

# Research on Guangdong Province's High-Tech Enterprises' Influencing Factors of Employees' Job Satisfaction: Using Y Company as an Example

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**Abstract:** The purpose of this study is to determine the major elements influencing job satisfaction among workers in Guangdong's high-tech enterprises. Nine aspects of information were gathered by a questionnaire survey at a Guangdong-based high-tech business (Y): salary, work environment, team atmosphere, job type, advancement chances, corporate culture, interpersonal interactions, management, and organizational care. 100 valid replies were received, yielding a 100% response rate for the poll. Organizational culture, intrinsic drive, and self-actualization are the three key elements that determine job satisfaction, according to factor analysis using SPSS software. Testing the hypothesis revealed that these elements greatly improve job satisfaction. Age and gender were two more demographic factors that had an impact. The results aid businesses in creating HR strategies, enhancing workplaces, and increasing management efficacy. However, because the study only focused on one Guangdong's company, its generalizability was constrained. To validate these parameters across various businesses and geographies, further research ought to enlarge the sample.

**Keywords:** Job Satisfaction; Guangdong's High-tech Enterprises; Organizational Culture; Intrinsic Drive; Influencing Factors of Satisfaction

## 1. Introduction

High-tech businesses are becoming more and more crucial in fostering technical innovation and economic expansion as a result of the economy's and technology's ongoing advancement. Employee satisfaction is closely linked to an organization's capacity for creativity, productivity, and competitiveness in

the market, making them its most important asset. Thus, researching employee work satisfaction in high-tech companies and the elements that influence it is crucial from both a theoretical and practical standpoint in order to maximize HRM, enhance employee well-being, and boost business competitiveness.

With more than 500 workers, Y Company is a national high-tech business that has been in Guangdong for more than 30 years. It combines professional sales, intelligent manufacturing, design and development, and space research and development with a focus on artificial intelligence (AI) office space products. In order to thoroughly discuss the key factors affecting employees' job satisfaction in high-tech enterprises and to provide scientific management decision support for enterprises, this paper uses Y Company in Guangdong Province as the investigation object. It provides this by gathering pertinent data, conducting empirical analysis, and identifying the factors affecting employees' job satisfaction. Finally, it proposes research hypotheses and builds a model. By means of this research, businesses can enhance their comprehension of the requirements and anticipations of their workforce, enabling them to devise efficacious human resource policies, augment worker contentment, and foster the enduring growth of operations.

## 2. Literature Review

With the Hawthorne Experiment, Hoppock coined the phrase "job satisfaction" in 1935 and defined it as workers' subjective assessments of their workplaces based on their own perspectives.<sup>[1]</sup> Employee impression of their own significance in a given job determines employee satisfaction, according to Kalleberg.<sup>[2]</sup> According to Kamdron, an employee's feelings about their current

employment constitute their level of employee satisfaction. [3] Employee job satisfaction, according to Guo et al. is the degree to which members of an organization express liking for their own work; it is a transient emotional response that results from employees comparing their expected benefits with actual benefits. [4]

The two categories Herzberg identified for the influencing factors of workers' job satisfaction are health care factors, which cover all facets of the workplace, including interpersonal relationships, working conditions, pay and benefits, and company policies, and motivational factors, which are primarily related to the work itself and include things like job content and sense of accomplishment. [5] By using questionnaire surveys, Jin and Sun studied 237 employees from four high-tech companies in Beijing and Henan Province. They discovered that while employees' satisfaction with training, promotion, and salary was relatively low, it was relatively high in the areas of interpersonal relationships, corporate culture, and work intensity. [6] According to Mohammad, a conducive work surroundings, effective advancement procedures, and cooperation from superiors can all contribute to job satisfaction. [7] According to Kumari, raising the compensation and benefits package will help to some degree elevate employee satisfaction. [8]

Yang developed a mathematical model that can evaluate employee contentment and showed through experiments that increasing employee satisfaction may boost the efficiency of the business's development. [9] This pertains to the methodology and instrument selection for assessing job satisfaction. When Lu et al. created the Job Satisfaction Measurement Scale, they took into account the key factors that affected employees' satisfaction: teamwork, pay, superior management, corporate image, and the actual work. [10] Liu designed targeted questionnaires using the "Price model, Minnesota employee satisfaction questionnaire" in connection with an employee satisfaction survey conducted in a hospital in Beijing. [11] Guo, Huang, and Jiang define employee job satisfaction as the degree of pleasure that workers exhibit for their own employment. It is a fleeting emotional reaction that characterizes the psychological

perspective of the employees following a comparison of their own expectations of the benefits with the actual advantages. [4]

All of the material in one place provides a thorough grasp of the variables affecting worker satisfaction. Relatively little study has been carried out about the unique working conditions and employee demographics of high-tech companies, despite the abundance of studies already conducted on employee job satisfaction. Based on earlier research, this study creates a questionnaire that evaluates job satisfaction among employees in Guangdong Province's high-tech companies. The first part of the questionnaire contains the demographic characteristics of employees, including gender, age, education, marital status, and monthly income range; the second part of the questionnaire is a scale of factors related to satisfaction (a total of 9 factors), and Likert scale 5-point scale is used for the data statistics, in which the question number A1-A5 measures the compensation and treatment factors, B1-B3 measures the working environment factors, C1-C3 measures the team atmosphere factors, D1-C3 measures the team atmosphere factors, and D1-D1 measures the team atmosphere factors. C1-C3 measure the team atmosphere factor, D1-D4 measure the work itself factor, E1-E4 measure the promotion space factor, F1-F3 measure the corporate culture factor, G1-G3 measure the interpersonal relationship factor, H1-H4 measure the management factor, and I1-I3 measure the organizational care factor.

### 3. Research Hypothesis

Based on the recovered questionnaires for the reliability of satisfaction-related indicators, it was found that the Alpha value of the nine satisfaction-influencing factors was greater than 0.8, which indicated that the questionnaire's overall reliability was better; the KMO value of the satisfaction indicators for the validity test was  $0.929 > 0.7$ , and the sig. was  $0.000 < 0.05$ , which indicated that the questionnaire for the question was valid. Thus, the satisfaction factors were further factor analyzed, and **Table 1.** shows the results of the factor analysis.

Three public factors with eigenvalues greater than one are shown in **Table 1.**, and the cumulative variance is 72.666% in both the initial value and the factor rotation value.

These results suggest that factor analysis has a desirable effect and that three factors can be extracted; these will be referred to as the organizational culture factor, intrinsic

motivation factor, and self-fulfillment factor, respectively. Thus, it is suggested to investigate the study hypotheses in **Table 2**.

**Table 1. Results of Factor Analysis**

Component	Initial Eigenvalue	Proportion of Variance	Cumulative%	Total Eigenvalue	Proportion of Variance	Cumulative%
1	20.522	64.132	64.132	20.522	64.132	64.132
2	1.484	4.637	68.769	1.484	4.637	68.769
3	1.247	3.897	72.666	1.247	3.897	72.666
4	0.896	2.800	75.465			
5	0.864	2.701	78.166			

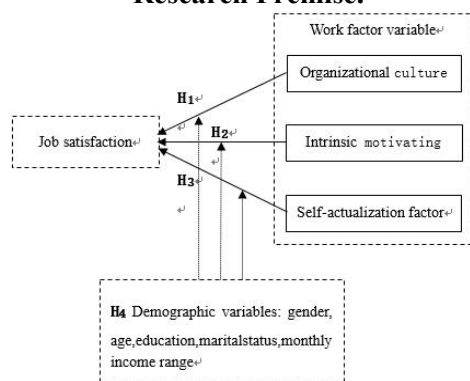
Source: Based on the recovered data, it is obtained after processing.

**Table 2. Research Hypothesis Table**

research hypothesis	
H1	Organizational culture factors have a significant positive impact on job satisfaction.
H2	Intrinsic motivation factors have a significant positive impact on job satisfaction.
H3	Self-realization factors have a significant positive impact on job satisfaction.
H4	Demographic variables such as gender, age, education background, marital status and monthly income range have a significant impact on employee job satisfaction.

Source: according to the research hypothesis, the income is compiled.

**Figure 1. Illustrates the Construction of a Research Model of Satisfaction based on the Research Premise.**



**Figure 1. Research Model**

## 4. Empirical Analysis

### 4.1 Correlation Analysis

To get **Table 3**. Pearson correlation analysis table, correlation analysis of the following factors was performed: work satisfaction, self-

actualization factor, organizational culture factor, and intrinsic motivation factor.

**Table 3. Pearson Correlation Analysis Table**

	Organizational culture factor	Intrinsic motivation factor	Self-realization factor
Job satisfaction	0.823**	0.762**	0.775**

### 4.2 Regression Analysis

#### 4.2.1 Regression Analysis of Organizational Culture Factors and Job Satisfaction

Job satisfaction is taken as the dependent variable, and organizational culture factors are taken as the independent variables for regression analysis. The results are presented in " **Table 4**: Summary of Regression Analysis Model for Organizational Culture Factors and Job Satisfaction" and "Table 5: Coefficients of Regression Analysis for Organizational Culture Factors and Job Satisfaction". From **Table 4**, it can be seen that the R-squared value is 0.678, indicating that organizational culture factors can explain 67.8% of the variation in job satisfaction. Moreover, the R-squared value exceeds 30%, which suggests a good fit of the model.

In regression analysis, the R-squared ( $R^2$ ) value is a statistical measure that represents the proportion of the variance for the dependent variable that's explained by the independent variables in the model. An R-squared value of 0.678 (or 67.8%) is considered quite high, indicating that the model has a strong explanatory power for the dependent variable, which in this case is job satisfaction.

**Table 4. Summary of Regression Analysis Model of Organizational Culture Factors and Job Satisfaction**

model	R	R square	Adjusted r-square	Error in standard estimation	Durbin-Watson
1	0.823	0.678	0.675	0.48950	1.793

Source: Based on the recovered data, it is obtained after processing.

**Table 5.** provides information on the regression coefficient, which is 0.979 and larger than 0, and the significance, which is 0.000 and less than 0.05. This suggests that

there is a positive influence relationship and a linear regression relationship between those two variables.

**Table 5. Regression Analysis Coefficient a of Organizational Culture Factors and Job Satisfaction**

model		Non-standardized coefficient		Standardization coefficient		t	significance
		B	standard error	Beta			
1	(constant)	0.023	0.245			0.094	0.926
	Organizational culture factor	0.979	0.068	0.823		14.362	0.000

Source: Based on the recovered data, it is obtained after processing.

Therefore, it can be concluded that organizational culture factors have a significant positive impact on job satisfaction.

#### 4.2.2 Regression Analysis of Intrinsic Motivation Factors and Job Satisfaction

Taking job satisfaction as the dependent variable and intrinsic motivation factors as the independent variable, a regression analysis was conducted, resulting in "Table 6: Summary of Regression Analysis Model for Intrinsic

Motivation Factors and Job Satisfaction" and **Table 7.:** Coefficients of Regression Analysis for Intrinsic Motivation Factors and Job Satisfaction".

**Table 6.** shows that intrinsic motivation components account for 58.0% of the variation in work satisfaction, with an R-squared value of 0.580. Additionally, the R-squared value is higher than 30%, indicating that the model fits the data well.

**Table 6. Summary of Regression Analysis Model of Intrinsic Motivation Factors and Job Satisfaction**

model	R	R square	Adjusted r-square	Error in standard estimation	Durbin-Watson
1	0.762	0.580	0.576	0.55905	1.997

Source: Based on the recovered data, it is obtained after processing.

**Table 7.** demonstrates that there is a positive influence relationship between intrinsic motivation factors and job satisfaction as well as a linear regression relationship between

satisfaction and intrinsic motivation factors. The regression coefficient is  $0.900 > 0$  and the significance is  $0.000 < 0.05$ .

**Table 7. Regression Analysis Coefficient of Intrinsic Motivation Factors and Job Satisfaction**

model		Non-standardized coefficient		Standardization coefficient			Collinear statistics	
		B	standard error	Beta	t	significance	allowance	VIF
1	(constant)	0.389	0.271		1.437	0.154		
	Organizational culture factor	0.900	0.077	0.762	11.631	0.000	1.000	1.000

Source: Based on the recovered data, it is obtained after processing.

Therefore, it can be concluded that intrinsic motivation factors have a significant positive impact on job satisfaction.

#### 4.2.3 Regression Analysis of Self-Realization Factors and Job Satisfaction

Regression analysis was performed with self-actualization factor as the independent variable and job satisfaction as the dependent variable. The results were presented in " **Table 8.**

Summary of regression analysis model of self-actualization factor and job satisfaction" and " **Table 9.** Coefficients of regression analysis of self-actualization factor and job satisfaction."

**Table 8.** shows that the intrinsic motivation factor accounts for 60.1% of the variation in job satisfaction, with an R-square of 0.601. Additionally, the equation is well-fitted, since the R-square is over thirty percent of the fit.

**Table 8. Summary of Regression Analysis Model of Self-realization Factors and Job Satisfaction**

model	R	R square	Adjusted r-square	Error in standard estimation	Durbin-Watson
1	0.775	0.601	0.597	0.54486	1.914

Source: Based on the recovered data, it is obtained after processing.

According to **Table 9.**, there is a positive

influence relationship between the self-

actualization factor and job satisfaction as well as a linear regression relationship between satisfaction and the self-actualization factor.

The regression coefficient is  $0.934 > 0$ , and the significance is  $0.000 < 0.05$ .

**Table 9. Regression Analysis Coefficient of Self-realization Factors and Job Satisfaction**

model		Non-standardized coefficient		Standardization coefficient			Collinear statistics	
		B	standard error	Beta	t	significance	allowance	VIF
1	(constant)	0.331	0.264		.255	0.212		
	Organizational culture factor	0.934	0.077	0.775	12.149	0.000	1.000	1.000

Source: According to the data of the questionnaire survey, the obtained data are collated.

Thus, it can be said that there is a strong positive correlation between the self-actualization element and job satisfaction.

In conclusion, factors that contribute to job satisfaction include self-actualization, intrinsic motivation, and organizational culture, with the order of importance being self-actualization, intrinsic motivation, and organizational culture.

#### 4.3 Differential Analysis

The results of a variance analysis on employee work satisfaction across several demographic

variables, including age, gender, education level, marital status, and monthly pay range, are shown in **Table 10.**: Differential Analysis on Demographic Variables.

**Table 10.** shows that parameters related to organizational culture and intrinsic motivation are similar regardless of gender, age, marital status, education level, or monthly salary range. Nonetheless, there were notable distinctions between self-actualization elements and age and gender, but not with regard to education level, married status, or monthly income range.

**Table 10. Analysis of Differences in Demographic Variables**

Demographic variable	influencing factor	F	significance
Different genders	Organizational culture factor	.017	.898
	Intrinsic motivation factor	.007	.934
	Self-realization factor	2.941**	.004
Different age	Organizational culture factor	2.125	.080
	Intrinsic motivation factor	1.852	1.143
	Self-realization factor	4.380**	.006
Different educational background	Organizational culture factor	.632	.596
	Intrinsic motivation factor	.803	.495
	Self-realization factor	.854	.468
Different marital status	Organizational culture factor	.001	.981
	Intrinsic motivation factor	.384	.537
	Self-realization factor	.102	.750
Different monthly income ranges	Organizational culture factor	1.126	.342
	Intrinsic motivation factor	2.134	.101
	Self-realization factor	.827	.482

Source: Based on the recovered data, it is obtained after processing.

The self-actualization satisfaction of males is significantly higher than that of females, and employees with salaries between 5000 and 15000 have significantly higher self-actualization satisfaction than the rest of the employees, according to a further comparative analysis of the differences in self-actualization factors between gender and age. These findings support the results from the previous study.

#### 4.4 Outcomes of a Hypothesis Test

**Table 11.** displays the results of the data analysis, which show that self-actualization, intrinsic motivation, and organizational culture characteristics all significantly improve job satisfaction. Factors related to corporate culture, intrinsic motivation, age, marital status, education level, and monthly salary range do not significantly differ from one another. Nonetheless, there are notable distinctions between self-actualization elements and age

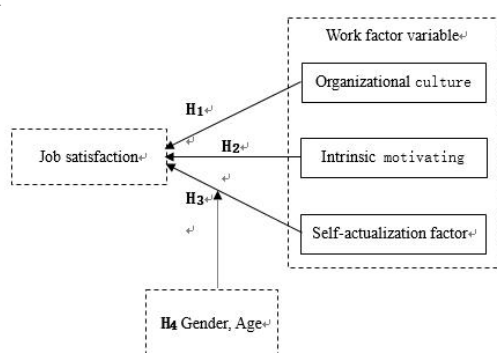
and gender, but not with regard to education income.  
level, married status, or range of monthly

**Table 11. Hypothetical Verification Results Table**

	research hypothesis	verify the result
H1	Organizational culture factors have a significant positive impact on job satisfaction.	found
H2	Intrinsic motivation factors have a significant positive impact on job satisfaction.	found
H3	Self-realization factors have a significant positive impact on job satisfaction.	found
H4	Demographic variables such as gender, age, education background, marital status and monthly income range have a significant impact on employee job satisfaction.	Partially established

Source: Hypothetical verification results, collated results.

The updated employee satisfaction model for high-tech companies is displayed in **Figure 2**. and is based on the previously reported hypothesis test results.



**Figure 2. Model Modification**

## 5. Conclusion

The purpose of this study is to investigate the major variables influencing job satisfaction among high-tech company workers in Guangdong Province. The three main factors influencing employee satisfaction were determined through questionnaire surveys and data analysis to be organizational culture factors, intrinsic motivation factors, and self-actualization factors; the self-actualization factor showed significant differences between genders and ages. According to the research outcomes, improving employee satisfaction requires standardizing the behavior of company managers, demonstrating concern for the well-being of employees, raising employee salary levels, making salary distinctions for positions with varying workloads, allocating workloads reasonably to give employees good opportunities for professional growth, and setting up a reasonable and equitable promotion system.

High-tech businesses will benefit from the empirical data from this study to better understand the demands and expectations of their workforce and develop HRM strategies that work better. Moreover, the research's

conclusions present a fresh angle on the connection between job satisfaction and organizational effectiveness.

This study has certain limitations even if it provides insightful information. First of all, the majority of the research sample comes from Guangdong Province's Company Y, which might not accurately reflect the circumstances in high-tech businesses in other areas. Second, a significant portion of the study's evidence came from questionnaire surveys, which could introduce subjectivity. To obtain a more thorough understanding, future study could take into account using a wider variety of data collection techniques, like in-depth interviews and case studies. Furthermore, in order to confirm the findings' generalizability, the study might be expanded to include high-tech businesses of various sizes and sectors.

All things considered, this study gives high-tech companies an empirical foundation for understanding employee satisfaction and makes tactical recommendations for raising employee satisfaction levels. Businesses may create an environment that is more positive and productive by consistently focusing on and improving the critical elements influencing job satisfaction.

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