

Influence of Employee Salary Satisfaction on Job Performance in Private Enterprises

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Abstract: China's economy has gradually entered a new normal, the development speed has gradually stabilized, private enterprises market competition behavior also suffered. In order to adapt to the new economic situation, private enterprises optimize the state of internal organization and management, encourage employees to always maintain a full mood at work, and promote the improvement of production efficiency of enterprises. For employees, the salary that meets their expectations can make employees feel satisfied emotionally, which will directly affect whether employees are enthusiastic about completing work tasks and affect the overall work efficiency. In the case of better and better salary, employees feel that their work value is fully recognized, not only actively participate in the task, but also give full play to their potential according to their own abilities, so as to obtain higher work returns. Based on this, the research object is salary satisfaction and job performance of employees in private enterprises. This paper analyzes and discusses the relationship between them. In this process, we understand the methods and ideas adopted by scholars in studying the two variables, and recognize the importance of engagement in them. During the study, engagement was cited as a mediating variable and its mediating role was verified. In addition, in order to verify the relationship between variables, the research hypothesis was proposed and a balanced relationship model was built, and relevant survey data was obtained by means of questionnaire survey. The data results were imported into SPSS software, and the hypotheses were verified through actual investigation and analysis. The results show that there is a significant positive correlation between employee satisfaction and job performance in private enterprises. Employee salary satisfaction and job performance are positively correlated with the mediating variable of job engagement. The mediating role of job engagement in studying pay satisfaction and job performance is obvious. According to the research results, this paper understands that if private enterprises want to stimulate the enthusiasm of employees, strengthen internal management, and achieve the goal of transformation and upgrading as soon as possible, they need to pay attention to employees' salary satisfaction and job engagement. Recognition of job engagement acts as a mediator. The use of various salary management systems to improve the employee's work engagement, thereby affecting the employee's satisfaction with wages, so as to achieve the purpose of improving production efficiency.

1. Research background

After the deepening of the reform and opening up policy, the number of private enterprises is increasing. In recent years, more and more talents no longer simply value the jobs of state-owned enterprises, and began to try to work in private enterprises, and private enterprises are also trying to adjust the talent management mechanism, hoping to create more opportunities for talents to play their own value. However, private enterprises do not pay enough attention to the reform of the management system, and focus more on expanding the scale of operation or business types, ignoring the importance of talent reserve. In the absence of an effective talent management mechanism, many talents working in private enterprises also have the problem of declining enthusiasm for work, which affects the sustainable development of private enterprises.

The General Secretary of the State leader mentioned that after the 21st century, the country needs a talent reserve if it wants to become rich and powerful. Enterprises in the market economy system to participate in the competition need to do a good job in talent reserve, so as to get the chance of long-term development. The higher the salary satisfaction is, the higher the employee believes that the salary provided by the enterprise is equal to his personal value. However, many employees are interfered by external factors such as the working environment in their work, and may not necessarily generate engagement for corporate jobs. By adjusting various management systems, private enterprises can improve employees' job engagement, improve employees' performance, accelerate their own transformation and upgrading, and better cater to the new development situation.

Based on this, discussing the basic situation of employees in private enterprises in terms of salary and performance, and understanding the relationship between them has become the focus of this research.

1.1. Research significance

1.1.1 Theoretical significance

At present, there are few researches on the relationship between salary and performance among scholars in the academic field. Therefore, this paper focuses on the two aspects. For researchers, this study can fill the existing research gap and broaden and expand the research field. Research on the relationship between employee salary satisfaction and job performance can provide theoretical support for organizational behavior, human resource management, labor economics and other disciplines. The research may have explored factors that affect pay satisfaction and job performance, such as pay level, performance evaluation, job content, etc. Based on these explorations, corresponding suggestions and improvement suggestions can also be put forward to help enterprises design effective compensation policies and performance management systems.

1.1.2 Practical significance

Employees work hard to complete the task in the enterprise, and therefore get the corresponding remuneration, showing that the needs of employees are not only guaranteed, but also represents the way to prove the value of employees in the enterprise by means of compensation. First of all, exploring the relationship between salary satisfaction and job performance in private enterprises is helpful for enterprises to better motivate employees and urge employees to correct their work attitude in normal work. Employees can complete work tasks quickly. Secondly, in the specific working atmosphere created by the enterprise, employees can have higher satisfaction and a sense of belonging to the enterprise. Finally, relevant research can help the government to better provide

relevant policies, regulations and guidance for private enterprises, and create a better development environment for enterprises.

2. Research summary of salary satisfaction

^[1]Yang Haotian (2019) introduced part of Heneman's multi-dimensional view in his research, believing that for college teachers, the reward emotion perceived by individuals in colleges and universities is their satisfaction, and when their overall salary is close to, in line with or even exceeding expectations, this satisfaction will be relatively high. On the contrary, if the total salary obtained in colleges and universities differs greatly from the expectation, the satisfaction degree will be relatively low.

^[2] Fang Zemin (2020) mainly discussed the measurement results of salary satisfaction of employees in state-owned enterprises. During the study, it was found that satisfaction was a first-level evaluation index. According to the index, an evaluation system of satisfaction was built by subdividing different dimensions, and the evaluation index was subdivided from various perspectives such as fairness, system, welfare, and training. The company can then set corresponding secondary indicators and more detailed tertiary indicators.

2.1 Review of work performance

^[3]Zhang Jingjing (2020) proposed that after employees complete work in accordance with clear organizational goals and working time requirements, they will get effective work results, which can be defined as work performance. Scholars who hold the view of synthesis usually combine the view of behavior theory with that of result theory. For example, ^[4]Brumbrach (1988) believes that work performance cannot be fully expressed, no matter the various behavior activities in the work process or the final work results obtained. In the case that all work behaviors of employees are aimed at achieving work goals, only by combining work behaviors and work results can the employees' work performance be fully displayed.

2.2 Review of research on job engagement

^[5]Khan (2022) put forward his views on the concept of engagement in his research, and believed that employees in different jobs have differences in work endurance and work cognition, and at the same time, their emotions also have certain differences, which will affect employees' specific work performance. When employees attach importance to work emotion and work cognition, they will show higher engagement, give full play to their personal value in the job, and have better adaptability to work. ^[6]Maisyuri and Ariyanto (2021) argue that job engagement is mainly influenced by human emotions. ^[7] Bian Jilan et al. (2022) believe that the most basic content of employee engagement is employees' sense of belonging to the organization. The stronger the sense of belonging, the more employees recognize their own work.

2.3 Review on the relationship between salary satisfaction, job performance and intermediary variables

^[8] In his research on employees in construction enterprises, Lukeshi (2020) indicated that there was a significant positive correlation between job performance and salary. Moreover, employees' emotions at work will affect the relationship between them. After employees in construction enterprises get satisfactory salary, they will recognize their own work, and transform such satisfactory experience into personal motivation, which will promote their work efficiency. ^[9] Yang

Xueqin's (2023) research views are consistent with those of the above scholars. In order to make employees more active at work in private enterprises, corresponding incentive measures can be taken, fair and open salary management mechanisms can be established to prove the value of employees, pay gaps can be effectively addressed, and salary and welfare policies can be communicated transparently and openly.

3. Data collection

The data were imported into the software system using EXCEL software and SPSS software, and the corresponding data analysis options were selected to obtain the data analysis results.

4. Reliability and validity analysis

4.1 Reliability analysis

After the completion of the survey, the questionnaires were collected and the results were sorted out to eliminate the incomplete questionnaires and the answers with strong subjective concepts in the survey. The filtered data is coded and sorted into excel software, which is convenient for subsequent data sorting and statistics by software.

Questionnaire reliability means that the results of the same respondent filling out the same question at different times and situations should be the same. If the reliability of the questionnaire is high, it means that the questionnaire can accurately measure the views, attitudes and behaviors of the respondents, so as to draw scientific and reliable conclusions. Questionnaire validity analysis refers to the process of testing the validity of a questionnaire. The validity of the questionnaire refers to the consistency and correlation between the measurement results of the questionnaire and the actual situation of the respondents, that is, whether the questionnaire can accurately evaluate the real situation of the respondents. If the questionnaire has a high validity, it indicates that the questionnaire has a high measurement accuracy and can reflect the actual situation of the respondents, so that scientific and reasonable conclusions can be drawn.

Commonly used statistical methods for reliability analysis: (1) Internal consistency reliability analysis: Cronbach's alpha coefficient is used to measure the consistency of the test, which is usually applicable to the case of a large number of test questions. (2) Retest method: By measuring the same subjects twice or more, calculating the correlation coefficient between them to evaluate the reliability of the measurement tool. (3) Cutting half method: The measuring tool is divided into two parts, and the reliability of the measuring tool is evaluated by calculating the correlation coefficient between the two parts. (4) Multi-tool comparison method: covariance or correlation coefficient is used to measure the correlation between multiple measurement tools to assess their reliability. These methods are only some commonly used statistical methods in reliability analysis, but the choice of specific methods should be considered according to the purpose of research and the characteristics of measurement tools.

Cronbach's alpha coefficient method is a statistical method commonly used to measure the internal consistency reliability of a test or questionnaire. This method, named after its creator, Cronbach, is derived by calculating the average of the components of a test in which each question is uniquely related to all the others. The Cronbach Alpha coefficient ranges from 0 to 1 and is usually interpreted in the following ways: $\alpha < 0.7$ indicates low reliability and inaccurate test classification; $0.7 \leq \alpha < 0.8$: the reliability is general, the test classification is generally accurate; $0.8 \leq \alpha < 0.9$: high reliability, more accurate test classification; $\alpha \geq 0.9$: high reliability, test classification is very accurate. It should be noted that the Cronbach Alpha coefficient depends not only on the number and relevance of questions, but also on subjective judgment and the

characteristics of the measurement tool itself. Therefore, these factors should be fully considered in the reliability analysis.

Table 1 shows the reliability measurement results of the salary satisfaction scale. It can be seen from the data in the table that the Cronbach's Alpha coefficient of the scale is 0.997, which is infinitely close to 1, which means that the reliability of the questionnaire scale is very good, with high reliability and high consistency of various questions in the scale.

Table 1: Results of salary satisfaction reliability measurement

Cronbach's Alpha	Number of terms
.997	18

Table 2 shows the measurement results of scale reliability of job performance. It is clear from the data in the table that the Cronbach's Alpha coefficient of the scale is 0.982, which is close to 1, which means that the questionnaire has high reliability, high reliability and high consistency of the questions in the scale.

Table 2: Measurement results of job performance reliability

Cronbach's Alpha	Number of terms
.982	11

Table 3 shows the scale reliability measurement results of job engagement. It can be seen from the data in the table that the Cronbach's Alpha coefficient of the scale is 0.968, which is infinitely close to 1, which means that the questionnaire scale has high reliability, high reliability, and high consistency of various questions in the scale.

Table 3: Measurement results of job engagement reliability

Cronbach's Alpha	Number of terms
.968	17

4.2 Validity analysis

The validity of the questionnaire refers to the degree to which the measurement tool (questionnaire) can accurately and comprehensively measure the concept or variable to be measured. It is an important indicator to evaluate the quality and effectiveness of measurement tools. Common questionnaire validity includes: (1) Internal consistency validity: It is used to measure the correlation or consistency between various questions in the questionnaire. Common statistical methods include Cronbach's alpha coefficient. The questionnaires used this time refer to the research results of scholars before design, and the questions in the salary satisfaction scale, engagement scale and job performance scale have been tested by empirical studies of many scholars, and are widely used by many enterprises in the industry, which can ensure the content validity of the scale. (2) Construct validity: It is used to evaluate whether the questionnaire can accurately measure the specific concept or variable to be measured. Commonly used methods include factor analysis, confirmatory factor analysis and so on. In order to ensure the validity of the questionnaire, it is usually necessary to combine a variety of validity analysis methods for comprehensive evaluation. In addition, researchers need to select appropriate validity analysis methods according to specific research purposes and measured variables, and conduct reasonable sample selection and data analysis. The structural validity of salary satisfaction scale, engagement scale and job performance scale will be tested by factor analysis method. Before factor analysis, KMO test and Bartlett test were used to analyze whether there was a correlation between the variables in the analysis scale. If the test result of KM is above 0.5 and the significance of Bartlett test is less than 0.05, the factor analysis can be entered.

Table 4: Results of salary satisfaction KMO and Bartlett tests

KMO sample appropriateness measure		0.750
Bartlett sphericity test	Approximate chi square	835.235
	free degree	153
	significance	0.000

Table 5: Results of work engagement KMO and Bartlett tests

KMO sample appropriateness measure		0.801
Bartlett sphericity test	Approximate chi square	436.929
	free degree	136
	significance	0.000

Table 6: Job Performance KMO and Bartlett test results

KMO sample appropriateness measure		0.819
Bartlett sphericity test	Approximate chi square	573.807
	free degree	55
	significance	0.000

It can be seen from the information in Table 4 to Table 6 that the KMO values of the three questionnaires were all above 0.7 and the significance level was 0.000. Factor analysis was continued for the scale.

Table 7: Composition analysis of compensation satisfaction factors

Question item	ingredient			
	1	2	3	4
1	0.629			
2	0.569			
3	0.514			
4	0.69			
5		0.597		
6		0.773		
7		0.704		
8		0.566		
9			0.657	
10			0.561	
11			0.692	
12			0.57	
13				0.529
14				0.566
15				0.538
16				0.6
17				0.687
18				0.606

It can be seen from the data in Table 7 that according to the principle that the eigenvalue is greater than 1, the employee salary satisfaction scale is mainly composed of four factors, which is

completely consistent with the four dimensions divided in the design of the scale.

Table 8: Analysis of job performance factors

Question item	ingredient	
	1	2
1	0.569	
2	0.744	
3	0.598	
4	0.777	
5	0.653	
6		0.678
7		0.740
8		0.582
9		0.822
10		0.640
11		0.654

The data results in Table 8 show that the structural validity of the job performance scale is tested. The data results in the table show that the structural validity of the job performance scale is very high, each item can explain the variable well, and the two principal components in factor analysis are consistent with the idea of dividing the scale into two dimensions in the design.

Table 9: Analysis of job engagement factors

Question item	ingredient		
	1	2	3
1	0.631		
2	0.570		
3	0.525		
4	0.701		
5	0.608		
6	0.784		
7		0.715	
8		0.577	
9		0.603	
10		0.581	
11		0.531	
12		0.577	
13			0.610
14			0.698
15			0.617
16			0.582
17			0.613

The data results in Table 9 show that the structural validity of the job engagement scale is tested, and the data results in the table show that the structural validity of the job engagement scale is very high, each item can explain the variable well, and the three principal components in factor analysis are consistent with the idea of three dimensions in the scale design.

5. Research conclusions

According to the above research, it is clear that the current employee management of private enterprises can start from the aspects of salary and performance, and adjust the salary structure to improve the satisfaction of employees and make them more engaged in work. At this time, employees can feel more obvious work value and obtain more and more work identity. In the research process, engagement is used as the intermediary variable, and the balance relationship model of salary satisfaction, job performance and engagement is constructed, and the research hypothesis is proposed. After obtaining empirical data through questionnaire survey, correlation analysis and regression analysis were carried out to explore the relationship between variables, and the mediating effect of engagement was also tested. In general, this paper draws the following conclusions:

(1) A comprehensive analysis of the data of employees in 8 private enterprises shows that gender, marital status, working hours, job position and education background are all factors that influence the satisfaction of employees in salary and job engagement, and also directly affect their performance at work.

(2) Empirical analysis proves that the overall and all dimensions of salary satisfaction are significantly positively affected by job engagement; The overall and all dimensions of job performance are positively affected by job engagement. There is a significant positive correlation between salary satisfaction and job performance. Job engagement has mediating effect in the correlation analysis of two variables.

(3) If private enterprises want employees to enhance their sense of belonging and loyalty to the enterprise, they need to adjust their own salary management system, meet employees' material needs through salary level adjustment, salary structure management, welfare benefits and other ways, and let employees invest more energy in their work. The enterprise also shows enough trust and enables employees to obtain high work value. In this way, employees can maintain a proactive work state for a long time, improve work performance, and also improve the overall performance of private enterprises.

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