

# ***The Effect of Pay Satisfaction on Employees' Contextual Performance: The Mediating Role of Self-efficacy and Organizational Identification***

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**Abstract:** Based on the theory of social exchange and the theory of organizational citizen behavior, this paper includes pay satisfaction, self-efficacy, organizational identification, contextual performance, leadership, and emotional exhaustion in the research model. Drawing on the mature scale design questionnaire, the data of 205 subjects with existing work experience was collected. Through empirical analysis, it is found that pay satisfaction positively affects the contextual performance; self-efficacy plays a significant positive mediating role in the relationship between pay satisfaction and contextual performance; organization recognition plays a significant positive mediating role in the relationship between pay satisfaction and contextual performance; and the moderating role of servant leadership and emotional exhaustion is not significant.

## **1. Introduction**

The fierce external market competition, changing environment and rapid development of technology promote the organization from the traditional hierarchical and bureaucratic system to a more flat and networked structure. Accordingly, organizational strategy, leadership, and employee behavior change. Employees voluntarily make behaviors beyond the definition of work tasks and responsibilities, such as sharing knowledge and experience, helping colleagues to solve difficulties, and encouraging and care for colleagues, which form a part of the surrounding performance. As a part of work performance, contextual performance is difficult to assess with quantitative indicators, but it can effectively promote the growth of employees, the friendship and mutual assistance among employees, team cooperation, and organizational development. The generation of contextual performance needs the guarantee of material conditions. The appropriate salary level is the direct return of employees' work results. The reasonable salary system makes employees feel that their efforts are rewarded, so that they work harder to get the opportunity of promotion or salary increase. Spiritual inspiration is also particularly important. Inclusive and service-oriented leaders pay more attention to the communication and cooperation between leaders, employees and employees, which helps to form a harmonious and open organizational atmosphere. At the same time, employees have the willingness to learn, the commitment and focus to complete the work with high quality and

efficiency, and the enthusiasm and friendliness to help colleagues, these psychology are also essential. Therefore, how to motivate employees' initiative and creativity, encourage employees to produce behaviors that contribute to teamwork and organizational development, and form a humanized and cohesive organization has become a problem worth studying.

## **2. Literature review and hypotheses**

### **2.1 Social exchange theory**

The social exchange theory is derived from the economist Adam Smith's exchange theory, which focuses on the exchange of the material level<sup>[1]</sup>. The theory of social exchange was first proposed by the American sociologist Homans in the 1950s<sup>[2]</sup>. All people's social activities of people can be attributed to a kind of exchange relationship, and social relationship is also a kind of exchange relationship, that is, social exchange<sup>[3]</sup>. The content of the exchange can be anything, such as information, knowledge and services, or some special symbolic resources, such as friendship, justice and identity<sup>[4]</sup>. Organizational citizenship behavior is an active behavior conducive to the development of the organization outside the work regulations made by employees<sup>[5]</sup>.

According to the social exchange theory, employees pay labor to the enterprise to get basic salary, welfare and other returns, and compare the actual income and expectations to form a perception, that is, pay satisfaction. In exchange, employees with high pay satisfaction also have more self-efficacy and believe that they are more capable of completing the tasks of the organization. At the same time, employees' organizational identification is enhanced, and they have a sense of belonging. They are willing to participate in activities related to others and the organization, such as sharing working methods and skills, communicating with colleagues to help complete work, listening to and understanding colleagues' ideas, etc. Therefore, employees will not only devote more themselves to their own work, but also actively communicate with members of the organization, help and contribute to produce contextual performance. The surrounding performance is not stipulated by the organization, the boundary outside the job responsibilities, is the employee initiative to make the benefit of the organization and the members of the organization.

### **2.2 Theoretical research model**

Based on the theory of social exchange and organizational citizen behavior, this paper deeply studies the relationship between pay satisfaction and contextual performance, and builds a relationship model. Referring to the existing literature views, we propose the following hypothesis.

#### **2.2.1 The relationship between pay satisfaction and contextual performance**

Pay satisfaction refers to the employee's perception of the difference in expected income and actual income<sup>[6]</sup>. The fairness of compensation distribution and compensation procedure significantly affect the pay satisfaction<sup>[7]</sup>. High pay satisfaction plays an important role in promoting maintaining the company's core talents, building the core competitiveness of the enterprise, and building a harmonious labor relationship<sup>[8]</sup>. Pay satisfaction has sorting effect, and employee groups with different degrees of pay satisfaction show different turnover tendencies, showing sorting effect in the factors that constitute overall pay satisfaction such as welfare satisfaction, work and life balance satisfaction, performance and recognition satisfaction<sup>[9]</sup>.

Borman and Motowidlo classify employee work performance into task performance and contextual performance<sup>[10]</sup>. Contextual performance consists of two aspects: interpersonal promotion behavior that maintain social relations in the organization and work dedication behavior

that voluntarily undertake additional tasks<sup>[11]</sup>. Employees voluntarily undertake additional work, maintain good interpersonal relationship with colleagues, establish good cooperative relationship, help colleagues and other behaviors, although does not directly produce performance, but it is conducive to promoting the effective operation of the organization and contribute to the long-term and steady development of the organization<sup>[12]</sup>.

Scholars have conducted the following research on the relationship between pay satisfaction and performance. There is a significant positive relationship between pay satisfaction and job satisfaction, and between job satisfaction and employee job performance<sup>[13]</sup>. Employee pay satisfaction is significantly and positively correlated with enterprise innovation performance<sup>[14]</sup>. Pay satisfaction was significantly negatively associated with employee job insecurity and significantly positive associated with psychological capital and safety performance<sup>[15]</sup>. Pay satisfaction has a strong impetus to the improvement of employees' contextual performance, and obtains more contextual performance. It is more effective to improve pay satisfaction than to improve the sense of organizational fairness<sup>[16]</sup>.

This paper makes a supplementary study on the relationship between pay satisfaction and contextual performance, and puts forward the following hypothesis.

H1: pay satisfaction positively affects the contextual performance.

### 2.2.2 Mediating effect of self-efficacy and organizational identification

#### (1) The mediating role of perceived self-efficacy

Self-efficacy is a subjective assessment of an individual's ability to complete a field of work<sup>[17]</sup>. Evaluation occurs before the behavior, modulates and controls the behavior<sup>[18]</sup>. Research on self-efficacy involves many aspects. Role width self-efficacy plays a mediating role in the internal influence mechanism of invisible knowledge sharing and deviant innovation of knowledge-based employees<sup>[19]</sup>. Self-efficacy plays a mediating role in the positive relationship between employees' informal status and voice behavior<sup>[20]</sup>.

As for the association between self-efficacy and pay satisfaction, some scholars have pointed out that the exact performance pay may not always bring about a high level of pay satisfaction, and individual differences have a moderating effect on pay satisfaction<sup>[21]</sup>. Self-efficacy also has an impact on performance. For example, the role of pilot driving skills, flight style and self-efficacy all have a significant positive impact on safety performance<sup>[22]</sup>. Employee self-efficacy plays a partial mediating role in the positive correlation between coaching leadership behavior and job performance<sup>[23]</sup>.

No similar studies on the mediating role of self-efficacy between pay satisfaction and contextual performance. When employees are more satisfied with their salary level, they may have higher initiative and initiative to complete the contextual performance without direct performance, so the following assumptions are put forward.

H2: Self-efficacy plays a mediating role in the relationship between pay satisfaction and contextual performance.

#### (2) The mediating role of organizational identification

Organizational identification refers to the sense of belonging of organizational members to the organization, reflecting the consistency between the individual and the organizational system, and emphasizing that the individual integrates himself and the organization in the self-definition<sup>[24]</sup>. Employees with high organizational recognition are more inclined to show the attitudes and behaviors expected by the organization<sup>[25]</sup>. For example, organizational recognition reduces employees' willingness to leave<sup>[26]</sup>. Organizational identification helps to strengthen individual work motivation and enable them to make behaviors beneficial to the organization<sup>[27]</sup>.

Some studies have shown that pay satisfaction is significantly and positively correlated with

organizational recognition, and the salary level, welfare level and salary management level are all important factors affecting organizational recognition<sup>[28]</sup>. Scholars also make research on the relationship between organizational identification and performance. The influence of organizational identification on the contextual performance is very significant, and the three dimensions of organizational identification cognition, emotion and evaluation and organizational identification are also very strong, which can indirectly affect the contextual performance, and it can be considered that its indirect influence on the contextual performance is also very significant<sup>[29]</sup>. The organization agrees that it promotes innovation performance through the partial mediating role of work prosperity, which has certain significance to stimulate employees' active innovation and sustainable development of the enterprise<sup>[30]</sup>.

This study pays more attention to the mediating role of organizational recognition between pay satisfaction and contextual performance, and adopts the method of scale and questionnaire survey, so the following hypotheses are proposed.

H3: Organizational recognition plays a mediating role in the relationship between pay satisfaction and contextual performance.

### 2.2.3 Moderating effect of leadership and emotional exhaustion

#### (1) The moderating role of leadership

Leadership refers to the way leaders treat employees, say and say, deal with affairs and decision-making problems in enterprise management<sup>[31]</sup>. Depending on different dimensions, leaderships can be divided into different types. The service-oriented leadership selected in this paper not only focuses on the success of the organization, but also regards the growth and success of employees, customers and other stakeholders as their own moral responsibility<sup>[32]</sup>. In addition, there are various leaderships. For example, transformational leaders, through leadership, charisma, intellectual stimulation and personalized care, inspire their vigorous beliefs and values, help employees overcome the fear and challenges of challenging work, so as to inspire employees to surpass themselves<sup>[33]</sup>. Laissez-faire leadership refers to the leadership that leaders avoid making decisions at work, do not take the initiative to take responsibility and do not care about subordinates. It is a leadership that does not pay attention to work and team members, does not make requirements, does not emphasize rules and regulations, and does not provide evaluation or feedback to employees' work<sup>[34]</sup>. Parnalistic leadership is a leadership that shows strict discipline and authority, fatherly kindness and moral integrity in an atmosphere of rule by man<sup>[35]</sup>.

As for the role of service-oriented leaders, some scholars have pointed out that service-oriented leaders will affect the work performance of employees through organizational recognition<sup>[36]</sup>. Service-oriented leaders have a significant positive effect on employees' work performance, including employees' personal performance, organizational citizenship behavior, and job satisfaction<sup>[37]</sup>. At present, the moderating effect of service leaders on the pay satisfaction and contextual performance. This model needs to study whether the higher the service bias of the leader, the employee is satisfied with the salary, the incentive to increase the contextual performance, so the following hypothesis is proposed.

H4: Service-oriented leadership positively moderates the relationship between pay satisfaction and contextual performance.

#### (2) The moderating role of emotional exhaustion

Emotional exhaustion describes the state of individual emotional resource loss, which makes the worker feel lack of energy, and the increase in stress leads to a decline in work motivation, accompanied by work frustration and tension<sup>[38]</sup>. Emotional exhaustion plays an important role in the psychology and behavior of employees. For example, emotional exhaustion can affect employees' willingness to leave<sup>[39]</sup>. Workplace rejection increases emotional exhaustion<sup>[40]</sup>.

In the relationship between emotional exhaustion and performance, some scholars pointed out in their research that emotional exhaustion plays a mediating effect in the impact of overtime on employees' task performance. Whether the length of overtime or the willingness to work overtime, employees can affect their task performance by changing their emotional exhaustion level<sup>[41]</sup>. No existing literature has included the research on the moderating effect of emotional exhaustion on pay satisfaction and contextual performance. This paper puts forward the hypothesis that employees who are satisfied with salary are more positive and more likely to invest in contextual performance, while employees who are not satisfied with salary, coupled with psychological fatigue of work, are unable to create contextual performance.

H5: Emotional exhaustion negatively moderates the relationship between pay satisfaction and contextual performance.

The theoretical study model presented in this paper is shown in Figure 1.

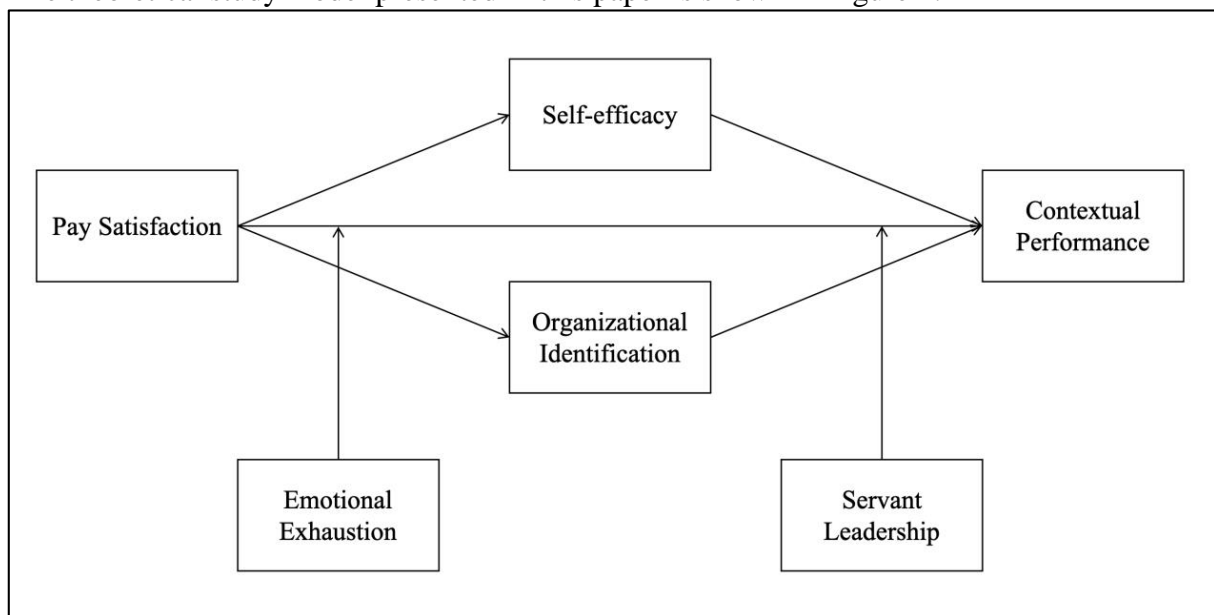


Figure 1: Theoretical research model

### 3. Methodology

#### 3.1 Sample and data collection

The respondents in this study have all worked and have a certain working experience, and can fill in the questionnaire according to their own conditions to ensure the effectiveness to a certain extent. The questionnaire was designed, distributed and collected on the questionnaire star platform, and 205 valid questionnaires were collected.

#### 3.2 Measurement

##### (1) Explained variable

How to organically combine contextual performance and task performance in employee evaluation has important theoretical exploration and application value<sup>[42]</sup>. In this study, contextual performance was selected as the explained variable, including 3 items: I can establish good relationships with colleagues and employees; I am good at coordinating various relationships in work; I can use different communication skills according to different situations.

##### (2) Explanatory variable

Through the individual perception of pay satisfaction, employees transform into positive or negative emotions, which is reflected in the completion of organizational performance<sup>[43]</sup>. Therefore, this study measures pay satisfaction and verifies its impact on contextual performance, including the satisfaction measurement of 9 items: the overall compensation level of the company; the existing compensation level; the compensation system of the company; the factors affecting the salary increase; the compensation; the compensation of colleagues in other positions in the company; the consistency of the compensation policy of employees in different positions in the company; and the compensation management mode of the company.

### (3) Mediators

Employees have different emotions due to pay satisfaction, and show corresponding initiative, that is, self-efficacy, which may have an impact on their contextual performance. The self-efficacy measure includes 6 items: I can always solve problems; I have ways to get what I want; it is easy to achieve and achieve; I am confident of any unexpected; with my intelligence, I will be able to handle the unexpected; if I make the necessary effort, I can solve most problems.

Employees' pay satisfaction will affect their organizational identification and change their work attitude and work behavior. The measurement contains 6 items: I feel like criticizing myself; I value others' opinion of my work unit; I like to use "we" to describe my work unit rather than "them"; I feel my work unit is also my achievement; when others praise my work unit, I feel like I praise me; if my work unit is criticized by the media.

### (4) Moderators

The stronger the servant leadership of the leader, the more conducive it is to make the employees feel concerned and respected, and thus the more willing to participate in the activities that produce contextual performance. The measurement of servant leadership includes 7 items: my supervisor informs them if problems occur at work; my supervisor makes my career development a priority; if I have personal problems, I seek help from my supervisor; my supervisor emphasizes the importance of giving back to society; my supervisor prioritizes my interests over his own; my own supervisor gives me freedom to do what I think best; and my supervisor does not compromise ethical principles for success.

Employees' own positive or negative emotions will also affect their work mentality and work results. The measurement of emotional exhaustion includes 5 items: work makes me exhausted; I feel exhausted when I feel exhausted in the morning; work all day is really stressful for me; work makes me collapse.

### (5) Control variables

Table 1: Variable symbols

| Variable name                 | symbol |
|-------------------------------|--------|
| pay satisfaction              | satis  |
| contextual performance        | perfor |
| self-efficacy                 | effic  |
| organizational identification | org    |
| leadership                    | leader |
| emotional exhaustion          | emo    |
| sex                           | gender |
| age                           | age    |
| educational background        | edu    |
| work experience               | work   |

Considering the actual situation, the basic information of the subjects is not uniform. In this study, the potential factors such as sex, age, educational background and years of work were set as

control variables. The questionnaire sets up questions about “your gender”, “your age”, “your education background”, and “your working years”.

The symbols of the variables corresponding to the study model are shown in Table 1.

The above explains pay satisfaction, contextual performance, self-efficacy, organizational identification, leadership and emotional exhaustion. On the basis of the reference maturity scale, specific items are set, as detailed in Table 2.

Table 2: Source of question items

| variable                      | symbol  | Question item  | Scale source                         |
|-------------------------------|---------|--|--------------------------------------|
| pay satisfaction              | satis1  | I know where my overall salary is in the company                                       | Heneman(1985) <sup>[44]</sup>        |
|                               | satis2  | I pay my current salary level  |                                      |
|                               | satis3  | My compensation system for my company  |                                      |
|                               | satis4  | I care about the factors that affect the raise   |                                      |
|                               | satis5  | Compensation-related information that I provide to the company                         |                                      |
|                               | satis6  | My pay for my colleagues in other positions in the company                             |                                      |
|                               | satis7  | My consistency of the company’s compensation policy and implementation                 |                                      |
|                               | satis8  | I pay the salary of different positions in the company                                 |                                      |
|                               | satis9  | The way I manage the company’s compensation  |                                      |
| contextual performance        | perfor1 | I can build good relationships with my colleagues and my work partners                 | Van Scotter(1996) <sup>[45]</sup>    |
|                               | perfor2 | I am good at coordinating various relationships in my work                             |                                      |
|                               | perfor3 | I can use different communication skills according to different situations             |                                      |
| self-efficacy                 | effic1  | If I try my best, I can always solve problems  | SCHWARZER(1995) <sup>[46]</sup>      |
|                               | effic2  | Even if others object, I still have a way to get what I want                           |                                      |
|                               | effic3  | For me, it is easy to pursue my ideals and achieve my goals                            |                                      |
|                               | effic4  | I am confident that I can cope with anything unexpected effectively                    |                                      |
|                               | effic5  | With my intelligence, I can certainly cope with unexpected situations                  |                                      |
|                               | effic6  | If I make the necessary effort, I will be able to solve most of the difficult problems |                                      |
| organizational identification | org1    | When others criticize my work unit, I feel like criticizing myself                     | Mael,Ashforth (1992) <sup>[47]</sup> |
|                               | org2    | I really value what others think of my work unit                                       |                                      |
|                               | org3    | I like to use “we” to describe my work unit over “they”.                               |                                      |
|                               | org4    | I think the achievements of my work unit are also my achievements                      |                                      |



|                      |         |  |                                    |
|----------------------|---------|--|------------------------------------|
|                      | org5    | When others praise my work unit, I feel like praising me myself                |                                    |
|                      | org6    | If my work unit was criticized by the media, I would feel uncomfortable        |                                    |
| leadership           | leader1 | If something is a problem at work, my supervisor will inform me in time        | Liden(2014) <sup>[48]</sup>        |
|                      | leader2 | My supervisor makes my career development a priority                           |                                    |
|                      | leader3 | If I have personal problems, I will turn to my supervisor for help             |                                    |
|                      | leader4 | My supervisor emphasized the importance of giving back to society              |                                    |
|                      | leader5 | My supervisor prioritizes my interests over his own                            |                                    |
|                      | leader6 | My supervisor gave me the freedom to handle it in ways I think best            |                                    |
|                      | leader7 | My supervisor will not compromise on moral principles to succeed               |                                    |
| Emotional exhaustion | emo1    | Work makes me feel physically exhausted  | Li Chaoping (2003) <sup>[49]</sup> |
|                      | emo2    | I felt exhausted after work  |                                    |
|                      | emo3    | I feel very tired when I get up in the morning and have to face the day's work |                                    |
|                      | emo4    | Working all day is really stressful for me                                     |                                    |
|                      | emo5    | Work makes me feel almost on the edge of it                                    |                                    |

The Grade 7 Likert scale was used in the design of the questionnaire. Taking pay satisfaction as an example, 1 means “not satisfied with salary” and 7 means “very satisfied with salary”. Investigators need to make choices according to the actual situation and true feelings.

### 3.3 Reliability and validity analysis

The survey and data collection of this study were completed through questionnaires, and a single variable consisted of multiple question items. For the validity of the data, a validity test needs first.

#### 3.3.1 The reliability analysis

Table 3: Results of the reliability analysis

| variable                      | Cronbach coefficient | Number of questions |
|-------------------------------|----------------------|---------------------|
| pay satisfaction              | 0.969                | 9                   |
| contextual performance        | 0.925                | 3                   |
| self-efficacy                 | 0.948                | 6                   |
| organizational identification | 0.954                | 6                   |
| leadership                    | 0.961                | 7                   |
| emotional exhaustion          | 0.937                | 5                   |

In order to ensure the consistency of the questionnaire and the data results, the Cronbach coefficient test is adopted. The Cronbach coefficient is between 0 and 1, and the higher the coefficient, the higher the reliability. Generally speaking, the Cronbach coefficient greater than 0.6 is ideal. Pay satisfaction, contextual performance, self-efficacy, organizational identification, leadership, and emotional depletion were all measured by multiple items, and the corresponding



Kronbha coefficient is shown in Table 3. According to Table 3, the kronbach coefficient of each variable is greater than 0.9, with reliability.

### 3.3.2 Validity analysis

Validity analysis is conducted to ensure that the scale data can accurately reflect the measured variables, divided into content validity and construct validity tests.

#### (1) Content validity

Content validity refers to the appropriate degree to which the statement of the variables to be tested, that is, whether the actual measured content and the content to be measured are consistent. By reading and sorting out the existing literature, this study cites the mature scale without content modification. Therefore, the questionnaire and the data have content validity.

#### (2) Structural validity

The construct validity of the questionnaire was tested by factor analysis, as shown in Table 4. KMO values are between 0 and 1, and the closer to 1, the stronger the correlation between variables. Factor analysis can be determined when the KOM value is greater than 0.6 and the Bartwlett ball test is significant. According to Table 4, the KMO value of the questionnaire was 0.780, greater than 0.6, and the Bartwright ball test was significant at the 1% level.

Table 4: Total KMO values and Butterlett ball tests for the questionnaire

|                                 |                  |              |
|---------------------------------|------------------|--------------|
|                                 | <b>KMO price</b> | <b>0.780</b> |
| <b>Butterlet spherical test</b> | chi-square       | 155.060      |
|                                 | free degree      | 15           |
|                                 | P price          | 0.000        |

Then, the variable pay satisfaction, contextual performance, self-efficacy, organizational identification, leadership and emotional exhaustion were analyzed respectively. According to the results, all the KMO values were greater than 0.6, and the Butterlet ball test was significant at the 1% level. Combining the overall construct validity and the factor analysis of each variable, the questionnaire had construct validity.

### 3.3.3 Factor analysis

Table 5: Results of single-factor analysis for each variable

| Question item | KMO price | Butterlett spheres test for significance | The cumulative contribution rate of the single factor | Public degree | variable               |
|---------------|-----------|--|---|---------------|------------------------|
| satis1        | 0.971     | 0.000                                    | 80.411%   | 0.810         | pay satisfaction       |
| satis2        |           |  |   | 0.756         |                        |
| satis3        |           |  |   | 0.781         |                        |
| satis4        |           |  |   | 0.820         |                        |
| satis5        |           |  |   | 0.813         |                        |
| satis6        |           |  |   | 0.819         |                        |
| satis7        |           |  |   | 0.778         |                        |
| satis8        |           |  |   | 0.827         |                        |
| satis9        |           |  |   | 0.833         |                        |
| perfor1       | 0.765     | 0.000                                    | 86.933%   | 0.866         | contextual performance |
| perfor2       |           |  |   | 0.871         |                        |
| perfor3       |           |  |   | 0.871         |                        |

|         |       |       |         |       |                                  |
|---------|-------|-------|---------|-------|----------------------------------|
| effic1  | 0.936 | 0.000 | 79.333% | 0.796 | self-efficacy                    |
| effic2  |       |       |         | 0.775 |                                  |
| effic3  |       |       |         | 0.770 |                                  |
| effic4  |       |       |         | 0.805 |                                  |
| effic5  |       |       |         | 0.815 |                                  |
| effic6  |       |       |         | 0.799 |                                  |
| org1    | 0.934 | 0.000 | 81.383% | 0.802 | organizational<br>identification |
| org2    |       |       |         | 0.839 |                                  |
| org3    |       |       |         | 0.828 |                                  |
| org4    |       |       |         | 0.824 |                                  |
| org5    |       |       |         | 0.775 |                                  |
| org6    |       |       |         | 0.815 |                                  |
| leader1 | 0.953 | 0.000 | 81.100% | 0.809 | leadership                       |
| leader2 |       |       |         | 0.834 |                                  |
| leader3 |       |       |         | 0.798 |                                  |
| leader4 |       |       |         | 0.834 |                                  |
| leader5 |       |       |         | 0.783 |                                  |
| leader6 |       |       |         | 0.827 |                                  |
| leader7 |       |       |         | 0.792 |                                  |
| emo1    | 0.904 | 0.000 | 79.940% | 0.800 | emotional<br>exhaustion          |
| emo2    |       |       |         | 0.801 |                                  |
| emo3    |       |       |         | 0.773 |                                  |
| emo4    |       |       |         | 0.837 |                                  |
| emo5    |       |       |         | 0.786 |                                  |

The factor analysis of each variable item is shown in Table 5. According to Table 5, pay satisfaction, contextual performance, self-efficacy, organizational identification, leadership, and emotional depletion KMO values were all greater than 0.6, and the Butterlet ball test was significant at the 1% level. When the eigenvalue is greater than 1, the results show that one factor is extracted, the cumulative contribution rate of the single factor is more than 70%, and the common degree of each item is greater than 0.7, which indicates that it is feasible to extract one common factor for the corresponding item of each variable.

## 4. Results

### 4.1 Descriptive statistics and correlation results

#### 4.1.1 Demographic information

Demographic information of participants is shown in Table 6.

Table 6: Demographic information of participants

| Feature item | Specific type    | frequency | frequency |
|--------------|------------------|-----------|-----------|
| sex          | man              | 106       | 51.71%    |
|              | woman            | 99        | 48.29%    |
| age          | Age 25 and below | 21        | 10.24%    |
|              | 26~30 Years old  | 46        | 22.44%    |
|              | 31~35 Years old  | 66        | 32.20%    |
|              | 36~40 Years old  | 31        | 15.12%    |

|                        |                      |     |        |
|------------------------|----------------------|-----|--------|
|                        | 41~45 Years old      | 22  | 10.73% |
|                        | Age 46 and older     | 19  | 9.27%  |
| educational background | Specialist and below | 47  | 22.93% |
|                        | undergraduate course | 104 | 50.73% |
|                        | Master               | 36  | 17.56% |
|                        | doctor               | 18  | 8.78%  |
| work experience        | 5 Years and below    | 60  | 29.27% |
|                        | 6~10 Years           | 57  | 27.80% |
|                        | 11~15 Years          | 38  | 18.54% |
|                        | 16~20 Years          | 33  | 16.10% |
|                        | 21 Years and above   | 17  | 8.29%  |

#### 4.1.2 Descriptive statistics results

Before doing regression analysis, descriptive statistics results of variables were shown in Table 7 using SPSS 27 statistical software.

Table 7: Descriptive statistics of variables

| variable                      | Question item | sample capacity | least value | crest value | mean | variance |
|-------------------------------|---------------|-----------------|-------------|-------------|------|----------|
| pay satisfaction              | satis1        | 205             | 1           | 7           | 4.95 | 3.580    |
|                               | satis2        | 205             | 1           | 7           | 5.13 | 2.601    |
|                               | satis3        | 205             | 1           | 7           | 5.10 | 2.926    |
|                               | satis4        | 205             | 1           | 7           | 5.04 | 3.199    |
|                               | satis5        | 205             | 1           | 7           | 5.01 | 3.191    |
|                               | satis6        | 205             | 1           | 7           | 5.07 | 3.392    |
|                               | satis7        | 205             | 1           | 7           | 5.01 | 2.858    |
|                               | satis8        | 205             | 1           | 7           | 5.06 | 3.399    |
|                               | satis9        | 205             | 1           | 7           | 4.96 | 3.244    |
| contextual performance        | perfor1       | 205             | 1           | 7           | 4.88 | 3.467    |
|                               | perfor2       | 205             | 1           | 7           | 4.94 | 3.418    |
|                               | perfor3       | 205             | 1           | 7           | 4.92 | 3.665    |
| self-efficacy                 | effic1        | 205             | 1           | 7           | 5.31 | 2.734    |
|                               | effic2        | 205             | 1           | 7           | 5.20 | 2.723    |
|                               | effic3        | 205             | 1           | 7           | 5.30 | 2.377    |
|                               | effic4        | 205             | 1           | 7           | 5.23 | 2.798    |
|                               | effic5        | 205             | 1           | 7           | 5.14 | 2.981    |
|                               | effic6        | 205             | 1           | 7           | 5.33 | 2.760    |
| organizational identification | org1          | 205             | 1           | 7           | 5.17 | 2.796    |
|                               | org2          | 205             | 1           | 7           | 5.11 | 3.179    |
|                               | org3          | 205             | 1           | 7           | 5.01 | 3.142    |
|                               | org4          | 205             | 1           | 7           | 5.10 | 3.151    |
|                               | org5          | 205             | 1           | 7           | 5.06 | 2.614    |
|                               | org6          | 205             | 1           | 7           | 5.02 | 3.034    |
| leadership                    | leader1       | 205             | 1           | 7           | 4.80 | 3.507    |
|                               | leader2       | 205             | 1           | 7           | 4.87 | 3.533    |
|                               | leader3       | 205             | 1           | 7           | 4.87 | 3.494    |

|                      |         |     |   |   |      |       |
|----------------------|---------|-----|---|---|------|-------|
|                      | leader4 | 205 | 1 | 7 | 4.82 | 3.636 |
|                      | leader5 | 205 | 1 | 7 | 4.73 | 3.151 |
|                      | leader6 | 205 | 1 | 7 | 4.75 | 3.080 |
|                      | leader7 | 205 | 1 | 7 | 4.84 | 3.711 |
| emotional exhaustion | emo1    | 205 | 1 | 7 | 5.23 | 2.795 |
|                      | emo2    | 205 | 1 | 7 | 5.26 | 2.497 |
|                      | emo3    | 205 | 1 | 7 | 5.20 | 2.435 |
|                      | emo4    | 205 | 1 | 7 | 5.29 | 3.335 |
|                      | emo5    | 205 | 1 | 7 | 5.23 | 2.651 |

According to the mean and variance shown in Table 7, the mean of self-efficacy and emotional depletion was high and close, and the mean of contextual performance and leadership was low. In general, there are differences but the gap is small, so further regression analysis is necessary.

#### 4.1.3 Correlation analysis

To make the results of this study accurate, the questionnaire data were analyzed for correlation and multicollinearity test. The correlation analysis of related variables and control variables of the study model is shown in Table 8.

Table 8: Correlation relation table

|        | gender | age    | edu    | work   | satis  | perfor | effic   | org    | leader | emo |
|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|-----|
| gender | 1      |        |        |        |        |        |         |        |        |     |
| age    | -0.029 | 1      |        |        |        |        |         |        |        |     |
| edu    | 0.022  | 0.051  | 1      |        |        |        |         |        |        |     |
| work   | 0.001  | .902** | 0.011  | 1      |        |        |         |        |        |     |
| satis  | -0.023 | 0.002  | 0.053  | -0.013 | 1      |        |         |        |        |     |
| perfor | -0.004 | 0.033  | -0.033 | 0.032  | .199** | 1      |         |        |        |     |
| effic  | 0.131  | -0.077 | 0.052  | -0.076 | .339** | .249** | 1       |        |        |     |
| org    | 0.094  | 0.010  | 0.084  | 0.004  | .426** | .240** | .331**  | 1      |        |     |
| leader | 0.063  | -0.015 | 0.061  | -0.023 | .360** | .238** | .320**  | .301** | 1      |     |
| emo    | -0.082 | 0.027  | -0.041 | 0.017  | 0.139* | 0.152* | 0.223** | 0.158* | 0.175* | 1   |

Note: \*\*. At the 0.01 level (two-tailed), the correlation was significant.

According to Table 8, pay satisfaction and contextual performance are positively correlated, which is significant at the 1% level, which is the same as the expected results, so the relationship can be further analyzed. In addition, the correlation coefficient table also shows that there is a positive correlation between pay satisfaction and self-efficacy, pay satisfaction and organizational identification, self-efficacy and contextual performance, and organizational identification and contextual performance. However, there was no significant correlation between gender, age, educational background, working years and contextual performance, so they did not need to be considered as control variables. To ensure the accuracy of the regression test, multicollinearity tests were performed to test for multicollinearity among the variables, as shown in Table 9.

Table 9: Multiple collinearity tests

| variable | variance inflation factor | tolerance |
|----------|---------------------------|-----------|
| satis    | 1.360                     | 0.735     |
| effic    | 1.234                     | 0.810     |
| org      | 1.307                     | 0.765     |
| leader   | 1.232                     | 0.812     |

The variance inflation factor, VIF, is the numerical value measuring the degree of complex collinearity between the observed values of the independent variables. The closer the variance inflation factor VIF is to 1, the less the multicollinearity effect. When the variance inflation factor VIF is less than 10 and the tolerance  $1 / \text{VIF}$  is greater than 0.1 is satisfied, there is no collinearity problem between variables. According to Table 9, the variance expansion factor VIF is between 1 and 2, and the corresponding tolerance of  $1 / \text{VIF}$  exceeds 0.1. It can be seen that there is no problem of multicollinearity among the variables.

## 4.2 The regression test

According to the results of correlation analysis, there is some correlation among the main variables, so the connection of variables is further explored through regression analysis to study the following contents: (1) the influence of pay satisfaction on contextual performance; (2) the mediating role of self-efficacy and organizational identification on pay satisfaction and contextual performance; (3) the moderating effect of leadership and emotional exhaustion on pay satisfaction and contextual performance.

### 4.2.1 Regression analysis of pay satisfaction on contextual performance

To examine the effect of pay satisfaction on contextual performance. First all control variables were included, and then the explanatory variable pay satisfaction, and the regression results are shown in Table 10. Model 1 included only the control variables in the regression test. According to Table 10, gender, age, educational background and work experience were not related, which showed that the influence of control variables should not be considered in the model of this study. Model 2 followed added pay satisfaction, showing a significant positive correlation between satis and perfor ( $\beta=0.221$ ,  $p<0.01$ ). When satis increases by 1 unit, perfor will increase by 0.221 units. Pay satisfaction has a significant impact on contextual performance, the higher the pay satisfaction, the higher the contextual performance is likely to be. The higher the pay satisfaction of employees, based on the social exchange theory and organizational citizenship theory, the more contextual performance will be created in return to promote self-growth and organizational development.

Table 10: Results of the regression of pay satisfaction on contextual performance

| variable       | model 1                     | model 2                     |
|----------------|-----------------------------|-----------------------------|
|                | perfor                      | perfor                      |
|                | Standardization coefficient | Standardization coefficient |
| satis          |                             | 0.221**                     |
| gender         | -0.010                      | 0.006                       |
| age            | 0.036                       | 0.021                       |
| edu            | -0.070                      | -0.091                      |
| work           | 0.009                       | 0.027                       |
| _cons          | 4.941                       | 3.849                       |
| R <sup>2</sup> | 0.002                       | 0.043                       |
| F              | 0.110                       | 1.860                       |

Note: \*\*. At the 0.01 level (two-tailed), the correlation was significant.

### 4.2.2 Mediating effect of self-efficacy and organizational identification

Using SPSS 27, sequential regression was used to test the mediation effect of self-efficacy. The judgment principle of mediation utility proposed by Baron and Kenny can be presented through

three models<sup>[50]</sup>:

$$\text{perfor}_i = \beta_0 + c\text{satis}_i + \text{Contrl}s + \varepsilon_i ; i=1,2,\dots \quad \dots 205 \quad (1)$$

$$\text{effic}_i = \beta_1 + a\text{satis}_i + \text{Contrl}s + \varepsilon_i ; i=1,2,\dots \quad \dots 205 \quad (2)$$

$$\text{perfor}_i = \beta_2 + c'\text{satis}_i + b\text{effic}_i + \text{Contrl}s + \varepsilon_i ; i=1,2,\dots \quad \dots 205 \quad (3)$$

In the above three models, perfor represents the contextual performance of the dependent variable, effic represents the mediator, and satis represents the independent variable pay satisfaction, when the regression coefficient a, b, c are significant, the mediation effect is established. If the coefficient c 'of the dependent variable is not significant, it indicates that self-efficacy is a complete mediating effect of pay satisfaction to contextual performance, that is to say, pay satisfaction can only affect contextual performance through self-efficacy; if the coefficient c ' of the dependent variable is significant, indicating that self-efficacy is part of the mediating effect of pay satisfaction to contextual performance, that is to say, pay satisfaction can not only directly affect contextual performance, but also influence contextual performance through self-efficacy, the size of self-efficacy of the mediating variable is c-c '.

The results of mediation utility regression of self-efficacy between pay satisfaction and contextual performance are shown in Table 11. In Table 11, ecological showed a positive interaction in the significant positive correlation between satis and perfor ( $\beta=0.257$ ,  $p<0.01$ ). When effic increases by 1 unit, perfor will increase by 0.257 units. Self-efficacy plays a partial mediating effect on the relationship between pay satisfaction and contextual performance. In other words, pay satisfaction can directly affect contextual performance, and the higher the pay satisfaction, the more contextual performance employees will directly create. At the same time, the higher the pay satisfaction, the higher the sense of self-efficacy of employees, so as to improve the willingness and initiative to work and help colleagues, and create contextual performance.

Table 11: Mediation effects of self-efficacy and organizational identification

| variable       | model 1                     | model 2                     | model 3                     | model 4                     | model 5                     | model 6                     |
|----------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|                | perfor                      | perfor                      | effic                       | perfor                      | org                         | perfor                      |
|                | Standardization coefficient | Standardization coefficient | Standardization coefficient | Standardization coefficient | Standardization coefficient | Standardization coefficient |
| satis          |                             | 0.221**                     | 0.315***                    | 0.141*                      | 0.417***                    | 0.130*                      |
| effic          |                             |                             |                             | 0.257**                     |                             |                             |
| org            |                             |                             |                             |                             |                             | 0.220**                     |
| gender         | -0.010                      | 0.006                       | 0.400*                      | -0.097                      | 0.319                       | -0.064                      |
| age            | 0.036                       | 0.021                       | -0.057                      | 0.036                       | 0.006                       | 0.020                       |
| edu            | -0.070                      | -0.091                      | 0.057                       | -0.106                      | 0.107                       | -0.115                      |
| work           | 0.009                       | 0.027                       | -0.026                      | 0.033                       | 0.005                       | 0.026                       |
| _cons          | 4.941                       | 3.849                       | 3.198                       | 3.027                       | 2.250                       | 3.354                       |
| R <sup>2</sup> | 0.002                       | 0.043                       | 0.141                       | 0.083                       | 0.196                       | 0.074                       |
| F              | 0.110                       | 1.860                       | 5.880                       | 2.860                       | 8.220                       | 2.710                       |

Note: \*. $p<0.1$  \*\*. $p<0.01$  \*\*\*. $p<0.001$

Then, the mediating utility of organizational identification between pay satisfaction and contextual performance was studied. From Table 11 models 2, 5, 6, org plays a positive interaction in the significant positive correlation between satis and perfor ( $\beta=0.220$ ,  $p<0.01$ ). When org increases by 1 unit, perfor will increase by 0.220 units, and organizations agree that there is a partial mediating effect in the relationship between pay satisfaction and contextual performance. In other words, pay satisfaction can directly affect contextual performance, and the higher the pay satisfaction, the more contextual performance employees will directly create. At the same time, the

higher the pay satisfaction, the stronger the organizational identification of employees, and the trust and sense of mission in the organization motivate them to create contextual performance.

#### 4.2.3 Moderating effect of leadership and emotional exhaustion

After examining the mediating effects of self-efficacy and organizational identification, the moderating effects of leadership and emotional exhaustion in the research model were examined. When the moderator leader was introduced, the interaction term between the explanatory variable pay satisfaction and the moderator leadership (satis\*leader) did not pass the significance test. Servant leadership does not strengthen or weaken the positive effect of pay satisfaction on self-efficacy. When the moderator emo was introduced, the interaction term between the explanatory variable pay satisfaction and the moderator emotional exhaustion (satis\*emo) also failed the significance test. Emotional exhaustion did not strengthen or weaken the positive effect of pay satisfaction on self-efficacy. Leadership and emotional exhaustion are not significant, which may be due to insufficient sample size, weak moderating effect and imperfect theoretical model.

### 5. Discussion

#### 5.1 Conclusion

Through the analysis of the data of 205 questionnaires, this study mainly reached the following conclusions. First, the pay satisfaction positively affects the contextual performance. Higher pay satisfaction satisfies employees' income expectations, which is conducive to spending energy into activities that generate contextual performance. Second, self-efficacy plays a mediating role in the relationship between pay satisfaction and contextual performance. Employees have higher pay satisfaction, stronger sense of self-efficacy, and stronger enthusiasm and initiative for surrounding performance behaviors such as completing work and helping others. Third, organizational identification plays a mediating role in the relationship between pay satisfaction and contextual performance. The higher the pay satisfaction of employees, the stronger the identity of the organization. The sense of mission and belonging to the organization promotes their work input and the organizational citizenship behavior of contributing to others. Fourth, the service-oriented leadership has no significant role in moderating pay satisfaction and contextual performance. Fifth, emotional depletion has no significant effect on the moderation of pay satisfaction and contextual performance.

#### 5.2 Limitations

In this study, the questionnaire research method is mainly used, which may be biased in group, quantity and other factors; the data quality may affect the accuracy due to the subjectivity of the applicant, and future studies can be tested by experimental method. At the same time, in addition to the variables selected and the influence paths explored in this paper, there are also other explanatory influence paths, waiting for more research supplements.

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