



# A Quantitative Analysis of Recruitment Strategies and Their Impact on Employee Engagement

Hu Xiao

Philippine Christian University, Manila, Philippines

Email: 595080288@qq.com

**Abstract:** Recruiting and selecting talent is crucial for building a high-performing workforce, directly impacting employee engagement and organizational performance. This study examines the relationship between recruitment strategies and employee engagement in Shenzhen-based companies, focusing on Huawei Technologies Co., Ltd. and Tencent Holdings Limited. Through a quantitative analysis involving 200 staff members, the study explores patterns, trends, and correlations to uncover the dynamics between recruitment strategies and employee engagement. The findings reveal strengths and areas for improvement in recruitment practices, emphasizing the need for alignment with organizational goals, transparency, and innovation. Furthermore, the study highlights the critical role of employee engagement in driving productivity, job satisfaction, and organizational success. Recommendations are provided to enhance transparency in recruitment processes, invest in comprehensive onboarding programs, foster diversity and inclusion, strengthen cross-departmental collaboration, prioritize employee well-being, and solicit feedback for continuous improvement.

**Keywords:** Recruitment strategies, employee engagement, organizational performance, talent acquisition

## I. Introduction

Recruiting and selecting the right talent is a critical process for organizations aiming to build a high-performing workforce. The success of this process directly impacts employee engagement, which in turn has a significant influence on organizational performance. Employee engagement refers to the level of commitment, motivation, and satisfaction that employees experience in their roles within an organization. Engaged employees are more likely to be productive, innovative, and loyal, leading to improved business outcomes.

Organizations are investing substantial resources in developing and implementing effective recruitment practices that attract and select individuals who not only possess the required skills and qualifications but also fit well within the organization's culture and values. However, the relationship between recruitment strategies and employee engagement is complex and multifaceted, requiring a comprehensive analysis to uncover the underlying dynamics. Understanding the impact of recruitment strategies on employee engagement is vital for organizations seeking to optimize their performance and gain a competitive advantage. By identifying the most effective recruitment strategies, organizations can align their talent acquisition processes with the goal of fostering employee engagement. This, in turn, can lead to increased productivity, higher levels of job satisfaction, reduced turnover rates, and improved overall organizational performance.

The city of Shenzhen, Guangdong Province, China, renowned as China's Silicon Valley, is home to a myriad of innovative companies at the forefront of technological advancement. In this context, understanding the nuances of recruitment strategies and their impact on employee engagement assumes heightened significance. However, despite the pivotal role of recruitment practices in organizational success, there remains a dearth of comprehensive quantitative studies exploring this relationship, particularly within the context of Shenzhen's dynamic business environment.

Against this backdrop, this study aims to fill this gap by conducting a quantitative analysis of recruitment strategies and their impact on employee engagement in Shenzhen-based companies. Specifically, the study will focus on two prominent technology firms, Huawei Technologies Co., Ltd. and Tencent Holdings Limited, renowned for their innovative prowess and significant influence in the global market.

This research seeks to provide actionable insights for organizational leaders and human resource practitioners. Through a robust quantitative methodology involving the administration of questionnaires to 200 company staff, this study endeavors to uncover patterns, trends, and correlations that elucidate the dynamics between recruitment strategies and employee engagement within the context of Shenzhen's technology-driven ecosystem. Ultimately, the findings of this research endeavor to contribute to the body of knowledge surrounding organizational performance optimization, offering valuable implications for the development and refinement of recruitment practices tailored to the unique demands of Shenzhen's business landscape. As organizations continue to navigate the complexities of talent acquisition and retention in an increasingly competitive environment, the insights gleaned from this study are poised to inform strategic decision-making and foster a culture of sustained employee engagement and organizational excellence.

## Company Profiles

*Huawei Technologies Co., Ltd.*



Huawei Technologies Co., Ltd. is a global leader in the telecommunications and technology industry, headquartered in Shenzhen, China. Founded in 1987 by Ren Zhengfei, Huawei has grown rapidly to become one of the world's largest telecommunications equipment manufacturers and a key player in the development of 5G technology. With a strong focus on innovation and research, Huawei operates in various segments including telecommunications equipment, smartphones, and consumer electronics.

Huawei's recruitment practices are highly regarded for their emphasis on talent acquisition and development. The company utilizes a diverse range of sourcing methods including online job portals, campus recruitment drives, industry events, and employee referrals. Huawei's selection criteria are aligned with its organizational goals, placing importance on technical expertise, innovative thinking, and cultural fit. The company's onboarding processes are comprehensive, providing new hires with extensive training and support to integrate them into the organization seamlessly.

Huawei prioritizes employee engagement as a key driver of organizational success. The company implements various initiatives to foster a positive work environment and enhance employee satisfaction. These initiatives include regular communication channels, employee feedback mechanisms, career development programs, and recognition schemes. Huawei values employee well-being and invests in programs to promote work-life balance, health, and wellness. Overall, Huawei's employee engagement strategies are designed to empower employees, cultivate a sense of belonging, and drive organizational performance.

### ***Tencent Holdings Limited***

Tencent Holdings Limited is a renowned multinational conglomerate and one of the largest technology companies in the world. Founded in 1998 and headquartered in Shenzhen, China, Tencent has established itself as a key player in various sectors, including social media, online gaming, entertainment, e-commerce, and artificial intelligence. With its diverse portfolio of services and products, Tencent has become a dominant force in the global digital landscape. The company's flagship platform, WeChat, is a multi-purpose messaging, social media, and mobile payment app that boasts an enormous user base in China and has expanded its influence internationally. The company owns and operates numerous popular online games, including League of Legends, Honor of Kings, and PUBG Mobile. These titles have not only garnered immense popularity but have also generated substantial revenue for Tencent, solidifying its position as a major player in the gaming market. The company has interests in digital advertising, cloud computing, fintech, online video streaming, and music streaming, among others. Tencent's strategic partnerships and acquisitions have allowed it to expand its reach and diversify its revenue streams, contributing to its overall growth and success.

Tencent's recruitment practices are characterized by their focus on attracting top talent from diverse backgrounds. The company employs a range of sourcing methods, including online platforms, university partnerships, talent scouting, and internal referrals. Tencent's selection criteria prioritize candidates with exceptional skills, creativity, and cultural alignment with the company's values. The onboarding process at Tencent is structured to provide new hires with a comprehensive introduction to the company culture, values, and expectations, ensuring a smooth transition into their roles. Tencent places a strong emphasis on employee engagement, recognizing its importance in driving innovation and business success. The company implements a variety of initiatives to foster a supportive and inclusive work environment. These initiatives include employee resource groups, mentorship programs, skill development workshops, and regular feedback mechanisms. Tencent promotes a culture of collaboration and teamwork, encouraging employees to contribute ideas and participate in decision-making processes. The company also prioritizes employee well-being, offering benefits such as flexible work arrangements, health and wellness programs, and career development opportunities.

Both Huawei Technologies Co., Ltd. and Tencent Holdings Limited demonstrate a commitment to excellence in their recruitment practices and employee engagement initiatives. Huawei emphasizes technical expertise and innovation, and Tencent prioritizes creativity and collaboration. Despite their differences, both companies share a common goal of attracting and retaining top talent, fostering a culture of innovation, and driving organizational success through employee engagement.

## **2. Literature Review:**

Recruitment strategies constitute a cornerstone of organizational management, significantly influencing employee engagement and ultimately organizational performance. This review synthesizes recent academic contributions to the understanding of recruitment strategies and their impact on employee engagement within organizational contexts.

Chawla (2019) investigated the nexus between employer branding and employee engagement in the Business Process Outsourcing (BPO) sector in India. This study underscores the pivotal role of employer branding in shaping perceptions of organizational identity and values, thereby influencing employee engagement. Notably, the mediating effect of person-organization fit highlights the importance of alignment between individual values and organizational culture in fostering engagement.

Building upon the evolving landscape of recruitment strategies, Nawaz et al. (2020) examined the emergence of artificial intelligence chatbots as novel recruiting tools. The authors elucidate how chatbots enhance service delivery, streamline the recruitment process, and increase candidate engagement. This study signifies the transformative potential of technology in augmenting recruitment practices and fostering engagement among prospective candidates.

Shrotryia et al. (2020) contributed to the literature by developing a multi-dimensional measurement tool for employee engagement, drawing insights from the best companies to work for in India. By bridging the gap between academic and industrial perspectives on employee engagement, this study underscores the importance of comprehensive measurement frameworks in understanding and enhancing engagement within organizations.

Furthermore, Lu et al. (2020) explored the influence of corporate social responsibility (CSR) initiatives on employee behavior and engagement. Their findings illuminate the positive impact of CSR strategies on shaping employee attitudes and commitment, thereby enhancing organizational performance. This study underscores the interconnectedness between organizational citizenship behavior, organizational commitment, and employee engagement in the context of CSR.

Awan et al. (2020) delved into the effectiveness of performance management systems in enhancing employee performance through engagement. By highlighting the mediating role of employee work engagement, this study emphasizes the importance of aligning performance management practices with employee engagement initiatives to drive organizational outcomes.

Saad et al. (2021) investigated the impact of human resource management practices on employee engagement, underscoring the positive influence of effective HRM strategies on engagement levels. This study contributes to understanding the mechanisms through which HRM practices shape employee attitudes and behaviors, ultimately impacting organizational performance.

### 3. Methodology

3.1 Research Design: This study adopts a quantitative research design to systematically investigate the relationship between recruitment strategies and employee engagement within the organizational context of Huawei Technologies Co., Ltd. and Tencent Holdings Limited in Shenzhen, China. A structured questionnaire will be utilized as the primary data collection instrument to gather insights from 200 company staff members.

3.2 Participant Selection: The participants of this study will be drawn from the employee population of Huawei Technologies Co., Ltd. and Tencent Holdings Limited in Shenzhen. A stratified sampling technique will be employed to ensure representation from various departments and hierarchical levels within the organizations. Participation in the study will be voluntary, and informed consent will be obtained from all respondents.

3.3 Questionnaire Development: A comprehensive questionnaire will be developed based on a review of relevant literature and research objectives. The questionnaire will comprise validated scales and items designed to measure recruitment strategies, employee engagement, and demographic variables. Pilot testing will be conducted to assess the clarity, reliability, and validity of the questionnaire before its final administration.

3.4 Data Collection: Data collection will be conducted through the administration of the structured questionnaire to the selected participants. The questionnaire will be distributed electronically using online survey platforms or through physical copies, depending on the preference and accessibility of the participants. Clear instructions and guidelines will be provided to ensure uniformity in responses and minimize response bias.

3.5 Data Analysis: Quantitative data analysis will be performed using statistical software packages such as SPSS (Statistical Package for the Social Sciences). Descriptive statistics, including frequencies, means, and standard deviations, will be calculated to summarize the demographic characteristics of the sample and key variables of interest. Inferential statistical techniques, such as correlation analysis and regression analysis, will be employed to examine the relationships between recruitment strategies and employee engagement while controlling for potential confounding variables.

3.6 Ethical Considerations: This study will adhere to ethical guidelines and principles governing research involving human participants. Confidentiality and anonymity of the respondents will be ensured throughout the data collection and analysis process. Informed consent will be obtained from all participants, and they will be assured of their right to withdraw from the study at any time without repercussions.

### 4. Results: Discussion and Analysis

#### Discussion and Analysis

Table 1 presents the results of the demographic profile of the respondents in terms of gender, age, education level, years of experience, annual income, job position and department respectively.

**Gender Distribution:** The data reveals that the majority of respondents are male, constituting 61.50% of the sample, while females account for 37.50%. Only a small proportion, 1%, chose not to disclose their gender. This indicates a slightly higher representation of males in the workforce compared to females in the surveyed organizations.

**Age Distribution:** Regarding age distribution, the highest proportion of respondents falls within the age range of 30-39 years, representing 42.50% of the sample. The 20-29 age group follows closely, comprising 32.50% of the respondents. The data suggests a relatively younger workforce in the surveyed companies, with a significant portion in the early to mid-career stages.

**Education Level:** In terms of education level, the majority of respondents hold a Bachelor's degree, accounting for 52.50% of the sample. This is followed by those with a Master's degree, constituting 31.50%. Only a small percentage, 11%, have completed education up to high school or below, indicating a highly educated workforce within the organizations.

**Years of Experience:** The distribution of years of experience indicates a diverse range among respondents. The largest proportion falls within the 3-5 years category, representing 31% of the sample, followed closely by those with 1-2 years of experience at 27%. This suggests a significant portion of the workforce is in the early to mid-career stages, with a considerable number of relatively experienced employees as well.

Table 1, Demographic of the respondents

Demographic Variable	Response	Frequency	Percentage	Demographic Variable	Response	Frequency	Percentage
Gender	Male	123	61.50%	Annual Household Income	Below \$20,000	170	85%
	Female	75	37.50%		\$20,000 - \$40,000	10	5%
	Prefer not to answer	2	1%		\$40,001 - \$60,000	15	7.50%
Age	Under 20	4	2%		\$60,001 - \$80,000	5	2.50%
	20-29	65	32.50%		Above \$80,000	0	0%
	30-39	85	42.50%	Job Position/Title	Entry-level	45	22.50%
	40-49	45	22.50%		Mid-level	65	32.50%
	50-59	1	0.50%		Senior-level	55	27.50%
Education Level	High School or below	22	11%		Managerial	30	15%
	Bachelor's Degree	105	52.50%		Executive	5	2.50%
	Master's Degree	63	31.50%	Department/Division	Technology/IT	82	41%
	Doctorate Degree	10	5%		Marketing	23	11.50%
Years of Experience	Less than 1 year	33	16.50%		Human Resources	32	16%
	1-2 years	54	27%		Operations	42	21%
	3-5 years	62	31%		Finance	12	6%
	6-10 years	39	19.50%	Sales	11	5.50%	
	More than 10 years	12	6%	Customer Service	3	1.50%	
				Other	5	2.50%	

**Annual Household Income:** Regarding annual household income, the majority of respondents, 85%, report an income below \$20,000. A very small proportion, 5%, fall within the \$20,000 - \$40,000 income bracket, while 7.50% report an income range of \$40,001 - \$60,000. Interestingly, none of the respondents reported an income above \$80,000, indicating a predominantly lower-income group among the surveyed employees.

**Job Position/Title:** The data reflects a varied distribution across job positions. Mid-level positions have the highest representation at 32.50%, followed by senior-level positions at 27.50%. Entry-level positions also constitute a significant portion, accounting for 22.50% of the sample. This suggests a diverse hierarchy within the organizations, with representation across different levels of authority and responsibility.

**Department/Division:** Within the departments or divisions of the companies, the technology/IT department appears to have the largest representation, comprising 41% of the sample. Operations and Human Resources follow, each representing 21% and 16% of the respondents, respectively. This distribution reflects the importance of technology-related functions within the organizations, along with significant operational and HR support.

Table 2, Recruitment Strategies Perspective

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Weighted Mean	Rank	Remarks
Q1	5	15	80	100	3.45	1	Positive
Q2	10	25	70	95	3.55	1	Positive
Q3	15	30	85	70	3.05	4	Neutral
Q4	20	40	60	80	2.95	5	Negative

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Weighted Mean	Rank	Remarks
Q5	30	35	50	85	3.15	3	Positive

Legend: 3.250 - 4.000 – (SA) Strongly Agree, 2.500 - 3.249 – (A) Agree, 1.750 - 2.499 – (D) Disagree, 1.000 - 1.749 – (SD) Strongly Disagree

Based on table 2, it's evident that there are several positive aspects as well as areas that could benefit from improvement. Firstly, the findings indicate a strong alignment between the selection criteria used during recruitment and the organizational goals and values, as reflected by the high weighted mean scores for Question 2, suggesting that employees perceive the recruitment process to be purposefully tailored to fit the overarching mission of the companies. Additionally, Question 1 also received positive feedback, indicating that the recruitment process effectively attracts talented candidates, which is crucial for maintaining competitiveness and innovation in technology-driven industries. However, despite these positive aspects, there are notable areas of concern. For instance, Question 4 received a relatively low weighted mean score, indicating that employees perceive the transparency and fairness of recruitment strategies to be lacking. This suggests a potential need for companies to enhance transparency in their recruitment processes to foster trust and credibility among both existing employees and prospective candidates.

Question 3 received a neutral rating, indicating a mixed perception regarding the sufficiency of training and orientation for new hires, and it presents an opportunity for organizations to invest further in comprehensive onboarding programs to ensure that new employees are effectively integrated into the company culture and operations. Lastly, the positive response to Question 5 underscores the importance of leveraging innovative recruitment methods, such as social media and networking events, to attract diverse talent pools. This highlights a proactive approach by the companies in adapting to the evolving landscape of talent acquisition, which is essential for maintaining a competitive edge in the technology sector.

Table 3, Employee Engagement Perspective:

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Weighted Mean	Rank	Remarks
Q6	25	45	60	70	2.95	5	Negative
Q7	20	30	80	70	3.10	4	Positive
Q8	10	35	70	85	3.35	1	Positive
Q9	10	20	80	90	3.45	1	Positive
Q10	15	30	75	80	3.20	3	Positive

Legend: 3.250 - 4.000 – (SA) Strongly Agree, 2.500 - 3.249 – (A) Agree, 1.750 - 2.499 – (D) Disagree, 1.000 - 1.749 – (SD) Strongly Disagree

Notably, Questions 8 and 9 received the highest weighted mean scores, indicating that employees feel valued and recognized for their contributions (Question 8) and have a strong sense of belonging and connection to their teams and the organization as a whole (Question 9). This suggests that the companies have effective mechanisms in place for providing feedback, recognition, and fostering a supportive work environment, all of which are crucial for enhancing employee engagement and retention. Furthermore, Question 7 also garnered a positive response, indicating that employees perceive ample opportunities for professional growth and development within their roles, which is essential for maintaining motivation and job satisfaction. However, it's worth noting that Question 6 received a relatively low weighted mean score, suggesting that there may be room for improvement in terms of motivating employees to consistently contribute their best efforts at work. Addressing factors such as job design, leadership support, and employee recognition could help boost motivation and engagement levels across the organization.

Question 10 received a moderately positive response, indicating that while there is a perception of open communication and collaboration within the organizational culture, there may still be areas for enhancement. Strengthening communication channels, promoting a culture of transparency and inclusivity, and providing platforms for idea-sharing and feedback could further enhance collaboration and teamwork among employees. Overall, these findings underscore the importance of continuously assessing and refining strategies to enhance employee engagement, as it directly impacts organizational performance and employee satisfaction.

Table 4, Organizational Culture Perspective:

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Weighted Mean	Rank	Remarks
Q11	20	40	65	75	3.00	5	Neutral
Q12	10	25	70	95	3.55	1	Positive
Q13	15	30	80	75	3.15	3	Positive
Q14	20	35	65	80	3.05	4	Neutral
Q15	10	20	75	95	3.50	2	Positive

Legend: 3.250 - 4.000 – (SA) Strongly Agree, 2.500 - 3.249 – (A) Agree, 1.750 - 2.499 – (D) Disagree, 1.000 - 1.749 – (SD) Strongly Disagree

Question 12 received the highest weighted mean score, indicating that employees perceive strong leadership commitment to ethical behavior and integrity. This suggests that the leadership within these organizations sets a positive example and fosters a culture of trust and accountability, which is essential for maintaining employee morale and organizational reputation. Additionally, Question 15 also garnered a high weighted mean score, indicating that organizational values are effectively communicated and embraced by employees at all levels. This highlights the importance of clear and consistent communication of values, which helps align individual actions with organizational goals and fosters a sense of purpose and cohesion among employees.

Questions 13 and 14 received moderately positive responses, suggesting that while there is a perceived sense of teamwork and cooperation among departments, and efforts are made to promote a healthy work-life balance, there may still be areas for improvement. Strengthening cross-departmental collaboration and providing additional support and resources for maintaining work-life balance could further enhance employee satisfaction and well-being. However, it's worth noting that Question 11 received a relatively low weighted mean score, indicating a neutral perception regarding the company's commitment to diversity and inclusivity in the workplace. Addressing this aspect is crucial for fostering a diverse and inclusive work environment, which not only enhances employee engagement and innovation but also reflects positively on the organization's reputation and competitiveness in the market.

Table 5, Job Satisfaction Perspective:

Question	Strongly Disagree	Disagree	Agree	Strongly Agree	Weighted Mean	Rank	Remarks
Q16	25	40	65	70	3.00	5	Neutral
Q17	10	30	75	85	3.30	3	Positive
Q18	15	25	80	80	3.25	4	Positive
Q19	10	20	70	100	3.15	2	Positive
Q20	20	30	60	90	3.35	1	Positive

Legend: 3.250 - 4.000 – (SA) Strongly Agree, 2.500 - 3.249 – (A) Agree, 1.750 - 2.499 – (D) Disagree, 1.000 - 1.749 – (SD) Strongly Disagree

Questions 17, 18, 19, and 20 received positive responses, with high weighted mean scores indicating a generally high level of job satisfaction. Employees reported feeling a sense of fulfillment and purpose in their roles (Question 17), indicating that their work aligns with their personal values and provides a meaningful contribution to the organization. Additionally, employees expressed satisfaction with their compensation (Question 18), indicating that they feel adequately rewarded for their efforts, which is crucial for maintaining motivation and morale within the workforce. Furthermore, the perception of ample opportunities for advancement and career growth (Question 19) suggests that the companies prioritize employee development and provide clear pathways for career progression, which is essential for retaining top talent and fostering loyalty among employees.

Moreover, the positive response to Question 20, indicating satisfaction with the supportive and conducive work environment provided by the company, highlights the importance of fostering a culture that prioritizes employee well-being and collaboration. A supportive work environment not only enhances employee satisfaction and productivity but also fosters a sense of belonging and loyalty among employees. However, it's worth noting that Question 16 received a neutral response, indicating a lack of strong sentiment regarding overall job satisfaction. While employees may be satisfied with specific aspects of their roles and the organization, there may be other factors contributing to overall satisfaction that were not captured in the survey.

## 5. Recommendations

To optimize organizational performance and enhance employee engagement, several key initiatives should be prioritized. Firstly, organizations should enhance transparency in recruitment processes. This can be achieved by reviewing and refining recruitment strategies to ensure fairness and transparency. Implementing transparent communication channels and fair evaluation methods for candidates can foster trust and credibility among existing employees and prospective candidates.

Secondly, it is recommended that companies invest in comprehensive onboarding programs. Addressing any perceived insufficiencies in training and orientation for new hires presents an opportunity for organizations to further invest in onboarding initiatives. These programs can help integrate new employees into the organizational culture, enhance their understanding of roles and responsibilities, and facilitate a smoother transition into the workforce.

Fostering diversity and inclusivity initiatives is crucial. Organizations should prioritize implementing policies and programs that promote diversity at all levels of the organization. This includes fostering an inclusive work environment and providing equal opportunities for career advancement. By actively promoting diversity and inclusion, organizations can create a more equitable and supportive workplace.

To strengthen collaboration within the organization, it is essential to focus on cross-departmental collaboration. While there may be a perceived sense of teamwork and cooperation among different departments, there are still areas for improvement. Implementing collaborative platforms, fostering a culture of knowledge-sharing, and facilitating interdepartmental projects can promote collaboration and synergy among teams.

Additionally, organizations should continue to prioritize employee well-being. Building on positive feedback regarding job satisfaction and a supportive work environment, initiatives such as wellness programs, flexible work arrangements, and promoting work-life balance should be implemented. By investing in employee well-being, organizations can enhance morale, productivity, and overall organizational performance.

Lastly, organizations should regularly solicit feedback from employees and conduct employee engagement surveys. This allows them to identify areas for improvement, address employee concerns, and adapt strategies to meet evolving employee needs and preferences. By establishing regular feedback mechanisms, organizations foster a culture of openness, trust, and continuous improvement.

## 6. Conclusion

In conclusion, the findings of this study provide valuable insights into the intricate relationship between recruitment strategies and employee engagement within the dynamic business landscape of Shenzhen-based companies, specifically Huawei Technologies Co., Ltd. and Tencent Holdings Limited. The analysis revealed a blend of strengths and areas for improvement in recruitment practices, underscoring the importance of aligning selection criteria with organizational goals and values while enhancing transparency and fairness in recruitment processes. Moreover, the proactive adoption of innovative recruitment methods emerged as a strategic approach to attract diverse talent pools and maintain competitiveness in technology-driven industries.

The study illuminated the critical role of employee engagement as a direct outcome of recruitment strategies, with positive perceptions regarding feedback mechanisms, recognition, and a supportive work environment. While opportunities for professional growth and development were perceived positively, there is a need for organizations to further invest in comprehensive onboarding programs to integrate new hires effectively and enhance motivation and job satisfaction. Additionally, fostering diversity and inclusion initiatives emerged as a pivotal aspect in creating an inclusive work environment conducive to employee engagement and organizational success.

The recommendations outlined in this study provide a roadmap for organizational leaders and human resource practitioners to optimize organizational performance and foster sustained employee engagement. By prioritizing initiatives such as enhancing transparency in recruitment processes, strengthening cross-departmental collaboration, and prioritizing employee well-being, organizations can cultivate a positive work culture that attracts, retains, and empowers talent. Through continuous refinement of recruitment practices and a commitment to nurturing a supportive and inclusive workplace environment, organizations can position themselves for long-term success and competitive advantage in the ever-evolving business landscape of Shenzhen and beyond.

## Appendix: Questions of 1-20 in Questionnaire.

- Q1. The recruitment process in my company effectively attracts talented candidates.
- Q2. The selection criteria used during recruitment are aligned with the organizational goals and values.
- Q3. My company provides sufficient training and orientation for new hires to integrate them into the organization.
- Q4. The recruitment strategies of my company are transparent and fair to all candidates.
- Q5. My company utilizes innovative methods (e.g., social media, networking events) to attract diverse talent pools.
- Q6. I feel motivated to contribute my best efforts at work.
- Q7. My job provides me with opportunities for professional growth and development.
- Q8. I receive regular feedback and recognition for my contributions to the organization.
- Q9. I feel a sense of belonging and connection to my team and the organization.
- Q10. The organizational culture fosters open communication and collaboration among employees.
- Q11. My company values diversity and inclusivity in the workplace.
- Q12. The leadership in my company demonstrates a commitment to ethical behavior and integrity.

- Q13. There is a strong sense of teamwork and cooperation among different departments.
- Q14. My company promotes a healthy work-life balance for its employees.
- Q15. The organizational values are clearly communicated and embraced by employees at all levels.
- Q16. Overall, I am satisfied with my job at the company.
- Q17. My job provides me with a sense of fulfillment and purpose.
- Q18. I feel adequately compensated for the work that I do.
- Q19. I have opportunities for advancement and career growth within the company.
- Q20. The company provides a supportive and conducive work environment.

**References:**

- [1] Poonam Chawla; "Impact of Employer Branding on Employee Engagement in Business Process Outsourcing (BPO) Sector in India: Mediating Effect of Person–organization Fit", *INDUSTRIAL AND COMMERCIAL TRAINING*, 2019.
- [2] Nishad Nawaz; Anjali Mary Gomes; "Artificial Intelligence Chatbots Are New Recruiters", *ORGANIZATIONAL COMMUNICATION EJOURNAL*, 2020.
- [3] Vijay Kumar Shrotryia; Upasana Dhanda; "Development of Employee Engagement Measure: Experiences from Best Companies to Work for in India", *MEASURING BUSINESS EXCELLENCE*, 2020.
- [4] Jintao Lu; Licheng Ren; Chong Zhang; Chunyan Wang; Rizwan R. Ahmed; Justas Streimikis; "Corporate Social Responsibility and Employee Behavior: Evidence from Mediation and Moderation Analysis", *CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL MANAGEMENT*, 2020.
- [5] Sajid Hussain Awan; Nazia Habib; Chaudhry Shoaib Akhtar; Shaheryar Naveed; "Effectiveness of Performance Management System for Employee Performance Through Engagement", *SAGE OPEN*, 2020.
- [6] W.A. Srisathan; C. Ketkaew; P. Naruetharadhol; "How Corporate Social Responsibility Affects Competitive Advantage: A Case Study of The Petroleum Trading Lao Public Company, Lao PDR", *WORLD REVIEW OF ENTREPRENEURSHIP, MANAGEMENT AND ...*, 2021.
- [7] Bernard Nkala; Charles Mudimu; Angelbert Mbengwa Mbengwa; "Human Resources for Health Talent Management Contribution: A Case for Health Systems Strengthening in The Public Health Sector", 2021.
- [8] Mohamed M. Saad; Hazem R. Gaber; Ashraf A. Labib; "Investigating The Impact of Human Resource Management Practices on Employee Engagement, and The Moderating Role of Strategy Implementation in Egypt", *SA JOURNAL OF HUMAN RESOURCE MANAGEMENT*, 2021.
- [9] Kwabena G Boakye; Bettye A Apenteng; Mark D Hanna; Linda Kimsey; William A Mase; Samuel T Opoku; Charles Owens; Angela Peden; "The Impact of Interpersonal Support, Supervisory Support, and Employee Engagement on Employee Turnover Intentions: Differences Between Financially Distressed and Highly Financially Distressed Hospitals", *HEALTH CARE MANAGEMENT REVIEW*, 2021.
- [10] N. M. Zayed; M. Rashid; S. Darwish; Md. Faisal-E-Alam; V. Nitsenko; K. M. A. Islam; "The Power of Compensation System (CS) on Employee Satisfaction (ES): The Mediating Role of Employee Motivation (EM)", *ECONOMIES*, 2022.