

Analysis on the Influencing Factors of Job Satisfaction Based on AHP-A Case Study of a Small and Medium-sized Enterprise

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Abstract: Taking a small and medium-sized enterprise as the research object, this paper chooses working time, work content, work environment, salary, year-end award, social security, subsidy, peer relationship, leadership relationship, team spirit, promotion space, skill training and self-realization as the main evaluation indexes from four aspects of work itself, salary, salary, personal development, and establishes a hierarchical conclusion. Construct the model and use the analytic hierarchy process to analyze the factors affecting the job satisfaction of a private enterprise. Finally, according to the analysis results, some suggestions are put forward to improve the job satisfaction of the enterprise.

1. Summary of Research

Nowadays, the competition of enterprises in the world is becoming more and more fierce. There must be a group of excellent employees behind a good enterprise. Therefore, the highland of job satisfaction is closely related to the development of enterprises. To strengthen the research on job satisfaction and improve job satisfaction is conducive to the long-term development of enterprises.

Scientific and accurate analysis of the factors affecting job satisfaction is very important to improve job satisfaction. The research on job satisfaction can be traced back to the emergence of behavioral science theory caused by Hawthorne test. The emergence of behavioral science theory has attracted scholars' attention to job satisfaction. Hoppock (1935) believes that "job satisfaction is a direct psychological experience of employees in all aspects of work, and it is a comprehensive experience that integrates all relevant factors." At the same time, factors that may affect job satisfaction include fatigue, monotony, working conditions, leadership style, etc. [1]. Herzberg (1966) believes that the factors affecting job satisfaction include physical environment, social factors and personal psychological factors. Smith (1969) defines job satisfaction as the result of an individual's interpretation of job characteristics based on his or her reference structure. According to Porter (1974), job satisfaction is defined as the result of an individual's interpretation of job characteristics based on his or her reference. Locke (1986) summarized the factors affecting job satisfaction and concluded that the factors affecting job satisfaction included job stress, gender, job autonomy, values and job expectations. Spector (1992) believes that job satisfaction is the different attitudes of employees related to work, such as job safety, salary, working conditions, supervision, promotion opportunities, fairness of job evaluation and so on. Robbins (2000) put forward in his book that the important factors determining job satisfaction are fair remuneration, harmonious colleague relationship, matching work environment, psychologically challenging work, and matching between work and personality [2].

Xu Liancang (1978), an earlier domestic researcher on job satisfaction, published a survey report on job satisfaction, which attracted domestic attention. Hu Pei believes that the main factors affecting mental workers' job satisfaction include: job itself, working environment and working relationship [3]. Wang Zhigang et al (2004) Job satisfaction was mainly affected by education background and monthly income [4]. Lu Fanghui (2010) believes that job satisfaction is mainly affected by five factors: job responsibility, interpersonal status, sense of achievement, professional

identity and emotional feelings [5]. On the basis of previous studies, Li Guangping (2007) believes that the main factors affecting job satisfaction in private enterprises are job itself, remuneration, promotion opportunities and working conditions [6]. Liu Lihui (2009) studied the employee satisfaction of small and medium-sized enterprises in Foshan, pointing out that the factors affecting job satisfaction are leadership concern, salary and welfare, participation in management, leadership ability, etc. [7]. Ma Yuexiang (2012) analyzed the job satisfaction of small and medium-sized private enterprises in China, and found that the main factors affecting job satisfaction include employees themselves, social groups and the enterprise as a whole [8]. Xie Xiqing and Wang Xiaohui (2012) compared the factors affecting job satisfaction of state-owned enterprises and private enterprises. The factors affecting job satisfaction of private enterprises are ability exertion, social status, direct superiors, company policy, creativity, Executives' words and deeds, promotion opportunities, sense of achievement and recognition [9]. Tang Liqin (2019) believes that the main factors affecting job satisfaction of private enterprises are salary mechanism, working hours and work content, environment and culture of private enterprises [10].

2. Constructing the Index System of Job Satisfaction of Analytic Hierarchy Process

AHP, that is, analytic hierarchy process. Professor Sati proposed in the 1980s that he is a management tool that combines qualitative and quantitative methods to deal with multiple objectives problems. Analytical Hierarchy Process (AHP) mainly decomposes the total target to be evaluated into several indicators layer by layer, and determines the contrast weight between two indicators at each level by expert evaluation and questionnaire. Consistency checking of judgment matrix reduces subjective interference factors and improves accuracy, so it is widely used in systemic problems, which are difficult to quantify and have complex objectives [11].

2.1 Constructing AHP Model.

On the basis of previous research results, combined with the characteristics of the private enterprise, according to the selection principle of indicators. Taking job satisfaction (A) as the target factor, this paper chooses four factors that affect job satisfaction as the criterion level, namely, job itself (B1), salary treatment (B2), interpersonal relationship (B3) and personal development (B4), and chooses working time (C1), work content (C2), working environment (C3), salary (C4), year-end award (C5), social security (C6), subsidy (C7), colleague relationship (C8), communication (C9) and team. Spirit (C10), promotion space (C11), skill training (C12) and self-realization (C13) are used as sub-criteria to construct the hierarchical structure of influencing factors of job satisfaction (see Figure 1).

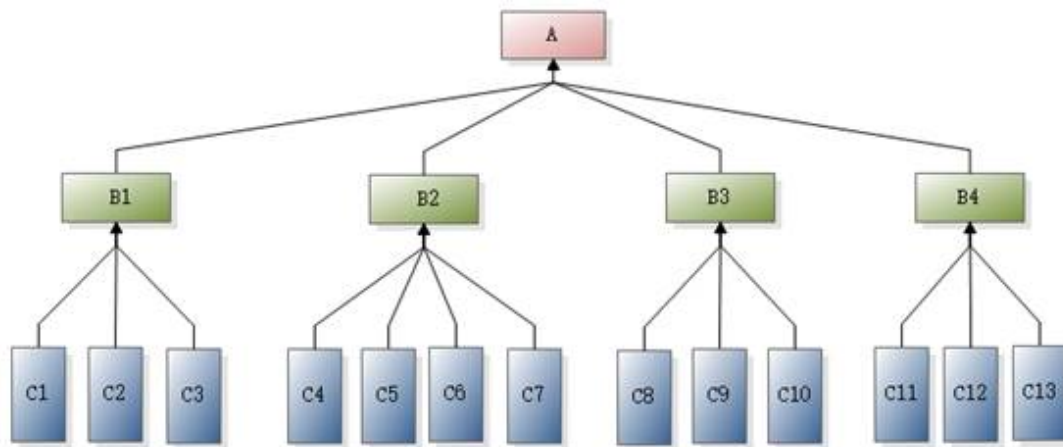


Fig 1. Hierarchical Structure of Job Satisfaction

2.2 Construction and Consistency Test of Judgment Matrix.

Five comparison matrices were constructed for the criteria level and sub-criteria level. Experts and employees were invited to determine the importance of each group of elements according to the

1-9 scale method. Consistency checking is carried out by software(See Table 1 below).When $CR \leq 0.1$, the consistency test passed. Using analytic hierarchy process software YAAHP, the importance W_i of each factor relative to the previous one is calculated. The consistency test coefficients of the five matrices of job satisfaction, job itself, salary, interpersonal relationship and personal development are 0.0719, 0.0516, 0.0665, 0.0516 and 0.0236, respectively, which are less than 0.1, and the judgment matrices are all satisfactory consistency.

Table 1 Comparison of Judgment Matrix and Consistency Test

A	B1	B2	B3	B4	Wi
B1	1.0000	1.0000	4.0000	0.5000	0.2491
B2	1.0000	1.0000	4.0000	2.0000	0.3634
B3	0.2500	0.2500	1.0000	0.2000	0.0680
B4	2.0000	0.5000	5.0000	1.0000	0.3195
B1	C1	C2	C3	Wi	
C1	1.0000	0.3333	0.5000	0.1571	
C2	3.0000	1.0000	3.0000	0.5936	
C3	2.0000	0.3333	1.0000	0.2493	
B2	C4	C5	C6	C7	Wi
C4	1.0000	4.0000	7.0000	5.0000	0.5954
C5	0.2500	1.0000	5.0000	3.0000	0.2379
C6	0.1429	0.2000	1.0000	0.3333	0.0536
C7	0.2000	0.3333	3.0000	1.0000	0.1130
B3	C8	C9	C10	Wi	
C8	1.0000	0.2500	0.5000	0.1311	
C9	4.0000	1.0000	4.0000	0.6608	
C10	2.0000	0.2500	1.0000	0.2081	
B4	C11	C12	C13	Wi	
C11	1.0000	5.0000	4.0000	0.6833	
C12	0.2000	1.0000	0.5000	0.1168	
C13	0.2500	2.0000	1.0000	0.1998	

The weights of influence relative to target level in criterion level are salary treatment (0.3634), personal development (0.3195), work itself (0.2491), interpersonal relationship (0.068), and promotion space (0.2138), salary (0.2164) and job content (0.1479), year-end award (0.0865), self-realization (0.0638), working environment (0.0621), communication (0.0449), subsidy (0.0411), working hours (0.0391), skills training (0.0373), social security (0.0195), team spirit (0.0142), colleague relationship (0.0089).

3. Conclusions and Suggestions

Among the evaluation factors at the criterion level, salary, personal development and job itself accounted for 36.34%, 31.95% and 24.91% respectively, while interpersonal relationship accounted for the least. Among the thirteen sub-factors affecting job satisfaction, promotion space, salary and job content rank first, and the proportion of them is more than 10%.The year-end awards, self-realization, working environment, leadership relationship, subsidies, working hours and skills training ranked second, accounting for more than 3%.Social security, teamwork spirit and colleague relationship have less influence, accounting for less than 2%.

(1) Salary treatment involves the vital interests of employees. A reasonable, fair and positive salary system is necessary to improve job satisfaction. As far as the current situation is concerned, providing higher salaries can still directly affect the enthusiasm of employees. In formulating the salary system, we should fully consider such factors as salary level, performance and the relative importance of the position. Rationally set the proportion of year-end bonus to stimulate the

enthusiasm of employees. In addition, enterprises can increase the welfare of employees through a variety of ways, such as medical treatment, housing, pension, insurance, subsidies, paid vacation, parents' pension, children's education and so on, so that employees firmly establish the mentality of the owner of the enterprise. At the same time, we should establish and improve the reward and punishment system and introduce the competition mechanism rationally. Only in this way can we continuously improve job satisfaction and bring more benefits and better development to enterprises.

(2) Establishing a Fair Competition Personal Development Mechanism. Promotion within an enterprise is a key step for employees to achieve personal development. A good promotion mechanism can bring about positive changes in high pay and management authority. According to Maslow's hierarchy of needs theory, after meeting the lower level of needs, people will be eager to obtain higher levels of needs, such as the need for respect and self-realization. A good personal development mechanism is the only way to achieve higher levels of demand, and it ensures the principle of "the competent, the fair, the mediocre, the inferior, and the withdrawal of the inferior". Establish promotion channels in technology, management and business to motivate employees in different positions. Establish a fair promotion platform, so that employees are psychologically satisfied, thereby improving the satisfaction of employees.

(3) Improve the content of work and enhance the level of employee love. In order to reduce formalism and bureaucracy in work, the superiors should take the initiative to show sympathy to the subordinates. Employees of enterprises should care for each other, help each other and support each other, and actively carry out "help and guide". New employees should learn from old employees modestly, and old employees should have a broad mind to be good teachers and friends for later generations. At the same time, we should keep pace with the excellent enterprises in the same industry, learn to build a good working environment, create a positive working atmosphere and improve the efficiency of employees. Reduce prevarication, lazy time, rational use of working hours, reduce unnecessary overtime.

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