

Research of employee satisfaction assignment



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Present situation of Rubber industry In 2008, under the national economy sustained development's environment, the Chinese tire and the rubber industry overcame the high level of tax reimbursement for export and raw material prices, kept maintaining the swift growth trend, the riding quality have improved. The tire is the main product of the rubber expands, approximately composes above 60% of the total consumption quantity, the tire output maintained a stable and fast growth in recent years.

The national rubber actual consumption quantity in 2008 amounts to 5, 050, 000 tons, it is 12. 2% more than the one of last year which is 4, 500, 000 tons. We have occupied the world first continuously for seven years. In 2008 China rubber industry total developing characteristic is : The volume of output grows stably; the product exporting continues to enhance; the product structure optimized unceasingly; rubber consumption steady ascent. ? Basic situation of Fujian Huanke Chemical Rubber Group Co. , Ltd. Fujian Huanke Chemical Rubber Group Co. , Ltd. as founded as Shaxian welfare chemical factory in 1983 and renamed as Fujian Sanming Huanke Chemical Rubber Co. , Ltd. in 2000. In December, 2005, we were recombined as Fujian Huanke Chemical Rubber Group Co. , Ltd. . Fujian Huanke Chemical Rubber Group Co. , Ltd. is located in Sanming Shaxian Non-governmental Science and Technology Industry Park in the center of Fujian province. At present, Huanke is a large-scale production, supply, sales and scientific research complex in the waste tire reclaimed industry of China, with 750 employees, 520 are working for new factory, 75 are technicians and 100 are managers.

Adopting the waste rubber tire, we now can annually produce 36, 000 tons of “ ANG FU” & “ Huanke” brand reclaimed rubber (15, 000 tons of Top-grade

refined tire reclaimed rubber, 15, 000 tons of refined tire reclaimed rubber, 5, 000 tons of refined Butyl Reclaimed Rubber and 3, 000 tons of Tint Reclaimed Rubber), 20, 000 tons of refined rubber powder, 10, 000 tons of refined rubber granules, 5, 000 tons of pine tar, 300 tons of pine light oil and 1, 800 tons of sodium polyacrylate. The annual production value is RMB 2 billion yuan, and the tax is RMB 15 million yuan. The company has paid great attention on the quality of products.

We got the authentication of ISO9001: 2000. Moreover, we are always concerned about the product innovation and technical innovation. Through cooperating with Qinghua university, Nankai university, Tianjin rubber industry institute, Guilin rubber industry design research institute and Japan [pic]business corporation, we have developed a series of reclaimed products from the waste rubber tire and plastic, including rubber powder, reclaimed rubber, reclaimed plastic, rubber powder modified pitch, tyre tube, felloe band, renewed tire, plastic & rubber products, gasoline, diesel oil, heavy oil and active carbon, etc.

Authenticated by Fujian economy & business committee, our “ Ang FU” refined tire reclaimed rubber can meet the leading standards of China, it was awarded the international certificate by Fujian quality supervise bureau and excellent new products award by Fujian government. Our refined Butyl Reclaimed Rubber got the certificate of Fujian key new products. Tested by Tianjin environment monitoring station, the exhaust gas recycling project of pine tar and reclaimed rubber can meet the Chinese standards.

This method passed the authentication of China petroleum & chemical industry association in 2003. It can handle the waste gas recycling problem of this industry, and can meet the leading international standards. In 2005, our company was awarded as “ A leading safe, environment-friendly & clean production company in the waste rubber recycling industry”. As an excellent honest company, the qualified rate of products is up to 100%. Up to now, we have got lots of honors from governments: we got the titles of “ Outstanding brand in China chemical industry”, “ The famous products of Fujian” and “ Leading energy-saving company” in 2005. We are the AAA credit company of Fujian agriculture bank for 8 years and the “ Trusted company” of Sanming government and Fujian industry & business bureau. In 2005, we were approved as the experimental unit of China recycling economy and one of first batch example companies of recycling economy in Fujian province. ?

Organizational culture ——Working hard and victory | | a. Huanke Tenet: Honest business, Good management, Innovative Development, Cooperation | | b.

Huanke spirit : Working hard, Promoting ourselves, Creating value, Contribution to Huanke, Keeping Development, | | | Contribution to human beings | | | c. Team spirit : Consciousness, Think, Cooperation, Success | | | d. Working environment : Enthusiasm, Care, Interaction, Mutual benefits, Contribution, Overcoming | | | e. Quality policy: Human-orient, Quality-orient, Customers first, Keeping improvement | | | f.

Quality target: 96% of one time inspection yield, 100% of yield after the products leave our factory | | | g. Development target: Increase 30% of profits every year | 1. 2 Research objectives and significance a. Diagnosis

company's latent question b. Find out the cause of the main questions c. Evaluate the structural change and how the business strategy affects staff d. Promote the communication and exchange between the company and staff. . Train personnel's self-identity, sense of belonging to company, strengthen staffs' centripetal force and the cohesive force. 2. Review of the relevant theory in field of study 2. 1 The definition of employee satisfaction Employee satisfaction has been defined as a positive feeling about one's job resulting from an evaluation of its characteristics; a pleasure emotional resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job.

Weiss has argued that employee satisfaction of an attitude but points out researchers should clearly distinguish the objects of cognitive evaluation which are affecting (emotion), beliefs and behaviors. 2. 2 The theories and researches of employee satisfaction ? Affect Theory Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e. g. he degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a

position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B.

This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet. ?

Dispositional Theory Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that employee satisfaction tends to be stable over time and across careers and jobs.

Research also indicates that identical twins have similar levels of job satisfaction. A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction.

Having an internal locus of control (believing one has control over his/her own life, as opposed to outside forces having control) leads to higher employee satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction. ? Two-Factor Theory (Motivator-Hygiene Theory) Frederick Herzberg's Two-Factor Theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace.

This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out.] Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured. ? Job Characteristics Model

Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score (MPS)

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for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors—. A meta-analysis of studies that assess the framework of the model provides some support for the validity of the JCM. 2. 3 The problem of employee satisfaction in practice When put the job satisfaction into practice, we should face on a problem whether the measure methods is useful and accurate. The concept of job satisfaction is inherently so broad that the single question captures its essence.

Summation score is very time-consuming so that the managers can not address other work place. Single global rating is maybe difficult to find the cause of the problem. Another problem is what factors cause job satisfaction. In real practice, people often enlarge the feeling of dissatisfaction by a more vital factor. For example, if salary is the most important to be concerned, staff always evaluation there job based on the level of it but ignore other factors such as performance. All is influence about the real accuracy of the results of the survey. 2. The theory of motivation system concerned about employee satisfaction The concept of motivation which is used in management means motivates the staffs' working positively. It means use variety of useful methods to make staffs more positive and creative in order to let staffs work hard to finish their assignment and accomplish the organization goals. The most vital purpose that companies operate motivation system is not only let staffs performance well but also let them promote themselves and increase the job satisfaction. Whether rightly use the motivation system determines the companies developing.

Salary motivation is one of the most important components of modern human resource management that promote the competitive of companies.

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Salary motivation is not only a motivation method by money but complex motivation methods contain position motivation and performance motivation. It can motivate staffs' strong feeling to work. Staffs expect to promote their performance and salary by working positively. In this process, staffs can experience self value and exciting of being respected. The modern companies' salary system should accomplish three goals. The first is providing salaries which have more competitive in marketing in order to attract people with capacity. Second, make sure the fair of the internal. In the third part, salary should be related to the performance of individual. Use bonus to reward the staffs to reach the goals of motivation.

3. Design & Implement

3.1 Design and method choose

Employee satisfaction is a subjective reaction of people to working environment, as well as a method to measure their working attitude. In our survey, we use questionnaire method, which is the easiest tool of measurement and testing.

3.2 Implementation steps

Now, we will introduce the whole process step by step to you. Step one, we must make sure what we shall survey. According to discuss with team members for a while, we decide make an employee satisfaction survey. Step two, we choose one of the methods to survey. Questionnaire method is the best to us. This questionnaire includes a list of contents, such as designed question, description, number, dynamic problem, selection mode and so on. Step three, we choose an industry, which name is Fujian Huanke Chemical Rubber group Co., Ltd. of survey, because one of team members has a relationship with this company. Step four, we send questionnaire by internet, and withdraw them in time. And the coefficient of recovery is 100%. Step five, just like following part, we will use SPSS and Excel to help us make an analysis, sum up the results as well.

4. Structure of sample

We developed

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an employee questionnaire, which include 2 parts. The first part is focus on their job. The second part is focus on individual level. The sample size of the questionnaire is 50. 62% of respondents are males while the rest of the respondents are females. 8% of the respondents are unmarried while 72% are married.

4. 1 Male and Female [pic]
4. 2 Married and Unmarried [pic]
4. 3 Age distribution [pic]
4. 4 Education background [pic]

Besides gender and marriage, age and education are also control variables of questionnaire.

5. Analysis & Discussion

5. 1 Introduction

In this part, we will use SPSS and Microsoft Excel to make an analysis, which includes relationship between some independent variables with employee satisfaction. Meanwhile, we will sum up all the results according to the analysis of data.

5. 2 Reliability Statistics Figures and Analysis

First, we want to make sure that the data is reliable. So we do the reliability test. [pic] [pic] ?

Conclusion

We divided the questionnaire into two parts and 7 items. Statisticians use Cronbach's alpha reliability test to determine how reliable a multi-item scale may be for a given population. If Cronbach's Alpha > 0. 70, the data is reliable. From these two forms, we can see that the Cronbach's Alpha = . 914, so the data is reliable. The validity rate of the data is 100%.

5. 3 Working hours and Employee satisfaction ? Figures and Analysis

We want to know that if working hours influence employee satisfaction. As we all know, someone who works over-time, he or she may complain their boss or the company. They may not be satisfied with their jobs. It is expected that employee satisfaction is negatively related to working hours. Now let's see if the hypothesis is true or false. [pic]

In the statistical hypothesis test, the p-value is the probability of obtaining a result. If $0 < p < 0.05$, the hypothesis is rejected.

value? 0.05, the hypothesis is true, if p-value? 0.05, we should reject the hypothesis. ? Conclusion From this chart, we can see that the significant is .05, which means there is a strong relationship between employee satisfaction and working hour per week. Moreover, Beta is -.391, which means job satisfaction is negatively related to working hours. Based on this data, we can draw a conclusion that people with longer working hours would be less satisfied with their jobs than those working less hours.

5.4 Job characteristics and Employee satisfaction ? Figures and Analysis

Then we will discuss that whether job characteristics influence employee satisfaction. [pic] ? Conclusion From this form, we can see that the significant of job characteristic is .01, Beta is .421. So we can know that there is a strong positive relationship between job characteristics and employee satisfaction. That means, the more important they feel their job were, the more they satisfied with their jobs. Here, we also notice the control variables, found that the significant of education is .002, Beta is .394, which means education is strong positive related to employee satisfaction. That makes another result, that is: the higher employee's education level, the higher level of employee satisfaction. We may ask, why? What is this conclusion really wanted to tell us?

In our opinion, the answer may be salary and benefit. In the chemical industry, knowledge and technology are very important. People can get these two things in the university and college. So if someone had higher education level, he or she can provide higher position. For this reason, he or she can gain higher level of salary and benefit. Genially speaking, the higher salary and benefit create the higher level of employee satisfaction.

Psychological ownership and Employee satisfaction ? Figures and Analysis

Now we focus on the individual level.

We want to search whether psychological ownership influence employee satisfaction. Psychological ownership is a feeling of possession in the absence of any formal or legal claims of ownership. Employees love their company just like they love their home. Here we hypothesis that there is a relationship between psychological ownership and employee satisfaction.

[pic] ? Conclusion From this chart, we can see that the significant of psychological ownership is . 000, Beta is . 659. That indicates that psychological ownership is extremely strong positive related to employee satisfaction.

According to this data, we can draw a conclusion that the higher level of psychological ownership leads to the higher level of employee satisfaction.

[pic] [pic] Take a look at this strange chart. Generally speaking, we figure that employee who stayed longer in the company have higher level of psychological ownership. But here, the significant of working years in the company is . 150. It means that there is no relationship between these two items. Again, you may ask, why? In our opinion, the reason may be the sample size is not large enough to reflect the truth. 6. Conclusion & Advice 6.

Advice to improve employee satisfaction ? Necessary to improve employee satisfaction As we all know, to take time to care your clients and employees, the marketing will give you more caring. Clients are outside clients of enterprise, and employees are inside clients of enterprise. According to take care both of them, the enterprise may be successful finally. Employees are creators of benefits in enterprise. That is to say, if enterprise wants to create

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more value, they should make sure that every employee has a high employee satisfaction, in order to let employees work harder and treat the enterprise as their family.

On the contrary, if there is a low employ satisfaction, the result is high demission rate or low work motivation. All in all, an enterprise, who grasps success and more benefits, should attach importance to its inside clients' employee satisfaction. ? Advice to improve employee satisfaction i. Create fair competition environment for all employees. Nowadays, " fair" appears on different aspects in enterprise, such as fair recruitment, fair performance appraisal, fair reward systems, fair opportunity of promotion, fair demission and so on. Every loyal employee hopes his or her enterprise is fair.

Fair makes employees work steadily, believe they would equal payoff. Fair enterprise lets employees, who would like work intently, feel more satisfied. ii. Create an enterprise atmosphere which aims at progress. This atmosphere displayed in the following ways: pay attention on training, pay attention on staffs' career development. Nowadays the speed of social development is faster than before. The job related technology and knowledge are also refreshing in a high speed. So training has become the duty for enterprise to improve staffs' working efficiency and to enhance competitive advantages.

Employees' progress has become one of important indicators to measure quality of their work and life. The more opportunity of development and training an enterprise has, the more opportunity of promotion the employees have. iii. Create liberal-minded enterprise atmosphere. Our thirst for freedom is increasing in modem society. Liberal-minded enterprise atmosphere,

which may give employees support, confidence, and a sense of work, is desired by employees. They will communicate with each other better in a liberal-minded enterprise atmosphere. A proverb is said: "steer clear of untrustworthy people."

But trust your comrades at work. " In other words, employees should be given high empowerment and trust in order to do their best in working. What shall we do in detail? Every employee should get opportunities to be trained, to have job rotation, to communicate with leaders, etc. On the other hand, leaders should be a good listener, have superior expression ability and excellent centripetal force. iv. Create an enterprise atmosphere of caring for your employees. The enterprise should provide a nice working environment to their employees, support employees' work highly, to make sure every employee working in the enterprise securely.

Employees should be inspired now and then by enterprise. For instance, a leader shall thank immediately and publicly for the employee who has a high performance as well as holding some celebrations to share happiness of success. By the way, enterprise should pay attention to employees' health, relieve their working pressure, such as vacation with pay, endowment insurance and so on. These four parts are basic methods to improve employee satisfaction. By the way, we need to take different steps to achieve it. Moreover, to pay attention to feedback control is necessary.

Of course, having a research of employee satisfaction regularly is essential.

6. 2 Advice and assumption to perfect research There are some advices and assumptions to perfect our employee satisfaction research. ? Pay more

attention to employee satisfaction research So far, most of internal enterprises aren't in touch with related research, such as employee satisfaction research. They don't understand practical value. Basing on this situation, Human Resource Departments need to spend great energy to persuade leaders who are in high level to survey in these fields. ? Notice scientific ways to survey.

Satisfaction is a general attitude on working, which contains strong subjectivity. Different individuals' mind may be infected with personal experience and self benefits. According to this case, We must survey by using variety of ways. ??? ? Research should combine with improvement of satisfaction. It will be useless, if can not take action to solve the problems which are found in your research. Human Resources are more important now. Lots of enterprisers regard the resource as a kind of capital. It means that improving employee satisfaction will become a vital point of view if Human Resources. Attach importance to features of employee satisfaction, such as relative stability, transmutability and so on. Satisfaction and dissatisfaction represent two polar directions. Employee satisfaction will be steady if their working environment, treatment and needs are unchanged over a period of time. On the contrary, if satisfaction is very low, it is hard to imagine an employee who is dissatisfactory all the time can keep a high performance. The earlier enterprise managers are aware of this and provide effective plans of solution, the higher employee satisfaction they will get.