INVESTIGATION AND RESEARCH ON EMPLOYEE SATISFACTION OF DA ZHANG INDUSTRIAL CO., LTD.
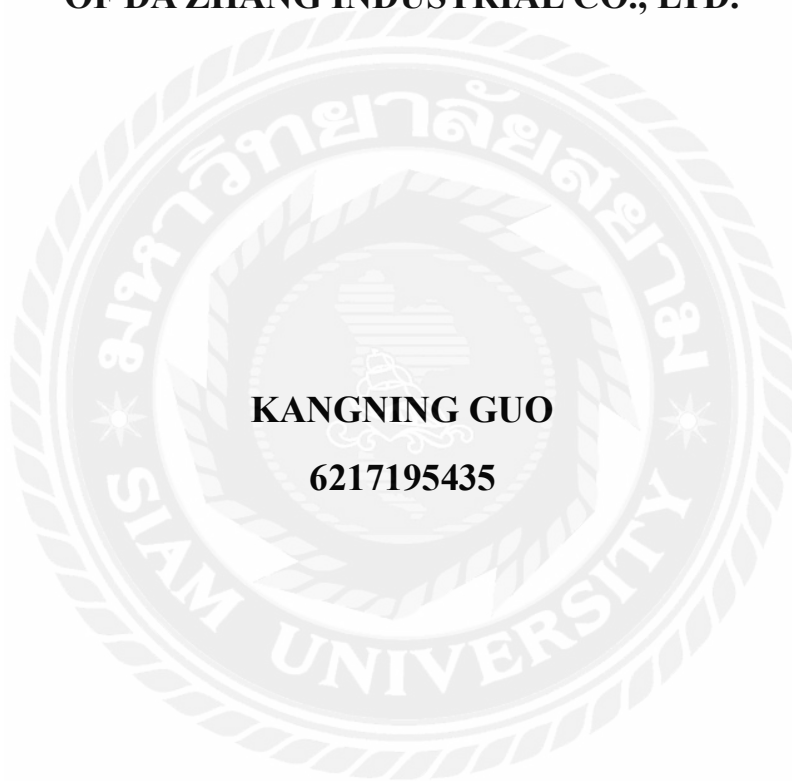
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INVESTIGATION AND RESEARCH ON EMPLOYEE SATISFACTION OF DA ZHANG INDUSTRIAL CO., LTD.

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This Independent Study has been approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

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Title： Investigation and Research on Employee Satisfaction of Da Zhang Industrial Co., Ltd.

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ABSTRACT

With the deepening development of China's market economy, the competition among enterprises is getting more and more intense, the importance of enterprise managers to employee satisfaction is increasing day by day, more and more enterprise managers recognize the importance of employees for an enterprise. Modern human resource management work and traditional personnel management has been very different, the purpose of this paper is to investigate the impact of the company's employee job satisfaction factors, and finally put forward to improve the overall job satisfaction of the staff's countermeasures, so as to provide reference for the enterprise's human resource management and the stability of the talent team.

Therefore, this paper adopts a quantitative research method to gain an in-depth understanding of the status quo of employee satisfaction in Dazhang Company, with Dazhang Company as the research object. A total of 226 valid questionnaires were collected in the questionnaire survey, and SPSS statistical analysis software was further used to analyze the influencing factors behind this status quo in depth by conducting reliability analysis, descriptive statistical analysis, difference analysis, correlation analysis and regression analysis on the valid data.

In general, the work itself, work returns, work environment are positive driving factors of employee satisfaction. Enterprises should focus on the work itself, job returns, the work environment layer of incentives for employees, optimize the dynamic adjustment of people and posts, enhance the sense of achievement of employees; enhance the effectiveness of incentive mechanisms, focusing on the role of spiritual incentives; improve the work of the hardware environment, optimize the logistics of the enterprise; the corporate culture should be strengthened to build, create a better team atmosphere.
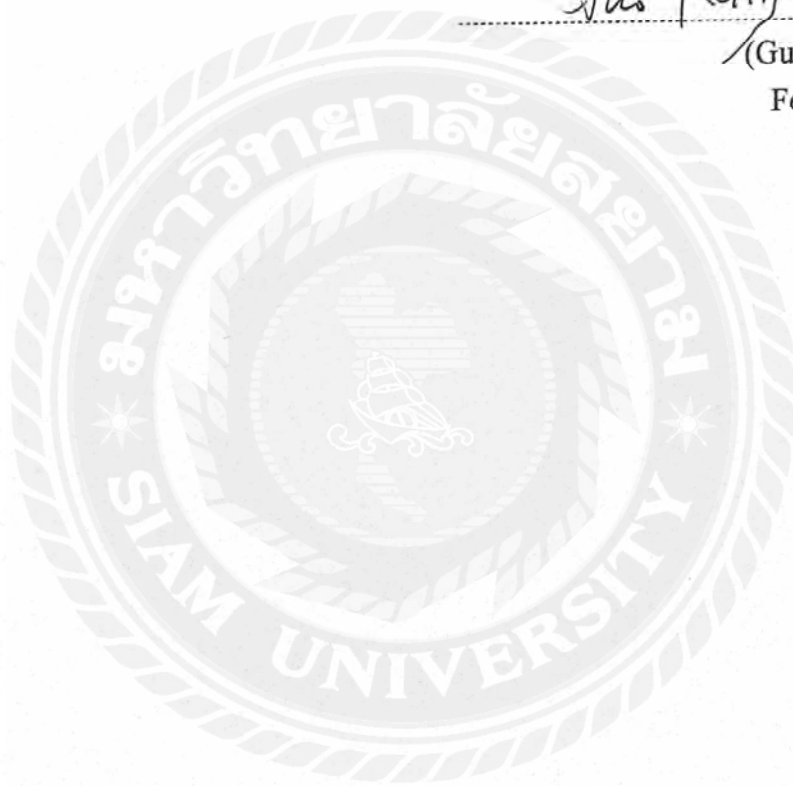
Keywords: employee satisfaction； retail business； corporate employee incentives

Declaration

I, Guo Kangning, hereby certify that the work embodied in this independent study entitled "INVESTIGATION AND RESEARCH ON EMPLOYEE SATISFACTION OF DA ZHANG INDUSTRIAL CO., LTD." is result of original research and has not been submitted for a higher degree to any other university or institution.

(Guo Kangning)

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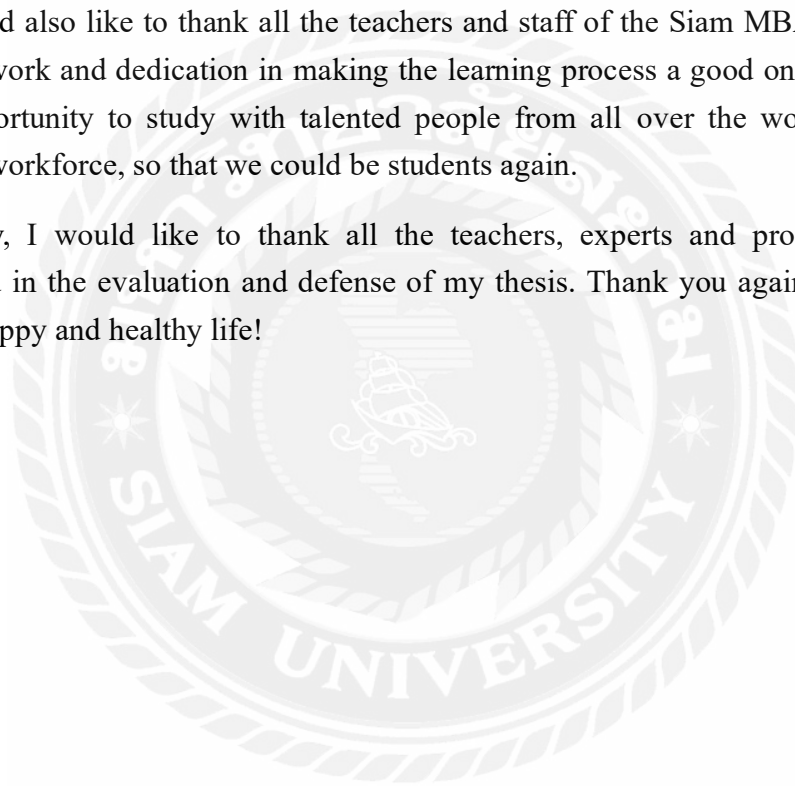
摘要

题目： 大张实业有限公司员工满意度调查研究

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　　随着中国市场经济的深入发展，企业间的竞争愈演愈烈，企业管理者对员工满意度的重视程度与日俱增，越来越多的企业管理者认识到对一个企业而言员工的重要性。而现代化的人力资源管理工作与传统的人事管理已经大相径庭，本文旨在调研公司员工工作满意度的影响因素，最后提出提高员工的整体工作满意度的对策，从而为企业人力资源管理及人才队伍稳定提供参考。

　　因此，本文采用定量研究方法，以大张公司为研究对象，深入了解大张公司员工满意度现状。问卷调查共收集了 226 份有效问卷，进一步采用 SPSS 统计分析软件，通过对有效数据进行信效度分析、描述性统计分析、差异性分析、相关性分析和回归分析，深入分析这一现状背后的影响因素。

　　总的来说，工作本身、工作回报、工作环境都是员工满意度的正向驱动要素。企业要着重从工作本身、工作回报、工作环境层对员工进行激励，优化人岗动态调整，提升员工工作成就感；提升激励机制有效性，注重精神激励作用；完善工作硬件环境，优化企业后勤保障；企业文化要进行强化建设，营造更好的团队氛围。

　　关键词： 员工满意度，零售企业，企业员工，激励机制

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1. INTRODUCTION

1.1. Research Background

Over the past forty years of reform and opening up, China's economy and society have been able to develop by leaps and bounds, the globalization of the world economy has accelerated, science and technology has innovated, domestic and international competition has become increasingly fierce, and competition for talent has become the core of competition. Therefore, human capital and talents have become the first resource of enterprises, which directly affects the survival and development of enterprises. Zhou (2015) points out that developing scientific and effective employee incentive mechanisms and systems, adopting diversified incentive measures such as material incentive, spiritual incentive and goal incentive, can not only discover the goal fit between organizations and employees, stimulate employees' work enthusiasm, and fully meet the multifaceted needs of employees, but also can effectively improve the level of human resource management, improve employee and organizational performance, achieve the optimal allocation of enterprise resources, and ultimately enhance the competitive strength of the enterprise.

According to a survey conducted by Harvard University, Jiang (2001) pointed out that employee satisfaction is an important indicator to test the success of business operation, in which the survey showed that an 11.9% increase in employee satisfaction would increase the business efficiency of the enterprise by 2.5%, and employee satisfaction is closely related to the business efficiency of the enterprise. It can be seen that employee satisfaction is also a content of corporate business. The research on employee satisfaction began abroad. At the beginning, Chinese scholars did not attach great importance to the research on satisfaction, but it played an extremely important role in the operation of enterprises.In recent years, more and more domestic scholars have begun to pay attention to the research on employee satisfaction, and have also achieved great research results. Yu (2015) study pointed out that the concept of scientific management of enterprises in China started late, the complex environment and changing situation in the process of employee satisfaction research, with the different nature of the environment, enterprise, business, and job, for the factors affecting employee satisfaction is also different. So it is necessary to combine the actual situation of enterprises to carry out satisfaction research, for the actual development strategy of enterprises to carry out employee satisfaction improvement strategy.

The research object of this paper is China Dazhang Industrial Co., Ltd. After more than 30 years of development, it is now a well-known retail business brand in China. As a pioneer of Chinese retail enterprises, Dazhang Company has also invested heavily in establishing its own logistics park, distribution center and food processing factory, which can meet the distribution of goods in stores in surrounding areas, and process soy products and Chinese and Western pastries to further ensure food safety for consumers. In addition, it can stabilize prices in special periods and respond to disasters in a short period of time. While pursuing development, Dazhang Group has also undertaken important social responsibilities. Dazhang has also cultivated a group of excellent business personnel, who are all over the country and are committed to providing consumers with high-quality products.

However, in the past few years, companies have neglected their internal employees, resulting in low employee productivity, declining service awareness, increased product quality problems, and increased dissatisfaction and turnover among employees. Zhang (2005) points out that these problems can directly affect the development of the company.

In 2021, the company has conducted external environmental research, internal sorting and diagnosis, and has come to the conclusion that the employee-centered foundation is the stability of the company's internal human resources. It is pointed out that industry competition is ultimately the competition of human resources, which determines that we must adhere to the sustainable development of the core of people-oriented internal construction management. Focus on how to maintain the company's human resources.

In order to become a bigger enterprise and a stronger brand, it is necessary for retail enterprises such as Dazhang enterprises to pay enough attention and attention to employee satisfaction. Investigate and study employee satisfaction in order to accurately grasp the true demands of employees, discover and improve factors affecting employee satisfaction in a timely manner, formulate targeted management measures, continuously optimize the employee management model, and strive to improve the level of employee satisfaction. In turn, it can promote job satisfaction, improve employee work efficiency, and achieve corporate strategic goals.

1.2. Research problem

According to the above research, we can learn that the rapid expansion of the enterprise at the same time, ignored the attention of the staff within the enterprise, resulting in the low efficiency of the staff, the decline of the service consciousness, the increase of product quality problems, the dissatisfaction among the staff and the phenomenon of staff turnover has increased, and these phenomena have a direct impact on the development of the enterprise, and also affects the enterprise's overall satisfaction of the staff. Therefore, this paper analyses the current situation of employee satisfaction in Dazhang Company from the perspectives of work itself, work reward, work environment and enterprise management system, identifies the problems and puts forward targeted suggestions.

1.3. Research objective

Under the increasingly fierce competition for talents, enterprises do a good job in human resource management to retain outstanding talents and win the stable and sustainable development of the enterprise. However, the modern human resource management work is quite different from the traditional personnel management. This paper takes the employees of Dazhang Company as the research object, and aims to investigate the influencing factors of the employee's job satisfaction in the company. Through data analysis of the questionnaire, verify the hypothesis and the degree of influence of the dimension on job satisfaction. Finally, it analyzes how to improve the overall job satisfaction of employees, so as to provide a reference for Dazhang company's human resource management and talent team stability in the future.

Based on the above research. We propose the following objectives:

To study the relationship between job itself and employee job satisfaction;

To study the relationship between job reward and employee job satisfaction;

To study the relationship between work environment and employees' job satisfaction;

To study the relationship between corporate management system and employee job satisfaction;

To study the relationship between employees' gender, age and employees' job satisfaction.

1.4. Research Significance

Liu (2017) points out that employees are the most valuable assets of a company, and employees who highly identify with the company's values and treat their work as a career are the high-quality shares of the assets. This paper has the following practical significance through the research on the research object of Dazhang Company:

On the one hand, enterprises have economic attributes and play an important role in promoting local economic construction, maintaining employment stability, and fulfilling social responsibilities. Under the background of economic globalization and competition and marketization, the study of employee compensation satisfaction can provide a useful reference for human resource compensation management in large private enterprises.

On the other hand, Dazhang Company is a backbone key enterprise in the retail industry, and its characteristic nature of the retail industry makes this study have distinct industry characteristics to a certain extent. By studying employee satisfaction, understanding the company's employee demands, adjusting and implementing a more reasonable salary management mechanism, attracting and retaining all kinds of talents needed for enterprise development, and providing useful exploration for salary management of enterprises in other industries. At the same time, it will help to deepen the research on employee satisfaction in my country's private enterprises, and provide some reference and inspiration for the human resource management of the same type of enterprises.

1.5. Research Contribution

In the past, scholars have conducted many theoretical and empirical studies on employee satisfaction, and achieved many positive and beneficial research results, but there are also some deficiencies. This paper will focus on these deficiencies, and the possible contributions are as follows:

By combing the research literature, it is found that there are few studies on the satisfaction of retail enterprise personnel at present.Most of the research on employee satisfaction is from a longitudinal perspective, studying employee satisfaction at all levels of the organization as a whole, and there is a lack of horizontal research on a certain group. From the previous research, there are few researches on employee satisfaction of retail enterprises, and most of them focus on the transformation and business model of retail enterprises. Combining the actual situation, this paper carries out further exploration on the basis of previous research, focusing on the working mechanism of these factors from four dimensions: work itself, work reward, work environment, and enterprise management system. Data analysis was used to test the influence of the four factors on employee job satisfaction, and a questionnaire survey was carried out to verify the hypothesis of this research based on scientific data, and further supplement the domestic and foreign research on the influencing factors of employee job satisfaction. At the same time, statistical analysis of data is used to analyze the influence of different dimensions of the enterprise on the overall satisfaction of employees, so as to accurately propose measures to improve employee satisfaction that are suitable for enterprise practice. Therefore, this paper chooses to study the employee satisfaction of Dazhang enterprise personnel, which has important theoretical and practical significance.

1.6. Research scope and content

Modern retail has become one of the most important industries in a country. Not only because the output value created by the retail industry occupies a pivotal position in the gross domestic product, the retail industry tax is one of the main sources of national tax revenue,moreover, the development of the retail industry is related to people's living standards and quality. For the development of any enterprise, employees are the core of its stability. This paper chooses to study employee satisfaction in retail industry, and takes employees of Dazhang Company as the

research object. Based on the relevant theories of job satisfaction as the theoretical basis, we have an in-depth understanding of the job satisfaction of employees in Dazhang Company.Finally put forward the suggestion of personnel management, so as to provide reference for the enterprise's future human resource management, especially enterprise management.

This research is divided into five parts:

The first part is the introduction, which mainly introduces the research background, research purpose, research question, research significance and technical route of this paper.

The second part is the theoretical review. This paper discusses the related concepts and basic theories of retail enterprises and employee satisfaction, and the theoretical support of various variables through the review of related concept theories and research status at home and abroad. theoretical basis.

The third part is the research methodology, which specifically describes the research methods used in this paper to study employee satisfaction in Dazhang Company, as well as the research hypotheses put forward. It sets up four dimensions: the work itself, the work reward, the work environment, and the enterprise management system, and distributed questionnaires to collect data to support the research and development of this paper.

The fourth part is the empirical analysis part. Data analysis was carried out on the recovered effective questionnaires, and the current situation and causes of employee satisfaction in Dazhang Company were analyzed.

The fifth part is to put forward specific countermeasures and suggestions for the improvement of employee satisfaction in Dazhang Company. Specifically, it includes formulating a reasonable salary and welfare system, forming a systematic training system and good promotion channels, improving the incentive mechanism, creating a comfortable working environment for employees and accelerating the construction of a good corporate culture. And the research conclusion of this paper, the deficiencies in this paper and the prospect of future research.

On the basis of reviewing relevant literature and research, this paper designs a corresponding questionnaire survey for employees of Dazhang Company by combining relevant theories with the actual situation of Dazhang Company. Through the in-depth understanding of the field practice and the analysis method combined with the questionnaire interview, the factors affecting the employee satisfaction of Dazhang Company were found out, and the descriptive analysis method was used for statistical analysis.

2. LITERATURE REVIEW

2.1. Overview

The literature review is based on extensive reading and understanding of the literature in the research field involved in the selection of the topic after the topic has been selected. Research status of the research field (including main academic viewpoints, previous research results and research level, focus of debate, existing problems and possible reasons, etc.), comprehensively analyze, summarize and comment on new levels, new trends, new technologies and discoveries, and development prospects, etc. And put forward their own opinions and research ideas and write a style different from the graduation thesis. At the end, the author is required to comprehensively organize and state the main viewpoints of the data consulted, and also based on the understanding and knowledge of this research, a more specialized, comprehensive, in-depth and systematic discussion and corresponding evaluation of the comprehensively sorted literature.

In this paper, after studying the existing theoretical research on salary satisfaction in this chapter. First, the conceptual history of independent variables and dependent variables is sorted out, and then the relationship between explanatory variables and dependent variables is reviewed. Next, the research on research methods is reviewed, the conceptual framework of this paper is determined again and the relevant theories used in this paper are explained. Finally, the viewpoints and theoretical support of this paper are summarized based on the above theoretical basis.

2.2. A review of the conceptual history of related variables

2.2.1. retail business concept

Retail is one of the oldest industries in the history of human civilization. The retail industry is also one of the most important industries in a country, and its development directly reflects the economic operation of a country or region. The total retail sales of consumer goods, the consumer confidence index, and the retail sales index are used by most government agencies as important economic indicators to predict the future trend of a country or region's economy, and even directly affect the

trend of currency exchange rates.

At present, due to the diversity of economic conditions in various countries in the world, the definition of retail industry has not been unified by academic circles and official institutions. According to the US Department of Commerce's Census Bureau's North American Industry Classification System (NAICS) definition: The retail trade industry includes all entities that do not change the form of goods, are organized in the sale of discrete goods to the public, and provide services related to the sale of goods. They are the final link in the distribution of goods.

The definition given by the National Bureau of Statistics of my country for the retail industry is: refers to department stores, supermarkets, specialized retail stores, brand stores, stalls and other sales activities mainly oriented to final consumers (such as residents, etc.). Sales activities in the form of Internet, post, telephone, vending machines, etc., also include shops (such as bakeries) that are processed and produced at the same location and sold at the front;the sales of grains, seeds, feed, livestock, (mineral products, raw materials for production, chemical raw materials, agricultural chemical products, machinery and equipment (excluding passenger cars, computers and communication equipment) and other means of production are not considered retail activities; most retailers own the goods they sell, but some act as agents for principals, making consignment sales or selling on a commission basis.

For the classification of retail entities, the current mainstream definition divides them into two main categories according to the structural characteristics of the organization: store retailers and non-store retailers. In the national recommended standard "Retail Business Classification" jointly issued and implemented by AQSIQ and NSC in 2004, the retail industry is divided into 17 types of businesses according to the structural characteristics of retail stores and the corresponding classification conditions based on their operation methods, merchandise structure, service functions, as well as factors such as location, business district, scale, store facilities, target customers and the presence of fixed business premises.

The details are shown in Table 1:

Table 1 Retail classification

In-store retail format	Storeless retail format
Grocery stores, convenience stores, discount stores, supermarkets, hypermarkets, warehouse club stores, department stores, specialty stores, specialty stores, home building materials stores, shopping centers, factory outlet centers	TV shopping, mail order, online store, vending kiosk, phone shopping

2.2.2. Characteristics of retail enterprises

First, the retail sales target is the public consumer. Public consumers mainly include urban and rural residents who consume individually, but also collective consumers, such as institutions, organizations, enterprises and institutions. Due to the variety of objects served, most purchases in retail transactions are unplanned or impromptu purchases. To attract customers, retailers must carefully plan and manage a variety of factors including the in-store environment, product assortment and inventory, store location, accessibility, hours of operation, how products are sold, pricing strategies, and advertising.

Second, what retail companies sell are goods and services. Retail is the final link in the production and distribution of goods. The purpose of retailers is mainly to meet the needs of final consumers, not to resell or process them. Once the commodity is sold, it enters the consumption field from the circulation field, and its value is realized along with the consumption of the use value. The price of retail products includes not only the production cost of the product, the profit of the supplier, the logistics cost and value-added tax, etc., but also the cost and profit of the service provided by the retailer.

Third, the retail industry has various sales channels and business formats. Due to the variety of products sold, the storage, transportation and display requirements of the products vary, and the final sales methods are also different. In addition, the diversity of consumers and differences in product positioning also require retailers to sell products in multiple ways. As a result, retailers have developed multi-channel sales and service models.In addition to the traditional physical business models such

as convenience stores, supermarkets and shopping centers, with the advancement of information technology and the rise of social networks and mobile networks, consumers' shopping consumption patterns have changed, and the path of information transmission has also become a retail channel. The emergence of intangible stores such as online shopping, telemarketing and mail order, as well as information media (call center, social media, Email, mobile network communication), etc., have brought new opportunities and challenges to retailers. How to master as many retail channels as possible in the age of information technology and integrate different channel types to meet the comprehensive experience needs of customers in shopping, entertainment and social networking has become a new round of competition for retailers.

Finally, retail businesses have frequent sales, sporadic sales, and low average sales. This means that retailers must maintain a complete range of merchandise and a high turnover rate while keeping costs low. Credit management, inventory control, product packaging and labelling are all areas that retailers must strictly control to improve efficiency.

2.2.3. The concept of employee job satisfaction

Employee satisfaction is one of the important concepts of human resources. It is common in motivation theory and can be said to be an important variable in management science. The research on employee satisfaction is also gradually developed with the progress of management science.In the early 20th century, F.W., known as the father of scientific management Taylori (1911) put forward scientific management theory in his book "Principles of Scientific Management", and put forward a breakthrough point of view to keep the interests of both employers and employees consistent, in order to stimulate employees to give full play to their personal potential at work, Taylori (1911) believes that companies should pay high wages to employees. It can be said that Taylor (1911) laid the foundation of employee satisfaction research. However, Taylor (1911) only regards employees as executors of instructions and tools to accomplish the established organizational goals. The focus of his research is on work, he did not pay too much attention to the feelings of employees, and his recognition of the design of the work process is much higher than the individual role of the employees. His thinking mode has influenced the current and later scholars for a long time.

It was not until 1935 that Hoppock (1935) formally proposed the relevant theoretical concepts. At that time, Hoppock proposed that it was not employee satisfaction, but job satisfaction. With the progress of society, management thinking has been further developed in an all-round way, the role of "people" in work has been paid more and more attention, and the concept of "job satisfaction" has gradually been given more content. It has also been transferred from work itself to people, and a new term "employee satisfaction" has gradually emerged. Of course, many scholars still use the concept of "job satisfaction". Because the research subjects of "job satisfaction" and "employee satisfaction" are all employees, there is no difference between the two in essence, but the different times lead to different connotations. In the subsequent development, the role of people's subjective consciousness in work has been paid more and more attention, and the research on employee satisfaction has gradually entered the right track. Later Herzbergi's (1959) two-factor theory and Vroom's (1964) expectation theory greatly enriched the connotation of employee satisfaction and provided a solid theoretical foundation for the development of employee satisfaction research.

Compared with foreign countries, the domestic research on employee satisfaction started relatively late, which has an inevitable connection with the rapid development of Chinese enterprises after the reform and opening up. Therefore, the research on employee satisfaction in my country has only gradually emerged in recent years with the prosperity of the market economy. The earliest research on employee satisfaction in China was conducted by two scholars, Xu (1980), in a large state-owned enterprise in Beijing, and their research report: "A Psychological Study of Workers' Thought Dynamics" was also published in the Guangming Daily at that time and drew wide attention from the society.

As a product of social and management development, employee satisfaction has not only been deeply researched by well-known foreign economists and management scientists, but also investigated and analyzed by well-known domestic scholars and entrepreneurs. Employee satisfaction is the internal evaluation formed based on job perception, also known as job satisfaction, emphasizing employees' internal perception and external evaluation of work.

The research on job satisfaction in academia has been continuously promoted and expanded, and more classic research results have been accumulated. Vroom (1964)

emphasized the role of expectations in employee satisfaction perception, and its expected value determines the threshold of satisfaction. When the expected value is lower than the actual value, the possibility of satisfaction will be higher. Locke (1969) emphasized the emotional attributes of job satisfaction and argued that satisfaction is not only a mental state response but also an emotional response. The employee is satisfied with his or her job based on whether the work process produces positive emotions. satisfaction, especially when the employee's personal work value is recognized and appreciated by others, the employee is at a higher emotional level and higher satisfaction. Price (1972) pointed out that employees will make their own emotional preference choices according to the work situation, and emotional inclinations can be divided into positive and negative, which will ultimately affect employees' perception of job satisfaction. Corrado (2020) emphasized that corporate employee motivation is a comprehensive process, and material incentives alone cannot produce the expected results. Motivation should also be carried out from the perspective of employees' emotions, such as listening to employees more, understanding their demands, and adopting friendly communication methods. Create a harmonious working atmosphere for them.

The research on employee satisfaction in China started relatively late, and most of the research was conducted in the form of corporate employee satisfaction reports in the early stage. Consultants and large companies also analyze employee satisfaction in their annual human resource analysis, while related academic research is relatively sluggish. Among them, the most influential and widely recognized statement is the classification method given by Taiwan scholar Xu (1977) on employee satisfaction. He classified employee satisfaction into three categories: (see Table 2-2).

Table 2 Employee satisfaction definition classification

Define classification	Representative	The main points
Comprehensive Definition	Price&Vroom	It is believed that job satisfaction is an employee's view of the job itself and the work-related environment, and it is a macro-emotional response to an individual's job role, which does not involve the multi-dimensional analysis, causes and processes of job satisfaction

Reference Architecture Definition	Morse&Homans	believes that objective factors in an organization or work are not factors that affect employee satisfaction, but people's subjective perceptions and interpretations of these structures,This interpretation is influenced by the self-reference framework, which is an emotional reflection of employees on various aspects of their work
Expectation gap definition	Porter&Lawler	The gap between what employees expect and what they actually get at work, the smaller the gap between what they get and what they deserve, the higher their satisfaction, and vice versa.

Lu and Yang (2001) pointed out that the process of employee satisfaction measurement is the process of excavating employees' evaluation of work status and inner feelings. The dimensions of investigation are generally similar, such as enterprise system, various relationship characteristics, work software and hardware, etc.

Ge (2011) believes that employee satisfaction is influenced by employees' individual values and employees' expectations of the company before work. At the same time, employees will comprehensively compare their feelings after completing work tasks to obtain subjective attitude responses, which reflect employees' perceptual attitudes and rational cognitions towards work.

Qin (2016) emphasized the relationship between employee emotions and job satisfaction, analyzed the role and specific application of personal emotions in the measurement of work status and perception, and analyzed the concept of employee satisfaction from the perspective of personal emotions. Emotion and perception are closely related. related, so job satisfaction is a subjective feeling.

Chang (2017) believes that employees will have different perceptions and feelings towards the same or different things, and specific to different enterprises, the

characteristics of enterprises are different, and the ideas and personal status of internal employees are also different. There will also be individual differences and contrast effects in the perception of employee management elements. Therefore, companies should make comprehensive decisions with reference to the methods and levels of other companies and the characteristics of internal employees, taking into account the contrast effects. If it is far lower than that of other companies, then employee satisfaction will be affected, and in severe cases, employee stability may be reduced and resignation may occur.

This paper believes that job satisfaction can be explained by four levels of factors, such as the comfort of the work itself, the fairness of the work reward, the quality of the working environment, the management system of the enterprise, etc. The result of employees' interpretation of these factors according to the value indicators they refer to is the employee's job satisfaction, and it is affected by both personal internal factors and external environmental factors.

2.3. A theoretical review of the relationship between explanatory and dependent variables

From the discussion of the concept of employee satisfaction by the above scholars, it can be shown that employee satisfaction is a kind of individual experience perception that is influenced by many subjective and objective factors. For an individual employee, different corporate environments will produce different job satisfaction. Conversely, in terms of the same corporate environment, different employees will have different job satisfaction due to differences in their own conditions. Based on the complexity of affecting employee satisfaction, scholars have extensively discussed it, mainly including two types of factors, one is job-related factors, and the other is demographic variable attributes, as shown in the following table:

Table 3 Factors influencing job satisfaction

research scholar	years	Factors affecting job satisfaction
Amold、Feldman	1982	Factors such as compensation, job content, leadership, opportunities for advancement, work environment and work
Vroom	1964	Organization itself, work environment, job content, compensation, promotion
Taylor	1911	The job itself, relationship to listing, relationship to colleagues, compensation, rewards
Soonhee Kmi	2002	Work environment, company management system, work autonomy, pressure, personal values
Liu Fengyu Zhang Jincheng	2004	Training and development, senior management, host department, customer service
Jiang Yaxin	2020	Work itself, work reward, working conditions, growth and development, leadership style, organizational climate
Zhang Shiju Liao Xiuqiao	2007	Salary and relationships, the job itself, promotion, leadership management methods
Pu Dexiang	2009	Demographic variables such as gender, age, and educational level

2.3.1. Current status of foreign research

Locke (1969) pointed out that employee satisfaction is a personal emotional response of employees, and it is the positive emotion brought by completing a certain job, satisfaction is influenced by factors such as the quality of leaders, interpersonal relationships among colleagues, and recognition of work by managers.

Amold and Feldman (1982) pointed out factors such as compensation, job content, leadership, promotion opportunities, work environment and work.

Judge, Hauff, Spagnoli and Caetano, Meisler and others successively carried out the relationship between work attitude, work nature, company culture atmosphere, organizational commitment, emotional intelligence, political skills and other factors and employee job satisfaction. The findings extend research in the fields of organizational behavior and psychology, showing that personal factors such as employee work attitudes, emotional intelligence and political skills, company-level factors such as employees' work nature, company culture, and organizational commitment all significantly affect employee satisfaction.

After research and comparison, scholars such as Hessels (2013) proposed that the factors affecting employee satisfaction of employees and individual workers are different, and gave different decisive factors affecting the two in the study.

Maja et al., (2017) believe that employees of different age groups have different satisfaction with the company: older employees are more satisfied with their jobs than younger employees, and both groups rank personal development and quality of life as the most important employee satisfaction factors.

Nadia et al., (2018) concluded through a comparative study of different industries: employee satisfaction has a greater impact on employee loyalty, and employee satisfaction is affected by four factors: leader's reward and recognition, job participation, work environment and empowerment.

Fatwa et al., (2019) pointed out in the research on the impact of employee satisfaction on work efficiency that higher satisfaction can improve work efficiency, and vice versa.

Summarizing the above foreign studies, it is not difficult to find that scholars have gradually realized the important role of employee satisfaction from consumer satisfaction research, and then began to study employee satisfaction. The scope of

research includes the outcome variables and influencing factors of employee satisfaction; the level of research has gradually expanded from the study of a single influencing factor to a cross-level study that combines individual factors and organizational factors. Most of the studies used field questionnaires, and a small number of studies used mature company data for surrogate research. All in all, the research paradigm of foreign employee satisfaction research has gradually matured, and the research results have gradually improved, providing a good experience for domestic employee satisfaction research.

2.3.2. Research state in China

The research on employee satisfaction by Chinese scholars started late, and many theoretical achievements have also been formed. Xu (1978) initiated the exploration of employee satisfaction for the first time in a study on a state-owned enterprise in Beijing. The report of this study was published in Guangming Daily. Since then, domestic research on employee satisfaction has been gradually enriched.

Huang (2005) pointed out the factors that affect employee satisfaction in corporate strategy, organizational structure, business process, quality of work and life, job matching, compensation and benefits, performance appraisal, and training and development.

Hong and Zeng (2006) pointed out that the work itself, work environment, work treatment and co-worker relationship significantly affect employee satisfaction.

Wang (2013) sampled small and medium-sized enterprises in Inner Mongolia, and conducted an empirical study on the job satisfaction of knowledge workers by means of a questionnaire survey. Through the analysis, it is concluded that factors such as job itself and conditions, work group and reward, leader style and enterprise management will have a significant impact on employee job satisfaction.

Zheng (2016) pointed out that the establishment of a fair and incentive compensation system can stimulate the enthusiasm and creativity of employees, which is also the need for enterprise development strategies.

Jiang and Zhao (2016) believe that promotion is also a way of recognizing employees' work ability and can effectively motivate employees. Establish a fair and reasonable promotion system, fully respect employees, and give all employees equal opportunities for promotion and development, which will help enhance employees' confidence in the company and improve satisfaction.

Liu (2018) found through research that the core factor affecting employee satisfaction is salary, and optimizing the salary and welfare mechanism is an effective way to improve employee satisfaction.

Deng et al., (2020) believe that employees pay more attention to interpersonal relationships at work. Healthy and harmonious interpersonal relationships are conducive to creating a good and pleasant working atmosphere, increasing the satisfaction and comfort of employees. The quality of the working environment directly affects the working mood and work efficiency of employees.

By combing domestic and foreign research on employee job satisfaction, it is not difficult to find that the research of domestic and foreign scholars presents two major trends. First, the connotation mining is extensive. First of all, the influencing factors are constantly increasing, ranging from sociology to organizational behavior, psychology to medicine. The influencing factors of employee satisfaction include organizational identity, organizational support, emotional intelligence, work values, intergenerational differences, initiative. Personality, job competency, willingness to leave, emotional labor (surface behavior and deep behavior), organizational commitment, psychological capital, job burnout, occupational identity, interest orientation, etc. The second is the enrichment of epitaxy analysis. Through the research on the connotation of job satisfaction, scholars began to use the research results to guide work practice, and carried out extensive research on the index system of job satisfaction, aiming to solve the current situation and problems of employee job satisfaction at one time.

It can be seen from the above analysis that, looking at the research results on employee satisfaction at home and abroad, different scholars have come to different conclusions from different perspectives and research purposes. In general, it can be seen that:

(1) There are many factors that affect employee satisfaction. By sorting out the literature at home and abroad, it is found that scholars have analyzed from several to dozens of dimensions that affect employee satisfaction, and there is no relatively unified method and conclusion. Different organizations and different employee groups have different factors that affect employee satisfaction.

(2) By combing the research literature, it is found that there are few studies on the satisfaction of retail enterprise personnel at present. Most of the research on employee satisfaction is from a longitudinal perspective, studying employee satisfaction at all levels of the organization as a whole, and there is a lack of horizontal research on a certain group.

(3) From the previous research, there are few researches on employee satisfaction of retail enterprises, and most of them focus on the transformation and business model of retail enterprises. Therefore, this paper chooses to study the employee satisfaction of Dazhang enterprise personnel, which has important theoretical and practical significance.

Based on the research results of the above-mentioned domestic and foreign scholars, the job satisfaction of employees in this paper is mainly carried out from four aspects: the work itself, the work reward, the work environment, and the enterprise management system. It is determined to conduct a large-scale company survey by designing a multi-dimensional employee satisfaction factor scale, hoping to understand the company's employee satisfaction status and existing problems from multiple perspectives. At the same time, statistical analysis of data is used to analyze the influence of different dimensions of the enterprise on the overall satisfaction of employees, so as to accurately propose measures to improve employee satisfaction that are suitable for enterprise practice.

2.3.3. Job satisfaction measurement

A common questionnaire survey tool abroad is the JDI scale (Job Description Index), which is a job description index scale, which was invented by experts such as Professor Patricia Cain Smith in 1969. The JDI scale mainly uses 72 questions to evaluate five dimensions of job satisfaction: satisfaction with the job itself, job rewards, job advancement, superiors, and relationships with colleagues. By combining the satisfaction scores of the above five dimensions, it is possible to comprehensively measure employee satisfaction with their jobs.

The MSQ (Minnesota Satisfaction Questionnaire), the Minnesota Satisfaction Scale, was developed by Weiss, Dawis, England and others in 1967. The long-form Minnesota Satisfaction Scale consists of 100 questions and consists of 20 subscales that assess demonstration of competence, job achievement, action, personal development, organizational empowerment,satisfaction with company policies and practices, compensation packages, peer relationships, status, creativity, management style, social services, management skills, diversity, and working conditions.

Peter Need Satisfaction Questionnaire (NSQ). The questions of the survey developed from the difference theory focus on the specific problems and objections of management work, and are suitable for the satisfaction survey of managers. Under each question, there are "currently yes" and "should be". The greater the difference between the two scores, the lower the satisfaction; the smaller the difference, the higher the satisfaction. Overall satisfaction can be measured by adding up all the scores.

Based on the research of previous experts, Chinese scholars have developed a job satisfaction measurement tool adapted to the actual situation in China through continuous exploration and practice. The measurement effect is very close to the MSQ scale and the JDI scale. This paper starts from four aspects: work itself, work reward, work environment, and enterprise management system. A total of 28 questions are designed. The evaluation of each indicator is divided into 5 grades from "strongly disagree" to "strongly agree". The score for each dimension is the sum of the item indicators, and overall job satisfaction is measured as the sum of the scores for all dimensions.

2.4. A review of research methods

Through on-the-spot investigation and interviews on the job satisfaction situation of employees of Dazhang Company, this paper learns that employees of Dazhang Company generally believe that the company's current job satisfaction needs to be improved. Therefore, this paper decided to comprehensively use quantitative and qualitative analysis methods to study and analyze the job satisfaction of employees in Dazhang Company. First of all, this paper summarizes the research by consulting and

arranging the literature about employee satisfaction, which provides theoretical support for the research of this paper. Secondly, combined with the actual situation of personnel management in Dazhang Company, this paper designs a targeted questionnaire, so as to understand the true attitude of employees towards job satisfaction. Finally , this paper uses SPSS statistical analysis software to analyze the collected effective data , finds out the outstanding problems in the management of dazhang company , and formulates a scientific and reasonable improvement plan.

2.4.1. Literature research

The literature research method was mainly used in this study. Searched the database of China Knowledge Network (CNKJ), VIP database, Wanfang database, and other databases related to the theory of employee satisfaction. Collect and sort out a number of documents on employee satisfaction, and classify and summarize them according to relevant needs, involving the connotation, measurement tools, influencing factors and other aspects of employee satisfaction. Summarize the existing research results of domestic and foreign scholars, and provide theoretical support for the writing of this article.

2.4.2. Questionnaire method

In this paper, the non-probability convenience sampling method is used to collect online questionnaires in the form of online questionnaire answers, and collect the answers of eligible subjects in various dimensions. The questionnaire is divided into two parts, the first part understands the basic situation of consumers. The second part uses a single-choice method to investigate the impact of the work itself, work reward, work environment, and enterprise management system on employees' job satisfaction.

The survey adopts the "5-point Likert scale", with 5 options of "strongly disagree", "somewhat disagree", "generally", "somewhat agree" and "strongly agree". Among them, "strongly disagree" is scored 1 point, "somewhat disagree" is scored 2 points, "generally" is scored 3 points, "somewhat agree" is scored 4 points, and "strongly agree" is scored 5 points. According to Wu (2010), the number of samples should be three to five times that of the "subscale" that contains the most items in the

questionnaire designed by the researcher.

2.4.3. Tatistical analysis

In order to ensure the scientificity and reliability of the research results, it is necessary to test the reliability and validity of the questionnaires and the data collected during the research process. In this paper, the factor analysis method in SPSS program is used to calculate the Cronbach's coefficient α to determine the reliability of the questionnaire. When the alpha value is higher than 0.8, the reliability of the scale is good; when the value is higher than 0.7, the scale is acceptable, and when the value is lower than 0.6, the scale must be revised. This paper will conduct a comprehensive analysis of data verification indicators such as KMO value, commonality score, variance explained rate value, and factor loading value. When the value of the KMO test is between 0.5 and 1, it means that it is suitable for the next factor analysis.

If the test value is less than 0.5, it means that it is not suitable for the next step of factor analysis; the combination degree value is used to exclude unreasonable items; the variance explanation rate value is used to describe the level of information extraction; the factor loading coefficient is used to associate the item with the factor (dimension) to measure the corresponding relationship. In the test of each hypothesis, the multiple linear regression analysis model was used for verification.

2.5. Model design

This paper makes a comprehensive analysis with reference to the research results of domestic and foreign scholars and the actual situation of Dazhang Company. The influencing factors of satisfaction are summarized as four aspects: work itself, work return, work environment, and enterprise management system. Data analysis is used to test the relationship between explanatory variables and independent variables. Through the relevant explanations in the process of proposing all variables.

The theoretical framework model of the influence relationship assumed in this paper is now introduced as shown in the figure:

Figure 1 Theoretical Framework Model
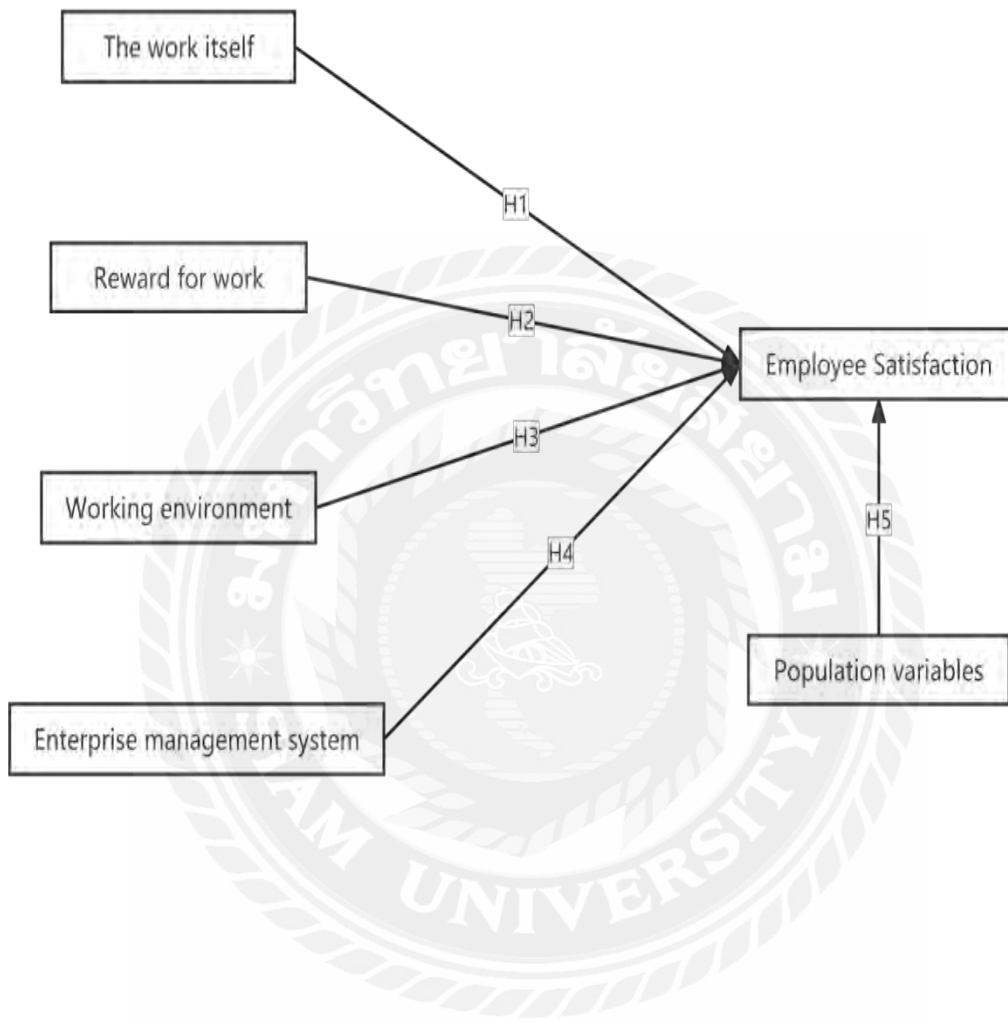
The conceptual framework introduced is as follows:

Figure 2 Conceptual Framework Model
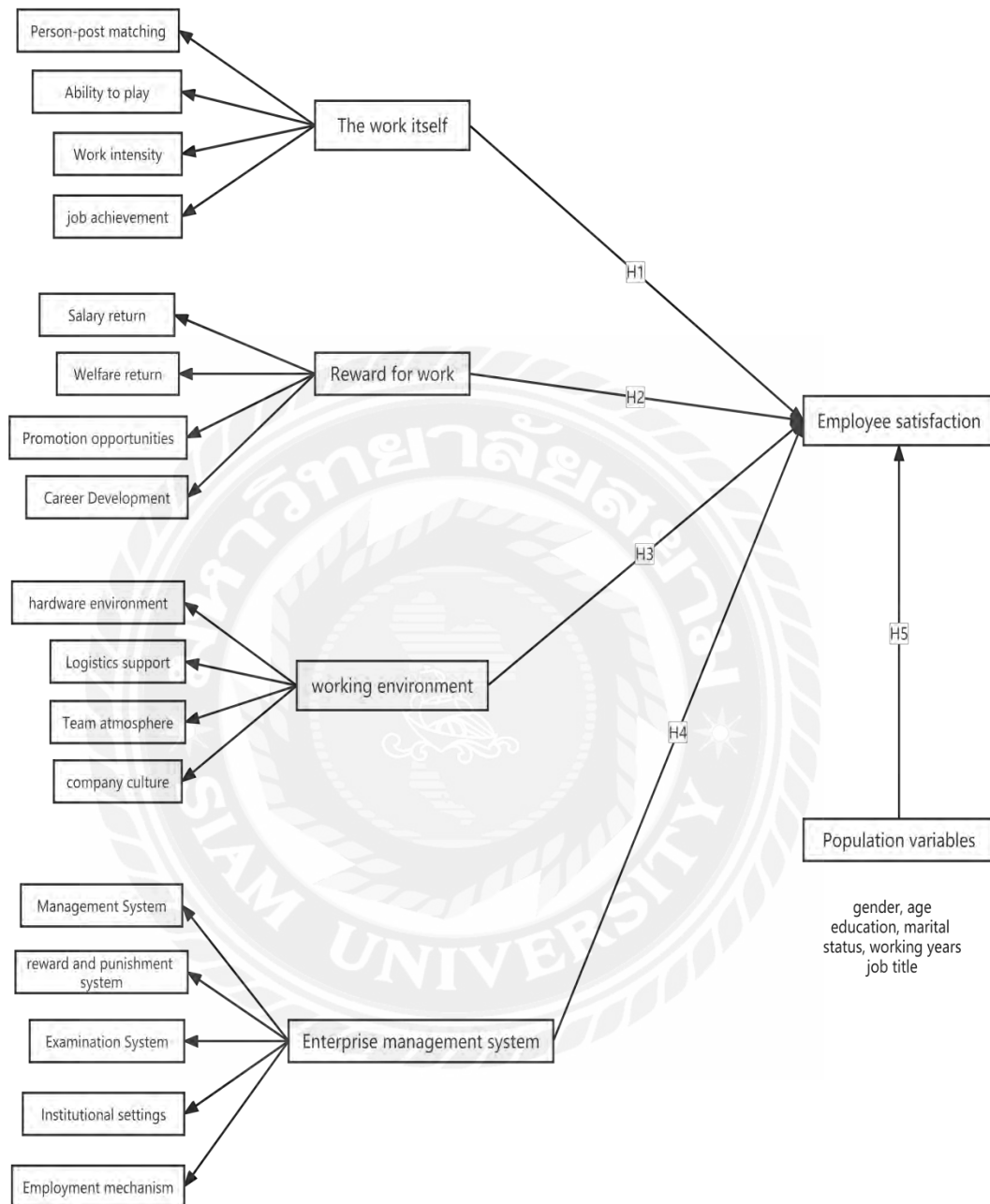
2.6. Theoretical application

(1) Maslow's Hierarchy of Needs Theory

Need Hierarchy Theory (NHT) is one of the theories of humanistic science and

was proposed by American psychologist Maslow (1943) in his Theory of Human Motivation. Human needs are divided into five levels from low to high, namely: physiological needs, safety needs, social needs, esteem needs and self-actualization needs, the first two are lower-level needs, and the latter three are higher-level needs demand. Using Maslow's Hierarchy of Needs Theory to judge employees' work motivation and enthusiasm is a representative research in management theory. Understanding the needs of employees is an important premise for applying the hierarchy of needs for motivation. The needs of employees in different organizations, different periods, and different employees in the organization are full of differences. Therefore, managers should use various methods to conduct research to find out what employees really need and motivate them in a targeted manner.

(2) Herzberg's Two-Factor Theory

Two factor theory (Two Factor Theory), also known as incentive health care theory, was proposed by American behavioral scientist Herzberg (1959), also known as "two factor incentive theory". Herzberg believes that closely related to the content of work are motivational factors, such as challenging work and huge development space, which makes employees full of sense of achievement and responsibility, can mobilize people's enthusiasm, and greatly improve productivity. Only motivational factors can improve employee morale, closely related to the working environment is the health factor. Improper handling of factors such as remuneration, working conditions, and interpersonal relationships can easily lead to employee dissatisfaction, high absenteeism rate, passive sabotage and other undesirable phenomena. He denies that the opposite of satisfaction is dissatisfaction, and believes that the opposite of satisfaction is no satisfaction, and the opposite of dissatisfaction is no dissatisfaction. To mobilize people's enthusiasm, not only should we pay attention to external factors such as material needs and working conditions, but more importantly, we should pay attention to the arrangement of work, recruit people who are suitable for their talents, and pay attention to spiritual incentives for employees, praise and recognition, and give people the opportunity to grow, Opportunities for development and advancement.

(3) Alderfer ERG needs theory

Alderfer (1969) of Yale University put forward the ERG needs theory in the paper "Empirical Test of New Theory of Human Needs" on the basis of Maslow's hierarchy of needs theory. Alderfer believes that people have three core needs, namely the need for survival, the need for interrelationship and the need for growth and

development. The need for survival is related to people's basic material survival needs; the need for interrelationships refers to people's requirements for maintaining important interpersonal relationships; the need for growth and development, it expresses the individual's inner desire for development. ERG theory states that people may have more than one need at work at the same time; if the satisfaction of higher-level needs is inhibited, then people's desire for lower-level needs will become more intense.In addition, ERG theory also proposes the idea of "frustration-return". Alderfer argues that when attempts to satisfy higher-level needs are frustrated, it leads people to return to lower-level needs. Therefore, managers should make corresponding changes with the changes in the structure of employees' needs, and formulate corresponding management strategies according to the different needs of each person.

(4) Adams' Equity Theory

Equity Theory, also known as social comparison theory, was proposed by American psychologist John Stacey Adams in the 1960s on the basis of synthesizing the concept of fairness in distribution and cognitive dissonance a motivational theory. The theory holds that: when a person has made achievements and received rewards, he not only cares about the absolute amount of his own rewards, but also cares about the relative amount of his own rewards. Therefore, he has to make various comparisons to determine whether the compensation he has received is reasonable, and the results of the comparison will directly affect the enthusiasm and satisfaction of future work. One is called a horizontal comparison, in which a person compares the "rewards" (including money, work arrangements, and appreciation received) with one's "investments" (including education, effort, time spent on work, The ratio of energy and other intangible losses, etc.) is socially compared with other people in the organization, and he considers it fair only when they are equal. One is called vertical comparison, that is, comparing the ratio of the current effort and the current reward with the ratio of the effort invested in the past and the reward in the past, and only when they are equal, he thinks it is fair. The enthusiasm and satisfaction of employees depend on the degree of fairness in the distribution he feels (that is, the sense of fairness), and the employee's sense of fairness depends on his horizontal and vertical comparisons.

(5) Froome's Expectation Theory

Expectancy Theory, also known as "valence-means-expectancy theory", was

proposed by the famous North American psychologist and behavioral scientist Vroom (1964) in "Work and Motivation" out of motivation theory. Froome believes that people's motivation or motivation to take an action depends on their evaluation of the value of the outcome of the action and the estimation of the expected probability of achieving that outcome. In other words, the size of the incentive depends on the total expected value of the action that can achieve the goal and lead to a certain result multiplied by the expected probability that he thinks that the goal will be achieved and obtain a certain result. The formula is: $M = V \cdot E$, where: M stands for motivation, V stands for target value, valence, and E stands for expectation.It can be seen that Froome's expectation theory can find the factors that affect people's work motivation, namely valence and expectation. A good manager should study under what circumstances make expectations greater than reality, and under what circumstances make expectations equal to reality, so as to better mobilize people's enthusiasm.

2.7. Research framework

The following is the research technology roadmap of this paper：
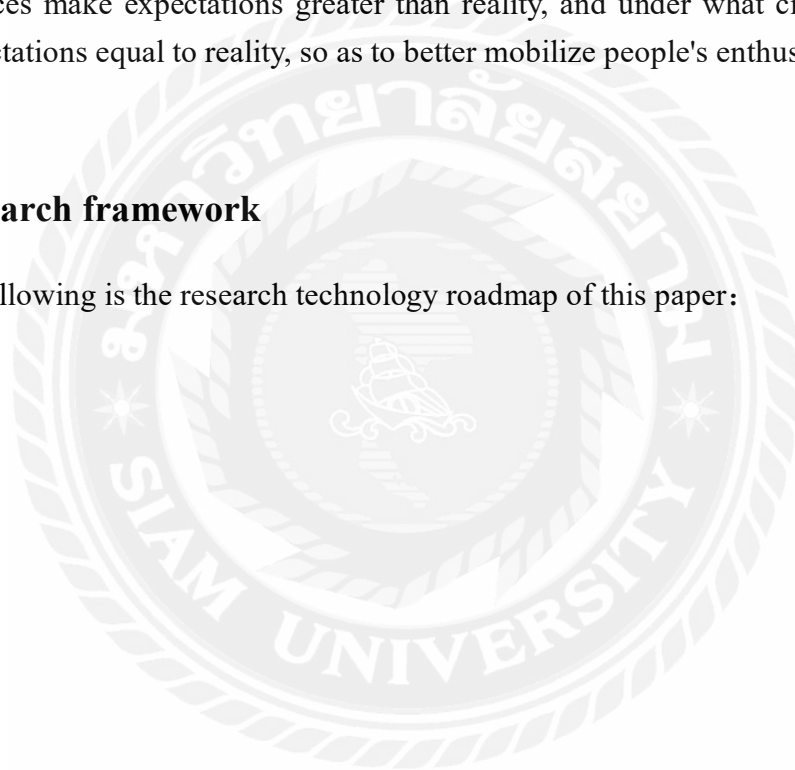
Figure 3 Research Technology Roadmaps

Ideas   Content   Method

Ideas	Content	Method
Ask a question	introduction	Policy Background Analysis
Look for theory	Concept Definition and Theoretical Basis	literature Research
Make plan	Research Hypotheses and Questionnaire Design	Questionnaire method
Empirical Analysis	An Empirical Study on Employee Satisfaction in Dazhang Company	Statistical Analysis
Suggest plans	Dazhang Company's Employee Satisfaction Improvement Countermeasures	Countermeasures
	Conclusion and Outlook	

3. RESEARCH METHODOLOGY

3.1. Overview

The main research method used in this paper is quantitative research method. The nature of quantitative research is that it is conducted in order to arrive at statistical results on the population of a particular research subject. As quantitative research, its object is some kind of objective existence that is objective and independent of the researcher. Quantitative researchers believe that their research object can be divided into parts like dissecting sparrows, and the observation of these parts can obtain a whole understanding. The design and assumptions of quantitative research are determined before the start of the research, the measurement tools are relatively independent of the researcher, and the researcher is not necessarily personally engaged in data collection. The purpose of quantitative research is to test the correctness of the theory, and the final result is to support or reject the hypothesis.

According to the research direction and purpose, this paper adopts quantitative research method, through on-the-spot investigation and interviews on the job satisfaction of employees of Dazhang Company, we learn that the employees of Dazhang Company generally believe that the current job satisfaction of the company needs to be improved. Therefore, this paper decided to comprehensively use quantitative and qualitative analysis methods to study and analyze the job satisfaction of employees in Dazhang Company, and put forward suggestions in this paper according to the actual situation. First of all, this paper summarizes the research by consulting and sorting out the literature about employee satisfaction, and designs the model diagram and research hypothesis of this research to provide theoretical support for this research. Secondly, combined with the actual situation of personnel management in Dazhang Company, this paper designs a targeted questionnaire, so as to understand the true attitude of employees towards job satisfaction. Finally , this paper uses spss statistical analysis software to analyze the collected effective data, finds out the outstanding problems in the management of dazhang company , and formulates a scientific and reasonable improvement plan

3.2. Variable items and their measurement

The questionnaire in this paper consists of two parts. The first part is the basic situation of the respondents, with a total of 6 questions. The second part is the employee satisfaction survey, including 28 items. For details of the questionnaire, please refer to the appendix. The second part adopts the single-choice method, and the purpose is to investigate the influence of the four dimensions of work itself, work return, work environment, and enterprise management system on the job satisfaction of Dazhang employees. The questionnaire adopts a five-point Likert scale, that is, five levels from "strongly disagree" to "strongly agree", represented by 1, 2, 3, 4, and 5 points respectively. The scale items and their sources are shown in the table below:

Table 4 Scale questions and sources

dimension	metric	questionnaire	source
Work itself	Man post match	1. You have some autonomy in your work	Su Yi (2020)
	Ability to play	2. Your work demonstrates your ability and expertise	
	working strength	3. The current work pressure is oneself can bear	
		4. Your work helps to realize your life value	
	Work sense of achievement	5. You have a sense of pride in your work	
Work return	Compensation returns	6. In terms of work pay, you think the salary is reasonable	Shi Xiaochen (2020)
	Welfare return	7. You are satisfied with your income compared to other employees in the industry	Dong Aobo (2013)
	opportunity for advancement	8. You are very satisfied with the welfare (housing, vacation, etc.)	

	vocational development	9. Your work is good for your own personal development 10. You have many promotion opportunities in your job 11. The company attaches great importance to the training and guidance of employees, and actively helps employees to realize their career ideals	
work environment	hardware environment	12. The company provides you with a comfortable office environment	Wang Lei-lei (2016) Shi Xiaochen (2020)
	logistical support	13. The office has rich work resources	
	Team atmosphere	14. The company's logistics support is very well in place 15. You have a very reasonable company schedule	
	corporate culture	16 You and your colleagues are friendly and harmonious 17. You and your colleagues can help each other 18. The company's culture atmosphere makes you very satisfied	
career plan	management system	19. The company has a sound institutional system	Liu Xiaonan （2016）
	reward and punishment	20. The company's various management and system are very reasonable and highly	

	system	operable	
	feed back system	21. The reward and punishment system is very reasonable	
	Employment mechanism	22. The company has a sound institutional system	
	structural establishment	23. You are satisfied with the company's employment mechanism 24. You are satisfied with the establishment of the company	
Job satisfaction	Work itself	25. You are satisfied with the work itself	Su Yi (2020)
	Work return	26. You are satisfied with the return of your work	
	work environment	27. You are satisfied with the working environment	
	career plan	28. You are satisfied with the enterprise management system	

3.3. Research Hypothesis

Based on classical theories such as Maslow's Hierarchy of Needs, and based on the review of domestic and foreign scholars' related literatures on satisfaction, job satisfaction and its influencing factors, this paper focuses on the mechanism of job satisfaction related factors of employees in Dazhang Company. By establishing the relevant null hypothesis and obtaining relevant data by means of a questionnaire survey, the null hypothesis is tested. In order to deeply understand the influencing factors of employee job satisfaction in Dazhang Company and its internal mechanism, and then put forward specific suggestions to improve the job satisfaction of employees in Dazhang Company, and provide reference for effectively stabilizing the employee team of Dazhang Company.

(1) The relationship between the job itself and employee satisfaction

In the process of working, the characteristics of the work itself directly determine the workload, difficulty and interest of the employees. The employee's recognition of job elements directly determines their job satisfaction, and the specific elements include: man-post fit, ability to play space, work intensity, and sense of work achievement. Wang (2015) pointed out that enterprises should form an effective personnel-post matching mechanism. On the one hand, employees can obtain work value, and on the other hand, they can satisfy employees' work interests. Chen (2018) pointed out that the ability to develop space is an important demand of employees in the work, which can improve their enthusiasm and innovation in their work. A job satisfaction evaluation needs to determine whether the job can give employees enough ability to develop space. Niu (2020) believes that job perception satisfaction and work intensity are negatively correlated as a whole, and from the perspective of enterprises, the limitation of employees' work intensity is not the goal pursued by enterprises. Enterprises pay more attention to the job value of employees and their contribution to the enterprise. If they can contribute enough value to the enterprise, the enterprise is also willing to reduce the intensity of employees' work to improve their job satisfaction. Wang (2012) and others pointed out that the sense of work achievement is the inner feedback of the employee's self, and its driving effect is endogenous, which is also one of the higher pursuits of the employee's work. Zhao (2020) emphasized that the sense of job achievement itself is the proper meaning of employee job satisfaction, so the sense of job achievement can positively drive job satisfaction.

Domestic scholars He (2006), Hong 2006), Pan (2009) have found that work itself has a significant positive impact on job satisfaction.

Therefore, based on relevant theoretical and practical research, combined with the characteristics of Dazhang employees, the relationship between the job itself and Dazhang employees' job satisfaction is studied, and the following assumptions are put forward:

H1: The work itself has a significant positive impact on the job satisfaction of employees in Dazhang Company.

(2) The relationship between work reward and employee satisfaction

Work rewards include compensation and benefits, training and promotion opportunities, honors and social status brought by work, work recognition, and the way of evaluation. Salary is a factor that is particularly valued by corporate employees. Many employees put this factor first when they take office, and reasonable compensation will also form a good positive incentive. Therefore, work reward is an effective means of motivating employees, and it represents the degree of recognition of the company's work performance. Fair and reasonable work remuneration will effectively stimulate the work enthusiasm of the new generation of employees, enhance their sense of acquisition and recognition, and then improve their job satisfaction level.

Zhang et al., (2016) took the employees of Heilongjiang Forestry Industry and Forestry Bureau as the research object, combined with focus group interviews, and carried out an empirical study. The research results show that job return satisfaction significantly affects the overall employee satisfaction. In their studies, Huang (2005), Pan (2009), Cao (2013) and other scholars have found that work remuneration has a significant positive impact on job satisfaction.

Therefore, based on relevant theoretical and practical research, combined with the characteristics of Dazhang employees, this paper studies the relationship between job rewards and Dazhang employees' job satisfaction, and proposes the following hypotheses:

H2: Work reward has a significant positive impact on employee job satisfaction in Dazhang Company.

(3) The relationship between work environment and employee satisfaction

Work environment incentive is a comprehensive index, which is a comprehensive index of corporate culture and organizational efficiency. In enterprise operation, environmental incentive is an overall positive incentive value. When its measurement value is high, it means that employees can work in a more comfortable environment, and interpersonal relationships are more harmonious. Employees are more likely to have a positive attitude and thus improve work efficiency, so

companies can form an overall positive external incentive value based on the improvement of work atmosphere. Specific elements include: hardware environment, logistics support, team atmosphere, and corporate culture.

Zheng (2017) pointed out that corporate employees tend to work in a better working environment, and the specific factors include: the size of the internal office space, internal air quality, lighting, etc. Liu (2017) pointed out that the hardware elements of the working environment directly affect the work experience of the enterprise workforce. The first point is to ensure that the working environment is harmless to the human body. With the help of survey data, employees are more concerned about the interior decoration level and working space of the enterprise. Cui (2018) pointed out that the level of enterprise logistics support directly affects the work efficiency of enterprise employees, and higher logistics support can save employees' time and energy and allow them to better devote themselves to work. Su (2019) emphasized that the logistics support of enterprises should pay attention to the improvement of the quality and work attitude of logistics personnel, which can directly improve employees' recognition and satisfaction with their work. Zhai (2017) proposed that corporate culture can improve the organizational efficiency of employees, and when employees recognize corporate culture, their recognition of work will also improve. Zhang et al., (2016) took the employees of the Heilongjiang Forest Industry and Forestry Bureau as the research objects, combined with focus group interviews, and carried out an empirical study. The research results show that the satisfaction of the working environment significantly affects the overall satisfaction of employees.

Therefore, based on relevant theoretical and practical research, combined with the characteristics of Dazhang employees, this paper studies the relationship between the working environment and the job satisfaction of Dazhang employees, and proposes the following assumptions:

H3: The work environment has a significant positive impact on the job satisfaction of employees in Dazhang Company.

(4) The relationship between enterprise management system and employee satisfaction

The management system is the management mechanism, management principle, management method and the norm of the management organization set up within the enterprise. The relevant theories of management believe that a sound management system is the basic guarantee for the operation of a company, which can simplify the management process and improve management efficiency. Dazhang employees pay special attention to order, especially fairness and justice. A fair and reasonable management system, especially the performance management system, can improve the work performance of employees to a certain extent, effectively stimulate their enthusiasm for work, and ultimately improve their satisfaction and future sense of achievement. Huang (2005), Sun (2006) and other scholars found that the management system has a significant positive impact on job satisfaction.

Therefore, based on relevant theoretical and practical research, combined with the characteristics of Dazhang employees, this paper studies the relationship between the enterprise management system and Dazhang employees' job satisfaction, and puts forward the following hypotheses:

H4: The enterprise management system has a significant positive impact on the job satisfaction of employees of Dazhang Company.

(5) Relationship between demographic variables such as gender and age and employee satisfaction

Domestic and foreign scholars have found that there are significant demographic differences in employee job satisfaction in terms of gender, age, education, marital status, and administrative positions. At the same time, the difference in the performance of the age variable on job satisfaction may also be extended to the working years variable, because in general, the older the age, the longer the working years in a particular unit. Yuan et al., (2003) researched that employees with a college degree were the least satisfied, employees with a high school and technical secondary school degree were slightly more satisfied, and employees with a bachelor degree or above had the highest degree of satisfaction. Gianakis (1997) found a positive correlation between the age of employees and overall job satisfaction through a survey of employee satisfaction. Brian (2001) found that wage income has a positive impact on employee satisfaction. Moreover, the objective income, which is compared

with the actual income of the individual and the expected income, can better explain the related situation of employee satisfaction. The study also found that wage income has a greater impact on male employees.

On this basis, the author believes that although employee job satisfaction may show certain significant differences in indicators such as gender, age, education, marital status, and working years. However, demographic variables such as gender are not the direct factors affecting employee satisfaction, and it is not appropriate to identify demographic variables such as gender as the influencing factors of employee job satisfaction. But, the moderating effect of demographic variables such as gender on job satisfaction factors and job satisfaction can be studied.

Therefore, based on relevant theoretical and practical research, combined with the characteristics of Dazhang employees. To study the relationship between demographic variables such as gender, age, education, marital status, years of work, and job title and job satisfaction of employees of Dazhang Company, and make the following assumptions:

H5: Demographic variables such as gender and age affect the job satisfaction of employees in Dazhang Company.

Based on the above analysis, the research hypotheses of this paper are as follows:

Table 5 Research Hypothesis

H1: The work itself has a significant positive impact on the work satisfaction of employees in Dazhang Company
H2: Work return has a significant positive impact on the job satisfaction of employees in Dazhang Company
H3: The working environment has a significant positive impact on the job satisfaction of employees in Dazhang Company
H4: The enterprise management system has a significant positive impact on the job satisfaction of employees in Dazhang Company
H5: Employee gender and age affect job satisfaction

The variables are set as follows:

This paper makes a comprehensive analysis of the actual situation of employee satisfaction in Dazhang Company with reference to the research results of domestic and foreign scholars.The influencing factors of satisfaction are summarized into four dimensions: work itself, work return, work environment, and enterprise management system.

Table 6 Variable Dimension

variable	Variable name
	Work itself
Independent variable	Work return
(explanatory variable)	work environment
	career plan
Cause variable (outcome variable)	Employee satisfaction

3.4. Sampling plan design

3.4.1. Research population

This dissertation chooses to study employee satisfaction, China Dazhang Industrial Co., Ltd., after more than 30 years of development, is now a well-known retail business brand in China. As a pioneer of retail enterprises in China, Dazhang has also invested heavily in establishing its own logistics park, distribution center and food processing plant. It can meet the distribution of goods in stores in surrounding areas, process soy products and Chinese and Western pastries, further ensure the food safety of consumers, and can stabilize prices during special periods, and respond to disasters in a short period of time. While pursuing development, Dazhang Group also undertakes important social responsibilities. Dazhang has also cultivated a group of

excellent business personnel, who are all over the country and are committed to providing consumers with high-quality products.

This dissertation will focus on retail employees in general. However, considering the breadth and complexity of the overall distribution of research, different property rights, different industries, different development stages, different competitive positions and different management models, in order to facilitate the collection of questionnaires. We only limit the overall research of the survey to Dazhang Industrial Co., Ltd., and limit it to employee satisfaction in the direction of retail.

3.4.2. sampling method

There are four commonly used methods of probability sampling: random sampling, stratified random sampling, cluster sampling and system sampling.

(1) Random sampling

Random sampling means that all individuals included in the population in the sampling process have an equal and independent chance of being selected as a sample, or that all individuals have the same probability of being selected and do not affect each other.

(2) Stratified random sampling

The stratified random sampling process is divided into two steps. First, the population is divided into several sets according to its characteristics and research requirements, that is, the sub-population. The selected sample set structure should be consistent with the overall structure.

(3) Cluster sampling

Cluster sampling is an extension of stratified random sampling, which also first divides the total into sub-totals, but changes the sampling method. In stratified sampling, all sub-totals are sampled separately, while cluster sampling clusters similar sub-totals together, called clusters, and then samples are drawn from the clusters.

(4) System sampling

Systematic sampling is a variant of pure random sampling. In the overall individual sequence, every k is taken as a sample. The value of k depends on the size of the population and the size of the sample. The difference between systematic sampling and other sampling methods is that individuals in the population do not have the opportunity to be independently selected. Once the first sample is selected, other samples will be automatically generated.

This paper will adopt the method of random sampling, that is, the individuals included in the survey population have equal and independent chances to be selected as the sample, or that all individuals have the same probability of being selected and do not affect each other. Through on-the-spot investigation, the company's overall roster was obtained, and 156 technicians were identified according to the job category, and 156 people were randomly distributed and recycled according to random sampling. The reason for taking random sampling is that random sampling is the simplest for the following reasons. And the best way to obtain a representative sample, the difference between the selected sample and the population is small, and it can better avoid systematic bias. Random sampling meets the requirements of statistical inference and can infer the population with the help of the behavior of the sample. Consider the difficulties in actual investigations. If stratified random sampling is adopted, it may be very difficult to obtain the consistency of the sample structure and the overall structure in the case of the imbalance between male and female in the enterprise of technical personnel.

3.4.3. Sample size

The questionnaire was distributed and collected through the HR department in paper and online workgroups. According to Wu (2010), the sample size should be three to five times the number of "subscales" that the researcher designed the questionnaire to contain the largest number of questions, and the total number of questions designed in this paper is 34. The number of samples to be included in this thesis is 246, which are randomly distributed from the total number of employees of Dazhang Company by random sampling.

3.4.4. data collection

The questionnaire was used to collect the information needed for this study. The name of the questionnaire was "Dazhang Employee Satisfaction Questionnaire" (see Appendix). The content of the questionnaire consists of two parts: the first part is the personal basic information of the surveyed employees, mainly including the demographics of the respondents' gender, age group, educational background, length of service, job position, marital status, etc. The second part is to investigate a number of factors that affect employee satisfaction. The measured variables are mainly composed of 5 items and 28 specific indicators.

The returned questionnaires were divided into two categories with complete partial responses. Every survey should have a clear definition of full and partial responses, and how it should differentiate between partial responses and survey breaks. For the three statistical states, two standard definitions are widely used. Proportion of Answers to All Questions The proportion of answers to decisive or essential questions. For example, the following criteria are used to determine whether an investigation is a full investigation, a partial investigation, or an investigation discontinued. All questions answered less than excluded rejections and no answers were survey breaks. Partial answers exceeded full answers. Answers to all key or essential questions were less than those excluded rejections for survey interruption and no answers were partially answered as full answers. A combination of the above, for example, may require answers to key questions and other questions to be answered as fully answered.

This article takes the employees of Dazhang Industrial Co., Ltd. as the survey object. Based on the questionnaire star platform and paper format, a total of 246 questionnaires were distributed within Dazhang Company, and a total of 241 questionnaires were returned, excluding 10 single-choice questionnaires and 5 paper-based incomplete questionnaires. There were 226 valid questionnaires, and the effective rate of the questionnaire was 91.9%, which met the statistical requirements.

3.5. Data analysis methods and their index significance

To carry out scientific statistical analysis on the recovered questionnaires, it is necessary to test the reliability and validity of the questionnaires and the data collected during the research process to ensure the scientificity and reliability of the research results. This paper uses the method in SPSS23.0 to calculate the Cronbach's coefficient α to determine the reliability of the questionnaire. When the alpha value is higher than 0.8, the reliability of the scale is good; when the value is higher than 0.7, the scale is acceptable, and when the value is lower than 0.6, the scale must be revised. This paper will conduct a comprehensive analysis of data validation indicators such as KMO value, commonality score, variance explained rate value, and factor loading value. When the value of the KMO test is between 0.5 and 1, it indicates that the next step is suitable for factor analysis; if the test value is less than 0.5, it indicates that the next step is not suitable for factor analysis; the combination degree value is used to exclude unreasonable items. In the test of each hypothesis, the multiple linear regression analysis model is used for verification, and the impact of demographic variables on salary satisfaction is analyzed by variance analysis.

3.6. Reliability and Validity Analysis of the Scale

3.6.1. Validity test

Validity, that is, the degree to which the measurement tool used can effectively measure the trait to be measured, refers to the degree to which the questionnaire can accurately measure the variable to be measured. By measuring the validity, the accuracy of the measurement results can be effectively estimated. The evaluation methods of validity include construct validity, content validity, calibration validity, etc. This validity test mainly adopts factor analysis to test. Before the factor analysis test, it must first meet its preconditions, that is, there is a strong correlation between the items. The direct relationship between the items is reflected in two test indicators: 1. KMO value, 2. Bartlett sphericity test value. The KMO value is used to compare simple correlation coefficients between items, and can take a value between 0 and 1. The KMO value greater than 0.9 indicates that the factor analysis method is very suitable; the obtained value is 0.7-0.9, it is suitable; the obtained value is 0.6-0.7, it is not suitable; the obtained value is less than 0.6, it is not suitable. The Bartlett test of sphericity is used to test whether the correlation coefficient between items is

significant.

The following is the KMO test of this dimension. From the results, the KMO value is 0.933, and the Bartlett sphericity test is significant (P<0,05).

Table 7 Questionnaire validity checklist

Number of KMO sampling			.933
questionnaire	Bartlett spherical test	Approximate chi square	2157.742
		free degree	378
		conspicuousness	.000

3.6.2. Reliability test

Reliability, also known as the degree of reliability, is used to analyze the stability level and consistency level of the results obtained by the measurement method used, and use this as an index to evaluate the reliability of the measurement method scale. Its evaluation methods mainly include internal consistency reliability, test-retest reliability and replica reliability.

This paper uses internal consistency to test the reliability of the questionnaire. There are many measurement methods for internal consistency, and the most commonly used method is to use Cronbach's alpha coefficient to estimate. Cronbach's alpha coefficient is between 0 and 1, and the closer to 1, the higher the reliability level. When the Cronbach's alpha coefficient is greater than 0.7, it means that the reliability of the data is high; when it is greater than 0.6, it means the data is acceptable; if it is less than 0.35, it is low reliability; and 0.5 is the lowest acceptable level of confidence.

We measured the reliability of the variables. The results are shown in the table below. The Cronbach's α value of the overall variables is above 0.9, indicating that the reliability of the overall survey data of the variables in this study is very high.

Table 8 Questionnaire reliability checklist

class	Cronbach's Alpha	number of terms
questionnaire	0.926	28

In summary, we believe that the scale has certain internal stability and consistency, and has passed the reliability and validity test, and then we will verify and analyze the entire model.

4. DATA ANALYSIS

In order to explore employee job satisfaction more effectively and comprehensively, based on the research and theoretical derivation of the original literature, this paper intends to analyze the accuracy of the pre-set models and assumptions through quantitative empirical research. Since there is no public data for each variable in the study, we use the method of questionnaire survey to conduct research.

4.1. Descriptive Analysis of Statistical Characteristics of Samples

This paper uses SPSS 23.0 for the collected 226 valid sample data to carry out a descriptive analysis of the statistical characteristics of the sample, including the sample's gender, age, education, etc. The specific data is shown in Table 7.

Table 9 Statistical analysis of the sample distribution

variable	class	frequency	percentage
sex	man	117	51.8
	woman	109	48.2
age	Age 20 and below	31	13.7
	21-25 Years old	64	28.3
	26-30 Years old	71	31.4
	Over 30 years old	60	26.5
record of formal schooling	High school and below	39	17.3
	junior college	75	33.2
	undergraduate course	79	35
	Graduate student or above	33	14.6
marital status	married	72	31.9
	unmarried	154	68.1

working life	Within 1 year	66	29.2
	One year to three years	36	15.9
	Three years to five years	52	23
	More than 5 years	72	31.9
Company position	bank teller	152	67.3
	be responsible for	58	25.7
	Store manager	16	7.1

4.2. Difference analysis

In order to study the influence of gender and age on the five variables of work itself, work return, work environment, enterprise management system, and overall satisfaction, the difference analysis is used here. Because gender is a binary variable, the independent sample t-test analysis method is used for analysis, while age is a multi-category variable, and the one-way analysis of variance method is used here, as shown in the following table:

The t-test, also known as the Student's t-test, uses the t-distribution theory to infer the probability of the difference, so as to compare whether the difference between the two means is significant. The test can be divided into single population test and double population test, as well as paired sample test. This study used a double population test. Two-population t-test is to test whether the difference between the mean of two samples and the population they represent is significant. The double population t-test is divided into two cases.

One is the independent sample t test (there is no correlation between the experimental treatment groups, that is, an independent sample), which is used to test the difference of the data obtained by the two groups of unrelated samples;

One is the paired sample t test, which is used to test the difference between the data obtained by the matched two groups of subjects or the data obtained by the same group of subjects under different conditions. The samples composed of these two

situations are the relevant samples. The independent sample t-test statistic is:

Figure 4 Independent sample t-test statistic

$$t = \frac{\overline{X}_1 - \overline{X}_2}{\sqrt{\frac{(n_1-1)S_1^2+(n_2-1)S_2^2}{n_1+n_2-2}\left(\frac{1}{n_1}+\frac{1}{n_2}\right)}}$$

Among them: S1 and S2 are the two-sample variance; n1 and n2 are the two-sample capacity.

Table 10 Difference analysis of sex in the four variables

variable	sex	N	M±SD	t	P
Work itself	man	117	3.226±0.576	-0.987	0.325
	woman	109	3.297±0.509		
Work return	man	117	3.359±0.638	0.136	0.892
	woman	109	3.349±0.491		
work environment	man	117	3.531±0.708	-0.995	0.321
	woman	109	3.62±0.627		
career plan	man	117	3.279±0.585	-0.21	0.834
	woman	109	3.295±0.55		
Overall satisfaction	man	117	3.402±0.627	0.999	0.319
	woman	109	3.323±0.545		

*p<.05,　**p<.01,　***p<.001

It can be seen from the above table that gender is in the work itself (t=-0.987, p>0.05), work reward (t=0.136, p>0.05), work environment (t=-0.995, p>0.05), enterprise management system (t=-0.995, p>0.05) =-0.21, p>0.05), there was no significant difference (p>0.05) in overall satisfaction (t=0.999, p>0.05).

This result shows that male and female students have different views on the job itself, work reward, work environment, enterprise management system, and overall satisfaction. It shows that different forms of influencing factors have no effect on the work itself, work return, work environment, enterprise management system, and overall satisfaction.

Table 11 Differential analysis of age in the four variables

variable	age	N	M±SD	F	P	LSD
Work itself	Age 20 and below	31	0.679±0.122			
	21-25 Years old	64	0.581±0.073	0.406	0.749	n.
	26-30 Years old	71	0.474±0.056			
	Over 30 years old	60	0.514±0.066			
Work return	Age 20 and below	31	0.712±0.128			
	21-25 Years old	64	0.525±0.066	0.987	0.4	n.
	26-30 Years old	71	0.541±0.064			
	Over 30 years old	60	0.572±0.074			
work environment	Age 20 and below	31	0.781±0.14			
	21-25 Years old	64	0.644±0.08	0.427	0.734	n.
	26-30 Years old	71	0.636±0.076			
	Over 30 years old	60	0.686±0.089			
career plan	Age 20 and below	31	0.696±0.125	0.272	0.846	n.
	21-25 Years old	64	0.561±0.07			

	26-30 Years old	71	0.498±0.059	
	Over 30 years old	60	0.589±0.076	
	Age 20 and below	31	0.727±0.131	
Overall satisfaction	21-25 Years old	64	0.565±0.071	1.7580.156 n.
	26-30 Years old	71	0.547±0.065	
	Over 30 years old	60	0.572±0.074	

*p<.05,   **p<.01,   ***p<.001

The one-way ANOVA results are shown in the table above.It can be seen that the work itself (F=0.406, p>0.05), work reward (F=0.987, p>0.05), working environment (F=0.427, p>0.05), enterprise management system (F=0.272, p>0.05) , the overall satisfaction (F=1.758, p>0.05) was not statistically significant.

It can be considered that the work itself, work reward, work environment, enterprise management system, and overall satisfaction will not differ according to age.

4.3. Research Hypothesis Testing

(1) Correlation analysis

Analysis reflects an indicator of the strength of the relationship between two random variables. Generally, the correlation mentioned refers to the linear correlation between the variables. The commonly used correlation coefficient is the Pearson simple correlation coefficient. The larger the absolute value of the correlation coefficient, the stronger the correlation between the two variables. The closer the correlation coefficient is to 1 or -1, the stronger the correlation, and the closer the correlation coefficient is, the weaker the correlation. Usually, the correlation strength of variables can be judged by the following value ranges: correlation coefficient 0.8-1.0 highly correlated; 0.6-0.8 strong correlation; 0.4-0.6 moderate correlation; 0.2-0.4 weak correlation; 0.0-0.2 very weak or no correlation. In this study, Pearson's simple correlation coefficient was used to analyze the correlation between the work

itself, work reward, work environment, enterprise management system, and overall satisfaction. The results are as follows.

Table 12 relativity

	Work itself	Work return	work environment	career plan	Overall satisfaction
Work itself	1				
Work return	.704**	1			
work environment	.733**	.763**	1		
career plan	.691**	.726**	.712**	1	
Overall satisfaction	.626**	.643**	.652**	.579**	1

*p<.05,   **p<.01,   ***p<.001

This part tests the correlation between the work itself, work reward, work environment, enterprise management system, and overall satisfaction. The results are shown in the table above. It can be seen from the table that the correlation coefficients between overall satisfaction and the Pearson of the job itself, job return, work environment, and enterprise management system are 0.626, 0.643, 0.652, and 0.579, respectively, P<0.05.

It shows that the correlation between overall satisfaction and the work itself, work reward, work environment, and enterprise management system is real and significant. Each coefficient is less than 0.8, so there is no collinearity problem.

(2) Regression analysis

In real life, there may be different degrees of mutual influence relationship between different things or between different variables, and the influence relationship

includes both the degree of influence and the direction of influence. Then the regression analysis method can be used conveniently, quickly and scientifically to explore and analyze the mutual influence relationship between different things or between different variables.

In statistics, regression analysis mainly describes and reflects this influence relationship by forming the expression of regression equation, which can help us visualize and accurately grasp the degree and direction of influence between different variables or between different things.

The regression model results are mainly composed of three parts. The first part is the regression model summary table. The adjusted R square of the summary table mainly reflects the degree of fit of the model, that is, the degree of explanation of the corresponding variable of the independent variable. The second part, the model variance analysis table, the variance analysis table of the regression model is mainly used to prove the scientific rationality of the regression model. When the significance of the regression model is less than 0.05, it indicates that the regression model is scientifically reasonable and acceptable. The third part, the regression coefficient table of the model, reflects the regression coefficients and significance levels of the independent variables

In this study, on the basis of significant correlation in correlation analysis. We further study the relationship between various variables, take the overall satisfaction as the dependent variable, and the work itself, work return, work environment, and enterprise management system as independent variables, and conduct multiple linear regression analysis.

Independent variables work itself (t=2.854, p<0.05), work reward (t=2.942, p<0.05), work environment (t=3.089, p<0.05), enterprise management system (t=0.886, p>0.05). The dependent variable is overall satisfaction, and the regression analysis results are shown in the table below. As can be seen from the table below, the work itself, work return, and work environment have a significant impact on overall satisfaction, P=<0.05, and work itself, work return, and work environment all have a positive impact on overall satisfaction. From this it can be concluded that hypotheses H1, H2, H3 are supported.

Table 13 Model parameter test

R	R square	Adjusted R square	Error in the standard estimates	F	P
.707a	0.5	0.491	0.41994	55.33	.000b

Table 14 regression model

	Non-standardized coefficient		Standard coefficient	t	P	Collinearity statistics	
	B	Standard error	β			tolerate	VIF
(constant)	0.712	0.186		3.827***	0		
Work itself	0.236	0.083	0.219	2.854**	0.005	0.385	2.595
Work return	0.25	0.085	0.242	2.942**	0.004	0.333	2.999
work environment	0.227	0.074	0.259	3.089**	0.002	0.322	3.101
career plan	0.07	0.079	0.068	0.886	0.377	0.386	2.59

*p<.05,　**p<.01,　***p<.001

4.4. Research hypothesis testing results

H1	The work itself has a significant positive impact on the work satisfaction of employees in Dazhang Company	support
H2	Work return has a significant positive impact on the job satisfaction of employees in Dazhang Company	support
H3	The working environment has a significant positive impact on the job satisfaction of employees in Dazhang Company	support
H4	The enterprise management system has a significant positive impact	nonsupport

	on the job satisfaction of employees in Dazhang Company	
H5	Employee gender and age affect job satisfaction	nonsupport

Table 15 Research hypothesis validation

In summary, it can be concluded through the correlation analysis and regression analysis of the valid data: the correlation analysis shows that the correlation coefficients of Pearson's of the overall satisfaction with the work itself, the work reward, the work environment, and the enterprise management system are 0.626, 0.643, 0.652, and 0.579, respectively, with P < 0.05, which shows that the correlations of the overall satisfaction with the work itself, the work reward, the work environment, and the enterprise management system are real and present significant correlations, work environment, and enterprise management system are real and show significant correlation. In the regression analysis, work itself, job reward, and work environment have a significant effect on overall satisfaction, P ≤ 0.05, and work itself, job reward, and work environment have a positive effect on overall satisfaction. Therefore, hypotheses H1, H2, and H3 are valid, and hypotheses H4 and H5 are not valid, and in the management of enterprises, it is necessary to pay attention to the motivational effect of the work itself, job reward, and work environment on employees, so as to further improve the overall satisfaction of employees' work.

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5. CONCLUSION

5.1. Summary of findings

Based on theoretical support and practice, this paper establishes a model framework with work itself, work reward, work environment, and enterprise management system as explanatory variables. Through systematic analysis, the following conclusions are drawn:

(1) This paper uses the Likert five-point scale to collect the employee satisfaction of the sample Dazhang company and its influencing factors. Build a regression model to mine the correlation characteristics of indicators, and find out that the work itself, work reward, and work environment are the positive driving factors of employee satisfaction;

(2) Put forward targeted suggestions according to the analysis conclusions: at the work level, optimize the dynamic adjustment of personnel and positions, give full play to the ability of employees, reasonably set the work intensity, and improve the sense of achievement of employees. At the level of work reward, optimize the performance appraisal system, improve the effectiveness of the incentive mechanism, enhance the career development of employees, and focus on the role of spiritual incentives. At the level of the working environment, improve the working hardware environment and optimize the logistics support of the enterprise; the corporate culture should be strengthened to create a better team atmosphere.

5.2. Recommendations at the job level

There are differences in the personality characteristics and work ability of different employees. Whether the employees can be placed in the right position directly affects the performance and display of the employees' abilities. Whether the job configuration is reasonable or not is closely related to the work pressure of employees. If employees cannot be placed in suitable positions, their advantages cannot be brought into play. Dazhang can take the following three measures to promote the realization of matching between people and positions: the first is to acquire outstanding talents through internal and external recruitment, and directly put the right people in the right positions, which is the easiest way to match people and positions; the second is to set up a job rotation mechanism within the enterprise to

revitalize the internal resources of the enterprise. Employees can find the most suitable job position through job rotation, and then realize the matching of personnel and positions; the third is to regularly organize on-the-job training for employees to improve their professional level and comprehensive skills to match their job requirements. The above three suggestions can greatly help employees adapt to job requirements and achieve job matching. Employees can not only improve their work efficiency, but also improve their job satisfaction.

Regarding the work intensity, Dazhang Company should focus on its rationality: on the one hand, the salary and treatment should be used as a reference. The tolerance of employees' work intensity is closely related to their income. Therefore, when setting the work intensity of employees, Dazhang should fully consider the income level of employees. On the other hand, enterprises are required to do annual salary surveys, pay attention to the salary level of peers at all times, and set a reasonable salary range. When the work intensity of employees exceeds the warning value, they can appropriately increase the number of team members to reduce the existing workload of employees. When the work task cannot be relieved and must be completed by the employee, sufficient material and spiritual incentives should be provided for the excess workload and work intensity to ensure that the employee gets something from their work. Finally, the work intensity of other similar companies should be roughly the same as that of other similar companies, and the difference in work cost performance should be maintained within an appropriate range. Differences in employees' opinions come not only from the outside, but also from employees' self-consciousness. If other similar companies work more cost-effectively, it will lead to a decline in employees' work enthusiasm, and even cause employees to be unstable.

Self-fulfillment is a core component of an employee's internal driving force. Enterprises should pay full attention to the role of such elements and give employees enough positive and positive feedback. Include work value, achievement value and other assessment items in the incentive system, and give them perfect positive feedback directly from the material level.

5.3. Work reward level advice

According to the chapter of empirical analysis, it can be seen that the most significant factor affecting employee satisfaction in Dazhang is job return. This kind of return is not only reflected in material incentives such as salary and bonuses, but also spiritual incentives such as career development and honors and praises, which have also attracted the attention of retail employees. Career development is one of the external manifestations of employees' professional value, and it is also a key reference point for employees to obtain external social evaluation. From the internal perspective of employees, better job promotion is also an affirmation of self-development and an important driving force for inner self-identity. Therefore, job promotion is a highly sensitive external impact factor for employees. To maximize the potential of these elements, companies must adhere to the principles of fairness, justice and openness, and set up a systematic and effective promotion mechanism to tap employees' progress needs and give them sufficient positive feedback. Employees who agree with this promotion mechanism will be self-driven and form more efficient human capital contributions, thus forming external incentives. According to the evaluation and inspection results of employees of Dazhang Company, reasonable promotions are carried out for outstanding employees to ensure that the right people are employed in the right positions for the right jobs. Enterprises should provide employees with a more effective development platform and establish a smoother development mechanism, so as to not only make the best use of employees' experience and ability, but also allow employees to motivate themselves. According to the opportunity platform provided by the enterprise, in order to live up to the attention and appointment of the enterprise leaders, take the initiative to improve their skills to meet the needs of different jobs.

Spiritual motivation is not only a supplement to material motivation, but also a more effective and thorough motivation method beyond material motivation. Managers should make time to understand the working conditions of their subordinates, encourage them to the greatest extent possible, and publicly praise their achievements. Only by knowing more about your subordinates can you propose correct and personalized incentive measures for them, which can improve the accuracy of decision-making and achieve the effect of spiritual motivation.

5.4. Work environment level advice

Improve the working hardware environment and optimize the logistics support of the enterprise. A good working environment can greatly improve the job satisfaction of employees and promote the development of employees' work. Of course, the working environment here not only refers to the real environment in physical space, but also includes the human environment inside the company. In the physical environment, a reasonable shift scheduling system is established to allow employees to work less overtime, and to provide employees with a good accommodation environment and workplace. In terms of humanistic environment, publicize the company's characteristic corporate culture and corporate values, guide employees to participate in and identify with corporate values, and establish an open, harmonious, inclusive and shared corporate atmosphere. Managers should strengthen quality and capacity building, and in the management process of daily work, it is necessary to establish its own authority, but also to achieve people-oriented management concepts, attach importance to interpersonal relationships, truly respect and trust employees, and establish good communication channels. Create a harmonious relationship between superiors and subordinates and a people-oriented development environment to make the enterprise more "warm".

Strengthen the construction of corporate culture and create a good team atmosphere. First, the construction of corporate culture should be simple and clear. The main purpose of the construction of corporate culture is to unite the core values of the employees, the key is to be recognized by the employees, only then can play a guiding role. Therefore, the establishment of corporate culture should fully consider the level of education of Dazhang's staff, because the company's staff's education is generally low, so the reconstruction of corporate culture should be easy to understand, easy to understand some, so that employees can be more easily accepted. Secondly, the quality of management and middle-level leadership should be improved. Because employees have stayed in the atmosphere of state-run enterprises for a long time, they will inevitably observe and imitate each other. Grassroots employees generally look up to middle-level employees, and middle-level employees generally look up to top-level employees. The top line follows the bottom line. Therefore, the first step is to improve the overall quality of the staff of Dazhang, that is, to take the lead from the top down and set a good example. Third, to improve the implementation of the work. Strict implementation of the work should be tough and not business easy. Dazhang should formulate tough measures and management system, clearly stipulate the

requirements of implementation, and the punishment measures and methods of non-implementation, and strictly implement them. This will likewise contribute to the construction of the corporate culture concept.

5.5. Insufficient research and future prospects

Due to the limitation of our own research ability and research conditions, and the lack of comprehensive consideration, there are some obvious shortcomings in the research of this paper. For example, the sample size on the questionnaire is small and lacks universality, which may affect the objectivity and authenticity of the experiment, and the issues considered in the questionnaire are not comprehensive enough. Employee satisfaction research is a long-term and continuous process, and the research on employee satisfaction of Dazhang Company in this paper is in a static study, and further follow-up research cannot be conducted. Due to the limitations of my understanding, the suggestions on employee satisfaction of Dazhang Company need to be further improved and tested in practice.

In response to the shortcomings in this study, several suggestions are made for future research. In future studies, the sample size should be appropriately expanded to make it more scientific and representative. The research variables of job satisfaction can be increased and the factors that may affect employee satisfaction can be considered thoroughly.

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APPENDIX

Questionnaire on job satisfaction of new generation employees of Dazhang Company

Hello! Thank you for taking the time to fill out this survey. This questionnaire is anonymous, and there are no right or wrong answers.Your real answer will help Dazhang Company to understand your real feelings and needs, and then provide a reference for meeting the reasonable demands of Dazhang Company employees and improving the company's management level.

Thanks again for your support and participation! Good luck with your work!

1. Basic personal information

1. your gender

❖ male

❖ female

2. your age

❖ 20 years old and below

❖ 21-25 years old

❖ 26—30 years old

❖ over 30 years old

3. your education

❖ High school and below

❖ college

❖ Undergraduate

❖ Graduate and above

4. your marital status

❖ married

❖ unmarried

5. your working years

❖ within 1 year

❖ 1 year - 3 years

❖ 3 years - 5 years

❖ 5+ years

6. your role in the company

❖ teller

❖ director

❖ store manager

2. Factors related to job satisfaction

Please carefully read the following description of your work situation and evaluate it, please choose the most suitable option according to your true feelings, and mark "√" on the corresponding number. ("1" means "completely disagree", "2" means "disagree", "3" means "neutral", "4" means "agree", "5" means "completely agree").

Question number	content	totally disagree	disagree	neutral	agree	totally agree
	❖ **the work itself**					
1	You have some work autonomy					

2	Your work leverages your abilities and expertise					
3	The current work pressure is tolerable					
4	Your work contributes to the realization of life value					
5	You have a sense of pride in your work					
❖ **reward for work**						
6	You feel the salary is reasonable in terms of work commitments					
7	You are satisfied with your income compared to employees of other companies in the industry					
8	You are satisfied with your unit's benefits (housing, vacation, etc.)					
9	Your work contributes to your personal development					
10	You have many opportunities for advancement at work					
11	The company attaches great importance to the training and guidance of employees, and actively helps employees achieve their career ideals					
❖ **working environment**						
12	The company provides you with a comfortable office environment					

13	Office work resources are very rich					
14	The company's logistics support is in place					
15	Your schedule for the company is reasonable					
16	You and your colleagues are friendly and harmonious and have a good relationship					
17	You and your colleagues can help each other					
18	The cultural atmosphere of the company makes you very satisfied					
❖ **Enterprise management system**						
19	The company has a complete institutional system					
20	The company's various management and systems are very reasonable, and the operability is strong					
21	The reward and punishment system formulated by the company is very reasonable					
22	The company has a complete institutional system					
23	You are satisfied with the company's employment mechanism					

24	You are satisfied with the setup of your company organization					
❖ **employee satisfaction**						
25	you are satisfied with the job itself					
26	You are satisfied with the return of your work					
27	You are satisfied with the working environment					
28	You are satisfied with the enterprise management system					