



**THE CURRENT SITUATION AND IMPROVEMENT OF  
EMPLOYEE JOB SATISFACTION IN ENTERPRISES - A CASE  
STUDY OF SHENGSHI INVESTMENT COMPANY**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
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SATISFACTION IN ENTERPRISES - A CASE STUDY OF SHENGSHI  
INVESTMENT COMPANY**

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### Abstract

In recent years, Shengshi Investment Company has been affected by the new crown epidemic, and job satisfaction of most employees is low. With the deepening of financial marketization reform, improving employees' job satisfaction is an urgent need to cultivate an excellent workforce. Based on the two-factor theory, this study set up the following research objectives: (1) to explore the current situation of employee job satisfaction in Shengshi Investment Company; (2) to propose countermeasures to improve employee job satisfaction in Shengshi Investment Company.

By using the quantitative analysis method, based on the two-factor theory, taking the employees of Shengshi Investment Company as the research subject, this paper studied the status quo of employee satisfaction in the enterprise. The data of enterprise employee satisfaction was obtained by the questionnaire survey, and a total of 175 valid questionnaires were obtained. In order to draw conclusions from the data, this study used SPSS data analysis software to analyze the data, and used ANOVA, correlation analysis, regression analysis to test the research hypotheses.

The conclusions are as follows: first, the overall job satisfaction of the employees of Shengshi Investment Company is at a medium level, and the level of employee satisfaction needs to be improved. Secondly, Shengshi Investment Company can improve the level of employee job satisfaction through five aspects, which are salary level, interpersonal relationship, management system, job achievement and job promotion. The company should ensure fairness of the salary and provide development opportunities for the employees, shape the harmonious working atmosphere and clarify the relationship between the rights and responsibilities of the employees, strengthen the company's management and system construction, focus on the employees' sense of

achievement at work, and expand the channels of promotion at work, so as to make the employees feel that the company attaches great importance to them, thus increasing the satisfaction level of the employees.

**Keywords:** employee satisfaction, two-factor theory, enhancement measures



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Jiang Meicheng  
May 1, 2023

## **Declaration**

I, Meicheng Jiang , hereby certify that the work embodied in this independent study entitled “The current situation and improvement of employee job satisfaction in enterprises - A case study of Shengshi Investment Company” is result of original research and has not been submitted for a higher degree to any other university or institution.

(Meicheng Jiang)

May 1, 2023



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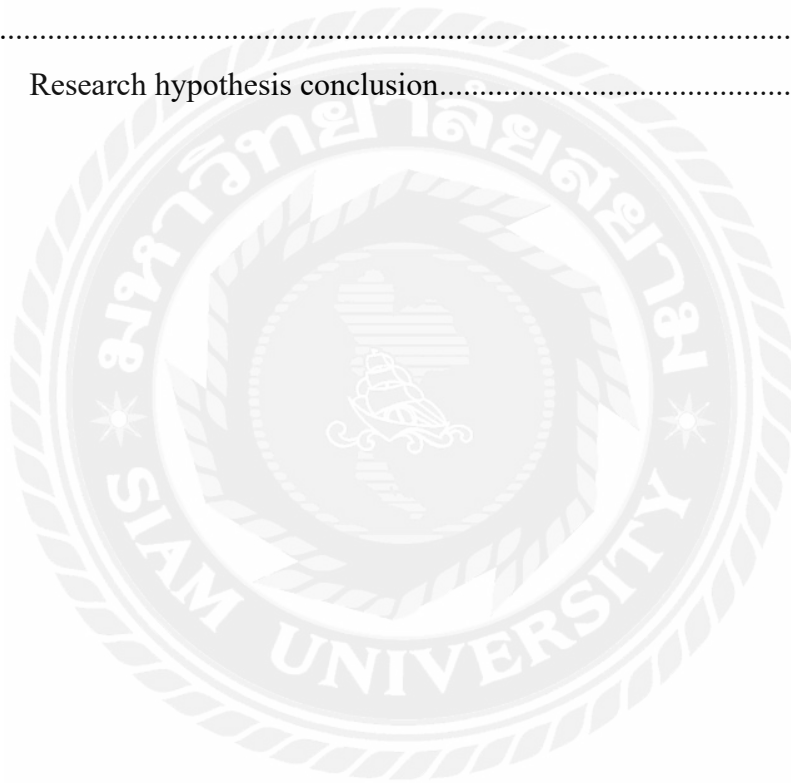
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# Chapter 1 Introduction

## 1.1. Background of the Study

With the deepening of the financial market-oriented reform, the rule of law continues to promote the construction, the economic structure continues to transform and upgrade, the total economic volume increases year by year, the capital market is more open and transparent, healthy and stable (Qian, 2021). Paying attention to the job satisfaction of employees in the financial industry, understanding the needs of employees, and studying the employee incentive mechanism is an urgent need to bring up a good workforce in the financial industry (Chen, 2019). Employees in the enterprise, especially the talented employees who have the core skills and core resources of the enterprise, has become an important resource of the enterprise. Competition in the industry is essentially the competition for talent. However, the current market loss of employees in the financial industry has become a common phenomenon (Dong, 2020). According to relevant survey data, according to the authoritative organization released the "2022 Financial Industry Employee Turnover Report", the overall turnover rate of employees in the financial industry in 2022 was 17.9%, the turnover rate remains high, and the status quo of employee turnover is not optimistic (Chen, 2021).

At present, the financial industry is still in the stage of rapid development of the industry, although the major financial companies have cultivated a number of high-quality personnel with industry experience, but along with the continuous development of the company's business, the company's demand for excellent talent is also increasing day by day (Liu, 2019). At the same time, the siphoning effect of large financial institutions on the existing talent has led to the loss of a considerable part of the talent (Xu, 2015). At present, fund companies in the financial industry, especially small fund companies in the early stage of development, are facing difficulties in recruitment and retention (Dong, 2020). Therefore, improving employee satisfaction in the financial industry is particularly important and urgent for its long-term development.

Focusing on the job satisfaction of financial industry employees and studying the incentive mechanism of financial industry employees is of great significance for financial industry type enterprises to be able to retain excellent talents and attract excellent talents (Li, 2021). As we all know, the excessive separation rate will inevitably bring some harm to the development of the organization (Fan, 2021). Shengshi investment company was established since the business development faster, the company's main management for the business sector is more important, for the staff incentives to pay attention to the degree of investment is not enough. The company's

existing staff incentive mechanism is mostly copied from the securities companies or the management of the realization of personal ideas, did not realize the systematization, while the lack of feedback and revision mechanism, in this reality has led to a considerable portion of the talent loss every year, the development of the company has brought about a negative impact (Song, 2019).

Therefore, with Shengshi Investment Company employees as the research object, job satisfaction as the content of the study, two-factor theory, Maslow's theory of needs as a theoretical guide, the financial industry employee job satisfaction research, to enhance the company's employee satisfaction and attract talent, retain talent have an important application value (Cao, 2019). By analyzing the factors and reasons affecting job satisfaction and exploring reasonable and effective incentive mechanism, we can bind the interests of the motivated person with the interests of the company in depth, stimulate the subjective initiative of the employees, and prompt the employees to work hard to achieve the development goals of the company automatically and spontaneously, and at the same time, good incentive mechanism can help the company to reward the good and penalize the bad to achieve the effect of expelling the bad money from the good money, and enhance the path of job satisfaction for the company. Research on the path of job satisfaction enhancement has very important theoretical significance and practical significance (Pang, 2019).

## **1.2. Problem of the Study**

Job satisfaction is a positive attitude towards work generated by employees' assessment of job characteristics, which is a typical subjective feeling closely related to job involvement and organizational commitment (Li, 2014). Employees with high job satisfaction will improve service quality and work efficiency, while employees with low satisfaction will choose to quit, slacken off and other behaviors. Therefore, the importance of employee satisfaction survey in the development of enterprises has been recognized by more and more managers, and become an important part of enterprise human resource management (Cui, 2018). Factors affecting employee satisfaction have multiple dimensions, including age, gender, education and other demographic factors, including job challenges, compensation and benefits and other corporate factors, including employee training, career development and other organizational factors Luo (2021), companies can carry out employee satisfaction surveys in a variety of ways to grasp the staff's thought dynamics and diagnose the problems that exist in human resource management, and then put forward targeted satisfaction Enhancement strategies to reduce employee turnover, improve the level of service and productivity.

Synthesizing the results of previous related research we can clearly find that there are many relevant research results at home and abroad on the factors influencing the job satisfaction of employees in enterprises. However, as far as we can see, most of the studies are on the factors influencing the job satisfaction of employees in private enterprises, state-owned enterprises, hotel industry, etc., but there are very few studies on the factors influencing the job satisfaction of employees in the fund industry under the financial industry. In the context of the global economic slowdown, some business areas of the financial industry are facing greater pressure (Xu, 2022). This pressure affects employees' career development prospects and income, which leads to an increase in employee turnover (Liang, 2019). In recent years, Shengshi Investment Company has been affected by the new crown epidemic, the company attaches great importance to employee incentives and the degree of investment is insufficient, resulting in the increase of employee turnover rate, most of the employees on their job satisfaction is at a low level. Therefore, how to improve the job satisfaction of employees is an urgent problem for Shengshi Investment Company.

### **1.3. Objectives of the Study**

(1) To explore the current situation of employee job satisfaction in Shengshi Investment Company

(2) To propose countermeasures to improve employee job satisfaction in Shengshi Investment Company

### **1.4. Significance of the Study**

(1) Theoretical significance

Job satisfaction is an important module of enterprise human resource management, which can directly reflect the level of enterprise management, and has a very far-reaching effect on enterprise customer satisfaction. The enhancement of employee satisfaction helps to promote the enhancement of employee efficiency, thus promoting the efficiency of the enterprise. This study is based on the two-factor theory to study the factors affecting employee satisfaction in Shengshi Investment Company, starting from the fund industry field, with the subject to fill the gap in this industry field, and from the four dimensions of salary and benefits, work environment, work promotion, and work achievement, so as to make the study of employee job satisfaction in the fund industry more systematized, which not only enriches the theory of employee satisfaction, but also provides the relevant job satisfaction research provides a

foundation.

## (2) Practical Significance

This study has the following main practical implications. First, it helps to provide practical management mode suggestions for human resources in the fund industry. On the basis of analyzing the current situation of human resource management in the enterprise, this study understands the current situation of employee satisfaction in the enterprise by grasping the first-hand data and analyzing the influencing factors, so that we can offer operational countermeasure suggestions for the improvement of employee satisfaction in Shengshi Investment Company from the root. Secondly, the research object unit provides real and effective countermeasures. This study is based on Minnesota's employee satisfaction scale, according to the basic situation of Shengshi Investment Company and the current situation of human resource management, the development of Shengshi Investment Company grass-roots employee satisfaction questionnaire. Then, from the empirical evidence, we find the influencing factors, so as to provide practical countermeasures for Shengshi Investment Company.

### **1.5. Limitation of the Study**

Although this study was conducted on the basis of relevant literature, previous research, combined with the questionnaire survey results for data analysis, to draw relevant conclusions, but due to personal experience and information and other aspects of the limitations of this study has certain limitations, the study there are still places to be perfected in this study. The limitations are mainly in the following aspects:

Limitations of research findings: The satisfaction survey used in this paper is a survey conducted by Shengshi Investment Company, and the survey results reflect the current level of employee satisfaction. However, employee satisfaction is dynamic and requires continuous research in order to comprehensively obtain the employee satisfaction situation of Shengshi Investment Company.

Limitations of implementation effectiveness: The management suggestions proposed in this article are only suggestions aimed at the problem, without further research on the implementation effectiveness, and have not been fully demonstrated in practice.

Based on the above, if conditions permit, the following follow-up research can be

conducted on this topic: Further research on more factors that affect employee satisfaction, selecting more dimensions to conduct a survey and research on employee satisfaction at Shengshi Investment Company. Continuously conducting employee satisfaction surveys and research within Shengshi Investment Company for many years to understand the dynamic changes in employee satisfaction and truly reflect the level of employee satisfaction. Track the implementation effect of the improvement strategy, and optimize and improve the corresponding improvement measures based on the implementation effect after being implemented by Shengshi Investment Company. Only in the end can the employee satisfaction of Shengshi Investment Company continue to improve, and provide more valuable references for future research on employee satisfaction.

## **1.6. Contribution of the Study**

(1) Against the backdrop of continuous development in various industries in China, the development speed of the fund industry is relatively fast among them (Fan, 2022). However, most fund companies will expose varying degrees of poor human resource management during their internal management processes (Li, 2021). Therefore, based on this level, the author chose Shengshi Investment Company as the analysis object to analyze its employee satisfaction situation. Based on this, the overall employee satisfaction issue in China's current fund industry can be corrected.

(2) The analysis conducted this time mainly combines the analysis results of factors affecting employee satisfaction at Shengshi Investment Company. And on this basis, a more scientific and efficient salary and welfare system has been formulated with targeted measures. Enterprises should actively increase promotion channels, comprehensively complete system reforms, continuously improve the working environment of employees (Ou, 2022), and allocate work tasks and workload reasonably (Xu, 2022). This can effectively improve employee satisfaction at Shengshi Investment Company and provide certain reference significance for companies in other industries.

## **Chapter 2 Literature Review**

### **2.1. Introduction**

Literature review is an essential part of scientific research, as it not only provides a review of relevant research on a particular topic, but also provides guidance for future research exploration (Ma, 2022). Literature review usually has three characteristics: firstly, it requires explanations and explanations of existing research or literature. The second is to provide a descriptive review of the research topic. Thirdly, as a continuous process, literature review needs to be improved based on research progress (Liu, 2017). However, using conventional literature analysis methods for literature selection often carries the subjective will of researchers and can to some extent affect the final research results (Liu, 2019). The Systematic Literature Review (SLR) method can effectively avoid these biases and obtain more rigorous and objective conclusions. This method reflects the objectivity, clarity, rigor, and openness of scientific research.

For any research, the most important step is to raise research questions, and the application of systematic literature review methods is also the same (Jin, 2021). On the basis of clarifying the necessity of research review and conducting relevant literature analysis, this article proposes three main research questions: firstly, what are the definitions of employee satisfaction; The second is the focus of research on employee satisfaction both domestically and internationally, which is based on literature analysis and the main focus of research both domestically and internationally. It is very important to compare the differences between their research contents in employee satisfaction research.

### **2.2. Review of the conceptual history of related variables**

#### **2.2.1. Concept of employee satisfaction**

Job satisfaction usually refers to the psychological state in which an individual has a positive feeling about the work itself and its related aspects (including work environment, work status, work style, work pressure, challenges, interpersonal relationships at work, etc.) while working within an organization (Wang, 2020). Job satisfaction, which is usually regarded as a single concept, is a cognitive feedback formed by employees regarding their own work and work environment, and an emotional presentation of employees' job positioning (Cui, 2018). It is not directly related to the formation process and specific reasons of job satisfaction. The job satisfaction of company employees is actually a type of rating perception that revolves around the overall company, including factors such as salary system, incentive setting,



corporate culture, work mode, career development, and so on.

From the perspective of connotation, the difference between employees' expectations of work and their actual conscientiousness constitutes the content of employee satisfaction. The main reflection is a subjective judgment of employees on the company's work (Zheng, 2017). In most cases, it can also be called employee satisfaction, which can reflect the overall human resource management status of the enterprise. Whether the development of the enterprise is in a good state largely depends on the level of employee satisfaction (Li, 2014). Through comprehensive analysis and overall understanding of employee satisfaction, one can determine whether the actual needs of employees have been met (Liang, 2019). From this, it can be seen that satisfaction has a very clear relativity: if it is higher than the employee's expected value, it belongs to a satisfied state; if it cannot meet the employee's expected value, it belongs to an unsatisfactory state. Whether employees are satisfied with their work situation often depends on whether their own values and needs have been realized and (Song, 2019).

Overall, the company's satisfaction with employee needs includes both physical and psychological aspects. In fact, the test indicators of satisfaction come from these two aspects (Tang, 2019). So, in order to improve employee satisfaction level, it is necessary to start from these two aspects, fundamentally reduce employee turnover rate, and provide a strong talent team guarantee for the sustainable development of the company (Deng, 2020). In 1950, Herzberg proposed, based on extensive research, that the health factors of company employees mainly include a series of indicators such as performance level and employee relationships. Among the motivational factors, they mainly include work performance and leadership development, etc. A large number of research results have shown that when health factors and other aspects fail to meet employees' expectations, it can lead to their formation of dissatisfaction. If the incentive factors cannot meet the expectations of employees, it will not affect the level of satisfaction to decrease (Wang & Yang, 2019). However, if it meets the expectations, it can effectively improve employees' satisfaction with the company.

### **2.2.2. Employee satisfaction measurement methods**

In the process of measuring and analyzing employee satisfaction, a series of scientific methods and related tools are usually used to objectively evaluate the overall level of employee satisfaction (Wang, 2017). Only based on this can we more targeted adjust and improve the management mechanism of enterprises. Domestic and foreign scholars have formed certain achievements in this field of research, with most of the

research focused on measurement methods and tools.

In terms of measurement methods, the most commonly used methods currently include the single overall evaluation method and the comprehensive evaluation method of work elements. Objectively analyzing, it can be concluded that the single overall evaluation method is relatively simple and fast in operation (He, 2021). So, it was widely used by researchers at the beginning. However, this method also has certain limitations and cannot calculate the overall score of employee satisfaction level. In this context, researchers have proposed a comprehensive scoring method for job elements.

In terms of measurement tools, various targeted survey scales are usually used. With the efforts of a large number of researchers and the needs of enterprises, a diversified employee satisfaction measurement scale has been designed. Among all the scales, representative and typical ones include the Job Description Index (JDD) scale, among others.

#### (1) Job Description Index

The proponents of this evaluation tool include Smith, Kendall, and Hulin (1969). By using this tool, an employee satisfaction evaluation scale was constructed based on dimensions related to job content, colleagues, compensation, and so on. The survey included 72 problem rooms. It is worth noting that the dimensions of salary return and promotion opportunities respectively clarify 9 issues. Compared to the previous ones, the dimensions of job content, leader and colleague relationships were set with 18 issues, which were twice as many as the first two dimensions. The corresponding scores for each question are different, and the satisfaction level of the respondents can be determined by calculating their scores. Overall, this tool lacks comprehensiveness and scientificity in dividing dimensions, so its scope of application is very limited .

#### (2) Minnesota Satisfaction Scale

The proponents of this scale were Weiss and Dawis (1967), and in their view, the MSQ Minnesota Satisfaction Scale has very good applicability, usually including short and long scales. Further analysis shows that the long form scale can fully reflect different aspects of employee satisfaction evaluation. The main drawback is that it can easily lead to the respondent losing patience, which can lead to an inability to guarantee the accuracy of the survey results. The short scale includes 20 questions in question setting, mainly conducting relevant surveys and analysis from both internal and external satisfaction aspects. Overall, the applicability of the short scale is higher.

#### (3) Peter Demand Satisfaction Questionnaire

Porter (1962) focused on analyzing and defining the definition of gap in the

process of analyzing and investigating employee satisfaction in enterprises. He holds the view that in the process of analyzing the measurement problem of employee satisfaction, the final conclusion can be obtained by calculating the difference between the scores of "should be" and "now is". A large number of practical results have shown that the limitations of this measurement method are very obvious, and there is no good applicability in actual use.

## **2.3. Related research on job satisfaction**

### **2.3.1. Research on job satisfaction by foreign scholars**

The satisfaction of foreign research employees first emerged in the early 1920s. In 1935, Hoplock (1935) of the United States published a monograph on "Job Satisfaction", officially proposing the term "employee satisfaction". The proposal of this concept is based on the judgment of employees' psychological and physiological subjective satisfaction behavior towards the environment, which can be explained as the subjective emotional cognition of work content and work environment by enterprise employees from both physiological and mental aspects. Western scholar Mayo proposed that employee work efficiency and employee satisfaction are interrelated, and employee job satisfaction can be improved by improving work benefits, beautifying the work environment, and enhancing employee positions. Throughout Western scholars, research on employee satisfaction can be summarized as follows:

#### (1) The connotation of employee satisfaction

In addition to the early definition of employee satisfaction by Western scholar R. Hoplock (1935), a group of researchers have emerged to elevate the connotation of employee satisfaction. Represented by Schaff (1953), the scholar bluntly proposed that employee job satisfaction is the result of meeting their needs and expectations. Milbourn and Dunn (1976) proposed that employee satisfaction, as a subjective feeling, is a subjective judgment made by employees at different levels such as job content, salary and benefits, job promotion, leaders, and colleagues. Porter (1956) proposed that people have both expected and actual values for something. From the perspective of enterprise employees, they subjectively evaluate their profession and organizational environment. The results of subjective evaluation, namely actual values, may differ from the expected values of enterprise employees. The smaller the difference, the higher the satisfaction of enterprise employees. Hoplock (1953) proposed that psychology and physiology are two sources of employee job satisfaction, and employee satisfaction is also influenced by external factors, such as occupational intensity, corporate management system, management style, interest in occupational content, and even the

work environment. Locke (1986) proposed that employee satisfaction is essentially a kind of emotion, which refers to the emotional and happy atmosphere that employees can immerse themselves in during the process of participating in work.

Jordan (2020) found through research that most employees place greater emphasis on achieving self-worth and whether psychological expectations are met. In Hieu's (2021) view, employee satisfaction as a type of indicator can not only reflect a company's management ability, but also its profitability. If the company's two types of abilities are average, there is no law to maintain a high level of employee satisfaction, which can lead to employee turnover. Neeraj (2020) also pointed out in his research that employee satisfaction directly affects employee retention intention. Stacey (2020) stated that the impact of job satisfaction on corporate performance is not immediate, but rather takes time to manifest. More and more companies are now fully aware of the significance and value of employee satisfaction, and understand that in order to do a good job in internal management, it is necessary to achieve a high level of employee satisfaction through various measures (Goretzki et al., 2021).

It can be seen that in the past two years, foreign scholars have defined job satisfaction as a subjective feeling of employees, which is an important part of human resource management in enterprises, and enterprises should pay attention to it.

## (2) Research on the influencing factors of employee satisfaction

Based on the definition of employee satisfaction, it can be preliminarily considered that employee satisfaction is influenced by both external and internal factors. However, in the study of the influencing factors of employee satisfaction, Western scholars classify the influencing factors based on the sublimation of their connotations. Among them, represented by Smith (1969), it is proposed that the influencing factor of employee satisfaction is actually the difference between the employee's psychological expectations and the actual compensation received. And when employees have higher psychological expectations for compensation, the actual compensation they receive is lower, resulting in lower employee satisfaction. There is a significant negative correlation between the two. After conducting extensive research, scholars such as Stefanie (2014) believe that there is a clear mutual influence relationship between work engagement, quality of life, and job satisfaction, and that work can play a role in regulating the relationship between management systems and employee satisfaction.

Amanor (2016) selected 84 subjects for in-depth analysis and investigation in the study, and completed a series of descriptive statistical analyses based on collecting a large amount of relevant information and data. The final research conclusion shows that

employee job satisfaction is often influenced by the phenomenon of the work environment. In addition, the responsible persons and leaders of enterprises should attach importance to providing corresponding material rewards to employees. The research viewpoint held by Zikopoulos (2016) is that there are many factors that affect employee satisfaction. In summary, it includes two aspects. The first aspect is job characteristics, covering environmental safety, wages, organizational management, etc. The second aspect is personal characteristics, covering intelligence, age, etc. The relationship between job satisfaction, job engagement, and organizational commitment that job engagement exists between the other two and plays a moderating role (Culibrk et al., 2018). Employee job satisfaction is influenced by four important factors: salary and compensation, job challenge, relationships between colleagues, and comfort level of working conditions (Mauno et al., 2019).

A job satisfaction survey on 312 hotel industry employees using an online questionnaire and found that positive relationships with supervisors and personal development opportunities are important factors affecting employee job satisfaction (Heimerl et al., 2020).

It is necessary to pay attention to these factors (Reuver et al., 2021). The workplace has a significant impact on employee satisfaction (Salamun et al., 2020). Garrison (2020) proposed through research that many factors can affect employee job satisfaction. When employees do not have high satisfaction, their loyalty will also decrease, and they are easily lost, leading to damage to the company's interests. Herzberg (1959) started from the two factor theory. The psychological perception of employee satisfaction mainly comes from the work environment, social environment, and employee psychological quality, among which the former mainly refers to work facilities. The latter mainly refers to the social group's perception of the enterprise and subjective perception of its influence. The psychological quality of employees mainly refers to their personal understanding of work, and even the company's management mechanisms.

### (3) Research on Strategies for Improving Employee Satisfaction

In understanding the influencing factors of employee satisfaction, foreign scholars have also studied effective ways to improve employee satisfaction. Masanori (2006) proposed that life counseling services such as community activities and dietary counseling can be provided starting from the working environment of employees. And based on a questionnaire to evaluate employees' lifestyle, psychological doubts, and life stress, provide more targeted community services to improve employee job satisfaction. Masanori (2016) focuses on exploring external environmental factors. It conducted research around frontline workers in textile factories and recognized that there are three

common types of external environmental factors that play an important role. That is, the work environment, leisure methods, and catering services. It points out that community lifestyle plays a significant role in optimizing employee satisfaction, exploring employee life concepts and demands, focusing on the spiritual realm of employees, and implementing specialized external environmental improvement measures. This move has profound implications for employees' job satisfaction.

Wei (2020) found that integrating and popularizing information technology can help alleviate employees' work burden and improve their job satisfaction level. Liu (2019), based on previous academic ideas, realized that the safety attributes of office spaces directly affect the specific manifestation of employee work efficiency. Construction workers often find themselves in harsh environments, resulting in lower levels of satisfaction. Future managers need to focus on the work environment, continuously strengthen safety standards, and continuously improve job satisfaction. Lee (2020) conducted in-depth research on the group of student nurses and found that improving employee job satisfaction can be achieved by creating motivational job characteristics and providing motivational work resources. This is conducive to the cultivation of employees' positive energy mentality, which helps to enhance their sense of happiness in life.

### **2.3.2. Research on job satisfaction by domestic scholars**

Compared to Western research, research on employee satisfaction in China started relatively late and dates back to the early stages of reform and opening up. In the 1990s, Xu released "Psychological Research on the Dynamic Thought of Workers", which is the first systematic research result directly related to employee satisfaction in China. In this report, the definition of employee satisfaction was classified, including comprehensiveness, reference, and expectation. Later, research on employee satisfaction in China began one after another, with specific research perspectives and dimensions as follows.

#### **(1) The connotation of employee satisfaction**

Based on Western research findings, more bluntly defined employee satisfaction as a subjective evaluation (Bai et al., 2002). The basis for evaluation comes from the specific comparison between the target value and the actual value by employees, and the dimensions of evaluation include different factors such as salary, work environment, organizational mechanism, etc. Luo (2015) proposed that employee job satisfaction can be attributed to three aspects: salary and benefits, job characteristics and atmosphere, and social environment and services. Li (2016) proposed that employee satisfaction can

be further divided into six levels: salary and benefits, leadership style, job content, interpersonal atmosphere, job challenge, and personal career planning.

During the analysis process, Zhang (2017) focused on exploring and analyzing the relationship between employee satisfaction and corporate performance in depth. Huang (2018) pointed out that job satisfaction is a perception formed by employees regarding their own work, and for enterprises, it is customer satisfaction. The scholar also pointed out that the factors that affect job satisfaction specifically involve three categories: institutional, environmental, and management. Yang (2021) believes that organizational newcomers include two aspects: institutional and relational trust. Job satisfaction includes three parts: institutional inclination, institutional recognition, and job adaptation. Using questionnaire surveys, analysis of variance, and other methods to explore the significant differences in individual variables based on the above factors, and using regression analysis to explore the relationship between employee job satisfaction and organizational trust. Luo (2021) believes that only by clearly understanding the influencing factors of current employee satisfaction can enterprises better adjust their own development model and reasonably change corporate policies. On the premise of ensuring the development of the enterprise, gradually improve employee job satisfaction, enable the enterprise to enter a virtuous cycle of development, and ultimately become an excellent enterprise in the intelligent era.

## (2) Research on the influencing factors of employee satisfaction

Domestic scholars have further studied the influencing factors of employee satisfaction based on the definition of employee satisfaction. Zhao (2014) proposed that salary and benefits, job content, colleagues, management mechanisms, and work environment are the five major factors affecting employee satisfaction. Liu (2017) found that task performance directly affects the level of employee job satisfaction. Cheng (2014) divided the factors of employee job satisfaction into five categories. Among them, the first category is directly related to work, mainly including employee education, skills, work intensity, work effectiveness, and work goals. The second category is related to job returns, with a focus on input-output ratio, including employee promotion and skill enhancement. The third category is directly related to the work environment, including working conditions, work schedule, colleague quality, and work atmosphere. Next is related to the organizational structure of the enterprise, such as management system, organizational structure, and corporate culture. The fourth category is related to the organization, including management style, corporate culture, and organizational mechanisms. Finally, there are the influencing factors brought about by society, as well as personal reasons, such as the three major social influences of economy, society, and politics, as well as the three major personal reasons of employees'

gender, age, and personality.

Wang (2019) pointed out that promotion mechanisms are an important way to motivate employees. In order to optimize employee job satisfaction, the company needs to design an ideal promotion atmosphere and sort out employee promotion paths. Make it fair and just, ensuring that employees' potential is demonstrated. By setting up a clear and orderly promotion mechanism, employees can further clarify their promotion paths, which can be of great benefit to enhancing their job satisfaction. Analyzing the training of company employees. Jin (2019) realized that in order to continuously promote the development of the enterprise, it is necessary to establish a complete training system to ensure that employees can continuously improve themselves. By improving employees' own literacy, we can drive progress in work efficiency. Employees are grateful for the company, and their sense of belonging to the company continues to rise, resulting in an increase in job satisfaction.

Wang and Fu (2021) conducted a survey on teachers in 50 primary schools in Jiangsu Province, and used multiple linear regression to analyze various factors that affect job satisfaction of primary school teachers. The research results showed that primary school teachers themselves did not affect job satisfaction, while the factors that significantly affect job satisfaction were interpersonal relationships and work environment, especially continuing education and training, teacher welfare Incentive mechanisms and relationships with leaders. Shi (2022) pointed out in his research that employees create benefits and value for the enterprise. Only when employees are satisfied with the enterprise and have a strong sense of happiness in their work can they devote their enthusiasm to the work. By improving employee job satisfaction in four aspects: career development, work environment, interpersonal relationships, and salary benefits, we motivate employees to work more effectively and enhance their loyalty and identification with the company.

### (3) Research on Strategies for Improving Employee Satisfaction

Domestic scholars propose how to promote the improvement of employee satisfaction based on the influencing factors of employee satisfaction. Chen (2019) pointed out that company organizers must provide employees with channels and platforms for self-development. Organizational training and other forms are conducive to the comprehensive improvement of employees' work literacy and have a positive impact on job satisfaction. Systematic management is needed based on individual and organizational factors. Based on the basic needs of employees, provide them with corresponding conditions to obtain a sense of satisfaction and security, and then generate a sense of recognition and belonging to the enterprise (Du et al., 2018) .



Regarding research on compensation and benefits, Chen (2018) stated that the company needs to continuously optimize its employee compensation system, focusing on social development and corporate innovation. Establish reliable incentive measures to ensure their material satisfaction and further achieve a comprehensive improvement in job satisfaction. He (2018) also pointed out the necessary value of strengthening the material incentive system. It is based on material needs and interprets incentive measures with rich forms and reference value. It effectively enhances employee satisfaction and progress, while ensuring the implementation of sustainable development for the enterprise. Hao (2018) stated that in the future, it is necessary to improve the working environment of enterprises, give employees trust, and maintain a pleasant working atmosphere. This is the secret to improving work efficiency. On the other hand, improving the company's supporting facilities is beneficial for improving job satisfaction. Cheng (2018) analyzed the work environment and stated that in the future, companies need to focus on daily communication among employees, establish more smooth coordination mechanisms and communication methods between leaders and employees, and optimize accordingly based on job satisfaction. Strengthening the construction of cultural environment is very important, which is conducive to guiding employees to deepen their sense of recognition and belonging to the company. In the study of leadership and management. Zhang (2018) realized through analysis that the characteristics and habits of company leadership management are often directly related to the formation of employee job satisfaction. Company leadership management also needs to keep up with the times, learn from the perspective of employees, and build a scientific and advanced management system. By conducting research on employee satisfaction in the company, it helps to optimize communication efficiency and thereby improve work performance.

In the study of the Top 100 Chinese Employers of the year, it was pointed out that developing a good salary incentive system for employees can enable them to unleash more value and improve satisfaction, while also effectively enhancing the innovation ability of the enterprise (Xu et al., 2021). Signing formal labor contracts can improve employee job satisfaction. After obtaining formal labor contract protection, employees' psychological security increases, which also means that their material security is enhanced (Ding et al., 2020). From the perspective of most enterprise management, signing a labor contract means that employees become regular employees, their salaries increase, and their satisfaction with the enterprise also improves. Wu (2021) should focus on improving the compensation management mechanism of enterprises in improving employee job satisfaction. Only by effectively improving employees' salaries can their satisfaction with the company be enhanced. Liu (2022) pointed out that in order to effectively improve employee satisfaction, it is necessary to

improve the working environment of enterprises, so that employees can work in a good environment and maintain a good working state. In order to better leverage the work efficiency of employees and enable effective innovation in the company's technology. Wang (2022) pointed out in his research that in contemporary youth's job satisfaction, they pay more attention to working hours. To this end, enterprises must scientifically establish compensation systems and optimize the working environment for employees in order to improve their job satisfaction.

### **2.3.3. Current trend of research on job satisfaction**

Sorting out existing research results on employee satisfaction, both domestic and international research results are relatively rich. Even though China started relatively late, under the guidance of Western research achievements, domestic research achievements quickly achieved "overtaking on curves", which has been widely applied in both academic and business circles, and a large number of research viewpoints have emerged in both theory and practice. Summarizing existing research results, it has the following characteristics: firstly, there are differences in the research perspectives and background fields of employee satisfaction between domestic and foreign scholars, while the West tends to start from the connotation and influencing factors. In China, there is a tendency to link employee satisfaction with corporate benefits. Additionally, few scholars have used empirical research to study the influencing factors of employee satisfaction in the satisfaction of corporate employees.

Throughout the rich theoretical research at home and abroad, and there have also been specific studies combining enterprise cases, there are still some weaknesses, such as being limited by the research object. Due to the collectability of data, ease of access, and universality of audiences, current scholars mostly focus on the service industry as their research object, while paying little attention to the fund industry. With the development of the economy, the financial services industry is an important part of supporting economic development in the future. Therefore, this study takes the in-service employees of Shengshi Investment Company as the research object, and conducts a satisfaction survey on the employees of Shengshi Investment Company. And using empirical models to explore the factors that affect employee satisfaction can provide reference and significance for relevant companies to improve employee satisfaction, and it is also a research contribution made by the author on their own.

## **2.4. Theoretical Foundation**

### **2.4.1. Two-factor Theory**

In 1959, American psychologist Herzberg proposed the motivational healthcare theory, also known as the two factor theory. This theory points out that human motivation and desire are influenced by two factors, namely motivation and health care. This theory believes that people's motivation factors for work mainly include two aspects: firstly, motivation factors. The second is the health factor (Herzberg, 1968). The specific factors related to motivation and health factors were determined by Herzberg's collaboration in conducting a sample survey of enterprises and organizations in the Pittsburgh region of the United States, with the main sample subjects being engineers and accountants from different industries. The survey found that high-quality performance in the job itself or content can improve employee satisfaction, and from the perspective of the hierarchy of needs theory, these factors are relatively at a higher level. Non physiological and safety needs, with more emphasis on employees' respect and self actualization needs, including the sense of achievement, job content, professional responsibility, career promotion mechanisms, etc. that work can provide to employees. These factors can directly increase employees' enthusiasm and improve their work status, giving them a positive attitude, satisfaction, and motivation. However, factors related to the work environment and organizational relationships, such as organizational structure, institutional mechanisms, working conditions, salary and benefits, management style, team atmosphere, etc., belong to the category of health factors. Therefore, these factors are relatively at a low level, but they are essential and serve as the basic support for maintaining employees' work. However, they are difficult to motivate employees' enthusiasm or are relatively small (Wang, 2016). The factors on motivational and health factors are shown in the figure.

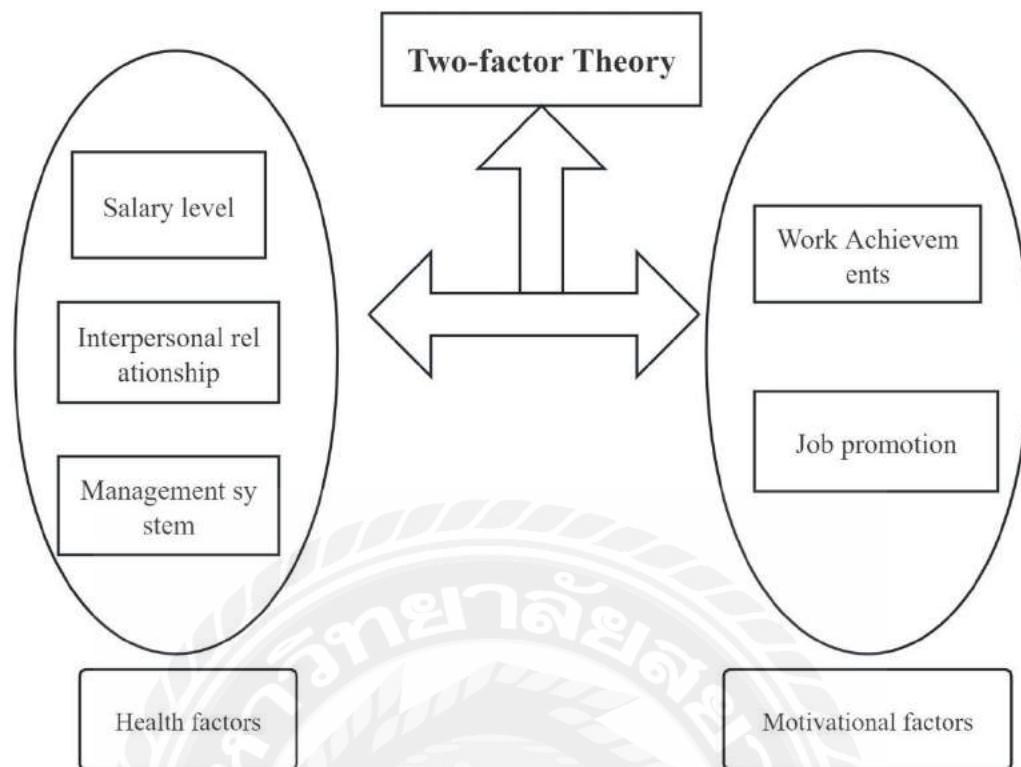


Figure 1 Interaction mechanism of motivational and health factors

In recent years, the two-factor theory has been increasingly applied to the management of the compensation system and the design and planning of the welfare system of enterprises in Western countries. Based on the research of the two-factor theory, the American Compensation Association proposed a five-factor model for overall compensation, which are: salary, benefits, work-life balance, performance and recognition, and development and career opportunities. Later, some western scholars studied the relationship between each factor and employee satisfaction based on the five-factor model.

The two-factor theory has also been widely recognized in many fields in China, which mainly focuses on human resource management in small and medium-sized enterprises, employee motivation and compensation management in state-owned enterprises, incentives management in civil service units, health care system management and education system management. Sun(2006) conducted a questionnaire survey on 206 people from the public sector to test the validity of the two-factor theory in the public domain, and got the conclusion that the two-factor theory has a certain universally applicable role in the public domain. Liang (2012) analyzed the state-owned enterprise compensation management status quo and proposed a solution to the problem according to the current problems of state-owned enterprises in the area of compensation management based on the two-factor theory combined with the SWOT analysis. Liang(2012) analyzed the compensation management status quo and proposed

a solution to the problem. management status quo and put forward solutions. Ding (2017) put forward incentive improvement strategies on the two-factor theory for the negative work status of female civil servants in China.

From the birth of the two-factor theory to the present, it has been utilized in several fields and scopes around the world. Among them, its application in foreign countries is relatively wider and more mature. In China, it is mainly applied in economy, medical care, education and so on. At present, China is a developing country, the total economy is large, but the per capita economic situation is still to be improved, the salary situation in China is sometimes not only health care factors, if the salary system and performance management in the formulation of the proper use of the system will show significant incentive role, so it should be based on the actual situation for the flexible use of the two-factor theory. In recent years, the two-factor theory in China's enterprise management field of application continues to increase, in the field of enterprise management research is constantly expanding and in-depth, this paper will be investigated through the case to further enrich the existing research.

#### **2.4.2. Hierarchy of Requirements Theory**

Maslow first explained the hierarchy of needs theory in 1943. Divide human needs into five levels from low to high, namely: physiological needs, safety needs, belonging and love needs, respect needs, and self actualization needs. Physiological needs, namely the corresponding basic needs that people need to ensure their survival. Safety needs are mainly an extension of physiological needs. Belonging and love are high-level needs, including being recognized, cared for, appreciated, etc. by others. Respecting needs is precisely what individuals expect others to affirm their own value, thereby reaping a sense of achievement and pleasure. The need for self realization is the highest demand for all human needs, and it is also the ultimate manifestation of human quality.

Modern enterprises are facing increasingly fierce market competition, and how to effectively retain and utilize talents is the primary problem faced by enterprise managers. Maslow's people-oriented hierarchy of needs theory and its incentive mechanism are in line with the needs of enterprise development, and its necessity is mainly reflected to:

(1) Helps to improve employees' subjective initiative. In daily work, most employees are only willing to complete their own duties during the working period, and do not pay attention to efficiency and quality, resulting in difficulty in improving the labor productivity of the enterprise. By adopting incentive measures, employees' enthusiasm and initiative can be effectively optimized, creating greater value for the enterprise (Wang, 2022).

(2) Helps to stabilize employee team building. Motivating employees is not simply a material stimulus, but rather a way to provide psychological satisfaction and spiritual comfort to employees, enabling them to recognize the company and be willing to

develop together with it.

(3) Helps to improve the quality and efficiency of enterprise operations. Enterprises stimulate the potential of employees through incentive mechanisms, thereby playing a positive role in promoting the operational efficiency and operational efficiency of the enterprise.

## 2.5. Conceptual Framework

Salary level, interpersonal relationship, management system, job achievement, and job promotion affect employee satisfaction. Based on this, by modifying Biggs' "Prediction-Process-Outcome" theoretical model, the author proposes a conceptual framework for this study (shown in Figure 2).

It should be noted that many studies have shown that health care and motivational factors have an impact on employee satisfaction. This study intends to use the questionnaire method to test the relationship between the independent variables (pay level, interpersonal relationship, management system, job achievement, and job promotion) and the dependent variable (employee satisfaction) through data analysis.

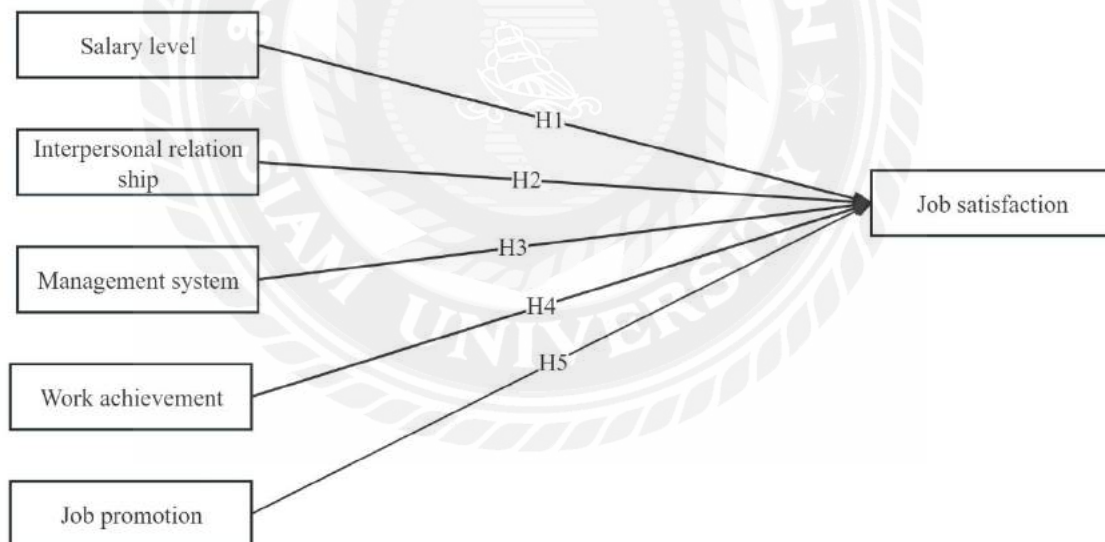


Figure 2 Conceptual Framework

## Chapter 3 Research Methodology

### 3.1. Introduction

This study used the quantitative research method to underpin the research in this paper. In its specific application, quantitative research places particular emphasis on operationalisation, generalisation and objectivity. It relies on statistics, measurement and the analysis of causal relationships between variables, and is an objective, formal and systematic research process (Liu, 2019). "Quantitative research is a method of measuring and analysing what can be quantified in order to test the researcher's own theoretical assumptions about what is possible. As a mature method, it has a complete set of operational techniques, including sampling methods (e.g. random sampling, stratified sampling, systematic sampling, whole group sampling), data collection methods (e.g. questionnaires, experimental methods), numerical statistics (e.g. descriptive statistics, inferential statistics) and so on. It is through such measurements, calculations and analyses that the "essence" of things can be grasped (Li, 2019).

Through the use of quantitative research method, this study took the employees of Shengshi Investment Company as the research subjects, and started from the research perspective of employee satisfaction. Under the general co-ordination and guidance of research theories at home and abroad, the data of enterprise employee satisfaction was obtained through the channel of questionnaire survey, and the questionnaire is generally divided into two major aspects, the first aspect is the collection of the basic information of the survey respondents, which mainly includes six aspects, including gender, age, marital status, cultural level, and length of time of joining the company; the second part is based on the motivational factors and health care factors proposed by the two-factor theory. The second part is based on the motivational factors and health care factors proposed by the two-factor theory, and is categorized and divided, in which the motivational factors include two aspects of job achievement and job promotion; and the health care factors include three aspects of pay level, interpersonal relationship, and management system.

### **3.2. Research Design**

The development of employee job satisfaction scales is based on the development methods of domestic and foreign scholars Luo and Duan (2015), Cheng and Wang (2014). This study starts from the dual factor theory and combines the working environment and actual situation of employees of Shengshi Investment Company to improve and develop the "Shengshi Investment Company Employee Satisfaction Survey Questionnaire".

The questionnaire is generally divided into two major aspects. The first aspect is

the collection of basic information about the respondents, which mainly includes six aspects: gender, age, marital status, education level, length of time in the job, and position level. The second part is based on the two-factor theory and is categorized and divided into five areas, including salary level, interpersonal relationship, management system, job achievement, and job promotion.

In order to make the survey questionnaire easy to operate and facilitate later data analysis, this research adopts closed questions and draws lessons from the American social psychologist Likert's 5-point scale. It is divided into five grades: very satisfied, relatively satisfied, average, not very satisfied, and very dissatisfied. Assign scores of 5, 4, 3, 2, and 1 respectively, and perform data score statistical processing, and use SPSS statistical software for further analysis.

According to the content of the survey, relevant questions are set, and the questions are designed to be simple and easy to understand with a clear purpose. In the design of the answers, from the two-factor theory, and to obtain basic information, a total of 29 questions were set, and the scale questions and the sources of the questions are shown in the table below:

Table 1 Scale questions and sources

Indicators	Item	Source
Salary level	1. The level of compensation matches the value you reflect in your work 2. The company has reasonable overtime pay or compensatory leave 3. Other benefits such as employee activities, holiday benefits, etc. 4. The company's welfare benefits and public pay level matches the value of your work. 5. The company has a good salary and benefits, you are very satisfied with the welfare of the unit	Li Jing
Interpersonal relationship	6. Colleagues support, understand and cooperate with your work 7. Colleagues care about your personal situation 8. Cooperation and coordination with colleagues at work 9. Good communication with colleagues 10. The effectiveness of communication within the department 11. You get encouragement from your leaders at work 12. You get respect and understanding from your leaders	Y Ting (1997)
Management system	13. your opinion of your own labor establishment 14. My management system of the current leadership 15. Your management system of the present organization	Wu Dandan



	16. Your implementation of the company's various management systems 17. The management level of the company's leadership team 18. Your company's corporate culture	
Work achievement	19. What do you think about your current job position 20. Your opinion of your work ability 21. What you think about your job	Liu Ning
Job promotion	22. Your training of your business skills 23. Your acquisition of specialized knowledge and social knowledge about yourself 24. The training and learning opportunities given by your company 25. Your time for training and learning given by the company 26. The promotion opportunities given by the company. 27. Your appraisal standard for promotion in the company	
Overall job satisfaction	28. Overall, you are satisfied with your job. 29. You think the company is trustworthy	

### 3.3. Hypothesis

In conjunction with the introduction of the two-factor theory, if a factor is not met that will directly lead to employee dissatisfaction, it is a health factor, but if it is met that will further promote employee satisfaction, it is a motivational factor.

If health factors are met, it is possible to maintain normal work operations, but it is often difficult to generate positive emotions among employees, mainly including work environment, salary and benefits, management systems, and other aspects. Thant (2020) found that work environment, interpersonal relationships, supervisory skills, and personal life factors can all have an impact on employee job satisfaction. Mbonea (2021) found in her research on job satisfaction among middle school teachers that salary, working conditions, and job security are important factors that affect the level of job satisfaction among middle school teachers. Su (2019) believes that factors such as complete working conditions, harmonious interpersonal relationships between superiors and subordinates, and colleagues can all affect employees' satisfaction with their work. Zhao (2019) found through a questionnaire survey on employee satisfaction in a military enterprise in a certain province that the impact of company infrastructure, work atmosphere, communication atmosphere, and management level on employee satisfaction is significant. Wang and Yue (2020) analyzed the satisfaction level of employees in the internet industry with their work from twelve aspects: workload, salary and bonus, organizational environment, etc. by collecting and summarizing objective data on employee reviews on the internet. The most unsatisfactory aspects for employees in this industry are excessive workload, salary and bonus, and employee composition. Dong (2020) found a strong correlation between salary levels and

employee satisfaction through a questionnaire survey of 452 hospital employees. In addition, the job itself and work environment are also important factors affecting employee satisfaction.

In the questionnaire of the study, the salary level, interpersonal relationship, and management system were categorized as the category of health care factors and the research hypothesis was formulated:

H1: There is a positive correlation between salary level and employee job satisfaction

H2: There is a positive correlation between interpersonal relationship and employee job satisfaction

H3: There is a positive correlation between management system and employees' job satisfaction

Being satisfied with motivational factors helps to enhance employees' motivation, and the level of satisfaction is related to the size of motivation. Atikur (2022) conducted a sampling survey on over 200 employees of small and medium-sized enterprises, and conducted statistical analysis using SPSS software. It was found that employee vocational training and personal promotion positively affect the job satisfaction of small and medium-sized enterprise employees. Zheng (2017) found that the factors that affect job satisfaction can be summarized as the job itself, whether the job is challenging, organizational fairness, promotion channels, and a sense of achievement. Chen (2018) believes that enterprises should prioritize employees and value their satisfaction with their work in enterprise management. On the basis of summarizing relevant theories, this article aims to improve employee job satisfaction from three aspects: competitive environment, work mechanism, and training, providing reference for enterprise management. Zhang (2019) learned about the satisfaction building measures currently taken by a textile enterprise through on-site inspection of its employees. However, employees are still not satisfied with personal promotion and job achievement. In response to this situation, applicability suggestions were proposed from five aspects: personal promotion and work environment. Jiang (2019) pointed out that factors such as employee benefits and job promotion opportunities can directly affect job satisfaction.

This paper gives full consideration to the human resource management measures of Shengshi Investment Company, incorporates two indicators of work achievement and job promotion into the examination of motivational factors, and puts forward the research hypothesis: the higher the sense of work achievement, the higher the employee's overall job satisfaction; job promotion opportunities are also positively correlated with the employee's job satisfaction. The research hypothesis is thus proposed:

H4: There is a positive correlation between work achievement and employee job

satisfaction

H5: There is a positive correlation between job promotion and employee job satisfaction

Based on the above analysis, the specific research assumptions of this study are shown in the table below:

Table 2 Theoretical assumptions

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H1: There is a positive correlation between salary level and employee job satisfaction
H2: There is a positive correlation between interpersonal relationship and employee job satisfaction
H3: There is a positive correlation between management system and employee job satisfaction
H4: There is a positive correlation between work achievement and employee job satisfaction
H5: There is a positive correlation between job promotion and employee job satisfaction

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### **3.4. Population and Samples**

#### **3.4.1. Research population**

Based on the current situation in China, from the perspective of enterprise managers and current company systems, the survey questionnaire method is still very effective in understanding the company's situation and investigating more accurate satisfaction of frontline employees. The questionnaire method is a method of collecting research materials and data from research subjects by designing psychological measurement items or questions and distributing them in written form to the subjects. Sun (2021) divided the factors that affect job satisfaction into personal factors and unit factors.

Shengshi Investment Company is a pioneer, leader, and evangelist in the Chinese master fund industry. Shengshi Investment Company has established diversified business forms such as master fund, S fund, direct investment fund, project based fund, mergers and acquisitions, and fixed increase transactions. This study conducted a satisfaction survey on employees of Shengshi Investment Company, and conducted a more scientific survey questionnaire to enable the company to obtain more accurate information.

#### **3.4.2. Sampling**

Probability sampling is often used in employee satisfaction surveys. Common probability sampling methods include single stage sampling (such as random sampling, stratified sampling, cluster sampling, judgmental sampling, system sampling, etc.) and multi-stage sampling (combining sampling methods into two or more stages of sampling). Researchers can determine the differences in sample size and sampling methods based on different research purposes and subjects. For example, when the research objective is to propose corresponding human resource management strategies for different employee groups in the unit, stratified sampling method can be used.

Employees in the work environment from the subjective expression of the experience of all aspects of the work is called employee satisfaction, in order to this subjective experience (i.e., employee satisfaction index) through the quantitative assessment of the way to reflect, it is necessary to collect relevant information. Nowadays, widely used questionnaires include online electronic questionnaires (questionnaire star, webpage, Tencent questionnaire, etc.) and paper questionnaires. The advantages of electronic questionnaires compared with paper questionnaires are: easy to fill in, easy to retrieve and have a high rate of retrieval, easy to count, and less human interference, which makes it easier to be recognized by both the researcher and the subject of the study.

### **3.4.3. Sample size**

The content of this research questionnaire is divided into: the first part is the mapping of the work status of the researched people, and the specifics include personal information such as gender, age, and education level of the employees; the second module is the questions on the influencing factors of the employees' satisfaction: it is designed for the salary and benefits, work environment, work achievement, and work promotion. A total of 35 questions were set, of which the first 6 questions were for the acquisition of basic employee information, and 185 questionnaires were to be collected.

## **3.5. Data Collection**

This survey was conducted online, mainly by inputting the content of the survey into the official website of Questionnaire Star, and then publishing it on Shengshi Investment Company. In order to ensure the authenticity and validity of the questionnaire, I emphasized the purpose of this questionnaire when distributing it, and informed the respondents that the questionnaire was answered anonymously. I

requested all respondents to be truthful and fill out the questionnaire truthfully.

Firstly, a preliminary experiment was conducted on the questionnaire survey, and the survey questionnaire was modified and improved based on the results of the preliminary experiment. This mainly includes modifying and improving the items and options in the questionnaire, as well as deleting items and repetitive items that are not suitable for the actual situation of Shengshi Investment Company in the questionnaire. Finally, the completed questionnaire will be officially released by Shengshi Investment Company.

This study took employees of Shengshi Investment Company as the research object. Based on the Questionnaire Star platform, a total of 185 questionnaires were created and distributed in paper form within Shengshi Investment Company. 185 questionnaires were collected, 10 invalid questionnaires were excluded, and 175 valid questionnaires were collected, with an effective response rate of 94.59%.

### **3.6. Data Analysis**

In order to analyze the relationship between job satisfaction and factors, after the questionnaires were collected, the obtained questionnaires were counted and analyzed using SPSS. The reliability analysis is used to reflect the size of the random error in the measurement, and a high reliability, then means that the results of multiple measurements for the same thing can be consistent, indicating that the measurement tool is reliable and stable. Validity, i.e. practicality, means that the measurement tool can actually measure what it is intended to measure. Correlation analysis was used to analyze the relationship between the dimensions and employee job satisfaction; there may be differences between different dimensions on job satisfaction, thus we separate each dimension for regression. Correlation analysis was used to determine the correlation between the dimensions, regression analysis was used to determine the level of significance, and the results of the analysis were used to validate the research hypotheses.

### **3.7. Reliability and Validity Analysis of the Scale**

#### **3.7.1. Validity test**

The exploratory factor analysis method is mainly used to measure the structural validity of a scale, and to determine whether there is stable consistency and structure between the measurement variables of each latent variable. It is the most common indicator for evaluating the validity of a scale. This article will use SPSS software to

detect various dimensional structures. When using the impact factor analysis method for efficiency analysis, the first step is to determine whether it can meet the requirements of the impact factor analysis method and usually must meet two conditions. One is that the required KMO value must be equal to 0.7. The second is that the significance of Bartlett's sphericity test is equal to 0.05. If these two conditions are met, it indicates a significant correlation between the observed variables, making it very suitable for the impact factor analysis method.

Test results: The KMO test value of the survey data is 0.500, which indicates that the question is suitable to be analyzed by the factor analysis method. The Bartlett sphericity test results indicate that the probability of significance is approximately 0.000 ( $P < 0.01$ ). Therefore, the null hypothesis of Bartlett's sphericity test is rejected, and it is believed that the data scale is suitable for factor analysis methods, so the validity structure is quite good.

Table 3 KMO and Bartlett's test

KMO The number of sample fitness measures.		0.500
Bartlett's sphericity test	Approximate cardinality	286.373
	Degree of freedom	1
	Significance	0.000

### 3.7.2. Reliability test

This article mainly tests the consistency of the content of the survey questionnaire, specifically using cronbach  $\alpha$  to evaluate. It is generally believed that the lowest internal consistency reliability coefficient of the overall scale is not less than 0.7. A score above 0.8 indicates a high reliability coefficient of the entire scale, while a score above 0.9 is considered ideal. There are also requirements for the internal consistency reliability coefficients of various dimensions within the scale. Generally, a coefficient of 0.6-0.7 is good, 0.7-0.8 is good, 0.8-0.9 is ideal, and a coefficient above 0.9 is very ideal.

The results of the questionnaire were examined by SPSS. As can be seen from the data in the table, only the value of the Cronbach'S Alpha coefficient of the independent variable of the company's business management belongs to the range of 0.7 to 0.8, while the other four independent variables have Cronbach'S Alpha coefficients greater than 0.9, which can be seen that the questionnaire of the present study is highly reliable.

Table 4 Results of confidence analysis

Variables	Cronbach Alpha	Number of items
salary level	0.953	5
interpersonal relationship	0.966	7
management system	0.919	6
job achievement	0.945	3
job promotion	0.789	6



## Chapter 4 Results of the Study

### 4.1. Introduction

This chapter focuses on the analysis of the results of the research data, using the questionnaire method, to measure the current situation of job satisfaction and turnover intention of Centurion Investment Company. Data analysis software was used to identify the mechanism of each factor on job satisfaction and turnover intention of employees in Centurion Investment Company. The research hypotheses are also verified to be valid, and then the results are analyzed and countermeasures are discussed in Chapter 5.

### 4.2. Frequency analysis of statistical characteristics of the samples

The statistics of the personal characteristics of the questionnaire respondents show that the study sample was selected considering the actual situation of various types of employees, which can support this study to some extent. The frequencies of demographic characteristics are shown in the following table:

Table 5 Basic information of the surveyed employees

Variable	Options	Number of people	Percentage
Gender	Male	82	47%
	Female	93	53%
Age	Under 25 years old	35	20%
	26-35 years old	76	43%
	36-45 years old	42	24%
	Over 46 years old	22	13%
Marital status	Unmarried	59	34%
	Married	116	66%
Join time	1 year and below	66	38%
	1-3 years	51	29%
	3-5 years	54	31%
	5 years and above	4	2%
Education level	College and below	34	19%
	Undergraduate	70	40%
	Master	64	37%
	Master or above	7	4%
Position level	Grassroots Staff	136	78%
	Management	30	17%
	Senior Leadership	9	5%



As can be seen from the above table, in terms of the proportion of men and women, female respondents accounted for 53%, and the remaining male employees accounted for 47%, with the number of men being slightly less than that of women. From the age distribution, 43% of the respondents are in the age range of 26-35 years old, the phenomenon of rejuvenation is obvious; 66% of the employees are married; In addition, in the time of joining the company, the number of people who have been working for one year or less accounted for 38%; From the results of the survey on the education level of Shengshi's employees, the staff who have bachelor's degree or above accounted for more than half of the employees, which shows that the company's staff overall high quality; The number of basic-level employees is the largest, accounting for 47%, and the number of men is slightly less than that of women. The number of grassroots employees is the largest, accounting for 78%.

### **4.3. Hypothesis testing**

#### **4.3.1. Relevance analysis**

As a prerequisite for regression analysis, correlation analysis is mainly used to determine the correlation between variables, in which three independent variable indicators are synthesized based on the results of the question answers and Pearson correlation analysis is used to compare the correlation between independent variables. Pearson's correlation coefficient varies from -1 to +1. When  $r > 0$ , it indicates that there is a positive correlation between the two variables, that is, the larger the value of one variable, the larger the value of the other variable; when  $r < 0$ , it indicates that there is a negative correlation between the two variables, that is, the larger the value of one variable, the smaller the value of the other variable.

(1) Correlation analysis of job satisfaction with salary level, interpersonal relationships, management system, work achievement, and job promotion

Through the comparative analysis of the coefficient variables in the table, we find that when analyzing the correlation coefficients between salary level, interpersonal relationship, management system, work achievement, job promotion and actual job satisfaction, the corresponding values are 0.903, 0.881, 0.686, 0.775, 0.713 respectively, and the dimensions and employee satisfaction are able to show a positive correlation under the 0.01 significance level. This suggests that salary level, interpersonal relationship, management system, work achievement, and job promotion may contribute to the improvement of employee satisfaction. However, since Person correlation analysis is mainly by analyzing the correlation of the data on the surface, we have carried out more in-depth regression data analysis in order to study the

correlation.

Table 6 Correlation Analysis of Factors with Employee Satisfaction

	salary level	interpersonal relationship	management system	work achievement	job promotion
person	0.903**	0.881**	0.686**	0.775**	0.713**
Sig.	.000	.000	.000	.000	.000

\*\* Significant correlation at the 0.01 level (two-tailed)

#### 4.3.2. Regression analysis

In this article, regression analysis is used to determine the relationship between each dimension and overall satisfaction, to see if there is a linear relationship, and to clarify the magnitude of the impact of each dimension on the dependent variable. In regression analysis, generally, Goodness of fit test should be carried out first to test the fitting degree of regression line to the observation value. The degree of fitting is generally represented by a determinable coefficient, also known as the coefficient of determination, or  $R^2$ .  $R^2$  closer the value to 1, the higher the fitting level.

Regression analysis with job satisfaction of Shengshi Investment Company as the dependent variable and salary and benefits and working environment as the independent variables obtained the results as shown in the table. As can be seen from the table, the adjusted  $R^2$  value is 0.872, which is greater than 0.5, indicating that the model has a good fit and the dimensions have 87.2% explanatory power for overall employee satisfaction. And the significance Sig of employee job satisfaction with salary level, interpersonal relationship, management system, work achievement, and job promotion is less than 0.05, indicating that the regression coefficients between salary level, interpersonal relationship, management system, work achievement, and job promotion and employee job satisfaction are significant, which can well explain the changes of employee job satisfaction. Thus, it can be verified that the hypotheses H1, H2, H3, H4 and H5 proposed in this study are valid.

Table 7 Analysis of regression relationship between factors and job satisfaction

variable	B	SE	Beta	t	p
(Constant)	-.232	0.076		-3.048	0.002
Salary level	.436	0.045	0.536	9.638	0.000
Interpersonal relationship	.105	0.052	0.113	2.006	0.046
Management system	.179	0.033	0.177	5.477	0.000
Work achievement	.075	0.037	0.090	2.031	0.043
Job promotion	.222	0.050	0.139	4.469	0.000

R-Square	0.874
Adjusted R-square	0.872
F	465.770

a. Dependent variable: job satisfaction

#### 4.4. Hypothesis test results

All hypotheses proposed in this study have been validated through the previous correlation and regression analysis results, and the summary results are shown in the table below:

Table 8 Research hypothesis conclusion

Theoretical hypothesis	Research findings
H1: There is a positive correlation between salary level and employee job satisfaction	Established
H2: There is a positive correlation between interpersonal relationship and employee job satisfaction	Established
H3: There is a positive correlation between management system and employees job satisfaction	Established
H4: There is a positive correlation between work achievement and employee job satisfaction	Established
H5: There is a positive correlation between job promotion and employee job satisfaction	Established

In summary, through the correlation analysis and regression analysis of valid data, it can be concluded that: salary level is positively correlated with employee job satisfaction, and the hypothesis H1 is valid; interpersonal relationship is positively correlated with employee job satisfaction, and the hypothesis H2 is valid; management system is positively correlated with employee job satisfaction, and the hypothesis H3 is valid; work achievement is positively correlated with employee job satisfaction, and the hypothesis H4 is valid; job promotion is positively correlated with employee job satisfaction, and the hypothesis H5 is valid; and job promotion is positively correlated with employee job satisfaction. The positive relationship between job promotion and employee job satisfaction, hypothesis H5 is established. It can be seen that in Shengshi Investment Company, improving employees' salary and benefits, creating good interpersonal relationship, developing a fair management system, enhancing employees' sense of work achievement, and broadening employees' job promotion channels can effectively improve employees' satisfaction and enhance employees' work efficiency.

## **Chapter 5 Conclusion and Recommendation**

### **5.1. Conclusion**

With the continuous development and growth of management, the position of financial management indicators in companies has declined, and they are no longer regarded as the only indicator for company performance evaluation. It is precisely because of its declining status that the status of employee satisfaction has become increasingly important, becoming an increasingly important assessment indicator for many companies. Employee job satisfaction in a company refers to the inner thoughts, thoughts, and feelings of employees, which is crucial for improving their work efficiency. At the same time, the company culture and organizational structure are different within the company, and the factors of employee satisfaction may also vary. Especially after China enters a new era and a new stage of development, various fund companies have emerged. The research subject of this study is the employee satisfaction of Shengshi Investment Company, combined with existing research results and the guidance of the dual factor theory. A job satisfaction scale for employees was designed based on two dimensions: motivation factors and health factors. Descriptive statistical analysis and regression analysis were conducted on the collected questionnaire data, and the following conclusions were obtained:

Taking the two-factor theory as the theoretical basis, this paper discusses the influencing factors affecting employee job satisfaction in Shengshi Investment Company, and analyzes the status quo of employee satisfaction in Shengshi Company, and finally proposes the strategy for improving employee satisfaction. From the salary level, interpersonal relationship, management system, work achievement, job promotion five methods to actively improve the employee satisfaction of Shengshi Investment Company. And on the basis of this targeted development of a more scientific and efficient salary and benefit system, the enterprise should actively increase the promotion channels, comprehensively complete the reform of the system, improve the sense of achievement of the staff, and rationally distribute the work task and workload. Thus, it can effectively improve the employee satisfaction of Shengshi Investment Company, which can provide certain reference significance to other companies in the industry.

### **5.2. Recommendation**

(1) Ensure pay equity and provide opportunities for employee development

With regard to salary levels, a clear policy on the evaluation of wages and bonuses

will serve as a basis for employees to feel more fair and objective, which will help to strengthen the ability of employees to interact with the company. Providing employees with a salary that is commensurate with the position they are assigned to, offering additional benefits such as vacations, birthday gifts, wedding expenses, travel and health checks, etc. and applying the right insurance regulations will make employees feel safer and more satisfied, and will thus make it easier for the company to connect with its employees. With regard to training, it is often recommended that employees appreciate the company's commitment to implementing domestic and international training conditions, which will help them feel the potential to improve their qualifications and hone their professional skills, make them more confident and strengthen their long-term labor relations with the company. Therefore, it is necessary to develop a clear policy of training and development of employees, to create conditions for their development and to establish a clear policy of promotion. This method not only helps to improve the quality of employees, but also remains an important factor for the long-term development of the enterprise and the delivery of high-quality human resources.

(2) Shape a harmonious working atmosphere and clarify employees' rights and responsibilities

Workplace relationship is an important factor in creating work motivation and showing organizational solidarity. Interpersonal relationship is always the key factor to increase work motivation, improve labor efficiency and create a comfortable and friendly atmosphere in the workplace. In order to better understand this factor, companies need to focus on improving the friendly atmosphere at work such as coordination and mutual assistance between coworkers in case of difficulties at work. In addition, jobs and responsibilities and hierarchies need to be clearly defined and managers need to be accountable and enthusiastic about their work. Give timely and comprehensive recognition, and can make the staff can gradually get a sense of satisfaction from the actual life.

(3) Strengthen company management and system construction

Perfect company management rules and regulations is to regulate the behavior of employees and supervise the normalization of work a hard system, can clarify the standard of work, so that the organization's workflow is more efficient. Business operations require teams with a high degree of cohesion and execution, strengthen team execution and cohesion of the company to (1) strengthen supervision, the establishment of orderly work procedures, clear and consistent goals among employees, the leadership is good at encouraging morale. (2) set up a promotion mechanism and competition mechanism, when necessary, you can make appropriate adjustments to the positions or

positions of employees, so that employees are not limited to one kind of work, to avoid the loss of interest in the work of monolithic work. Sound internal management mechanism, the company's sustained development should not only rely on the institutionalization of the various hard management regulations, but also should be combined with flexible personalized management, to promote the interaction of constraints and incentives.

#### (4) Focus on employees' sense of achievement

Motivational factors focus on the work itself to bring the internal feelings of employees. For employees, health care factors are satisfied, just eliminate the sense of dissatisfaction, can retain employees in the short term, but with the increase in working hours, employees will inevitably pursue the satisfaction of the sense of achievement at work, at this time, if the incentive factor is not emphasized, will reduce the employee job satisfaction, easy to cause the loss of talent. Therefore, for the performance of employees, can be timely spiritual and honorary rewards, in the selection assessment for the good performance of employees issued reward certificates, in the performance appraisal or promotion can be used as a basis for evaluation; for the work of the excellent performance of employees to actively give new tasks, including challenging tasks, in addition to the implementation of the rotational, change of post mechanism, so that employees can experience a different job, exercise Employee capabilities while maintaining work enthusiasm and enthusiasm for work, so that employees can continue to work in the challenge of obtaining a sense of achievement, thereby increasing the satisfaction of the work itself!

#### (5) Expand job promotion channels

Fairness theory study of employee satisfaction, found that enterprises in the operation and development period, in order to make their own staff satisfaction to reach a high level, we must adhere to the principle of fairness and justice, the rights and interests of staff in line with the provisions of the law to protect and safeguard, so that the company will be able to obtain better development. In the workplace, employees want to be recognized by the company and the leadership in the work, appropriate career promotion opportunities, fair and open competition environment allows employees to better develop their potential, stimulate their enthusiasm for technological innovation, so as to create higher economic value for the enterprise.

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## APPENDIX

Dear survey participants:

Hello! I am a researcher on the influencing factors of employee satisfaction at Shengshi Investment Company. In order to further understand the overall situation of employee satisfaction at Shengshi Investment Company, I have developed this survey questionnaire and hope to receive your cooperation. The questions you answered are only for academic research purposes and will not involve personal privacy. They will never be used for purposes other than the topic. We will strictly keep the results of each questionnaire confidential. Thank you again for your cooperation.

This questionnaire is all multiple-choice questions, and I sincerely thank you for your cooperation and assistance.!

### Part 1 Basic information

1. What is your gender
  - A. Male
  - B. Female
2. Your age
  - A. Under 25 years old
  - B. 26-35 years old
  - C. 36 to 45 years old
  - D. Over 46 years old
3. Are you married
  - A. Unmarried
  - B. Married
4. How many years have you been employed
  - A. 1 year and below
  - B. 2-3 years
  - C. 4-6 years
  - D. 6 years and above
5. Your cultural level

- A. Associate degree or below
- B. Undergraduate degree
- C. Graduate degree
- D. Graduate degree or above
- 6. Your position level
  - A. Grassroots employees
  - B. Management layer
  - C. Senior managers

## **II. Survey on Factors Affecting Employee Satisfaction**

- 7. The level of remuneration matches the value you embody at work
  - A. Very satisfied
  - B. Comparatively satisfied
  - C. Average
  - D. Not very satisfied
  - E. Very dissatisfied
- 8. The company has reasonable overtime pay or compensatory time off.
  - A. Very satisfied
  - B. Comparatively satisfied
  - C. General
  - D. Less satisfied
  - E. Very dissatisfied
- 9. Other benefits such as employee activities, holiday benefits, etc.
  - A. Very satisfied
  - B. Comparatively satisfied
  - C. Average
  - D. Not very satisfied
  - E. Very dissatisfied
- 10. The company's welfare benefits and public salary level and your work in the value of the embodiment of match
  - A. Very satisfied
  - B. Comparatively satisfied
  - C. Average



D. Not very satisfied

E. Very dissatisfied

11. The company has a good salary and benefits, you are very satisfied with the welfare of the organization.

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

12. Colleagues support, understand and cooperate with you in your work.

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

13. Colleagues care about your personal situation

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

14. Cooperation and coordination with colleagues at work

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

15. Communicate well with coworkers

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

16. The effectiveness of communication within the department

- A. Very satisfied
- B. Comparatively satisfied
- C. Average
- D. Not very satisfied
- E. Very dissatisfied

17. The encouragement you get from your leaders at work

- A. Very satisfied
- B. Comparatively satisfied
- C. Average
- D. Not very satisfied
- E. Very dissatisfied

18. You get respect and understanding from your leaders

- A. Very satisfied
- B. Comparatively satisfied
- C. Average
- D. Not very satisfied
- E. Very dissatisfied

19. You are satisfied with your labor preparation

- A. Very satisfied
- B. Comparatively satisfied
- C. Average
- D. Not very satisfied
- E. Very dissatisfied

20. You are satisfied with the present leadership management system

- A. Very satisfied
- B. Comparatively satisfied
- C. Average
- D. Not very satisfied
- E. Very dissatisfied

21. You are satisfied with the present organizational management system.

- A. Very satisfied
- B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

22. Your implementation of the company's various management systems

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

23. The management level of the company's leadership team

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

24. Your company's corporate culture

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

25. Your current job

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

26. Your ability to work

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

27. You are satisfied with the content of your work
- A. Very satisfied
  - B. Comparatively satisfied
  - C. Average
  - D. Not very satisfied
  - E. Very dissatisfied
28. You are satisfied with the training of your own business ability
- A. Very satisfied
  - B. Comparatively satisfied
  - C. Average
  - D. Not very satisfied
  - E. Very dissatisfied
29. Your acquisition of specialized knowledge and social knowledge of yourself
- A. Very satisfied
  - B. Comparatively satisfied
  - C. Average
  - D. Not very satisfied
  - E. Very dissatisfied
30. You are satisfied with the training and learning opportunities given by the company.
- A. Very satisfied
  - B. Comparatively satisfied
  - C. Average
  - D. Not very satisfied
  - E. Very dissatisfied
31. Your time for training and learning given by the company
- A. Very satisfied
  - B. Comparatively satisfied
  - C. Average
  - D. Not very satisfied
  - E. Very dissatisfied
32. You are satisfied with the promotion opportunities given by the company.
- A. Very satisfied
  - B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

33. Your assessment criteria for promotion in the company

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

### **III. Overall job satisfaction**

34. In general, you are satisfied with your work

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

35. You think the company is trustworthy

A. Very satisfied

B. Comparatively satisfied

C. Average

D. Not very satisfied

E. Very dissatisfied

