

Factors Influencing Job Satisfaction Among Grassroots Employees at the Shanghai Branch of Bank A in China

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ABSTRACT

With increasing product homogenization in China's banking sector, service quality has become the key competitive differentiator, heavily dependent on employee job satisfaction. This study examines declining satisfaction and high turnover among grassroots employees at China a Bank's Shanghai branch, using surveys and statistical analysis, the research identified five key satisfaction dimensions: compensation, job pressure, career growth, teamwork, and work environment. Results showed significant dissatisfaction across all areas, driven by rigid management, unclear roles, unfair rewards, poor promotions, inadequate training, weak collaboration, and subpar work conditions. Result found that four improvements: fair compensation, reduced job stress, better career paths, and enhanced workplace conditions. Analysis revealed corporate culture ($\beta=0.291$) and work atmosphere ($\beta=0.280$) as the strongest satisfaction drivers, followed by career growth ($\beta=0.208$), pay ($\beta=0.175$), and job pressure ($\beta=0.094$).

Keywords: Job Satisfaction, Grassroots Employees, Bank in china

Introduction

The rise of internet finance has intensified competition for talent, leading to increasing turnover among grassroots employees in Chinese commercial banks. Data shows frontline staff turnover at major state-owned banks grew from 0.9% (2017) to 1.3% (2021), reflecting declining job satisfaction. Bank Shanghai branch faces particularly severe challenges, with turnover jumping from 2.1% to 4.4% during the same period - significantly higher than industry averages. This trend threatens operational stability and competitiveness. This study examines job satisfaction drivers among Bank Shanghai frontline staff through empirical research, aiming to develop practical solutions for talent retention and provide insights for the broader banking sector's human resource challenges. The findings will offer both theoretical and actionable strategies to address this critical industry issue.

1.1 Background

The rapid development of internet finance has created intense competition for skilled professionals, significantly impacting talent retention in China's commercial banking sector. Industry data reveals a concerning upward trend in employee turnover rates among major state-owned banks, with frontline staff attrition increasing from 0.9% in 2017 to 1.3% by 2021, indicative of worsening job satisfaction across the industry. This challenge appears particularly acute at Bank Shanghai branch, where turnover rates have more than doubled during the same period, surging from 2.1% to 4.4% - a figure that substantially exceeds national banking averages and poses serious threats to the branch's operational continuity and market competitiveness. The accelerating attrition rates suggest systemic issues in employee engagement and workplace satisfaction that require immediate attention to maintain service quality and business performance in Shanghai's highly competitive financial services market.

1.2 Research problem

What are the factors influencing job satisfaction among grassroots employees at the Shanghai Branch of Bank A in China?

1.3 Research Objective

1. To understand the factors influencing job satisfaction among grassroots employees at the Shanghai Branch of Bank A in China

Literature Review

2.1.1 Grassroots Employees

The definition of Grassroots Employees does not have a standardized, specific criterion and may exhibit slight variations between industries. Generally, Grassroots Employees are considered frontline workers, occupying the lowest level within various organizations, typically holding non-leadership positions. According to the organizational hierarchy standards in management studies, which include the executive level, management level, and decision-making level, Grassroots Employees should belong to the executive level of employees.

2.1.2 Commercial Bank Grassroots Employees

Commercial banks, being a specialized service industry, are generally organized into head offices, branches, and sub-branches. Based on the general definition of Grassroots Employees and their classification criteria in management studies, Commercial Bank Grassroots Employees can be defined as ordinary employees in the branch network of commercial banks who directly serve customers, address customer needs, and do not hold managerial positions. Based on this definition and in conjunction with the employee position classification standards at China A Bank's Shanghai branch, we can identify that Commercial Bank Grassroots Employees at China A Bank's Shanghai branch mainly include tellers, branch managers, wealth managers, and customer relationship managers.

2.1.3 Employee Job Satisfaction

Employee job satisfaction was first introduced by Hoppock (1935) in the book "Job Satisfaction." He defined Employee job satisfaction as employees' subjective perceptions of their work situations, primarily measured from both physiological and psychological aspects. Presently, scholars worldwide, depending on their respective research areas, have provided various definitions of Employee job satisfaction. The most widely accepted definitions can be categorized into three types:

Comprehensive Definition: This definition is the most commonly used concept representation for Employee job satisfaction. It posits that Employee job satisfaction is the subjective attitude or perception of employees regarding their work content and work environment. This definition is relatively straightforward and does not explicitly express the causes behind such attitudes or perceptions.

Discrepancy Definition: According to this definition, Employee job satisfaction depends on the size of the discrepancy between employees' expected rewards and their actual rewards. When there is a significant gap between the two, employees' satisfaction is lower, and vice versa.

Reference Framework Definition: This definition asserts that Employee job satisfaction is independent of objective factors and is primarily influenced by subjective factors perceived by employees. Employees make subjective judgments about the nature of their work and work standards based on their own perceptions.

Considering the research perspective of this study, Employee job satisfaction is defined as the conclusion reached by employees through self-assessment and a comparison of their daily work with their expected values. This assessment encompasses factors such as Salary and benefits, Job responsibilities and pressure, Career development and promotion,

teamwork, work environment (including work atmosphere and corporate culture), among others.

Methodology

Research Design

This study mainly uses quantitative methods to collect data, namely questionnaire adjustment. Uses three methods to collect data: literature, questionnaire and interview.

The purpose of using these three methods to collect data is to have a deep understanding and multiple confirmation of the research problems from multiple channels and multi dimensions, so as to make the research more authentic, more credible and closer to the essence and core of the research problems. Questionnaire survey is the main way of data collection, interview method is the supplement and explanation of the questionnaire data, three kinds of research data confirm and test each other, try to make the research results as consistent as possible.

Results

Regression Analysis

This study verified the study hypothesis by performing multiple linear regression analysis of the sample data by statistical software. Firstly, the factors of the five variables were calculated into the new variables through data processing, and then linear regression was used to test each hypothesis. The final results are shown in below

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.918 ^a	.843	.841	.22595	2.082

a. Predictors: (Constant), Corporate culture, Salary and benefits, Job responsibilities and pressure, Career development and promotion, Work atmosphere

b. Dependent Variable: Employee job satisfaction

The results for the effect between dependent and all independent variables by regression analysis, the study found that adjusted $R^2 = .841$, meaning that the five independent variables corporate culture, Salary and benefits, Job responsibilities and pressure, Career development and promotion, and Work atmosphere had an 84.1% effect on the Employee job satisfaction. Durbin Watson Data is 2.082, around 2, meeting the criteria, and no pseudo-regression phenomenon in Eq.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.855	5	18.971	371.591	.000*
	Residual	17.665	346	.051		
	Total	112.520	351			

a. Dependent Variable: Employee job satisfaction

b. Predictors: (Constant), Corporate culture, Salary and benefits, Job responsibilities and pressure, Career development and promotion, Work atmosphere

*Significant at 0.05 level

F=371.591, Sig.=. 000 *, with values less than 0.05, which suggests that at least one factor affects Employee job satisfaction. The investigators will then analyze the magnitude of the respective variables and the dependent variables.

Conclusion

Grassroots Employees job satisfaction in Shanghai Bank of China A Branch. We found that Salary and benefits, Job responsibilities and pressure, Career development and promotion, Work atmosphere and corporate culture all affected Employee job satisfaction to different degrees. Based on the literature review, determine the study object and proposed theoretical model and hypothesis; the survey data underwent reliability verification, mean, standard deviation and regression analysis to confirm the significance of each variable on Employee job satisfaction.

The results showed that Salary and benefits, Job responsibilities and pressure, Career development and promotion, Work atmosphere and corporate culture all had significant positive effects on Employee job satisfaction. Combined with the empirical studies.

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