talented employees in the organization.

## 2. The recommendations for the next study

In this independent study, the important cases were found; If you know that there is a job opening for you at another organization right now, you will get a chance to get a new job. Therefore, the next study should be... ***"The incentives of the employees in deciding on getting the new Job"***

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