



Analysis of the Influencing Factors of Employee Job Satisfaction in Private Enterprises and Promotion Strategies

- Take Company A as an Example

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Abstract. This paper makes an in-depth analysis of several dimensions of job satisfaction of employees in private enterprises. Firstly, this paper studies and analyzes the internal relationship between corporate culture satisfaction, performance reward satisfaction, salary satisfaction, promotion satisfaction, organizational atmosphere satisfaction and job satisfaction. Employees' job satisfaction is the key to ensure their work attitude and promote the healthy growth of enterprises. Employees' job satisfaction directly affects their work attitude. Based on the empirical research on the job satisfaction of employees in private enterprises, this paper deeply analyzes the influencing factors of employee job satisfaction, and helps the healthy and harmonious development of private enterprises. This paper uses the questionnaire survey method to conduct a questionnaire survey on all the employees of the case company A, and measures the employee's job satisfaction level. Through the analysis of the relationship between the five dimensions of corporate culture satisfaction, performance reward satisfaction, salary satisfaction, promotion satisfaction, and organizational atmosphere satisfaction and employee job satisfaction. The study found that the pursuit of innovative spirit, performance reward satisfaction and salary satisfaction in corporate culture satisfaction can significantly affect the job satisfaction of employees, while promotion satisfaction and organizational atmosphere satisfaction can not significantly affect the job satisfaction of employees.

Keywords: Private enterprise employees; Job satisfaction; influencing factors

1 Introduction

In recent years, job satisfaction, as one of the key factors affecting employees' job performance, has attracted the attention of academia. However, at present, most of the research on employee satisfaction at home and abroad focuses on public institutions or state-owned enterprises, and there are relatively few studies on private enterprise employees. However, in the whole society, the number of private enterprises is huge,

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which has a significant impact on the growth of the national economy and the harmonious development of society. Therefore, it is necessary to study the job satisfaction of private enterprise employees. Employee job satisfaction is not only directly related to the work motivation and efficiency of employees, but also indirectly affects the stable growth of enterprises and the competitiveness of the industry. The case enterprise A in this paper is a private oil service enterprise in Sichuan Province, and the oil industry is a pillar industry in China. Taking private oil service company A as an example, this paper deeply discusses the factors affecting employee satisfaction in private enterprises, which has important theoretical and practical value in improving enterprise performance and stimulating employees' work motivation.

2 Literature Review

Job satisfaction is defined as a pleasant emotional state that results from self-evaluation of a job or work experience [1]. Job satisfaction can reflect a person's thoughts and feelings about his or her job or working environment, and is an inner state expressed through the cognition of his or her work experience [2]. Locke E A believed that job satisfaction would be affected by factors such as the job itself, the workplace, working hours, promotion opportunities and fairness, interpersonal relationships (superiors, colleagues, customers), and personal values [3]. HuaRay believes that high-quality recruitment, proper training and development, clear objectives and evaluation criteria, personalized feedback and fair reward mechanisms, fair and reasonable compensation and benefits packages, employee value and incentive mechanisms can enhance employee job satisfaction and organizational performance [4]. Xu Jianhua believes that the experience of mental balance, emotional commitment, income satisfaction compared with the same unit, satisfaction with government work, and target value experience have the most prominent impact on job satisfaction [5]. Peng Liping et al. believe that overall job satisfaction is mainly affected by work intensity, practice environment, personal development, hospital management, social status, salary, job title and colleague relationship [6]. Xiang Jun believes that income and income satisfaction are important factors affecting job satisfaction [7]. Tu Shuying et al. believe that salary and welfare, assessment system, working environment, personnel relations, career development, and organizational management all have a positive impact on job satisfaction [8]. In general, there are some differences in job satisfaction among different types of employees, and the influencing factors of employee satisfaction are also different. However, these research results rarely involve the analysis of the influencing factors of employee job satisfaction in private enterprises. Therefore, this paper conducts a questionnaire survey based on the job satisfaction of private enterprises, trying to explore this issue in depth.

3 Model Construction and Data Analysis

3.1 Questionnaire Design and Survey

In order to explore the influencing factors of job satisfaction of employees in private enterprises, this paper refers to the 'job satisfaction questionnaire' compiled by Specter [9] to design the questionnaire. The first part is demographic information. The second part uses the Likert five-measure scale to investigate job satisfaction. The employees of private enterprises are the subjects of the survey. The survey was officially carried out from June to August 2023, and a total of 124 valid questionnaires were collected. In the survey sample, 62 people aged 18-30 years old, accounting for 50.01 %, 35 people aged 31-40 years old, accounting for 28.28 %, 20 people aged 41-50 years old, accounting for 16.12 %, 7 people aged 50 years old and above, accounting for 5.65 %. According to the survey sample, the proportion of people under 30 years old in the private small and medium-sized petroleum enterprise is the highest, indicating that the case enterprise as a whole is young and dynamic.

3.2 Reliability Test of the Questionnaire

Reliability Test.

After Cronbach 's alpha test, it was found that the scale had high internal consistency. The Cronbach 's alpha coefficient of the variables in the scale was 0.710, indicating that the scale had good reliability and could continue to be studied.

Validity Test.

Through the KMO and Bartlett sphericity test of the scale, the overall KMO value of the questionnaire was 0.737, and $P < 0.05$. It shows that the scale has certain validity and is more sufficient for in-depth analysis.

3.3 Correlation Analysis

Through correlation analysis, it was found that corporate culture satisfaction ($r = -0.302^{**}$, $P < 0.01$), performance reward satisfaction ($r = 0.497^{**}$, $P < 0.01$), salary satisfaction ($r = 0.448^{**}$, $P < 0.01$), organizational climate satisfaction ($r = 0.308^{**}$, $P < 0.01$) were significantly correlated with job satisfaction, and only promotion satisfaction ($r = 0.473^{**}$, $P > 0.05$), and there was no significant correlation with job satisfaction.

3.4 Single Factor Analysis

Single factor analysis is to compare the difference of the impact of different types of variables on employee satisfaction through Chi-square test to screen indicators as independent variables for regression analysis.

Chi-square test found that only the pursuit of innovation spirit is recognized in the dimension of corporate culture satisfaction (Chi-square = 24.550a), $P < 0.05$, the performance evaluation degree of transparency in the performance reward satisfaction dimension (Chi-square = 41.711a), the performance system is fair and reasonable (Chi-square = 36.126a), the performance system encourages work enthusiasm (Chi-square = 56.344a), and the performance system encourages the improvement of work ability (Chi-square = 61.384a) $P < 0.05$. In the dimension of salary satisfaction, the incentive of salary (Chi-square = 38.515a), the satisfaction compared with friends (Chi-square = 26.932a), and the satisfaction compared with work (Chi-square = 30.168a) $P < 0.05$. In the dimension of promotion satisfaction, the promotion path is clear (chi-square = 24.247a) $P < 0.05$. In the dimension of work atmosphere satisfaction, only getting along well with colleagues (chi-square = 21.551a) $P < 0.05$. Therefore, in the next step of regression analysis, the variables that do not meet the requirements will be eliminated, and only the variables that pass the test will be retained.

3.5 Multiple Regression Analysis

Through the above single factor screening, the variables that meet the requirements are involved in the subsequent multivariate logistic regression analysis. The above variables will be used as independent variables and job satisfaction as dependent variables for multivariate logistic regression analysis. The results are as follows:

Table 1. Model fitting information and parallel line test.

	Model	-2 Logarithmic likelihood	Chi-square	df	P
Model fitting information	Intercept only	332.694	52.022	6	<0.01
	final	280.673			
Parallel line test a	null hypothesis	280.673	5.088 ^c	15	0.991
	routine	275.584 ^b			

Through Table 1, we can see the likelihood ratio test results of the final and model with only intercept terms, $P < 0.01$, indicating that the model is significant. Through the parallel line test, it can be seen that $P > 0.05$, indicating that the parallel line test is satisfied, and the results of multiple ordered logistics regression are effective.

Table 2. multivariate logistic regression analysis.

	B	S.E.	Wald	df	P value	95% Confidence Interval	
						Lower	Upper
Pursue the spirit of innovation	-.296	.153	3.758	1	0.017	-.595	.003
Performance rewards	1.104	.315	12.296	1	<0.01	.487	1.722

satisfaction							
Salary satisfaction	.738	.309	5.723	1	0.017	.133	1.343
Organizational atmosphere satisfaction	.408	.241	2.867	1	0.090	-.064	.881
Promotion satisfaction	-.593	.400	2.200	1	0.138	-1.377	.191

Through Table 2 multivariate logistic regression analysis. it can be seen that the pursuit of innovative spirit $P = 0.017 < 0.05$, indicating that the pursuit of innovative spirit can significantly affect employee job satisfaction. The more employees pursue the spirit of innovation, the lower the job satisfaction of employees. Performance reward satisfaction $P < 0.01$, indicating that performance reward satisfaction can significantly affect employee job satisfaction. The higher the satisfaction of performance reward, the higher the job satisfaction of employees. Salary satisfaction $P = 0.017 < 0.05$, indicating that salary satisfaction can significantly affect employee job satisfaction. The higher the salary satisfaction, the higher the employee 's job satisfaction. Organizational climate satisfaction $P = 0.09 > 0.05$, indicating that employees ' satisfaction with the organizational climate of the enterprise will not significantly affect employees ' job satisfaction. Promotion satisfaction $P = 0.138 > 0.05$, indicating that employees ' satisfaction with promotion will not significantly affect employees ' job satisfaction.

4 Conclusion

In this paper, the survey data of employee job satisfaction in private enterprises were used as the dependent variables, and the multiple linear regression analysis was carried out with corporate culture satisfaction, performance reward satisfaction, salary satisfaction, and organizational climate satisfaction as independent variables, and the multiple regression equation of employee job satisfaction in private enterprises was fitted. The study found that corporate culture satisfaction can significantly affect employees' job satisfaction. Satisfaction with performance rewards has a positive impact on employees' job satisfaction. Salary satisfaction can have a significant positive impact on employee job satisfaction. Therefore, private enterprises should give full play to their own advantages based on their own conditions, shape a positive culture, and improve the enterprise performance reward system and salary system, so as to improve employee satisfaction, improve organizational performance, and help enterprises develop better.

5 Suggestions

Organizational culture can help employees establish a sense of belonging, establish a good atmosphere of communication and cooperation is conducive to strengthening internal and external exchanges and cooperation, improve satisfaction, enterprises should regularly carry out team building, promote communication and cooperation, shape a positive corporate culture, improve employee satisfaction and corporate effi-

ciency. Enterprise performance appraisal system can not only motivate employees to work actively, clarify the direction of efforts, improve performance, but also optimize the allocation of human resources, so that outstanding people can get reasonable promotion and reward, enterprises should clarify specific and measurable assessment indicators, establish a fair and transparent assessment process, ensure the openness and fairness of the assessment, and timely feedback assessment results. The salary system can not only motivate employees to work actively, improve work efficiency and quality, but also enhance employees' loyalty to the enterprise, reduce the loss of talent, attract external talents to join, and enhance the competitiveness of enterprises.

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