



Analysis on the Influencing Factors and Countermeasures of Job Satisfaction Reduction Based on Employees' Personal Perspective

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Abstract: With the development of economy, the research on enterprise management is more and more extensive. It is no longer just concerned about the economic interests of enterprises, but based on the people-oriented idea, pays more attention to the personal development of employees while paying attention to the interests of enterprises. Employee satisfaction has also become an important factor affecting corporate performance. Based on personal views, this paper summarizes the influencing factors of job satisfaction and puts forward countermeasures.

Keywords: job satisfaction, personal factors, organization management, personal countermeasures

1. Introduction

Employees are the most basic and important resources of an enterprise, and individual performance of each employee is the basic element of enterprise performance. Originally, Taylor's scientific management focused solely on improving corporate performance and pursuing the maximization of corporate profits. He regarded employees in an enterprise as pure economic men, and regarded them as work machines without feelings. In Professor Mayo's Hawthorne experiment, it was found that workers not only are "economic men" stimulated by economic interests, but also play a very important role in individual performance; thus he put forward the hypothesis of "social man". With the development of economy and social progress, the value and status of employees in enterprises and society have been further enhanced. Maslow's hierarchical theory of needs and Herzberg's two-factor theory fully show the importance attached to employees. Since reform and opening up, China's economy has developed rapidly, and a large number of western management theory have been introduced into China. According to the actual situation of China's enterprises, combined with the western management theory, many scholars in China created the unique characteristics of the Oriental Chinese style of management, such as Su Dongshui and Zeng Shiqiang. The western management ideas and Oriental traditional management philosophy, more fully embody the people-oriented management core concept. There are different angles to improve enterprise management, such as enterprise internal personnel configuration of departments, the enterprise cultural environment, the enterprise itself development potential, and so on. And the results of these management style is the most direct embodiment of employee satisfaction. In a people-oriented enterprise core concept, adopt various ways to promote employee satisfaction, and raise the employees' enthusiasm to work, loyalty to the enterprise and sense of belonging, so as to improve the staff's personal performance, thus achieving the purpose of improving enterprise performance.

2. Literature review

Job satisfaction is a comprehensive attitude and evaluation of employees to their current work, an emotional response to their overall feelings about the work, and has a subjective and direct impact on the efficiency and effect of the work. With the continuous development of management science, many scholars have conducted more and more studies on job satisfaction. According to different research perspectives and focuses, scholars have different definitions and understandings of job satisfaction, and have different opinions on factors affecting job satisfaction. Hoppock (1935) was the first to propose the concept of "job satisfaction". He believed that the main factors influencing Job satisfaction were fatigue, monotonous work, working conditions and leadership style, etc., and he focused more on defining the dimension of job satisfaction from the perspective of material. With the development of economy and the continuous enrichment of management theories, the research of management science also pays more attention to people orientation. Friedlander, from the perspective of social environment and employees' psychological motivation, classifies technical environment factors, self-actualization factors and recognition factors into the component dimensions of job satisfaction. Locke defines overall job satisfaction as an emotional and cognitive reactive attitude, a happy or positive emotional state derived from an assessment of work or work experience. Other scholars have also defined and analyzed job satisfaction from different

dimensions.

Management science in China started later than that in the West. Based on the research of many foreign scholars on job satisfaction, combined with the actual situation of China, many scholars conducted localized research. Through investigation and research, Professor Yu Wenzhao proposed that there are 7 factors affecting the overall job satisfaction of employees: working characteristics, working conditions, leadership factors, personal factors, welfare benefits, remuneration and salary, and relationship with colleagues. Through the research on the employees of large and medium-sized state-owned enterprises, Xing Zhanjun proposed that the job satisfaction mainly consists of five dimensions: material satisfaction, social relationship satisfaction, self-status satisfaction, family life satisfaction and social reform satisfaction. Lu Jia and Shi Kan believe that the job satisfaction of employees in Chinese enterprises includes five factors: leadership behavior, management measures, work return, work collaboration, and work itself.

Based on the previous studies on job satisfaction, the influencing factors of job satisfaction mainly focus on four aspects: environmental factors, organizational factors, job factors and personal factors. Starting from the direction of personal factors, this paper analyzes various aspects that affect the job satisfaction of employees, and puts forward corresponding countermeasures, hoping to make some contributions to the research in this field.

3. Background

Employees' job satisfaction has a direct impact on their attitude and efficiency towards work, as well as their loyalty to the company. In a society with rapid economic development, enterprise performance needs stable and sustainable development, and employees' attitude towards work and loyalty to the enterprise are the foundation of enterprise performance. Improving employees' job satisfaction is very important for the promotion and development of enterprise performance. In recent years, China's economy has been developing rapidly while changing steadily. In the face of changes in domestic and foreign economic situations, such as china-us trade frictions, changes in housing prices, stock market turbulence and other factors, all of which have a great impact on the development of enterprises. In addition, the COVID-19 epidemic in 2020 will have a fatal impact on many enterprises. In this critical period, how to maintain employees' attitude towards work and loyalty to the enterprise is a key issue. Employees' satisfaction with their jobs plays a crucial role in this regard. However, from the current situation of our country, it's not optimistic.

According to zhaopin.com's 2019 job satisfaction survey, the job satisfaction index of Chinese white-collar workers in 2019 is only 2.38, which is far from ideal. Nearly 70 % of Chinese workers suffer from job burnout to some extent, according to a survey report on China's "Job Burnout Index" released by China Human Resources Network in 2018. According to the specific situation of the survey, 70% of the respondents experienced slight burnout. 39.22% reported moderate burnout; And 13 % reported severe burnout. In addition, the rate of job burnout of women is significantly higher than that of men, with 37.23% of men experiencing job burnout, while the rate of job burnout of women is as high as 41.38%. Due to the different degree of job satisfaction of employees, different degrees of job burnout occurs, which is a waste of human resources and has a significant impact on the performance of enterprises and the career development of employees.

4. Factor analysis based on the individual perspective of employees

Based on the studies of many scholars, the dimensions that affect job satisfaction are mainly divided into environmental factors, organizational factors, job factors and personal factors. Environmental factors include the competitive environment and development environment of the enterprise; Organizational factors include enterprise culture, organizational system, such as management system, salary system, promotion mechanism, leadership style, etc. The factors of work itself include working environment, working conditions and work development, while the personal factors include employees' personal characteristics, interpersonal relationship, career development plan and personal life. This paper analyzes the factors affecting employee's job satisfaction and improvement measures from the perspective of personal factors.

4.1 The influence of personal characteristics on job satisfaction

Personal characteristics mainly include the gender, age, race, ethnicity, education level and length of service, etc. In enterprises, age and gender are important factors when considering the employment or promotion of employees and other aspects, especially the marriageable or pregnant female employees. For this reason, companies often ignore the specific personal needs of female employees, resulting in dissatisfaction among employees. In addition, sexual harassment in the office is not uncommon in today's enterprises. According to surveys and statistics, more than 50% of employees

in China have experienced sexual harassment in the workplace, of which women account for 96.8% and those between 19 and 29 years old account for 53%. Compared with men, women are more vulnerable in the workplace, which is also a factor that causes women to be treated unfairly. As a result, employees have resistance to the work itself and lower their satisfaction with the work. Under the trend of economic globalization, employees of some enterprises may come from different regions or countries, different nationalities or races. Due to the differences of national culture and ethnic culture, employees may have different working styles and work characteristics, and foreign employees are also prone to be prejudiced by local business leaders. In 2020, Panasonic employees were reprimanded by their leaders for posting memorials to the revolutionary martyrs who died in the September 18 Incident. The employees resisted and offered to resign. Because of ethnic and racial differences, employees are likely to encounter unfair treatment in the enterprise, thus affecting their job satisfaction. Employees' level of education determines the outlook on life, the values of the employees, the requirement of personal development, and the requirement of the enterprise, when employees of enterprise employee identity, and the development prospect of cultures do not meet the needs of the development of the individual is easy to reduce the employee's job satisfaction, and employee turnover intention. The impact of length of service on job satisfaction is mainly reflected in the employees' positive attitude towards work. According to the survey, more than 40% of employees experienced different degrees of job burnout in the first four years of work, and the proportion of job burnout declined after the fifth year. For employees is just beginning to work, work is the basis of short-term employees on the work experience and skills a workout, the employee's job satisfaction is relatively high, when engaged in basic work for a long time and can not get a promotion, and no future development path, easily lead to employees to produce discontent, lower job satisfaction, job burnout, affect organizational performance.

4.2 The influence of interpersonal relationships on job satisfaction

An enterprise is an organization formed by a group based on human beings. Interpersonal relationship is the link between individuals in a group. The interpersonal relationship of employees in an organization mainly involves three aspects: interpersonal relationship between superiors and subordinates, interpersonal relationship between colleagues and interpersonal relationship with the outside of the enterprise. Have a profound impact on employees' job satisfaction. The quality of employees' interpersonal relationship in the organization not only has an impact on their personal work attitude and work efficiency, but also has a profound impact on the overall performance and development of the organization. A good relationship between superior and subordinate helps to promote relatively sufficient and effective communication between leaders and employees, enable employees to fully understand organizational arrangements, promote the efficient implementation of organizational arrangements, improve employees' sense of identity with leaders and organizations, improve work efficiency, and improve employees' job satisfaction; However, the disharmonious relationship between superiors and subordinates will discourage employees' work enthusiasm, make them feel that they cannot be recognized by the organization, and even resist the arrangement of leaders, which will lead to dissatisfaction with the organization and reduce their satisfaction with their work, thus affecting the overall process of organization arrangement and reducing organizational performance. Harmonious interpersonal relationship among colleagues is the basis for building a harmonious working atmosphere. According to Maslow's hierarchy of needs theory, when people are liberated from secondary needs, they will go back to pursue higher-level needs, and the current needs play a dominant role in people's behavior. Enterprise employees are already satisfy the physiological needs and security needs of society, the harmonious interpersonal relationship environment is required to meet its own social demand, the harmonious relationship between colleagues is helpful to build a good social environment, meet employee's social demand, improve the staff's identity and collective identity, improve employee job satisfaction, promote arranged by the concrete implementation. External interpersonal relationship is one of the effective ways for employees to understand the external situation of the enterprise. It is easy for employees to receive relevant information between the same industry and across industries and make comparison based on the situation of their own enterprises, which will lead to psychological gap among employees and affect their job satisfaction.

4.3 The influence of individual career development plan on job satisfaction

The career development plan of employees is to establish their career goals and paths, determine their development plans, and determine specific action plans to achieve their career goals in combination with their specific situations and the opportunities and challenges they face. The personal career development plan of employees is the specific plan of employees' self-realization and the concrete embodiment of their own outlook on life and values. The employee's career development in the enterprise is the specific expression form of the employee's personal career planning. Employee's career development is usually to reflect the promotion way, when employees work recognised by organization, position

promotion, staff will usually produce a sense of accomplishment, on their own career planning and organizational identity and sense of belonging, in a more positive attitude to work, improve work efficiency, guarantee the quality of work, expect the next promotion; When employees' work is not recognized and recognized by the organization, and their position is not promoted for a long time, they will become psychologically lazy and bored, dissatisfied with their current work and organization, reduce their satisfaction with their work, and affect their work efficiency and performance.

4.4 The influence of personal life on job satisfaction

Personal life and work are all important parts of life, and the relationship between employees' personal life and work has a crucial impact on their job satisfaction. However, according to the latest data released by the National Bureau of Statistics, the average working hours of employees in Chinese enterprises are 46 hours per week. Based on the five-day working week, the average working hours are 9.2 hours per day, far exceeding the eight-hour working hours per day stipulated in China's labor law. According to the survey, 42.2% of workers in China worked overtime in 2017, especially in the manufacturing sector. However, China's employed workers are paid an average of only 5.44 hours per day, far less than in some developed countries. Because of working overtime, vulnerable to the personal lives of employees affected, even will affect the family relations, result in serious imbalance, to reduce employees' job satisfaction, and make job burnout, unable to work in a positive state, lead to the efficiency of underground, affect employee's work performance, and, in turn, affect the enterprise performance. Therefore, the relationship between employees' personal life and work is one of the important factors affecting employee satisfaction.

5. Measures to improve employee job satisfaction

5.1 Measures to improve job satisfaction from a personal perspective

5.1.1 Have a comprehensive understanding of industry information and make career planning

In the era of information technology, the information of various enterprises and industries is open and transparent. Employees at work to through the network, a full range of industry information collection, to understand the development of industry and the development trend of the future and enterprise's present situation and future trend of, combined with its own specific circumstances and individual needs, do their own career planning, choose suitable for their own development of industries and enterprises, and can meet the demands of their own goal set professional, choose reasonable career development channel, establish the base layer of job satisfaction.

5.1.2 Actively integrate into the work

In real life, it is inevitable for employees to have certain conflicts between their personal situation and their professional work. Employees should start from themselves, actively integrate into the work, take the initiative to establish a good relationship with the leadership, timely reflect the problems in the work and their own personal factors caused by the work and personal conflicts, timely communicate and solve them, actively prepare for the instructions and arrangements of the leadership, complete them efficiently, avoid the conflict between working time and personal life, and achieve a balance between work and personal life. With co-workers, positive initiative to create a harmonious working environment, promote the communication between with colleagues, the relationship among colleagues of progressive, enhance interaction and understanding, to ensure the work smoothly.

5.2 Measures to improve employee satisfaction from the perspective of the enterprise

5.2.1 Start with recruitment and training to achieve post matching

The development of an enterprise cannot be separated from the participation of new blood. Recruitment of new generation employees is an important basis for the development of an enterprise, while retention of employees is the key to the development of an enterprise. Recruitment is the first step to admit new employees. In the process of recruitment, the personnel in charge of recruitment should combine the written test, interview and subsequent background check of the applicant, so as to comprehensively understand the information of the applicant, analyze his/her personal expertise and career development needs. According to the job requirements of the company, we will arrange suitable positions for new employees, give full play to their individual talents, provide a platform for the development of employees in the company, and lay a foundation for improving their job satisfaction. According to the job skill demand of the enterprise and the actual ability of the employees, organize training to help the employees improve their professional skills, which not only meets the development needs of the enterprise, but also lays a solid foundation for the career development of the employees. Starting from recruitment and training, it is helpful for employees to improve their loyalty and job satisfaction by reasonably allocating employees according to their personal expertise and job demands of the enterprise.

5.2.2 Have reasonable leadership to promote internal knowledge sharing

Knowledge sharing is the key process of enterprise internal knowledge management and plays a connecting role. Knowledge sharing not only transmits information, but also involves the process of knowledge receiver's cognition and understanding and ultimately improving their own knowledge and skills. In the process of knowledge sharing, it involves the flow of information, which is actually interpersonal communication. The leaders of an enterprise can promote the sharing of knowledge within the enterprise. Leaders should promote mutual learning and knowledge sharing among employees within the enterprise according to the collective situation of the enterprise. As a leader, it is necessary to understand the specific situation of subordinates under direct management, fully communicate and learn from each other, and promote the harmonious relationship between superiors and subordinates while sharing knowledge. Through their own guidance, leaders promote communication and learning among subordinates, guide employees to understand and analyze problems from multiple levels, learn from each other, and promote knowledge sharing between each other. Promote harmony among colleagues. In combination with the actual situation of the enterprise, leaders adopt reasonable leadership to promote knowledge sharing and harmonious interpersonal relationship between superiors and subordinates and colleagues, which is conducive to improving employees' job satisfaction.

5.2.3 Establish a reasonable performance appraisal system and a matching reward-punishment system

Performance appraisal is the test of employees' work results, and the corresponding reward-punishment system is one of the ways to affirm employees' work results. Establishing a reasonable performance appraisal system and reward-punishment system is the most important way to affirm employees' work results and improve their work enthusiasm and satisfaction. Job performance can be divided into task performance, relationship performance, learning performance, innovation performance and other expressions. However, the performance assessment of Chinese enterprises lacks the overall concept and is generally taken charge by the human resources department of the enterprise. However, in the internal and inter-departmental assessment, most of them are relatively extreme, either generally too high or too low, so it is difficult to investigate the real situation. According to the specific situation of performance appraisal, the implementation of the reward-punishment system, linked to the salary, is usually less reward and more punishment. Moreover, in the examination, task performance is the standard, and learning performance, relationship performance and other aspects are rarely examined. The examination method lacks comprehensiveness. Enterprise should according to own actual situation, according to different departments and different management set different inspection standard, comprehensive and employees' job performance, rather than a single task performance, grass-roots staff work performance is more of a specific task performance, and with the constantly increasing in the hierarchy of the enterprise, the relationship between performance, innovation performance in job performance share has been rising. In terms of reward-punishment system, it is linked with performance appraisal and different reward-punishment standards are set at different levels. According to the diminishing effect of marginal benefit, the higher the salary, the smaller the incentive effect of material incentive on the target, and vice versa. Therefore, after performance appraisal, the specific reward-punishment measures for employees should be formulated according to the level of employees. Grassroots employees lay more emphasis on material rewards, while for senior managers, the incentive effect of material rewards is constantly decreasing, while the effect of spiritual rewards is constantly increasing. Enterprises should set up reasonable performance appraisal standards and reward-punishment system to supervise and motivate employees and improve their job satisfaction according to their actual situation.

5.2.4 Implement flexible working schedule

Implement a flexible work schedule that allows employees the freedom to work as many hours as they want while ensuring that tasks are completed. Allow employees to choose their own time and coordinate the conflicts between work and private life. In foreign countries, some enterprises have implemented flexible working system in their enterprises. Hewlett Packard, Mitsubishi Electric and Fuji Heavy Industries have all introduced changes related to flexible working. In some European companies, after six months of the first year, employees can choose when they want to work each month for the next year, giving them more time to enjoy their personal lives or study. In China, some enterprises also implement similar work system. For example, in the IT industry, as long as the corresponding work tasks are completed every day, the requirements on specific work place and working time are relatively relaxed. However, most industries believe that the implementation of flexible work system will affect the performance of the enterprise, and that the implementation of flexible work system can only be possible under the ideal situation of employees' high degree of self-consciousness. Enterprises can adopt flexible hours to enterprise's achievement center and its improvement, the working system of removal must finish the work in the enterprise, employees can according to the actual demand, the freedom to choose the location of the work, give employees full free time, at the same time to strengthen the evaluation of job performance, to

ensure the completion of the work for employees. It not only completes the work task, but also gives employees relatively sufficient free time, which is helpful to improve their job satisfaction, promote their work enthusiasm and improve their work performance. In addition, the novel working system is conducive to improving the competitiveness of enterprises in the talent market, attracting advanced talents and enhancing the competitiveness of enterprises.

6. Conclusion

To sum up, how to improve employees' job satisfaction is an important topic of modern human resource management and an important factor for enterprises to retain talents and attract talents. Under the influence of traditional culture, the management mode of Chinese enterprises advocates people-oriented and attaches importance to the personal development of employees. However, there are still serious ideas such as bureaucracy, which seriously affects the personal development and job satisfaction of employees and hinders the development of enterprises. At present, Chinese enterprises still pay insufficient attention to improving employee satisfaction, which needs to be further improved. This needs to be improved from the perspective of both the enterprise and the employees. For employees, they should make their own situation and career planning according to their own specific conditions, so as to comprehensively understand the information of the enterprise they belong to. In addition, we should actively integrate into our work, start from ourselves, closely unite superiors and subordinates, build a harmonious working environment, and lay a foundation for improving work satisfaction. For enterprises, it is necessary to start with recruitment and training, comprehensively understand the specific conditions of employees, reasonably arrange jobs according to the needs of enterprises, and achieve the matching of people and posts. Have reasonable leadership to promote knowledge sharing among internal employees and between upper and lower levels to pave the way for the further development of employees. Establish a reasonable performance appraisal system and a reward-punishment system to maximize the motivation of employees. Arrange work in a reasonable way, balance the conflicts between work and personal life of employees, and comprehensively improve their job satisfaction. This paper analyzes the factors affecting employee satisfaction and the corresponding solutions from a personal perspective. Due to the limited time and ability, there are still many deficiencies. In the future, new research can be carried out from the aspects of talent competition between industries, future industry development trend, organizational culture and so on.

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