

# Family Enterprise Knowledge Employees What is More Loyal to Who: Empirical Test Based on the Three Dimensions of Organizational, Professional and Supervisory

Gang Wang

School of Business, Guangdong University of Foreign Studies, Guangzhou, China  
Email: tt2016@21cn.com

Guanghui Hou

School of Business, Guangdong University of Foreign Studies, Guangzhou, China  
Email: koghou@tom.com

**Abstract**—In this paper, a sample of 216 knowledge employees in 26 family businesses, what more loyal knowledge employees who examined the three-dimensional degree-based organizations, professional and the supervisory. The regression analysis showed that the organizational loyalty of knowledge workers in family businesses, professional loyalty, in the supervisory loyalty to the three mutual influence, rather than organizational loyalty, knowledge workers are more loyal to the occupation or in charge of. And accordingly the conclusions put forward some policy recommendations to enhance staff loyalty.

**Index Terms**—family enterprise; knowledge Employees; organizational loyalty; professional loyalty; supervisory loyalty

## I. INTRODUCTION

Are family enterprise knowledge workers more loyal to the organization they serve, or the professions they work in, or their direct supervisor? It is of great theoretical and practical significance to find out this problem for the incentive and management of knowledge-based employees, as well as the establishment of modern enterprise system by family enterprises. With the development of science and technology, human society has entered the era of knowledge economy, the demand of talents is increasing, and the essence of enterprise competition has become the competition of talents. Knowledge workers have a strong independence and autonomy in enterprises compared with traditional employees. Knowledge staff may not be attached to any enterprise, and come into effect on January 1, 2008 of the labor contract law of the People's Republic of China is exacerbated by the liquidity and independent selectivity. The biggest problem for China's

continuous and fast growing family business is the lack of knowledge workers. And the current knowledge staff of family enterprises lack the sense of belonging, identity, led to the knowledge staff is frequent job-hopping, loyalty has fallen sharply, so how to cultivate and improve the knowledge staff's loyalty is related to the family businesses can get the key to sustainable development. In order to improve the loyalty of knowledge workers, it is necessary to know exactly who is more loyal to them, so as to put forward some measures to improve the level of loyalty of employees. However, there are few researches on the knowledge employee loyalty of family enterprises, and no systematic study on the loyalty of the knowledge workers of family enterprises. So in this paper, on the basis of study of domestic and foreign related literature, this paper analyzes the internal structure of family enterprise knowledge staff loyalty and influence factors of the family enterprise knowledge staff professional loyalty, organizational loyalty, director of the relationship between loyalty, and use the 26 family enterprises put forward by the survey data on 216 knowledge workers assumptions are verified, into the family business knowledge staff on organizational loyalty, competent, professional and other three kinds of objects, and the extent of the comparison and analysis, to improve the level of family enterprise knowledge staff's loyalty, provides the ways and methods to improve.

## II. THEORETICAL CONCEPTS AND RESEARCH HYPOTHESES

Loyalty can be divided into three categories. One is devotion to values and principles, such as faith or integrity. One is loyalty to the individual, such as to the employer or the wife; One is the loyalty to the group, also called collectivism. In research materials about

loyalty, most researches on organizational loyalty, but with the further development of society, economic globalization and the coming of knowledge economy, people have the opportunity to accept more education, work specialization, the market competition environment in the workplace is not stable, career more and more important in people's life, career loyalty has the ability of maintaining enterprise employees and professional membership. In the society of Chinese traditional culture, and proves the power of the gap between larger, staff and competent to communicate every day, head to employees have more influence than the enterprise, employees are more tend to be loyal to his head. In this study, to closely link with Chinese traditional culture of family enterprise knowledge staff's loyalty, professional loyalty and director loyalty to literature review and the corresponding research hypothesis is put forward.

#### A. *Relevant theoretical concept*

Organizational loyalty. Organizational loyalty is seen as a tendency for employees to maintain the consistency of activities, i.e., employees have to continue to stay in the organization as they invest in the organization. The employee's specific input has individual talent, time, energy, skill, emotion, etc. [1] The research on loyalty mainly focuses on how to define employee loyalty, and most studies now define employee loyalty as a mixture of attitudes and behaviors of employees. Meyer and Allen [2] have presented a three-factor model of loyalty, which they believe is a psychological state of relationship between employees and businesses, implying that employees decide whether to stay in the business. He named three factors as emotional loyalty (AC), continuing loyalty (CC) and canonical loyalty (NC). Reicher [3] studied the "fidelity growth cycle" model developed by bain strategy consulting, noting that loyalty can bring economic benefits. Frederik pointed out that "loyalty is the surest criterion for measuring relationships" and has compiled a "loyalty test questionnaire". Domestic scholars on the research of the enterprise staff loyalty is relatively late, Sun Jian [4] proposes the two-way relationship of loyalty and corporate loyalty, corporate loyalty is the foundation in this mechanism, the enterprise must first loyalty to employees; Ling wenquan and Fang Liluo [5] define organizational loyalty as an attitude of employees to the enterprise, which can explain why employees are left to stay in the enterprise. Along with the further research, the structure of organizational loyalty also developed from single factor to multi-factor structure, but because of the complexity of reality, different researchers in different environment, there are differences in the focus of the study, in the structure of organizational loyalty divided on a different level of cross and overlap that omission. From domestic and international studies, Meyer and Allen [2] are supported and identified by the researchers.

Professional loyalty. As the social division of labor is more diverse, the requirements of professional quality are

higher and higher. Because professional loyalty and group membership and membership has very close ties, and the ability to predict employee psychological tendency and other related behavior, professional loyalty becomes an important research in the study of employee loyalty. Becker[1] think "career loyalty" is if the new job offer higher wages and better working conditions, and the employee or refused to accept the job, can determine his decision because of loyalty, namely the salary and other remuneration, working conditions cause he didn't want to change the intention of the current work. According to his own research, Blau [6] proposes a four-dimensional structure of professional loyalty, which consists of emotional loyalty, canonical loyalty, accumulated cost loyalty and low choice of loyalty. The domestic scholar longlirong et al. [7] pointed out that professional loyalty is the recognition and dependence of the practitioner on the occupation, the investment of the occupation more, the cost of changing the occupation is too big. Individual career loyalty is higher, the more professional identity is in, the higher the input, the more don't want to change career now, individual career loyalty is lower, will deal with in the work, and even leave. Domestic scholars' definition of professional loyalty is based on the attitude Angle. From professional loyalty theoretical research at home and abroad, in the professional loyalty theoretical research from single factor to multi-factors appeared on the change trend of all kinds of dimensions is more complex, and inventory or more species, but Meyer et al.<sup>[8]</sup> the vocational loyalty three-dimensional structures have the advantage status.

Responsible loyalty. Early researchers on loyalty is not to the enterprise of top management, direct supervisor, team work and informal organization such as part of the study, he is respectively studied the organizational commitment of the specific object, and studied the direct supervisor commitment<sup>[9]</sup>. Zheng Boxun et al. [10] proposed that the relationship between employees' loyalty to the supervisor can be called "suervisory loyalty" in Chinese society. Chen Zhenxiong [11] gives a commitment to the definition: the relative strength of a subordinate's identity, attachment and dedication to a particular supervisor, who can be regarded as a direct supervisor. Clugston [12] designed a scale to measure executive commitment based on the scale promised by Meyer and Allen [2], and also included emotional commitment, continuous commitment and normative commitment. There are also some researchers and scholars argue that because subordinates do not like members have obvious members of consciousness, so, they advocate director promised mainly is the connotation of emotional commitment of organizational commitment, competent and internalized values include identity.

#### B. *Research hypothesis*

Due to the high loyalty of employees can create wealth for the enterprise, but also through loyalty is used to

predict the behavior of employees, so employees organizational loyalty is mainly used for the result of the staff individual behavior orientation prediction and organizational performance, etc. The affection loyalty in the organization has a positive influence on organizational citizenship behavior, and organizational loyalty is positively correlated with job satisfaction, and is related to the negative of the organization intention.

The opposite of professional loyalty is leaving a job, and the intention of leaving the job and the relevant behavior can be seen as the result of professional loyalty. The work performance of employees mainly focuses on their attitude and performance and organizational citizenship behavior. People's psychological behaviors reflect the result variables of professional loyalty. The study of 315 knowledge-based employees in the IT industry by Long Lirong and Mao Minxin [13] shows that professional loyalty can help employees improve their professional competitiveness and directly affect their satisfaction with their career.

Becker<sup>[14]</sup>concluded that employee turnover intention was negatively correlated with the supervisor's commitment, and the employee's organizational citizenship behavior and job satisfaction were positively correlated. In terms of the relationship and strength between organizational loyalty, professional loyalty and loyalty, Becker et al. [15] showed that the executive commitment was more relevant than organizational commitment and job performance. Some scholars research shows that compared with the organizational commitment, the supervisor promises to have a stronger predictive effect on the organizational citizenship behavior and work performance.

Based on the above discussion and the purpose of this study, the following hypotheses are proposed:

H1: The higher the organizational loyalty of the knowledge-based employees of family enterprises, the higher the loyalty level of employees.

H2: The higher the professional loyalty of the knowledge-based employees of family enterprises, the higher the loyalty level of employees;

H3: The higher the loyalty of the knowledge employees of the family enterprise, the higher the loyalty level of employees;

H4: The higher the level of loyalty, professional loyalty and loyalty, the higher the level of loyalty of the employees to the other two objects;

H5: The professional loyalty of knowledge workers of family enterprises is significantly higher than that of the organization.

H6: The management loyalty of knowledge employees of family enterprises is significantly higher than their level of loyalty to the organization.

### III. RESEARCH METHODS AND DATA ANALYSIS

#### A. Research methods

The questionnaire design. The staff loyalty questionnaire is compiled, and the main reference materials are: "loyalty and strict test questionnaire" compiled by Reicher [3].The three dimensional organizational commitment scale developed by Allen and Meyer [16]; Five factors model of the organizational commitment of Ling WenQuan and Fang Liluo [5]; Li Zhi and Li Xingmin [17], questionnaire on characteristics of high loyalty employees, etc. In the process of designing the questionnaire, this paper only refers to the measurement items that have been proved to be valid or relatively mature by scholars at home and abroad. For there is no corresponding scale variable, is in reference on the basis of related research theory, by consulting relevant scholars, industry experts and practitioners for in-depth interviews to draw specific measuring item. Search to maturity scale, in the literature are based on a set of western cultural background and language habits, this study combined with China's social and cultural background and language habits, scale modification and supplement for reference. Finally, according to the Suggestions of relevant scholars, this paper further revised and improved the scale to form a mature questionnaire.

Sample survey. This study used questionnaires to collect data, and the time of formal investigation was from June 2016 to November 2016. Family firms surveyed are mainly distributed in the pearl river delta, Shenzhen, Zhongshan, Guangzhou, Dongguan and other places), there are also in Zhejiang, Anhui, Beijing, Shanghai and other places of the family business, in 26 family enterprises paid out 500 copies of questionnaires, recycling, 232, 24 questionnaires which is invalid (such as most multi-item didn't answer, or more than the selected options appear inconsistent questionnaire, or the vast majority of multi-item all choose the same option problems such as the questionnaire is invalid questionnaire).At the same time, 55 questionnaires were distributed to an MBA training class in shenzhen, and 8 valid questionnaires were collected (mainly not filled by family employees).A total of 216 valid questionnaires were collected.

#### B. Data analysis

This paper mainly analyzes the data obtained from the questionnaire survey on employee loyalty, and presents the analysis results. Firstly, it is verified that the sample data is subject to normal distribution, and then the deterministic factor analysis (CFA) and variance analysis of the data obtained from the sample survey are conducted to evaluate the reliability and validity of the measured variables. Finally, the relationship between the potential variables is analyzed and the theoretical model and related hypotheses proposed in this study are tested.

Sample data analysis. The descriptive statistics of the

mean, standard deviation, skewness and kurtosis of variables in the questionnaire of employee loyalty are shown in table 1. The researchers generally believe that when the absolute value of the deviation is  $< 3$ , the absolute value of the kurtosis is  $< 10$ , the sample

basically obeys the normal distribution. Can be seen from table 1, the absolute value of skewness is  $< 2$ , the absolute value of kurtosis is  $< 3$ , can be concluded that the survey sample is basically obey normal distribution, the data can be used to do analysis.

TABLE 1  
DESCRIPTIVE STATISTICS OF THE QUESTIONNAIRE ON EMPLOYEE LOYALTY

Measuring item	Mean Value	Standard Deviation	Partial Degrees		Kurtosis	
	statistic	statistic	statistic	Standard error	statistic	Standard error
B1 Is willing to contribute part-time to the company	3.4907	0.93007	-0.183	0.166	-0.088	0.330
B2 I will jump ship when business is at a disadvantage	3.1157	1.11252	-0.006	0.166	-0.731	0.330
B3 Loyal employees are often committed to the enterprise	3.8657	0.89210	-0.447	0.166	-0.323	0.330
B4 I have a strong sense of belonging to my company	3.4861	0.92500	0.059	0.166	-0.515	0.330
B5 I believe the company deserves my loyalty	3.7593	0.88260	-0.287	0.166	-0.421	0.330
B6 In the company, I really feel like a family member	3.3935	1.01969	0.026	0.166	-0.712	0.330
B7 I agree with the culture, values and management system of my company	3.3843	0.95261	-0.055	0.166	-0.434	0.330
B8 Family businesses can play their best	2.9583	0.98977	-0.090	0.166	-0.582	0.330
B9 If other enterprises can give me more room for development, I would rather leave	3.5833	0.99417	-0.348	0.166	-0.472	0.330
B10 I will proudly declare that I am a member of the company	3.7222	0.90819	-0.0098	0.166	-0.868	0.330
B11 In China, the family business is very promising	2.6898	0.95532	-0.118	0.166	0.272	0.330
B12 Private companies are better able to exercise themselves	3.8333	0.88921	-0.548	0.166	0.238	0.330
B13 It's not going to give up jobs because it's a private enterprise	4.0972	0.78639	-0.753	0.166	0.431	0.330
B14 Family businesses are more dynamic than others	2.8750	1.05130	0.034	0.166	-0.713	0.330
B15 Other companies can give me higher pay and I will leave	3.4398	1.06360	-0.017	0.166	-0.881	0.330
B16 I would like to continue working in the company for three years	3.5417	0.92918	-0.158	0.166	-0.514	0.330
B17 I will not give up my professional development for the sake of the company and the superior	3.8380	0.82780	-0.434	0.166	0.010	0.330

B18 I think it's important to be loyal to your career	3.9815	0.80095	-0.679	0.166	0.865	0.330
B19 I am willing to sacrifice my career for the sake of enterprise	2.8194	1.04316	0.219	0.166	-0.549	0.330
B20 I have a clear career plan	3.4444	1.01920	-0.314	0.166	-0.336	0.330
B21 I think it's more important to be loyal to your career than to be loyal to an organization or someone	3.7454	0.76855	-0.273	0.166	0.135	0.330
B22 I strive to do better in my field than anyone else	4.2269	0.71491	-0.672	0.166	0.289	0.330
B23 I will try to develop myself professionally	4.2407	0.70705	-0.779	0.166	1.213	0.330
B24 I've invested so much in my career that I can't consider switching careers now	3.6389	0.99261	-0.520	0.166	-0.214	0.330
B25 I am passionate about my career	3.9074	0.72864	-0.147	0.166	-0.436	0.330
B26 I have a good career prospects	3.8704	0.86366	-0.708	0.166	0.477	0.330
B27 My career has contributed greatly to society	3.4676	0.88862	0.179	0.166	-0.512	0.330
B28 Respect your boss and maintain your authority	4.1250	0.78836	-0.570	0.166	-0.242	0.330
B29 It is right for subordinates to force incompetent bosses to leave	3.0972	1.06740	-0.057	0.166	-0.659	0.330
B30 Cooperate with superiors to complete work arrangement	4.2546	0.73768	-0.935	0.166	1.383	0.330
B31 The superior has strong management ability, as the subordinate should support him as much as possible	4.2407	0.79382	-0.740	0.166	-0.199	0.330
B32 There is a future for the boss and the company	3.6019	0.94441	-0.331	0.166	-0.062	0.330
B33 I think people should be loyal to their superiors	3.7778	0.89269	-0.498	0.166	-0.032	0.330
B34 I think my boss's problem is my problem	3.1806	1.01147	0.121	0.166	-0.536	0.330
B35 I'd be happy to go on with my current boss	3.5833	0.95113	-0.421	0.166	-0.084	0.330

### C. Reliability and validity analysis of the questionnaire on employee loyalty

This paper analyzes the reliability analysis and validity of the knowledge employee loyalty questionnaire of family enterprises. During the reliability analysis, the Cronbach alpha coefficient was used to analyze the employees' organizational loyalty, loyalty, professional loyalty and total scale. For validity analysis, the method of factor analysis is adopted. Before the factor analysis, the sample data were evaluated by the Kaiser- meyer-olkin (KMO) for factor analysis.

Reliability analysis of "employee loyalty" questionnaire. Using the Scale in the Analysis of Spss software, then select the Liability Analysis command to carry out the reliability Analysis of the measurement items. Loyalty of employees is made up of B1~B16 items. The reliability coefficient of the scale is 0.601,

and the standard is 0.618, which indicates that the reliability of this scale must be modified. After stripping out B2, B9 and B15, the reliability coefficient of the scale is 0.746, and the standard is 0.745, which is greater than 0.7, which indicates that the reliability of this scale is acceptable and is better than the original. "Employee loyalty" professional loyalty is composed of B17~B27, the reliability coefficient of the scale is 0.715, and the standard is 0.733, which is greater than 0.7, which indicates that the reliability of this scale is acceptable. The fidelity of the performance of employee loyalty is composed of B28~B35. The reliability coefficient of the scale is 0.679, and the standard is 0.701, which is less than 0.7, which indicates that the reliability of this scale must be modified. After excluding B29, the reliability coefficient of the scale is 0.734, and the standard is 0.744, which is greater than 0.7. This indicates that the

reliability of this scale is acceptable, which is better than the original.

Validity analysis of the questionnaire on employee loyalty. Validity refers to the validity of the questionnaire test, which is the degree to which the test results are achieved. Validity is the most important requirement of scientific measurement tools. In this paper, the author USES SPSS software to carry on the exploratory factor analysis of the questionnaire of employee loyalty questionnaire. Factor analysis requires a strong correlation between the original variables, so that a few factors can be synthesized from the common characteristics. Therefore, in the analysis of factor analysis, the original variables need to be analyzed. SPSS provides KOM

(kaiser-meyer-olkin) and Bartlett's spherical test to verify whether the factors are suitable for factor analysis. If the greater the KOM value, the more common factors between variables, the more suitable for factor analysis. According to the conclusion of research [6], when the KOM value is greater than 0.7, the data can be analyzed by factors. The KOM sample measurement and Bartlett's spherical test results of the staff loyalty questionnaire were shown in table 2, where the KOM value was 0.788, indicating that factor analysis was possible. At the same time, the significance probability of  $\chi^2$  statistical value of Bartlett's spherical test is 0.000, less than 1%, which also indicates that the data is suitable for factor analysis.

TABLE 2  
KOM SAMPLE MEASUREMENT AND BARTLETT'S SPHERICAL TEST RESULTS OF EMPLOYEE LOYALTY QUESTIONNAIRE

The sampling adequacy of the KOM (Kaiser - meyer-olkin) measurement	0.788	
Bartlett's Test of Sphericity	$\chi^2$	2385.285
	Degrees of freedom	465
	Significance probability	0.000

In this paper, the sample data is extracted by factor and the factor is rotated by Varimax, which is rotated by the factor loading matrix. The factor analysis results showed that 9 factors were identified, and the total variance interpretation rate was 64.083%, indicating that the results of the questionnaire were better in validity. Factor extraction method to adopt principal component analysis (pca), the rotation from the factor loading matrix table Can see: factor 1 including B1, B3, B4, B5, B6 and B7, B16, 2 factor including B33, B34, B35, factors including 3 B24, B25, B26, B27, factors including b-29, B30, 4 B31, factors including 5 B8, B11, B14, factors including 6 B18, B21, B22, 7 including B12, b13 factors, factors including 8 B17, B20, B23, 9 factors include B32;Corresponding to the items in the questionnaire,

factor 1, factor 5 and factor 7 form the organizational loyalty. Factor 2, factor 4 and factor 9 form the supervisor's loyalty, while factor 3, factor 6 and factor 8 constitute occupational loyalty. There is no linear relationship between these nine factors.

IV. HYPOTHESIS TESTING AND RESEARCH CONCLUSIONS

A. Test of Homogeneity of Variances

From table 3, it can be concluded that there is a significant difference in the sample.  $F(2,645) = 5.719$ ,  $Sig. = 0.003$ , indicating that the sample variance is non-homogeneity, and the Tamhane method should be selected for two or two comparisons.

TABLE 3  
HOMOGENEITY TEST OF VARIANCE

Levene Statistic	df1	df2	Sig.
5.719	2	645	0.003

B. Anova Analysis

As can be seen from table 4, the F statistic = 31.750,  $Sig. = 0.000$ . There was a significant difference

between the mean groups. The conclusion from these data is that there are significant differences in organizational loyalty, professional loyalty and loyalty.

TABLE 4  
ANALYSIS OF VARIANCE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.933	2	7.466	31.750	0.000
Within Groups	151.675	645	0.235		
Total	166.608	647			

C. *TamhaneT2 tests of the non-homogeneity of variance*

From table 5, it can be concluded that in family enterprises, the organizational loyalty of knowledge-based employees is significantly lower

than that of professional loyalty and supervisor loyalty, while the supervisor's loyalty and professional loyalty are not significantly different. So let's say hypothesis 5 and 6 is true.

TABLE 5  
TAMHANET2 TESTS OF NON-HOMOGENEITY OF VARIANCE

I	Analysis Method	J	Mean Difference (I-J)	Standard Error	Significant Probability
Organizational Loyalty	Tamhane	Professional Loyalty	-0.27467*	0.04343	0.000
Organizational Loyalty	Tamhane	Director Loyalty	-0.35440*	0.004878	0.000

Note: there are significant differences at the 0.05 level

D. *Analysis of organizational loyalty, professional loyalty, loyalty and loyalty of employees*

From table 6 correlation analysis can be concluded that, family enterprise knowledge staff's loyalty, professional loyalty, director of fidelity and loyalty are significant positive correlation between, that is to say,

the employees' organizational loyalty, director of career loyalty, loyalty is higher, the higher employee loyalty; Moreover, the higher the employee's organizational loyalty, professional loyalty and loyalty, the higher the loyalty. Hypothesis 1, hypothesis 2, hypothesis 3, hypothesis 4.

TABLE 6  
CORRELATION ANALYSIS

		Organizational Loyalty	Professional Loyalty	Director Loyalty	Employee Loyalty
Organizational Loyalty	Pearson Correlation	1	0.434**	0.401**	0.834**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	216	216	216	216
Professional Loyalty	Pearson Correlation	0.434**	1	0.443**	0.788**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	216	216	216	216
Director Loyalty	Pearson Correlation	0.401**	0.443**	1	0.723**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	216	216	216	216
Employee	Pearson Correlation	0.834**	0.788**	0.723**	1

Loyalty	Sig. (2-tailed)	0.000	0.000	0.000	
	N	216	216	216	216

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## V. CONCLUSION: THE WAYS OF IMPROVING KNOWLEDGE EMPLOYEE LOYALTY IN FAMILY ENTERPRISE

From the above conclusions, it can be seen that the loyalty of knowledge workers in family enterprises can be divided into three dimensions: organizational loyalty, professional loyalty and executive loyalty. The most important loyalty factor for knowledge workers in these three dimensions is professional loyalty and executive loyalty, rather than emphasis on organizational loyalty. However, in reality, the measures that family enterprises should adopt to cope with the frequent flow of knowledge-based employees are often the methods of coercion, such as the excessive demand for job-hopping. And the increase of turnover rate is the main means to enhance the professional loyalty of knowledge workers. It also makes many family businesses in China fall into the trap of solving employee turnover. They regard the departed knowledge workers as a betrayal of the family business, even the failure of human resources management, and are very sensitive to the departure. Even some family enterprises take the seizure of gold, detaining the employee's files and accounts, etc. As a result, the reputation and reputation of the enterprise are affected, and even if they retain knowledge workers through such measures, they will take a negative attitude towards work. Therefore, according to this research conclusion, we need to promote the loyalty of knowledge workers in family enterprises from the following three points:

### A. Focus on the development of knowledge-based employees' career

It is the most important and the most common kind of incentive for family enterprises to attach importance to the career development of knowledge-based employees, which is the basis to ensure the loyalty of knowledge employees. From table 5, it can be concluded that in family enterprises, the professional loyalty and loyalty of knowledge-based employees are significantly higher than that of the organization. From table 6 correlation analysis can be concluded that, family enterprise knowledge staff's loyalty, professional loyalty, director of fidelity and loyalty are significant positive correlation between, that is to say, the employees' organizational loyalty, director of career loyalty, loyalty is higher, the higher employee loyalty; Moreover, the higher the employee's organizational loyalty, professional loyalty and loyalty, the higher the loyalty. Therefore, family enterprises

emphasize the development of knowledge-based employees' career, which can improve their professional loyalty and enhance their loyalty to enterprises and supervisors. The knowledge worker chooses the family business, is the pursuit of the good career development, a good knowledge worker if development is blocked, he will choose to leave.

### B. Cultivate excellent family culture

Each item score statistics of the questionnaire, the lower scores of projects are: "B8 family businesses can play their own special skill", "b11 family enterprises in China is very promising", "B14 family businesses more dynamic than other enterprises", "B19 I am willing to sacrifice themselves for the benefit of the enterprise's career". It shows that the respondents are generally not very high in the family business and think that family business is not more attractive than other enterprises. This is largely influenced by the culture of the family business. Family business has its own unique culture from the day it was born. The biggest characteristic of family enterprise management culture is the family management system and the resulting paternalism management mode. In family businesses, management positions, especially senior senior management positions, are members of the family is given priority to, non-family staff in the auxiliary and supplement status, family enterprise important jobs are mostly by members of the family. Family business inherits family kinship and family culture, which played a positive role in the early stage of family business establishment. However, with the development and expansion of family enterprises, the traditional family business culture has had a great negative effect on the survival and development of family enterprises. Therefore, cultivating and perfecting the excellent family enterprise culture can promote the continuous and stable development of family enterprises.

### C. Establish a relatively reasonable remuneration system and improve employee welfare treatment

In the questionnaire of each item score statistics, scored higher on projects are: "b13 not because it is a family business and will give up the opportunity of obtain employment", "B22 I strive for myself to do better than others in the field of professional", "B23 I'll efforts in terms of their professional development" and "B28 respect boss, maintain the authority of the head", "B30 cooperate with supervisor to complete the work arrangement" and "B31 superiors has a strong management ability, as a junior should support trust



him as much as possible", these items are small standard deviation. It shows that the respondents are generally pursuing the work performance and respect and obedience to the supervisor, and they are more focused on these items. The pursuit of work performance is the reward of the pursuit of work. At the present stage, salary incentive is still the most important and common material incentive method in family business, and it is also the basis to guarantee the loyalty of knowledge-based employees. In another survey questionnaire can be found that family enterprise knowledge staff's expectations of the competitive compensation and the actual value of the difference is quite obvious, explain compensation factor for family enterprise knowledge staff's incentive is very direct, in the aspect of improving its loyalty, can be twice the result with half the effort.

#### ACKNOWLEDGEMENT

The research is supported by the Humanities and Social Sciences Planning Project of the Ministry of Education(15YJA630067), Soft Science Project of the Science and Technology Program of Guangdong Province(2015A070704055), and the 12<sup>th</sup> Five-year Plan Program of Philosophy and Social Science in Guangdong Province(GD14CGL11).

#### REFERENCES

- [1] H. S. Becker, "Notes on the Concept of Commitment," *American Journal of Sociology*, vol. 66, pp. 32-42, 1960.
- [2] J. Allen, and Meyer, J.P. "The Measurement and Antecedents of Affective, Continuance and Commitment to The Organization," *Journal of Occupational Psychology*, vol. 63, pp. 1-18, 1990.
- [3] Reicher, "*The law of loyalty*," Beijing: citic press, 2002.
- [4] J. Sun, "*Training of employee loyalty*," Beijing: enterprise management press, 2003.
- [5] W.Q. Ling, L.L. Fang, "*Psychological and behavioral measurement*," Mechanical industry press, 2003.
- [6] G. Blau, "Testing for a Four-dimensional Structure of Occupational Commitment," *Journal of Occupational and Organizational Psychology*, vol. 76, pp. 469-488, 2003.
- [7] L.R. Long, L.L. Fang, W.Q. Ling. "Theory and measurement of career commitment," *Psychology dynamics*, vol. 8(4), pp. 39-45, 2000.
- [8] J. P. Meyer, N.J. Allen, C. Smith, "Commitment to Organizations and Occupations: Extension and Test of A three-component Model," *Journal of Applied Psychology*, vol. 78, pp. 538-551, 1993.
- [9] A.E. Reichers, "A review and reconceptualization of organizational commitment," *Academy of Management review*, vol. 10(3), pp. 465-476, 1985.
- [10] B.X. Zheng and D.Y. Jiang, "Executive loyalty in Chinese organizations: effect of the concept of master and guest on staff effectiveness," *Taipei: local psychology research*, vol. 14, 2000.
- [11] Z.X. Chen, "Further Investigation of the Outcomes of Loyalty to Supervisor: Job Satisfaction and Intention to Stay," *Journal of Managerial Psychology*, vol. 16(8), pp. 650-660, 2001.
- [12] M. Clugston, J.P. Howell and P.W. Dorfman, "Does Cultural Socialization Predict Multiple Bases and Foci of Commitment?" *Journal of Management*, vol. 26, pp. 5-30, 2000.
- [13] L.R. Long and M.X. Mao, "Research on the relationship between career management and career success," *Journal of management*, vol. 4(3), pp. 312-317, 2007.
- [14] T.E. Becker, "Foci and outside of Commitment: Are They Distinctions Worth Making?" *Academy of Management Journal*, vol. 35 (1), pp. 232-244, 1992.
- [15] R.T.E. Becke, R.S. Billing, D.M. Eveleth, et al. "Foci and Bases of Employee Commitment: Implications for Job Performance," *Academy of Management Journal*, vol. 39 (2), pp. 464-482, 1996.
- [16] J. Allen, and J.P. Meyer, "The Measurement and Antecedents of Affective, Continuance and Commitment to The Organization," *Journal of Occupational Psychology*, vol. 63, pp. 1-18, 1990.
- [17] Z. Li and X.M. Li, "Empirical study on the characteristics of high loyalty employees in enterprises," *Research on technology management*, vol. 6, pp. 75-77, 2005.

**Gang Wang** is living in Guangzhou who was born in November, 1972. He got master degree in Management from Jilin University in 2003. In 2010, he became an associate professor in Business School from Guangdong University of Foreign Studies. His main research interest is family enterprise management.

**Guanghui Hou** is living in Guangzhou who was born in February, 1973. He got PhD in Management from Sun Yat-sen University in 2006. In 2011, he became a professor in Business School from Guangdong University of Foreign Studies. His main research area is innovation management.