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Study on Employee Satisfaction in Enterprises-- Based on the Empirical Analysis of Ningbo Foreign Trade Enterprises

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Abstract: By improving employee satisfaction and fully mobilize the enthusiasm of the employees improve the core competence of enterprises has become one of the important factors, this article through to ningbo home and foreign trade enterprise employee satisfaction survey, the empirical analysis of the influence factors of employee satisfaction, and puts forward relevant suggestions.

Keywords: ESD; method of Job description scale measurement; Ningbo foreign trade enterprises

1. PROBLEM INTRODUCTION

With the rapid development of economy, every enterprise is concerned about the problem how to enhance the competitiveness and gain profit maximization, but most of the enterprises don't realize well. Nowadays, employee satisfaction which is concerned and mentioned constantly has become a great important factor to enterprises. So how to fully mobilize the enthusiasm of the employees for enterprises has become one of the important factors to improve their competitiveness.

Under the double impact of some important international crisis and domestic factors, the Ningbo Foreign Trade Enterprises are faced with many predicament, and foreign trade limits have been relatively low until now, as a result the development of enterprises stagnate. This paper is based on the method of employee satisfaction assessment through staff questionnaire and interview for 20 foreign trade enterprises in Ningbo to analyze what's the substantial meaning of the degree of Employee Satisfaction to an enterprise's development.

2.CONSTRUCT CONCEPTUAL MODEL AND INDEX SYSTEM OF MEASURING ESD

2.1 Conceptual model of ESD

ESD is the satisfaction feeling of employees' psychological and physiological for working environment and job itself, and that also means subjective reaction of workers to work situation. Employee satisfaction (often referred to as job satisfaction) has been defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences"^[1]; Employee satisfaction is the general attitude to their work^[2]. He thinks that employee satisfaction include ten factors: the job itself, remuneration, ascension, recognition, working conditions, welfare, self, managers, colleagues and members out of organization.

On the basis of reading literature, we construct the studied conceptual mode. So we define ESD as five dimensions ,including working background, working rewards,working groups,enterprise management and enterprise operation^{[3][4]}. Specific category as follows figure 1:

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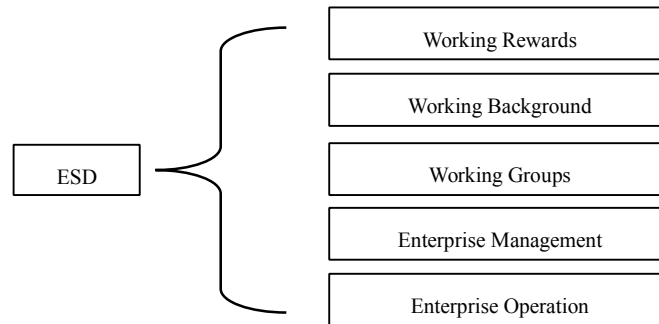


Figure 1. Conceptual model of influencing ESD

2.2 Construct index system of measuring ESD

The index system of ESD mainly refer to some employee satisfaction model, and do some adjustments according to the specific circumstances of foreign trade enterprises^{[5][6]}. While on the premise of keeping the same first-class indicator, second-class indicator, we have the targeted selection for third-class indicator. Finally, employee satisfaction index system of the company includes five second-class indicator and 25 third-class indicator^{[7][8]}. Specific category as follows table 1:

Table 1. Employee satisfaction index system of Ningbo foreign trade enterprises

First-class Indicator	First-class Indicator	Second-class Indicator
ESD X	Working Rewards X ₁	Salary Income X ₁₁
		Income Equality X ₁₂
		Enterprise Welfare X ₁₃
		Working Fun X ₁₄
		Respect and Care X ₁₅
		Enterprise Training X ₁₆
		Promotion X ₁₇
		Reward System X ₁₈
	Working Background X ₂	Working Time X ₂₁
		Labor Contract X ₂₂
		Resource Sufficiency X ₂₃
		Working Conditions X ₂₄
	Working Groups X ₃	Communication X ₃₁
		Working Coordination X ₃₂
		Team Spirit X ₃₃
		Quality of Work X ₃₄
		Competency Performance X ₃₅
	Enterprise Management X ₄	Employment Mechanism X ₄₁
		Management Skill of Management Personnel X ₄₂
		Implementation Effect of System X ₄₃
		Sense of Identity and Belonging X ₄₄
		Reasonable Proposals X ₄₅
	Enterprise Operation X ₅	Confidence and Satisfaction of Customers for Enterprise X ₅₁
		Relationship with Supplier X ₅₂
		Vision and Planning of Enterprise X ₅₃

3. EMPIRICAL ANALYSIS

3.1 Research design

For ESD research, here is mainly including research method, evaluation object and research method.

3.1.1 Research methods

This research methods mainly is job description scale measurement method which is the most common survey method of employee satisfaction^[9]. It contains five dimensions of degree of satisfaction, such as working background, working rewards, working groups, enterprise management and enterprise operation, then the plus scores of five dimensions of satisfaction, i.e., scores of overall job satisfaction.

3.1.2 Evaluation object of ESD

The goal of this research mainly is learning overall situation and detailed score reference to ESD of foreign trade enterprises. We conduct the survey aiming at staff of 20 Ningbo home and foreign trade enterprises, understanding staff inner true feelings and ideas, through statistical analysis to find out the existing problems of the enterprises, and sum up the main present problems. So that we can find out some corresponding countermeasures to get better adjustment.

3.1.3 Research methods

This survey takes questionnaire as the principal thing, supplemented by interview survey method.

The content of the questionnaire consists of two components, the first part is the individual attribute variables, aiming at mainly researching basic situation of answer people, the other part is survey subject of ESD, including five dimensions in index system, namely satisfaction evaluation about working background, working rewards, working groups, enterprise management and enterprise operation. Thus we set up 25 questions.

Questionnaire offers five alternative options for answer of each question, according to the degree of satisfaction from strong to the weak in an arrangement, including the five options, as follow, totally agree, basic consent, not sure, basicly don't agree, don't agree with. We assess the survey by five evaluation method before the statistical analysis of the questionnaire, namely respectively by five points, 4 points, three points, 2 points, 1 point which means each points on behalf of the five options of the questionnaire. Finally, the higher the score, the higher level of employee satisfaction. According to the following way to divide ESD, it as follows table 2:

Table 2. Classification table of ESD

scores of ESD	>4.5	4-4.5	3.5-4	3-3.5	2.5-3	2-2.5	<2
Category	very satisfied	satisfied	quite satisfied	general	less satisfied	not satisfied	very dissatisfied

The survey of ESD takes staff in Ningbo foreign trade enterprises as the research object. In order to ensure the authenticity and validity of the survey, the survey employs anonymous form to answer questionnaire, through focusing on the ease of filling out the form by staff of each department. This survey questionnaires are 200 copies, recovery of 174 edited, and gets effective questionnaire for 172 copies which means rate of effective recovery was 98.9%.

3.2 Data analysis

3.2.1 Basic characteristics of data

For the 172 valid questionnaires, we mainly put it into four parts to analysis, such as the gender, age, degree of education, and working age. The following table can reflect more intuitive.

Table 3. Characteristics analysis of respondents

Factor	Division level	Percentage
Gender	Man	37.5%
	Woman	62.5%
Age	Under 25 years old	12.5%
	26—35 years old	72.2%
	36—45 years old	12.5%
	Above 46 years old	2.8%
Degree of Education	Under junior middle school	12.5%
	Senior high school	13.9%
	Junior college	31.9%
	College course	41.7%
Working Age	Under three years	22.2%
	3—6 years	43.1%
	6—9 years	20.8%
	Above 9 years	13.9%

The Evaluation and analysis of employee satisfaction based on various aspects

Table 4. The Score of satisfaction based on various aspects

Index	The Score
X1	$X1=\{3.47, 3.39, 3.21, 2.85, 3.38, 2.76, 3.08, 3.40\}$
X2	$X2=\{3.22, 3.99, 3.35, 3.36, \}$
X3	$X3=\{3.56, 3.53, 3.36, 3.40, 3.63\}$
X4	$X4=\{3.40, 3.21, 3.32, 3.39, 2.85\}$
X5	$X5=\{3.57, 3.38, 3.82\}$

In conclusion, in the return of work satisfaction based on various aspects, the employees are satisfied with these aspects, which are the Wage income, the company's respect and care and rewards and punishment management, and the index of them are 3.47, 3.38 and 3.40. But the index of Work fun and enterprises training are lower, which are 2.85 and 2.76, and the employees are not satisfied with them.

In the satisfaction of work environment, the Labor contracts accounts for 3.99 of the highest. The employee satisfaction is the highest. Second, the abundance of resource and working conditions are respectively 3.35 and 3.36, and Employees still feel relatively satisfied. But Work time is just 3.22 time, employees for the company's arrangements are relatively less satisfied

In the working groups, the performance of individual ability, communication and exchanges, as well as work with the score relatively high 3.63, 3.56 and 3.53, respectively. But the quality of work around Themselves

and colleagues and teamwork scores only 3.40 and 3.36, the employees are relatively less satisfied with them.

Employees have low satisfaction of enterprise management, including employment mechanism, and the sense of identity and a sense of belonging score was 3.40 and 3.39, Relatively speaking, the score of these three elements, which are more agreeable, management skills, the effect of the implementation of the system, rationalization proposals, is below the standard satisfaction degree level. And they are 3.21,3.32 and 2.85, respectively. But the Rationalization proposals only is 2.85, employees have many problems on it.

Finally, in the enterprise management, the overall feeling of staff is good, the satisfaction of enterprise planning is the highest, score to 3.82, customer confidence and relationships with suppliers are pretty good also, respectively is 3.57 and 3.38

Based on different aspects, employee satisfaction is different. According to the different aspects of employee satisfaction analysis, it will help us take more specific measures to improve the degree of satisfaction. The score of different aspects satisfaction is shown in figure 2.

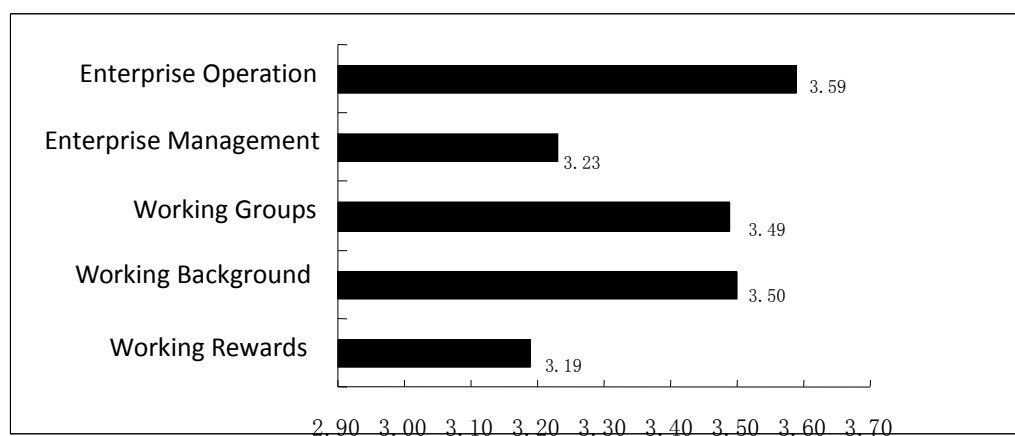


Figure 2. The score of different aspects satisfaction

From classification statistics, we can see that the scores of different aspects are close to the average score, the difference between the highest and lowest is 0.4 points. In the five aspects, the staff's satisfaction degree to the enterprise management is the highest, and show that most of the staff to enterprise's prospect and development is very good, and the staff are optimistic. Return to the work is the lowest satisfaction, the salary and personal development is not satisfied, the company needs to pay attention to staff development, promotion and salary system of fairness and rationality. In addition, the satisfaction of work environment and the enterprise management are equal to the return of work, and it shows that the enterprise have good interpersonal skills and the work environment.

3.2.3 The analysis of employee satisfaction based on personal attributes

The results of different gender employee satisfaction as shown in Figure 3.2. Overall Ningbo Foreign Trade, the employee satisfaction of male and female is different, and the male employee satisfaction is higher than women. According to the survey, it is the reason that the male employees in the company are mostly at the leadership positions or higher-level positions, its material rewards and returns as well as the working conditions are relatively better than ordinary female employees. In addition, the requirements of male employees working background and working groups will be lower than that of women staff, the male are relatively easy to meet, so the satisfaction of male is relatively slightly higher than the female.

Age in the survey is divided into the following four stages: that is below 25 years old and below, 26-35-year-old, 36-45-year-old, above 46 years old. Employees of different ages can be seen From the

statistical results, we can see that there is a significant difference of satisfaction in different ages. It mainly show that with the the employees age of growth, the degree of satisfaction also increased. Most of the young staff just entered the company, and they are holding the full of hope, good vision and higher expectations to the company. But due to the gap between expectations and the actual is large, so the degree of satisfaction is low. In comparison, the older employees have a stable income and better opportunities to development, so their satisfaction has also been improved.

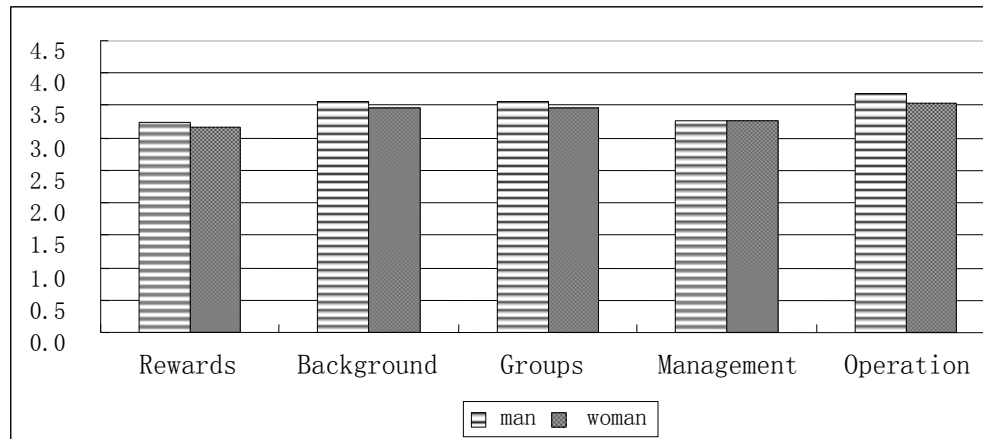


Figure 3. Employee satisfaction based on gender

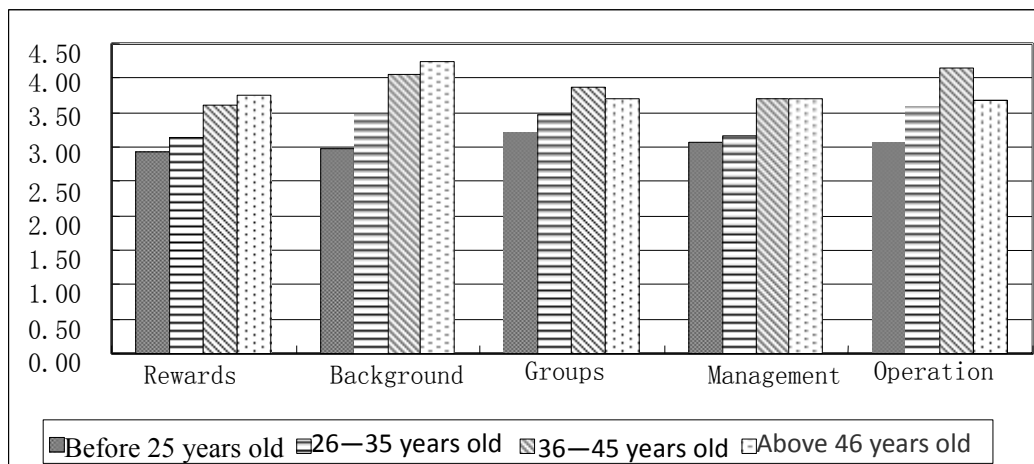


Figure4. Employee satisfaction based on different ages

We can see from the figure 5, with bachelor degree of employees in each aspect of satisfaction are lower than other cultural degree of staff, and the satisfaction of junior high school is the highest. In general, the employee satisfaction with a high degree of culture is low, and the employee satisfaction with low degree of culture is high, employee satisfaction has the negative relation with the degree of culture. The reason of this situation is that employees with high degree to think that they cost much more in the education, and have high expectations in the economic compensation, welfare, management. But the staff with the low degree of education have low expectations, so it's easier to meet requirements.

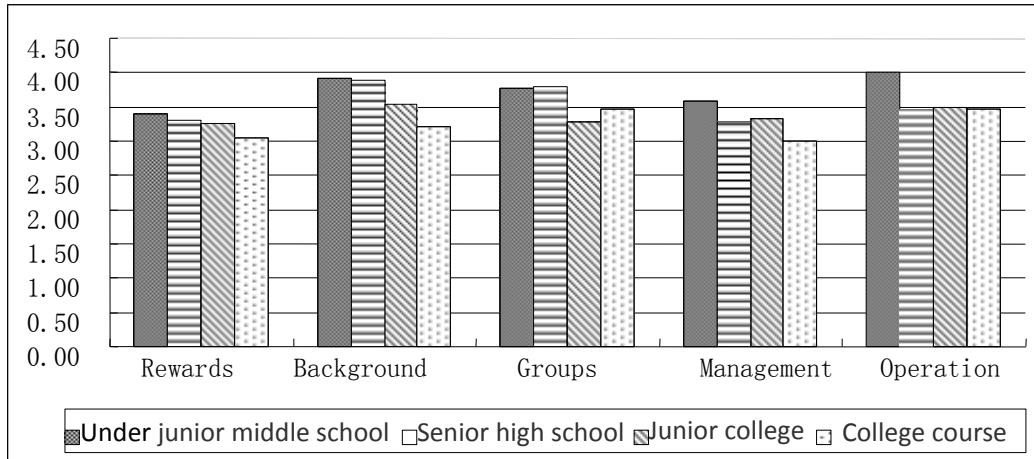


Figure 5. employee satisfaction based on different degree of education

From figure 6, we can find that the working year of the employees in the enterprise also affect the staff job satisfaction. The working year is similar with the employee satisfaction, and the reason of it is the same with the ages.

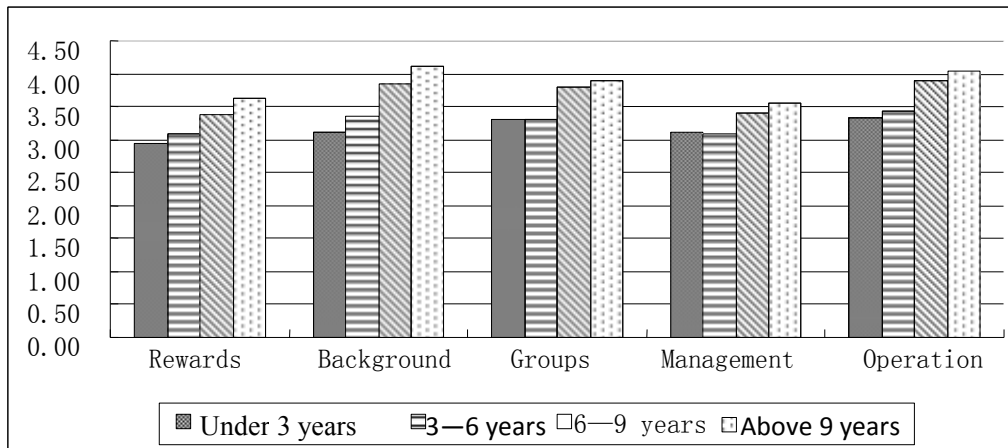


Figure 6. employee satisfaction based on the different working year

3.2.4 The evaluation of overall satisfaction

When the employee satisfaction scores of an enterprise are too low, there is a serious problem management of the enterprise, and it must be improved immediately. When the employee satisfaction score is higher, it indicates that the employee love enterprise, the enterprise's cohesive force and centripetal force are very good, and the staff has a good mentality and work enthusiasm. If employee satisfaction scores is in the general level, the description of the enterprise is more sensitive crowd, the lack of good state of mind, the sense of responsibility is weak, so we need to improve the management^[10].

The results of the survey show that the Ningbo Foreign Trade and Employee Satisfaction grade point is 3.36 points at the average, according to the data in Table 3.1, we can see that the satisfaction of the company's employees is at the average. As the enterprise management , you should take some measures according to the practical situation, and find out the reason that the individual links of employees, which are not satisfied with. Then you put forward some improvement measures, so as to improve the enterprise employee satisfaction.

4. CONCLUSION

In summary, the study shows that the Ningbo Foreign Trade Enterprise employees are generally not satisfied with the company, whether the enterprise's own development plan or the ideal of its development plan. Based on the above data, it should be to improve enterprise management and employee benefits, and combine with some actual situations. In fact, now many large enterprises are carrying out the reform, and mainly from the employees to reform. If the employees don't have their work enthusiasm, sense of responsibility, no fun, no vitality, then an enterprise will stagnate. Therefore, regardless of the impact of the international crisis or influenced by domestic, Ningbo, foreign companies should be a renewed emphasis on the current situation, we should increasingly focus on its own problems, so as to solve the fundamental problems.

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