



**STUDY ON THE INFLUENCE FACTORS OF EMPLOYEE
SATISFACTION IN BEIJING RESOURCE PROPERTY
COMPANY**

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COMPANY**

**Thematic Certificate
To**

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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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ABSTRACT

The purpose of this study is to investigate the influencing factors of employee satisfaction in the property industry, taking the employees of Beijing Resource Property Company as an example, the objectives of this study were: 1) To analyze the current situation of employees satisfaction in Beijing resource property company; and 2) To explore the influence factors of employee satisfaction in Beijing resource property company;

This paper adopts quantitative research methods, using two-factor theory, referring to the Minnesota Satisfaction Questionnaire, a mature scale, combined with employee interviews to make targeted revisions to the scale, and finally designed a questionnaire of employee satisfaction in line with the actual situation of Beijing Resource Property Company. Through the survey and research on 110 employees, the results were found: (1) The overall employee satisfaction level of Beijing Resource Property Company is not high, and the four dimensions of career development, job achievement, compensation and treatment, and management and system dimensions are low; and (2) Job achievement, management and system, compensation and treatment, and career development are the main influencing factors of employee satisfaction in Resource Property Company, and these four influencing factors are positively influencing, and the degree of influence is in the order of high to low, which is the management and system, job achievement, career development, and compensation and treatment.

Keywords: employee satisfaction; influencing factors; two-factor theory;

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Declaration

I, Ying FengDan, hereby certify that the work embodied in this independent study entitled "study on the Influence Factors of Employee Satisfaction in Beijing Resource Property Company" is result of original research and has not been submitted for a higher degree to any other university or institution.



YING FENG DAN

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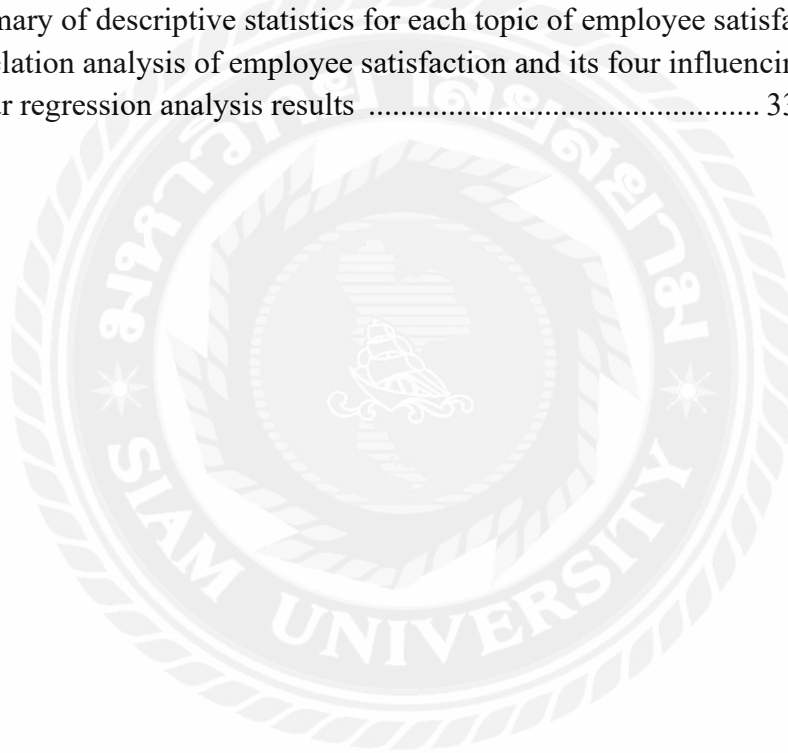


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Chapter1 Introduction

1.1 study Background

The real estate industry relies heavily on the property management sector, which has grown significantly in China thanks to housing marketization, specialization, and socialization. According to the "Property Management Regulations" of China, property management involves the selection and hiring of property service companies by owners, as well as repairing, maintaining, and managing houses, supporting facilities, equipment, and related sites by the property service contract. The activities also encompass maintaining environmental cleanliness and order within the property management vicinity. Furthermore, the property management industry enhances urban and rural community governance and collaborates in creating a pleasant living environment and contented lifestyle during the development and refinement of human settlements. The Chinese property management industry has experienced significant growth in scale. According to Figure 1, the number of corporate legal entities in China's property management industry rose from 31,000 in 2004 to 234,000 in 2018, an increase of around 6.55 times. From the proportion of enterprises, property management is now a significant sub-industry in the real estate sector. The number of employees within China's property management industry has steadily increased, rising from 1.3926 million in 2004 to 6.369 million in 2018, a growth of 4.9764 million. However, this only accounted for around half the increment in corporate legal entities, which was 3.6%. The property management sector's percentage of real estate industry employees rose from 35.2% to 50.2%, surpassing development and operation to become the most significant subsection in real estate. China Property Management Association survey results indicate that 2018 the industry covered 27.93 billion sqm of space, with sustained growth. (Yi Chengdong, Bi Tianyu & Xia Xi, 2021).



Data source: Drawn based on previous economic census data

Figure 1 Size of enterprises and employees persons in China's property management industry, previous censuses

With the deepening of the real estate market regulation, the competition in the property service management industry has become increasingly intense. Property

companies face tremendous market pressure as property services tend to be homogenized. In this economic environment, only those property companies that provide excellent services that satisfy employees and customers can survive and develop in the competitive market and gain more financial profits. The service attributes of the property industry make employees a critical factor in a company's development. Only by continuously improving employee satisfaction can a company retain its employees and motivate them to continue to fulfill their potential and strengths. Employee satisfaction measures the potential value employees receive from their work, directly reflecting their attitude towards their work. The higher the employee satisfaction, the stronger the employee's trust and identification with the company, the higher the employee's loyalty, and the more willing they are to stay with the company. By improving employee satisfaction, employees can give full play to their potential, work more efficiently, improve overall performance, enhance the enterprise's market's competitiveness, promote its healthy development, and achieve long-term goals. Improving employee satisfaction has a positive impact on both companies and employees. It can motivate employees to work more and increase their productivity while making them feel happier and more satisfied. Managers are increasingly recognising the critical role of employee satisfaction in business development, which has led to continuous research on employee satisfaction by domestic and international experts.

1.2 Problems of the study

Improving employee satisfaction positively impacts both the business and the workforce. It can inspire greater motivation, enhance efficiency, and promote happiness and contentment among employees. Managers are increasingly aware of the pivotal role that employee satisfaction plays in enterprise development, which has prompted both domestic and international experts to engage in ongoing research on this subject. However, prior studies mainly concentrate on the interpretation, measurement approaches, and enhancement strategies of employee contentment but lack extensive research on the particular determinants that influence employee contentment. Furthermore, prior analysis predominantly emphasizes particular industries, such as healthcare, education, and finance, leaving limited literature on employee contentment in the property sector. This study employs the two-factor theory to investigate the factors influencing employee satisfaction and the strategies for improving it in resource property companies. The research aims to answer two research questions:

- 1) What influences the level of employee satisfaction at Beijing resource property company?
- 2) What are the specific factors that affect employee satisfaction?

1.3 Objective of the Study

This study will investigate the factors influencing employee satisfaction in resource property companies in the Changping District of Beijing. The study aims to achieve the following objectives: To provide insight into the factors that can be improved to enhance employee satisfaction in resource property companies. This study

will investigate the factors influencing employee satisfaction in resource property companies in the Changping District of Beijing.

- 1) To analyze the current situation of employee satisfaction in Beijing resource property company;
- 2) To explore the influence factors of employee satisfaction in Beijing resource property company;

1.4 Scope of the study

To determine the theoretical scope of this study, an extensive literature search was first carried out involving more than 2,000 articles on employee satisfaction, using literature databases such as CNKI and Google Scholar. Further, the scope was narrowed down to literature related to the study of factors influencing employee satisfaction. The timeframe was limited to 1 January 2014 and 15 October 2023. Finally, 41 journal articles and 23 dissertations were screened as relevant literature by examining indicators such as the number of citations and downloads.

In the literature reading, it was found that the two-factor theory is widely used, which is consistent with the goal of this study, so the two-factor theory was chosen as the study's theoretical basis. The research will be guided by the two-factor theory, focusing on employee satisfaction in Resource Property Company, combining mature scales such as the Minnesota Satisfaction Questionnaire and targeted revisions based on employee interviews, and ultimately designing a questionnaire on employee satisfaction that meets the actual situation of Resource Property Company.

The research object is the employees of Resource Property Company in Changping District, Beijing, totaling 112 people. The whole cluster random sampling method with specified samples was adopted, and 110 valid samples were obtained by filling out the questionnaire on the spot. The results of the study will provide a theoretical basis for future research.

1.5 Significant of the study

theoretical significance

This study uses the perspective of two-factor theory to analyze the current situation of employee satisfaction in resource property companies. This theory provides a solid theoretical framework for us to explore the nature of employee satisfaction. Through this framework, we can better understand employee satisfaction's various factors and mechanisms. In addition, this study also helps to fill some theoretical gaps in the field of employee satisfaction and provides a theoretical basis for related research.

practical significance

By utilizing employee satisfaction surveys and analyzing the results, we can identify existing issues within the employee satisfaction of resource property companies and offer tailored improvement recommendations. Additionally, the research illustrates how various factors impact employee satisfaction, enabling companies to establish clear courses of action for enhancement. This approach not only enhances employee satisfaction levels among resource property companies but also

offers valuable practical experience and references for other players in the industry seeking to improve employee satisfaction. The resulting practicality is set to impact overall employee satisfaction across the sector positively.



Chapter 2 Literature Review

The Two-Factor Theory has garnered notable attention in the domain of employee satisfaction. This study conducted a literature review on this subject, exploring databases like CNKI and Google Scholar, with "employee satisfaction" as the search terms. The research period was from January 1, 2014, until October 15, 2023. Indicators such as citations and downloads were employed to limit the scope of the literature. Finally, 41 journal articles and 23 papers were selected for analysis to investigate the current research status and practical implications of the two-factor theory in the context of employee satisfaction. This study will comprehensively examine the theoretical framework, practical application, outcome evaluation, and constraints of the two-factor hypothesis. This paper offers guidance for analyzing employee satisfaction in resource property companies and proposes fresh approaches and avenues for future research in the property industry.

2.1. Employee satisfaction

From Hoppock's first proposal of the concept of employee satisfaction, with the increase of research on employee satisfaction by scholars in various countries, the definitions of employee satisfaction by scholars in various countries are different, but in general, they can be categorised into three types: comprehensive definitions, gap definitions, and reference construct definitions (Jiang Yuxin , Wu Yucai, 2019).

The comprehensive definition of employee satisfaction is to take employee satisfaction as a whole concept, and the comprehensive definition is a general description of job satisfaction, which does not discuss much about the formation process of job satisfaction, etc. Hoppock proposes that employee satisfaction is a single concept reflecting the overall psychological state of the employees in the organisation, which reflects the degree of satisfaction that the individual employee has with the job and related factors in both physical and mental aspects. It reflects the degree of satisfaction that an individual employee has with his or her job and related factors in both physical and mental terms.

The gap definition of employee satisfaction that employee satisfaction refers to the individual as a worker for the degree of job satisfaction, the degree of satisfaction is determined by the individual from the work of the expected benefits of the expected gap between the psychological expectations, the larger the gap, the lower the job satisfaction. 1964, the famous psychologist and behavioural scientists Vroom in his book "Work and Motivation" was the first to put forward the theory of expectations, employee satisfaction depends on the psychological state of the employee's work and related factors. Expectation theory, employee satisfaction depends on the individual through the efforts to achieve the organisation's expectations of the work performance and thus get to meet the individual needs of the degree of consistency and correlation of rewards, the degree of consistency or correlation of the degree of sex is large, the higher the degree of employee satisfaction, otherwise the lower the degree of employee satisfaction.

The reference structural definition of employee satisfaction refers to the fact that employee satisfaction is the result of an individual's interpretation of the characteristics of a job according to his or her own reference structure, and that the employee's subjective perception of the objective environment will greatly influence his or her level of satisfaction with the job. Dessler argues that employee satisfaction is the systematic result of an individual's evaluation of his or her job-related reference structure, which consists of personal safety, interpersonal relationships, individual growth and other factors.

From the above, it can be seen that the three types of employee satisfaction definitions are different due to the different objects and focuses of the research. This paper agrees with the comprehensive definition of employee satisfaction, which is the subjective attitude of employees towards their work and related factors.

2.1.1. The current situation of foreign employee satisfaction research

Foreign research on employee satisfaction is relatively early (Song Changjiang, 2019); the famous "Hawthorne experiment" was carried out in Chicago Western Electric Company from 1927 to 1932, which put forward to meet the social desires of the workers, the higher the degree of satisfaction, the higher the productivity—1935 Hoppock through the group of teachers to carry out the study of employee satisfaction. In 1935, Hoppock first proposed the concept of employee satisfaction in job satisfaction by studying teachers' groups. In the 1950s, Herzberg, a famous American psychologist, formally put forward the "two-factor theory" through extensive interviews and surveys to study which factors can satisfy the respondents and which can cause dissatisfaction. Theory".

The current research on employee satisfaction mainly focuses on three aspects: the utility of employee satisfaction, the measurement of employee satisfaction, and the optimization strategy of employee satisfaction.

At the level of employee satisfaction utility, Shekhawat et al. suggest that a combination of employee motivation and different organizational forms positively affects employee satisfaction and loyalty to the organization. Employee satisfaction has the most significant impact on intrinsic attitudes towards work and attitudes towards employee relations (Shekhawat, 2019). Pareek et al. proposed establishing a relationship between employee satisfaction and customer satisfaction in the banking industry, where there is a strong correlation between employee satisfaction and customer satisfaction, and the higher the level of employee satisfaction, the higher the level of customer satisfaction. Companies should pay more attention to employee satisfaction, especially in the service industry, where customers and employees are closely connected (Pareek, Vandana, 2019). Gross et al. explored the relationship between employee satisfaction and employees' willingness to recommend using a quantitative research method with a sample of 1,022 respondents from two German hospitals. They found that the higher the employee satisfaction, the stronger the recommendation willingness, i.e., employee satisfaction is positively related to recommendation intention (Gross et al. J, Ingerfurth S, 2021).

At the level of employee satisfaction measurement, the Job Satisfaction Index Scale developed by Brayfield et al. is a comprehensive satisfaction scale that contains five main measurement dimensions: salary and compensation, room for advancement, experience with management, the job itself, and the work group. Each dimension has its satisfaction level, which is suitable for measuring employees' general job satisfaction in various organizations (Brayfield A H, Rothe H F, 1951). Minnesota Satisfaction Questionnaire, or MSQ, is the Minnesota Job Satisfaction Questionnaire, regarded as a more authoritative scale for measuring employee satisfaction. The Minnesota Satisfaction Questionnaire, or MSQ, is a more authoritative scale for measuring employee satisfaction. It is divided into a short scale with 20 items and a long scale with 100 items, which has the advantage of measuring the results wholly and holistically. However, the scale requires the test subjects to answer 120 questions, a test of patience and attentiveness that may also result in errors (Weiss D J, Dawis R V, England G W, 1967). Rutherford et al. simplified and revised the original INDSALES scale by studying B2B salespeople in a national company. By conducting this study, the measures of the original INDSALES scale were substantially simplified and revised from the original 95-item scale to a 21-item scale, and the new scale dimensions were validated in detail through factor loading. The new scale not only solved the problem of the previous scale's redundancy but also allowed the prediction of organizational commitment and intention to leave for key salespeople, which is more conducive to subsequent research on job satisfaction measurement (Rutherford Brian N, Boles, James S, et al., 2021). Anh et al. developed a set of job satisfaction questionnaires to assess Vietnamese preventive medicine workers' satisfaction, which was found to have eight dimensions through exploratory factor analysis, including pay and benefits, rewards and recognition, supervision, communication, relationship with colleagues, community support, working conditions, and nature of work. The scale had good measurement reliability as tested by the reliability test, indicating that the new questionnaire is valid and reliable for assessing the job satisfaction of authors of preventive medicine workers (Anh N Q, Dunne M P, Lan P T, et al., 2018).

At the level of employee satisfaction optimization strategies, Smith, through a survey of call centers in the UK, found that lean management has been increasingly valued in the service industry as a measure to improve employee satisfaction and that the implementation of lean management not only improves the efficiency of the process and the user experience but also improves employee satisfaction (Smith, Marisa, 2018). Pichugin used mathematical and statistical tools to analyze the structure of the motivational field of scientific and pedagogical staff in the system of higher agricultural education in Russia and found that the focus of the satisfaction improvement strategies for younger and older employees is quite different for younger employees, improving the organization's good relations, the level of remuneration and efficiency of the work improves the level of satisfaction with the job. For the older group, improving professional skills, interest in job development, and the level of support from supervisors are more likely to increase employee satisfaction than salary increases (Pichugin et al. et al., 2022). Curado, based on the social exchange theory, conducted a questionnaire survey with 163 employees in a Portuguese service operating company,

using the fsQCA methodology to identify the conditional configuration of employee satisfaction. The survey results suggest that companies wanting to enhance high employee satisfaction must simultaneously strengthen communication at all three levels: organizational, leader, and co-worker. Managers can enhance employee satisfaction by enriching communication channels, optimizing employee relationships with the organization, leaders, and colleagues, and developing policies to help employees reconcile work-family balance (Curado C, Henriques PL, Jerónimo HM, et al.,2022).

2.1.2. Research on the current situation of employee satisfaction in China

Domestic research on employee satisfaction started late, mainly from the perspective of employee satisfaction utility, measurement, and optimization strategy.

From the perspective of employee satisfaction utility, Sun Jingru et al. believe that employee satisfaction is of great significance to the development of small and medium-sized enterprises (SMEs). Enhancing employee satisfaction can fully mobilize employees' enthusiasm and initiative and effectively stimulate enterprises to continuously enhance their core competitiveness (Sun Jingru,2018). Gao Jinghuan et al. believe that employee satisfaction is the most critical factor affecting employees' intention to leave. Employee satisfaction is negatively correlated with intention to leave, i.e., the lower the level of employee satisfaction, the stronger the employee's intention to leave (Gao et al., et al.,2019). Xu Hongmei et al. conducted survey research on A-share listed enterprises in Shanghai and Shenzhen from 2011 to 2017 and found that improving employee satisfaction can significantly promote their innovation efficiency, and the improvement of employee satisfaction is conducive to stimulating the potential of employees, encouraging employees to actively devote themselves to innovative work, to make the enterprise's innovation ability to achieve a quantum leap in the improvement (Xu et al., 2021). Based on behavioral social exchange theory and motivation theory, Li Miaohui et al. proposed that employee satisfaction and safety performance are significantly related to the new generation of miners and show a positive effect by constructing a structural equation model of satisfaction, subjective well-being, work commitment, and safety performance (Li et al., 2022).

From the perspective of the employee satisfaction measurement method, Xu Ying et al. based on the MSPO evaluation framework to design the hospital employee satisfaction survey volume from the four dimensions of satisfaction with the work itself, satisfaction with interpersonal relationships, satisfaction with the development of the hospital, and organizational commitment (Xu et al., 2018). Ren Wei et al., in order to improve the quality of railway passenger transport services, used the structural equation modeling method to construct a model for measuring employee satisfaction in railway passenger transport services and studied the problem of measuring employee satisfaction in railway passenger transport services, and proposed that the dimensions of employee satisfaction measurement include the seven dimensions of work expectations, compensation, personal development, corporate culture, environment, work willingness, and work goal requirements (Ren et al. et al. 2019).

From the perspective of employee satisfaction optimization strategy, Liang Qingqing, based on the actual situation of low employee morale and grave staff turnover due to the decline in sales of Group A, in order to improve the status quo of the Company and enhance employee satisfaction, Group A formulated a flexible welfare system of "Core + Optional + Reward," with optional benefits for employees to choose flexibly according to the number of points and their own needs. Employees can choose optional benefits based on points and their needs. Interviews with employees after half a year of implementing the flexible welfare system show that employees are more supportive of the flexible welfare system. Because employees can choose their benefits, they can choose the benefits they need, which enhances employee satisfaction (Liang Qingqing, 2019). Luo Yuzhou et al. analyzed the development status of the plastics industry and the factors affecting employee satisfaction in plastics enterprises. They constructed a hierarchy of factors affecting employee satisfaction in plastics enterprises according to Maslow's hierarchy of needs theory, based on the fundamental, primary, and essential needs of employees. Based on this hierarchy, an optimization strategy for employee satisfaction was developed to ensure employees' fundamental and primary needs by establishing a formal organization in the enterprise to improve employee satisfaction (Luo et al., 2021). Zhao Minghui, through the study of feed enterprises, explored the causes of low employee satisfaction in feed enterprises, which lie in the problems of poor remuneration and benefits, poor match between people and jobs, single incentive mechanism, limited space for employee development, etc. Based on the hierarchy of needs theory, she formulated the optimization strategy for employee satisfaction, perfected the remuneration mechanism, improved the level of compensation, and set up scientific incentives to improve the enthusiasm of the employees to achieve a win-win situation between the Company and the employees; Improve the working environment to provide a safer working environment for the employees and reduce the occupational injuries; Implement the management concept of "people-oriented," strengthen the internal communication and improve the sense of belonging and the master status of the employees; Provide employees with a broader platform to meet the needs of the employees to achieve their self-goals (Zhao Mingming). Provide employees with a broader platform to fulfill their self-goals (Zhao, 2022).

2.2. Two-Factor Theory

The two-factor theory, also known as Herzberg's motivation-health theory, is one of the classic theories in employee satisfaction research. The theory proposes two types of job factors: motivational and healthcare. Motivational factors, such as achievement, promotion opportunities, and the nature of the job itself, can lead to employee satisfaction. Health factors like working conditions, pay, and company policies can lead to employee dissatisfaction.

Carmeli et al. Although Herzberg's theory was initially proposed in the 1950s, it is still widely influential. Modern researchers are still exploring how this theory can be applied to today's workplace to promote employee satisfaction and performance (Carmeli et al., 2010).

Pratson et al. examined the factors that motivate environmental education teachers to carry out their work in a 15-state US context based on interviews with environmental education teachers and their supervisors. They found that the most consistent motivators discussed by respondents included a sense of autonomy, competence, relevance, and significance. However, healthcare factors and recognition did not feature prominently as the factors by which teachers explained their motivation (Pratson et al., 2021).

Huang Qirong et al. conducted an in-depth analysis of the reasons for the formation of passion-deficient employees under the perspective of the two-factor theory. They found that the reasons for the formation of passion-deficient employees existed both in the motivational factors, such as the lack of a sense of achievement and insufficient challenge and in the health care factors, such as rigid incentives and insufficient competitive atmosphere. Employees' work motivation is stimulated by increasing their participation and expanding their personal development space (Huang et al., 2018).

Zhao Shichao et al. conducted a multiple linear regression analysis of the factors influencing the departure of township health personnel based on the two-factor theory. They found that the three factors most valued by health personnel were, in order, income level, working conditions, and social security. Among them, the healthcare factor is the most important factor influencing health personnel to leave their jobs; career development opportunities among motivational factors are the factor that employees pay the most attention to but have low satisfaction (Zhao et al. et al., 2020).

Based on the analysis of four typical innovative enterprises, Fang Yong et al. innovatively constructed a two-factor model of enterprise basic research from the perspective of "two-factor." They proposed that incentive and healthcare factors jointly influence the generation and decision-making of enterprises' basic research behavior (Fang et al., 2022).

Based on the two-factor theory, Pan Danying et al. constructed the incentive model of "perception of policy implementation - working hospital - weighted workload" and used the model to test the current incentive policy for general practitioners in Fengxian District, Shanghai, and found that the current incentive policy was recognized but only the health care factor played a role in the incentive policy. Only healthcare factors play a role in the incentive policy, and motivational factors are not fully utilized (Pan et al.,2022).

Li Yiming studied the influencing factors of employee satisfaction based on the two-factor theory and concluded that healthcare and motivational factors work together. Regarding influencing factors, the influencing factors of health care factors are more significant than those of motivational factors. In descending order, the degree of influence on employee satisfaction is job income satisfaction, work environment satisfaction, work time satisfaction, job security, job achievement, social status, and job skills training (Li Yiming,2019).

Prasad Kotni et al. explored salespeople's acceptance of incentive policies in the retail industry by applying the two-factor theory and testing the extent of the theory's applicability in the emerging retail industry. The results show that retail salespeople are more satisfied with safeguards than incentives and are highly motivated by work-life

balance, sales autonomy, financial stability, and management recognition of sales performance (Prasad Kotni V V D, Karumuri V,2018).

2.2.1. Current status of research on health factors

Remuneration treatment

Yuan conducted an in-depth study from the city perspective, taking 37 significant cities as the research sample, and analyzed that remuneration is an essential factor affecting employee satisfaction. In general, salary positively and actively impacts employee satisfaction, i.e., the higher the salary, the higher the employee satisfaction. However, for the first-tier and second-tier cities, the research analysis found that they are different; for the first-tier cities, salary does not significantly positively affect employee satisfaction, but for the second-tier cities, there is a significant positive correlation between salary and employee satisfaction (Yuan Yuan. 2018).

Porter & Lawler believed that the smaller the difference between the expectation of pay and the actual return in the employee's mind, the higher the job satisfaction will be (Porter & Lawler, 1967).

Neeraj Kumari stated that increasing the salary and benefits package can increase employee satisfaction to some extent (Neeraj Kumari, 2020).

Management and Institutional

Edward E. Lawler explored the two-factor theory, focusing on how managerial and institutional factors affect employees' job motivation and satisfaction (Edward et al., 1973).

Judge, T. A. overviews the relationship between job satisfaction and performance and explores the role of managerial and institutional factors in this relationship. It provides detailed information on how management and institutions affect employee satisfaction and performance (Timothy et al. Patton. 2001).

Porter, L. W explores the impact of managerial and institutional factors on managerial satisfaction and performance. It provides empirical findings related to the managerial and institutional factors of the two-factor theory (Porter et al., 1968).

Steers, R. M referred to the two-factor theory in his discussion of future theories of work motivation, with particular attention to the role of managerial and institutional factors in job satisfaction and performance (Steers, r. M., Monday, r. t., & Shapiro, d. l. 2004).

2.2.2. Current state of research on motivational factors

Career Development

Lei Jinfang et al. analyzed and researched the influencing factors of employee satisfaction in a state-owned media group by distributing questionnaires and found that factors such as job promotion space, group development prospects, inter-colleague relationships, superior and subordinate communication, teamwork, group leadership

ability, and employee performance may have a more significant impact on employee satisfaction in state-owned media groups (Lei et al., 2018).

Cai Yuanqing et al. used qualitative comparative analysis to study the influence mechanism of employee satisfaction in public hospitals. They found that the working environment, workload, welfare and salary, career development, identity, and honor can form multiple conditional configurations. They proposed that the conditional combinations of high satisfaction for medical staff in public hospitals are the following three kinds: work-emotional dominance, internal and external cooperation dominance, and intrinsic motivation dominance (Cai et al., 2022).

Holmberg et al. conducted semi-structured interviews with 25 nursing staff. Exploring the relationship between Herzberg's theory and employee satisfaction among Swedish mental health nursing staff, it was found that there was a lack of career development and incentives, such as wages and remuneration, which negatively affected employee satisfaction (Holmberg C, Caro J, Sobis I, 2018).

Sense of fulfilment at work

In recent years, researchers have begun to examine motivational factors in greater depth, particularly as they relate to employees' intrinsic motivation and career development. They have explored how to stimulate employees' intrinsic motivation to increase satisfaction and performance (Deci et al., 1991).

Prentice et al. found that job performance can directly and indirectly affect job satisfaction. Whether or not an employee has a sense of achievement significantly influences the relationship between job performance and satisfaction. Work climate has a significant cross-level direct and moderating effect on employee achievement, job satisfaction, and organizational commitment (Prentice et al., 2019).

Existing literature suggests a growing body of research on employee satisfaction and two-factor theory. Employee satisfaction research has mainly focused on exploring the utility of employee satisfaction, how to measure employee satisfaction and optimization strategies. On the other hand, the research on the two-factor theory mainly focuses on optimizing incentives. Through literature review and analysis, this paper finds some significant research results on employee satisfaction and two-factor theory. However, most existing research focuses on employee satisfaction in specific fields, such as health care, education, banking, and other industries. At the same time, there are relatively few studies on employee satisfaction in property companies. This study attempts to fill the research gap in this area by adopting the "motivation-health" perspective of the two-factor theory and focusing on the satisfaction of employees in resource companies of property service firms. This study explores the influencing factors of employee satisfaction in property companies and provides a theoretical basis and optimization ideas for employee satisfaction improvement strategies in resource property companies. This study contributes to the accumulation of theory and provides a new direction and methodology for studying employee satisfaction in similar industries.

2.3. Theoretical Framework

Based on the literature and theory review, the theoretical framework of this study is shown below. This framework reflects the factors influencing employee satisfaction, which are categorized into two main groups: health factors and motivational factors:

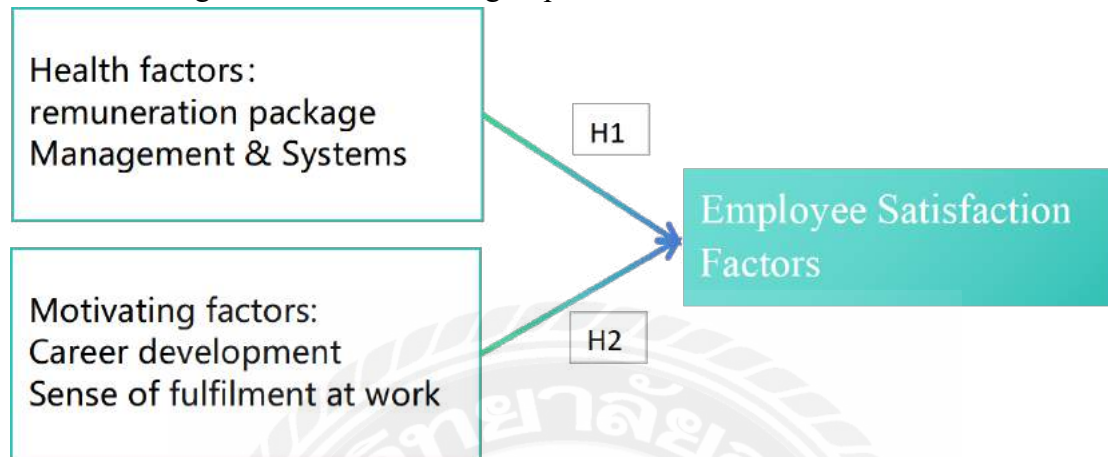


Figure2 shows the theoretical framework of the study

2.4. Company Profile

2.4.1. Company Profile

Resource Property Company is a subsidiary of Resource Property Group located in Changping District, Beijing. Founded in 2000, its parent company has a national-level property qualification. It is recognized as a director unit of the China Property Management Association and one of the top 100 companies in China's property service industry. As a subsidiary of Resource Group, the Company mainly focuses on taking over the projects of Resource Real Estate Company and seldom undertakes external property service projects. Its main business scope is concentrated in Beijing, with a total area of 510,000 square meters of properties under management, covering different areas such as commercial, office buildings, industrial parks, and schools, and providing services such as security, cleaning, engineering maintenance, greening management, and energy management. The Company currently has 112 employees, of whom outsourcing companies provide security, cleaning, and greening services. The Company's service philosophy is "Dedication to industry, craftsmanship, creativity, and sincerity," it provides high-quality services that integrate science and technology, education, and culture. With more than 20 years of experience in property management services, Resource Property Group has established a set of comprehensive standard service system documents to achieve the standardization of property project management services. The Company's core values include adherence to "One Goal," upholding "Two Consciousnesses," advocating "Three Degrees of Service," and promoting "Five Words and Four Beauties." Resource Property Company has always adhered to the "one goal." Resource Property Company has been adhering to the core value of "Growing All Things Together," creating more excellent value for customers and actively contributing to developing China's property industry.

2.4.2. Company Organisation Structure

Resource Properties has set up a two-tier structure management model, with five functional departments under the management platform of the Beijing Company as the management platform and five management offices under the management platform of the Beijing Company as the specific business management units with jurisdiction over the specific projects. This two-tier structure management model helps Resource Properties organize and manage its different departments and projects and realize a more efficient synergy of work and allocation of resources. The details are shown in the figure below:



Figure3 Organisation chart of Resource Properties

2.4.3. Basic Employee Profile

In terms of staffing structure, Resource Properties currently has 112 employees. It is worth noting that third-party companies serve the security, cleaning, and landscaping staff among them, and the employees of these third-party companies are not within the scope of this thesis. Therefore, this paper focuses on the employees directly employed by Resource Properties, with 112 employees.

(1) Employee Gender Structure

Resource Property Company's male employees account for 60% of the Company's total employees, while female employees account for 40%. This gender structure reflects the general characteristics of the property services industry, which involves several work areas that require more male practitioners, such as plumbing and electrical maintenance and operation and management of equipment and facilities. Meanwhile, this research does not include cleaning services as third-party companies partly provide them. Employees of different genders may have different needs and perceptions on aspects such as the working environment and remuneration packages, which can be considered when formulating employee satisfaction enhancement strategies. Details of the gender structure of employees are shown in the figure below (Figure 4).

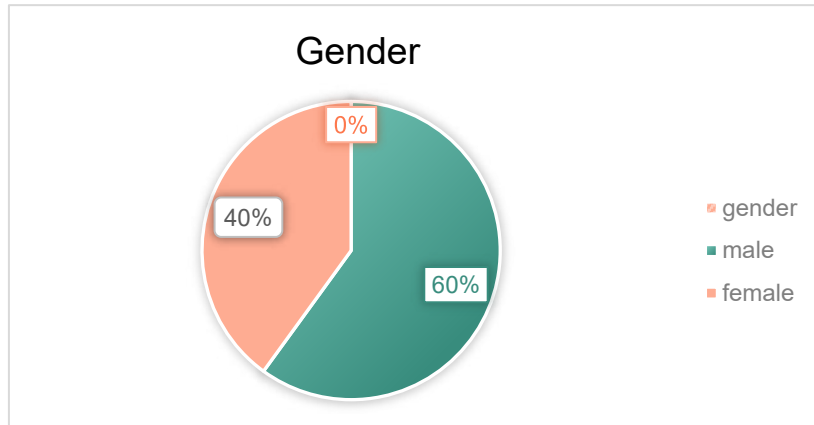


Figure4 Employee Gender Structure

(2) Employee age structure

The annual age structure of employees of Resource Property Company shows that the proportion of employees with less than three years of service is 8%, the proportion of employees with 3 to 5 years of service is 19%, the proportion of employees with 6 to 10 years of service is the highest at 52%, the proportion of employees with 11 to 15 years of service is 14%, and the proportion of employees with more than 16 years of service is 7%. These figures reflect the overall work experience and loyalty of the Company's employees. The majority of the Company's employees are concentrated in the range of 6 to 10 years of work experience, which may be related to the fact that the Company has undertaken resource property development projects for an extended period and has relatively stable service clients. Long-term service relationships and stable company trends may contribute to employee loyalty and satisfaction with the Company. The relatively low percentage of employees with less than three years of service indicates that the Company has made relatively few external recruitments in recent years and needs an inflow of new employees. The details of the age structure of employees are shown in the following chart (Figure 5)

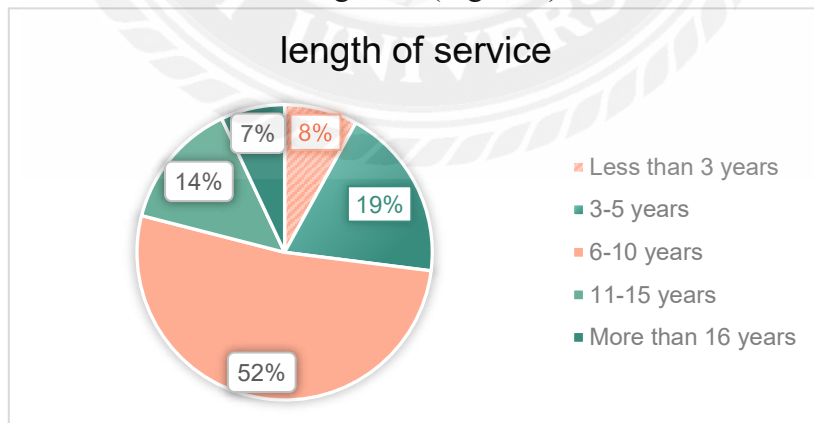


Figure5 Employee working age structure

(3) Age structure of employees

The age structure of the employees of Resource Property Company shows apparent characteristics. The proportion of employees under 25 years old is low, only 5%, while the proportion of employees between 26 and 35 years old is the highest, reaching 37%; the proportion of employees between 36 and 45 years old is 29%; the

proportion of employees between 46 and 55 years old is 13%; and the proportion of employees over 56 years old is 16%. From this age distribution, the overall age structure of the Company's employees is skewed towards the middle-aged and elderly. This age structure may be related to the corporate nature of Resource Properties. Property work content is usually single, boring, and trivial, which may need to be more attractive to young employees. Thus, the proportion of employees under 25 years old is relatively low. At the same time, middle-aged employees (26-45 years old) may be more involved in property management work. The details of the age structure of employees can be seen in the following figure (Figure 6).

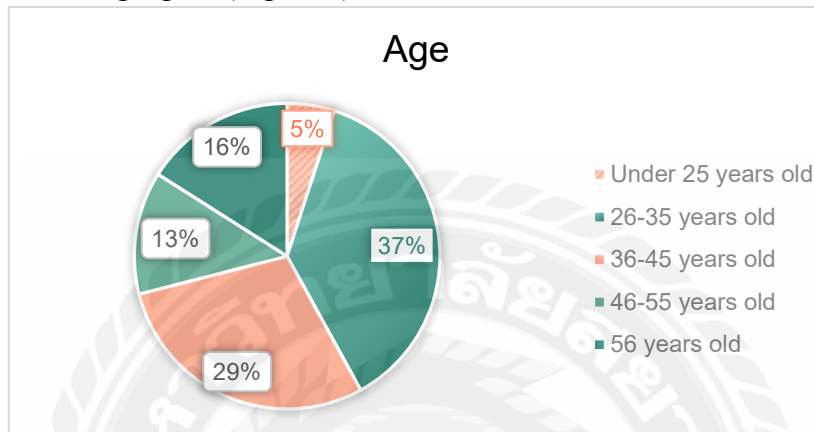


Figure6 Employee Age Structure

(4) Structure of employee job categories

Resource Properties' employees are 3% top management, 12% middle management, 18% general management and 67% general staff. This management structure reflects the organizational and management structure within the Company with different levels of management and general employees. Employees at different levels may have different needs and concerns. Management may focus more on company policies and decisions, while ordinary employees may focus more on working conditions and remuneration packages. The details of the employee management structure are shown in the figure below (Figure 7).

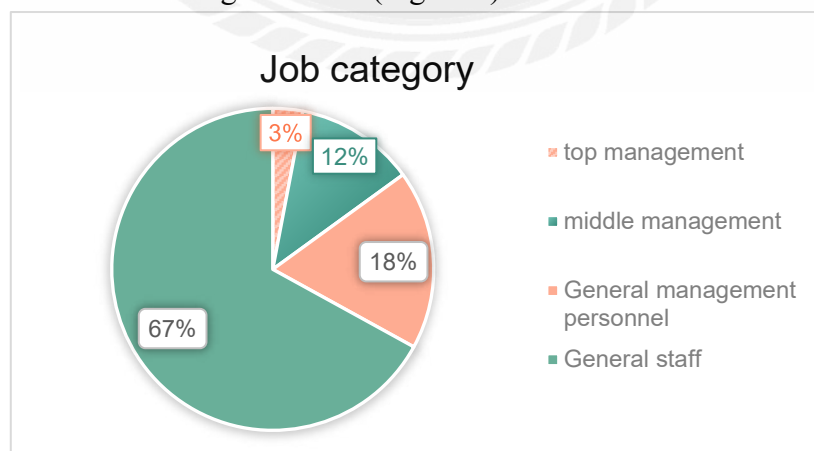


Figure7 Employee job category structure

(5) Educational level of employees

Employees of Resource Property Company with education below the level of specialist accounted for 20% of the employees, 28% of the employees with education of specialist, 26% of the employees with education of college, and 36% of the employees with education of bachelor's degree. Resource Property Company is a property company belonging to the tertiary industry; the service nature of the position of the general staff of the cultural level is generally low, with the majority of employees with a bachelor's degree in the management. The structure of employee education is shown in Figure 8.

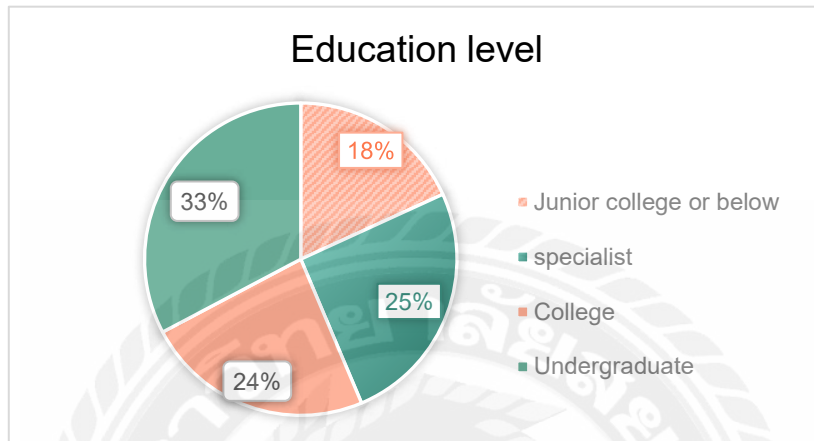


Figure8 Resource Property Company staff academic structure



Chapter 3 Research Methodology

This paper adopts a quantitative research method, aiming to investigate the application of the two-factor theory in terms of employee satisfaction in the property industry. The research object is the Resource Property Company in Changping District, Beijing. This research methodology will explore employee satisfaction and the application of the two-factor theory in that particular property company in a quantitative manner through data collection and analysis.

Quantitative research usually includes using tools such as questionnaires and statistical analyses to collect and analyze a large amount of data and draw objective research conclusions. In this context, this paper will use tools such as questionnaires to obtain data to examine the factors influencing the current state of employee satisfaction and the application of the two-factor theory in this area. This approach will provide objective data support and credibility to the research findings.

3.1. Research Methods

This paper adopts a quantitative research method. In the pre-preparation of the questionnaire survey, the employees of Resource Property Company were selected to conduct semi-structured interviews to understand the current situation of employee satisfaction in Resource Property Company and the factors affecting employee satisfaction. Taking the employees of Resource Property Company as the survey object, the questionnaire survey was conducted on the sense of job achievement, career development path, salary incentives, the implementation of management policies, and other aspects to find out the problems of Resource Property Company in employee satisfaction, and to lay a good foundation for exploring the reasons affecting the dignity of employees. At the same time, statistical analysis and other tools for data aggregation, descriptive analysis, and regression analysis were used to determine the main factors affecting employee satisfaction in Resource Property Company to draw objective conclusions from the study. A quantitative approach is taken to explore employee satisfaction and the application of the two-factor theory in that particular property company.

3.2. Questionnaire design

1) Semi-structured Interview

Through semi-structured interviews, we gained an in-depth understanding of the current employee satisfaction situation at Resource Property Company. We grasped the key factors affecting employee satisfaction, and then, based on these findings, we carefully designed a questionnaire that fit the actual situation of Resource Property Company. We made comprehensive use of relevant literature and Maslow's Hierarchy of Needs Theory (including physiological, safety, social, respect, and self-actualization needs) and developed an interview outline containing five main aspects, which included satisfaction with the current job, what factors affect employee satisfaction, what they are most satisfied with about the company, and what they are most dissatisfied with about the company.

During the interview process, 20 employees of Resource Properties from different ages and positions were selected randomly. We encouraged the interviewees to express their inner feelings openly and honestly and guided them to mention areas of dissatisfaction and suggested areas for improvement. We listened patiently and recorded their insights objectively. After the interviews, we collated the content, excluding content unrelated to employee satisfaction, merged and classified similar views, and summarised the insights in the following key areas, as shown in Table 3.1.

serial number	Factors affecting employee satisfaction	Frequency	Sort
1	Wages	29	1
2	work fulfillment	20	6
3	Challenging work	9	12
4	upside potential	25	4
5	System implementation	8	13
6	training	5	15
7	Compensation incentives	26	3
8	Benefits	27	2
9	personal development	24	5
10	management style	13	10
11	performance appraisal	18	7
12	interpersonal relationships	12	11
13	job stability	8	13
14	Superior management level	14	9
15	Company development prospects	18	7
16	working atmosphere	16	8
17	Work independently	4	16
18	Recognition and encouragement	7	14

Table3.1 Statistical Table of Factors Influencing Employee Satisfaction

2) Questionnaire design

According to the results of the pre-interview, we carefully designed this employee satisfaction questionnaire, which contains the following three main parts:

The first part is the questionnaire's introduction. It briefly explains the purpose and significance of this employee satisfaction questionnaire and highlights that it is anonymous so that the respondents can confidently fill it out.

The second part is the respondents' personal information, which involves gender, age, years of working experience, position level education, etc. The third part is the employee satisfaction questionnaire.

The third section is the employee satisfaction questionnaire. While designing the questionnaire, we focused on the Minnesota Satisfaction Questionnaire, which has been widely recognized as a mature scale. Based on literature research on the factors

influencing employee satisfaction at home and abroad, we revised the questionnaire appropriately with the preliminary interviews to make it more reasonable. See the Appendix for details.

According to the two-factor theory, the final questionnaire is divided into six dimensions, including the work itself, compensation and treatment, career development, sense of job achievement, management and system, and the work environment, and contains 18 questions. A Likert scale was used, i.e., "very dissatisfied" corresponds to 1 point, "dissatisfied" corresponds to 2 points, "average" corresponds to 3 points, "satisfied" corresponds to 4 points, "satisfied" corresponds to 4 points, "satisfied" corresponds to 4 points, and "satisfied" corresponds to 5 points. The score for "very dissatisfied" is 1, "dissatisfied" is 2, "average" is 3, "satisfied" is 4, and "very satisfied" is 5. The dimensional division of the employee satisfaction questionnaire is shown in Table 3.2.

Factors	Dimension
Health factors	Remuneration
	Management & System
Motivational Factors	Career Development
	Sense of achievement at work

Table3.2 Employee Satisfaction Questionnaire Dimension Classification

3.3. Sample Distribution

This employee satisfaction survey adopted the on-site filling method; the questionnaire was filled in and recovered promptly. A total of 110 questionnaires were distributed, and 108 were rescued. After screening, four invalid questionnaires were removed, and 104 valid questionnaires were finally obtained. The recovery rate was 94.55%. These 104 useful questionnaires were statistically analyzed using SPSS 26. The detailed distribution of the sample is shown in the table below:

	Category	Sample	size Percentage
Sex	Male	64	61.50%
	Female	40	38.50%

Age	25 years old and below	6	5.80%
	26-35 years old	37	35.60%
	36-45 years old	30	28.80%
	46-55 years old	14	13.50%
	Over 56 years old	17	16.30%
Length of service	Less than 3 years	9	8.70%
	3 to 5 years	19	18.30%
	6~10 years	53	51%
	11 to 15 years	15	14.40%
	16 years and above	8	7.70%
Job category	Senior Management	4	3.80%
	Middle Management	13	12.50%
	General Management	17	16.30%
	General Staff	70	67.30%
Academic qualifications	Below Specialist	15	14.40%
	Specialised	20	19.20%
	College	29	27.90%
	Undergraduate	40	38.50%
	Postgraduate and above	0	0%

Table3.3 Detailed distribution of the sample

By analyzing the recovered valid questionnaires, it can be learned:

1) Regarding gender, there are 64 male employees, accounting for 61.5%, and 40 female employees, accounting for 38.5%. This shows that the proportion of male employees is higher than that of female employees, and there are more male staff in water and electricity protection work and all kinds of maintenance work, and there are more female staff in property cleaning work. Since the cleaning work is outsourced to a third-party company, which is not in the scope of this study, the number of male employees is more than the number of female employees in line with the actual situation of the property service company.

2) In terms of age, the most significant proportion of employees aged between 26 and 35 years old is 37, accounting for 35.6%, followed by 30 employees aged between 36 and 45 years old, accounting for 28.8%; the remaining are 17 employees aged 56 years old and above, accounting for 16.3%; 14 employees aged 46 to 55 years old, accounting for 13.5%; and the minor proportion is the number of employees aged 25 and below, accounting for 5.8%. This shows that the survey respondents are mainly middle-aged and old-aged.

3) In terms of working age, there are nine employees with less than three years of working experience, accounting for 8.7%; 19 employees with 3 to 5 years of working experience, accounting for 18.3%; 53 employees with 6 to 10 years of working experience, accounting for 51%; 15 employees with 11 to 15 years of working experience, accounting for 14.4%; and eight employees with more than 16 years of

working experience, accounting for 7.7%. The proportion of employees with less than three years of service is the smallest, and most have more than five years of service, which makes the employees stable. Still, the number of new employees introduced and recruited in recent years is relatively small.

4) Regarding job categories, there are four senior managers, accounting for 3.8%; 13 middle managers, accounting for 16.3%; 17 general managers, accounting for 16.3%; and 70 ordinary employees, accounting for 67.3%. The ratio of managers to public employees is appropriate.

5) In terms of education, there are 15 people with less than specialist education, accounting for 14.4%; 20 people with expert education, accounting for 19.2%; 29 people with college education, accounting for 27.9%; and 40 people with bachelor's degree, accounting for 38.5%. The number of management staff with a bachelor's degree is the largest, and ordinary staff's education level is generally low.

3.4. Reliability Test

Reliability refers to the consistency, stability, and reliability of the test results, generally used to indicate the internal consistency of the test's reliability. The higher the reliability coefficient, the more consistent, stable, and reliable the test results are. In this paper, a scale's internal reliability (i.e., internal consistency) is examined by calculating the Cronbach's Alpha coefficient. Generally speaking, when the Cronbach's Alpha coefficient is more significant than 0.9, it means that the reliability of the scale is very high; when the Cronbach's Alpha coefficient is between 0.7 and 0.9, it means that the reliability of the scale is good; and when the Cronbach's Alpha coefficient is below 0.7, it means that the reliability of the scale is poor, and the consistency among the questions is low, and the scale needs to be revised.

The source of data for this reliability analysis is the data obtained from the research on employee satisfaction in resource property companies, which is analyzed using SPASS26, and the results of the reliability test are shown in Table 3.4:

Project	Cronbach's Alpha	Number of items
overarching	0.953	24

Table3.4 Reliability test results

The overall Cronbach's Alpha coefficient for this questionnaire was 0.957, more significant than 0.9, and the reliability of this questionnaire scale was high.

3.5. Validity

Reliability examines the consistency of all the questions in the scale. In contrast, validity examines explicitly the energy efficiency of each question, i.e., whether each question plays a vital role in ranking. The validity of a questionnaire is usually measured using both content and structural validity.

1) Content validity

Firstly, the first draft of the questionnaire is based on the Minnesota Satisfaction Scale, a mature instrument with high content validity. Secondly, the questionnaire is ensured to have scientific rationality in its design through extensive reference to domestic and international literature and cases. In addition, the opinions and feedback from human resource management experts in the professional field also provide strong support for the design and improvement of the questionnaire. The combination of these factors makes the questionnaire of this study have high content validity, which can accurately reflect multiple aspects of employee satisfaction in resource property companies, thus supporting the scientificity and reliability of this study.

2) Structural validity

Structural validity is often tested using factor analysis; however, before conducting factor analysis, it is necessary to confirm whether the data are suitable for this method. For this purpose, KMO and Bartlett's test of sphericity, which are commonly used to assess the suitability of factor analysis, were used.

The closer the KMO is to 1, the more suitable it is for factor analysis. When $KMO > 0.9$, it is very suitable for factor analysis; when $KMO = 0.8-0.9$, it is very suitable for factor analysis; when $KMO = 0.7-0.8$, it is suitable for factor analysis; when $KMO = 0.6-0.7$, it is not very suitable for factor analysis; when $KMO = 0.5-0.6$, it is barely suitable for factor analysis; and when $KMO < 0.5$, it is not suitable for factor analysis, on the other hand, the p-value of Bartlett's sphericity test is used to test whether the variables are independent of each other to a certain extent. In general, when the p-value is less than 0.05, it means that the data meet the criteria and are suitable for factor analysis.

In this study, the KMO value indicates that the data are well suited for factor analysis ($KMO > 0.9$), and the p-value of Bartlett's test of sphericity is less than 0.05, which further confirms the suitability of the data. This indicates that the data have the basic conditions for structural validity tests for factor analysis. The specific KMO and Bartlett's spherical test results are shown in Table 3.5.

Item	Numerical value	
KMO	0.915	
Bartlett	Approximate cardinality	2053.865
	Degrees of freedom	276
	Significance	0.000

Table 3.5 KMO and Bartlett's Sphericity Test Results

According to the results in Table 3.5, the KMO value of this research is 0.915, which is higher than 0.9, indicating that the data is very suitable for factor analysis. In addition, the significance result of Bartlett's test of sphericity is 0.000, which is less

than 0.05, indicating that there is a correlation between the data, which is also suitable for factor analysis.

Subsequently, we conducted exploratory factor analysis using SPSS 26 software. We used Principal Component Analysis to extract the common factors and Maximum Variance Orthogonal Rotation to rotate these factors. After nine iterations, we finally extracted six factors, and the specific results are shown in Table 3.6:

Variables	Ingredient 1	Ingredient 2	Ingredient 3	Ingredient 4	Ingredient 5	Ingredient 6
Q2 Independent work	0.816					
Q9 Social status	0.799					
Q11 Ability to perform	0.776					
Q16 Challenging work	0.758					
Q20 Sense of achievement	0.741					
Q4 Importance in groups	0.551					
Q6 Decision-making ability of superiors		0.735				
Q5 Ways of treating subordinates		0.728				
Q12 Policy implementation		0.723				
Q15 Company development		0.658				
Q10 Authority and Delegation		0.647				
Q21 Benefits			0.789			
Q19 Compensation incentives			0.779			
Q13 Earnings and Workload			0.659			
Q24 Remuneration system			0.575			
Q14 Promotion opportunities					0.645	
Q22 Career development path					0.57	
Q7 Training					0.506	

Note: Total variance explained 77.517 per cent.

Table 3.6 Component matrix after rotation

It can be seen from Table 3.6:

First of all, the questionnaire can be divided into six dimensions, which are as follows: Q1, Q13, Q8, Q13, Q15, Q2, these six topics belong to Dimension 1, i.e., "Sense of Job Achievement"; Q4, Q3, Q9, Q12, Q7, these five topics belong to Dimension 2, i.e., "Management and System"; Q16, Q14, Q10, Q18, these four topics belong to Dimension 3, i.e., "Compensation and Treatment"; Q11, Q17, Q5, these three topics belong to Dimension 5, i.e., "Career Development"; and Q11, Q17, Q5, these three topics belong to Dimension 5, i.e., "Career Development." Q16, Q14, Q10, and Q18 belong to dimension 3, i.e., "Compensation"; and Q11, Q17, and Q5 belong to dimension 5, i.e., "Career development";

Secondly, the factor loading values of all variables were greater than 0.5, and the total variance explained reached 77.517%. In addition, there are no cross-cutting

questions, which indicates that the factor analysis of the questionnaire is effective and the data of the questionnaire has a good level of validity.

According to the two-factor theory, we can divide the above dimensions into motivational factors and health care factors as follows: motivational factors include Dimension 1, "Sense of Job Achievement," Dimension 5, "Career Development," and health care factors include Dimension 2, "Management and System," and Dimension 3, "Compensation and Treatment."

The specific information is shown in Table 3.7.

Dimension	Title
Motivational Factors	Job Fulfilment Q1, Opportunity to work independently Q2, Opportunity to become an important role in a group Q13, Social status Q8, Opportunity to make full use of my abilities Q13, Opportunity to decide independently how to complete my work Q15, The sense of achievement I can get from my work
	Career Development Q5, Training can help improve job performance and promote competence development Q11, Opportunities for job promotion Q17, For career development path
Health factors	Management and System Q3, The way my boss treats his/her subordinates Q4, My boss's ability to make decisions Q7, Opportunities to tell others what to do Q9, The way company policies are implemented Q12, Company development
	Remuneration Q10, My income and my workload Q14, Rewards received for good work performance Q16, For the company's welfare Q18, Company's remuneration system

Table3.7 Resource Property Company Employee Satisfaction Influencing Factors Dimensions and Topics

Chapter 4 Finding

In this study, the two-factor theory's health care and motivational factors were integrated into the employee satisfaction questionnaire, which was categorized into six dimensions: remuneration package, career development, job fulfillment, management, and systems. Further analyzed by SPSS 26 software, the study reached the following conclusions:

4.1. Analysis of the current situation of employee satisfaction

According to the scoring method of the Likert scale, the five attitudes of each question in the questionnaire were quantified as values "5", "4", "3", "2", and "1," according to strongly agree to disagree strongly. By calculating the mean level and standard deviation for each question and each dimension, the current situation of employee satisfaction in Resource Property Company was analyzed, and the results are shown in Table 4.1 and Table 4.2 below:

4.1.1 Descriptive statistics of each dimension

Dimension		average value	standard deviation
Motivational Factors	Sense of Job Fulfilment	2.39	0.75
	Career Development	3.16	0.62
Health factors	Management and System	3.07	0.76
	Remuneration	3.15	0.67
Overall Employee Satisfaction		3.14	0.57

Table4.1 Descriptive statistics of each dimension

From the Analysis of Table 4.1, the following conclusions can be drawn:

1) Resource property company's overall employee satisfaction mean value of 3.14, corresponding to the Likert scale score of "3 points" for "general," indicating that the level of employee satisfaction in resource property company is not high; there is still much room for improvement.

2) The satisfaction level of motivational factors from high to low is 3.16 points for career development and 2.39 points for job achievement. Therefore, the employees of Resource Property Company are generally satisfied with the dimension of career development and dissatisfied with the extent of job fulfillment.

3) The satisfaction level of the health care factor is 3.15 points in the salary and treatment dimension and 3.07 points in the management and system dimension, in descending order. Resource Property Company's employees' satisfaction level is average for the dimension of management and system and remuneration treatment.

4) Taken together, remuneration packages, career development, job satisfaction, management, and systems are related to employee satisfaction, and employees of Resource Property Company are generally satisfied or even dissatisfied. This suggests that the company can make targeted improvements in management and system,

remuneration packages, career development, and job fulfillment to increase employee satisfaction.

4.1.2 Descriptive statistics by topic

Employee Satisfaction Dimension		Title	Minimum value	Maximum value	Mean value	standard deviation
Motivational Factors	Job Fulfillment	Q2 Independent work	2	5	2.74	0.76
		Q9 Social status	1	5	1.9	0.89
		Q11 Ability to perform	1	5	2.72	0.95
		Q16 Challenging work	1	5	2.36	0.86
		Q20 Sense of achievement	1	4	2.09	0.76
	Career Development	Q4 Importance in a group	1	5	2.56	0.94
		Q7 Training	3	5	4.43	0.66
		Q22 Career paths	1	4	1.99	0.76
		Q14 Promotion opportunities	1	5	3.05	0.89
Health factors	Management and System	Q6 Decision-making ability of superiors	2	5	3.3	0.76
		Q5 Treatment of subordinates	1	5	3.11	0.98
		Q12 Policy implementation	1	5	2.58	0.81
		Q15 Company development	2	5	3.57	0.75
		Q10 Authority and Delegation	1	5	2.78	1
	Remuneration	Q21 Benefits	2	5	3.33	0.76
		Q19 Motivational aspects of remuneration	2	5	3.13	0.73
		Q13 Earnings and Workload	2	5	3.48	0.74
		Q24 Remuneration system	1	5	2.67	0.94

Table 4.2 Summary of descriptive statistics for each topic of employee satisfaction

Based on the Analysis in Table 4.2, the following conclusions can be drawn:

1) In the sense of accomplishment at work, the average score of all six questions is 2.39, which is lower than "average" (3) on the Likert scale. This suggests that employees of Resource Properties lack a sense of accomplishment at work and may feel that their work does not give full play to their abilities, lacks independence and challenge, and makes it difficult for them to play an essential role in the team or gain opportunities to help others. The company may consider providing more challenging tasks and training to stimulate employees' sense of achievement at work.

2) In the career development dimension, the average score is 3.16. The question "Q5 Training" scored the highest at 4.43, indicating that Resource Properties attaches great importance to employee training and that employees are satisfied with the training. However, "Q17 Career Development Pathways" has the lowest score of 1.99, which means that employees are dissatisfied with the company's career development pathways and may feel limited in their personal development. Resource Properties may consider improving career paths by providing more promotion opportunities and development programs to meet employees' career development needs.

3) In the management and system dimension, the average score of the five questions is 3.07, but in terms of the average score of individual questions, the scores of each question are reasonable. This may be because the company's system has not been adequately disseminated to each employee, resulting in employees not fully understanding the company's plan. In addition, the company's management style is still the same as in the past, and there is a centralization phenomenon, which may lead to lower employee satisfaction with the management and system dimensions. The company may consider strengthening internal communication, clarifying the system, and improving the management style to increase employee satisfaction.

4) In the dimension of compensation and treatment, the average score of the four questions is 3.15. Among them, "Q18 Compensation System" has the lowest average score of 2.67, which indicates that the compensation system of Resource Properties still needs to be improved. Employees generally believe that the problems with the company's compensation system are related to the fact that the company did not make compensation adjustments after entering the bankruptcy reorganization period. In addition, the average scores of the questions "Q16 Benefits", "Q14 Pay Incentives," and "Q10 Income and Workload" are all around 3, indicating that the employees' pay level is low and the company's benefits need to be improved. The average score of these three questions is around 3, indicating that employees' salary level is low, the company's welfare needs to be improved, and the company's salary incentive mechanism needs to be improved to motivate employees to work.

4.2. Correlation Analysis of Factors Influencing Employee Satisfaction

By conducting a questionnaire survey, we have explored the employee satisfaction issue in Resource Property Company. The results of the questionnaire survey have been analyzed in detail in the previous section, revealing that employee satisfaction has low scores in the four dimensions of career development dimension in motivational factors, the extent of job fulfillment, and the sizes of the compensation package and management and system dimension in health care factors. To effectively improve employee satisfaction in Resource Property Company, we further used Pearson correlation coefficient analysis, and the results are shown in Table 4.3 below.

	Job Fulfilment	Management & Systems	Remuneration	Career Development	Overall Employee Satisfaction
Job Fulfilment	1				
Management & Systems	.758**	1			
Remuneration	.736**	.741**	1		
Career Development	.704**	.700**	.664**	1	
Overall Employee Satisfaction	.894**	.900**	.844**	.838**	1

Note: **. indicates significant correlation at $P < 0.01$

Table 4.3 Correlation analysis of employee satisfaction and its four influencing factors

According to the results in Table 4.3, it can be seen that:

1) The Pearson correlation coefficient between the sense of job accomplishment and employee satisfaction is 0.894, and the significance level is less than 0.01, which indicates that there is a significant positive correlation between the sense of job accomplishment and employee satisfaction. This means that employees are more likely to feel satisfied when they feel a sense of job accomplishment.

2) The Pearson correlation coefficient between management and system and employee satisfaction is 0.9, and the significance level is less than 0.01, indicating a significant positive correlation between management and system and employee satisfaction. This suggests that the quality of the company's management and system substantially impacts employee satisfaction.

3) Pearson's correlation coefficient between remuneration package and employee satisfaction is 0.844, and the significance level is less than 0.01, indicating a significant positive correlation between remuneration package and employee satisfaction. This suggests that employee satisfaction regarding remuneration packages positively correlates with overall satisfaction.

4) Pearson's correlation coefficient between career development and employee satisfaction is 0.838, and the significance level is less than 0.01, which means there is a significant positive correlation between career development and employee satisfaction. This means that there is a positive correlation between employees' satisfaction with career development and the overall level of employee satisfaction.

5) The results of the coefficient analysis emphasize that management and systems are the most important factors affecting employee satisfaction in Resource Properties. This indicates that the employees are particularly concerned about the management style and system implementation in the company, which is essential to increase employee satisfaction.

4.3. Regression Analysis of Factors Influencing Employee Satisfaction

4.3.1 Construction of Regression Model

Based on the theoretical basis of the previous paper and Table 4.1, it can be seen that there is a significant positive correlation between employee satisfaction and the four factors of sense of job achievement, management and system, remuneration, and career development. Therefore, this paper sets employee satisfaction as the dependent variable and sense of job achievement, management and system, salary treatment, and career development as the independent variables and constructs the model of factors affecting employee satisfaction by using regression analysis to analyze the degree of influence of the four dimensions of sense of job achievement, management and system, salary treatment and career development on employee satisfaction, so as to reveal the main factors affecting the satisfaction of the employees of the Resource Property Company. Factors.

The following model is chosen in this paper:

$$y=c+\beta_1x_1+\beta_2x_2+\beta_3x_3+\beta_4x_4+\varepsilon(4.1)$$

Where y represents the employee satisfaction of Resource Property Company, c is a constant term, x1 represents the sense of job achievement, x2 represents the management system, X3 represents the remuneration package, xa represents the career development, 1 to 4 represent the coefficients of the influencing factors respectively, and ε represents the error term.

4.3.2 Analysis of Regression Results

According to the regression model that has been constructed in the previous section, regression analysis is carried out on the four independent variables of job accomplishment, management and system, remuneration, and career development, and the results are shown in Table 4.4:

Model	Unstandardised coefficient B	standard error	VIF
(Constant)	0.527*** -8.238	0.064	
Sense of Job Accomplishment	0.245*** -9.409	0.026	3.047
Management and System	0.263*** -10.176	0.026	3.06
Remuneration Package	-5.923 0.225***	0.027	2.722
Career Development	-8.19	0.028	2.354
R ²		0.963	
F		635.967	
P		<0.001	

Dependent variable: employee satisfaction

Note:

1. The t-value is in parentheses;

2. * represents a level of significance less than 0.05, ** represents a level of significance less than 0.01, and *** represents a level of significance less than 0.001.

Table 4.4 Linear regression analysis results

1) The fit of this linear regression model is good, $R^2=0.963>0.3$, which means that the results of this arithmetic can be very real and reliable to reflect the influence of job accomplishment, management and system, compensation and treatment, and career development on employee satisfaction.

2) There is no multicollinearity among the four independent variables, and VIF is all less than 5.

3) The regression equation is significant, $F=635.967$, $P<0.001$, implying that at least one of the four independent variables can significantly affect the dependent variable satisfaction.

4) Influence relationship analysis

The unstandardized coefficient of job accomplishment is 0.245, which is greater than 0, $p<0.001$, indicating that job accomplishment can significantly and positively influence employee satisfaction.

The unstandardized coefficient of management and system is 0.263, greater than 0, $p<0.001$, indicating that management and system can significantly and positively influence employee satisfaction.

The unstandardized coefficient of compensation and treatment is 0.163, greater than 0, $p<0.001$, indicating that compensation and treatment can significantly and positively influence employee satisfaction.

The unstandardized coefficient of career development is 0.225, greater than 0, $p<0.001$, indicating that career development can significantly and positively influence employee satisfaction.

To sum up, the sense of job achievement, management and system, salary and treatment, and career development can all significantly and positively affect employee satisfaction.

5) Employee satisfaction regression model

Finally, according to the above data analysis, the model formula can be constructed:

$$\text{Employee satisfaction} = 0.527 + 0.245 * x_1 + 0.263 * x_2 + 0.163 * x_3 + 0.225 * x_4 + \varepsilon \quad (4.2)$$

According to the coefficients in Formula 4.4, it can be seen that the degree of influence of the various influencing factors on employee satisfaction is not the same, in which the coefficient of the management and system factors is the largest of 0.263, that is, the management and system factors have the highest degree of influence on the degree of employee satisfaction, and the rest of the factors are, in order of degree of influence on the sense of job fulfillment, career development, and remuneration package.

Chapter 5 Conclusion and Recommendation

This paper combed the theories and research of domestic and foreign experts on two-factor theory, employee satisfaction, etc., and found the answer to the purpose of the investigation through quantitative research methods and an employee satisfaction survey combined with the actual situation of Resource Property Company, and through the data analysis of the employee satisfaction questionnaire. The following are the main research results of this study:

5.1. Conclusion

5.1.1 Understanding the Employee Satisfaction Level of Resource Property Company

The overall employee satisfaction level of Resource Property Company could be higher, and employees are less satisfied with the four dimensions of career development, job fulfillment, salary and remuneration, and management and system dimensions.

The satisfaction level of motivational factors is 3.16 points for the career development dimension and 2.39 points for the job achievement dimension in descending order. Employees of Resource Property Company have a low level of satisfaction with the career development dimension, especially a low level of satisfaction with the job fulfillment dimension.

The satisfaction level of health care factors from highest to lowest is 3.15 points for the dimension of remuneration and 3.07 points for the dimension of management and system. Employees at Resource Properties are generally satisfied with the compensation and treatment dimensions and the management and system dimensions.

5.1.2 Identify the key factors affecting employee satisfaction in resource companies

By constructing the regression model method, we explore the key factors affecting the employee satisfaction of Resource Property Company and the direction and degree of influence. Sense of job achievement, management and system, compensation and treatment, and career development are the main factors affecting employee satisfaction in resource property companies; these four influencing factors are a positive influence, of which the degree of impact in descending order is management and system, sense of job achievement, career development, compensation, and treatment.

The coefficient analysis can reflect the degree of influence of each influence factor on employee satisfaction is not the same, in which the coefficient of the management and system factors for the largest 0.263, is the most critical factor affecting the happiness of the employees of the resource property company, indicating that the employees of the resource property company are the most concerned about the implementation of the system of the company as well as the management of the most critical factors. The rest of the factors are in the order of the degree of influence of the sense of job achievement, career development, and remuneration package.

5.2. Recommendation

This study draws on previous research through the investigation and study of employee satisfaction in Resource Property Company, using the method of statistical analysis to analyze and study the survey data and explore the factors affecting employee satisfaction. This employee satisfaction survey work in Resource Property Company provides an excellent reference significance for the company to carry out this work in the future:

1) The study of resource property management company employee satisfaction enhancement can help resource property management companies enhance employee satisfaction, improve the current situation of employee satisfaction in resource property management companies, and improve the service quality and level of resource property management companies.

2) After an in-depth study of employee satisfaction, a suitable employee satisfaction questionnaire is developed for the characteristics of employees in property companies. According to the analysis results, the property company should enhance employee satisfaction, strengthen employee management, and other aspects to provide reference advice.

3) Management of employee satisfaction. From the strategic development management level to pay attention to the management of employee satisfaction, to improve all aspects of low employee satisfaction, to carry out the whole process of satisfaction tracking and control, including from the recruitment of employees, onboarding to the departure of staff, regular comparative analyses of employee satisfaction, and then timely feedback and provide communication channels, making the management more effective, aiming to help the resource property management company to build a competitive, dynamic and hopeful strong staff. The aim is to help Resource Property Management build a competitive, energetic, optimistic, and powerful staff team to achieve the long-term development of the company and, at the same time, to carry forward this management model for other branches to learn from and ultimately help to achieve the outcome of the whole company.

4) This research helps Resource Property Company carry out exchanges on employee satisfaction management with enterprises in the same industry and learn from each other.

Finally, future researchers can use the information gained from this study to expand the existing framework by introducing additional influencing factors and collecting data from other property companies to enhance the depth and breadth of understanding of this area of research.

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Appendix A

Resource Property Company Employee Satisfaction Questionnaire

I. Introduction to the Questionnaire

Greetings! Thank you for participating in this employee satisfaction survey of Resource Property Company! This questionnaire focuses on the study of the actual situation of employee satisfaction in the company, the timely discovery of existing problems, for the development of employee satisfaction optimisation strategy to provide an important basis, will not have any adverse impact on employees. As a member of the company, we sincerely hope that you can fill in the questionnaire and express your thoughts truthfully. The questionnaire to take offline anonymous system, to ensure that you will not have a negative impact on your future work in the company, after the survey, we will report the results of the survey to the company's management to study, and develop the corresponding employee satisfaction enhancement programme, thank you very much for your valuable time to participate in this survey, thank you for your cooperation!

II. Basic personal information

1. Your gender
 - A. Male; B. Female
2. Your age
 - A. Below 25 years old;
 - B. 6 to 35 years old; C. 36 to 45 years old; D. 46 to 55 years old; E. 56 years old and above
3. Your years of employment
 - A. less than 3 years; B. 3 to 5 years; C. 6 to 10 years; D. 11 to 15 years; E. 16 years and above
4. The job sequence you belong to
 - A. Senior management; B. Middle management; C. General management; D. General staff
5. Your education level (first degree)
 - A. Below specialist; B. Specialist; C. College; D. Bachelor's degree; E. Graduate and above

III. Employee satisfaction questionnaire

Topic	1	2	3	4	5
	Very dissatisfied	Not satisfied	generally	satisfy	Very satisfied
1 How do you feel about the autonomy of your work? ()					
2. How do you feel about your position in the team? ()					
3. How do you feel about your leader's management style? ()					
4. How do you feel about the leadership's decision-making effectiveness? ()					
5. How do you feel about the effectiveness of company training? ()					
6 How do you feel about your position in society ()					
7. How do you feel about the degree of empowerment at work? ()					
8. How do you feel about the display of your abilities at work? ()					
9. How do you feel about the implementation of company policies? ()					
10. How do you feel about your salary and workload? ()					
11. How do you feel about the possibility of your own career development? ()					
12. How do you feel about the company's development prospects? ()					
13. How do you feel about the challenges of work? ()					
14. How do you feel about the stimulation of work motivation by salary? ()					
15. How do you feel about your sense of accomplishment in your work? ()					
16. How do you feel about the company's employee benefits? ()					
17 How do you feel about career development prospects? ()					
18. How do you feel about the company's salary structure? ()					