

摘 要

当前，全球经济逐步由工业经济向数字经济转型，国内数字经济蓬勃发展，新一轮科技革命和产业变革突飞猛进，社会各行各业都面临数字化转型压力挑战。据国家工业和信息化部公布的数据显示，2023 年，我国全年规模以上工业增加值同比增长 4.6%，制造业总体规模连续 14 年保持全球第一，作为国民经济中流砥柱的国有制造企业，已逐渐成为我国数字经济发展，推动产业数智化变革不可忽视的一股重要力量。对于制造型企业来讲，生产型员工数量占据整个企业的绝大部分比例，是国有制造企业的核心人力资源，企业的研发、生产、创新等环节均离不开生产型员工个人的价值创造。因此，在数字经济时代竞争的当下，国有制造企业如何凝聚生产型员工集体智慧，稳定员工思想队伍，整合人力资源优势力量，引导生产型员工加速推动数智化转型已成为新的时代命题，而员工满意度又是影响企业改革发展不可忽视的重要因素。

本文在国家数字经济时代非现金支付快速发展的背景下，以中国印钞造币行业处于全面推进数智化、市场化转型发展的历史新时期为视角，选取中国印钞造币集团下属 NC 公司为例，探究特殊国有制造企业中的主要人群——生产型员工，在企业内外部环境变化影响下满意度存在的相关问题及提升策略。通过大量对国内外企业员工满意度影响因素以及员工满意度测量方法等文献资料的研究学习，结合 NC 公司实际情况和员工访谈，运用马斯洛基本需要层次理论、双因素理论、期望理论等满意度相关理论，设计制定该公司生产型员工满意度 5 个维度下 50 项调查指标问卷，并根据调查对象个体差异的不同，分别从年龄、性别、学历等方面对生产型员工满意度现状问题进行调查研究。

研究表明，NC 公司生产型员工整体满意度水平不高，其中工作回报和企业整体两个维度的满意度分值较低，影响了生产型员工总体满意度。在对五大维度下生产型员工满意度问题成因分析的基础上，本文详细提出了优化企业薪酬福利体系、强化员工职业生涯管理、完善企业沟通和民主机制和提升企业核心竞争力等具体应对策略，期望能够对提升企业员工满意度提供可行性参考依据，指导企业的各项经营决策，帮助企业在转型发展留住人才，吸引人才，稳定员工队伍，实现企业高质量长远发展，同时也为同类型面临转型发展的国有制造企业提供可借鉴的推广经验。

关键词：国有企业；生产型员工；满意度；提升策略

Abstract

At present, the global economy is gradually transforming from industrial economy to digital economy, the domestic digital economy is booming, the new round of scientific and technological revolution and industrial transformation are advancing by leaps and bounds, and all walks of life in society are facing the pressure and challenge of digital transformation. According to the data released by the Ministry of Industry and Information Technology, In 2023, China's annual industrial added value above designated size increased by 4.6% year on year, and the overall size of the manufacturing industry remained the world's largest for 14 consecutive years. As the backbone of the national economy, state-owned manufacturing enterprises have gradually become an important force that can not be ignored in promoting China's digital economy and promoting the digital transformation of industry. For manufacturing enterprises, the number of production employees occupies the vast majority of the whole enterprise, which is the core human resource of state-owned manufacturing enterprises. The research and development, production, innovation and other links of enterprises are inseparable from the value creation of production employees. Therefore, in the current era of competition in the digital economy, how to cohesion the collective wisdom of production employees, stabilize the ideological team of employees, integrate the advantageous force of human resources, guide production employees to accelerate the transformation of digital intelligence has become a new era proposition, and employee satisfaction is an important factor that can not be ignored in the reform and development of enterprises.

In the context of the rapid development of non-cash payments in the era of national digital economy, this thesis takes China's banknote printing and minting industry in a new historical period of comprehensively promoting digitalization and marketization transformation and development as the perspective, and selects NC Company, a subsidiary of China Banknote Printing and Minting Group, as an example. This thesis probes into the relevant problems and improvement strategies of satisfaction of production-line employees, the main group in special state-owned enterprises, under the influence of internal and external environment changes. Through extensive research and learning on the influencing factors of employee satisfaction in domestic and foreign enterprises, as well as methods for measuring employee satisfaction, and other literature materials, combined with the actual situation of NC company and employee interviews. Based on Maslow's basic needs hierarchy theory, two-factor theory, expectation theory and other satisfaction related theories, design and develop a questionnaire of 50 survey

indicators for the satisfaction of production-line employees in the company in 5 dimensions. and according to the individual differences of the survey subjects, analyze and investigate the satisfaction status of production-line employees from the aspects of age, gender, education, etc.

The research shows that the overall satisfaction level of production-line employees in NC company is not high, and the satisfaction scores of work return and enterprise as a whole are low, which affects the overall satisfaction of production-line employees. Based on the analysis of the causes of production-oriented employee satisfaction under the five dimensions, this thesis puts forward specific countermeasures to optimize the enterprise salary and welfare system, strengthen employee career management, improve the enterprise communication and democratic mechanism, and enhance the enterprise core competitiveness in detail, hoping to provide a feasible reference basis for the improvement of employee satisfaction. Guide the various business decisions of enterprises, help enterprises retain talents in the transformation and development, attract talents, stabilize the employees team, and achieve high-quality long-term development of enterprises. At the same time, it also provides referential promotion experience for the same type of state-owned enterprises facing the transformation and development.

Key Words: state-owned enterprise; production-line employees; degree of satisfaction; improvement strategy

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1 绪论

1.1 研究背景和意义

1.1.1 研究背景

党的二十大报告提出，“加快发展数字经济，促进数字经济和实体经济深度融合，打造具有国际竞争力的数字产业集群”。国有企业作为中国特色社会主义经济的“顶梁柱”，肩负着推动我国经济高质量发展的重要责任，这也必然要求国有企业在数字化经济发展的大背景下，只有通过转型发展才能适应当下数字经济的市场竞争。近年来，随着数字经济时代下移动电子支付的日渐普及，被堪称“仅次于原子弹机密”的国家法定货币生产制造业——中国印钞造币行业，也在一定程度上受到了冲击影响，开启了全面数智化改革的多元化业务发展之路。中国印钞造币行业除完成指令性生产任务之外，越来越多地以市场经济主体的身份进入国内、国际两个市场参与竞争，先后为尼泊尔、泰国、巴西、阿根廷等多个国家和地区设计、印制货币，致力于成为全球领先的货币综合解决方案服务商。

2023年3月20日，中国人民银行官方网站发布统计数据显示，2022年全国银行共办理非现金支付业务金额4805.77万亿元，同比增长8.84%，随着非现金支付对现金的替代量呈现增长趋势，不可避免地给现金制造企业产生了影响。2019年12月9日，据《环球时报》援引俄媒的一则：“世界最大印钞厂——英国德拉鲁公司面临破产，2500名员工或失业”的新闻报道，引发了社会广泛关注，“数字人民币”、“无现金社会”等讨论一度甚嚣尘上。面对新形势下日益严峻的竞争环境，中国印钞造币行业内部员工的思想也在悄然发生转变，新员工离职跳槽增多，老员工担心失业，员工对个人和企业发展前景信心不足、职业倦怠、离职倾向较高等满意度问题成了普遍现象，员工满意度的波动变化严重制约了新时期行业转型发展。鉴于此，本文以中国印钞造币行业中的NC公司为研究对象，深入分析国有制造型企业的主力军群体——生产型员工满意度问题形成原因，并有针对性地提出解决方案，来帮助企业做出正确科学的生产经营和管理决策，以保障企业未来可持续高质量发展，同时为其他存在同类现象的国有制造企业提供应对参考和建议。

1.1.2 研究意义

国有企业在促进国民经济发展方面至关重要，而国有印钞行业在满足我国人民群众生活需要、服务实体经济、维护国家货币金融体系稳定等方面发挥着重要作用。国内有

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