Role of leadership, motivation, knowledge sharing, and employee performance of Small and Medium Enterprise in Beijing, China

Yu Liu, Panyada Chantakit
Suan Sunandha Rajabhat University, Thailand
Email: s65567810015@ssru.ac.th; panyada.ch@ssru.ac.th

ABSTRACT

The research investigated the role of leadership, motivation, knowledge sharing, and employee performance of Small and Medium Enterprise in Beijing, China. The conceptual framework was developed from the literature review, survey, and other contemporary research in management. Accordingly, the researchers consider the importance of leadership, motivation, knowledge sharing, and employee performance of Small and Medium Enterprise in Beijing, China. In this, the researchers employed the quantitative research approaches. The instruments of research were the steps of a questionnaire. Data were collected from 329 people who are entrepreneurs of small and medium in Beijing. The data collected were analyzed using descriptive statistics as mean, standard deviation, and percentage on the basis of observing the actual employee performance of Small and Medium Enterprise in Beijing studied through all operational links in management. Findings are applications of leadership, motivation, knowledge sharing, and employee performance to use are mostly-level.

INTRODUCTION

Small and Medium Enterprises (SMEs) are the driving force behind the economic growth of China, They play a vital role in providing employment opportunities, keeping the market active through enticing fresh business while maintaining competitiveness against larger firms. Aside from employment, SMEs are the key players in the technology sector. In the past few years, hundreds of thousands of technology SMEs have been registered, contributing to the continuous growth of the hi-tech manufacturing sector. But local SMEs are not the only players to occupy the market. Foreign enterprises see the SME marketplace in China as an increasingly attractive prospect with vast growth opportunities available. Foreign investors are constantly looking for ways to enter the Chinese market and establish an SME. Concurrently, following the country's "One Belt One Road" global economic strategy, large firms and local SMEs are seeking interactions and collaborations with foreign businesses to help them gain entry to the overseas market. SMEs are the backbone of the Chinese economy. As such, the government continues to show support through various tax cuts and offering financial support. Extensions for loan repayments and credit support are also given to qualified businesses. (Xu & Li, 2019).

During the COVID-19 outbreak in 2020, the government had made it easier for SMEs to apply for loans even when business owners were unable to provide guarantees. China further provided SMEs with a boost by waiving employer contributions to workers' social and endowment insurance in order to ease their burden. The monthly tax threshold for sales was raised from RMB 100,000 to RMB 150,000. This effectively reduced the tax burden on small-scale taxpayers, thus giving them more room for growth and expansion. (Xu & Li, 2019).

From the important points mentioned above, the researcher therefore needs to study SME businesses in order to develop these important businesses to be more efficient. Therefore, the study of Factors affecting employee performance of small and medium enterprise in Beijing, China, which consists of leadership, motivation, knowledge sharing, and employee performance, is an important factor in developing SME businesses to be more efficient. (Xu & Li, 2019).

METHODOLOGY

The study of role of leadership, motivation, knowledge sharing, and employee performance of small and medium enterprise in Beijing, China, the researcher has studied documents, textbooks, concepts, theories, and related research consistent with the study's objectives. This research is quantitative research in the format is survey research. The research tool was a questionnaire. Data was collected by instrument-based interviews. The population is entrepreneurs of small and medium in Beijing, the total number of entrepreneurs is 1,850 people in Beijing, China. The survey sample was 329 residents from entrepreneurs of small and medium in Beijing, China. The researchers used a simple random sampling method to conduct a random sample size, as determined according to the Taro Yamane formula (Yamane, 1973). The researchers conducted a simple random sampling calculation using the Taro Yamane formula, and based on the calculation results, the number of samples was 329. Descriptive statistics to test of variables between leadership, motivation, knowledge sharing, and employee performance.

RESULTS

Opinion level results on factors affecting employee performance of small and medium enterprise in Beijing, China

Table 1 Personal characteristics of entrepreneurs in Beijing

Characteristics of entrepreneurs	number (n=329)	Percentage
1. Gender		
- Male	218	66.26
- Female	111	33.74
2. Age		
- 18 - 25 Year	99	30.09
- 26 – 35 year	55	16.72
- 36 – 45 year	102	31.00
- More than 46 year	73	22.19
3. Marital status		
- single	103	31.31
- married	128	38.91
- divorced	98	29.78
4. Degree of education		
- lower than bachelor's degree	76	23.10
- Bachelor's degree	115	34.95
- Graduated	138	41.95

5. Working time			
- 1-3 years		99	30.09
- 4-6 years		163	49.54
- More than 7 years		67	20.37
6. Monthly income		-	
- 1000-3000 Yuan		108	32.83
- 3001-5000 Yuan		142	43.16
- 5001-8000 Yuan		79	24.01

From the table 4.1, the perspective of gender, male are significantly higher than female, accounting for 66.26 percentage, and female 33.74 percentage.

Regarding the age of entrepreneurs, the mostly proportion was 36-45 years old, accounting for 31.00%, followed by entrepreneurs aged 18-25 years and entrepreneurs of SME aged 26-35 years, accounting for 30.09% and 16.72%, respectively, and entrepreneurs over 46 years old. Representing 22.19% said that entrepreneurs of SME who responded to the survey were generally middle age.

Regarding marital status, 38.91% were single, 31.31% were divorced, and 29.78% were related to the age distribution. The company had many young entrepreneurs.

From the perspective of educational background, entrepreneurs in Beijing generally have lower than bachelor's degree, Bachelor's degree, and postgraduate accounting for 23.10, 34.95 and 41.95% respectively.

From the perspective of working years, the entrepreneurs in Beijing are generally in the range of 1-3 years, 4-6 years of entrepreneurs, accounting for 30.09 and 49.54 respectively, and an entrepreneurs who have worked for more than 7 years also account for a certain proportion, 20.37%.

In terms of monthly income, 43.16% of entrepreneurs have a monthly income of 3000-5000 Yuan, 24.01% of entrepreneurs have a monthly income of 5000-8000 Yuan, and only 32.83% of entrepreneurs have a monthly income of 1000-3000 Yuan, indicating that the average monthly income of entrepreneurs has basically reached the middle-income level.

To study leadership, motivation, knowledge sharing, and employee performance of small and medium in Beijing, China.

1. Leadership

Table 2 the level of opinion about the leadership

Leadership	Mean	S.D.	Level	Rank
1. There are team members show genuine concern for well-being	4.377	.644	mostly	1

	Mean	S.D.	Level	Rank
2. There are team members supported and encouraged by team members	4.226	.645	mostly	2
3. There are team members comfortable proposing and exploring unconventional approaches	4.114	.663	most	4
4. There are efficiently do synchronize their actions to ensure smooth task execution	4.188	.632	most	3
5. There are team members collectively determine the planning of major operations.	3.999	.615	most	6
6.There are team members jointly determine the implementation of new business	4.004	.754	most	5
7. There are team members encourage each other to high expectations in the work.	3.981	.698	most	8
8. There are team members encourage each other to jointly evaluate business performance.	3.996	.598	most	7
Total	4.111	.656	most	

From Table 4.2, the mean and standard deviation of the opinion level of the leadership variable is at a most level, with the mean value at a higher level being 4.111. Comprehensive from all aspects, the average of the mostly side is "There are team members show genuine concern for well-being", mostly level average of 4.377, followed by "There are team members supported and encouraged by team members" mostly level of average of 4.226, "There are efficiently do synchronize their actions to ensure smooth task execution", most level average of 4.188, "There are team members comfortable proposing and exploring unconventional approaches", most level average of 4.114, "There are team members jointly determine the implementation of new business", most level average of 4.004, "There are team members collectively determine the planning of major operations", most level average of 3.999, "There are team members encourage each other to jointly evaluate business performance", most level average of 3.996, "the last is "There are team members encourage each other to high expectations in the work", the average is 3.981, in the most level.

2. Knowledge sharing

Table 3 the level of opinion about Knowledge sharing

Knowledge sharing	Mean	S.D.	Level	Rank
1. There is share expertise from education or training in a more effective way.	4.212	.639	mostly	4
2. There are always provide know-where or know whom at the request of team members.	4.356	.616	mostly	2
3. There is share experience or know-how from work frequently.	4.228	.634	mostly	3
4. There is share work reports and official documents frequently in effective way.	4.188	.669	most	5

	Mean	S.D.	Level	Rank
5. There are always provide manuals, methodologies, and models to team members.	4.493	.648	Mostly	1
6. The organization values and recognizes the importance of collaborative communication	4.102	.578	most	7
7. The organization emphasizes the importance of knowledge sharing and shows appreciation for those who engage in it.	4.112	.611	most	6
Total	4.242	.628	mostly	

From Table 4.3, both the mean value and the standard deviation regarding the opinion level affecting the knowledge sharing are at a mostly overall level, with the mean value at a mostly level being 4.242. From the various aspects of the variables involved, we found that the mostly average is "There are always provide manuals, methodologies, and models to team members " (4.493), at a mostly level, followed by "There are always provide know-where or know whom at the request of team members" (4.356), at a mostly level, "There is share experience or know-how from work frequently (4.228), at a mostly level, "There is share expertise from education or training in a more effective way" (4.212), at a mostly level, "There is share work reports and official documents frequently in effective way" (4.188), at a most level, "The organization emphasizes the importance of knowledge sharing and shows appreciation for those who engage in it" (4.112), at a most level, the lowest is "The organization values and recognizes the importance of collaborative communication" the average of 4.102, in the same most level.

3. Motivation

Table 4 the level of opinion about motivation

Motivation	Mean	S.D.	Level	Rank
1. Because we derive much pleasure from learning new things.	4.101	.548	most	5
2. To have the satisfaction experience from taking on interesting challenges.	4.299	.585	mostly	2
3. We have fully absorbed and engrossed in this task, losing track of time.	4.211	.592	mostly	3
4. We engage in this task simply because we find it intrinsically rewarding.	4.332	.651	mostly	1
5. We motivated by the praise and validation receive from others	4.112	.654	most	4
6.The presence of competition fuels motivation to achieve success	3.879	.711	most	6
7. We value external recognition and the praise I receive from others	3.812	.752	most	7
Total	4.107	.642	most	

From Table 4.4, the mean and standard deviation of the opinion level of the motivation variable is at a most level, with the mean value at a most level being 4.107. Comprehensive from all aspects, the average of the mostly side is " We engage in this task simply because we find it intrinsically rewarding" mostly level average of 4.332, followed by "To have the satisfaction experience from taking on interesting challenges", mostly level of average of 4.299, "We have fully absorbed and engrossed in this task, losing track of time", mostly level of average of 4.211, "We motivated by the praise and validation receive from others", most level of average of 4.112, "Because we derive much pleasure from learning new things", most level of average of 4.101, "The presence of competition fuels motivation to achieve success", most level of average of 3.879, the last is "We value external recognition and the praise I receive from others" the average is 3.812, in the most level

4. Employee performance

Table 5 the level of opinion about employee performance

Employee performance	Mean	S.D.	Level	Rank
1. I consistently complete tasks with a high level of accuracy	4.399	.628	mostly	3
2. I am satisfied with performance because it's mostly good	4.214	.666	mostly	4
3. I consistently produce accurate, error-free, and high-quality work.	4.127	.651	most	5
4. I take pride in delivering high-quality work that meets or exceeds expectations	4.411	.679	mostly	2
5. I actively contribute to creating a positive and harmonious work environment	4.103	.621	most	7
6. I voluntarily engage in activities that benefit the organization but are not directly related to job responsibilities	4.118	.718	most	6
7. I am proactive in identifying and addressing organizational needs beyond immediate role	4.482	.743	mostly	1
Total	4.265	.672	mostly	

From Table 4.5, the mean and standard deviation of the opinion level of the employee performance variable is at a mostly level, with the mean value at a mostly level being 4.265. Comprehensive from all aspects, the average of the mostly side is "I am proactive in identifying and addressing organizational needs beyond immediate role", mostly level average of 4.482,

"I take pride in delivering high-quality work that meets or exceeds expectations", mostly level average of 4.411, "I consistently complete tasks with a high level of accuracy", mostly level average of 4.399, "I am satisfied with performance because it's mostly good", mostly level average of 4.214, "I consistently produce accurate, error-free, and high-quality work", most level average of 4.127, "I voluntarily engage in activities that benefit the organization but are not directly related to job responsibilities", most level average of 4.118, followed by "The store has a financial system that is safe for both buyers and sellers", high level of average of 3.997, the last is "I actively contribute to creating a positive and harmonious work environment", the average is 4.103, in the most level

CONCLUSION

The mean and standard deviation of opinion levels regarding factors affecting employee performance are at a most overall level, with a most-level mean at 4.181. From each variable, we found that the mostly average was employee performance (4.265), at a mostly level, followed by motivation (4.242), leadership (4.111), at a most level, and the lowest was knowledge sharing, with an average of 4.107.

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