

Original Research Article

Research on employee satisfaction of ruilihui glass technology co., ltd

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Abstract: The paper conducted a study on employee satisfaction of Chinese company Ruilihui Glass Technology Co., Ltd. The study used questionnaire survey method for data collection and conducted descriptive statistics, and correlation analysis using SPSS software. Two important findings were obtained through research: firstly, job content, work environment, compensation and benefits, and career development all have a positive impact on employee satisfaction. The second is that employees have a low evaluation of the company's job content, work environment, salary and benefits, mainly due to problems such as incomplete equipment, high work intensity, mismatch between skills and positions, and failure to pay wages on time. In response to the existing problems, the paper proposes strategies to reduce work intensity, reduce overtime, improve promotion systems and salary systems, etc., in order to enhance employee work enthusiasm, provide improvement directions and ideas for the company's stable development, and also provide reference for peers to carry out human resource management.

Keywords: employee satisfaction; compensation and benefits; job content; work environment; human resource management

1. Introduction

Since 1949, the path of China's industrial and economic development has been in an exploratory state. After more than 60 years of development, China's industrial economy has achieved great success, and its total economic output has become the world's second largest economy, playing a crucial role in the development of the world economy. In order to promote the development of China's industry, the Chinese government has introduced a series of related development policies in recent years. According to data released by the National Bureau of Statistics, in 2022, the operating income of industrial enterprises above designated size in China increased by 5.9% compared to the previous year. It is expected that the overall development of China's industry will maintain a growth trend in the future. The level of high-end, intelligent, green, and integrated development of China's industry will significantly improve, effectively supporting the basic stability of the proportion of industry, and further consolidating and enhancing its position and competitiveness in global industrial division of labor (Zhang, 2023) ^[1]. The development of industrial economy has further promoted the growth of China's economy. For industrial enterprises, human resources are a very important resource for the company. Employee satisfaction not only affects employee work efficiency, but also affects the company's business performance (Xu, 2016) ^[2]. How to improve employee satisfaction is a key issue that Chinese companies need to focus on. The paper takes Ruilihui Glass Technology Co., Ltd. as the research object, and takes employee satisfaction as the starting point to explore the problems of employee satisfaction in the company.

2. Literature review

2.1. Hierarchy of needs theory

In 1943, Maslow proposed the hierarchy of needs theory in his book "The Theory of Human Motivation", which believed that needs controlled human behavior and were divided into five levels, from low to high (Tang, 2021) ^[3,4]. Maslow believes that improving employee satisfaction must be done in order of the hierarchy of needs, from low to high. The fact shows that the order of these five hierarchy of needs is not fixed (Wu, 2014). This theory can be applied to the job satisfaction of employees in the company. The improvement of the level of needs satisfied by employees can to some extent enhance employee satisfaction. The company takes corresponding measures based on different levels of demand and employee satisfaction.

2.2. Expectancy theory

The expectancy theory was first proposed by American psychologist Victor H. Vroom in the mid-1960s. The expectancy theory consists of three main components: expectancy, reward value, and performance. This theory suggests that in order to achieve the best motivational effect, it is necessary to follow the process of "performance-based compensation and salary based incentives". From this transmission path, only by improving performance can employees receive corresponding compensation (Wu, 2013). In addition, employees are not only influenced by their behavior, but the value of rewards is also one of the factors that affect employee satisfaction. When there is a significant amount of material and spiritual value obtained from the enterprise or the outside world, the work efficiency of employees will improve, effectively motivating them to strive for their own goals. According to the theory of expectations, based on three types of relationships, in each stage, by strengthening management, increasing reward mechanisms, and improving employee work enthusiasm, in order to effectively achieve maximum incentive efficiency.

2.3. Fairness Theory

Fairness theory is a theory that studies whether the distribution of wages and remuneration is reasonable and fair. This theory was first proposed by American psychologist Adams in 1965. Fair distribution refers to the employee's perception of fairness in compensation, also known as fairness in outcomes (Wang, 2022)^[5]. Managers of enterprises should achieve fair distribution of internal resources, such as salary and promotion opportunities, while also taking into account the fairness of compensation between the company and other companies in the same industry. While achieving fairness in the employee distribution system, it will also improve employee satisfaction.

2.4. Employee satisfaction evaluation model

Based on the above theory, this study selected job content, work environment, compensation and benefits, career development, and employee satisfaction to construct an employee satisfaction evaluation model, as shown in **Figure 1**.

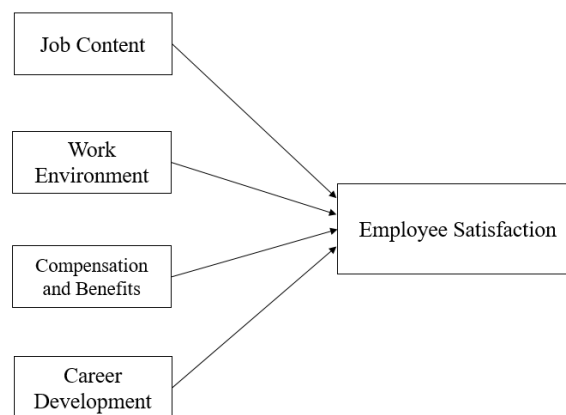


Figure 1. Model framework.

3. Methodology

This study conducted an online questionnaire survey on 72 employees of the company to collect data. The satisfaction level of the respondents with the question was extended from very dissatisfied to very satisfied, and they were assigned values of 1 point, 2 points, 3 points, 4 points, and 5 points, respectively (Li, 2021)^[6].

4. Research results

4.1. Reliability analysis and validity analysis

Reliability reflects the reliability of the questionnaire. It is generally believed that a Cronbach coefficient above 0.9 indicates excellent reliability of the scale, reaching an ideal level. The overall reliability of this questionnaire is 0.976, which is above 0.9, indicating good reliability of the questionnaire. As shown in Table 1.

Table 1. Reliability analysis.

Dimension	Number of questions	Cronbach's Alpha
Job content	3	0.883
Work environment	3	0.915
Compensation and benefits	4	0.924
Career development	3	0.910

The paper uses KMO Bartlett's test to analyze the validity of the questionnaire data. The KMO value of this questionnaire is 0.967, with a validity level greater than 0.9; The significance level of the Bartlett test value is 0.000, below the 1% significance level, indicating good overall validity of the questionnaire data and suitability for factor analysis. As shown in **Table 2**.

Table 2. Validity analysis.

KMO Measure of Sampling Adequacy		0.967
Bartlett's Test of Sphericity	Approximate Chi-Square	1134.061
	Degrees of Freedom	91
	Significance	0.000

4.2. Descriptive analysis

4.2.1. Ranking of job satisfaction in various dimensions

The questionnaire survey conducted by Ruilihui Glass Technology Co., Ltd. identified four dimensions of employee satisfaction. Among them, the overall average of employee satisfaction was 3.65, with career development being the highest with a score of 3.74 and job content being the second highest with a score of 3.67, both higher than the overall average. Work environment and compensation and benefits were ranked third and fourth, with averages of 3.65 and 3.62, respectively (see **Table 3**).

Table 3. Ranking of job satisfaction in various dimensions.

Dimensions	Mean Value	Ranking	Variance
Overall employee satisfaction	3.65	-	-
Career development	3.74	1	1.670
Job content	3.67	2	1.525
Work environment	3.65	3	1.326
Compensation and benefits	3.62	4	1.147

4.2.2. Descriptive analysis of employee job content

Table 4 shows that the average value of the job content dimension is 3.67, with the highest average score of 3.79 in terms of job responsibilities. Work intensity ranks second with a score of 3.76, both higher than the average job content. The lowest job skill score is 3.47, lower than the average job content, indicating that there are some employees whose skills do not match their positions and cannot fully utilize their abilities.

Table 4. Job content satisfaction statistics.

Item	Average
Job content	3.67
Are you satisfied with the intensity of your current position?	3.76
Are you satisfied with the level of skill performance in your current job?	3.47
Are you satisfied with the job responsibilities of your current position?	3.79

4.2.3. Descriptive analysis of employee work environment

Table 5 shows that the mean value of the work environment dimension is 3.65, with the highest average value in terms of overall environment, which is 3.74 points, indicating that the company's overall environment is good and full of vitality. However, the work schedule system and equipment completeness score is 3.60 points, which is lower than the average value of the work environment, indicating that the company has incomplete equipment, which to some extent affects employee work efficiency. The unreasonable work schedule system leads to insufficient rest time for employees, and even affects work efficiency the next day.

Table 5. Work environment satisfaction statistics.

Item	Average
work environment	3.65
Are you satisfied with the overall environment of the company	3.74
Are you satisfied with the completeness of work equipment	3.61
Are you satisfied with the current work schedule system	3.60

4.2.4. Descriptive analysis of employee compensation and benefits

Table 6 shows that the average score of the compensation and benefits dimension is 3.62, with the highest salary income score of 3.67. However, the average values of the salary system, timely payment of salary and benefits, benefits, and five insurances and one fund are 3.63, 3.58, and 3.60, respectively. Among them, the timely payment of salary and benefits score is lower than the average of salary and benefits, indicating that the company's salary system has problems.

Table 6. Satisfaction statistics of compensation and benefits.

Item	Average
Compensation and benefits	3.62
Are you satisfied with your salary income	3.67
Are you satisfied with the current salary system among employees at the same level	3.63
Are you satisfied with the timely payment of salary and benefits by the company	3.58
Are you satisfied with the benefits and five insurances and one fund currently provided by the company	3.60

4.2.5. Descriptive analysis of employee career development

Table 7 shows that the mean of career development dimension is 3.74, with the highest promotion opportunity score of 3.78. Skill mastery ranks second with an average of 3.74, and training time is the lowest with an average of 3.69, all of which are higher than overall employee satisfaction.

Table 7. Career development satisfaction statistics.

Item	Average
Career development	3.74
Are you satisfied with the promotion opportunities currently offered by the company	3.78
Are you satisfied with your current level of proficiency in skills	3.74
Are you satisfied with the training time provided by the company for employees	3.69

4.3. Correlation analysis

The paper used SPSS for correlation analysis to select four variables: job content, work environment, compensation and benefits, and career development. According to **Table 8**, the correlation coefficients between employee job content, work environment, compensation and benefits, career development, and employee satisfaction are 0.626, 0.577, 0.534, and 0.600, respectively, with significance levels reaching 0.01. There is a positive correlation between job content, work environment, compensation and benefits, career development, and employee satisfaction. The higher the job content, work environment, compensation and benefits, and career development, the higher the employee satisfaction.

Table 8. Correlation analysis.

	Job content	work environment	Compensation and benefits	Career development	Employee satisfaction
Job content	1				
work environment	0.676** 0.000	1			
Compensation and benefits	0.508** 0.000	0.542** 0.000	1		
Career development	0.524** 0.000	0.582** 0.000	0.559** 0.000	1	
Employee satisfaction	0.626** 0.000	0.577** 0.000	0.534** 0.000	0.600** 0.000	1
**. When the confidence level (double test) is 0.01, the correlation is significant.					

5. Conclusion

Through result analysis, two conclusions can be drawn: firstly, there is a positive correlation between job content, work environment, compensation and benefits, career development, and employee satisfaction. The higher the job content, work environment, compensation and benefits, and career development, the higher the employee satisfaction.

Secondly, the overall evaluation of employee satisfaction is not high. This study proposes improvement suggestions in three aspects: work skills, work schedule, and timeliness of salary and benefits distribution.

5.1. Improving the talent training mechanism

Through the internal personnel rotation system, employees can become more familiar with the company's workflow. While implementing the rotation system, it is necessary to increase the training time for employees, place suitable talents in appropriate positions, and establish a scientific and normalized talent flow mechanism.

5.2. Adopting a flexible work system

Based on the characteristics of various positions at Ruilihui Glass Technology Co., Ltd., the production department, finance department, quality control department, and R&D department can adopt an annual working hour system, with eight hours per day as the working hour, and an average working hour of 20.83 days per month, ensuring 2000 hours of working hours per year. They can freely choose other time periods to make up for the clock in times, better balancing life and work. The sales department, management department, and procurement department can adopt flexible work locations, allowing employees to have 2 days off the fixed premises per month. When the employee's performance exceeds the monthly standard, they can have 4 days off the fixed premises per month.

5.3. Improving the salary and benefits system

The company can draw on Maslow's hierarchy of needs theory to ensure fairness from five levels while meeting the different needs of employees. Ruilihui Glass Technology Co., Ltd. can provide employees with different forms and degrees of benefits based on their life and work characteristics. Provide housing provident fund for employees who need to purchase houses, and provide subsidies for employees with children.

About the author

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