



**THE INFLUENCING FACTORS OF EMPLOYEE JOB
SATISFACTION IN TAobao COMPANY BASED ON THE
TWO-FACTOR THEORY**

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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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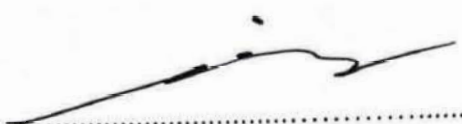
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ABSTRACT

In the highly competitive e-commerce industry environment, employee job satisfaction not only concerns individual employees' work experiences and career development but also has a profound impact on a company's development stability, operational efficiency, and innovation capabilities. As a leading enterprise in the e-commerce field, Taobao Company has a large workforce, and the status of its employees' job satisfaction is worthy of in-depth exploration. The Two-Factor Theory, as a classic motivation theory, provides a robust theoretical framework for analyzing the influencing factors of employee job satisfaction. Through this theory, various factors affecting job satisfaction were sorted out, offering scientific evidence for companies to formulate targeted management strategies.

This study focused on job satisfaction of employees in Taobao Company and, based on the Two-Factor Theory, aimed to comprehensively investigate the specific factors influencing job satisfaction of employees in Taobao Company. This research delved into the internal relationships and mechanisms of action among these factors, constructed a corresponding structural model, and rigorously verified the research hypotheses and the model. The specific research focus included analyzing the impact of seven factors—job recognition, growth and development, work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care—on employee job satisfaction. Among them, job recognition and growth and development were identified as motivators, while work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care were considered hygiene factors. Based on these, a questionnaire was designed, and employees of Taobao Company were selected as the research subjects for empirical research.

This study adopted a quantitative research method and collected data through questionnaires. A total of 400 questionnaires were distributed, and 325 valid questionnaires were retrieved, with an effective response rate of 81.25%. The research results indicated that job recognition, growth and development, work environment, salary

and benefits, interpersonal relationships, democratic management, and humanistic care all had a significant impact on employee job satisfaction. Based on these findings, this study proposed strategic suggestions for optimizing the job satisfaction of employees in Taobao Company: (1) Enhance the recognition and sense of value of the work itself. (2) Improve the employee growth and development mechanism. (3) Create a favorable work environment. (4) Establish a reasonable salary system. (5) Improve the internal communication mechanism within the enterprise.

Keywords: Two-Factor Theory, Taobao Company, employee job satisfaction, influencing factors`



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The completion of this independent study not only serves as a summary of my past learning journey but also marks a new starting point for my future academic research. I will continue to uphold a rigorous and truth-seeking academic attitude, ceaselessly exploring and striving forward on the path of education.

LIU CHUNTAO

DECLARATION

I, LIU CHUNTAO, hereby certify that the work embodied in this independent study entitled "*The Influencing Factors of Employee Job Satisfaction in Taobao Company Based on the Two-Factor Theory*" is result of original research and has not been submitted for a higher degree to any other university or institution.

(LIU CHUNTAO)
November 9, 2025



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Chapter 1 Introduction

1.1 Background of the Study

1.1.1 Industry Level: The Intense Competition in the E-commerce Industry and the Prominence of Employees

Driven by the current digital wave, the e-commerce industry is thriving, with a continuously expanding market size. New e-commerce platforms and business models are constantly emerging, leading to increasingly fierce competition in the industry. In such a highly competitive environment, for enterprises to stand out and maintain a leading position, they not only need to continuously innovate their business models and upgrade their technological capabilities but also rely on a workforce that is highly satisfied, loyal, and creative. Employees, as the core force of an enterprise's operations, have their job satisfaction directly related to their work attitude, efficiency, and quality. Highly satisfied employees tend to be more enthusiastic and proactive, investing more energy into their work and creating greater value for the enterprise. Conversely, dissatisfied employees may exhibit work negativity and sluggishness, leading to an increased turnover rate. This not only raises the enterprise's human resource costs but may also impact its normal operations and business development. Therefore, in the context of intense competition in the e-commerce industry, focusing on employee job satisfaction has become one of the key factors for enterprises to achieve sustainable development and enhance their core competitiveness (Zhao, et al., 2020).

1.1.2 Enterprise Level: Taobao Company's Industry Position and Employee Scale

As a leading enterprise in the e-commerce field, Taobao Company holds a pivotal position in the industry. Since its inception, Taobao has attracted a vast user base with its innovative business model, a wide variety of products, and a convenient shopping experience, becoming an important pillar of China's e-commerce market. With continuous business expansion and in-depth market cultivation, Taobao Company has developed a large-scale workforce. Its employees are numerous and distributed across different positions and departments, covering various fields such as technology research and development, operations and promotion, customer service, logistics, and distribution (Wu et al., 2023). The job satisfaction status of such a large employee group not only relates to the individual career development and quality of life of the employees but also has a profound impact on Taobao Company's overall operational efficiency, service quality, and innovation capability. For example, high job satisfaction among technology R&D personnel can stimulate their innovative inspiration, driving the continuous upgrading and optimization of Taobao's platform technology. High job satisfaction among customer service personnel enables them to

provide users with more enthusiastic and professional services, enhancing user satisfaction and loyalty. Therefore, conducting an in-depth exploration of the influencing factors of job satisfaction among Taobao Company's employees holds significant practical importance for Taobao to further optimize its human resource management, improve employee satisfaction and loyalty, and maintain its industry-leading position (Pan et al., 2022).

1.1.3 Theoretical Level: The Two-Factor Theory Provides a Scientific Framework for the Study

The Two-Factor Theory, a classic motivation theory proposed by American psychologist Herzberg in the 1950s, divides the factors influencing employee job satisfaction into two categories: Motivators and Hygiene Factors. Motivators refer to factors that can bring employees a sense of satisfaction and accomplishment and stimulate their work enthusiasm and creativity, such as the challenges of the work itself, a sense of achievement, recognition, and opportunities for personal growth and development. Hygiene Factors, on the other hand, are factors that, if not met, can lead to employee dissatisfaction, but even when met, can only eliminate dissatisfaction rather than directly stimulate employee enthusiasm, such as work environment, salary and benefits, interpersonal relationships, company policies, and management styles. The Two-Factor Theory provides a systematic and scientific theoretical framework for analyzing the influencing factors of employee job satisfaction. By applying this theory, we can more comprehensively and in-depth sort out the various factors influencing job satisfaction among Taobao Company's employees, explore the internal connections and mechanisms of action among these factors, and thus provide a scientific basis for the enterprise to formulate targeted management strategies (Han, 2018). According to the Two-Factor Theory, Taobao Company can focus on strengthening Motivators to stimulate employees' work enthusiasm and creativity and improve their job satisfaction and loyalty on the basis of optimizing Hygiene Factors to eliminate employee dissatisfaction. Therefore, conducting a study on the influencing factors of job satisfaction among Taobao Company's employees based on the Two-Factor Theory holds significant theoretical value and practical importance.

1.2 Questions of the Study

In the process of conducting an in-depth exploration of the influencing factors of job satisfaction among Taobao Company's employees based on the Two-Factor Theory, clarifying the relationships between each factor and employee job satisfaction is of crucial importance. Motivators, as key elements that can stimulate employees' work enthusiasm and enhance their sense of achievement and satisfaction, occupy a central position in employees' work experiences. Although Hygiene Factors cannot directly stimulate employees' work enthusiasm, they serve as a fundamental guarantee

for maintaining employees' basic job satisfaction and preventing the emergence of dissatisfaction.

Motivators:

(1) Does job recognition affect the job satisfaction of Taobao Company's employees?

(2) Does growth and development affect the job satisfaction of Taobao Company's employees?

Hygiene Factors:

(3) Does work environment affect the job satisfaction of Taobao Company's employees?

(4) Do salary and benefits affect the job satisfaction of Taobao Company's employees?

(5) Do interpersonal relationships affect the job satisfaction of Taobao Company's employees?

(6) Does democratic management affect the job satisfaction of Taobao Company's employees?

(7) Does humanistic care affect the job satisfaction of Taobao Company's employees?

1.3 Objectives of the Study

Within the research framework of conducting an in-depth analysis of the influencing factors of job satisfaction among Taobao Company's employees based on the Two-Factor Theory, clarifying the specific relationships between each factor and employee job satisfaction is a key prerequisite for constructing scientific and effective employee motivation and management strategies. Motivators, as core elements that can stimulate employees' internal motivation and enhance their work enthusiasm, play a direct and crucial role in the formation and improvement of employee job satisfaction. Although Hygiene Factors do not directly stimulate work enthusiasm, they are a necessary foundation for maintaining employees' basic job satisfaction and preventing the emergence of dissatisfaction. Based on this, this study focused on the following specific research objectives, aiming to systematically explore the specific impacts of each factor on job satisfaction among Taobao Company's employees:

Motivators:

(1) To explore the impact of job recognition on the job satisfaction of Taobao Company's employees.

(2) To explore the impact of growth and development on the job satisfaction of Taobao Company's employees.

Hygiene Factors:

(3) To explore the impact of work environment on the job satisfaction of Taobao Company's employees.

(4) To explore the impact of salary and benefits on the job satisfaction of Taobao Company's employees.

(5) To explore the impact of interpersonal relationships on the job satisfaction of Taobao Company's employees.

(6) To explore the impact of democratic management on the job satisfaction of Taobao Company's employees.

(7) To explore the impact of humanistic care on the job satisfaction of Taobao Company's employees.

1.4 Scope of the Study

This study focused on the influencing factors of job satisfaction among Taobao Company's employees and conducted an in-depth exploration based on the Two-Factor Theory. The specific research scope covers the following aspects:

(1) Scope of Research Subjects

This study took all employees of Taobao Company as the research subjects. As a leading enterprise in the e-commerce industry, Taobao Company has a large and diverse workforce, covering multiple different positions and functional areas such as technology research and development, operations and promotion, customer service, logistics and distribution, marketing, and administration. Employees in different positions have significant differences in work nature, work content, work environment, and career development paths, which may lead to different perceptions and feelings regarding job satisfaction. Therefore, taking all employees of Taobao Company as the research subjects can comprehensively and integrally reflect the job satisfaction situation of employees in different positions, making the research results more

representative and universal and providing a scientific basis for Taobao Company to formulate management strategies applicable to all employees.

(2) Scope of Research Factors

Based on the Two-Factor Theory, this study divided the factors influencing job satisfaction among Taobao Company's employees into two categories: Motivators and Hygiene Factors, and explored the specific factors within each category. In terms of Motivators, it focused on exploring the impact of job recognition, growth and development on employee job satisfaction. In terms of Hygiene Factors, it mainly explored the impact of work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care on employee job satisfaction.

(3) Scope of Research Methods

This study adopted a quantitative research method and collected data through questionnaires. During the questionnaire design process, it fully referred to the Two-Factor Theory and relevant research results, combined with the actual situation of Taobao Company, to design a questionnaire covering various aspects of Motivators and Hygiene Factors. The questionnaire included basic employee information, satisfaction evaluations of job recognition, growth and development, work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care, as well as evaluations of overall job satisfaction. During the survey stage, Taobao employees were randomly selected for questionnaire surveys, and the questionnaire was distributed online using Wenjuanxing. Through statistical analysis of the collected questionnaire data, correlation analysis and regression analysis were used to explore the relationships between each factor and employee job satisfaction, verify research hypotheses, and construct corresponding structural models.

(4) Scope of Research Geography

This study mainly targeted employees at the headquarters of Taobao Company. The headquarters of Taobao Company, as the decision-making center and management core of the enterprise, undertakes key functions such as formulating the company's strategic plans, making major business decisions, and managing overall operations. The work status, satisfaction, and problems faced by headquarters employees can largely reflect the implementation effect and management level of the company's overall strategic decisions. Through research on headquarters employees, we can gain an in-depth understanding of the conduct and implementation of the company's high-level decisions at the grassroots level and provide important bases for optimizing the company's strategic decisions.

1.5 Significance of the Study

1.5.1 Theoretical Significance

This study, which conducted an in-depth exploration of the influencing factors of job satisfaction among Taobao Company's employees based on the Two-Factor Theory, holds multiple theoretical significances. Firstly, it enriches the application research of the Two-Factor Theory in the e-commerce industry. Since its proposal, the Two-Factor Theory has been widely applied and verified in many industries, but relevant research in the e-commerce industry, an emerging and rapidly developing field, is relatively scarce. Taobao Company, as a leading enterprise in the e-commerce industry, has unique characteristics in terms of its employees' work patterns, career development paths, and work environments. Through an analysis of the influencing factors of job satisfaction among Taobao Company's employees, this study can further expand the application scope of the Two-Factor Theory, provide empirical support for its applicability in the e-commerce industry, and help improve and enrich the Two-Factor Theory system.

Secondly, it provides new perspectives and ideas for research on job satisfaction in the e-commerce industry. Previous research on employee job satisfaction has mostly focused on traditional industries, and research on the e-commerce industry is still in the exploratory stage. This study, starting from the two dimensions of Motivators and Hygiene Factors, comprehensively and systematically analyzes the impact of each specific factor on job satisfaction among Taobao Company's employees, providing a research framework and method that can be referenced for subsequent research on job satisfaction in the e-commerce industry. At the same time, this study may discover some unique influencing factors or mechanisms of action in the e-commerce industry during the research process, which will provide new directions and entry points for research in this field and promote the continuous in-depth development of research on job satisfaction in the e-commerce industry.

Finally, it helps deepen the understanding of the formation mechanism of employee job satisfaction. Employee job satisfaction is a complex multidimensional concept, and its formation is influenced by a variety of factors. By exploring the relationships between different factors and employee job satisfaction, this study can reveal how these factors interact and jointly influence employees' overall feelings and evaluations of their work. This not only helps us gain a deeper understanding of the formation mechanism of employee job satisfaction but also provides theoretical references for research on employee job satisfaction in other industries, promoting exchanges and integration of employee management theories across different industries.

1.5.2 Practical Significance

This study holds significant guiding importance for the enterprise management practices of Taobao Company and the entire e-commerce industry. For Taobao Company, the research results can provide a direct basis for it to formulate scientific and reasonable employee management strategies. By clarifying the specific impacts of Motivators, including job recognition, growth and development, and Hygiene Factors, including work environment, salary and benefits, on employee job satisfaction, Taobao Company can optimize various management measures in a targeted manner.

For the entire e-commerce industry, the research results of this study have broad reference and promotion value. The e-commerce industry has similar development models and employee structure characteristics, and the problems and challenges Taobao Company faces in employee management may also be common in other e-commerce enterprises. Therefore, the factors and mechanisms influencing job satisfaction among Taobao Company's employees revealed in this study hold important reference significance for other e-commerce enterprises in formulating employee management strategies. Other e-commerce enterprises can learn from Taobao Company's successful experiences and, combined with their own actual situations, optimize their employee management measures, improve employee job satisfaction, and thus enhance their overall performance and competitiveness. At the same time, this study also helps promote the formation of a favorable talent competition environment in the e-commerce industry, attract and retain more outstanding talents, and drive the healthy and sustainable development of the entire e-commerce industry.

1.5.3 Social Significance

This study also holds certain social significances. Employee job satisfaction not only relates to the development of enterprises and the well-being of employees but also has an impact on the stability and development of the social economy. When employees are satisfied with their work, they tend to have higher work enthusiasm and efficiency, creating more value for enterprises and thus promoting economic growth. At the same time, a satisfying work experience also helps reduce employee turnover rates, lower enterprise human resource costs, and improve enterprise social image and reputation. For society, an improvement in employee job satisfaction can reduce the waste of social resources caused by frequent employee turnover and promote the rational allocation of social resources.

In addition, this study, which focuses on the job satisfaction of e-commerce industry employees, helps draw social attention to the work status and rights and interests of e-commerce industry practitioners. With the rapid development of the e-commerce industry, the number of e-commerce practitioners is constantly increasing, and their work pressure, career development, and other issues are gradually becoming

prominent. By revealing the influencing factors of job satisfaction among e-commerce industry employees, this study can provide reference bases for relevant government departments to formulate policies, promote the introduction of policy measures favorable to the healthy development of the e-commerce industry, safeguard the legitimate rights and interests of e-commerce practitioners, create a favorable social employment environment, and drive the harmonious development of the social economy.

1.6 Definition of Key Terms

Job recognition refers to the affirmation, praise, and commendation that employees receive from superiors, colleagues, clients, and other relevant parties for the efforts they have made, the achievements they have accomplished, and the abilities they have demonstrated in their work.

Growth and development refer to the improvement and progress that employees achieve in their vocational skills, vocational qualities, career status, and personal comprehensive qualities during their careers through participating in work, receiving training, learning new knowledge and skills, etc.

Work environment includes two aspects: physical environment and psychological environment. The physical environment refers to the actual workplace and material conditions where employees work, which directly affect employees' work comfort and efficiency. The psychological environment refers to non-material factors such as the work atmosphere, team culture, and interpersonal relationships that employees perceive during the work process.

Salary and benefits are various forms of remuneration and welfare that employees receive from employers for providing labor. They are a direct reflection of employees' labor value and an important guarantee for employees' lives.

Interpersonal relationships refer to the various relationships that employees establish with superiors, colleagues, subordinates, and other relevant personnel during the work process.

Democratic management refers to the process in which enterprises fully respect employees' democratic rights, encourage employees to participate in enterprise decision-making, management, and supervision, allow employees to express their opinions and suggestions, and jointly promote enterprise development.

Humanistic care refers to the concern that enterprises show for employees' physical and mental health, living needs, and personal development, respecting

employees' personalities and dignity, providing employees with warmth, care, and support, and creating a people-oriented corporate culture atmosphere.

Job satisfaction refers to employees' overall feelings and evaluations of the work they are engaged in, which is a subjective experience of employees' satisfaction with various aspects of work (such as work content, work environment, work conditions, work remuneration, interpersonal relationships, career development, etc.).



Chapter 2 Literature Review

2.1 Introduction

This chapter reviews the key literature on the Two-Factor Theory and its relation to job satisfaction among employees at Taobao Company, providing a theoretical foundation for the variable relationships and research hypotheses of this study. The literature review covers the critical factors influencing job satisfaction among employees at Taobao Company, including job recognition, growth and development, work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care. Through a systematic review of existing literature, this chapter offers theoretical support for each variable in the research model, helped determine the relationships between these variables, and provided a basis for subsequent hypothesis testing.

2.2 Literature Review

2.2.1 Two-Factor Theory

In 1959, Herzberg conducted interviews and surveys at 11 enterprises to explore the factors that made employees feel satisfied and dissatisfied, respectively. Based on this research, he proposed the Two-Factor Theory, which is also one of the important theoretical foundations for studies related to job satisfaction (Vincent, 1960). Regarding the concept of “satisfaction,” Herzberg argued that satisfaction and dissatisfaction are not direct antonyms, akin to two extreme states, but rather that there exists an intermediate state between them. Therefore, factors that can achieve complete satisfaction are termed Motivators, while those that can eliminate complete dissatisfaction are called Hygiene Factors. Consequently, he categorized various specific influencing factors into these two aspects, as shown in the following table:

Table 2.1 Influencing Factors in Two-Factor Theory

Hygiene Factor	Motivator
Salary	Achievements, Recognition, Promotion
Welfare Benefits	Salary, Welfare Benefits, Supervision
Supervision	Growth and Development
Safety	Sense of Responsibility
Work Environment	Work Itself
Company Policies and Regulations	
Interpersonal Relationships	
Working Conditions	

As indicated in Table 2.1, Motivators generally include recognition at work, opportunities for promotion, etc. When these factors are met, employees are encouraged to engage more actively in their work; if not met, they do not generate significant dissatisfaction. Hygiene Factors are generally related to company conditions, encompassing company policies, salary and benefits, interpersonal relationships, etc. When these factors are not met, they can lead to employee dissatisfaction, thereby reducing their work enthusiasm and causing them to slack off; however, even when these factors are met, they only maintain the original work status and do not enhance work enthusiasm. Among these two types of factors, Hygiene Factors serve as a foundational condition, merely preventing a decline in employee efficiency; to improve employee efficiency, Motivators must be employed (Du & Liu, 2018).

The Two-Factor Theory is widely applied in enterprise management, offering scientific and reasonable management advice. Firstly, Hygiene Factors are essential foundational elements that must be satisfied to prevent a decrease in employee efficiency; simultaneously, attention should be paid to actively utilizing Motivators, emphasizing employees' advancement, development, and work achievements, and providing more challenging tasks to enhance their work enthusiasm and efficiency (Miao, 2011). The contributions of the Two-Factor Theory include: affirming the motivational role of Hygiene Factors, which play a fundamental role in enhancing employee work enthusiasm; discovering the existence of Motivators such as recognition and a sense of achievement, in addition to Hygiene Factors, and recognizing the intrinsic motivational value inherent in work; and acknowledging both the role of material incentives and the importance of spiritual incentives (Vroom, 1964). However, the Two-Factor Theory also has certain limitations. Herzberg believed that Motivators and Hygiene Factors are mutually exclusive, denying their transformation and interconnection. However, in contemporary applications, it was observed that Motivators and Hygiene Factors are not entirely separate; they interacted and influenced each other, and could even transform into one another under specific conditions (Wang et al., 2020).

Guided by the Two-Factor Theory, this study further categorizes the initially listed seven influencing factors, with job recognition and growth and development falling under Motivators; work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care classified as Hygiene Factors. Based on this categorization, a questionnaire is designed, with employees from Taobao Company selected as the survey subjects to explore the factors influencing employee satisfaction in the e-commerce industry (Pan, et al., 2021).

2.2.1.2 Related Research on the Two-Factor Theory

The Two-Factor Theory holds significant guiding value when applied to enterprise management, and many scholars have conducted research on the management and development of enterprise employees based on this theory. Among them, Li and Sha (2022) mentioned in their study of the contributions of the Two-Factor Theory that, in practical management, managers should pay attention to providing a favorable environment to satisfy Hygiene Factors while focusing on employees' self-development and using Motivators to unleash their potential. Additionally, they emphasized the need to combine material and spiritual incentives when selecting incentive methods. Furthermore, Li and Jiang (2019) highlighted the importance of implementing differentiated incentives by considering both enterprise characteristics and individual employee differences in their research on enterprise human resource transformation.

Moreover, scholars have also applied the Two-Factor Theory in research related to turnover intention. Han et al. (2023) found in their study of job satisfaction among family doctors that income and workload were the primary influencing factors among Hygiene Factors, while self-identity and a sense of achievement were the main influencing factors among Motivators. In their investigation of the reasons for turnover among university teachers, Wu and Wang (2022) discovered that Hygiene Factors were crucial for retaining talent, whereas Motivators were the reasons for talent loss. In a survey on turnover among township health personnel conducted by Zhao et al. (2020), income, environment, management, and workload were identified as the main reasons for employee turnover. Meanwhile, Pan et al. (2022) found in their research on incentives for general practitioners in Shanghai that policies played a hygienic role, but incentives did not function effectively, resulting in low employee retention intentions. Therefore, they advocated for the full implementation of incentives and promoting a system of more pay for more work.

By reviewing relevant scholarly research, this study summarizes the factors influencing job satisfaction into seven aspects: job recognition, growth and development, work environment, salary and benefits, interpersonal relationships, management style, and humanistic care for further investigation.

2.2.2 Job Satisfaction

2.2.2.1 Concept of Job Satisfaction

The concept and research on job satisfaction can be traced back to the Hawthorne Experiment (1924-1932), a series of studies conducted by Mayo and others at the Hawthorne factory. These experiments, which focused on how to improve the production efficiency of factory workers, were carried out in four stages to explore the most influential factors. As a result, they overturned the "Economic Man Hypothesis" and proposed the "Social Man Hypothesis", emphasizing the motivational role arising

from employees being “noticed”. The experiments confirmed that psychological factors, such as employees' work emotions, are crucial factors affecting their work efficiency (Kotler & Keller, 2016).

In the book *Job Satisfaction*, Hoppock (1935) formally proposed the concept of job satisfaction for the first time. He defined job satisfaction as the psychological and physiological satisfaction that employees obtain while working in their work environment. He summarized the influencing factors of job satisfaction into physiological and psychological aspects, emphasizing the importance of paying attention to employees' emotional reactions during the work process. Graen et al. (1968) proposed that job satisfaction focuses on employees' feelings towards their work environment, namely, whether their various needs in the work environment are met. Smith et al. (1969) distinguished job satisfaction into five dimensions and emphasized that job satisfaction is a feeling about work, including employees' emotional reactions to work caused by the difference between the actual rewards they receive and their psychological expectations of rewards.

Locke (2016) provided a groundbreaking theoretical foundation for job satisfaction by emphasizing its interactive nature. He believed that satisfaction and dissatisfaction are functions of the perceived relationship between what a person expects to receive from work and what they actually receive. Consequently, research on employee satisfaction shifted towards multidimensional studies and highlighted the positive aspects of satisfaction.

Zhang and Zhou (2015) summarized the current research on the concept of job satisfaction into three categories: the first category is the holistic type, which starts from an overall perspective without involving the causes of its formation but treats job satisfaction as a simple concept; the second category is the causal type, which focuses more on the causes that affect the formation of job satisfaction; the third category is the elemental type, which emphasizes the constituent elements of job satisfaction, which depend on employees' emotions and evaluations of their work.

Locke's (2016) summary comprehensively covered the current scholarly definitions of job satisfaction, with clear classification. Research on job satisfaction basically revolves around the second and third categories, namely, the influencing factors of job satisfaction and the constituent elements of job satisfaction.

2.2.2.2 Research on the Influencing Factors of Job Satisfaction

Scholars have conducted a series of classifications and summaries of the numerous factors influencing job satisfaction, as follows: Robbin (1993) believed that factors such as income, interpersonal communication, the nature of the work itself, and management systems are all influential. In addition to these four aspects, Smith et al.

(1969) also included promotion as a dimension in their classification of the influencing factors of job satisfaction. Keon (1982) provided a relatively comprehensive classification of the influencing factors of job satisfaction, dividing them into intrinsic and extrinsic factors. Intrinsic factors include promotion, recognition, authority, and achievement, while extrinsic factors encompass compensation, policies, job security, relationships, and the work environment. Keon's classification criteria are similar to those of the Two-Factor Theory, with intrinsic factors corresponding to the content of Motivators and extrinsic factors aligning with the content of Hygiene Factors.

Zhang and Luo (2022), in their empirical study on job satisfaction in Region C of Beijing, found results consistent with Smith's research, summarizing the important influencing factors of job satisfaction as the nature of the work itself, income, promotion, leadership, and interpersonal relationships. Yu and Yu (2017), in their review of research on influencing factors by domestic and foreign scholars, mainly adopted the perspective of demographic characteristic variables. Through a summary and analysis, they found significant differences in the conclusions drawn by different scholars, indicating that the impact of different individual characteristics needs to be analyzed on a case-by-case basis.

In addition, scholars' research on the influencing factors of job satisfaction often focuses on specific industries or groups, exploring the differences in the importance of influencing factors in different fields based on specific actual situations. Current research areas are mostly concentrated in medicine and education, with research objects including not only medical staff and teachers but also researchers and employees of state-owned enterprises.

In research on the job satisfaction of medical staff, Wang et al. (2021) found in their study of nursing staff in Shanghai that income was the most significant influencing factor. Zhou et al. (2019), in their study of general practitioners in western China, discovered that in addition to income, employment mode and overtime were also the most important influencing factors. Wang et al. (2017), in their survey of medical staff in county-level public hospitals, found that the work environment, management system, job characteristics, and years of service were important influencing factors. Furthermore, Yu and Liu (2022), in their study of the nurse group in Shandong, took personal factors as the main research perspective and found that income level and professional titles, among others, had an impact on job satisfaction.

In research on the job satisfaction of teacher groups, He and Yao (2019) summarized that the most important influencing factors for teacher groups include working conditions, income, promotion, management, and interpersonal relationships. Wang et al. (2018) found that further education and training were also major influencing factors. Additionally, Gao et al. (2024) found that this group paid more attention to spiritual factors. Moreover, Ye (2023), against the background of implementing performance-based pay for teacher groups, divided the influencing

factors into internal and external ones. External factors included salary, working conditions, and environmental atmosphere, while internal factors were selected based on demographic statistical variables. Zhang and Fu (2017), in their study of the job satisfaction of rural teachers, also found significant differences in different years of service and educational backgrounds.

2.2.2.3 Measurement of Job Satisfaction

(1) Single Global Assessment Method

This method is relatively simple and involves investigating employees' overall job satisfaction by asking them to respond to questions about their overall feelings towards their work. The definition of employees' satisfaction feelings in this method can be roughly divided into two categories: one focuses on employees' emotional aspects towards their work, with corresponding scales such as Kunlin's Facial Scale. When measuring, employees are required to choose a facial expression that best matches their work emotions. The other focuses on feelings towards the work itself, with relatively simple and few questions in the scale. A representative example is the job satisfaction subscale in the Michigan Organizational Assessment Questionnaire, which contains only three questions: "Overall, I am satisfied with my job," "Overall, I like my current job," and "Overall, I do not like my current job" (Chen & Cai, 2020).

The single global assessment method only provides an overall score, and it is not difficult to see from the question settings in the questionnaire that the measurement dimensions tend to focus on one particular aspect, resulting in incomplete measurement. Moreover, the measurement results cannot reflect the specific problems existing in the enterprise, and do not promote improvements in the enterprise's future management work.

(2) Summated Rating Method

Unlike the single global assessment method, the summated rating method is based on a multidimensional structural view. It divides the factors influencing employee satisfaction into multiple different dimensions for research, identifies a key factor among numerous factors to compile a questionnaire scale for investigation, and finally analyzes the results based on the total score obtained from the scale. The process is relatively complex, but the results obtained are more accurate. Common measurement tools used in this method include:

Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire (MSQ) is one of the most widely used scales in research on job satisfaction. It was compiled by Weiss et al. (1967). It comes

in both long and short forms. The long form contains 120 questions and covers a wide range of measurement areas, involving approximately 20 aspects of satisfaction measurement. However, its drawback is also evident: the large number of questions can easily cause test-takers to lose patience, leading to potential errors in the measurement results. The short form contains only 20 questions and uses a 5-point Likert scale, with 1 to 5 representing five different levels of satisfaction from "very dissatisfied" to "very satisfied."

Overall Job Satisfaction Scale

Developed by Warr, Cook, and Wall, this scale contains a total of 15 questions and includes two subscales to measure two different dimensions. Eight questions are used to measure extrinsic satisfaction, and seven questions are used to measure intrinsic satisfaction. In terms of measurement structure, it provides a good distinction between employee stress, income, and other aspects (Spector, 1985).

Job Descriptive Index

Initially proposed by Smith et al. (1971) and later revised by Roznowski, this scale divides job satisfaction into five aspects for assessment, with a total of 72 questions measuring employees' satisfaction with the work itself, compensation, personal development, supervisors, and colleagues. In terms of question options, each question contains only three options, assigned scores of -1, 0, and 1 representing "no," "uncertain," and "yes," respectively. The final result is the sum of the scores of the selected options, with a higher score indicating greater satisfaction.

Peter's Need Satisfaction Questionnaire

As an open-ended survey method, each question in this questionnaire contains two options: "current real state" and "desired state." In the final measurement, the numerical difference between the two selected options is analyzed, with a larger difference indicating lower satisfaction. It is generally applicable to management personnel. This questionnaire measures a wide range of dimensions, but in actual operation, it is relatively cumbersome and complex for test-takers to carefully analyze their own actual situations and desired states, so its actual implementation effect is not ideal (Spector, 1997).

Job Satisfaction Questionnaire

Compiled by Spector (1985), this questionnaire evaluates job satisfaction from nine dimensions: compensation, promotion, contingent rewards, institutional procedures, etc. Each aspect has 4 questions, with a total of 36 questions. The final sum represents overall satisfaction, with a higher score indicating a higher level of satisfaction.

2.2.3 Job Recognition

As a crucial factor influencing employee job satisfaction, job recognition has garnered significant attention in academic research. Herzberg's Two-Factor Theory clearly states that job recognition falls under the category of motivators, which can directly stimulate employees' work motivation and satisfaction. Numerous scholars have conducted in-depth research around this viewpoint and found that the forms and contents of job recognition have significant differences in terms of their motivating effects on employees. Yan et al. (2019) indicated that public praise from superiors can enhance employees' sense of achievement and belonging more effectively than private affirmation, due to its stronger social recognition effect. Moreover, the timeliness of job recognition is also of paramount importance. Providing timely feedback on employees' work achievements can effectively reinforce their positive behaviors and prevent a decline in motivation caused by delayed feedback. These studies collectively demonstrate that a scientific and reasonable job recognition mechanism is an effective way to enhance employee job satisfaction.

Further analysis reveals that the dimensional diversity of job recognition also influences its motivating effect. Some scholars classify job recognition into two categories: task recognition and ability recognition. The former focuses on affirming employees' completion of specific tasks, while the latter emphasizes the exploration and appreciation of employees' potential abilities. Research by Li (2016) showed that ability recognition can better stimulate employees' intrinsic motivation, prompting them to actively improve their abilities to attain higher levels of job recognition. Additionally, the fairness of job recognition is also a crucial factor affecting its effectiveness. If employees perceive the distribution of recognition as unfair, not only will it fail to enhance satisfaction but may also trigger negative emotions. Therefore, establishing a fair, diverse, and timely job recognition system is a key strategy for enterprise managers to improve employee job satisfaction.

2.2.4 Growth and Development

As an essential component of motivators, growth and development have a non-negligible impact on employee job satisfaction. The Two-Factor Theory posits that the provision of growth and development opportunities can satisfy employees' self-actualization needs, thereby stimulating their work enthusiasm. Existing research generally supports this viewpoint and further reveals the multi-dimensional impact of growth and development on employee behavior and attitudes. Research by Lu et al. (2021) pointed out that employees' needs for growth and development are not only reflected in career advancement but also include skill enhancement and knowledge expansion. If enterprises can offer diverse growth paths for employees, such as training

courses, job rotation opportunities, and project participation, it will significantly improve their job satisfaction and loyalty (Luo et al., 2017).

Furthermore, the staged characteristics of growth and development are also noteworthy. Employees at different career stages have varying needs for growth and development. Newly-hired employees may be more concerned with skill training and career planning, while senior employees may place greater emphasis on leadership development and strategic vision expansion. Enterprises need to tailor growth and development plans according to employees' career stages to meet their individualized needs. At the same time, the fairness of growth and development is equally important. If employees perceive the distribution of growth opportunities as lacking transparency and fairness, it will undermine their trust in the enterprise and, consequently, affect job satisfaction. Therefore, constructing a fair, diverse, and staged growth and development system is an effective means to enhance employee job satisfaction (Duan et al., 2019).

2.2.5 Work Environment

As a core element of hygiene factors, the work environment has a non-negligible impact on employee job satisfaction. The Two-Factor Theory states that although the work environment cannot directly stimulate employees' work motivation, its deficiencies can trigger employee dissatisfaction, thereby affecting work efficiency and satisfaction. Existing research has explored the impact mechanism of the work environment from multiple dimensions and found that both physical and psychological environments significantly affect employee satisfaction. Ma et al. (2021) indicated that physical environmental factors such as the layout of office space, the completeness of facilities, and the comfort of working conditions directly influence employees' work experience and emotional state. Poor physical environments, such as noise interference and outdated equipment, can lead to irritability among employees and reduce job satisfaction.

Simultaneously, the impact of the psychological environment cannot be overlooked. Psychological environmental factors such as team atmosphere, leadership style, and organizational culture indirectly affect job satisfaction by influencing employees' psychological contracts and organizational identification. A positive and upward team atmosphere can enhance employees' sense of belonging and willingness to collaborate, while an open and inclusive organizational culture can stimulate employees' innovative spirit and creativity. The dynamic nature of the work environment is also worth noting. With the emergence of new work models such as remote working and flexible work schedules, employees' needs for the work environment are also changing. Enterprises need to keep pace with the times and optimize work environment design to meet the increasingly diverse needs of employees, thereby enhancing their job satisfaction (Westland, 2022).

2.2.6 Salary and Benefits

As a key component of hygiene factors, salary and benefits play a fundamental role in influencing employee job satisfaction. The Two-Factor Theory posits that although salary and benefits cannot directly stimulate employees' work enthusiasm, low levels or unfair distribution can trigger employee dissatisfaction and even lead to talent loss. Existing research generally supports this viewpoint and further reveals the multi-dimensional impact of salary and benefits on employee behavior and attitudes. Vedung (2023) indicated that salary levels not only affect employees' quality of life but are also closely related to their social status and sense of self-worth. If salary levels fail to meet employees' basic needs, it led to dissatisfaction and reduce job satisfaction (Xing & Deng, 2024).

The completeness of the welfare system also affects employee satisfaction. In addition to basic social insurance and housing provident funds, additional benefits provided by enterprises, such as supplementary commercial insurance, paid annual leave, and holiday benefits, can enhance employees' sense of belonging and loyalty. The fairness of salary and benefits is also a crucial factor affecting their effectiveness. If employees perceive salary distribution as unfair, such as gender discrimination or excessive differences in job ranks, it will undermine their trust in the enterprise and, consequently, affect job satisfaction. Therefore, establishing a fair, reasonable, and diversified salary and benefits system is a necessary condition for enhancing employee job satisfaction (Gu et al., 2020).

2.2.7 Interpersonal Relationships

As an important component of hygiene factors, interpersonal relationships have a non-negligible impact on employee job satisfaction. The Two-Factor Theory points out that good interpersonal relationships can create a harmonious work atmosphere, reduce conflicts and frictions among employees, and thus enhance job satisfaction. Existing research has explored the impact mechanism of interpersonal relationships from multiple perspectives and found that both colleague relationships and superior-subordinate relationships significantly affect employee satisfaction. Chen and Wu (2019) indicated that mutual assistance and cooperation among colleagues can strengthen employees' sense of belonging and team collaboration abilities, while good superior-subordinate relationships are conducive to improving employees' work autonomy and decision-making participation.

The complexity of interpersonal relationships also deserves attention. Employees with different personalities and cultural backgrounds may have differences in interpersonal interactions. If enterprises fail to provide effective communication and

coordination mechanisms, it will lead to tense interpersonal relationships, which in turn affect job satisfaction. The dynamic nature of interpersonal relationships cannot be overlooked either. With changes such as employee position transfers and team restructurings, the network of interpersonal relationships may undergo reconstruction. Enterprises need to adjust their management strategies in a timely manner to maintain a positive atmosphere of interpersonal relationships. Therefore, constructing an open, inclusive, and efficient interpersonal relationship management system is a key link in enhancing employee job satisfaction (Sun et al., 2022).

2.2.8 Democratic Management

As an innovative dimension of hygiene factors, democratic management has an increasingly prominent impact on employee job satisfaction. The Two-Factor Theory believes that democratic management can enhance employees' sense of participation and belonging, making them feel respected and valued, thereby improving job satisfaction. Existing research has explored the impact mechanism of democratic management from multiple levels and found that decision-making participation, information sharing, and feedback mechanisms are the core elements of democratic management. Tang (2020) indicated that involving employees in the decision-making process can stimulate their sense of ownership and improve their identification with and execution of decisions. Timely and transparent information sharing can reduce information asymmetry and enhance employees' trust in the organization.

The implementation methods of democratic management also affect its effectiveness. Some enterprises have effectively improved employee job satisfaction by setting up employee congresses, suggestion boxes, and other channels to collect employees' opinions and suggestions and incorporate them into the decision-making process (Liu & Zhang, 2024). However, if democratic management becomes a mere formality, such as a lack of transparency in the decision-making process or failure to value employees' opinions, it will weaken its ability to enhance employee satisfaction. Therefore, enterprises need to establish genuine and effective democratic management mechanisms to ensure that employees can truly participate in organizational management, thereby improving their job satisfaction and loyalty.

2.2.9 Humanistic Care

As an extended dimension of hygiene factors, the impact of humanistic care on employee job satisfaction has gradually received attention. Although the Two-Factor Theory does not directly mention humanistic care, its core idea of focusing on employees' needs and improving their work experience is highly consistent with the concept of humanistic care. Existing research has explored the impact mechanism of humanistic care from multiple angles and found that emotional support, work-life

balance, and career development are the core elements of humanistic care. Mu et al. (2016) indicated that if enterprises can pay attention to employees' emotional needs and provide psychological counseling and emotional support, it will significantly improve their job satisfaction and well-being. Helping employees achieve work-life balance, such as providing flexible work schedules and family care policies, can reduce their life pressure and increase their work engagement (Zhang & Sun, 2021).

Career development care is also an important part of humanistic care. If enterprises can pay attention to employees' career growth needs and provide personalized career development plans and training opportunities, it will stimulate their work motivation and creativity. However, the implementation of humanistic care should avoid formalism (Fang et al., 2022). If enterprises only stay at the surface level of care, such as holiday greetings and birthday wishes, without truly solving employees' practical needs, they will fail to achieve the goal of improving satisfaction. Therefore, enterprises need to build a sincere and in-depth humanistic care system that focuses on employees' all-around needs, thereby improving their job satisfaction and loyalty.

2.3 Introduction to Taobao Company

As a leading enterprise in China's e-commerce sector, Taobao Company has built a diversified e-commerce ecosystem centered around consumers, relying on the abundant resources of Alibaba Group. Its core platform, Taobao.com, was established in May 2003 and is the largest C2C (consumer-to-consumer) online shopping platform in China. Later, through strategic splits, it formed a comprehensive retail business district covering C2C, B2C (business-to-consumer), group buying, distribution, auctions, and other models, with business coverage including commodity sales, platform services, technical support, and derivative fields.

In terms of commodity sales, Taobao offers a full range of products such as clothing, digital products, home furnishings, and food to meet consumers' diverse needs. Regarding platform services, it serves as a transaction intermediary to build a safe and efficient trading environment for individual sellers and buyers, while also supporting merchants to set up brand flagship stores. At the technical support level, it has developed supporting services such as Alipay (a third-party payment tool) and Taobao Wangwang (an instant messaging tool), and continuously invests in cutting-edge technologies such as big data, artificial intelligence, virtual reality (VR), and augmented reality (AR). It has launched the Taobao Vision Pro application to enable gesture and voice interactions as well as image searches, and developed the STaoVideo video enhancement solution to optimize the picture quality of live broadcasts and short videos, significantly improving the user experience. Derivative services extend to logistics and distribution, advertising and promotion, digital media content production, and online games, forming a complete e-commerce ecosystem closed loop.

With its strong technology-driven and innovative capabilities, Taobao Company holds a dominant position in China's e-commerce market. It has nearly 500 million registered users, with over 60 million daily visitors and more than 800 million online products. About 48,000 products are sold per minute, and the combined market share of Taobao and Tmall exceeds 50%. In its international layout, through strategic upgrades such as the "Global Free Shipping Plan for Apparel," the overseas transaction volume growth rate of the apparel industry reached nearly 40% in 2024, and the overseas sales of merchants participating in the global free shipping program increased by nearly 90% year-on-year, with its brand influence radiating globally. At the same time, Taobao Company actively fulfills its social responsibilities, directly creating over 2.7 million jobs and driving indirect employment of over 10 million in industries such as logistics and payment. Through its e-commerce platform, Taobao Company assists in rural revitalization by promoting the upward movement of agricultural products and the downward movement of industrial products. It also promotes green e-commerce measures such as environmentally friendly packaging and energy-saving logistics to reduce carbon emissions and achieve the coordinated development of economic and social values.

2.4 Conceptual Framework

In a highly competitive business environment, employee job satisfaction is of utmost importance to enterprises. Based on the Two-Factor Theory and drawing on relevant research findings on employee job satisfaction, this study proposed a model of factors influencing employee job satisfaction at Taobao Company. The influencing factors are scientifically divided into seven dimensions: job recognition, growth and development, work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care. This study delved into the specific impacts of these seven dimensions on employee job satisfaction at Taobao Company. Figure 2.2 illustrates the model structure and the relationships among the dimensions, providing a framework and direction for subsequent research.

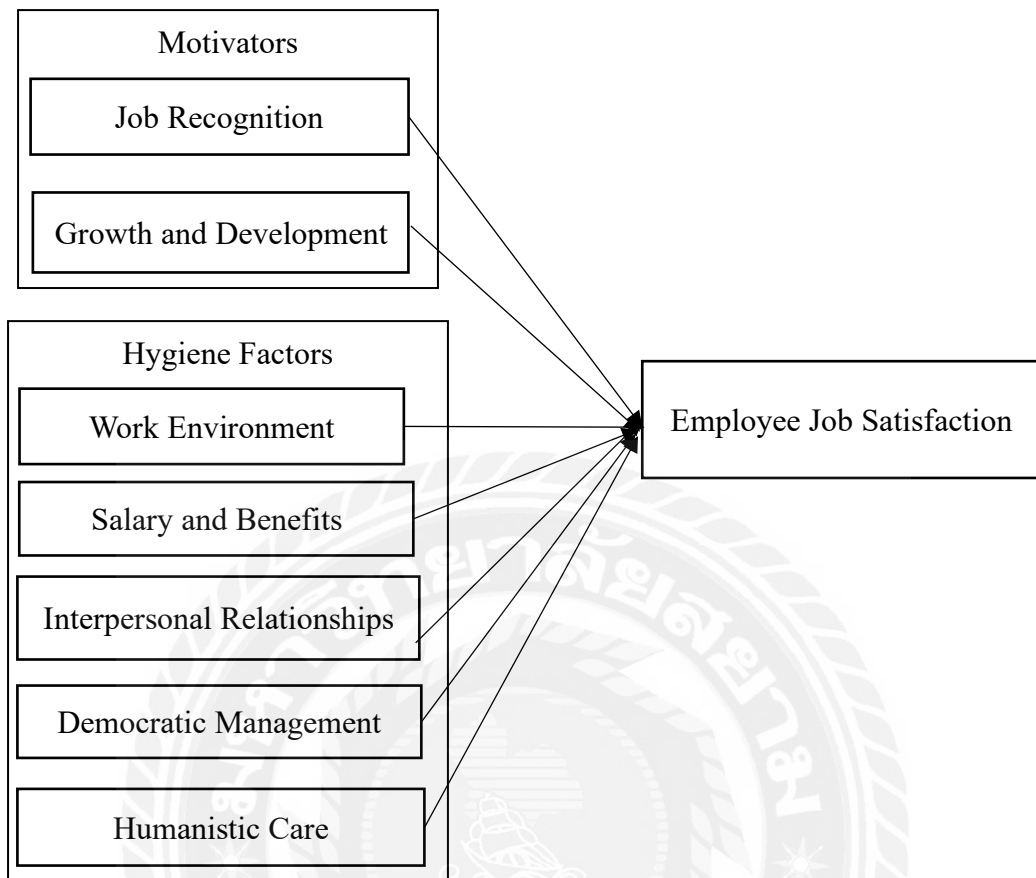


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study, grounded in the Two-Factor Theory, employed a quantitative research approach to systematically explore the influencing factors and their underlying mechanisms on employee job satisfaction at Taobao Company. The research design adhered to the principles of scientific rigor and operational feasibility, encompassing five key stages: theoretical framework construction, variable definition and measurement, questionnaire design, data collection and sample selection, and data analysis methods.

Based on the Two-Factor Theory, this study categorized the factors influencing employee job satisfaction into two groups: Motivators and Hygiene Factors. Motivators, comprising job recognition and growth and development, aim to stimulate employees' work motivation by fulfilling their self-actualization needs. Hygiene Factors, including work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care, primarily function to eliminate employee dissatisfaction and maintain a baseline level of satisfaction.

The questionnaire is divided into three sections: the first section serves as an introduction, explaining the research purpose and confidentiality; the second section collects demographic information, including gender, age, educational background, marital status, working years, job nature, and income; the third section contains measurement items for the variables, utilizing a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). A total of 47 items is designed, with 12 for Motivators, 25 for Hygiene Factors, and 10 for job satisfaction.

This study targeted full-time employees of Taobao Company as the survey respondents. Using a random sampling method, questionnaires were distributed via an online survey platform. Questionnaires that were incomplete, had an excessively short response time (below 3 minutes), or exhibited patterned responses were excluded. Data analysis was conducted using SPSS 26.0 and AMOS 24.0 software. Initially, descriptive statistical analysis was employed to examine sample characteristics and variable distributions. Subsequently, reliability analysis (Cronbach's α coefficient) and validity analysis (confirmatory factor analysis) were conducted to assess the questionnaire's reliability and validity. Next, correlation analysis was used to preliminarily explore the associations between various factors and job satisfaction. Finally, structural equation modeling (SEM) was applied to validate the theoretical model, examining the direct effects of Motivators and Hygiene Factors on job satisfaction.

3.2 Population and Sample

This study took employees at the headquarters of Taobao Company as the overall research population. The Shenzhen headquarters of Taobao Company, as the core operational entity and strategic decision-making center of the group, boasts a large employee base (approximately 4,000 individuals) and a diverse range of job positions (covering management, operations, technology, customer service, and other professional roles). Moreover, its involvement in various business dimensions such as financing, investment, operations, and R&D enables a comprehensive reflection of employees' perceptions and feedback on job satisfaction. Therefore, to balance research depth with data representativeness, this study restricted the sampling scope to the Shenzhen headquarters of Taobao Company, ensuring that the sample covered different functional positions and reflects the company's overall management characteristics.

This study determined the sample size in three steps based on statistical principles and empirical analysis requirements:

(1) For an infinite population, the sample size formula is as follows:

$$n_0 = \frac{z^2 \cdot p(1-p)}{e^2}$$

Where:

z is the critical value of the standard normal distribution ($z = 1.96$ for a 95% confidence level)

p is the estimated proportion (taking 0.5 maximizes n)

e is the allowable sampling error

(2) Finite population correction: When the population size N is relatively small, the finite population correction (FPC) is applied:

Given that the population size $N = 4,000$ constitutes a finite population, the correction formula is required:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

(3) Sample size calculation:

$$n_0 = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2} = \frac{3.8416 \times 0.25}{0.0025} = \frac{0.9604}{0.0025} = 384.16$$

With a total population of $N = 4,000$, a confidence level of 95% ($z = 1.96$), an error margin of $e = 5\%$ (0.05), and $p = 0.5$, this study set the initial sample size $n_0 = 385$.

Applying the finite population correction:

$$n = \frac{385}{1 + \frac{385-1}{4000}} = \frac{385}{1 + \frac{384}{4000}} = \frac{385}{1 + 0.096} = \frac{385}{1.096} \approx 351.28$$

Thus, the sample size was approximately 351 individuals.

Considering the population size, this study employed a random sampling method to determine the survey sample. To ensure that the sample size was sufficient to support subsequent empirical analysis and guarantee the statistical power of the results, the study calculated the minimum sample size to be 351 based on the total population ($N = 4,000$), a 95% confidence level, and a 5% allowable error margin. To account for potential invalid responses and insufficient recovery rates during questionnaire distribution, this study distributed 400 questionnaires to ensure that the number of valid samples recovered meets the research requirements.

During the sampling process, the research team paid particular attention to the representativeness of the sample's demographic characteristics, striving to achieve broad representation in terms of gender, age, educational background, marital status, working years, job nature, and income. The primary objective of this approach was to enhance the applicability and universality of the research findings, enabling them to more accurately reflect real-world situations.

3.3 Hypothesis

To delve deeper into the influencing mechanisms of employee job satisfaction, this study, grounded in the Two-Factor Theory, focused on the differential effects of Motivators (job recognition, growth, and development) and Hygiene Factors (work environment, salary and benefits, interpersonal relationships, democratic management, humanistic care) on job satisfaction. Considering the organizational characteristics and employee needs of the Shenzhen headquarters of Taobao Company, the research team proposed the following hypotheses. The aim was to validate the direction and significance of the associations between various factors and job satisfaction through

empirical analysis, providing a theoretical basis for the company to optimize its management practices:

H1: Job recognition has a significant and positive correlation with job satisfaction.

H2: Growth and development have a significant and positive correlation with job satisfaction.

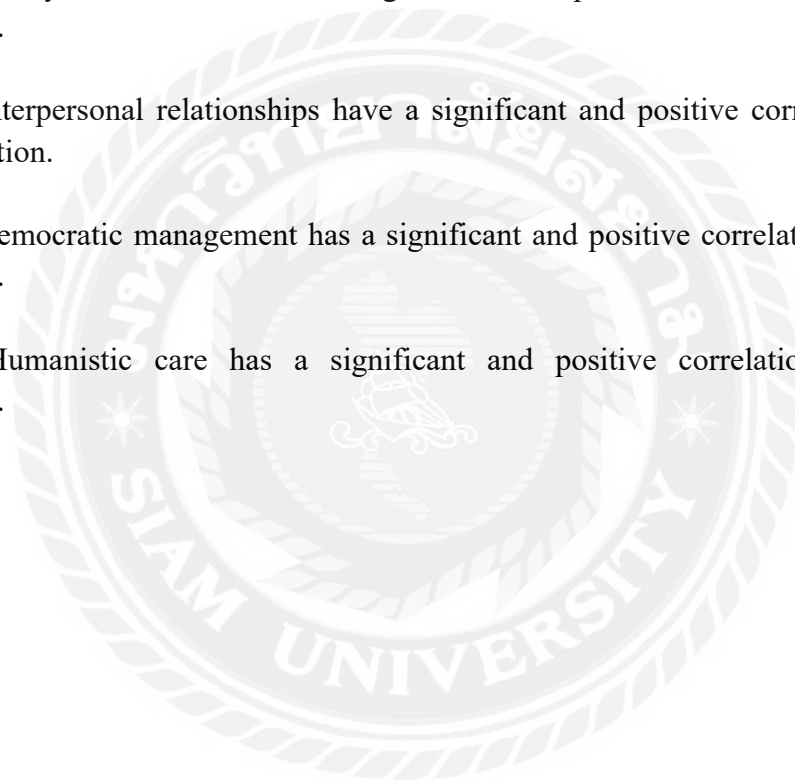
H3: Work environment has a significant and positive correlation with job satisfaction.

H4: Salary and benefits have a significant and positive correlation with job satisfaction.

H5: Interpersonal relationships have a significant and positive correlation with job satisfaction.

H6: Democratic management has a significant and positive correlation with job satisfaction.

H7: Humanistic care has a significant and positive correlation with job satisfaction.



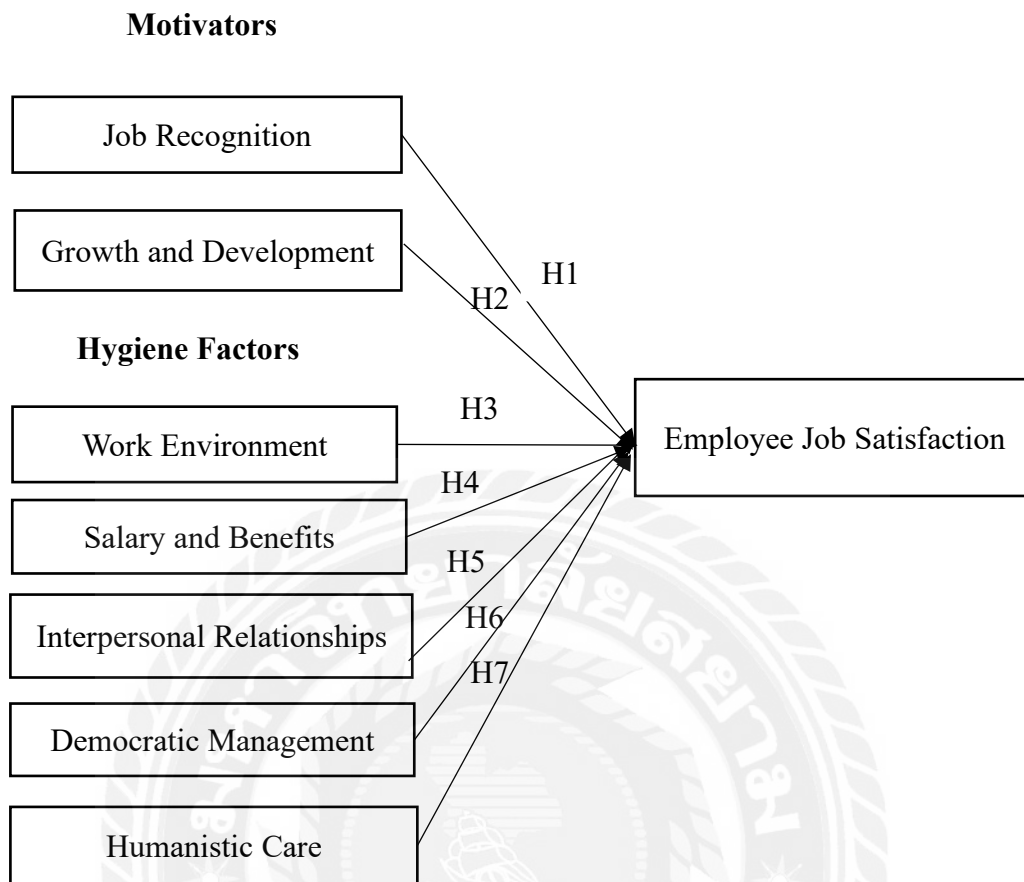


Figure 3.1 Hypotheses

3.4 Research Instrument

The questionnaire is divided into three sections: The first section collects personal information on different individual characteristics and categorizes job positions according to the characteristics of the e-commerce industry. The second section investigates job satisfaction, primarily drawing on the mature scale developed, which is an appropriate modification of the Minnesota Short-Form Satisfaction Questionnaire. This section divides satisfaction into two dimensions for study: intrinsic satisfaction and extrinsic satisfaction. The third section categorizes the influencing factors of job satisfaction into specific indicators, drawing on the scale compiled by Han (2018). A total of seven items is set for measurement. Both the second and third sections of the questionnaire employ a five-point Likert scale for scoring, with options divided into five levels of agreement. The numbers 1 to 5 represent five degrees: very dissatisfied, dissatisfied, neutral, satisfied, and very satisfied, respectively. Respondents were asked to score based on their genuine feelings.

The measurement items and corresponding item numbers of this questionnaire are presented in Table 3.1.

Table 3.1 Measurement Items

Influencing Factor	Dimension	NO.
Job Satisfaction	Intrinsic satisfaction	1-5
	Extrinsic satisfaction	6-10
Motivators	Growth and development	11-16
	Job recognition	17-22
Hygiene Factors	Salary and benefits	23-28
	Work environment	29-34
	Interpersonal relationships	35-40
	Democratic management	41-44
	Humanistic care	45-47

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Reliability Analysis

Reliability analysis, also known as dependability analysis, is employed to examine the consistency and authenticity of sample data. The most commonly used method is Cronbach's alpha. The value of the Alpha coefficient generally falls between 0 and 1. If it is negative, it indicates the presence of reverse-worded items in the questions, which need to be recorded into positively-worded items before further testing. A coefficient value below 0.6 suggests that there are issues with the questionnaire items, necessitating the redevelopment of the scale questions. A coefficient value between 0.6 and 0.7 is marginally acceptable; a value between 0.7 and 0.8 indicates good reliability; and a value greater than 0.8 signifies excellent reliability. The reliability analysis of this questionnaire is presented as follows:

Table 3.2 Variable Reliability Test

Dimension	NO.	Cronbach's Alpha after Item Deletion	Cronbach's Alpha for Different Dimensions	Overall Cronbach's Alpha
Intrinsic Satisfaction	1	0.895	0.911	0.952
	2	0.881		
	3	0.887		
	4	0.886		
	5	0.893		
Extrinsic Satisfaction	6	0.891	0.913	
	7	0.896		

	8	0.886		
	9	0.889		
	10	0.885		
Job Recognition	11	0.923	0.933	0.986
	12	0.921		
	13	0.921		
	14	0.923		
	15	0.920		
	16	0.921		
Salary and Benefits	17	0.914	0.930	
	18	0.915		
	19	0.914		
	20	0.911		
	21	0.922		
	22	0.914		
Growth and Development	23	0.910	0.925	
	24	0.913		
	25	0.911		
	26	0.915		
	27	0.911		
	28	0.910		
Work Environment	29	0.916	0.927	
	30	0.916		
	31	0.914		
	32	0.913		
	33	0.913		
	34	0.916		
Interpersonal Relationships	35	0.921	0.931	
	36	0.917		
	37	0.916		
	38	0.918		
	39	0.921		
	40	0.923		
Democratic Management	41	0.856	0.883	
	42	0.851		
	43	0.848		
	44	0.848		
Humanistic Care	45	0.769	0.847	
	46	0.801		
	47	0.787		

As can be seen from Table 3.2, the Cronbach's Alpha coefficient for the overall Job Satisfaction scale is 0.952. Among them, the Cronbach's Alpha coefficient for intrinsic satisfaction is 0.911, and for extrinsic satisfaction, it is 0.913. The Cronbach's Alpha coefficient for the scale of specific influencing factors is 0.986, with the coefficients for job recognition, salary and benefits, growth and development, work environment, interpersonal relationships, democratic management, and humanistic care being 0.933, 0.930, 0.925, 0.927, 0.931, 0.883, and 0.847, respectively. This indicates that both the overall scale and the scales for each dimension exhibit high reliability.

3.5.2 Validity Analysis

Validity analysis serves as an indicator to assess the rationality of data design. When conducting factor analysis, it can measure whether the results align with expectations. The validity analysis also employs scale data, and the personal information section in the first part of the questionnaire does not participate in the analysis.

3.5.2.1 KMO and Bartlett's Test of Sphericity

To determine whether this questionnaire is suitable for subsequent factor analysis, the KMO value was used to assess its suitability for information extraction. Generally, a KMO value higher than 0.8 indicates excellent validity and is highly suitable for information extraction. For Bartlett's Test of Sphericity, the p-value is observed. To prove validity, the p-value must be less than 0.05.

The results of the KMO and Bartlett's Test for this questionnaire are presented in Table 3.3 and Table 3.4:

Table 3.3 KMO and Bartlett's Test of Job Satisfaction

KMO Measure of Sampling Adequacy		0.966
Bartlett's Test of Sphericity	Approximate Chi-Square	2413.645
	df	45
	P	.000

Table 3.4 KMO and Bartlett's Test of Influencing Factors

KMO Measure of Sampling Adequacy		0.991
Bartlett's Test of Sphericity	Approximate Chi-Square	11734.181
	df	666
	P	.000

As can be seen from Table 3.3 and Table 3.4, the KMO values for the two scales in this questionnaire are 0.966 and 0.991, respectively, both of which are greater than 0.8. Therefore, they are highly suitable for information extraction and factor analysis. Meanwhile, the p-values are both 0, which is less than 0.05, proving the validity to be effective.

3.5.2.2 Factor Loading Coefficients

By observing the values of standardized factor loading coefficients, we can assess the correlation between each factor and its corresponding analysis items. If the value is greater than 0.7 and statistically significant, it indicates a strong correlation. Conversely, if the value is below 0.4 or not statistically significant, it suggests a weak relationship, and the item may be considered for deletion.

Table 3.5 Factor Loading Coefficients

Factor (Latent Variable)	Question Number	Standardized Loading Coefficient (Std. Estimate)
Intrinsic Satisfaction	1	0.856
Intrinsic Satisfaction	2	0.785
Intrinsic Satisfaction	3	0.875
Intrinsic Satisfaction	4	0.784
Intrinsic Satisfaction	5	0.721
Extrinsic Satisfaction	6	0.785
Extrinsic Satisfaction	7	0.854
Extrinsic Satisfaction	8	0.874
Extrinsic Satisfaction	9	0.801
Extrinsic Satisfaction	10	0.845
Job Recognition	11	0.835
Job Recognition	12	0.845
Job Recognition	13	0.857
Job Recognition	14	0.885
Job Recognition	15	0.84
Job Recognition	16	0.869
Salary and Benefits	17	0.849
Salary and Benefits	18	0.857
Salary and Benefits	19	0.885
Salary and Benefits	20	0.854
Salary and Benefits	21	0.852
Salary and Benefits	22	0.831
Growth and Development	23	0.862
Growth and Development	24	0.872
Growth and Development	25	0.811

Growth and Development	26	0.816
Growth and Development	27	0.844
Growth and Development	28	0.865
Work Environment	29	0.819
Work Environment	30	0.822
Work Environment	31	0.885
Work Environment	32	0.852
Work Environment	33	0.845
Work Environment	34	0.863
Interpersonal Relationships	35	0.812
Interpersonal Relationships	36	0.832
Interpersonal Relationships	37	0.844
Interpersonal Relationships	38	0.833
Interpersonal Relationships	39	0.824
Interpersonal Relationships	40	0.823
Democratic Management	41	0.812
Democratic Management	42	0.814
Democratic Management	43	0.878
Democratic Management	44	0.877
Humanistic Care	45	0.829
Humanistic Care	46	0.828
Humanistic Care	47	0.838

As can be seen from Table 3.5, all standardized loading coefficients are greater than 0.6 and statistically significant, indicating a good measurement relationship.

3.6 Data Collection

To ensure the authenticity and reliability of the research data, thereby accurately exploring the influencing factors of job satisfaction among employees at Taobao Company based on the Two-Factor Theory, this study employed a questionnaire survey method for data collection.

In terms of selecting the survey subjects, given Taobao Company's representativeness in the e-commerce sector and its large and diverse workforce, this study chose employees from Taobao's Shenzhen headquarters as the survey subjects, striving to cover employees from different departments, positions, and hierarchical levels to enhance the representativeness of the sample and the generalizability of the research findings.

During the questionnaire distribution and collection process, to ensure a highly effective response rate and data quality, an online distribution method was adopted. Online electronic questionnaires were generated using the professional survey platform

Wenjuanxing and widely disseminated through internal communication tools and social media groups within Taobao Company. The questionnaire clearly explained the research purpose, questionnaire filling requirements, and data confidentiality principles to alleviate respondents' concerns and enhance their participation enthusiasm and filling quality.

In this study, a total of 400 questionnaires were distributed. After rigorous screening to exclude invalid questionnaires with incomplete responses or obviously unreasonable answers, 325 valid questionnaires were finally collected, resulting in an effective response rate of 81.25%. This effective response rate, to a certain extent, ensured that the sample size met the requirements for statistical analysis and provides a solid data foundation for subsequent data analysis.

3.7 Data Analysis

After collecting data through quantitative research methods, this study employed professional statistical analysis software to conduct rigorous and detailed analysis on the 325 valid questionnaires collected, aiming to deeply explore the relationships between various factors and job satisfaction among employees at Taobao Company.

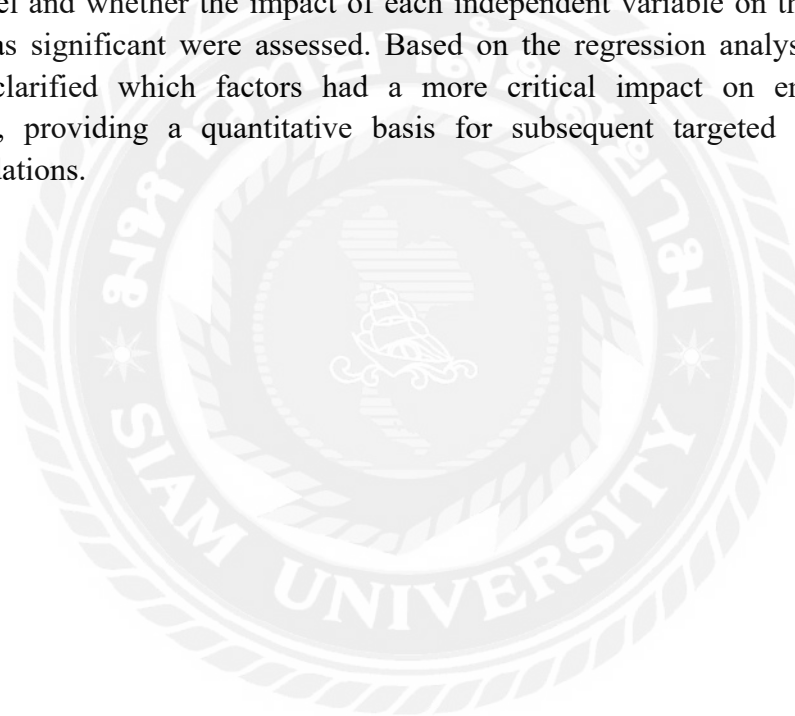
Firstly, this study conducted descriptive statistical analysis to statistically describe the distribution of basic sample characteristics, including gender, age, educational background, marital status, working years, job nature, and income. This helped to understand the composition of the sample, assess its representativeness, and provided fundamental background information for subsequent in-depth analysis.

Secondly, this study utilized reliability and validity analysis to evaluate the quality of the questionnaire. Reliability analysis mainly employed Cronbach's Alpha coefficient method to assess the overall reliability of the questionnaire and the reliability of each dimension. Validity analysis, on the other hand, examined the structural validity of the questionnaire through factor analysis, using exploratory factor analysis and confirmatory factor analysis to determine whether the questionnaire could accurately measure the pre-set factors and whether the structural relationships among the factors aligned with theoretical expectations. Only questionnaires with high levels of reliability and validity can yield data with high credibility and validity, providing a reliable basis for subsequent analysis.

After confirming the reliability of the questionnaire quality, this study adopted correlation analysis to preliminarily explore the degrees of association between the seven factors—job recognition, growth and development, work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care—and employee job satisfaction. By calculating the correlation coefficients between each factor and job satisfaction, it was determined whether a linear correlation

existed between them and the strength of the correlation. If the correlation coefficient was significantly non-zero and had a large absolute value, it indicated a strong correlation between the factor and job satisfaction, providing preliminary clues for subsequent regression analysis.

This study employed multiple linear regression analysis to investigate the specific impact of each factor on employee job satisfaction. A regression model was constructed with employee job satisfaction as the dependent variable and the seven factors—job recognition, growth and development, etc.—as independent variables. Through regression analysis, the standardized regression coefficients of each independent variable on the dependent variable were determined, reflecting the average change in the dependent variable when a certain independent variable changes by one unit while other factors remain constant. Simultaneously, by examining indicators such as the goodness-of-fit and significance of the regression model, the overall explanatory power of the model and whether the impact of each independent variable on the dependent variable was significant were assessed. Based on the regression analysis results, it could be clarified which factors had a more critical impact on employee job satisfaction, providing a quantitative basis for subsequent targeted management recommendations.



Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Participants

Regarding the basic information of employees at Taobao Company, the first part of the questionnaire includes questions related to personal details. The 400 sample data can, to a certain extent, reflect the overall employee characteristics of Taobao Company. Summarizing the basic information of Taobao Company's employees not only allowed for an assessment of the rationality of the sample data but also facilitated targeted data analysis in conjunction with the employees' basic situations during empirical analysis, thereby enabling the formulation of more specific recommendations. Therefore, after collecting the questionnaire data, the study conducted preliminary statistics using SPSS software and summarized the personal basic information of the participants, as shown in Table 4.1.

Table 4.1 Descriptive Statistical Analysis of Participants

Basic Personal Information		Frequency	Percentage%
Gender	Male	187	57.5
	Female	138	42.5
Age	20-30Years Old	95	29.2
	31-40Years Old	141	43.4
	41-50 Years Old	64	19.7
	Over 50 Years Old	25	7.7
Educational Backgrounds	Junior College and Below	62	19.1
	Undergraduate	131	40.3
	Master's Degree	104	32.0
	Doctor's Degree	28	8.6
Marital Status	Married	196	60.3
	Unmarried	129	39.7
Working Years	Less than 1 Year	40	12.3
	1-3 Years	94	28.9
	4-10 Years	87	26.8
	11-15 Years	63	19.4
	More Than 15 Years	41	12.6
Job Nature	Technical Category	51	15.7
	Operations Category	50	15.4
	Marketing Category	49	15.1
	Functional Category	47	14.5
	After-Sales Service Category	58	17.8
	Others	70	21.5

Income	4000 and below	82	25.2
	4001-6000	93	28.6
	6001-8000	96	29.5
	Above 8000	54	16.6
Total		325	100

4.1.2 Descriptive Statistical Analysis

In the study on job satisfaction, a total of 10 questions were set up, and statistical analysis on their means and standard deviations, among other metrics, was conducted using SPSS software, as shown in the following table:

Table 4.2 Descriptive Statistics of Job Satisfaction

NO.	N	Overall Mean	Minimum Value	Maximum Value	Mean	Standard Deviation
1	325	3.6957	1	5	3.56	1.086
2			1	5	3.75	1.354
3			1	5	3.69	1.125
4			1	5	3.77	1.125
5			1	5	3.56	1.325
6			1	5	3.58	1.025
7			1	5	3.78	1.354
8			1	5	3.77	1.124
9			1	5	3.68	1.215
10			1	5	3.66	1.351

From Table 4.2, it can be seen that the overall mean job satisfaction score of the surveyed employees at Taobao Company is 3.6957, with a maximum score of 5 and a minimum score of 1. This indicates that the overall job satisfaction level of the surveyed employees is generally moderate, at an above-average level. Moreover, by observing the data, it can be found that the mean scores for each question do not vary significantly. Whether it is intrinsic satisfaction or extrinsic satisfaction, for employees at Taobao Company, the satisfaction levels in both aspects are comparable.

Table 4.3 Descriptive Statistics of Influencing Factors

	Overall Mean	Specific Factors	Minimum Value	Maximum Value	Mean	Standard Deviation
Motivators	3.7452	Job Recognition	1.17	5.00	3.7435	1.09657
		Growth and Development	1.17	4.83	3.7034	1.06027
Hygiene Factors	3.7284	Salary and Benefits	1.17	4.83	3.7123	1.06238

		Work Environment	1.33	4.83	3.6934	1.05148
		Interpersonal Relationships	1.03	4.83	3.6971	1.10756
		Democratic Management	1.26	5.00	3.7426	1.06577
		Humanistic Care	1.21	5.00	3.6949	1.0621

From Table 4.3, it can be observed that the mean scores of the various influencing factors of job satisfaction do not differ significantly and are all at an above-average level, indicating a general level of satisfaction with each specific factor. The mean satisfaction score for Motivators is 3.7452, while that for Hygiene Factors is 3.7284. This suggests that for the surveyed employees at Taobao Company, the influence of Motivators and Hygiene Factors is comparable, and both factors affect overall job satisfaction.

4.1.3 Correlation Analysis

Correlation analysis is used to measure the interrelationships between variables, that is, to determine whether there is a relationship between data and how close the relationship is by analyzing the quantitative data set through the scale. It is an essential analytical step before conducting regression analysis. This study employed Pearson coefficients to conduct correlation analysis, exploring the correlations between Motivators, Hygiene Factors, and each specific influencing factor with job satisfaction, respectively. Pearson analysis uses correlation coefficients to represent the correlations between analyzed items. An asterisk (*) indicates a correlation, while the absence of an asterisk indicates no correlation. A correlation coefficient greater than 0 indicates a positive correlation, while a coefficient less than 0 indicates a negative correlation. Furthermore, when the correlation coefficient is greater than 0.4, it indicates a close relationship between the analyzed items. The correlation analysis results for job satisfaction in this study are shown in Table 4.4:

Table 4.4 Correlation Analysis between Variables

	Job Recognition	Growth and Development	Salary and Benefits	Work Environment	Interpersonal Relationships	Democratic Management	Humanistic Care	Intrinsic Satisfaction	Extrinsic Satisfaction	Job Satisfaction
Job Recognition	1	.940**	.938**	.944**	.933**	.916**	.898**	.929**	.937**	.955**
Growth and Development		1	.935**	.915**	.910**	.924**	.938**	.946**	.940**	.917**
Salary and Benefits			1	.932**	.945**	.907**	.917**	.937**	.940**	.907**
Work Environment				1	.916**	.933**	.945**	.928**	.940**	.918**
Interpersonal Relationships					1	.941**	.953**	.916**	.940**	.932**
Democratic Management						1	.937**	.929**	.940**	.944**
Humanistic Care							1	.932**	.922**	.934**
Intrinsic Satisfaction								1	.934**	.957**
Extrinsic Satisfaction									1	.941**
Job Satisfaction										1

Note: **Correlation is significant at the 0.01 level (two-tailed).

Table 4.5 Correlation Analysis between Dual Factors and Job Satisfaction

	Motivators	Hygiene Factors	Intrinsic Satisfaction	Extrinsic Satisfaction	Job Satisfaction
Motivators	1	.972**	.936**	.946**	.964**
Hygiene Factors		1	.949**	.945**	.969**
Intrinsic Satisfaction			1	.909**	.976**
Extrinsic Satisfaction				1	.978**
Job Satisfaction					1

(1) Correlation between Each Influencing Factor and Job Satisfaction

From Table 4.4, it can be seen that the correlation coefficients between job recognition, growth and development, salary and benefits, work environment, interpersonal relationships, democratic management, humanistic care, and job satisfaction all range from 0.8 to 0.9, with p-values of 0, indicating significant correlations. Therefore, there is a correlation between each specific influencing factor and job satisfaction.

(2) Correlation between Each Influencing Factor and Intrinsic/Extrinsic Satisfaction

From Table 4.4, it can be observed that the correlation coefficients between the seven specific influencing factors and both intrinsic and extrinsic satisfaction all range from 0.8 to 0.9, with p-values of 0, indicating significant correlations. Thus, each influencing factor exhibits a significant positive correlation with intrinsic satisfaction and also correlates with extrinsic satisfaction.

(3) Correlation between Intrinsic and Extrinsic Satisfaction

From Table 4.5, it can be seen that the correlation coefficient between intrinsic and extrinsic satisfaction is 0.909, which is greater than 0.5, and the p-value is 0, indicating a correlation between the two.

(4) Correlation between Motivators and Job Satisfaction

From Table 4.5, it can be seen that the correlation coefficient between Motivators and job satisfaction is 0.964, with a p-value of 0, indicating a significant correlation. Therefore, there is a correlation between Motivators and job satisfaction.

(5) Correlation between Hygiene Factors and Job Satisfaction

From Table 4.5, it can be seen that the correlation coefficient between Hygiene Factors and job satisfaction is 0.969, with a p-value of 0.

Therefore, there is also a correlation between Hygiene Factors and job satisfaction.

(6) Correlation between Motivators and Intrinsic/Extrinsic Satisfaction

From Table 4.5, it can be seen that the correlation coefficient between Motivators and intrinsic satisfaction is 0.936, and the correlation coefficient with extrinsic satisfaction is 0.946, with p-values of 0 for both. Therefore, Motivators correlate with both intrinsic and extrinsic satisfaction.

(7) Correlation between Hygiene Factors and Intrinsic/Extrinsic Satisfaction

From Table 4.5, it can be seen that the correlation coefficient between Hygiene Factors and intrinsic satisfaction is 0.949, and the correlation coefficient with extrinsic satisfaction is 0.945, with p-values of 0 for both. Therefore, there is also a correlation between Hygiene Factors and both intrinsic and extrinsic satisfaction.

(8) Correlation between Motivators and Hygiene Factors

From Table 4.5, it can be seen that the correlation coefficient between Motivators and Hygiene Factors is 0.972, with a p-value of 0. Therefore, there is also a correlation between Motivators and Hygiene Factors, indicating that they have a mutual influence on each other and should not be analyzed in complete isolation.

4.1.4 Regression Analysis

After establishing that each influencing factor has a strong correlation with job satisfaction, to further explore the causal relationships between these influencing factors and job satisfaction, this study conducted further regression analysis on each specific influencing factor.

Linear regression analysis was performed with job recognition, growth and development, work environment, and four other specific factors as independent variables, and job satisfaction as the dependent variable, as shown below:

Table 4.6 Linear Regression Analysis Results

	Unstandardized Coefficient B		Standardized Coefficient Beta	P	VIF
	B	Standard Error			

Constant	0.115	0.051	-	0.001**	-
Job Recognition	0.047	0.034	0.048	0.001**	3.235
Growth and Development	0.064	0.039	0.067	0.002**	2.488
Salary and Benefits	0.090	0.043	0.097	0.001**	3.278
Work Environment	0.278	0.046	0.285	0.000**	2.049
Interpersonal Relationships	0.133	0.044	0.137	0.003**	2.051
Democratic Management	0.120	0.045	0.124	0.008**	1.473
Humanistic Care	0.233	0.047	0.247	0.000**	1.640
R ²	0.954				
Adjusted R ²	0.949				
F	F (7292) =794.978, P=0.000				
D-W Value	1.920				

Dependent Variable: Job Satisfaction (* p < 0.05, ** p < 0.01)

(1) Overall Effectiveness of Regression Analysis

From the p-values, except for the constant term, the p-values of the independent variables—job recognition, growth and development, salary and benefits, work environment, interpersonal relationships, democratic management, and humanistic care—are all less than 0.01 (indicating significance at the 0.01 level). This suggests that statistically, there is a significant linear relationship between these independent variables and employees' job satisfaction, meaning they have a notable impact on employees' job satisfaction. The overall regression model is effective and can reveal important associations between the independent and dependent variables.

(2) Impact of Each Variable on Employees' Job Satisfaction

Constant Term: The unstandardized coefficient B is 0.115, with a standard error of 0.051 and a p-value of 0.001. This implies that when all independent variables are zero, there is a baseline job satisfaction level of 0.115 among employees.

Job Recognition: The unstandardized coefficient B is 0.047, indicating that for each unit increase in job recognition, employees' job satisfaction increases by an average of 0.047 units. The standardized coefficient Beta is 0.048, reflecting the relative impact of job recognition on job satisfaction after accounting for scale effects. The p-value of 0.001 shows that job recognition has a significant positive impact on employees' job satisfaction.

Growth and Development: The unstandardized coefficient B is 0.064, meaning that for each unit improvement in growth and development, employees' job satisfaction increases by an average of 0.064 units. The standardized coefficient Beta

is 0.067, and the p-value of 0.002 indicates that growth and development have a significant positive effect on employees' job satisfaction.

Salary and Benefits: Assuming the correct data is 0.090 (as "0090" may be an input error), the unstandardized coefficient B is 0.090, showing that for each unit increase in salary and benefits, employees' job satisfaction increases by an average of 0.090 units. The standardized coefficient Beta is 0.097, and the p-value of 0.001 indicates that salary and benefits have a significant positive impact on employees' job satisfaction.

Work Environment: The unstandardized coefficient B is 0.278, indicating that for each unit improvement in the work environment, employees' job satisfaction increases by an average of 0.278 units. The standardized coefficient Beta is 0.285, and the p-value of 0.000 shows that the work environment has a highly significant positive impact on employees' job satisfaction, with a relatively large effect among all factors.

Interpersonal Relationships: The unstandardized coefficient B is 0.133, meaning that for each unit of optimization in interpersonal relationships, employees' job satisfaction increases by an average of 0.133 units. The standardized coefficient Beta is 0.137, and the p-value of 0.003 indicates that interpersonal relationships have a significant positive impact on employees' job satisfaction.

Democratic Management: The unstandardized coefficient B is 0.120, showing that for each unit strengthening in democratic management, employees' job satisfaction increases by an average of 0.120 units. The standardized coefficient Beta is 0.124, and the p-value of 0.008 indicates that democratic management has a significant positive impact on employees' job satisfaction.

Humanistic Care: The unstandardized coefficient B is 0.233, indicating that for each unit increase in humanistic care, employees' job satisfaction increases by an average of 0.233 units. The standardized coefficient Beta is 0.247, and the p-value of 0.000 shows that humanistic care has a highly significant positive impact on employees' job satisfaction, with an effect second only to the work environment.

(3) Goodness of Fit of the Model

R² Value: The R² value is 0.954, meaning that the independent variables in the model can explain 95.4% of the variation in the dependent variable (employees' job satisfaction). This indicates an extremely high level of fit, suggesting that these independent variables can well explain changes in employees' job satisfaction.

Adjusted R² Value: The adjusted R² value is 0.949, which takes into account the impact of the number of independent variables on the goodness of fit. Its high value further indicates that the model has good explanatory power and stability, and is not

due to overfitting caused by an excessive number of independent variables.

(4) Multicollinearity Issue

The VIF values of all variables are less than 5 (generally, a VIF greater than 5 may indicate a multicollinearity issue, while a value greater than 10 suggests a severe multicollinearity problem). This indicates that there is no obvious multicollinearity issue among the independent variables, and the impact of each independent variable on the dependent variable is relatively independent. The estimates of the regression coefficients have high accuracy and stability.

(5) Serial Correlation Issue

The D-W value is 1.920. The D-W value is used to test for serial correlation in the model. When its value is close to 2, it indicates that there is no obvious serial correlation problem among the residuals. In this study, the D-W value of 1.920, close to 2, suggests that there is basically no autocorrelation in the residual sequence of the model, meaning that the model's specification does not have obvious biases in terms of time series or sequence, and the model's results are reliable.

In summary, job recognition, growth and development, salary and benefits, work environment, interpersonal relationships, democratic management, and humanistic care all have a significant positive impact on employees' job satisfaction at Taobao Company, with the work environment and humanistic care having relatively larger effects. The model has a high goodness of fit and does not exhibit obvious multicollinearity or serial correlation issues.

Therefore, according to the results of the data analysis, job recognition has a significant and positive correlation with job satisfaction, which supports Hypothesis 1. Growth and development have a significant and positive correlation with job satisfaction, which supports Hypothesis 2. Work environment has a significant and positive correlation with job satisfaction, which supports Hypothesis 3. Salary and benefits have a significant and positive correlation with job satisfaction, which supports Hypothesis 4. Interpersonal relationships have a significant and positive correlation with job satisfaction, which supports Hypothesis 5. Democratic management has a significant and positive correlation with job satisfaction, which supports Hypothesis 6. Humanistic care has a significant and positive correlation with job satisfaction, which supports Hypothesis 7.

4.2 Discussion

4.2.1 Analysis of H1

Hypothesis Description: H1 posits that there is a significant and positive correlation between job recognition and job satisfaction. This implies that when employees receive more recognition at work, their job satisfaction will correspondingly increase, and this association is statistically significant. Job recognition encompasses various aspects, such as praise from superiors, admiration from colleagues, and the widespread dissemination of work achievements. These forms of recognition can provide employees with psychological satisfaction.

Data Support: According to the provided data, the unstandardized coefficient B for job recognition is 0.047, the standardized coefficient Beta is 0.048, and the p-value is 0.001. Since the p-value is less than the 0.01 significance level, this fully indicates a significant linear relationship between job recognition and job satisfaction. Both the unstandardized and standardized coefficients are positive, further verifying a positive correlation between the two, that is, the higher the level of job recognition, the higher the employees' job satisfaction.

Practical Implications: In real-world work scenarios, when employees' work is recognized, they feel that their efforts and contributions are seen and valued, thus generating a sense of achievement and belonging. This positive psychological experience motivates employees to be more engaged in their work and have higher job satisfaction. For example, when an employee completes an important project and receives public praise and rewards from their superior, it will greatly enhance their enthusiasm and satisfaction with the job, prompting them to work even harder to create value for the company.

4.2.2 Analysis of H2

Hypothesis Description: H2 assumes that there is a significant and positive correlation between growth and development and job satisfaction. Growth and development are of utmost importance to employees, including the improvement of personal skills, the acquisition of career advancement opportunities, and the realization of personal career plans. When employees' needs for growth and development are met, it will have a positive impact on their job satisfaction.

Data Support: The data shows that the unstandardized coefficient B for growth and development is 0.064, the standardized coefficient Beta is 0.067, and the p-value is 0.002. As the p-value is less than 0.01, it indicates a significant linear relationship between growth and development and job satisfaction. Moreover, both the

unstandardized and standardized coefficients are positive, suggesting a positive correlation, that is, the more opportunities for growth and development, the higher the employees' job satisfaction.

Practical Implications: From a practical perspective, when enterprises provide employees with a wide variety of training courses, clear promotion channels, and broad career development spaces, employees will feel that the enterprise values and invests in them. They will be more motivated to learn and improve themselves to meet the development needs of the enterprise. For instance, an enterprise that formulates personalized career development plans for employees and provides corresponding training and practical opportunities will enhance employees' sense of belonging and achievement, leading to a significant increase in their job satisfaction.

4.2.3 Analysis of H3

Hypothesis Description: H3 proposes that there is a significant and positive correlation between the work environment and job satisfaction. The work environment includes both the physical and humanistic environments. The physical environment refers to factors such as the comfort of office facilities and the cleanliness of the workplace, while the humanistic environment includes team atmosphere and corporate culture. A good work environment can create comfortable and harmonious working conditions for employees, contributing to an increase in their job satisfaction.

Data Support: According to the data, the unstandardized coefficient B for the work environment is 0.278, the standardized coefficient Beta is 0.285, and the p-value is 0.000. Since the p-value is far less than 0.01, this fully proves an extremely significant linear relationship between the work environment and job satisfaction. Furthermore, both the unstandardized and standardized coefficients are positive and relatively large, indicating a high degree of positive impact of the work environment on job satisfaction.

Practical Implications: In actual work, a comfortable, clean, and well-equipped physical environment can make employees feel physically and mentally comfortable at work, reducing irritability and stress caused by an uncomfortable environment. At the same time, a positive, upward, and collaborative humanistic environment can promote communication and exchange among employees, enhancing team cohesion. For example, a company that focuses on creating an office environment with comfortable office furniture, green plants, and leisure areas, and fosters an open and inclusive corporate culture, will make employees feel happier at work and have higher job satisfaction.

4.2.4 Analysis of H4

Hypothesis Description: H4 assumes that there is a significant and positive correlation between salary and benefits and job satisfaction. Salary and benefits are one of the important considerations for employees when choosing a job, as they directly relate to employees' quality of life and economic security. Reasonable salary levels and rich welfare benefits can meet employees' material needs and thus affect their job satisfaction.

Data Support: Assuming that the correct value for "0090" in the salary and benefits data is 0.090, its unstandardized coefficient B is 0.090, the standardized coefficient Beta is 0.097, and the p-value is 0.001. Since the p-value is less than 0.01, it indicates a significant linear relationship between salary and benefits and job satisfaction. Both the unstandardized and standardized coefficients are positive, suggesting a positive correlation, that is, the better the salary and benefits, the higher the employees' job satisfaction.

Practical Implications: From a practical standpoint, when enterprises offer competitive salary levels and comprehensive welfare benefits, employees will feel that their efforts are adequately rewarded and thus cherish their jobs more. For example, an enterprise that not only provides salaries above the market average but also offers comprehensive insurance, paid annual leave, and holiday benefits will make employees feel more secure and have a stronger sense of belonging, leading to a significant increase in their job satisfaction.

4.2.5 Analysis of H5

Hypothesis Description: H5 proposes that there is a significant and positive correlation between interpersonal relationships and job satisfaction. Interpersonal relationships include relationships with superiors and colleagues. Good interpersonal relationships can create a harmonious and amicable work atmosphere, reduce conflicts and contradictions at work, and make employees feel more relaxed and happier at work, thereby increasing job satisfaction.

Data Support: The data shows that the unstandardized coefficient B for interpersonal relationships is 0.133, the standardized coefficient Beta is 0.137, and the p-value is 0.003. Since the p-value is less than 0.01, it indicates a significant linear relationship between interpersonal relationships and job satisfaction. Both the unstandardized and standardized coefficients are positive, suggesting a positive correlation, that is, the better the interpersonal relationships, the higher the employees' job satisfaction.

Practical Implications: In actual work, maintaining good communication and cooperation with superiors and colleagues is crucial. When employees have a harmonious relationship with their superiors, they can receive more guidance and support, making their work more efficient. A harmonious relationship with colleagues can promote team collaboration and improve work efficiency. For example, in a team where members trust and help each other to complete work tasks, employees will feel warmth and strength, leading to higher job satisfaction.

4.2.6 Analysis of H6

Hypothesis Description: H6 assumes that there is a significant and positive correlation between democratic management and job satisfaction. Democratic management means that employees can participate in the enterprise's management decision-making process, supervise the enterprise's various work, and make suggestions. This sense of participation can make employees feel that they are an integral part of the enterprise, enhancing their sense of responsibility and belonging, and thus increasing job satisfaction.

Data Support: According to the data, the unstandardized coefficient B for democratic management is 0.120, the standardized coefficient Beta is 0.124, and the p-value is 0.008. Since the p-value is less than 0.01, it indicates a significant linear relationship between democratic management and job satisfaction. Both the unstandardized and standardized coefficients are positive, suggesting a positive correlation, that is, the higher the degree of democratic management, the higher the employees' job satisfaction.

Practical Implications: In actual enterprise management, when enterprises implement democratic management systems, employees will have more opportunities to express their opinions and ideas and participate in the enterprise's decision-making process. This not only improves the scientificity and rationality of decision-making but also makes employees feel that their value is recognized. For example, an enterprise that regularly holds employee representative conferences to discuss and vote on major enterprise decisions will make employees have a stronger sense of ownership and higher job satisfaction.

4.2.7 Analysis of H7

Hypothesis Description: H7 proposes that there is a significant and positive correlation between humanistic care and job satisfaction. Humanistic care refers to enterprises paying attention to employees' physical and mental health, life needs, and emotional states, and providing them with care and support. This kind of care can make employees feel the warmth and humanized management of the enterprise, thereby

enhancing their identification and loyalty to the enterprise and increasing job satisfaction.

Data Support: Assuming that the correct value for "0233" in the humanistic care data is 0.233, its unstandardized coefficient B is 0.233, the standardized coefficient Beta is 0.247, and the p-value is 0.000. Since the p-value is far less than 0.01, it fully proves an extremely significant linear relationship between humanistic care and job satisfaction. Both the unstandardized and standardized coefficients are positive and relatively large, indicating a high degree of positive impact of humanistic care on job satisfaction.

Practical Implications: In actual work, when enterprises care about employees' life difficulties, provide them with necessary help and support, pay attention to their mental health, and carry out psychological counseling activities, employees will feel the enterprise's care and respect. For example, an enterprise that offers condolences and assistance when employees are sick and provides certain financial aid when they encounter life difficulties will make employees feel a stronger sense of belonging and happiness, leading to a significant increase in their job satisfaction.

Table 4.7 Hypothesis Test Results

NO.	Hypothesis	Result
H1	Job recognition has a significant and positive correlation with job satisfaction.	Supported
H2	Growth and development have a significant and positive correlation with job satisfaction.	Supported
H3	Work environment has a significant and positive correlation with job satisfaction.	Supported
H4	Salary and benefits have a significant and positive correlation with job satisfaction.	Supported
H5	Interpersonal relationships have a significant and positive correlation with job satisfaction.	Supported
H6	Democratic management has a significant and positive correlation with job satisfaction.	Supported
H7	Humanistic care has a significant and positive correlation with job satisfaction.	Supported

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study, based on the Two-Factor Theory, focused on the job satisfaction of employees at Taobao Company. Through the quantitative research methods using questionnaires, it delved into the impact of seven factors—job recognition, growth and development, work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care—on employees' job satisfaction, and drew the following main conclusions:

(1) Motivators have a significant impact on employees' job satisfaction

Job recognition, growth and development, as motivators, exert a notably positive influence on the job satisfaction of employees at Taobao Company. Job recognition reflects the extent to which employees' work achievements and values are acknowledged. When employees perceive a high level of job recognition, they experience a strong sense of accomplishment and fulfillment, thereby enhancing their job satisfaction. For instance, when employees receive public praise or rewards from superiors after completing important projects, it greatly stimulates their work enthusiasm and initiative, strengthening their identification with and loyalty to the job. Growth and development pertain to employees' personal career planning and future development prospects. If Taobao Company can provide employees with abundant training opportunities, clear promotion channels, and a broad career development platform, employees will recognize their growth potential within the enterprise, thus becoming full of anticipation and motivation for their work, and their job satisfaction will subsequently increase. This indicates that in the management process, Taobao Company should emphasize the application of motivators by strengthening job recognition and offering favorable growth and development opportunities to effectively enhance employees' job satisfaction.

(2) Hygiene factors play a crucial role in employees' job satisfaction

Work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care, as hygiene factors, also have a significant impact on the job satisfaction of employees at Taobao Company. A good work environment, encompassing a comfortable physical environment and a harmonious humanistic environment, can create a pleasant working atmosphere for employees, reducing work-related stress and discomfort and enabling them to focus more on their work, thereby improving job satisfaction. Reasonable salary and benefits serve as the basic livelihood guarantee for employees and a material reward for their work efforts. When the levels of salary and benefits meet employees' expectations and needs, they will feel a sense of fairness and satisfaction, which in turn enhances their job satisfaction. Harmonious interpersonal relationships facilitate communication and

collaboration among employees, reducing conflicts and contradictions in the workplace and fostering a united and friendly work team. This makes employees feel warmth and support at work, thereby strengthening their job satisfaction. Democratic management empowers employees to participate in enterprise decision-making and management, making them feel like an integral part of the enterprise and enhancing their sense of responsibility and belonging, which has a positive impact on job satisfaction. Humanistic care reflects the enterprise's concern and care for employees, paying attention to their physical and mental health as well as life needs, making employees feel the warmth and humanized management of the enterprise, and thus improving job satisfaction. Taobao Company needs to attach importance to the optimization and improvement of these hygiene factors to avoid employee dissatisfaction caused by their absence or inadequacy.

(3) A combination of factors jointly determines employees' job satisfaction

This study finds that the seven factors—job recognition, growth and development, work environment, salary and benefits, interpersonal relationships, democratic management, and humanistic care—do not exert an isolated impact on employees' job satisfaction but are interrelated and work together. The absence or inadequacy of any single factor may affect employees' job satisfaction, while the coordinated optimization of multiple factors can significantly enhance it. For example, even if the levels of salary and benefits are high, employees' job satisfaction may still be affected if the work environment is poor and interpersonal relationships are tense. Therefore, when striving to improve employees' job satisfaction, Taobao Company needs to take these factors into careful consideration and formulate comprehensive and systematic management strategies. It should optimize motivators and hygiene factors from multiple aspects to achieve an overall improvement in employees' job satisfaction, thereby promoting the stable development and continuous innovation of the enterprise.

5.2 Recommendation

5.2.1 Enhancing the Recognition and Sense of Value of Work Itself

(1) Establish a fair and reasonable promotion mechanism

Among the motivators, the factor of job recognition has a relatively significant impact on job satisfaction, indicating that employees at Taobao Company place great importance on the recognition, sense of value, and achievement derived from their work. A fair and reasonable promotion mechanism is an effective way to enhance job recognition. First and foremost, when creating a promotion mechanism, attention should be paid to strengthening its fairness and transparency through methods such as

establishing clear company regulations. In terms of setting up promotion channels, multiple different promotion paths should be established to ensure that various types of positions have corresponding avenues for advancement. This is particularly crucial for employees in after-sales service positions, whose job satisfaction is noticeably lower than that of other positions. It is essential to open up promotion channels for after-sales service positions to guarantee clear promotion paths for all types of jobs. During promotion assessments, Taobao Company can conduct comprehensive evaluations, primarily focusing on employees' business proficiency at work and combining multiple aspects of performance for promotion assessment. This approach can boost employees' work enthusiasm, strengthen their sense of participation in work, and enhance their recognition of their jobs. Additionally, it should be noted that employees with less than six months of work experience have the lowest satisfaction level with job recognition, suggesting issues with the career planning and promotion mechanism for newly hired employees. Therefore, for new employees, clear career plans and promotion paths should be formulated, and job responsibilities should be clarified. This will enable new employees to be enthusiastic about their post-employment work and have a clearer understanding of their work development, thereby improving their satisfaction with job recognition.

(2) Focus on employees' sense of work achievement

Motivators emphasize the intrinsic feelings that work brings to employees. Once hygiene factors are met, they only eliminate dissatisfaction and can retain employees in the short term. However, as the length of employment increases, employees will inevitably seek the fulfillment of a sense of work achievement. At this point, if motivators are not given due attention, employee job satisfaction will decline, leading to brain drain. Therefore, in response to employees' performance, Taobao Company can promptly provide spiritual and honorary rewards. During selection and assessment processes, reward certificates can be issued to outstanding employees, which can serve as evaluation criteria during performance assessments or promotions. For employees who perform exceptionally well at work, new tasks, including challenging ones, should be actively assigned. Moreover, a job rotation and transfer mechanism can be implemented, allowing employees to experience different jobs, enhancing their abilities while maintaining work enthusiasm and motivation. This enables employees to continuously gain a sense of achievement through work challenges, thereby improving their satisfaction with the work itself.

5.2.2 Improving the Employee Growth and Development Mechanism

(1) Establish a reasonable employee training and selection mechanism

Growth and development belong to the category of motivators, which are factors that can lead to a high level of employee satisfaction. These factors stem from the

intrinsic feelings employees gain from their work and are often the most overlooked. Employee training and selection, as the primary channels for employee growth and development, require attention. Establishing a reasonable and effective training and selection mechanism is not only beneficial for employees' self-growth, enabling them to unleash their potential and realize their self-worth, but also conducive to cultivating more forward-looking talents for the enterprise, thereby creating greater value for it (Wen, 2016). For the e-commerce industry, employee training is particularly crucial. As an emerging industry, e-commerce is in a stage of rapid development, requiring employees to keep pace with its growth and improve themselves. Additionally, the characteristics of the e-commerce industry necessitate keeping up with social and economic development and staying at the forefront of progress, making it even more imperative for employees to actively enhance themselves. When establishing a training mechanism, different training mechanisms should be developed for employees in different positions. For employees in marketing and operations positions, frequent training and assessments are necessary as these positions require constant adjustments in line with social and industry developments. For technical employees, a selection mechanism can be improved, with regular training and assessments conducted to implement a system of survival of the fittest. Training for employees in other positions can be carried out according to actual circumstances. Furthermore, employees with longer work tenures require more active training to grasp the latest development trends and, combined with their rich experience, enhance their sense of satisfaction and create greater value for the enterprise.

(2) Improve the employee career planning system

Employee career planning is a crucial factor in their personal growth and development. A well-established career planning system can provide employees with a clear career development path from the moment they join the company. For newly hired employees, Taobao Company can implement a flexible position system, using job rotation and other methods to allow employees to choose suitable positions based on their abilities and interests within the scope of their capabilities. Within the same category of positions, Taobao Company can also facilitate job transfers, enabling employees to take on new tasks and adjust their career directions at any time. For long-serving employees, Taobao Company can also facilitate job transfers through training and assessments, allowing them to be exposed to new positions while ensuring work quality. The company should attach greater importance to employees' growth and development and promptly evaluate the effectiveness of employee training and learning to ensure that employees can truly enhance their abilities through training. Additionally, training mechanisms should be planned based on employees' individual abilities and strengths to ensure that employees have sufficient space to fully demonstrate their personal capabilities. When formulating an employee career planning system, flexibility should be emphasized, and the system can be adjusted at any time according to employees' different development stages and work situations.

5.2.3 Creating a Favorable Work Environment

(1) Improve employee work facilities

The empirical results of this survey reveal that for Taobao Company, the work environment has a greater impact on job satisfaction than other factors. This indicates that, for the e-commerce industry, the work environment, which is often an overlooked factor, still exerts a significant influence on job satisfaction. The work environment encompasses both the physical environment, including various basic facilities at work, and the cultural environment, such as leisure and entertainment activities during employees' free time, and the company atmosphere. Regarding employee work facilities, improvements should be tailored to the actual conditions of different positions. For employees in the e-commerce industry, who generally need to use computers frequently, attention should be paid to the performance of work computers when equipping them, to avoid affecting work efficiency due to inadequate equipment. The convenience of employee commuting should also be taken into consideration. If the company is located in a relatively remote area, shuttle buses can be provided to transport employees to and from work. Additionally, emphasis should be placed on enhancing the office environment. Research has shown that prolonged exposure to a dark and oppressive environment can affect mood and subsequently impact work. Therefore, attention should also be paid to improving the office environment for employees not working at the headquarters. In today's society, where office workers generally experience high levels of mental stress, optimizing the office environment is conducive to enhancing employees' mental well-being and, consequently, their work efficiency. Furthermore, depending on the actual situation, some branch offices can be equipped with facilities such as pantries, snack rooms, and gyms to boost employee satisfaction.

(2) Focus on the balance between employees' work and personal lives

Employee loyalty to a company stems not only from material conditions but also from spiritual aspects. Providing timely care for employees' personal lives, respecting them, and meeting their spiritual needs are also crucial. The rapid development of the e-commerce industry inevitably requires employees to maintain a fast work pace, remaining constantly alert and sensitive, thus resulting in significant work pressure. This is particularly true for employees in marketing positions, whose job nature involves communicating with various clients and dealing with performance pressures, which can easily lead to substantial psychological stress. Therefore, it is essential to pay attention to employees' lives and spiritual well-being outside of work. Companies should focus on balancing employees' work hours, emphasizing the improvement of work efficiency, and eliminating ineffective overtime. They can also show appropriate concern for employees' personal lives and actively assist them in resolving difficulties they may encounter in certain areas. Creating a humanized corporate atmosphere enables employees to treat customers in a friendly and equal manner, providing

customers with a positive experience and thereby enhancing employee job satisfaction.

5.2.4 Establishing a Reasonable Compensation System

(1) Adjust the existing compensation incentive mechanism

The empirical results indicate that motivators and hygiene factors have an equivalent impact on job satisfaction, and salary, as a crucial element among hygiene factors, warrants attention. Hygiene factors are factors that eliminate employee dissatisfaction. If they are not met or if the level of satisfaction is low, they will directly affect employees' work efficiency and are highly likely to induce a tendency to leave the company. The compensation incentive mechanism is of great importance to a company. A fair and reasonable compensation system can not only attract more outstanding talents but also retain existing ones. According to regression analysis, for the Taobao Company, the factor of salary and benefits has a very significant positive impact on job satisfaction. Difference analysis reveals that income level has significant differences in terms of motivators and hygiene factors, but overall, it is positively correlated. In other words, salary level directly affects employees' satisfaction with various aspects of their work. Among Taobao Company's employees, the number of those with a salary below 4,000 yuan is relatively small, indicating that the overall income level at Taobao Company is fairly good. However, there is a relatively large gap in income levels among employees, suggesting that Taobao Company's current compensation system still has certain issues, and the low-income group requires attention. When formulating incentive mechanisms, different incentive mechanisms can be implemented based on different positions and work hours. Generally, in the e-commerce industry, the low-income group mainly consists of employees in after-sales service positions. Employees in these positions often have irregular working hours, especially customer service personnel who generally work longer hours. Therefore, a reasonable overtime pay system can be established for employees in these positions. Additionally, performance-based rewards can be implemented according to the number of orders processed by employees, with different assessment mechanisms for different positions to ensure that employees feel that their workload matches their income. For the company's technical backbones and management personnel, equity incentives can be adopted to enhance their sense of responsibility and retain talent.

(2) Improve relevant welfare systems

In addition to salaries, various welfare benefits are also an important part of the compensation system. Nowadays, many companies have started to pay attention to welfare benefits, especially in emerging industries such as the internet and e-commerce, where welfare systems still need further improvement. During holidays,

gifts can be distributed to employees or activities can be organized to allow them to feel the festive atmosphere. Regarding the distribution of holiday gifts, differentiated gift settings can be adopted. On the premise of ensuring the same price range, different types of gifts can be given to employees of different ages. For married employees, practical household items can be provided, while for young single employees, gifts that align with young people's hobbies can be given. Furthermore, the leave system can be made more humanized, with sick leave and personal leave granted according to employees' actual situations. Employees who need to work overtime urgently due to team projects can be allowed to take compensatory leave after the phased completion of their work. Additionally, various insurance and other safeguards for employees need to be improved, especially for some customer service positions, where attention should also be paid to basic living security. Improving the welfare system helps enhance employees' sense of happiness at work and boost job satisfaction.

5.2.5 Improving the Internal Communication Mechanism within the Enterprise

(1) Enhance leadership skills and establish effective communication relationships

Generally, communication between employees is relatively smooth, but issues are more likely to arise in communication between employees and their superiors. As leaders, they play a crucial role in the enterprise and the team, and their management style directly impacts the overall work performance of the enterprise. In today's society, traditional leadership methods can no longer keep pace with social development. It was necessary to adopt more humanized management approaches that keep pace with the times, emphasizing two-way communication between managers and employees and paying attention to employees' timely feedback (Yang et al., 2024). In the e-commerce industry, employees are predominantly young people who prefer to have autonomy in their work and are more inclined towards challenging tasks. Therefore, leaders can take the initiative to solicit employees' opinions, establish corresponding feedback and accountability mechanisms, promptly grasp employees' work situations, provide timely work guidance based on employee feedback, and make timely work adjustments and arrangements to offer work support to employees. Additionally, it is essential to strengthen internal communication among employees in different positions and with varying work tenures. Enhancing communication between employees from different departments is conducive to cultivating a harmonious and united corporate atmosphere, facilitating cross-departmental work exchanges and cooperation, creating favorable interpersonal relationships, and improving employee satisfaction.

(2) Establish a positive organizational atmosphere

Encourage active employee participation. A positive organizational atmosphere requires the joint efforts of all employees. Actively encourage employees to participate in the organization and be involved in some decision-making processes. Nowadays, employee participation in enterprises is mostly superficial and lacks actual effectiveness. Therefore, it is important to ensure that employees are genuinely involved in organizational decision-making. Moreover, setting clear and unified goals is crucial. Clear goals can enhance cohesion among employees and improve organizational efficiency. For new employees, they can actively seek help from experienced colleagues and promptly consult them on work-related difficulties to strengthen communication and connections among employees. Additionally, a mentorship system can be established, where experienced employees guide new employees to quickly familiarize themselves with their work and impart their experience. This not only enhances communication among employees but also helps new employees adapt to their new jobs quickly and improve work efficiency. Employees should pay attention to strengthening communication and collaboration since many work tasks require teamwork to complete. Therefore, it is important to enhance communication and cooperation with colleagues to jointly achieve work goals. For a large conglomerate like Taobao Company, it is crucial to ensure good communication between various branches and business divisions. Organizing more cross-company and cross-departmental activities can increase interactions between different teams and improve team communication. A positive organizational atmosphere not only enhances organizational work efficiency but also, in the context of the e-commerce industry, affects communication between employees and customers. A positive organizational atmosphere is also conducive to building a sound service system, improving customer satisfaction, and thereby enhancing employee satisfaction.

5.3 Further Study

Although this study has conducted a relatively in-depth exploration of the factors influencing the job satisfaction of employees at Taobao Company based on the Two-Factor Theory and achieved some valuable results, it still has certain limitations due to factors such as research conditions and methods. Future research can be carried out on the following aspects.

This study only selected employees from Taobao Company as the survey subjects, and the limitation of the sample may affect the universality and applicability of the research results. The e-commerce industry is developing rapidly and is highly competitive, with differences in management models and corporate cultures among e-commerce enterprises of different scales and business types. These differences may have varying effects on the factors influencing employee job satisfaction. Therefore, future research can expand the sample scope to include employees from more different types and scales of e-commerce enterprises, and even extend the research

scope to the entire service industry or other industries. Through comparative analysis, a more comprehensive and in-depth understanding of the commonalities and differences in the factors influencing employee job satisfaction in different industries and corporate environments can be obtained, providing a more universally applicable reference for enterprise management.

Although this study analyzed the independent impacts of various factors on employee job satisfaction, in actual work scenarios, there are often complex interactions among these factors. For example, a good work environment may enhance the positive impact of job recognition on employee job satisfaction; reasonable interpersonal relationships may improve the incentive effect of salary and benefits on employee satisfaction. Future research can further delve into the interaction mechanisms among these factors. By constructing more complex models and using more advanced statistical analysis methods, such as moderation effect analysis and mediation effect analysis in structural equation modeling, it can reveal how these factors interact and jointly affect employee job satisfaction, thus providing theoretical support for enterprises to formulate more precise and effective management strategies.

Employee job satisfaction is not static; it changes dynamically with factors such as time, the enterprise's development stage, and the employee's personal career development stage. This study mainly analyzed data from a specific point in time and did not fully consider this dynamic change. Future research can adopt a longitudinal research design, conducting multiple follow-up surveys on the same group of employees at different time points, collecting data, and analyzing the trends of changes in employee job satisfaction and its influencing factors over time. At the same time, it can also combine the characteristics of different enterprise development stages (such as the start-up phase, growth phase, and maturity phase) and employees' personal career development stages (such as the initial entry phase, growth phase, and maturity phase) to deeply explore the changing patterns of the factors influencing employee job satisfaction at different stages, providing scientific evidence for enterprises to formulate targeted management measures according to the characteristics of different stages.

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Appendix

Employee Job Satisfaction in Taobao Company

Dear Sir/Madam,

Hello! Thank you very much for taking the time to fill out this questionnaire. This questionnaire is an academic survey aimed at studying the influencing factors of job satisfaction among employees in e-commerce enterprises. This questionnaire is filled out anonymously, and we promise that all information and content you provide will be kept strictly confidential and used solely for academic research purposes. Please feel free to fill it out, and we appreciate your active support and participation. Wishing you a pleasant life!

Questionnaire Instructions:

This questionnaire consists of three parts: personal basic information, job satisfaction status, and a scale on factors affecting job satisfaction.

This questionnaire primarily consists of multiple-choice questions. Please select the option that best aligns with your true thoughts based on the question content and requirements.

This questionnaire is anonymous, so please feel free to fill it out and ensure that the information you provide is truthful to facilitate accurate statistics.

Part 1: Personal Information Statistics

1. Your gender:

- A. Male
- B. Female

2. Your age:

- A. 20-30
- B. 31-40
- C. 41-50
- D. Over 50

3. Your educational background:

- A. Junior college or below
- B. Bachelor's degree
- C. Master's degree
- D. Doctoral degree

4. Your marital status:

- A. Married
- B. Unmarried

5. Your tenure at the company:

- A. Within 6 months

- B. 6 months - 3 years
 - C. 3 years - 10 years
 - D. Over 10 years
6. Your job position belongs to:
- A. Technical positions (design, development, testing, maintenance, data, project management, etc.)
 - B. Operational positions (operations, customer service, editing, copywriting, promotion, etc.)
 - C. Marketing and sales positions (sales, business, planning, marketing, public relations, etc.)
 - D. Functional positions (human resources, finance, administration, legal affairs, etc.)
 - E. After-sales service positions
 - F. Other positions
7. Your after-tax monthly income is:
- A. 4,000 yuan or below
 - B. 4,001-6,000 yuan
 - C. 6,001-8,000 yuan
 - D. Above 8,000 yuan

Part 2: Job Satisfaction Status Survey

Please ask yourself: How satisfied am I with these aspects of my job? Each question will have five options:

- (1) Very Dissatisfied - 1: I am very dissatisfied with these aspects of my job.
- (2) Dissatisfied - 2: I am dissatisfied with these aspects of my job.
- (3) Uncertain - 3: I cannot decide whether I am satisfied with these aspects of my job.
- (4) Satisfied - 4: I am satisfied with these aspects of my job.
- (5) Very Satisfied - 5: I am very satisfied with these aspects of my job.

Please select the corresponding option based on your true feelings.

NO.	Question	1	2	3	4	5
1	How satisfied are you with the sense of accomplishment you derive from your work?	1	2	3	4	5
2	How satisfied are you with the opportunity to be exposed to different things at work?	1	2	3	4	5
3	How satisfied are you with the opportunity to play an important role in the team?	1	2	3	4	5
4	How satisfied are you with the opportunities for self-expression at work?	1	2	3	4	5
5	How satisfied are you with the current match between your workload and income?	1	2	3	4	5
6	How satisfied are you with the company's policy implementation methods?	1	2	3	4	5

7	How satisfied are you with the way your supervisor treats you?	1	2	3	4	5
8	How satisfied are you with your current workload?	1	2	3	4	5
9	How satisfied are you with the opportunities for promotion at work?	1	2	3	4	5
10	How satisfied are you with the company atmosphere?	1	2	3	4	5

Part 3: Work Influencing Factors Survey

Each question below has five options:

- (1) Very Dissatisfied - 1: I am very dissatisfied with these aspects of my job.
- (2) Dissatisfied - 2: I am dissatisfied with these aspects of my job.
- (3) Uncertain - 3: I cannot decide whether I am satisfied with these aspects of my job.
- (4) Satisfied - 4: I am satisfied with these aspects of my job.
- (5) Very Satisfied - 5: I am very satisfied with these aspects of my job.

Please select only one answer for each question.

Please try to avoid selecting the "Uncertain" option. Your answers have no right or wrong, so please answer based on your first impression as much as possible.

NO.	Question	1	2	3	4	5
11	My job requires creative thinking and is competitive and challenging.	1	2	3	4	5
12	My working hours are relatively regular, and I can leave work on time, which basically does not affect my personal life.	1	2	3	4	5
13	My job responsibilities are very clear.	1	2	3	4	5
14	My job content and nature are basically consistent with my personal interests.	1	2	3	4	5
15	My workload is reasonable and does not cause me too much pressure.	1	2	3	4	5
16	This job makes me feel that I am very important to the company.	1	2	3	4	5
17	The current workload matches the salary.	1	2	3	4	5
18	The company conducts fair and reasonable performance evaluations based on my work performance.	1	2	3	4	5
19	The medical and pension insurance provided by the company offer me sufficient protection.	1	2	3	4	5
20	The company provides many learning and training opportunities.	1	2	3	4	5
21	The company's promotion and selection system is fair and reasonable.	1	2	3	4	5
22	The company's salary and benefits are competitive in the industry.	1	2	3	4	5
23	I have a clear understanding of the company's salary	1	2	3	4	5

	calculation method.					
24	I believe that if the company performs well, I will definitely receive a salary increase.	1	2	3	4	5
25	The company places great emphasis on employee growth and development.	1	2	3	4	5
26	During my tenure, my work abilities and qualities have significantly improved.	1	2	3	4	5
27	My personal abilities and specialties have been fully utilized, and I also have opportunities to demonstrate leadership skills.	1	2	3	4	5
28	The company provides me with a clear career development plan.	1	2	3	4	5
29	The office environment is clean and comfortable.	1	2	3	4	5
30	The company's dining environment is clean.	1	2	3	4	5
31	The hardware and software equipment provided by the company meets work requirements.	1	2	3	4	5
32	There are recreational facilities within the enterprise.	1	2	3	4	5
33	The enterprise is located in an area with complete transportation facilities.	1	2	3	4	5
34	The enterprise has well-established systems and a strong cultural atmosphere.	1	2	3	4	5
35	In my team, colleagues have a sense of collective honor and strong teamwork awareness.	1	2	3	4	5
36	My superiors and colleagues and I often share new ideas and work methods, and our work cooperation is very coordinated.	1	2	3	4	5
37	The relationships among colleagues at work are harmonious, and the internal interpersonal relationships are relatively pure and harmonious.	1	2	3	4	5
38	The communication channels within my team are smooth and diverse.	1	2	3	4	5
39	Communication and collaboration between my team and other teams are very effective.	1	2	3	4	5
40	Our team has clear goals.	1	2	3	4	5
41	I have the opportunity to understand and participate in discussions about important company matters.	1	2	3	4	5
42	The company holds a well-regulated annual staff (representative) meeting.	1	2	3	4	5
43	I can autonomously decide how to complete my work.	1	2	3	4	5
44	The company makes daily work public, allowing employees to understand the unit's situation.	1	2	3	4	5
45	The company cares for and assists sick and troubled employees and shows concern for important family matters of employees.	1	2	3	4	5
46	The company frequently organizes various cultural and sports	1	2	3	4	5

	entertainment activities, which make me feel relaxed.					
47	Leaders answer my work-related questions and provide appropriate guidance and suggestions.	1	2	3	4	5

