Research on the Influencing Factors of Job Satisfaction of Grassroots Employee of R Project Management Company

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Abstract: Employee job satisfaction is an evaluation of satisfaction with various aspects such as the content, characteristics, environment, effort, and rewards of their work. It reflects employees' attitudes and emotions and significantly impacts customer and shareholder satisfaction of a corporation. Grassroots employees, situated on the front lines of corporate production and operations, not only play an indispensable foundational role in daily operations but also enact corporate strategic deployments. However, the management of their satisfaction receives significant attention. Traditional views consider compensation the most crucial factor, yet in knowledge-intensive enterprises, the needs of grassroots employees are more complex and their satisfaction is influenced by more than just salary. As a typical knowledge-intensive small and medium-sized private enterprise, R Project Management Company also faces certain safety risks concerning the satisfaction of its grassroots employees. Based on a survey, this study finds that job nature, job rewards, company interpersonal relationships, and management positively influence employee satisfaction, while the impact of company culture is relatively weak. The study also found that the age, education, length of service, and position of grassroots employees affect their satisfaction. Finally, based on the specific circumstances of R Project Management Company, the study proposes five suggestions to help the company improve management, enhance job rewards, optimize interpersonal relationships, improve the nature of the work, and adopt appropriate measures for different grassroots employees to increase their satisfaction and sense of identification.

Keywords: Grassroots employees, Employee job satisfaction, Knowledge-intensive enterprise

1. Introduction

In an increasingly competitive social environment, small and medium-sized enterprises (SMEs) face challenges due to their small scale and limited employee benefits, resulting in poor stability and high turnover, especially among grassroots employees. This adversely affects both enterprise development and employee loyalty, making it difficult for companies to sustain growth. Relevant studies indicate that employee job satisfaction has a significant impact on enterprises. To address this, current enterprises need to optimize employee management systems by considering employees' social needs, integrating motivational and security factors, and enhancing employee satisfaction. R Project

Management Company is a small and medium-sized private enterprise facing issues such as unreasonable salary distribution, limited employee promotion channels, and unfair performance assessments among its grassroots employees. These issues contribute to low employee loyalty and satisfaction towards the company. This paper aims to enhance the job satisfaction of grassroots employees at R Project Management Company by studying its factors and proposing effective solutions. By doing so, it contributes to the long-term healthy development of the company.

This paper seeks to enrich theoretical research and provide practical management suggestions by examining the factors influencing job satisfaction among grassroots employees in knowledge-intensive project management consulting enterprises, with a focus on R Project Management Company. High turnover rates, monotonous work, and low wages are common among grassroots employees in knowledge-based SMEs. Addressing how to improve job satisfaction, motivation, and efficiency while effectively reducing turnover rates is an urgent issue. Therefore, research on R Project Management Company can provide relevant management guidance and references for SMEs, thereby promoting their development.

2.   Literature Review

The concept of employee job satisfaction originated in 1935, as articulated by Hoppock in his paper, where he explicitly stated that satisfaction is "the genuine feelings expressed by employees regarding the specific job they are engaged in, encompassing psychological and physiological aspects of satisfaction" [1].

Subsequently, various scholars provided different definitions. For instance, Gene-Milbourn & J.D.Dun defined employee job satisfaction as the satisfaction expressed by employees regarding job attributes, compensation standards, promotion opportunities, and interpersonal relationships during the course of their work [2].

Foreign scholars believe that the factors influencing employee job satisfaction can be categorized into three main perspectives: some argue that job satisfaction is mainly influenced by objective factors such as the nature of the work and compensation; others posit that employee job satisfaction is primarily influenced by subjective factors like psychological factors or interpersonal relationships, as demonstrated by Mayo's research showing that interpersonal relationships directly affect employee job satisfaction [3]; and the third perspective suggests that employee job satisfaction is influenced by multiple factors, as illustrated by Hackman and Oldma's Job Diagnostic Survey, which identifies five core job dimensions including skill variety, task identity, task significance, autonomy, and feedback [4]. Domestic scholars have reached similar conclusions, identifying various factors influencing employee job satisfaction, such as working conditions, salary, and interpersonal relationships. Additionally, individual factors such as gender, age, marital status, and education also influence job satisfaction. The research also mentions two major factors, organization and individual, as well as seven factors relatively applicable to joint ventures. In summary, research on employee job satisfaction and its influencing factors is abundant and has mature theoretical outcomes.

Through a review of domestic and foreign literature, it is found that there is extensive research on the factors influencing employee satisfaction. However, there is relatively little research on the factors influencing the job satisfaction of grassroots employees, especially empirical studies on satisfaction factors in knowledge-intensive project management consulting companies. Therefore, the author takes this as a starting point and verifies the factors influencing the job satisfaction of grassroots employees at R Project Management Company through relevant analysis and regression analysis.

3. Survey on Factors Influencing Job Satisfaction of Grassroots Employees at R Project Management Company

3.1. Introduction to R Project Management Company

R Project Management Company was established in 2007, with its headquarters located in the Comprehensive Reform Demonstration Zone, Taiyuan City, Shanxi Province. The company is a provincial high-tech enterprise, primarily engaged in power design, engineering EPC, and project management in new energy fields such as wind power and photovoltaic power generation. As of now, the company has 187 employees, with business activities spanning the entire industry chain including power design, research and development, investment development, energy storage investment development, engineering EPC, and project management in wind and photovoltaic power generation. The company is enhancing its wind power investment, construction, and operation around BIM technology and building a BIM project management intelligent platform. In the future, the company aims to focus on coastal city wind power and vigorously develop wind and photovoltaic energy storage technologies, aspiring to become a leading high-tech enterprise in wind power project construction management. The organizational management generally adopts a linear structure, with departments including Design, Tendering and Procurement, Engineering, and Finance. There are 175 grassroots employees and 12 middle and high-level management personnel.

3.2. Current Management Situation and Issues of Grassroots Employees at R Project Management Company

The four departments of R Project Management Company are stable, with an average employee age of 32 years. Working hours are fixed, providing benefits such as travel, insurance, and subsidies. The turnover of grassroots employees has been increasing annually, with average wage levels and limited opportunities for promotion.

The exposed management issues include:

1. High turnover among grassroots employees at R Project Management Company, especially in engineering management and business positions. The main reason is that employees seek larger platforms for learning and development and to enhance personal capabilities, particularly noticeable among college graduates and employees aged 31-41.

2. There are issues with the compensation of grassroots employees at R Project Management Company: The salary system is unreasonable, and there is a lack of a comprehensive performance appraisal system; standards for year-end bonuses are neither transparent nor fair. Performance appraisals fail to accurately assess employee work, and year-end bonuses are influenced by supervisors' subjective impressions. These issues make the salary system difficult to implement.

3. Lack of career development opportunities for grassroots employees at R Project Management Company; management has not developed personalized training programs, leading to unclear career prospects and low satisfaction.

3.3. Design of the Questionnaire on Influencing Factors for Grassroots Employees at R Project Management Company

3.3.1. Research Hypotheses

After reviewing related literature such as "Employee Job Satisfaction Measurement Handbook" by Ran Bin and "Establishment and Evaluation Model of Corporate Employee Job Satisfaction Index System" by Xie Yongzhen and Zhao Jingling [5], and considering the actual management situation of R Project Management Company and based on the factors influencing grassroots employee job

satisfaction, the author formulated several important hypotheses and constructed a linear equation for the factors affecting grassroots employee job satisfaction.

Hypothesis 1: Job satisfaction (Y) of grassroots employees is positively correlated with the nature of the work itself (X1).

Hypothesis 2: Job satisfaction (Y) of grassroots employees is positively correlated with job rewards (X2).

Hypothesis 3: Job satisfaction (Y) of grassroots employees is positively correlated with company interpersonal relations (X3).

Hypothesis 4: Job satisfaction (Y) of grassroots employees is positively correlated with company management (X4).

Hypothesis 5: Job satisfaction (Y) of grassroots employees is positively correlated with company culture (X5).

In this research, a multiple linear regression method was used to build the model, involving the assessment and analysis of the relationship between the dependent variable Y and other relevant influencing factors. The established model is illustrated as follows:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + U \tag{1}$$

Y represents the overall job satisfaction of grassroots employees, X1 represents the job itself, X2 represents job rewards, X3 represents company interpersonal relations, X4 represents company management, and X5 represents company culture; b0, b1, b2, b3, b4, b5 are the coefficients of influence, and U represents a moderator variable indicating other factors not considered in this paper.

Therefore, a conceptual model of job satisfaction for grassroots employees at the company was constructed as shown in Figure 1.
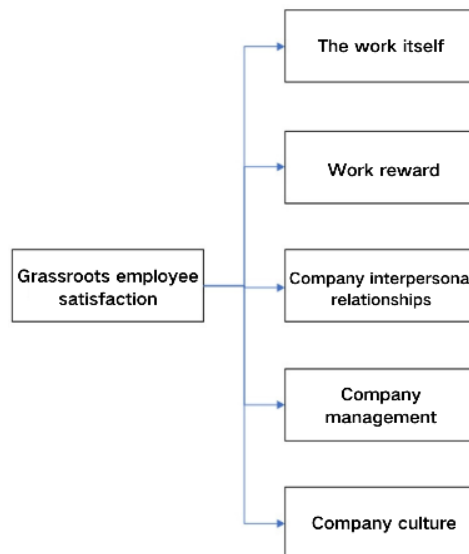

Figure 1: Conceptual model of job satisfaction of grass-roots employees in R Project Management Company

3.3.2. Questionnaire Design

Based on the five hypothesized factors, the author divided the job satisfaction of grassroots employees at R Project Management Company into 23 measurement indicators, incorporating a five-level Likert scale in the response process with levels including very satisfied, satisfied, neutral, dissatisfied, and very dissatisfied, assigned scores of 5, 4, 3, 2, and 1, respectively.

The first part focuses on the current basic profile of grassroots employees, taking into account the inherent differences among R Project Management Company grassroots employees, categorized into age, length of service, education, gender, and position.

The second part addresses the factors affecting grassroots employee job satisfaction, depicted through 23 measurement indicators.

The third part evaluates overall job satisfaction of grassroots employees, dividing employee job satisfaction into satisfied and dissatisfied categories for ease of regression analysis of overall grassroots employee satisfaction.

4. Survey on Factors Influencing Job Satisfaction of Grassroots Employees at R Project Management Company

The data collection method of this survey is in the form of electronic questionnaire, and the General Affairs Department of R Project Management Company coordinates and distributes the questionnaire link to the wechat working group of all departments. The questionnaire lasted for 3 days from December 15, 2019 to December 17, 2019. A total of 175 questionnaires were sent out in the process of this questionnaire survey, and the actual number of recovered questionnaires was 173. Finally, 169 effective questionnaires were recovered, and the specific questionnaire efficiency reached 97.68%, which met the basic standards.

4.1. Analysis of Sample Basic Information

Based on the research topic of influencing factors of job satisfaction of grass-roots employees in R Project Management Company, this paper makes a descriptive statistical analysis of the basic characteristics of the surveyors from the aspects of gender, age, education, length of service, position, etc. The analysis results are shown in the following table.

Table 1: Descriptive Statistics of Basic Information of Surveyed Grassroots Employees

Characteristic Option	Expression of the Characteristic	Quantity	Percentage	Effective Percentage	Cumulative Percentage
Gender	Male	116	68.6	68.6	68.6
	Female	53	31.4	31.4	100.0
Age	Under 30	109	64.5	64.5	64.5
	31-40 years old	44	26.0	26.0	90.5
	41-50 years old	16	9.5	9.5	100.0
Education	Associate degree	91	53.8	53.8	53.8
	Bachelor's degree	69	40.8	40.8	94.7
	Master's degree and above	9	5.3	5.3	100.0
Length of Service	Under 3 years	86	50.9	50.9	50.9
	3-5 years	73	43.2	43.2	94.1
	5-10 years	6	3.6	3.6	97.6
	Over 11 years	4	2.4	2.4	100.0

Table 1: (continued).

	Design Specialist	54	32.0	32.0	32.0
	Tendering Specialist	15	8.9	8.9	40.8
	Engineering Management Specialist	34	20.1	20.1	60.9
Position	Cost Specialist	33	19.5	19.5	80.5
	General Affairs Specialist	6	3.6	3.6	84.0
	Finance Specialist	7	4.1	4.1	88.2
	Business Manager	20	11.8	11.8	100.0

Data source: Compiled from 169 valid questionnaires.

4.2. Analysis of Reliability and Validity

In academia, Cronbach's Alpha coefficient and the corrected item-total correlation are commonly used to measure the reliability level of variables. Through reliability analysis, it was found that the overall reliability level of the scale was 0.949, far exceeding 0.7, indicating a high level of questionnaire reliability and reliability in questionnaire design. Furthermore, the reliability of each variable and each question in the questionnaire falls within the effective range in academia, indicating that the questionnaire data have a certain degree of stability or consistency, and the questionnaire items are well designed. After passing the reliability test, the questionnaire can proceed to the next step of validity analysis.

Validity was measured using SPSS 22.0 data analysis software, primarily through Kaiser-Meyer-Olkin (KMO), Bartlett's sphericity test, and cumulative variance contribution rate. Validity is confirmed when the KMO value is greater than 0.6, Bartlett's test of sphericity has a significance level less than 0.05, the cumulative variance explanation rate is greater than 50%, and the factor loading in the rotation matrix is greater than 0.5. The overall KMO value of the questionnaire was 0.915, and Bartlett's sphericity test was significant, indicating that the questionnaire variables were suitable for further factor analysis.

4.3. Analysis of Factors Influencing the Job Satisfaction of Grassroots Employees in R Project Management Company

4.3.1. Factor Extraction and Descriptive Statistical Analysis

Using the principal component analysis method to collect the common factors affecting employee job satisfaction, the cumulative variance explanation rate reached 78.289%, and five common factors were extracted from the 23 secondary dimensions of factors influencing employee job satisfaction.

Factor 1 (X1) represents the job itself, composed of eight items: workload saturation, work pressure, sustainability of work, job prospects, job competence, job interest, external recognition of work, and training and growth. Factor 2 (X2) represents job rewards, composed of three items: job income, welfare benefits, and job achievement. Factor 3 (X3) represents company interpersonal relationships, composed of three items: relationships with colleagues, relationships with superiors and subordinates, and cooperation between different departments. Factor 4 (X4) represents company management, composed of five items: performance appraisal system, company development potential,

enterprise organizational structure, promotion management system, and leadership level of the company. Factor 5 (X5) represents company culture, composed of four items: office environment, corporate human care, hardware facilities, and work atmosphere and cohesion.

From Table 2, the average satisfaction values of the five factors are as follows: satisfaction with the job itself (X1) has a mean value of 3.6681, satisfaction with job rewards (X2) has a mean value of 3.6547, satisfaction with company interpersonal relationships (X3) has a mean value of 3.5923, satisfaction with company management (X4) has a mean value of 3.7053, and satisfaction with company culture (X5) has a mean value of 3.3491. All five factors fall within the range of moderate to fairly satisfied.

Table 2: Statistical Table of Average Satisfaction Values of Grassroots Employee Job Satisfaction Dimensions

Type of Influence Factor	Number	Description of Measurement Indicators	Average Satisfaction Value	Standard Deviation	Sequential Arrangement (From Low to High)	Mean Impact Factor
Job Itself (X1)	1	Workload saturation	3.67	1.078	15	3.6681
	2	Work pressure	3.56	1.090	7	
	3	Sustainability of work	3.67	1.021	16	
	4	Job prospects	3.53	1.052	5	
	5	Job competence	3.63	1.078	10	
	6	Job interest	3.69	1.052	17	
	7	External recognition of work	3.72	1.098	20	
Job Rewards (X2)	8	Training and growth	3.85	1.107	22	3.6547
	9	Job income	3.63	1.084	11	
	10	Welfare benefits	3.69	1.181	18	
	11	Job achievement	3.64	1.125	13	
Company Interpersonal Relationships (X3)	12	Relationships with colleagues	3.54	1.041	6	3.5923
	13	Relationships with superiors and subordinates	3.63	.974	12	
	14	Cooperation between different departments	3.60	1.053	9	
Company Management (X4)	15	Performance appraisal system	3.59	1.083	8	3.7053
	16	Company development potential	3.86	1.025	23	

Table 2: (continued).

	17	Enterprise organizational structure	3.71	.966	19	
	18	Promotion management system	3.66	1.030	14	
	19	Leadership level of the company	3.72	.989	21	
	20	Office environment	3.27	1.003	4	
Company Culture (X5)	21	Corporate human care	3.21	1.221	2	3.3491
	22	Hardware facilities	3.26	1.059	3	
	23	Work atmosphere and cohesion	3.16	1.246	1	

4.4. Regression Analysis of Factors Affecting Job Satisfaction of Grassroots Employees in R Project Management Company

In this study, regression analysis was conducted using SPSS 22.0 data analysis software, with overall job satisfaction of grassroots employees as the dependent variable and five dimensions of influencing factors: the job itself, job rewards, company interpersonal relationships, company management, and company culture, as the independent variables. The analysis results are shown in Table 3.

Table 3: Regression Results of Various Variables Affecting Overall Job Satisfaction of Grassroots Employees

Model		Unstandardized Coefficients		Standardized Coefficients	t	Significance	Collinearity Statistics	
		B	Standard Error	Beta			Allow	VIF
1	(Constant)	-.404	.115		-3.522	.001		
	Job Itself	.307	.030	.616	10.113	.000	1.000	1.000
2	(Constant)	-.762	.108		-7.075	.000		
	Job Itself	.190	.030	.382	6.399	.000	.758	1.320
	Job Rewards	.215	.027	.475	7.950	.000	.758	1.320
3	(Constant)	-.991	.106		-9.366	.000		
	Job Itself	.159	.028	.319	5.726	.000	.728	1.373
	Job Rewards	.162	.026	.359	6.184	.000	.669	1.495
	Company Interpersonal Relationships	.150	.026	.319	5.848	.000	.756	1.322
4	(Constant)	-1.097	.098		-11.189	.000		
	Job Itself	.098	.027	.197	3.607	.000	.626	1.598

Table 3: (continued).

	Job Rewards	.112	.025	.247	4.394	.000	.593	1.687
	Company Interpersonal Relationships	.101	.025	.216	4.102	.000	.673	1.485
	Company Management	.185	.031	.370	5.914	.000	.478	2.094
5	(Constant)	-1.101	.098		-11.278	.000		
	Job Itself	.083	.029	.166	2.878	.005	.555	1.802
	Job Rewards	.104	.026	.229	4.017	.000	.570	1.755
	Company Interpersonal Relationships	.090	.026	.192	3.519	.001	.622	1.609
	Company Management	.174	.032	.347	5.439	.000	.454	2.203
	Company Culture	.051	.032	.102	1.589	.114	.449	2.226

a. Dependent Variable: Overall Job Satisfaction of Grassroots Employees

From the regression coefficients and significance levels, it can be observed that the job itself, job rewards, company interpersonal relationships, and company management all have positive effects on the overall job satisfaction of grassroots employees at significant levels of $P < 0.001$, $P < 0.01$, or $P < 0.05$. However, the positive impact of company culture on overall job satisfaction is not significant at $P > 0.05$. Therefore, the factor of company culture (X5) is deleted. Consequently, the regression equation is obtained as follows:

$$Y=0.083*X1+0.104*X2+0.090*X3+0.174*X4+U \qquad (2)$$

The adjusted average satisfaction values of the four influencing factors of job satisfaction for grassroots employees in R Project Management Company fall within the range of 3 to 4, indicating moderate to fairly satisfied overall satisfaction levels. Among the secondary indicators of the job itself (X1), the two lowest indicators of employee job satisfaction are job prospects and work pressure; in the job rewards (X2) dimension, job income and job achievement; in the company interpersonal relationships (X3) dimension, the two lowest indicators of employee job satisfaction are relationships with colleagues and cooperation between different departments; and in the company management (X4) dimension, the two lowest indicators of employee job satisfaction are the performance appraisal system and enterprise organizational structure.

5.   Measures to Improve Job Satisfaction of Grassroots Employees at R Project Management Company

1. Focus on Career Planning for Grassroots Employees

Nowadays, the mindset of grassroots employees has undergone significant changes. Compared to merely earning a living, most grassroots employees place more emphasis on their own growth and development, aspiring to realize their self-worth and be useful to society and the nation.

R Project Management Company should encourage employees to establish career plans that align with the company's development goals. Additionally, the company should pay attention to the career management of grassroots employees, providing necessary support and management.

2. Alleviate Work Stress

R Project Management Company should organize regular dialogues with grassroots employees to understand the causes and sources of their stress. Specific and comprehensive analyses should be conducted based on the different personalities of grassroots employees and the sources of their stress. Organizational activities such as sports and entertainment, like basketball and singing, should be conducted to relieve stress. Moreover, professional psychological teachers should be hired for psychological stress relief training and counseling.

6. Conclusion

In today's rapidly evolving era, with significant changes in industrial structures, human resources play an increasingly important role as the primary resource in the survival of modern enterprises. For enterprises, to secure a position in the fiercely competitive market and to achieve their own survival and development, the first step is to fully engage and motivate the enthusiasm and initiative of grassroots employees.

In the related research process of this paper, hypotheses on the factors affecting the job satisfaction of grassroots employees at R Project Management Company were made, setting up five dimensions of influence: the job itself, job rewards, company interpersonal relationships, company management, and company culture. A corresponding survey questionnaire was designed, and the collected data were organized and analyzed empirically using SPSS 22.0 software. The findings reveal that the job satisfaction of grassroots employees at R Project Management Company is mainly influenced by four factors: the job itself, job rewards, company interpersonal relationships, and company management, ranked in order of influence as company management > job rewards > company interpersonal relationships > the job itself. Based on the different influencing factors, the author proposes ideas and measures to enhance the job satisfaction of grassroots employees, aiming to help them improve their job satisfaction. This effort is essential because job satisfaction of grassroots employees can serve as an important indicator to assess and measure the progress and effectiveness of enterprise development, holding significant research and practical value.

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