



**A STUDY OF THE INFLUENCE OF ENTERPRISE HUMAN
RESOURCE MANAGEMENT SYSTEM ON EMPLOYEE
SATISFACTION-A CASE STUDY OF OXIRAN COMPANY**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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This Independent Study has been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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ABSTRACT

The globalization of the economy and the spread of information technology have made the environment facing enterprises more uncertain. Competition among enterprises is ultimately a competition for talents. Therefore, human resources are the strategic resources of modern enterprises and the most crucial factor for enterprise development. Employee satisfaction with the work and the enterprise is the basis of human resource management. How to enhance employee satisfaction to attract and retain talent to better utilize the initiative of the staff has become one of the important issues facing the management of modern enterprises.

OXIRAN Company's current human resource management is facing certain problems. These problems have impeded the rapid development of the company, employees have a lot of complaints about their work, and the rate of departure has a tendency to increase. Based on the two-factor theory and Maslow's hierarchy of needs theory, this study set the following research objectives: (1) to explore the influencing factors of employee satisfaction in OXIRAN Company; (2) to put forward countermeasure suggestions to improve employee job satisfaction in OXIRAN Company.

This study used the quantitative analysis method to establish the index system of employee satisfaction measurement according to the actual situation of the company and used the simple random sampling method to conduct a comprehensive measurement and analysis of the company's employee satisfaction. A total of 220 questionnaires were distributed on the enterprise platform, and all questionnaires were

collected within 15 days from the date of distribution. A total of 207 questionnaires were returned. In order to draw conclusions from the data, the study used SPSS data analysis software to analyze the data, and ANOVA, correlation analysis and regression analysis were used to test the research hypotheses.

The study found that the overall satisfaction of the company's employees is at the average level. The three highest indicators of satisfaction are the nature of work, the work environment and the work group; the three lowest indicators of satisfaction are personal development, management policy, and work compensation. The study also found that the lowest level of satisfaction was found among the operation workers, who are an important force in the development of the company as they directly serve the company's customers. The low level of satisfaction of this category of employees predicts more serious management problems in the company. The company is recommended to improve the salary system, to develop an effective incentive mechanism and make the work challenging.

Keywords: employee satisfaction, Two-Factor Theory, human resource management, Maslow's Hierarchy of Needs Theory

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ZHANG XIRUO
12, Sep, 2024

DECLARATION

I, ZHANG XIRUO, hereby certify that the work embodied in this independent study entitled "A Study of the Impact of Enterprise Human Resource Management System on Employee Satisfaction-A Case Study of OXIRAN Company" is the result of original research and has not been submitted for a higher degree to any other university or institution. institution.



Zhang Xiruo

(ZHANG XIRUO)

12, Sep, 2024

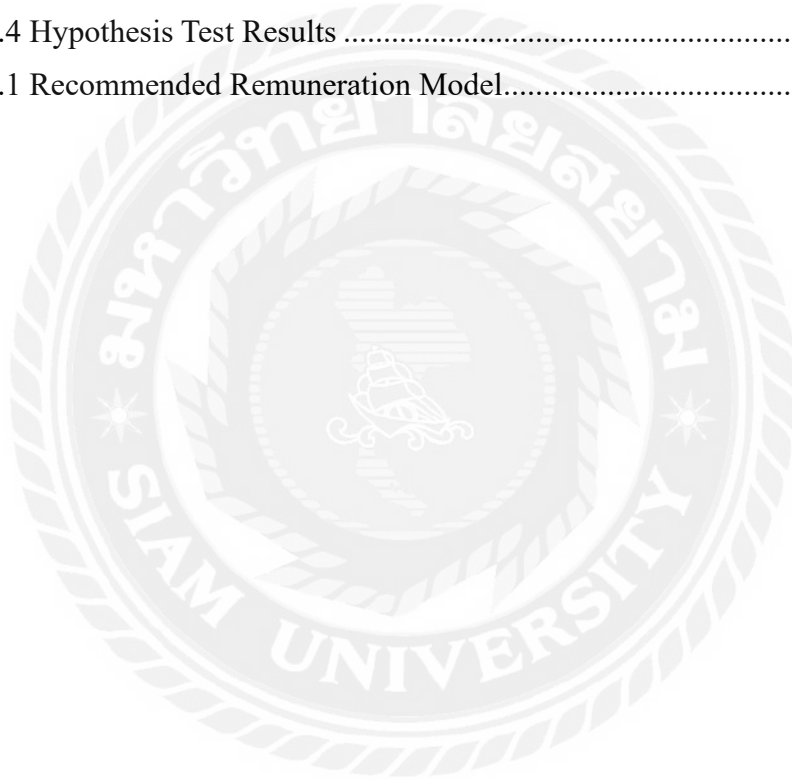
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Chapter 1 Introduction

1.1 Background of the Study

In the current context of globalization and information technology, chemical enterprises are facing unprecedented challenges and opportunities. On the one hand, globalization makes the market for chemical enterprises broader, but also brings more intense competition. On the other hand, digitalization provides new development opportunities for chemical enterprises, but also puts forward higher requirements for enterprise management and operation. Against this background, the core competitiveness of chemical enterprises is particularly important.

Enterprises must improve their competitive strength so that they can maintain long-term development in the brutal economic competitive environment. Competitive strength is not only reflected in a variety of external conditions, but more importantly, the use of "people" as a resource, if this resource is used properly, not only to help enterprises to solve the problem of brain drain, but also to make the staff to work with more enthusiasm, to increase revenue for the enterprise, to help the sustainable development of enterprises. Enterprises attach importance to the "people" of this resource, but also verify the management master Peter Drucker's theory: "people are a real resource of the enterprise". To a certain extent, the competition of modern enterprises is the competition of "people" is also the competition of the enterprise staff. Employee satisfaction is high will be more dedicated to work, as the Harvard Business Week survey shows that employee satisfaction to improve 3 percentage points can make the enterprise staff turnover rate reduced by 5%, operating costs reduced by 10%, labor productivity increased by 25% -65%, corporate efficiency increased by 1%.

By continuously enhancing employee satisfaction, companies can further improve customer satisfaction and thus maintain a competitive advantage in the face of fierce market competition. 1992 Nobel Prize winner in economics, the American economist Becker profoundly pointed out that the connotation of capital in developed countries is no longer the material capital but human capital. Human capital has become the source of human wealth growth and economic progress. This central position of human capital in the economic life of human society determines that the competition between countries and enterprises will be more mainly reflected in the competition of intellectual capital and knowledge management, and that people are the only active carriers of intelligence and knowledge. Therefore, in the next period of time, the human capital element should become the key element to determine the success or failure of enterprise competition, and whoever obtains the advantage in the competition of talents may

obtain the lead in the economic development. More and more entrepreneurs with advanced concepts and long-term strategic planning gradually realize the importance of employee satisfaction. Enterprises should not only pursue profit maximization but also pursue employee satisfaction maximization so as to achieve the dual management purpose of benefit-centered and people-oriented, high satisfaction.

This study focuses on OXIRAN's employee population and examines their job satisfaction in depth. Guided by the wisdom of the Two-Factor Theory and Maslow's Needs Theory, the study explores effective ways to enhance employees' job satisfaction. This is not only related to the company's ability to attract and retain talent, but also a source of motivation to promote the company's sustainable development (Cao, 2019). After careful research, a set of scientific and productive incentive mechanism is set up to make employees' personal goals resonate with the company's overall vision, to stimulate their work enthusiasm, and to make them actively involved in the company's development. At the same time, this mechanism promotes the optimization of the company's internal management to ensure that outstanding talents are duly rewarded and create greater value for the company. Therefore, studying the path of job satisfaction enhancement not only has far-reaching theoretical significance, but also is an important guarantee for the company to keep moving forward (Pang, 2019).

1.2 Problem of the Study

Job satisfaction is a positive attitude towards work resulting from employees' evaluation of job characteristics and is a typical subjective feeling that is 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 behaviors such as quitting and slacking off. Therefore, the importance of employee satisfaction surveys in enterprise development has been recognized by more and more managers and has become an important part of enterprise human resource management (Cui, 2018). There are several dimensions of factors affecting employee satisfaction, including work compensation, work group, management policy, nature of work and personal development, and work environment (Luo 2021), through which enterprises can carry out employee satisfaction surveys in a variety of ways to grasp the ideological dynamics of employees and diagnose the problems in human resource management.

This study examines how OXIRAN's human resource management system affects employee satisfaction, in particular whether there are significant differences in the effects of the dimensions of job compensation, working group, management policy,

nature of work, personal development, and working environment, and how these differences affect employee satisfaction in the specific context of the chemical industry. In addition, the study analyzes how OXIRAN has responded to employees' concerns about their career prospects and income through effective motivational strategies to enhance employee satisfaction in the context of the global economic slowdown, and suggest improvements to address the main challenges in enhancing employee satisfaction.

1.3 Objectives of the Study

1. Explore the impact of remuneration of work on employee satisfaction.
2. Explore the impact of working environment on employee satisfaction.
3. Explore the impact of management policy on employee satisfaction.
4. Explore the impact of nature of work on employee satisfaction.
5. Explore the impact of work group on employee satisfaction.
6. Explore the impact of personal development on employee satisfaction.

1.4 Significance of the Study

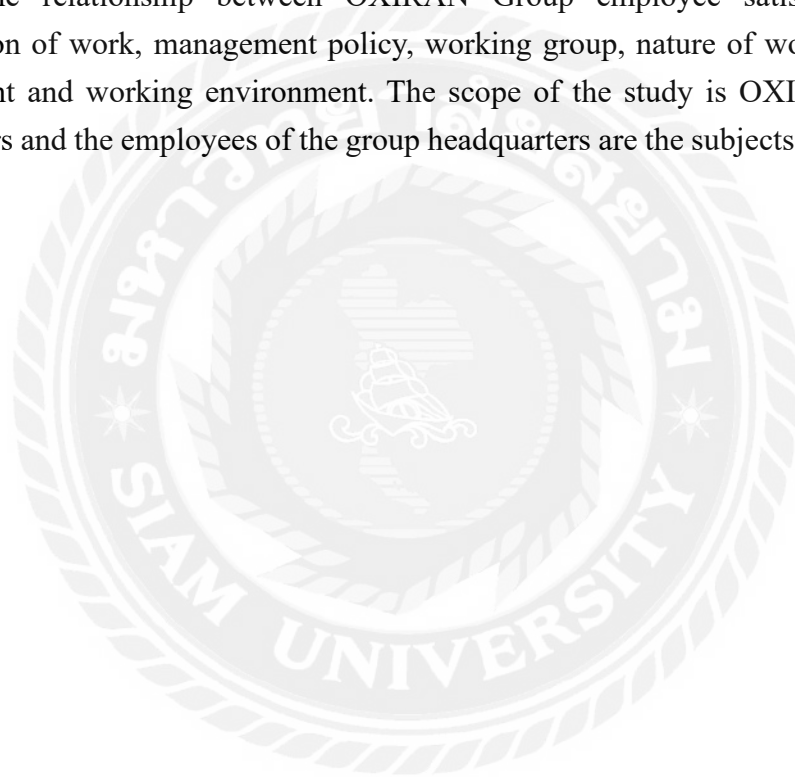
From the theoretical level, job satisfaction occupies a pivotal position in enterprise human resource management, which is directly related to the management effectiveness of the enterprise and has a far-reaching impact on the customer satisfaction of the enterprise. Improving employee satisfaction can effectively promote the improvement of work efficiency, and then promote the enhancement of the overall efficiency of the enterprise. Based on the two-factor theory, this study analyzes the influencing factors of employee satisfaction in OXIRAN, especially in the context of chemical industry, and it aims to fill the research gap in this field. By conducting a comprehensive study in six dimensions, namely, remuneration of work, working environment, personal development, work group, nature of work and management policy, this study expects to provide strong support for the systematic study of employee job satisfaction in the chemical industry, as well as new perspectives for the development of related theories.

On a practical level, this study has significant practical value. First of all, it can provide targeted management strategy suggestions for human resource management in the chemical industry. Through in-depth study of the current situation of enterprise human resource management, combined with the field research data, this study deeply analyses the key factors affecting employee satisfaction, and provides specific improvement programs for the improvement of employee satisfaction in OXIRAN

Company. Secondly, this study designs a set of employee satisfaction questionnaire for OXIRAN Company based on the actual situation of the company and the characteristics of the industry. By collecting and analyzing the data from the questionnaire, this study identifies the key factors affecting employee satisfaction and develop specific improvement measures for OXIRAN Company in order to realize the effective improvement of employee satisfaction.

1.5 Scope of the Study

The purpose of this study is to examine the factors affecting employee satisfaction in OXIRAN Group. Therefore, a certain number of respondents should be selected to examine the relationship between OXIRAN Group employee satisfaction and remuneration of work, management policy, working group, nature of work, personal development and working environment. The scope of the study is OXIRAN Group headquarters and the employees of the group headquarters are the subjects of the study.



Chapter 2 Literature Review

2.1 Introduction

In academic research, a literature review can not only summarize the research

results in a certain field, but also provide directions for future research work (Chen, 2021). A general literature review has three main characteristics: first, it explains the existing research results; second, it provides a descriptive overview of the research topic; and finally, it points out the research aspects of the field that still need to be improved (Wang, 2018). However, traditional methods of literature analysis may carry personal subjective factors in the process of paper selection, which may have an impact on the final results (Zhao, 2020). This study uses a systematic literature review method (SLR), which is better able to overcome these errors and provide more rigorous and objective findings.

2.2 Employee Satisfaction

2.2.1 Concept of Employee Satisfaction

In addition to the early definition of employee satisfaction by the western scholar R. Hoplock (1935), several subsequent researchers have enriched the connotation of employee satisfaction. Schaff (1953) pointed out that employee job satisfaction is based on the fulfillment of their needs and expectations. Milbourn and Dunn (1976) argued that employee satisfaction is a subjective feeling that involves employees' subjective judgments about job content, pay and benefits, job advancement, leadership and coworkers, etc. Porter (1956) suggested that employees' expected value and actual value of something affect their satisfaction. The smaller the difference between the actual value and the expected value, the higher the satisfaction. Hoplock (1953) argued that employee satisfaction originates from both psychological and physiological aspects, and is also affected by external factors such as occupational intensity, management system, management style, occupational interest and work environment. Locke (1986) defined employee satisfaction as an emotion, emphasizing that the employees feel the emotions and happiness.

Employee satisfaction is a key factor in organizational success, affecting employee motivation, performance, retention, and productivity (Watkins & Fusch, 2021). It is often described as the discrepancy between an individual's expectations and the results actually achieved in a given work environment (Lai, 2011). This inconsistency can come from a variety of reasons, including the compensation system, the physical work environment, and the organizational culture (Brown, 2019; Clark & Oswald, 1996). Research has shown that meeting employees' preferences and needs in the workplace can significantly increase their satisfaction (KWON, 2020). Furthermore, implementing operational strategies that prioritize employee, customer, and stakeholder satisfaction can improve overall operational excellence within an organization

(Kovilage et al., 2022). Employee satisfaction encompasses not only the job itself but also the emotional state derived from the job, reflecting employees' desire for their roles as well as their perceptions of what they receive (Ilgar, 2018). Job satisfaction is closely related to organizational aspects such as work environment, employee well-being and performance efficiency (Judge et al., 2001). It is a complex concept that is influenced by various factors including communication satisfaction, identification, and engagement (Tüzün, 2013). In addition, job satisfaction is related to organizational commitment, performance appraisal systems, and employee engagement (Meyer et al., 2002). Employee satisfaction levels are also affected by culture clashes, language barriers and intercultural competence within MNCs (Wang, 2023). Herzberg's two-factor theory distinguishes between health factors that lead to dissatisfaction when unfulfilled and motivational factors that contribute to satisfaction when fulfilled (Herzberg et al., 1959). The theory emphasizes the importance of addressing both dissatisfaction and motivational factors to increase employee satisfaction. In addition, the correlation between affective organizational commitment and role overload emphasizes the importance of autonomy need satisfaction in fostering stronger organizational commitment in employees (Tang & Vandenberghe, 2019). Satisfied employees tend to exhibit higher efficiency, productivity, and job performance, resulting in less absenteeism and job stress (Harter et al., 2002). Employee satisfaction is closely related to job design, compensation systems, and organizational fairness (Greenberg, 1990; Hackman & Oldham, 1976). Mystery shopping as a performance appraisal method can be evaluated through the lens of organizational fairness to assess employee satisfaction (Pashkina & Plakhotnik, 2018). Factors such as compensation, benefits, autonomy, decision-making opportunities, and professional growth significantly influence career satisfaction across professions, including clergy (Mueller & McDuff, 2004). Understanding the complexities of employee satisfaction is critical for organizations to establish a conducive work environment that increases employee motivation, engagement, and loyalty (Waqas et al., 2014). In conclusion, employee satisfaction is a multifaceted concept that is influenced by a variety of organizational, cultural, and personal factors. By addressing the various aspects that affect employee satisfaction, organizations can improve overall performance, productivity, and employee well-being. Strategies that prioritize employee needs, create a positive work environment, and promote organizational equity can profoundly impact employee satisfaction levels, resulting in increased employee engagement and loyalty (Kim, 2021; Wang et al., 2022).

2.2.2 Employee Satisfaction Measures

Job satisfaction has long been a topic of interest for organizational researchers and managers (Škarica & Hrgović, 2021). Fundamentally, employee satisfaction is defined

as a positive affective state resulting from an assessment of one's job or work experience (Škarica & Hrgović, 2021). This concept is crucial because satisfied employees tend to be more productive, creative, and engaged in their work (Karollah et al., 2020). Existing research has explored various antecedents of job satisfaction, including employee empowerment and work environment (Javed et al., 2014). These factors can significantly influence how individuals feel about their jobs, which in turn affects overall job satisfaction.

Employee satisfaction is typically measured through the use of rating scales, where employees report their responses to different aspects of their job (e.g., pay, job duties, opportunities for advancement, and relationships with coworkers) (Kadapure & Dasar, 2018). Understanding the factors that drive satisfaction is critical for organizations seeking to improve employee morale, performance, and retention (Javed et al., 2014).

In summary, the literature highlights the multifaceted nature of employee satisfaction and the importance of using validated measurement tools to assess this key organizational outcome (Karollah et al., 2020; Kadapure & Dasar, 2018; Škarica & Hrgović, 2021; Javed et al., 2014).

Over the years, researchers have developed a variety of instruments to measure employee satisfaction, and the following are a few representative instruments:

1. Minnesota Satisfaction Questionnaire (MSQ): Developed by Weiss et al. (1967), the MSQ is a widely used instrument that covers both intrinsic satisfaction with the job itself and extrinsic satisfaction with the work environment. Its high reliability and validity have made it an important tool in academic research and business practice (Fields, 2002).

2. Job Descriptive Index (JDI): Developed by Smith, Kendall and Hulin (1969), the JDI is another classic satisfaction measure. It measures satisfaction in five areas: the job itself, pay, promotion, coworkers, and supervision. The simplicity and ease of use of the JDI have made it popular for practical use (Kinicki et al., 2002).

3. Job Satisfaction Survey (JSS): Developed by Spector (1985), the JSS is an instrument specifically designed for use in human resource management and organizational behavior research. The JSS contains 36 items measuring satisfaction in nine areas: compensation, promotion, supervision, benefits, working conditions, co-workers, nature of the job, communication, and job security (Spector, 1997).

In recent years, research on employee satisfaction measurement has made

significant progress. On the one hand, researchers have continued to improve and optimize existing measurement instruments to increase their reliability and validity. For example, Hirschfeld's (2000) study of the MSQ showed that the instrument has good applicability in different cultural contexts (Hirschfeld, 2000). On the other hand, researchers are also exploring new measures such as the use of multidimensional structural modeling (MDS) and structural equation modeling (SEM) for a more comprehensive understanding of the components and influences on employee satisfaction (Schmitt & Klimoski, 1991).

In addition, with the development of information technology, online surveys and big data analytic methods are gradually applied in employee satisfaction measurement. These new technologies not only improve the efficiency and accuracy of data collection, but also provide more analytical dimensions and methods for satisfaction research (Morgeson & Humphrey, 2006).

2.3 Studies Related to the Impact of Employee Satisfaction

2.3.1 Research on Factors Influencing Employee Satisfaction

Employee satisfaction has long been a key concern for organizations as it is closely related to a variety of important organizational outcomes such as productivity, employee retention, and overall organizational performance. Existing studies are synthesized to explore the key factors affecting employee satisfaction.

One of the major determinants of employee satisfaction is the quality of the relationship between employees and management (Javed et al., 2014). Successful organizations recognize the importance of job satisfaction on job performance as it increases employee involvement, engagement and responsibility (Ndukw & Ofondu, 2018). Research has shown that employee satisfaction is related to factors such as leadership style, motivation, job characteristics, absenteeism and turnover, role ambiguity, autonomy, life satisfaction and goal setting (Ali & Swiercz, 1985).

In addition, working environment and employee empowerment have also been identified as important antecedents of job satisfaction (Javed et al., 2014). Interestingly, the literature has also explored the link between employee satisfaction and customer satisfaction. Several empirical studies have found that maintaining a satisfied and loyal customer base is often dependent on satisfied and loyal employees. This suggests that the behaviors and attitudes of satisfied employees can have a significant impact on customer satisfaction.

Overall, the existing literature highlights the multifaceted nature of employee satisfaction in which various individual, organizational and environmental factors play a role. Understanding these factors can provide managers and organizations with valuable insights that can help them improve employee satisfaction and thus enhance organizational performance (Kurdi et al., 2020). Employee job satisfaction is a key factor in organizational success, affecting productivity, retention, and overall performance. Various studies have examined the determinants of employee job satisfaction, emphasizing its multifaceted nature. For example, Karaca et al. (2021) explored the relationship between charismatic leadership, job satisfaction and entrepreneurial orientation, emphasizing the impact of leadership style on employee satisfaction (Karaca et al., 2021).

In addition, Osemeke (2016) identified two broad categories of determinants of employee job satisfaction: organizational and individual variables. This categorization highlights the complex interplay between organizational factors such as leadership, culture, and communication and individual characteristics in influencing job satisfaction levels (Osemeke, 2016). Furthermore, Putra et al. (2016) identified the determinants of employee job satisfaction and compared the results with personal variables. Then, Putra et al. (2023) further identified the main factors affecting employee satisfaction in organizations in various sectors in a systematic evaluation, including leadership strategies, incentive systems, and organizational fairness. In addition, Mir and Raja (2021) explored the mediating role of organizational commitment in improving employee satisfaction and optimizing business performance, and pointed out that cultivating a strong sense of belonging among employees can significantly improve organizational performance. Finally, Lee and Chen (2018) examined corporate social responsibility measures and how they can improve job satisfaction by meeting employees' job needs.

On the other hand, Lee (2015) compared the job satisfaction of employees in nonprofit organizations and the public sector, pointing out the importance of clear task definition, role clarity, and autonomy in increasing job satisfaction levels (Lee, 2015). Furthermore, Rizwan et al. (2014) explored the effects of job stress, job autonomy, and working conditions on employee satisfaction, emphasizing the positive role of autonomy and favorable working conditions in increasing job satisfaction (Rizwan et al., 2014). In conclusion, employee job satisfaction is a multifaceted construct that is influenced by various organizational and individual factors. Leadership style, organizational justice, rewards, communication, and organizational commitment all play a vital role in shaping employees' satisfaction levels. By addressing these

determinants, organizations can create a supportive work environment that promotes high levels of job satisfaction, leading to improved performance, retention, and overall business success.

2.3.2 Research on Strategies for Improving Employee Satisfaction

Several studies have suggested effective strategies to improve employee satisfaction. Heimerl et al. (2020) found through a survey of employees in the hospitality industry that positive relationships with supervisors and opportunities for personal development are important factors in enhancing employee satisfaction (Karatepe & Olugbade, 2009). Reuver et al. (2021) emphasized that companies should focus on employees' work environment and psychological expectations (Reuver et al., 2021). Salamun et al. (2020) stated that improving workplace conditions can have a significant effect on increasing employee satisfaction (Salamun et al., 2020). Garrison (2020) suggested that organizations should reduce employee turnover by improving employee satisfaction and increase employee loyalty (Garrison, 2020).

From the two-factor theory, Herzberg (1959) argued that organizations should improve the work environment, social environment and psychological quality of employees (Herzberg et al., 1959). In order to improve employee satisfaction, organizations should focus on all aspects of human resource management and organizational strategy. Hsieh's (2020) study emphasized the importance of analyzing the current situation and problems of the company in order to develop models that improve employee effectiveness and support long-term career development. This is in line with the strategic goal of achieving high employee satisfaction and organizational performance. Similarly, Huang (2012) emphasized the positive correlation between job satisfaction and organizational performance, suggesting that good job characteristics lead to intrinsic motivation, which in turn leads to high levels of job satisfaction and performance. In addition, studies by Nelmi (2024) and Diantari (2023) emphasized the impact of factors such as transformational leadership, work environment, compensation, training and motivation on employee job satisfaction and performance. Effective leadership, favorable work environment, fair compensation and continuous training play a vital role in increasing employee satisfaction.

Moreover, Tan & Sudhartio (2021) study emphasized the mediating role of motivation and job satisfaction between work environment and employee performance, indicating that a positive work climate significantly affects motivation and satisfaction, which in turn improves performance. Regarding job satisfaction, factors such as salary, career development opportunities, benefits, work environment, and work-life balance are determinants, as emphasized by the study of Lalremtluangi (2024), understanding

and addressing these factors are crucial for organizations aiming to improve employee satisfaction. The research indicates that identifying and tackling the key factors influencing employee satisfaction can significantly enhance overall organizational performance and employee motivation (Lalremtluangi, 2024). In addition, Rayton's (2006) study explored the interconnections between job satisfaction and organizational commitment, demonstrating how demographic and policy factors work together to influence these aspects within an organization. Employee satisfaction is not only influenced by internal factors but also by external factors such as customer satisfaction and service quality. Agyeiwaah et al. (2016) discussed the importance of adopting a customer-centered approach to improve visitor satisfaction, which indirectly affects employee satisfaction through improved service quality and customer interactions. This highlights the interconnectedness of various factors in shaping the overall level of satisfaction within an organization. In specific industries such as healthcare and hospitality, studies by Yang et al. (2016) and Cao & Xing (2020) highlighted the importance of tailored strategies to address employee turnover and satisfaction. By focusing on areas such as compensation management and organizational culture, these studies provide insights into mitigating the challenges associated with employee retention and satisfaction in professional fields. In conclusion, organizations seeking to improve employee satisfaction should take a holistic approach, considering external factors such as leadership style, work environment, training, motivation, and customer satisfaction. By addressing these multifaceted aspects, organizations can create a work environment that is conducive to increased job satisfaction, leading to improved performance and overall organizational success.

A review of the relevant literature reveals that HRM practices have a broad and far-reaching impact on employee satisfaction. HRM practices such as performance appraisal systems, training and development, and employee engagement can significantly enhance employee satisfaction (Boxall & Macky, 2009; Huselid, 1995). Particularly in the chemical industry, effective HRM practices not only enhance employee satisfaction but also positively impact organizational performance and financial results (Wright et al., 2005). Sustainable human resource management (SHRM) further enhances employee engagement and satisfaction by balancing economic, social, and environmental performance (Ehnert et al., 2016). In conclusion, by implementing quality HRM practices, organizations can gain competitive advantage and long-term growth while enhancing employee satisfaction.

2.4 Theoretical Foundations

2.4.1 Two-Factor Theory

The Two-Factor Theory, also known as Dual Factor Theory or Motivational-Health Theory, is a conceptual framework developed by psychologist Frederick Herzberg in the 1950s to explain the factors that influence employee job satisfaction and motivation (Piahanaũ, 2023) (Dunnette et al., 1967). The central premise of the theory is that there are two distinct sets of factors that contribute to an individual's job satisfaction and dissatisfaction, which Herzberg referred to as "motivational factors" and "health factors" (Piahanaũ, 2023).

Motivational factors are intrinsic job factors that lead to job satisfaction and improved performance such as achievement, recognition, the job itself, responsibility, promotion and personal growth (Dunnette et al., 1967; Leach & Westbrook, 2000). These factors are considered to be the main drivers of job satisfaction and motivation because they satisfy an individual's need for self-actualization and personal development (Ndukw & Ofondu, 2018).

In contrast, health care factors are extrinsic job factors that, when absent, lead to job dissatisfaction, but their presence does not necessarily lead to job satisfaction (Dunnette et al., 1967; Ndukw & Ofondu, 2018). These factors include company policies, supervision, interpersonal relationships, work environment, pay and job security (Damij et al., 2015).

The Two-Factor Theory suggests that addressing health care factors alone is not sufficient to motivate employees because they only prevent dissatisfaction rather than actively promote satisfaction (Dunnette et al., 1967). Instead, managers should focus on enhancing motivational factors as they are more effective in promoting long-term job satisfaction and engagement (Ndukw & Ofondu, 2018).

The theory has been widely used in a variety of organizational settings, including the information technology industry (Dash et al., 2012). Research suggests that the incentive-healthcare dichotomy can provide valuable insights into employee retention and turnover in IT firms, as factors affecting satisfaction and dissatisfaction may differ (Dash et al., 2012).

2.4.2 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs Theory was developed by renowned psychologist Abraham Maslow and has been a cornerstone of the field of human motivation and behavior for decades. This important theory posits that individuals are driven by a

hierarchy of five basic needs: physiological, safety, love and belonging, respect, and self-actualization. Despite its far-reaching impact, Maslow's theory has faced various criticisms and suggestions for modification.

One criticism is that Maslow's hierarchy may be too rigid and simplistic in its conceptualization of human needs (Marsh, 1978). Researchers have argued that the upper levels of the hierarchy, particularly the concept of self-actualization, may be problematic in their operational use and application (Groves et al., 1975). To address this issue, a modified version of the hierarchy has been proposed that incorporates concepts of power, competition, and achievement related to the self, as well as the idea of "other-oriented" needs (Groves et al., 1975).

In addition, recent research has attempted to expand upon Maslow's original framework by identifying a more comprehensive and nuanced set of basic human needs (Desmet & Fokkinga, 2020). This research effort resulted in the development of a taxonomy that encompasses thirteen different needs, which draws on the strengths of Maslow's theory while addressing its limitations (Desmet & Fokkinga, 2020).

One view of Maslow's theory is that it can be interpreted in a new and simpler way through the "mission theory of life" (Ventegodt et al., 2003). This approach suggests that each individual has a unique set of basic talents that can be realized in personal and professional life and that Maslow's hierarchy can be understood as a means of realizing these inherent potentials (Ventegodt et al., 2003).

Overall, the literature on Maslow's Hierarchy of Needs Theory has emphasized both its important contributions and the continuing efforts to improve and expand this far-reaching framework.

2.5 Conceptual Framework

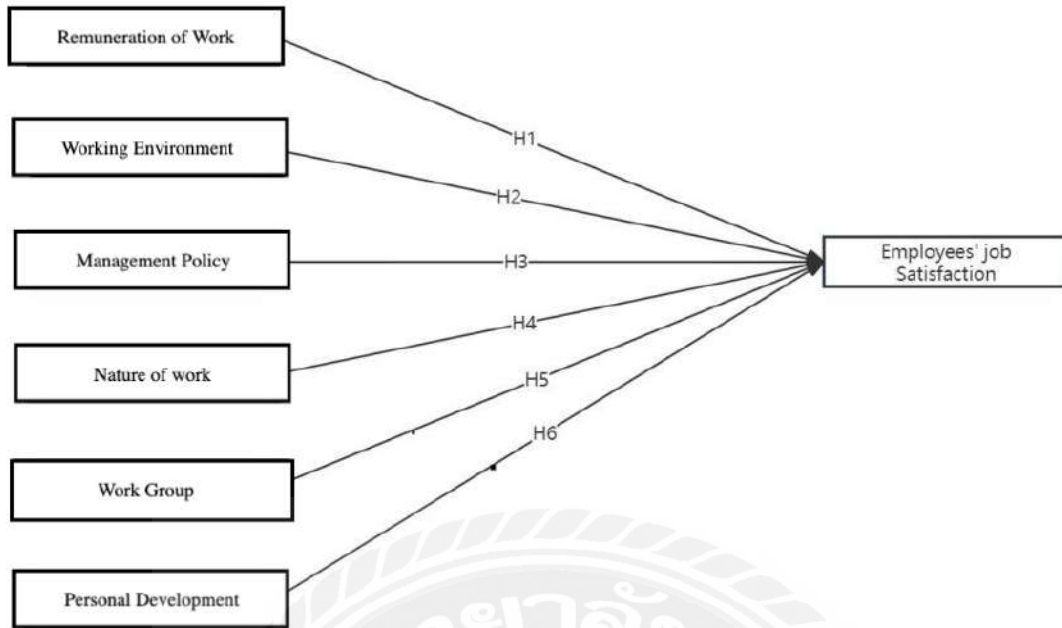
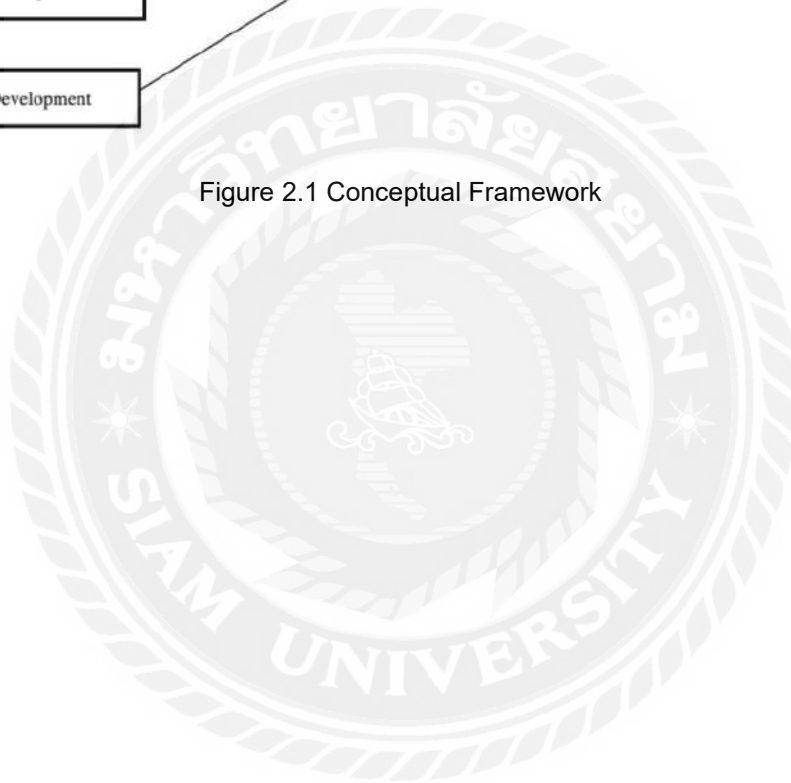


Figure 2.1 Conceptual Framework



Chapter 3 Research Methodology

3.1 Introduction

This study adopted a quantitative research method to explore the impact of the enterprise's human resource management system on employee satisfaction. With the continuous changes in the business environment and increasing competition, understanding and improving employee satisfaction has become an important task for enterprise management. Through quantitative research, the relationship between the various elements of the management system and employee satisfaction can be revealed more scientifically and objectively, thereby providing empirical support and improvement suggestions for the enterprise.

In this study, the quantitative analysis is mainly based on a questionnaire survey, the design of which covers six key dimensions: remuneration of work, working environment, management policy, nature of work, work group and personal development. The selection of these dimensions is not only based on relevant theoretical foundations (the Two-factor theory and Maslow's hierarchy of needs theory), but also combines the actual working environment and needs of OXIRAN employees. The study collected data from employees in different departments and levels of OXIRAN through stratified sampling to ensure the representativeness of the sample and the comprehensiveness of the data.

Through statistical analysis of the collected data, the study aims to clarify the specific impact of various management factors on employee satisfaction and provide data support for business management decisions. This chapter lays the foundation for subsequent data analysis and conclusions, and demonstrates the scientific nature and rigor of the study.

3.2 Questionnaire design

The Employee Satisfaction Scale draws on the preparation methods of foreign scholars, Luo & Duan (2015) and Cheng & Wang (2014). Starting from the two-factor theory and combining the working environment and actual situation of the company's employees, this study developed the Employee Satisfaction Questionnaire of OXIRAN Company.

The questionnaire is generally divided into two paths. The first path is to collect

respondents' basic information, which mainly includes six aspects: gender, age, marital status, education level, length of working time, and position. The second part is based on the two-factor theory and is divided into six aspects: remuneration of work, nature of work, management policy, work group, personal development and working environment.

In order to make the questionnaire easy to operate and to facilitate data analysis at a later stage, this study used closed-ended questions and drew on American social psychologist Likert's five-level scale. It is divided into five levels: very satisfied, relatively satisfied, average, not too satisfied, and very dissatisfied. Points of 5, 4, 3, 2, and 1 were assigned respectively, and the data scores were statistically processed and further analyzed using SPSS statistical software.

The questionnaire items were designed to be simple and easy to understand with a clear purpose. 36 items were set from the two-factor theory in order to obtain basic information, and the items are shown in Table 3.1:

Table 3.1 Questionnaire Items

Indicators	Item
Remuneration of Work	<ol style="list-style-type: none"> 1. The level of remuneration adequately reflects the employee's contribution to the organization. 2. The remuneration offered by the organization is sufficiently competitive in the market to attract and retain high-quality talent. 3. Overtime pay or compensatory time off arrangements are in line with employee expectations. 4. The remuneration structure within the organization is transparent and fair across all levels. 5. The additional benefits provided by the organization (e.g., health insurance, retirement plan, etc.) meet the needs of employees. 6. Annual bonus or performance incentive system is fair and reasonable, and can effectively motivate employee performance.

<p>Nature of work</p>	<p>7. The work content is challenging and can stimulate the intrinsic motivation of employees.</p> <p>8. Job responsibilities and performance indicators are clear and can effectively guide employee work behavior.</p> <p>9. The job content is highly compatible with the employee's professional background and interests.</p> <p>10. The workload is moderate and will not cause undue stress or affect the productivity of the staff.</p> <p>11. The organization provides employees with adequate resources and tools to support efficient work.</p> <p>12. Variety of work that avoids burnout and keeps you motivated.</p>
<p>Management Policy</p>	<p>13. The organization's management policies are transparent and are implemented with fairness.</p> <p>14. The performance appraisal system is objective and fair, and can accurately reflect the performance of employees.</p> <p>15. Employees are able to participate in or understand the organization's important decision-making process, which enhances job involvement.</p> <p>16. Communication channels between management and employees are open, and information is conveyed and fed back in a timely and effective manner.</p> <p>17. Employees' opinions and suggestions are given due weight in the organization and have a positive impact on management decisions.</p> <p>18. The organization has clear policies to deal effectively with conflicts and disputes at work and to ensure a harmonious working environment.</p>

<p>Work Group</p>	<p>19. Collaboration among coworkers is smooth and efficient, contributing to the achievement of team goals.</p> <p>20. Team members maintain good communication and mutual support.</p> <p>21. Positive and collaborative spirit in the work group and good team atmosphere.</p> <p>22. Colleagues respect each other and are able to resolve differences in a constructive manner.</p> <p>23. Mutual motivation among team members helps to improve overall job performance.</p> <p>24. Clear division of roles within the team to effectively avoid overlapping responsibilities and conflicts.</p>
<p>Working Environment</p>	<p>25. The physical environment of the workplace is comfortable and effectively supports the productivity and health of employees.</p> <p>26. Office facilities and equipment are modernized to meet the daily work needs of employees.</p> <p>27. The working environment is quiet and suitable for employees to concentrate on their tasks.</p> <p>28. Environmental conditions such as temperature and light in the workplace are appropriate, creating a good working atmosphere for employees.</p> <p>29. The organization provides sufficient rest space and reasonable rest time to safeguard the physical and mental health of employees.</p> <p>30. The working environment is safe and complies with relevant health and safety standards, and employees can work without fear.</p>

Personal Development	<p>31. The organization provides sufficient training and learning opportunities to effectively enhance the professional skills of employees.</p> <p>32. Employees have clear career paths and the organization provides reasonable opportunities for advancement.</p> <p>33. The organization provides regular career development advice and guidance to employees to support their professional growth.</p> <p>34. Employees have access to cross-departmental or cross-functional learning and development opportunities.</p> <p>35. The organization supports employees' participation in external training and professional certification programs for their career development.</p> <p>36. Organizations provide their employees with opportunities and space for long-term development so that they can continue to grow throughout their careers.</p>
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3.3 Hypothesis

This study incorporates the two-factor theory, which suggests that when a factor is not met, employees will become dissatisfied with it, which is a health factor; however, when this factor is met and increases the level of staff satisfaction, this is a motivational factor.

If the health factors are satisfied, normal work functioning can be maintained, but it is often difficult to stimulate the positive emotions of employees, Thant (2020) showed that a number of aspects, such as the work environment, the work group, the management policy and the personal development, will have a significant role in job satisfaction. Wang Yue (2020) studied the job satisfaction of employees in online enterprises from 12 dimensions such as the work itself, job compensation, and work environment by collecting and organizing the objective assessment data of online users. In this area, employees were most stressed about their jobs in terms of excessive workloads, bonuses, and staff structure. Dong (2020) showed that there is a close

relationship between compensation and intra-firm.

The research hypotheses were formulated:

H1: There is a positive relationship between remuneration of work and employee job satisfaction

H2: There is a positive relationship between working environment and employee job satisfaction

H3: There is a positive relationship between management policy and employee job satisfaction

Satisfaction with motivational factors helps to increase employee motivation and the level of satisfaction is related to the magnitude of the motivational factors. Atikur (2022) conducted a survey on a sample of more than 200 employees of small and medium-sized enterprises (SMEs) and statistically analyzed the results using SPSS software. The results found that personal development of employees has a positive effect on job satisfaction of employees in SMEs. Zheng (2017) found that the factors affecting job satisfaction can be summarized as the work itself, whether the work is challenging, organizational fairness, promotion channels, and a sense of accomplishment. Chen (2018) argued that companies should put employees first in their business management, and pay attention to employees' job satisfaction. On the basis of summarizing the relevant theories, this paper aims to improve employees' job satisfaction from three aspects: work environment, work compensation, and personal development, which provides reference for enterprise management. Zhang (2019) learns about the satisfaction building measures currently taken by the enterprise through the on-site inspection of its employees. However, employees are still dissatisfied with personal promotion and job achievement. In response to this situation, applicable suggestions were made in six aspects, including personal development and work environment. Jiang (2019) pointed out that factors such as employee benefits and job promotion opportunities can directly affect job satisfaction.

This study gives full consideration to the company's human resource management system, incorporates the two indicators of job fulfillment and personal development into the examination of motivational factors, and puts forward the research hypotheses: the higher the sense of job fulfillment, the higher the overall job satisfaction of the employees; personal development opportunities are also positively related to the job satisfaction of the employees. The research hypotheses are as follows

H4: There is a positive relationship between nature of work and employee job

satisfaction

H5: There is a positive relationship between work group and employee job satisfaction

H6: There is a positive relationship between personal development and employee job satisfaction

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

Table 3.2 Research Hypotheses

H1: There is a positive relationship between remuneration of work and employee job satisfaction

H2: There is a positive relationship between working environment and employee job satisfaction

H3: There is a positive relationship between management policy and employee job satisfaction

H4: There is a positive relationship between nature of work and employee job satisfaction

H5: There is a positive relationship between work group and employee job satisfaction

H6: There is a positive relationship between personal development and employee job satisfaction

3.4 Sampling

This study used stratified sampling to ensure the representativeness of the sample when conducting the employee satisfaction survey. Stratified sampling can be divided into single-stage sampling and multi-stage sampling. Single-stage sampling methods include random sampling, stratified sampling, cluster sampling, judgment sampling and systematic sampling. Multistage sampling, on the other hand, combines these methods to form a complex sampling strategy that is divided into two or more stages. This study selected stratified sampling based on the research objectives and the specific needs of the research subjects, which ensured that employees at all levels or in all departments were included, thereby improving the accuracy and pertinence of the research and

achieving the research objective of formulating human resource management strategies for different employee groups.

3.5 Sample size

In the final data collection process, 220 questionnaires were distributed and 207 valid questionnaires were successfully recovered, with an effective recovery rate of 94%. This sample size is sufficient to meet the requirements of statistical analysis and provides a solid data basis for exploring the influencing factors of employee satisfaction at OXIRAN. In addition, this sample size also ensures the reliability and generalizability of the research results and provides sufficient data support for subsequent analysis.

3.6 Data collection

In order to gain an in-depth understanding of employee satisfaction and the working environment at OXIRAN, the survey was conducted online using a questionnaire to ensure that all employees had the opportunity to participate. The online questionnaire was sent via the company's internal management platform system, and the data collection period lasted two weeks.

Before the questionnaire was distributed, a preliminary experiment was conducted to verify the questionnaire design. Based on the feedback, the questions and options in the questionnaire were modified and streamlined accordingly, and content that did not match the actual situation of OXIRAN and repetitive questions were deleted. Before the official release, we emphasized the purpose of the survey and clearly explained to the respondents the anonymity of the answers, asking them to fill in the questionnaire truthfully to ensure the authenticity and validity of the data.

In the end, we produced and distributed 220 paper questionnaires within OXIRAN and successfully recovered the same number of questionnaires, with 207 valid questionnaires and an effective recovery rate of 94%. Through this rigorous preparation and implementation process, we ensured the reliability of the survey data, providing a solid foundation for further data analysis and decision-making.

3.7 Data analysis

Descriptive statistical analysis, correlation analysis and regression analysis were

conducted using SPSS statistical software. Descriptive statistical analysis was used to reveal the overall perception and satisfaction level of employees towards the improved enterprise management system. Correlation and regression analyses were used to explore the relationship and level of influence between the elements of the management system and employee satisfaction.

3.8 Reliability and validity analysis of the scale

3.8.1 Validity testing

Exploratory factor analysis is primarily used to measure the structural validity of a scale by determining whether there is stable agreement and structure between the measured variables for each latent variable. It is the most commonly used metric for evaluating scale validity. In this paper, various dimensional structures will be tested using SPSS software. Validity refers to the degree to which the psychological and behavioral characteristics to be measured can be accurately measured by a test or scale instrument, i.e., the accuracy and reliability of the test results. In general, the smaller the significance level of the Bartlett's test of sphericity ($p < 0.05$) the more likely it is that there is a meaningful relationship between the original variables. The KMO value is used to compare the coefficients of simple correlation and partial correlation between the items, and takes a value between 0 and 1. The criteria for suitability for factor analysis are: greater than 0.9, very suitable; 0.7-0.9 suitable; 0.6-0.7 more suitable; between 0.6-0.5 less suitable; and 0.5 or less to be discarded. The Bartlett's spherical test value is used to test the significance of correlation coefficients between the items, and if the significance is less than 0.05, then it indicates that each item is suitable for factor analysis.

The KMO value was greater than 0.7 and the significance of the Bartlett's test of sphericity statistic value was $0.000 < 0.01$, which considered the data suitable for factor analysis.

Table 3.3 KMO and Bartlett's test

KMO and Bartlett's test			
KMO Number of Sampling Suitability Measure.			0.790
Bartlett's test of sphericity	approximate	chi-	2091.044
	square (math.)		
	(number of) degrees		210
	of freedom (physics)		
	significance		0.000

3.8.2 Reliability testing

Reliability analysis, also known as reliability analysis, is a test of the stability, consistency and reliability of the measurement results, in order to ensure the accuracy of the measurement results, the valid data in the questionnaire need to be analyzed for reliability before conducting the analysis. At present, Cronbach's alpha coefficient is usually used for analysis in social science research. Generally speaking, if the reliability coefficient is above 0.9, it means that the reliability is very good; if it is between 0.8 and 0.9, it means that it is very good; if it is between 0.7 and 0.8, it means that it is good; if it is between 0.6 and 0.7, it means that it is acceptable; and if it is below 0.6, it means that it needs to be revised. As can be seen from the table, the reliability coefficients of the scale questions are high, so the survey data are considered to be relatively reliable.

Table 3.4 Reliability Analysis Results

Reliability statistics		
items	Cronbach Alpha	item count (of a consignment etc)
Management Policy	0.837	4
Remuneration of Work	0.755	4
Work group	0.853	3
Nature of work	0.901	4
Personal Development	0.791	3
Working Environment	0.835	3
population (statistics)	0.824	21

Chapter 4 Results of the Study

4.1 Introduction

This chapter focuses on analyzing data collected from the questionnaire to measure the current status of employee job satisfaction in OXIRAN. Through the data analysis software, the mechanism of each factor's influence on the employees' job satisfaction was determined. The validity of the research hypotheses was also verified, and then the results were analyzed.

4.2 Frequency analysis of demographic characteristics of sample

The statistics on the personal characteristics of the respondents show that the sample was selected taking into account the actual situation of the various categories of employees, which to a certain extent supports the study. The frequencies of demographic characteristics are shown in the table below:

Table 4.1 Employee Demographic Characteristics

		frequency	percentage
Gender	male	106	51.2
	women	101	48.8
Age	① Under 25 years old	4	1.9
	② 25-34	36	17.4
	③ 35-44	120	58
	④ 45 years old and above	47	22.7
Educational Attainment	① High school and below	32	15.5
	② Tertiary	70	33.8
	③ Undergraduate	66	31.9
	④ Master Dr. ⑤	23	11.1
	⑤	16	7.7
Work experience	① Within 1 year	28	13.5
	② 1-2 years	19	9.2
	③ 3-5 years	56	27.1
	④ 6-10 years	78	37.7
	⑤ More than 10 years	26	12.6
Years of experience	① Within 1 year	37	17.9

	② 1-2 years	39	18.8
	③ 3-5 years	81	39.1
	④ 6-8 years	38	18.4
	⑤ More than 8 years	12	5.8
Income level	① \$1,000 or less	23	11.1
	② 1001-1500	38	18.4
	③ 1500-2000	56	27.1
	④ 2001-3000	61	29.5
	⑤ 3000 dollars or more	29	14

The results of the analysis show that the basic distribution of the sample is 51.2% male and 48.8% female, with 58% aged 35-44. This was followed by 22.7% of employees aged 45 and above, 17.4% of employees aged 25-34 and 1.9% of employees aged below 25. Respondents with 6-10 years of work experience accounted for 37.7%; followed by those with 3-5 years of work experience, accounting for 27.1%; those with less than 1 year and more than 10 years of work experience accounted for 13.5% and 12.6% respectively, and those with 1-2 years of work experience accounted for 9.2%. In terms of education, 15.5% have high school education or below, 33.8% have college education; 31.9% have bachelor's degree; and 18.8% have master's degree or above. From the results of the employee education survey, it can be seen that employees with bachelor's degrees or above account for more than half of the total, indicating that the overall quality of the company's employees is relatively high; the number of entry-level employees is the largest.

4.3 Hypothesis testing

4.3.1 Correlation analysis

Correlation analysis is the process of describing and analyzing the nature of the interrelationship between two or more variables and their degree of correlation. The correlation coefficient is labeled with an * in the upper right corner, at which point it indicates a relationship; conversely, there is no relationship. The Pearson correlation coefficient varies from -1 to +1. When $r > 0$, there is a positive correlation between the two variables, i.e., the greater the value of one variable, the greater the value of the other; when $r < 0$, there is a negative correlation between the two variables, i.e., the greater the value of one variable, the smaller the value of the other.

Table 4.2 Correlation analysis between factors and employee satisfaction

Relevance

	Job satisfac tion	manage ment policy	remune ration for work	work group	Nature of work	Perso nal devel opme nt	workin g environ ment
Job satisfaction	1						
Management policy	0.395**	1					
Remuneration of work	0.577**	0.404**	1				
Work group	0.339**	0.244**	0.384**	1			
Nature of work	0.427**	0.224**	0.354**	0.136	1		
Personal development	0.351**	0.101	0.223**	0.047	0.037	1	
Working environment	0.363**	0.161*	0.187**	0.043	0.138*	0.018	1

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

* Significant correlation at the 0.05 level (two-tailed).

From the above analysis, it can be seen that remuneration of work has the highest correlation with job satisfaction (0.577**), followed by nature of work (0.427**) and management policy (0.395**). Overall, most of the factors are significantly correlated with each other, with some of them being significant at the 0.01 level and some at the 0.05 level.

The figure shows an analysis of job satisfaction in relation to remuneration of work, work group, management policy, nature of work, personal development and working environment.

Through the comparative analysis of the coefficient variables in the table 4.2, we found that when analyzing the correlation coefficients between remuneration of work, work group, management policy, nature of work and personal development, working environment and actual job satisfaction, the corresponding values are 0.577, 0.339, 0.395, 0.427, 0.351, 0.363, respectively, and the dimensions are positively correlated with employee satisfaction can show a positive relationship. This suggests that remuneration of work, work group, management policy, nature of work, personal development and working environment contribute to employee satisfaction. Since

personnel-related analyses mainly analyze the correlation of superficial data, we conducted a more in-depth regression analysis to investigate the impact of personnel-related analyses on employee satisfaction.

4.3.2 Regression analysis

In this paper, regression analysis was used to determine the relationship between the dimensions and overall satisfaction, to see if there is a linear relationship, and to clarify the degree of influence of each dimension on the dependent variable. In regression analysis, a goodness-of-fit test should generally be performed first to test the degree of fit of the regression line to the observations. The degree of fit is generally expressed as a determinable coefficient, also known as R^2 . The closer the value of R^2 is to 1, the better the fit.

Table 4.3 Regression relationship analysis between factors and employee satisfaction

Model Summary							
mould	R	R-square	Adjusted R-square	Errors in standardized estimates			
1	0.736 ^a	0.542	0.528	0.83122			

a. Predictor variables: (constants), working environment, personal development, work group, nature of work, management policy, remuneration of work

ratio ^a								
mould		Unstandardized coefficient		Standardized coefficient		covariance statistics		
		B	standard error	Beta	t	significance	tolerances	VIF
1	(Constant)	-3.061	0.439		-6.970	0.000		
	Management policy	0.237	0.099	0.127	2.395	0.018	0.813	1.231
	Remuneration of work	0.490	0.102	0.284	4.793	0.000	0.650	1.537

Work group	0.242	0.087	0.145	2.767	0.006	0.840	1.191
Nature of work	0.308	0.068	0.234	4.544	0.000	0.861	1.162
Personal development	0.343	0.066	0.255	5.177	0.000	0.946	1.057
Working environment	0.297	0.059	0.246	5.011	0.000	0.949	1.053

a. Dependent variable: job satisfaction

Employee satisfaction in OXIRAN company is the dependent variable, and remuneration of work, working environment, management policy, nature of work, work group and personal development are the independent variables for regression analysis, and the results are shown in Table 4.3. From Table 4.3, it can be seen that the adjusted R² value is 0.542, which is greater than 0.5, which indicates that the model fits well, and the dimensions are 54.2% of the overall employee satisfaction. And the significance Sig of employee satisfaction with working environment, personal development, work group, nature of work, management policy, and remuneration of work is less than 0.05, which indicates that the regression coefficients between working environment, personal development, work group, nature of work, management policy, and remuneration of work and employees' job satisfaction are significant, and they can explain the changes of employees' satisfaction well. Therefore, it can be verified that the hypotheses H1, H2, H3, H4, H5 and H6 proposed in this study are valid.

4.4 Results of hypothesis testing

All the hypothesis proposed in this study were verified by the results of the previous correlation and regression analyses, which are summarized in Table 4.4 below:

Table 4.4 Hypothesis Test Results

Theoretical hypothesis	Research findings
H1: There is a positive relationship between remuneration of work and employee job satisfaction	Established
H2: There is a positive relationship between working environment and employee job satisfaction	Established

H3: There is a positive relationship between management policy and employee job satisfaction	Established
H4: There is a positive relationship between nature of work and employee job satisfaction	Established
H5: There is a positive relationship between work group and employee job satisfaction	Established
H6: There is a positive relationship between personal development and employee job satisfaction	Established

In summary, the following conclusions can be drawn from the correlation and regression analysis of the valid data: remuneration of work is positively correlated with employee satisfaction, and hypothesis H1 is established; working environment is positively correlated with employee satisfaction, and hypothesis H2 is established; management policy is positively correlated with employee satisfaction, and hypothesis H3 is established; nature of work is positively correlated with employee satisfaction, and hypothesis H4 is established; work group is positively correlated with employee satisfaction, and hypothesis H5 is established; and personal development is positively correlated with employee satisfaction, and hypothesis H6 is established. It can be seen that in OXIRAN, improving employee compensation, creating good interpersonal relationships, establishing a fair management system, enhancing employees' sense of accomplishment, and broadening employees' career paths can effectively improve employee satisfaction and enhance employee productivity.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

By analyzing the multifaceted influences on employee satisfaction, this study aims to explore effective strategies to enhance employee satisfaction. The results of the study show that employee satisfaction is not only affected by the external environment and internal management, but also closely related to the difference between employees' psychological expectations and the actual compensation they receive.

First of all, management policy and remuneration of work have a significant impact on employee satisfaction. Smith (1969) confirmed that the larger the gap between psychological expectations and actual compensation, the lower the satisfaction. Enterprises should balance the expectations and actual compensation of employees through a reasonable compensation and benefits system, by determining the level of market-competitive compensation, and make the compensation with internal fairness compensation of internal equilibrium, the basic principle of the compensation system is the creation of value and reward reciprocity.

Secondly, nature of work and working environment are also important factors that affect employee satisfaction. Locke's (1986) study states that job satisfaction is an emotional experience that is related to the emotions and pleasure that employees feel during the work process. This study found that providing a comfortable work environment and challenging job content can significantly increase employee satisfaction. Therefore, companies should focus on improving the work environment, providing necessary work facilities, and designing challenging and fulfilling work tasks to motivate employees.

In addition, personal development opportunities and relationships with supervisors have a significant impact on employee satisfaction. Heimerl et al. (2020) found that personal development expectations and positive interactions with supervisors are key factors. Companies should provide training and career development opportunities, and establish compensation systems that are designed to match different professional development paths for employees at different levels and in different positions.

Notably, Tsikopoulos (2016) suggested that job characteristics and personal characteristics equally have a significant impact on employee satisfaction. This study supports this view and finds that factors such as environmental safety, wage level,

organizational management, intelligence and age all have a significant impact on employee satisfaction. Therefore, companies should take these factors into consideration when formulating human resource policies to provide employees with a safe working environment, fair wages and effective organizational management.

To summarize, enterprises should comprehensively consider various influencing factors and continuously improve employee satisfaction through scientific management methods and effective incentives. This not only helps to create a harmonious working environment, but also promotes the sustainable development and competitiveness of enterprises. Future research can further explore the differences in employee satisfaction in different corporate cultural contexts and new strategies to enhance employee satisfaction in the new economic situation.

5.2 Suggestions for Improving Employee Satisfaction

5.2.1 Improving remuneration system

The most direct way to increase employee satisfaction with payroll management is to improve the payroll system, scientific and reasonable payroll system is not only to increase income, but also to reflect the differentiated value of the employee's contribution to the job return, but also to provide is the opportunity for employee development and promotion. Among the factors affecting salary satisfaction, economic income is undoubtedly one of the most concerned factors. As a matter of fact, the amount of income can not only be reflected as something materialized, but more importantly, it is to some extent the affirmation of personal value and an important way to realize employees' self-satisfaction.

Concern about economic income is not to advocate the short-term stimulation method of purely high income; the key is to ensure the fairness, reasonableness and incentive in the income distribution process, and to fully reflect the differentiated value returns in the income distribution and the clear career development space that matches the remuneration. This requires that full attention be paid to the study of the remuneration system, first, the establishment of job competence model to measure the different abilities and values of employees in the same position, and the establishment of a mechanism to prioritize the ability to create value "based on the merits of the battle". Secondly, in the salary system, the different levels should be flexible enough and have a certain broadband range. This requires OXIRAN to change the current salary system, the changed salary system should take full account of the fairness, rationality, incentive and flexibility, according to the value of the job to the design of the salary standard, to

the employee's salary, benefits and the combination of the employee's performance, to achieve the effect of incentives for employees to work hard to create value in the job. In the specific design work, you can refer to the method of calculating the employee's post salary + employee's energy efficiency salary + results sharing bonus, and at the same time in the formulation of the employee's salary should also take into account the differences in the nature of different jobs, the degree of hardship, job creation ability, but also to reflect the characteristics of the tilt to the highly skilled personnel.

OXIRAN employees are most dissatisfied with the "fairness of income distribution" and the "absolute level of income", which indicates that the existing remuneration system needs to be improved and perfected, and that the design of the remuneration system should be revised taking into account the following points:

(1) Determine market-competitive compensation levels

The shape of social development is changing rapidly, management skills should also keep pace with the times, the global economic environment has experienced great turbulence in the past three years, multiple forces interacting, including epidemics, trade, new geopolitics, the global climate change crisis, the rapid progress of science and technology, such as the AI Internet of Things, the country's macro-economy, the characteristics of the industry and the competition and so on, all of these external factors on the positioning of the salary and the level of payroll growth to varying degrees. Influence. From the internal view of the company in recent years, the development of coal chemical industry has had an impact on petrochemical industry, while the development of fine chemical industry projects has brought about the result of serious overcapacity, while the development of intelligence has also brought about the impact of the industrial revolution, and the competition in the industry has gradually intensified, and the company's profitability and payment ability, and the requirement of the competency model of the employees matching with the positions are the key factors determining the level of remuneration

From the current situation of the industry's development of scientific and technological talents and professional specialization of sales and production technology talent has become an important guarantee in the next round of competition in the chemical industry, the company's upward development stage, the scarcity of talent, recruitment difficulties, the company's market brand and comprehensive strength, but also an important influence factors. Compensation is an important way for companies to incentivize their employees, and the competitive nature of the market for compensation and benefits is particularly prominent. However, it is not advisable to think that "money is everything", because the new generation of employees has become

more and more aware of the fact that money is not all there is to a job. According to Victor Vroom's expectancy theory, the size of the motivational effect depends on the valence and expected value of a behavior. Efficacy refers to the degree of satisfaction that a certain expected result may bring to the individual actor, and the expected value is the probability of achieving a certain expected result by putting in a certain amount of effort. Figure 4-1 illustrates the relationship between pay and utility.

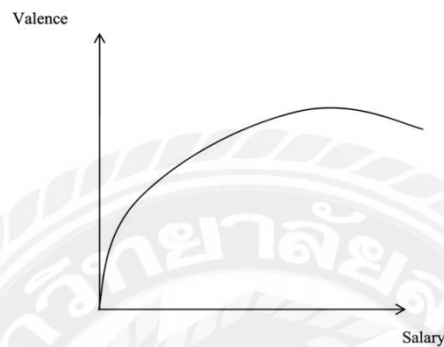


Figure 5.1 Compensation Versus Effectiveness

It is clear from Figure 1 that the marginal utility of pay is increasing when pay is low and decreasing when pay reaches a certain amount. From this law, it can be seen that, for the employees themselves, the higher the level of remuneration, the less the increase in marginal remuneration has a motivating effect on them, and the key is a market-competitive and appropriate level of remuneration in order to make the employees feel satisfied.

(2) Remuneration should be made internally equitable

The internal equity of remuneration, which can also be understood as the internal balance of remuneration, is the consistency of the principles demonstrated in the company's remuneration system. Equalization of responsibilities, rights and benefits, which can also be understood as equalization of value creation and return, is a basic principle of management. Employees are more concerned about whether the value created through payment is equal to the return on value, and they are also concerned about the internal pay comparison with the same level positions across departments and teams. Therefore, if there is a lack of clear and scientific salary grading, employees will easily have a feeling of unfairness and negative emotions, which will affect their satisfaction. This will make the employees have the idea of transferring to the department where the salary can better reflect their own value, and they may even go

to squeeze the management position in order to bring the salary increase by promotion, in this process, the negative emotion conduction, speculation, and complaint will destroy the good internal culture environment of the company.

(3) Design different channel-matching compensation systems for employees at different levels and in different positions

Taking Maslow's Hierarchy of Needs Theory as a guide, according to the nature and value of the position and the company's requirements for its development, the company designs three channels of professional management, professional technology and professional skills in the form of remuneration, development and incentives. First, for the management, the ability model focuses more on team building, team performance guidance ability, prediction and decision-making ability, from the management itself they belong to the middle and senior class of society, their main needs are respect, needs or self-realization needs, for them, the salary is not only income, but also the embodiment of the personal value, their salary model is best to use the annual salary system. Secondly, for the middle management, they are the outstanding people in the society, the emotional (respect and leadership trust) demand is the most important, in the company, they dominate a certain amount of resources, the efficiency of the utilization of the company's resources plays a key role, it is appropriate to use the "full-performance" compensation model, that is, the basic salary plus performance pay, fully reflect the principle of high risk, high return. It is appropriate to adopt the "full performance" remuneration model, i.e. base salary plus performance salary, to fully realize the principle of high risk and high return. Secondly, for professional and technical personnel, the competency model pays more attention to the innovativeness, the ability to apply knowledge, the performance of updating knowledge, and the ability to identify technical trends. They are knowledge-based employees characterized by high IQ and strong learning ability, and generally hope that their abilities can be fully utilized, the value of their positions recognized by the company, and that they can have a sense of achievement and satisfaction in their careers. They strongly hope that they can get the salary in line with their performance, therefore, it is more appropriate to adopt the salary model of "high base salary, high project process bonus, and high profit-sharing plan for technology transformation market value". Thirdly, for employees in operation skill positions: their main needs are survival needs and safety needs, they are more sensitive to the stimulation of remuneration, and the improvement of remuneration can bring them great incentives, it is better to adopt the remuneration model of "job performance", i.e., basic salary plus job plus performance salary. Table 4-1 summarizes the salary mode for all kinds of employees. In addition, attention should also be paid to the reasonable determination of the income disparity of employees at all levels.

Table 5.1 Recommended Remuneration Model

A job	Remuneration model	Composition of remuneration
Top management and team	system of annual salaries	Base pay, performance pay, risk pay
Middle management	full performance	Base pay, performance pay
Technical expertise	Job Skills	Base salary, project process bonus, market value sharing bonus
Laborer	Job performance	Base pay, job pay, performance pay

5.2.2 Developing effective incentive mechanisms

Motivation in an enterprise is a management system that creates a kind of conditions to satisfy various needs of employees, stimulates their enthusiasm and initiative, and makes them work hard for the enterprise's goals. Modern psychological theory of behavior and organization believes that human behavior is a system that can be regulated and motivated, and with the help of psychological methods, human behavior is studied and analyzed, and affirmation and motivation are given, so that behaviors conducive to production and beneficial to the society are recognized by the society, so as to achieve the purpose of directional control. Harvard University experts found that in the lack of incentives in the environment, the potential of employees can only play out 20% - 30%; but in a good incentive environment, the same employees can play its potential of 80% - 90%.

Among all the resources of an enterprise, human resources are undoubtedly the most valuable, and from the point of view of the effectiveness of all kinds of resources, the elasticity of the effectiveness of human resources is the greatest. Therefore, by improving the incentive mechanism, improving the satisfaction of employees, mobilizing their work motivation, so that each employee is always in a good state of motivation, to give full play to its inherent potential, is OXIRAN company in the future of enterprise management is an eternal problem.

To improve the satisfaction of employees and increase their motivation to work,

in addition to the need for material incentives, spiritual incentives are indispensable to meet the OXIRAN company should be strengthened in the following aspects of spiritual incentives:

(1) Targeted incentives

It is to determine appropriate goals to induce the motivation and behavior of employees to achieve the purpose of mobilizing the enthusiasm of employees. The company's goal is the first core of the company's cohesion, which embodies the fundamental meaning of the employees' work and can motivate the employees at the level of ideals and beliefs. First of all, the company's strategy in the long-term goals, medium-term goals and recent goals should be announced and declared, all employees clear corporate development goals, understand their own role in the realization of the goals should be played in the process. The company's goals are also the development vision and endogenous driving force for employees, a guide to the direction of organizational and personal behavior; secondly, the company's goals and employees' personal goals should be integrated through the construction of the career development system, so that everyone fully understands that only in the process of completing the company's goals can we achieve the goals of individual employees. Employee's work objectives and income linked to the completion of work objectives, the system provides clear incentives to reward the base and coefficients, such as management personnel and the overall performance of the company or department in charge of the link, technical personnel and the completion of the project node target and market transformation value sharing linked to the operation of skilled personnel and the work completed by the amount and quality of the link.

(2) Work incentives

The work itself is a powerful motivational force. According to contemporary theories of motivation, the real motivating factor is in the work itself. In order to give better play to the enthusiasm of the employees, the company should consider how to make the work itself become more meaningful and higher challenges, for this reason, the management, technology, skills three channels is a two-way choice, the company will establish the ability development model of each channel, and the guiding planning of the employees' career, the employees voluntarily declared to participate in the evaluation of the organization of each channel, the formation of the company and the employees of the two-way employment and career development two-way choice, so that the members have a certain right to choose their own work, etc., so that the employees themselves can choose. And career development two-way choice, so that members of their own work has a certain right to choose, etc., so that employees choose their own work suitable for their own development. Make the work itself become a kind

of effective motivating factor for employees, and give employees a sense of self-realization.

(3) Motivation by example

The power of example is infinite, management, technology, skills, three-channel advanced role model is also an effective incentive element. The company's original single channel is like a one-way bridge, can go over after all is a minority, after the reform of the parallel mechanism of the three channels, a great incentive for employees, professional and technical experts enjoy the same pay and administrative treatment as the general manager, for example, such as the standard of business trips and general manager of the same standards, skills in the senior craftsmen and technical experts the same treatment. Set up three channel typical, in the company to form a typical radiation effect, the other employees for subconscious mental stimulation, to stimulate them to the same channel of their own "leader" to learn, close to the enthusiasm and motivation.

5.2.3 Making work challenging

Satisfaction is the general attitude of an individual employee towards his work. The level of employee satisfaction depends on the employee's own feelings. Different employees may have different satisfaction for the same work, therefore, the enterprise should combine the individual character traits of the employees to arrange the work of the employees, so as to improve the satisfaction of the employees and improve the work performance, which can be carried out from the following two aspects.

(1) Try to match the nature of work with the personality traits of employees.

The American psychologist J. Holland's theory of "personality - job adaptability" holds that employees' satisfaction with their jobs depends on the extent to which their personality traits match their jobs. When the individual's personality traits are compatible with the chosen occupation, they will find that they have enough ability and positive emotions to perform the job and achieve success, resulting in increased job satisfaction. Personality refers to the sum of individual character traits and behavioral styles, mainly character, temperament, interests, hobbies and abilities. In order to improve employee satisfaction, the company must strive to match personality with work. To this end, the company should study the nature and characteristics of the job on the one hand, and determine the qualifications and personality traits that the employee should have to take up the job; on the other hand, it should carry out the assessment of individual psychological quality through various ways to grasp the personality traits of the individual. And then combine the two, in order to achieve the organic combination of people and things, so that people make the best use of their talents. This is not only conducive to improving employee satisfaction and work

efficiency, but also conducive to promoting the growth and development of employees themselves.

(2) Enrich the work and make it challenging

Most employees, especially knowledge-based employees, are more willing to accept jobs with enriched and challenging contents. Because these jobs provide them with the opportunity to display their personal talents, grow and develop, and realize their own value, so that their sense of achievement in the pursuit of self-fulfillment can be satisfied. However, we often hear people complain that their jobs are too monotonous and boring and that their jobs do not provide them with opportunities for growth and development. The repetitive labor day after day, year after year makes their interest in work gradually decline, psychological fatigue is increasing, and the degree of job dissatisfaction is increasing day by day. The job satisfaction of the four categories of employees shows that the satisfaction level of professional and technical personnel and managers is lower than that of other categories of personnel, and the overall evaluation of the company is also the lowest. One of the major reasons for this is that the company has not been able to provide enriching and challenging jobs for these employees. In order to improve employee satisfaction, companies can design jobs through job rotation, job enrichment, and other methods to increase job autonomy, completeness, and skill diversity, and establish a performance feedback mechanism to make monotonous and boring jobs rich in content and challenging. Job rotation is the regular transfer of employees between jobs of similar skill levels to develop a variety of skills. Job enrichment is an increase in the amount of work that requires different skill levels, thus increasing the degree of control employees have over the planning, execution, and evaluation of their work. Generally, jobs that are not challenging are boring, but jobs that are too difficult generate frustration and feelings of failure. Work that takes some effort to accomplish, i.e., moderately challenging work, is enjoyable and satisfying for most employees.

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APPENDIX

Dear Survey Participant,

Hello! Thank you for participating in this survey. I am a researcher for the OXIRAN Company Employee Satisfaction Study. To gain a deeper understanding of the satisfaction levels of OXIRAN employees, we have developed this questionnaire. Your responses will be used solely for this academic research and will be kept strictly confidential; they will not be used for any non-research purposes, nor will they involve any personal privacy issues. We highly value your feedback and promise to maintain strict confidentiality of all data. We sincerely appreciate your support and participation!

The questionnaire consists entirely of multiple-choice questions. We hope you will actively participate. Thank you again for your valuable time and assistance!

Part I. Basic information

1. Your gender

- A. Male
- B. Women

2. Your age

- A.20-35
- B.35-50
- C. Over 50 years of age

3. Your academic qualifications

- A. Specialized and below
- B. Undergraduate
- C. Graduate students
- D. Doctoral students

4. Your position

- A. General staff
- B. Managers

5. Your length of service

- A. Within 1 year
- B. 1 to 3 years
- C. 3 to 5 years
- D. 5 to 10 years
- E. More than 10 years

Part II Survey on Factors Affecting Employee Satisfaction

6. The level of remuneration is considered to be an effective reflection of the employee's contribution to the organization.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

7. The organization offers remuneration that is sufficiently competitive in the

marketplace to attract and retain high-calibre talent.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

8. The organization's arrangements for overtime pay or compensatory time off are in line with the professional expectations of employees.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

9. The remuneration structure is transparent within the organization and maintains equity between levels.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

10. The organization provides additional benefits (e.g., health insurance, retirement plans, etc.) that adequately meet the needs of employees.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

11. Annual bonuses or performance incentive systems are considered fair and reasonable and incentivize employee performance.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

12. The content of the work is seen as challenging and capable of stimulating intrinsic motivation in employees.

- A Strongly disagree
- B Disagree
- C Neutral

- D Agreed
- E Strongly agree

13. Employee job responsibilities and performance indicators have clarity and effectively guide work behavior.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

14. The content of the work is highly compatible with the professional background and interests of the employee.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

15. The workload is appropriate and does not cause undue stress or affect the productivity of the staff.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

16. The organization is able to provide its staff with adequate resources and tools to support high performance.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

17. Variety and enrichment of work helps to avoid burnout and maintain motivation.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

18. The organization's management policies are highly transparent and are implemented with fairness.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

19. The organization's performance appraisal system is considered to be objective and fair, and to accurately reflect the performance of employees.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

20. Employees are able to effectively participate in or understand the organization's key decision-making processes, which enhances their sense of engagement at work.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

21. Communication channels between management and staff are open and allow for timely communication and feedback.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

22. The views and suggestions of staff can be given due weight in the organization and have a positive impact on management decisions.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

23. The organization has a clear policy to deal effectively with conflicts and disputes at work and to ensure a harmonious working environment.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed

E Strongly agree

24. Collaborative work among colleagues was seen as smooth and efficient, contributing to the achievement of team goals.

A Strongly disagree

B Disagree

C Neutral

D Agreed

E Strongly agree

25. Team members maintain good communication with each other and are able to understand and support each other in their work.

A Strongly disagree

B Disagree

C Neutral

D Agreed

E Strongly agree

26. There is a positive spirit of collaboration and a good team atmosphere in the work group.

A Strongly disagree

B Disagree

C Neutral

D Agreed

E Strongly agree

27. Colleagues respect each other and are able to resolve differences in a constructive manner.

A Strongly disagree

B Disagree

C Neutral

D Agreed

E Strongly agree

28. Mutual motivation among team members contributes to overall work performance.

A Strongly disagree

B Disagree

C Neutral

D Agreed

E Strongly agree

29. The clear division of roles within the team effectively avoids overlapping and conflicting responsibilities.

A Strongly disagree

- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

30. The organization provides adequate training and learning opportunities that can effectively enhance the professional skills of its staff.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

31. Employees have clear career paths and the organization provides reasonable opportunities for advancement.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

32. The organization provides regular career development advice and guidance to employees to support their professional growth.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

33. Employees have access to cross-sectoral or cross-functional learning and development opportunities to expand professional competencies.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

34. The organization supports the participation of staff in external training and professional certification programs for their career development.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

35. The organization provides employees with opportunities and space for long-term development, enabling them to continue to grow throughout their careers.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

36. The physical environment of the workplace is comfortable and effectively supports the productivity and health of employees.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

37. Office facilities and equipment meet modern working requirements and are able to meet the daily working needs of staff.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

38. A quiet working environment helps employees to concentrate on their tasks.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

39. Environmental conditions such as temperature and light in the workplace are appropriate and create a good working atmosphere for employees.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

40. The organization provides sufficient rest space and reasonable rest periods to ensure the physical and mental health of employees.

- A Strongly disagree
- B Disagree

- C Neutral
- D Agreed
- E Strongly agree

41. Employees are able to work in a safe working environment that meets relevant health and safety standards.

- A Strongly disagree
- B Disagree
- C Neutral
- D Agreed
- E Strongly agree

