

Factors influencing job Satisfaction at commercial bank in china a conceptual framework

Mengqi ping, Akramanee Somjai

College of innovation and management, Suan Sunandha Rajabhat University,
Bangkok, Thailand,
E-Mail: s64563829057@ssru.ac.th, akramanee.so@ssru.ac.th

ABSTRACT

This study examines the multifaceted factors influencing job satisfaction among employees in China, acknowledging the increasing significance of this factor in a rapidly evolving economic landscape. The research explores a conceptual framework built upon key dimensions of job satisfaction, including compensation, job pressure, by providing a comprehensive understanding of these interconnected factors, this research aims to offer framework for organizations seeking to enhance employee well-being and optimize performance within the dynamic Chinese workforce

Keywords: Job Satisfaction, Employees, Job pressure

Introduction

In recent years, Bank A, a commercial bank, has experienced a decline in job satisfaction among its grassroots employees, evidenced by decreased enthusiasm and a significant rise in turnover rates. This issue is particularly prominent at the Shanghai branch, where the turnover rate surged from 2.1% in 2017 to 4.4% in 2021, surpassing the rates of the six major state-owned commercial banks. This high turnover and declining enthusiasm threaten the stable development and competitiveness of Bank. Therefore, improving job satisfaction among these employees is crucial for the branch's stability and future success. This paper investigates the job satisfaction of grassroots employees at Bank, conducting an in-depth analysis of the key influencing factors based on survey data. The research aims to provide both theoretical and practical guidance for enhancing employee job satisfaction within commercial banks.

1.1 Background

The rapid growth of internet finance in recent years presents a substantial challenge to commercial banks. The allure of high salaries in the internet finance sector, coupled with the perceived limitations of traditional banking models, contributes to a persistently high turnover rate among grassroots employees in Chinese commercial banks. An analysis of annual reports from the six major state-owned commercial banks over the past five years indicates a consistent upward trend in the turnover rate of frontline employees

Research problem

What is the conceptual framework of factors influencing job satisfaction?

Research Objectives

The research objective is to investigate the conceptual framework of factors influencing job satisfaction

Literature Review

Concept of Employee Job Satisfaction

Employee job satisfaction refers to an employee's subjective perception of their work situation, primarily measured from the physiological and psychological aspects of the

employee (Hoppock, 1935). Vroom (1964) proposed that employee job satisfaction is the result of comparing an employee's personal expectations with their actual reality. When reality falls short of personal expectations, dissatisfaction arises; conversely, satisfaction is achieved when expectations are met. Employee job satisfaction reflects an employee's emotional inclination towards their job (Tiu Kamdron, 2009). Higher levels of job satisfaction among employees lead to a more positive work attitude, while lower job satisfaction has the opposite effect.

Domestic research on the theoretical study of employee job satisfaction lags behind that of foreign scholars. However, various definitions of employee job satisfaction have been proposed from different perspectives and angles by domestic scholars. Zhao Baofu and Kou Yeji (2019) indicated that employee satisfaction refers to knowledge workers' overall satisfaction with a company, encompassing not only aspects like working environment, job content, workload, compensation, and benefits but also their satisfaction with self-perceived value, realization, and respect. Lv Yang (2020) pointed out that employee satisfaction is the result of comparing employee expectations with their actual perceptions. Dai Tianli (2021) found that employee job satisfaction is negatively correlated with turnover intention, meaning that higher employee job satisfaction leads to lower turnover intention.

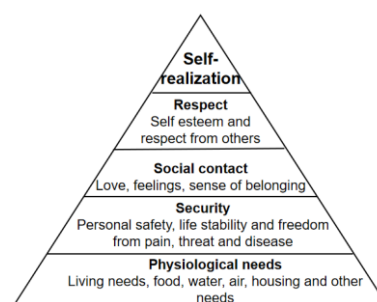
(2) Factors Influencing Employee Job Satisfaction

Several factors influence employee job satisfaction. Foreign scholar E. Asiedu-Darko (2016) identified that an employee's work environment and their opinion are direct factors affecting employee satisfaction. Therefore, material and spiritual rewards should be provided by organizational managers. Mohammad Abdolshah (2018) identified that compensation, promotion, and colleague relationships are the major factors influencing employee job satisfaction. Sainju BisFal et al. (2021) found that management is an important factor influencing employee job satisfaction and turnover rate. Hillard Joy De Armond Amber (2021) pointed out that management leadership also affects employee job satisfaction.

Domestic scholar Chen Yanyan (2018) identified six factors that influence employee job satisfaction, with the most important being the job itself and job rewards. Su Hong (2019) found that the social environment, individual characteristics, and the job itself are the main factors influencing employee job satisfaction. Cao Jiaxin (2021) considered that compensation management is the primary factor affecting employee job satisfaction. Wang Yongqiang (2021) discovered that corporate culture, salary and benefits, colleague relationships, work environment, performance evaluation, and nine other factors influence employee satisfaction. Liu Jianhui (2021) found that organizational commitment also influences employee satisfaction.

Maslow's Hierarchy of Needs Theory

In the early 1940s, Maslow published an article on the theory of human motivation, in which he proposed a theory, namely the hierarchy of needs theory, in which he divided human needs into several levels, see Figure 2.1.



Source: Maslow (1943)

Figure 2.1 Maslow's Hierarchy of Needs Theory

Physiological Needs: Physiological needs are considered fundamental and primal for individuals, encompassing necessities such as medical care, housing, food, clothing, and clean air. Failing to meet an individual's physiological needs jeopardizes human health and development. In other words, although these needs are at the bottom of the hierarchy, they are the most intense. Only when these needs are satisfied can individuals pursue higher-level development. Maslow noted that once physiological needs are met, higher-level needs start to exert motivational influence, and fulfilled physiological needs no longer serve as motivators.

Safety Needs: Safety needs extend and expand upon physiological needs. Once an individual's physiological needs are satisfied, safety needs emerge, covering aspects like financial security, personal safety, stable living conditions, and physical health. According to Maslow, people's physiological makeup considers safety as the ultimate pursuit. Regardless of the intelligence, effectors, or sensory organs individuals possess, they serve the purpose of attaining security. Sometimes, one's worldview is an integral component of safety needs. When these needs are satisfied, they no longer function as motivators.

Social Needs: These needs, also referred to as needs for love and belonging, involve an individual's desire for care and affiliation with colleagues, friends, groups, and family. These needs manifest in emotional aspects such as love, affection, and friendship. Unlike the previous two levels, social needs come in various forms and are challenging to precisely summarize. Many factors, such as religious beliefs, ethnicity, life experiences, personal traits, and more, influence these needs. While they may go unnoticed, these needs play a crucial role.

Esteem Needs: Esteem needs encompass two specific aspects: the need to be respected by others and the need for self-respect. Self-respect refers to an individual's sense of pride, confidence, and self-esteem, leading to inner satisfaction. Being respected by others relates to maintaining one's status, reputation, and avoiding discrimination from others. Everyone desires to achieve a certain social standing and seeks recognition from society. These needs include external respect and internal self-respect. Internal self-respect pertains to independence, confidence, and strength in various emotional aspects. In simple terms, internal self-respect is akin to self-esteem, while external respect involves seeking recognition, prestige, and status from society. Maslow noted that once these needs are satisfied, individuals become more proactive in their social interactions, their self-confidence increases, contributing to the pursuit of personal life goals.

Self-Actualization Needs: These needs reside at a higher level in the hierarchy. They represent an individual's desire to realize their self-worth and pursue their aspirations. These needs provide sustained motivation, driving individuals to enhance their capabilities actively. They also seek a certain level of independence and consciously fulfill the tasks assigned by organizations. In simpler terms, individuals find happiness in doing what they love and are willing to do.

Maslow's Hierarchy of Needs theory provides the theoretical foundation for this study. When applying this theory, it becomes evident that human needs are complex, often necessitating an exploration of the roots of these needs and their fulfillment in a step-by-step manner.

Two-Factor Theory (Herzberg's Motivation-Hygiene Theory)

The Two-Factor Theory, also known as Herzberg's Motivation-Hygiene Theory, was proposed by American behavioral psychologist Fredrick Herzberg in the late 1950s. Herzberg conducted research involving over two hundred accountants and engineers in various organizations. He found that the factors cited as sources of dissatisfaction by respondents were largely related to their work environment, while factors leading to satisfaction were

generally unrelated to the actual work. Based on this, he formulated this theory, which posits that factors that motivate individuals at work can be categorized into two groups: motivators and hygiene factors.

Hygiene factors refer to elements that, when adjusted or improved, can reduce employee dissatisfaction but do not necessarily satisfy their needs. These factors encompass various aspects, such as interpersonal relationships, job security, salary, and company policies. As these factors are primarily defensive in nature, they serve to maintain the status quo and are often referred to as "maintenance factors." If these factors are not met, employees may develop negative emotions and become less committed to their work. Organizations can take measures to improve and enhance hygiene factors. However, even if these factors are met, increasing hygiene factors does not significantly boost employee motivation.

Motivators, on the other hand, are factors that, when leveraged, can increase employee job satisfaction, enthusiasm, and commitment, ultimately improving job performance. These factors include a sense of responsibility, achievement, enjoyment of work, and opportunities for personal development. Motivators not only have a positive impact on employees but also contribute to organizational development, aiding in the achievement of organizational goals.

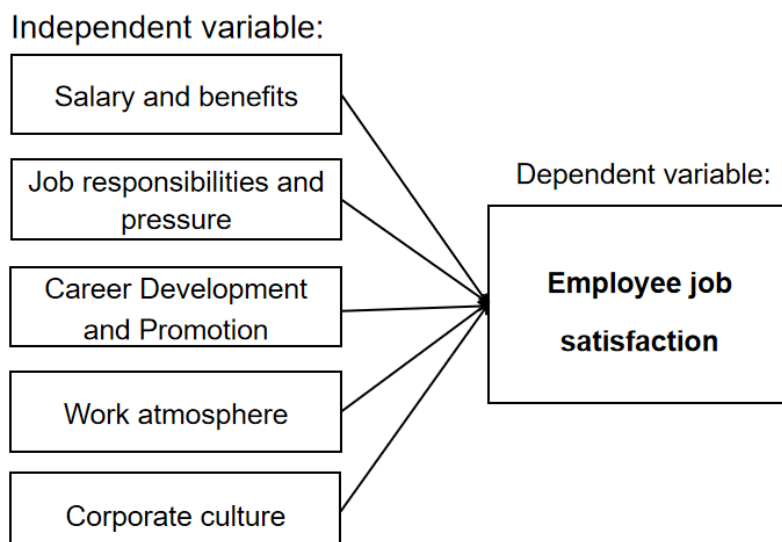
Two-Factor Theory (Herzberg's Motivation-Hygiene Theory) shares similarities with Maslow's Hierarchy of Needs theory. Specifically, hygiene factors align with lower-level needs, while motivators align with higher-level needs. The Two-Factor Theory (Herzberg's Motivation-Hygiene Theory) provides valuable insights for analyzing employee needs in the context of evolving circumstances.

Methodology

Research Design

This paper employs a literature review-based design to develop a conceptual framework. It will systematically examine existing scholarly literature, industry reports, and relevant publications to identify key concepts, theories, and empirical findings related to the research topic. The review will analyze and synthesize the collected information to establish connections between different variables and constructs, ultimately leading to the development of a comprehensive and robust conceptual framework. This framework will serve as a foundation for further research and provide a structured lens for understanding the complex relationships within the area of study.

Concept Framework



Conceptual framework shown the relationship between independent and dependent variables related to employee job satisfaction. Salary and benefits, job responsibilities and pressure, career development and promotion, work atmosphere, and corporate culture are independent variables hypothesized to influence the dependent variable: employee job satisfaction.

Conclusion

This paper aimed to explore the factors influencing job satisfaction, particularly among grassroots employees in the challenging context of China's evolving financial landscape. By examining the interplay of factors such as compensation, job responsibilities, career progression, work environment, and corporate culture, the study provides valuable insights into the complexities of employee satisfaction within this specific setting. The findings underscore the importance of addressing these key factors to improve employee well-being, reduce turnover, and ultimately enhance organizational performance and competitiveness in a dynamic and increasingly competitive market.

References

- Cao, J. X. (2021). A Study on the Impact of Compensation Management on Employee Job Satisfaction. *Chinese Journal of Management Informationization*, 24(10), 140-141.
- Chen, S. R., Liu, C. E., Ren, J. X., & Zou, L. (2021). The Influence of Employee Job Satisfaction on Job Involvement from the Perspective of Job Identity Differences. *Business Studies*, 28(04), 104-111.
- Chen, Y. Y. (2018). A Review of Basic Theories and Influencing Factors of Employee Job Satisfaction. *Northern Economy and Trade*, (12), 135-138.
- Cui, Q. (2021). Research on Improving the Path of New Employee Incentives in Company A. *Hebei Enterprises*, (06), 137-139.
- Dai, T. L. (2021). The Impact of Organizational Career Management on Turnover Intention: The Mediating Role of Employee Job Satisfaction. *Journal of Guizhou College (Social Sciences)*, 16(06), 92-99.
- Fan, L. S., & Feng, C. L. (2021). The Impact of Employee Work Stress on Job Satisfaction and Turnover Intention. *Journal of Shandong Institute of Business and Technology*, 35(02), 70-75.
- Fang, Q., Zhu, Q., Li, H., & Xu, L. Y. (2021). Research on Influencing Factors of Grassroots Employees' Career Development in Nanjing. *China Business Review*, (11), 189-192.
- Feng, C. Z., & Xie, Y. D. (2019). Research Report on Employee Job Satisfaction in G Agricultural and Commercial Bank Branches. *Modern Marketing (Management Edition)*, (10), 220-221.
- Feng, L. (2017). Research on Countermeasures to Improve Employee Job Satisfaction in ZA Bank's S Branch. (Master's thesis, Advisor: Chen, S., Northwest University).
- Guan, C. M. (2017). A Review of Research on Job Satisfaction Measurement Scales. *China Collective Economy*, (15), 34-35.
- Huang, X. J., Huang, C., & Zhao, S. M. (2016). Research on Job Satisfaction of Internet Finance Talents in Commercial Banks. *Financial Forum*, (10), 62-71.
- Huang, Z. X., & Lin, X. R. (2019). Analysis of Factors Affecting Customer Satisfaction with Internet Banking Services in Fujian Haixia Bank: Based on Survey Data. *Journal of Fujian Business College*, (03), 16-24.
- Li, J. T., Qin, Y. X., & Ji, J. Y. (2016). An Empirical Study on the Effectiveness of Executive Compensation Incentives in Chinese Securities Companies: Based on Empirical Data from Listed Securities Companies in 2005-2015. *Finance and Economics*, (10), 72-

76.

- Li, M. (2014). Research on Influencing Factors of Job Satisfaction in Commercial Banks in Shanxi Province. *Science and Technology and Industry*, 14(05), 77-80.
- Li, S. Y. (2022). Application of Mixed Research Methods in Employee Job Satisfaction Measurement. *China Quality*, (05), 53-56.
- Li, Y., & Chen, J. G. (2021). Research Progress on Employee Job Satisfaction Index and Measurement Tools. *Forum on Industry and Technology*, 20(09), 53-55.
- Li, Y. L., Jiang, D. K., & Yu, Z. L. (2021). Research on Influencing Factors of New Generation Employees' Job Satisfaction Based on Grounded Theory. *Journal of Shandong Administrative College*,