

The relationship between employee satisfaction and employee performance—A study of X company

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Abstract: Taking Beijing Mobile Advertising Company as the research subject, an empirical analysis was conducted to validate the hypotheses regarding the relationship between employee satisfaction and employee performance. The research findings indicate that employee satisfaction has a positive impact on employee performance. Therefore, it is possible to enhance the internal service quality of the company by optimizing the compensation system, improving internal institutional development, and strengthening corporate culture construction.

1. Introduction

Mobile advertising is a revolutionary advertising method based on big data technology, fundamentally transforming traditional advertising models. With the widespread adoption of mobile devices, especially the introduction of the first iPhone in 2007, mobile internet advertising has gradually entered people's field of vision. The industry's value chain typically includes advertisers (upstream), developers (downstream), and mobile advertising aggregation platforms that connect the two. In the realm of mobile advertising, traffic is of paramount importance, as it is often referred to as the "king" of the industry.

As the industry matures, market dynamics are becoming more stable. There is a fixed number of advertisers and developers in the market, and the remaining market share becomes a battleground for a few major companies. In this highly competitive landscape, having exceptional talent is crucial because successfully capturing market share requires outstanding individuals.

The mobile advertising industry is distinct from traditional advertising, requiring specialized industry knowledge among company employees. Firstly, for business personnel responsible for upstream and downstream operations, lacking industry knowledge means they cannot identify potential clients, let alone secure deals, ultimately failing to generate profits for the company. Secondly, the importance of industry knowledge is self-evident for technical personnel since mobile advertising aggregation involves high-tech specialized skills that form a company's core competitive advantage. Additionally, for operations personnel, understanding industry knowledge is foundational as they are responsible for the day-to-day operations of mobile advertising placement and monetization. Finally, for functional department employees, industry knowledge enables them to better serve business and operations personnel while also helping the company analyze industry trends, providing data support for managerial decision-making.

In light of this, this article focuses on Company X and constructs a model to examine the

relationship between employee satisfaction and employee performance. Based on empirical research, it offers corresponding recommendations to provide guidance for advancing the IT industry. To sum up, this research plan takes the specific group of new graduates as the research object. [1]

2. Related Concepts and Typical Theories

2.1. The Theoretical Basis of Employee Satisfaction

The concept of employee satisfaction can mainly be approached from two aspects. On one hand, it refers to employees' attitudes towards their work, including aspects such as job content, form, hours, and the rewards received for their work. On the other hand, it encompasses subjective attitudes towards the work environment, including both the natural and human aspects of the environment. In simpler terms, it represents employees' comprehensive reactions to various aspects of their workplace. Therefore, employee satisfaction can be viewed as the overall satisfaction level of internal employees. This article does not currently discuss other factors' impact on management but focuses solely on the overall job satisfaction of employees.

2.2. Theoretical Basis of Job Performance

In the 1970s, scholars began researching job performance. Regarding the definition of employee performance, the most representative approach is to delineate it from two perspectives: job outcomes and job processes. This article primarily draws from the viewpoints of Borman[2] and Motowidlo[3], which define employee performance as measurable individual behaviors related to the overall operation of the company during work, including individual work efficiency. In terms of performance dimensions, this article also borrows from the insights of Borman[4] and others, categorizing employee performance into task performance and contextual performance.

3. Research Hypotheses

This research explores the complex relationship between employee satisfaction and job performance through a set of structured hypotheses. Hypothesis 1 examines how employee satisfaction, including satisfaction with various job-related facets, directly influences task performance. Hypothesis 2 explores the impact of overall employee satisfaction and specific dimensions on contextual performance. Lastly, Hypothesis 3 investigates the reciprocal influence of task performance on employee satisfaction, recognizing the potential bidirectional nature of this relationship. These hypotheses form the foundation of this study, aiming to provide a comprehensive understanding of the interplay between employee satisfaction and job performance within the organizational context.

3.1. Research Design

The survey questionnaire consists of three main sections: The first section collects information about employees' basic details, comprising 5 items. The second section assesses objective aspects of the job itself, including job content, work environment, and job rewards, with a total of 20 items. The third section focuses on employee performance, analyzing both task performance and relational performance, with a total of 10 items. All variables in the questionnaire employ a 5-point Likert scale, with "1" indicating strongly disagree and "5" indicating strongly agree.

The survey questionnaire for this study was created online using the Questionnaire Star website.

Subsequently, it was communicated to various departmental leaders within X Company and distributed to employees through WeChat for the employee satisfaction survey. Data were then collected, summarized, and initially analyzed using the Questionnaire Star software. This approach was adopted to minimize potential errors that could occur during the data transmission process. The questionnaire distribution took place from August 2023 to October 2023. A total of 300 questionnaires were distributed, and 288 valid responses were collected, resulting in an effective response rate of 96%.

3.2. Research Approach and Data analysis techniques

To achieve the objectives outlined above, the author employed both qualitative and quantitative research methods in this study. Drawing from the theoretical foundations of job performance and employee satisfaction and a review of relevant literature, the study developed a research model and hypotheses. Survey data on job performance and employee satisfaction assessments by enterprise management personnel and employees were collected to test the model and research hypotheses. Popular data processing tools, such as SPSS software, were used for multivariate regression analysis to validate the research hypotheses.

Questionnaire Survey Method: This method involves designing a questionnaire based on predefined solutions and guiding the respondents to carefully fill it out according to the questionnaire content. After collecting the completed questionnaires, the data are processed. Through reading and collecting relevant literature and considering the research objectives, satisfaction and job performance scales were constructed. The final survey questionnaire was designed, and the necessary survey data were collected. Using the survey data, precise and specific data measurements were made regarding employee satisfaction and job performance, which were applied to this research.

Data Statistical Analysis Method: Based on probability theory, statistical methods were employed to analyze and research data, extract conceptual regularities (i.e., statistical regularities), and discover the relationships between relevant factors. Building on the foundation of the questionnaire survey method and the interview method, data collected were analyzed using specialized analytical software for descriptive analysis, difference analysis, correlation analysis, and regression analysis. This further validated the relationship between employee satisfaction and job performance.

These research methods, including literature review, questionnaire survey, interviews, and statistical analysis, were used synergistic to ensure the thoroughness and reliability of the study

3.3. Reliability and Validity Analysis

Reliability analysis using Cronbach's α coefficient confirms questionnaire consistency and data trustworthiness, crucial for subsequent analyses.

Table 1: Cronbach's α Coefficients for Various Variables in the Survey Questionnaire

Variables	Cronbach's Alpha	Number of items.
The entire survey questionnaire	925	30
Employee compensation satisfaction	917	20
Job performance	920	10

Analysis of Cronbach's α coefficients for the survey constructs reveals strong internal consistency and reliability [5]. As can be seen from Table 1, three key constructs—employee compensation satisfaction, organizational identification, and job performance—exceed the 0.9 threshold, indicating excellent reliability and consistent measurements. This validation enhances

research credibility, instilling confidence in data accuracy and methodology.

Validity refers to the degree of effectiveness in measurement, and structural validity is a common method to assess the questionnaire's structure. It includes two approaches: exploratory factor analysis and confirmatory factor analysis. In this study, exploratory factor analysis (EFA) was employed for the validity analysis [6].

Table 2: Validity Analysis

KMO	.920	
Bartlett's sphericity test.	Approximate Chi-square.	3574.505
	df	210
	Sig	.000

As can be seen from Table 2, the preliminary stages of this empirical study involved analyzing sample characteristics, employing SPSS 22.0 software. Sample assessment, including the KMO and Bartlett's sphericity tests, confirmed questionnaire validity [7]. The chapter then analyzed sample attributes' influence on employee satisfaction and explored the job performance-employee satisfaction relationship at X company, establishing a robust foundation for hypothesis testing.

4. Data analysis

4.1. Descriptive statistical analysis of sample information.

The questionnaire collected basic information from employees in five aspects: gender, age, education, years of employment, and department. In terms of gender, males accounted for 42.8%, while females accounted for 57.2%, indicating a relatively balanced gender distribution. Regarding age distribution, the majority of employees were under the age of 35, with 63.9% falling into this category. Among them, 23% were under 25 years old, and 39% were between 26 and 30 years old, indicating that X Mobile Advertising Company has a relatively young workforce, which is characteristic of the youthfulness commonly found in internet companies[8].

In terms of years of employment, the majority of employees had worked at the company for less than 10 years, with 1-5 years and 5-10 years being the most common categories at 39.9% and 42%, respectively, suggesting a stable working environment. Looking at the educational background, the majority of employees held a bachelor's degree, accounting for 74%, while 15% held a master's degree, and only 11% had an associate degree or below[9]. This indicates that X Mobile Advertising Company's employees generally have a higher level of education.

From a departmental perspective, the survey showed that the technical department had the highest representation at 52%, which is related to the larger number of employees in that department, highlighting the significance of technical support for the company's development. This suggests that the survey sample represents the typical characteristics of internal customers within the hotel and aligns with the principles of data collection and analysis[10].

4.2. Analysis of Differences in Employee Characteristics on Key Variables

As can be seen from Table 3, the analysis highlights that older employees at X company tend to report higher job satisfaction, emphasizing the importance of age-related policies to support diverse employee needs and well-being.

Table 3: Differential Analysis of Satisfaction by Age Groups

variation	age	Statistic sample	M	SD	F
Job itself	26-35	157	3.1	0.92	13.657
	36-45	107	3.52	0.90	
	More than 46	24	2.75	0.95	
Work environment	26-35	157	3.1	0.88	19.021
	36-45	107	3.37	0.93	
	More than 46	24	2.61	0.87	
Work reward	26-35	157	3.17	0.89	11.624
	36-45	107	3.43	0.81	
	More than 46	24	2.79	0.99	
Job performance	26-35	157	3.11	0.91	15.578
	36-45	107	3.45	0.91	
	More than 46	24	2.68	0.95	
Peripheral Performance	26-35	157	3.08	0.79	11.471
	36-45	107	3.28	0.74	
	More than 46	24	2.75	0.76	
Task performance	26-35	157	3.1	1.04	12.359
	36-45	107	3.32	0.94	
	More than 46	24	2.63	0.98	

Table 4: Difference analysis of the satisfaction survey of different degrees

variation	qualification	Statistic samples	M	SD
Job itself	Bachelor degree or below	224	3.01	0.94
	Master degree or above	63	3.67	0.71
Work environment	Bachelor degree or below	224	2.93	0.90
	Master degree or above	63	3.4	0.63
Work reward	Bachelor degree or below	224	2.98	0.98
	Master degree or above	63	3.54	0.70
Job performance	Bachelor degree or below	224	2.99	0.81
	Master degree or above	63	3.03	0.76
Peripheral Performance	Bachelor degree or below	224	2.98	0.98
	Master degree or above	63	3.27	0.88
Task performance	Bachelor degree or below	224	2.96	1.05
	Master degree or above	63	3.08	1.03

As can be seen from Table 4, the analysis underscores the relationship between education levels and job satisfaction at X company, emphasizing the need for customized strategies to improve employee well-being based on educational backgrounds.

As can be seen from Table 5, data analysis indicates a significant link between employee tenure and job satisfaction at X company. Longer-tenured employees are more satisfied, emphasizing the need to tailor strategies based on tenure to enhance job satisfaction and engagement. Regression analysis will provide further insights into this relationship.

As can be seen from Table 6, data analysis reveals the strong influence of employee satisfaction on job performance at X company. The regression model quantifies this relationship, emphasizing the importance of enhancing employee satisfaction for improved job performance.

As can be seen from Table 7, the table shows that both peripheral and task performance significantly impact organizational culture ($p < 0.05$). A regression model confirms this, indicating that higher peripheral performance contributes more to a positive organizational culture compared to task performance. Organizations should value both aspects and invest in initiatives like team-building for better culture. Continuous performance evaluation can aid employees in improving both task and peripheral performance, enhancing overall culture.

Table 5: Differential analysis of different length of service satisfaction surveys

Variation	Length of the time employed	Statistic samples	M	SD	F
Job itself	Less than 5 year	115	2.6	0.93	19.728
	5-10 years	121	2.93	0.87	
	More than 10years	52	3.37	0.85	
Work environment	Less than 5 year	115	2.71	1.10	11.255
	5-10 years	121	3.03	0.92	
	More than 10 years	52	3.34	0.81	
Work reward	Less than 5 year	115	2.82	0.94	10.570
	5-10 years	121	3.02	0.93	
	More than 10years	52	3.4	0.88	
Job performance	Less than 5 year	115	2.7	0.93	16.698
	5-10 years	121	2.93	0.96	
	More than 10 years	52	3.43	0.83	
Peripheral Performance	Less than 5 year	115	3.34	0.68	17.657
	5-10 years	121	2.82	0.82	
	More than 10 years	52	3.02	0.71	
Task performance	Less than 5 year	115	2.71	1.01	20.388
	5-10 years	121	2.48	0.97	
	More than 10 years	52	3.03	0.95	

Table 6: The Impact of Overall Employee Satisfaction on Overall Job Performance.

Model	Non-standardized Coefficient	Standardized Coefficient	t-value	Sig
Constant	2.327	0.183	12.753	0.000
Employee Satisfaction	0.442	0.046	9.616	0.000

Table 7: The Impact of Various Dimensions of Job Performance on Employee Satisfaction.

Model	Non-standardized Coefficient	Standardized Coefficient	t-value	Sig
Constant	1.907	0.222	8.611	0.000
Peripheral Performance	0.245	0.056	4.361	0.000
Task Performance	0.216	0.052	4.154	0.000

4.3. Empirical Analysis Results

The analysis underscores the multifaceted nature of employee satisfaction, with various dimensions significantly impacting task performance. These findings emphasize the importance of addressing all facets of employee satisfaction to enhance performance effectively. Moreover, significant positive relationships between job performance and each facet of satisfaction highlight the interdependence between the two, providing actionable insights for organizations to improve performance and well-being.

5. Recommendations to Drive the Improvement of X Mobile Advertising Company

5.1. Optimize the compensation system.

To establish a fair and competitive basic salary structure, the company should implement comprehensive performance evaluations, adjust the salary structure to include both base salary and performance-based pay, provide fixed year-end bonuses, standardize the salary adjustment process, and ensure fairness and competitiveness across different departments and positions. Additionally, to create a multi-faceted incentive compensation and benefits system, the company can diversify incentive methods such as training, certification programs, extended vacation time, and enrich material benefits and team-building activities to promote interaction among employees and enhance team cohesion, ultimately leading to increased employee satisfaction.

5.2. Establish a sound training and development mechanism.

To enhance employee satisfaction, the company should develop diverse employee training plans, taking into account the varied training needs of different departments, positions, and educational backgrounds. It is advisable for the company to regularly organize training through its HR department or by employing professionals to help employees develop their skills and knowledge. Furthermore, the company can offer career planning guidance to assist employees in setting clear development goals, thereby boosting their enthusiasm and creativity at work. Additionally, it is recommended to refine the employee promotion mechanism, following the principle of promoting based on merit, and provide opportunities for internal promotions and job rotations, encouraging employees to pursue higher career achievements. The company should treat employees with different educational backgrounds fairly, including all potentially capable employees in the promotion considerations, to maintain the stability of the core employee team. Through these measures, the company can better meet employees' growth needs, enhance employee satisfaction, and strengthen team cohesion.

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