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An investigation of the Reward system in a Chinese SME

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Declaration/Statements page

DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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STATEMENT 1

This work is the result of my own investigations, except where otherwise stated.

Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

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Acknowledgment

I want to thank many people for their help for me to finish this dissertation.

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Abstract

The aim of this research project is to identify and evaluate the reward system and employee job satisfaction in a Chinese SME. This research aims at accomplish three objectives, first, to critically review key literature which are relevant to the topic---the Rewards practice and employee job satisfaction; second, to explore the satisfaction level from general employees of the current rewards practice in the selected organization; third, to examine how does people feel of rewards practices on their job satisfaction by applying satisfaction theories hygiene theories. Last, provide recommendations to the company that participate in the research for them to improve their reward system in the future. The research strategy is survey and research method is quantitative method. And the data collection method is questionnaire. And probability sampling technique is employed.

The Chinese SMEs are facing challenges with satisfy and motivate employees to achieve company performance, and an effective reward system can be a good way to encounter the challenge. Therefore this dissertation discuss and evaluate the rewards and its importance to employee job satisfaction by applying well known motivation theories such as Hygiene factor theory, Maslow's hierarchy theory and job characteristic theory. And after analysis the data, the researcher had interesting findings, for example the co worker relationship links to employee job satisfaction most in the Chinese SMEs. Finally, the recommendations are given based on the analyzed data from employees.

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Chapter 1 introduction

1.0 chapter overview

In this chapter, the researcher will include six sections including research background, the organization overview, the research importance, the research rationale, the research aim and objectives and finally the structure of this research.

1.1 research background

In the modern economy, it became more and more important for the human capital to play in the central role Unger *et al.*, (2011), since it is the human capital that dictates an organisation's performance, reputation and healthy running. Therefore, if a company want to maintain or achieve certain organisational objectives, it must take the job satisfaction from its employees as a very key importance in order to ensure the output from employees meet the organisational desire (Vestal, 2012). This should be managed like the other functions and profit indicators to keep the run of the organisation. Eskildsen (2004) indicated that balanced employee compensation and good working environment are some of the aspects bring job satisfaction to employees. Other aspects includes, for example flexibility in job, recognition, supportive colleagues and appreciation. It is argued that employee motivation and commitment which desired from organisations directly result from employee satisfaction and can be achieved by effective reward system (Tella *et al.*, 2007). Danish and Usman (2010) argued that employees are less motivated when they are less satisfied with the rewards given by the corporate, while employees are more motivated when they feel satisfied with rewards (Steel and MacDonnell2012). In return, satisfied employees will psychologically voluntarily show more commitment and work hard to achieve the set goal by the organization and the situation will be adversely if employees feel dissatisfied.

Here comes the question, what can motivate and satisfy employees, there are many ways, however, in this research, the researcher focus on the rewards elements that can

motivate and satisfy employee to bring better return to the organization. In the business context, how to reward employees is a big part in management and business operation, since reward has many advantages such as build good employment relation, improve talent attraction, decrease employee turnover, enhance employee work engagement and performance (Fischer *et al.*, 2003; Gkorezis and Petridou, 2008). The relationship between rewards and many advantages it can bring requires the company to find out what motivate and satisfy employees so as to bring better performance and financial return to the company.

1.2 Organization overview

The chosen SME is a company in energy industry majoring developing nature resource: coal and aim at ecological exploitation and development. In the current Chinese SME energy industry, the work environment in energy development is hard, labor intensity, resulting in difficulties in the attraction and maintain of talent , especially graduates with professional knowledge are very difficult to recruit (Han and Yang, 2012). And this situation is getting worse, leading to talent competition at a disadvantage of energy industry (Yu, 2012). If the company want to be bigger and stronger, this requires not only a variety of professional and technical personnel in particular need to understand what and how needs need to be satisfied in the employee end in the firm, therefore, structure a better reward system will contribute to a better human resource management which could finally in turn contribute to company competitive advantage. Thus, a company has to pay attention to things that satisfies the employees such as effective rewards system as well as take care of other aspects such as recruiting and selecting, talent management and so on to ensure its economic and social responsibilities. So this dissertation picks one of the factors, namely the rewards system to study the employees feeling about whether they are satisfied or motivated by the rewards received and what they expect to receive of the different rewards to make them feel satisfaction and finally bring company competitive advantage and better performance to study at.

1.3 Research Rationale

This research focuses on both theory and practice rationale.

1.3.1 Theory rationale

In the rewards theory, researchers different rewards into different categories, such as tangible and intangible, financial and non financial, intrinsic and extrinsic (Schlechter *et al.*, 2014, Fischer *et al.*, 2003, Medco and Rumpel, 2007). For the extrinsic rewards, they are something tangible that people can see with eyes such as money, for example salary, incentives, bonus, or benefits, work environment and so on. For the intrinsic rewards, it is something that people can feel for example the praise, the co worker relationship, the sense of achievement and so on.

For the job satisfaction, many theories can found around it, such as Maslows hierarchy theory and Herzberg's hygiene theory, namely hygiene factors theory. Maslow theory is seen as the pioneer in the field of study human behavior towards the different level of human needs to see what make human being feel satisfied. Maslow produced a five level hierarchy of needs in order to explain what is the reason to motivate human beings. When Fredrick Herzberg and his team developed motivation theory based on two main aspects which are motivational factors and hygiene factors.

1.3.2 practical rationale

As for the Chinese SME, the building of effective reward system is very important for the company to gain competitive edge (Chiu, 2002). The current retention of the employees in Chinese SMEs especially the energy company, which has seriously restricted the development, the eagerness of employees, the improvement of economic efficiency. Hence the research of use what ways to keep talent in the SMEs to make them feel satisfied with their stay in the company need to be research to give company more advantage to keep business. Many studies regarding this issued have studied rewards and job satisfaction so as to enable better performance to the organisation,

hence there is a practical need to research on this (Han and Yang, 2012). This research will therefore assess and discuss the reward practices in the chosen company to motivate employees in order to both make them feel satisfied and make the company more competitive in the business world.

1.4 Research importance

An effective reward system looks at both extrinsic and intrinsic practices that employees value to individuals (Mark, 2006). In the enterprise management system reform, the rewards can be used as a measure of people's contribution to the scale, to a certain extent, it can be the best way to reflect people value in the enterprise. Reasonable reward management mechanism can not only trigger employee enthusiasm, but also cost savings. Moreover, reward system, when it is good, can give reason to employees to stay in the company and work harder to get more rewards both in pay and in psychological form and during the process increase their happiness, give the employee satisfaction. And at the same time, enthusiastic and hard working employee create more value to the company. It is a win-win situation

Companies are facing challenges by retention problem issues of their employees. A strong reward system can enhance employee feel satisfied and don't leave the company. Employee job satisfaction is the psychological perceptual and subjective and the result of employee's actual perception and its expectation (Armstrong and Taylor, 2014). Salary is part of extrinsic rewards to employees and the career development such as training and promotion is non financial reward from companies. High employee satisfaction will enhance the cohesion of enterprises and reduce the turnover rate of enterprises, the key is to retain the core staff, thereby enhancing the core competitiveness of enterprises (Kwenin, et al, 2013).

Moreover, the rewards system and employee job satisfaction are broadly discussed in the literature, however applying a motivation theory to test how employees in Chinese SME feel about whether they are motivated by different rewards is barely discussed. Consequently, there is a great interest in exploring this area in a real case to test what

motivates the Chinese SME by applying relevant theories.

1.5 Research Aim and Objectives

The aim of this research project is to identify and evaluate the reward system and employee job satisfaction in a Chinese SME.

The research was aimed to achieve three objectives

- To critically review key literature which are relevant to the topic---the Rewards practice and employee job satisfaction;
- To explore the satisfaction level from general employees of the current rewards practice in the selected organisation
- To examine how does people feel of rewards practices on their job satisfaction by applying satisfaction theories hygiene theories

Last, provide recommendations to the company that participate in the research for them to improve their reward system in the future.

1.6 Dissertation Structure

In this research, five main chapters are written. The first one is the introduction chapter, which includes several sections, such as the research background, the selected organization, research rationale from theory and practice aspect and research aim and objectives. The second chapter is literature review which critically discuss the literature studies in relation to the theme Rewards and job satisfaction including definition, theories, model, different case studies regarding job satisfaction, and how employee feel about the link between rewards and job satisfaction. The third chapter is the research methodology which discusses research strategy and methods, data collection and analysis methods, sampling method and reliability and validity. The fourth chapter is finding and analysis, which presents the first hand data collected to explore the satisfaction level from general employees of the current rewards practice in the selected organisation and also examine how does people feel of rewards practices on their job satisfaction by applying satisfaction theories hygiene theories

and refer back to literature and make comparisons. Finally, give recommendations to the chosen company so as to improve the company reward system. The fifth chapter is conclusion and recommendation chapter, which is a recap of the key findings from the literature and primary data, then the recommendations that can be implemented to overcome the problems that identified from the findings.

Chapter 2 Literature Review

2.1 Chapter overview

There are mainly three parts in literature review. The first part is about the rewards system, including the definition of rewards system, intrinsic rewards, extrinsic rewards, total rewards. The second part is about job satisfaction. Including the definition of job satisfaction, Maslows hierarchy theory, Herzberg's two factor theory, namely Hygiene Factors theory. The last part is about the discuss the importance between rewards system (intrinsic rewards and extrinsic rewards) and job satisfaction.

2.2 Reward system

Reward is one of the biggest investment of the company offer to employees in order to show they value and appreciate their effort for contributing to the company development (Bussin and Rooy, 2014). A satisfied workforce can be very important to a company. When employees are satisfied they can have more motivation to provide more productivity, the organization as a whole can run more efficiently and more effective to reach its goals. This is in contrast to an unsatisfied workforce, who can negative disruption organization and distract employees. For this reason it is important for managers to understand reward system and how can they use to influence employee behavior. Reward is what is given to people or what people receive by successful complete something (Bowen et al., 2002). In other words, reward is a kind appreciation for certain accomplishment of what people did in different forms incentives. Rewards can categories into different types, for example intrinsic and extrinsic, or intangible and tangible or financial and non financial, or put everything into the integrate basket, the total rewards. Studies did by psychologist prefer to emphasis the importance effect of intrinsic reward on employees, while economists tend to believe more importance of extrinsic rewards to employees (Clark and Kristensen, 2006; Gao and Smyth 2009). Reward is used as motivation technique to trigger better employee performance and also make staff feel more committed and

satisfied to the organization (Zeb et al., 2014). On the other hand, companies have the responsibility to take care of its employees if the company want to maintain the business and develop and grow.

2.2.1 Intrinsic rewards

Intrinsic reward is rewards without physical form. This kind of rewards cannot be seen or touch but have emotional connection with employees. In other word, intrinsic rewards means the feeling of one employee receive when he/she complete a task. Intrinsic rewards include sense of achievement from employee perspective, praise from superiors, recognition, taking pride from the job, work freedom, job security, co workers relationship, chance to learn new things and develop new skills to become more competence.

One line in literature argued that intrinsic reward is more powerful for organizational engagement and commitment with the organization than extrinsic reward (Eby et al. 1999).

The praise from superior show that employees' job are approve by the supervisor, and the supervisors are responsible for direct and evaluate their own job, hence employees grown the sense of achievement and satisfaction and feel emotionally bonded to the company (Newman and Sheikh, 2012). Hence a positive connection between intrinsic rewards and employee satisfaction and commitment can see. This is in line with the historical research from scholars such as the study from (Mottaz 1988) which reach to the same conclusion. This may because for employees, supervisors are seen as the voice of the organization, hence staff feel satisfied about their jobs when their superiors give them praise.

For work freedom, Malhotra et al. (2007) has found that a positive link between the freedom in work in employees and their job satisfaction. Because giving freedom is to some extended shows respect and trust and make employee feel comfortable, and taking responsibility in return increase employees feeling of satisfaction. However, in the literature also how different when the culture from collective and more power

distance countries such as China, for employees from those culture have less intent to take responsibility than employees from lower power distance cultures (Kirkman and Shapiro 1997). Also Chen et al (1999) found that employees may not like intrinsic rewards because of it is hard to measure and the uncertainty of the additional responsibility it can bring. But in more later research, researchers found that in large Chinese companies, a positive correlation between work freedom and employee satisfaction can be identified (Chen and Aryee 2007).

Training can give employees chance to develop their ability hence make them feel more confident and good about themselves. So when employee feel satisfied with the training can lead to employee commitment. Even though Malhotra et al. (2007) found that training have very limited positive link with employee commitment and satisfaction, but Zheng, et al (2009) found that in Chinese SMEs, employers those provide training and development have a positive relationship with commitment.

Regarding coworker relationship, human beings are naturally social creatures, people want to have positive interactions with others. Hence it is acceptable that better co worker relationship will have happier and much productive employees at work. What's more, good co-worker relationships give employee mental healthy: when a harmonious coworker relationship in the workplace, The employees can save time and energy and more may make employees feel stressful in workplace. Study found that strengthening coworker relationship improves morale, increase work engagement and lead to better job satisfaction at work (Hui, et al 2004).

Regarding recognition, employees are expected to be appreciated for the work well done, since be recognized makes people feel they are valued to the organization, in return make themselves feel they are respected and a sense of achievement. Danish and Usman (2010) found in their study that employees feel less motivation when the company lack the aspects of recognition and when there is good growth opportunity and recognition, the employees are more motivated. Since appreciation is a fundamental human need.

2.2.2 Extrinsic rewards

Extrinsic reward usually means the physical rewards that from external source usually employers. However, extrinsic reward can be emotional connected to employees as employees consider importance of such rewards. Extrinsic rewards include pay, commission, fringe benefits, improved working condition, promotion and profit sharing.

Sell and Cleal (2011) did a research and found that private company employees are more motivated by good pay and value more for the extrinsic rewards element than employees who work in the public sector. One line in literature argued that extrinsic reward is more powerful reason for employees to commit with the organization than intrinsic reward (Angle and Perry 1983). Williamson et al. (2009) indicates that extrinsic rewards have more influence in create employee commitment in China than in the west companies. The reason to this phenomenon may come from that China is still a developing country and people concern more financial benefits to better living standard. Kochan (2002) state extrinsic reward such as pay can be only short term make people feel good or happy and it cannot transform into long term change in employee attitude and behavior. It is assumed that higher pay can increase job satisfaction, since for ordinary people, pay better is actually make people feel happier for do the job (Sell and Cleal, 2017).

The study from Pavan and Reddy (2016) did a study with Bangalore IT company and found that the extrinsic reward such as pay and benefit package has positive but not significant influence on job satisfaction which means when the pay package increase has significant influence on job satisfaction in IT firms, while intrinsic rewards, for example training, team work and praise from superior has significant impact on employee job satisfaction.

2.2.3 Total Rewards

Armstrong and Taylor (2014) indicate that Total Rewards means a comprehensive reward include both tangible and intangible rewards offer to employees. Total

Rewards include a lot of practices, for example base pay, bonus, incentives, shares, training, development, work life balance, recognition (Schlechter et al., 2014). Armstrong and Murlis, (2007) Total rewards pay attention to consider the rewards as a package to reward and satisfy what employee has contributed to the organization. More importantly, one characteristic in Total Rewards is the flexibility of the reward package to allow customization to employees to meet the desire from employee end hence enhance the employee satisfaction. Aon Hewitt (2012) did a survey involving 750 organization regard Total rewards, and found that one most important difference among high performance company and the rest company is the rewards practice they conduct to motivate and engage and retain talents.

One of the most popular Total rewards model is from Towers Perrin, who made a four quadrants table as below

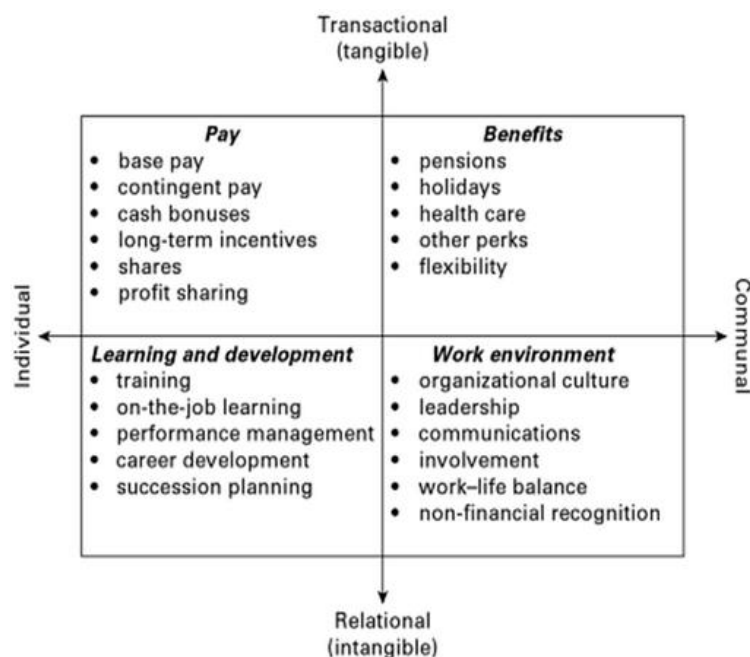


Table 2-1 Total rewards model

Source is from Armstrong and Taylor (2014: 366)

This model divides rewards into tangible ones, intangible ones, individual ones and communal ones. From a strategic point of view, tangible rewards practice are easy to be imitate by competing companies hence cannot be a long lasting strong competitive advantage. In contrarily, intangible rewards are more intrinsic so the uniqueness can be create to win the competitiveness for an organization who desire for talents to

create more revenue for them. Guest and Conway (2004) study find that although employees care very much about the tangible rewards such as pay, performance related pay, benefits, but in fact, the behavior and the performance from employees are more driven by intangible rewards for instance recognition, support from leadership, training and so on. Thus company owners should take consideration of intangible rewards practice to maintain and satisfy talents.

However, there are criticisms regarding Total Rewards. Wright (2009) argue that there are little systematic researches research the drivers, benefits and risks of Total Rewards. Torre and Sarti (2013) argues whether Total Rewards are about majorly intangible rewards or individual preference of rewards in a complicated labor force or it is create a employment brand and consider everything availability in the workplace as rewards in order to create a better employment relationship (O'Neal, 1998). Zingheim and Schuster, (2012) notice that the disadvantage of Total Rewards are there cannot see a direct relationship between Total Rewards and organizational and individual performance but only result of increased expenditure of the company. In the same line, Torre and Sarti (2013) also argued that implementing Total Rewards will only raise the cost for the organization without effectively influence the individual and organisational performance. Wright (2009) argue that the high expense will only restrict the development of the concept of Total Rewards.

2.3 Job satisfaction

Paulsen et al. (2005) state that the workplace is becoming more and more demanding, which cause higher anxiety, feel of uncertainty and low level of job satisfaction, high intention of leaving the company. Organizations who do not notice and take action to respond to those issues will end up with high level and costly turnover and the high turnover may cause disaster to the company in every level, for example operationally, high turnover may cause the company not able to service the customer consistently and destroy the customer relationship which may lead to low performance in business. And from finance aspect, high turnover is very cost. Fight for the talents and retain

them is one of the big topic for human resource management, hence it is important for organizations to take action to find approaches to make its employees feel satisfied to stay with the company, give better performance to the company and contribute the development of the company (Callan and Lawrence, 2008; Bryant & Allen, 2013).

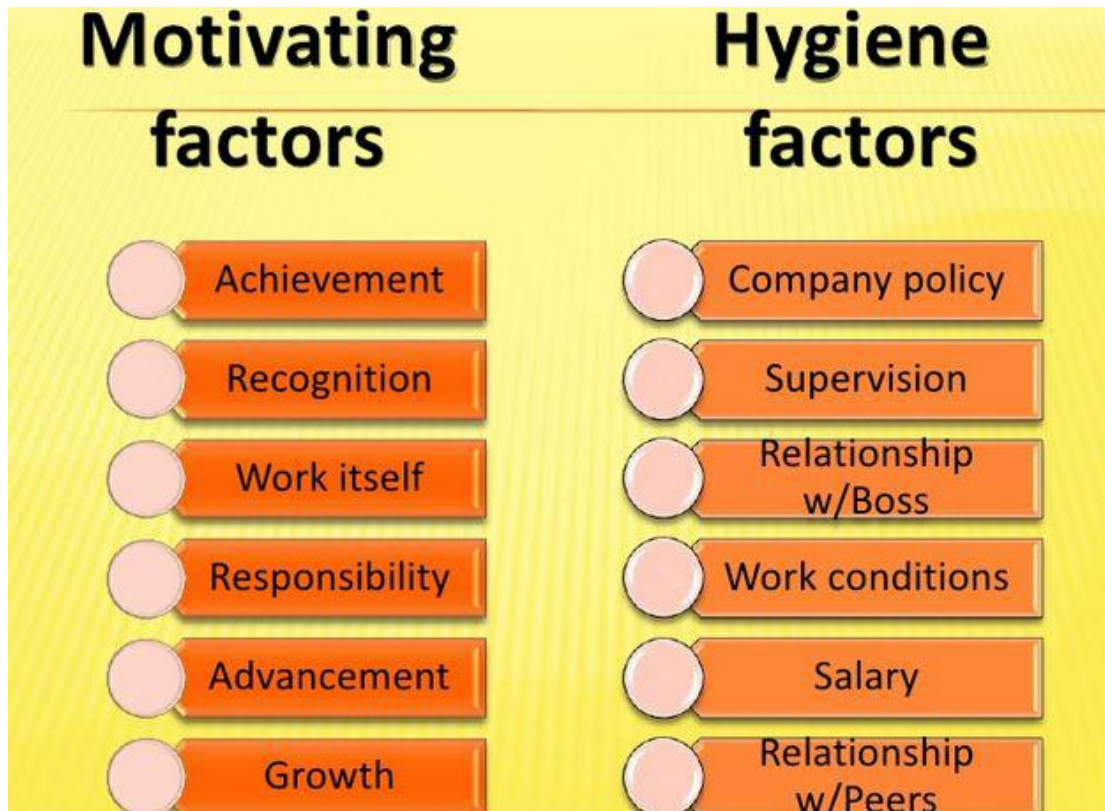
Locke (1976) define Job satisfaction mean a positive emotion which come from the appraisal of employees job. Armstrong and Taylor (2014) define job satisfaction and state that employee job satisfaction is the employee perception and attitude about his/her job whether meet their expectation or not. It is a measurement of how happy employees feel about their work and work environment. Moreover, employee job satisfaction is connected with different facets of employee behaviors such as employee productivity, absence and employee retention (Koustelios and Bagiatis 1997). Kumar and Bakhshi (2010) also support this argument and state that employee satisfaction strongly relate to commitment, turnover, performance, effectiveness and employee motivation. This is also in line with other literature from Griffeth, et al., 2000 Tan and Waheed, 2011, and Sim et al., 2011). Gupta and Joshi (2008) did a study and found that job satisfaction has positive relationship to motivate employee to hard work. Gupta and Joshi (2008) also come to the similar conclusion, that job satisfaction is significant to employees since most of people spend a great portion of their time in live at work, if employees feel more satisfied with their work will deliver a better service for the company, and for themselves will be happy with their life which is a win-win situation.

Studies have found a lot of elements can affect the employee job satisfaction level. For example the pay (He et al., 2015), happiness (Fisher, 2010), work values (Bozeman & Gaughan, 2011), social concern, working conditions, working hours (Warsi, et al, 2009), and performance (Oh, Rutherford, & Park, 2014). Robbins(2013) argue there are six important factors have great connection with employee job satisfaction, they are equitable rewards, mentally challenging work, work-life balance, supportive job environment and supportive colleagues. One of important element contribute to job satisfaction in the literature focus on rewards system (Linz and Semykina, 2012). Besides, Sell and Cleal, (2011) found that gender different plays a

roll in job satisfaction level, namely, woman have higher level of satisfaction than man.

2.3.1 Hygiene Factors theory and job satisfaction

Herzberg (2005) developed the Hygiene factors to reflect on job satisfaction. The research team conducted a research in 9 different organizations and 200 respondents including accountants and engineers as targeted respondents. The research used a structured interview with those respondents and the purpose was to found the various factors to motivate people and the factors that make the motivation level not fall down from existing level. They found that some factors such as compensation, job security, organizational politics, working conditions, quality of leadership and relationship, they are not motivators for better output from employees or make employees feel satisfied, but when the organization lack of those elements can cause dissatisfaction. Hence when management looks ways to get rid of the factors that cause the dissatisfaction may make employee feel peace but not actually motivate them. This is to say, when hygiene factors are not met, employee may feel dissatisfaction. However, when company improve hygiene practices, it cannot necessary bring the satisfaction to employees. Moreover, Herzberg and his team found that if company what to motivate people, they need to link the work itself or the factors that directly come from it and those factors can promote long term positive emotion to job which is called satisfier or motivator, such as responsibility, recognition, achievement and opportunities for growth (Sell and Cleal, 2010). Those factors are more intrinsic in nature and have good effect on productivity and job satisfaction and the overall performance of the company (Kotni and Karumuri, 2018). As show in below diagram.



<https://www.slideshare.net/masumikadali/theories-of-motivation>

Table 2-2 Hygiene Factors theory

Stephen and Timothy (2013) define motivation “*the processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal.*” An employee efficiency rely on the performance of the employee. Performance can be calculated as $\text{performance} = \text{ability} * \text{motivation}$ (Kondalkar, 2007). Based on Herzberg, satisfiers and motivators are intrinsic motivation factors while dissatisfaction and hygiene factors are extrinsic motivation factors (Zeb et al., 2014). In Herzberg theory, he indicated that only the satisfiers can cause long term satisfaction and intrinsic motivation while the hygiene factors can only meet extrinsic motivation. One of the most important finding from Herzberg is that, the opposite of “satisfied” is not “dissatisfied” but “not satisfied” and the opposite of “dissatisfied” is not “satisfied” but “not dissatisfied”. This means when the dissatisfaction factors are solved, it doesn’t not lead to the satisfaction of the satisfiers. Similarly, when give more emphasis of the satisfier factors, it doesn’t lead to the satisfaction of the

dissatisfiers.

The two factors theory has a big influence on organisational psychology, Schultz and Schultz (1998) point out that two factor theory lead to company consider redesign of many occupations to obtain more participation of employees for the job enrichment. Spector (2003) state that the two factor theory is very success in keep the importance of provide the meaning of their work. Moreover, Barber (1986) found from his study that job dissatisfaction is links with higher absence and higher turnover rates. However, the higher level of stronger organizational commitment and retention is links with high job satisfaction.

There are many studies conducted in different industries try to find out what satisfied and motivate employees to do better job. For example, Kotni and Karumuri, (2018) conducted an empirical study which involve 150 salespeople in 15 leading retail stores in Visakhapatnam in India, each store pick 10 salesperson and they study divide into two parts, one is focus on hygiene factors and the other is focus on motivation factors, and the result found that the salary, company policies and procedures, incentives, welfare social security is a motivation factor for salesperson rather than Hygiene factor as Herzberg concluded in their study. They are not at all motivated by hygiene factors for example job security and coworker relationship. As for the motivation factors, the salesman in Viakhapatnam value highest for work life balance, then come the autonomy and then the recognition. Besides, the organization CSR and the opportunity to use their abilities are other motivational factors. However, the salesman are not at all motivated by motivation factors that in Herzberg's theory such as the achievement, career growth, communication with management or training programs. The other case is the study from Hyun and Oh,(2011) is study of Herzberg hygiene factor theory in the Korean army food service involving 671 soldiers and 131 officers with questionnaire survey. And found out the hygiene factors are more important than the motivators for soldier group workers, however, for the officer level employees motivator factors has more importance than hygiene factors for the job satisfaction. This is also been identified from Mathieu et al (1993) who discovered that the demographic information, for example education level, position level have a

significant impact on what factors can give employee more job satisfaction. That is to say, when lower position workers feel low level of job satisfaction, can become big problem to the organization because of relative large number of employees in those position. Hence from this research the suggestion mentioned that when giving rewards to employees, should take consideration of position level and consider the need from the employees about the elements which motivate them rather than based on Herzberg's theory about the motivator and hygiene factor.

Moreover, Simons & Enz, (1995) found that in the hospitality industry extrinsic rewards such as salary, job security are more important elements to meet employee job satisfaction. They conducted a survey with 145 hotel employees in Florida and found that the feedback and coworker relationship gave the highest level of job satisfaction.

According to Ramlall (2004), no matter what size the company is, the challenge of keep employee in the team is always a big challenge company face. The researched company is a typical resource energy SME in china, which need big amount of workers and technicians. And poor satisfaction of employees will result in high absence and turnover rates. Moreover, the contribution and performance of employees is one key importance of company competitive advantage and business success.

However, after Herzberg, a number of other scholars conducted study but got very different results. Baron et al, (2002) point out in their study that the motivators and hygiene factors has some controversy and the theory has little empirical support. Also Brockman (1971) said that the empirical validity of hygiene factor theory has encourage more research in this problem but very few empirical support Criticisms raised argue that, two factor theory doesn't concern the individual different and culture difference which also have effect on employees perception on motivators and hygiene factors(Tso, et al 2015). Moreover, some existing factors cannot clearly be defined into hygiene factors or motivators. For example, Winer and Schiff (1980) conducted study in retail sector, they found that achievement rate highest as the motivator, but the hygiene factor "pay" is the second highest rank as the motivator then followed by advancement and recognition. Lucas (1985) found that the hygiene

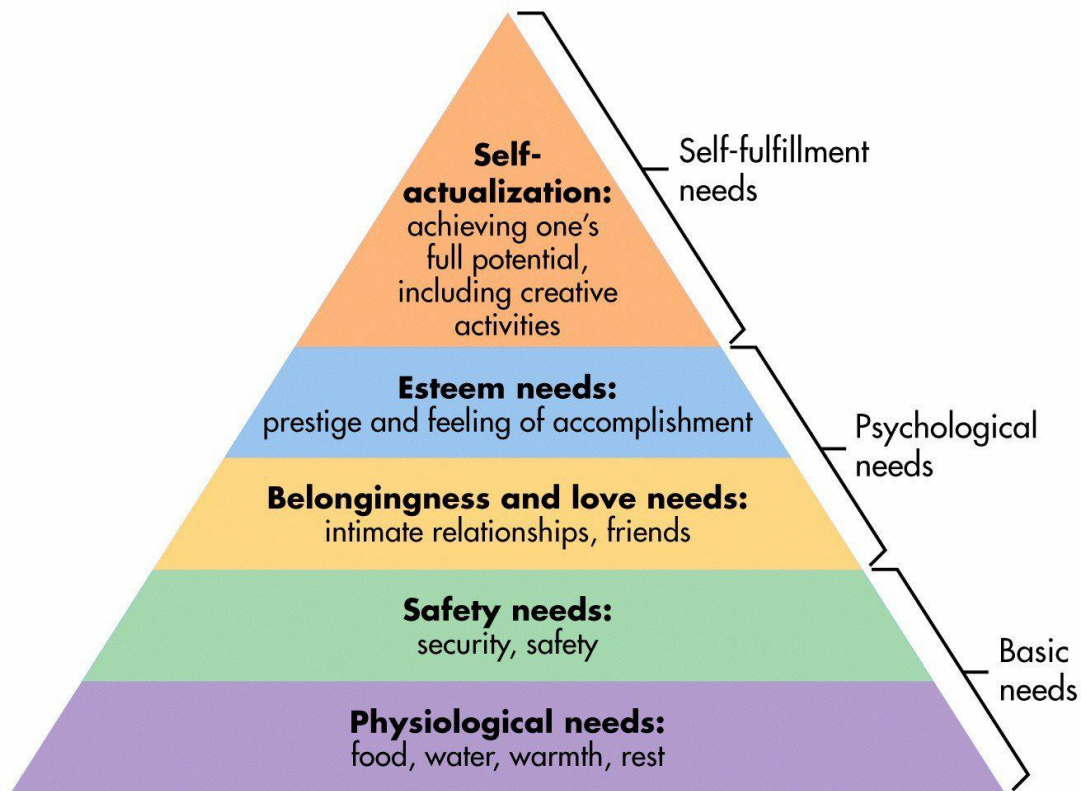
factor superior and employee relationship in US retail sector play a significant roll in contribute employee job satisfaction. Christopher (2005) found that Herzberg's finding only can prove the accuracy from his methodology the connection among job satisfaction, motivation and performance, but he argued that the clarification of satisfaction and motivation need to been addressed, since they are different. Moreover, Tan and Waheed, 2011 found that working condition is the most important motivator for sales person in Malaysia. Hence even though Herzberg and his team argue that motivational factors are strongly links to job satisfaction, it is still vague to define between motivation factors and hygiene factors which one has more significant association with job satisfaction. Moreover, the study from Chitiris (1988) found that if the company did not manage to make employee feel satisfied with most of their needs, then hygiene factors will become much powerful of motivator than motivational factors. Different research have used different variables set to test Herzberg's Hygiene factor theory and come up with different results. Hence it can't come to conclusion that tow factor theory is applicable to all kinds of organizations.

2.3.2 Other motivation theories

Maslows hierarchy theory and job satisfaction

Maslow's Hierarchy theory indicate that there are five level of human needs from Lower level of needs, physiological needs, safety needs to belonging, esteem needs to self actualization showing as the diagram as below

.



<https://www.simplypsychology.org/maslow.html>

Table 2-3 Maslow's hierarchy theory

Maslow's hierarchy theory support that when different level of needs met, can lead to employee satisfaction(Zeb et al., 2014). To be more specific, the needs in different hierarchy reflect different rewards. For instance, physiological needs represent extrinsic rewards in form of salary and so to provide employee necessary material to survive and belongingness is intrinsic rewards that come from relationship by encouragement, appreciation. Graham and Messner (2000) conducted a study and found that Maslow's theory is about satisfaction rather than motivation theory. When employees feel satisfied with the relationship between superior and subordinates, it means they feel they can get support and help from supervisors or they feel they are alike in values, mindset or philosophies or subordinates feel both. This kind of feel meet the need for belongingness and love which response to the Maslows level of Psychological needs. In the same way, the pay, job security, appreciation and recognition from workplace and also find its place in Maslow's diagram. Maslow's

theory can help the organization leader to better understand its employee need and satisfy the need to obtain a better employee performance (McLeod, 2007).

However, there are also many criticisms regarding Maslow's theory. Kaur (2013) argue that this model is inflexible to cope with the dynamic needs and not stabilized characteristic of employee need. To be more specific, the model made assumption that every employee, their situations are similar and there is only one way to make their needs be met. Moreover Maslow also argued that an individual has to first meet the lower need before they are desire for the higher level needs (Leblanc, 2013). But researcher found from study that the satisfaction of one level of need may not lead to the next level of need and also if employee doesn't satisfied with the higher level of need, employees may revert to the lower level of need to compensate the need which haven't be met (Kaur, 2013) moreover, Hierarchy theory was based on the study in American which is typical individualistic society, which is quite different from collective society such as China, when collective culture value belongingness and safety more than self actualization, hence the order of the hierarchy may be different from society to society

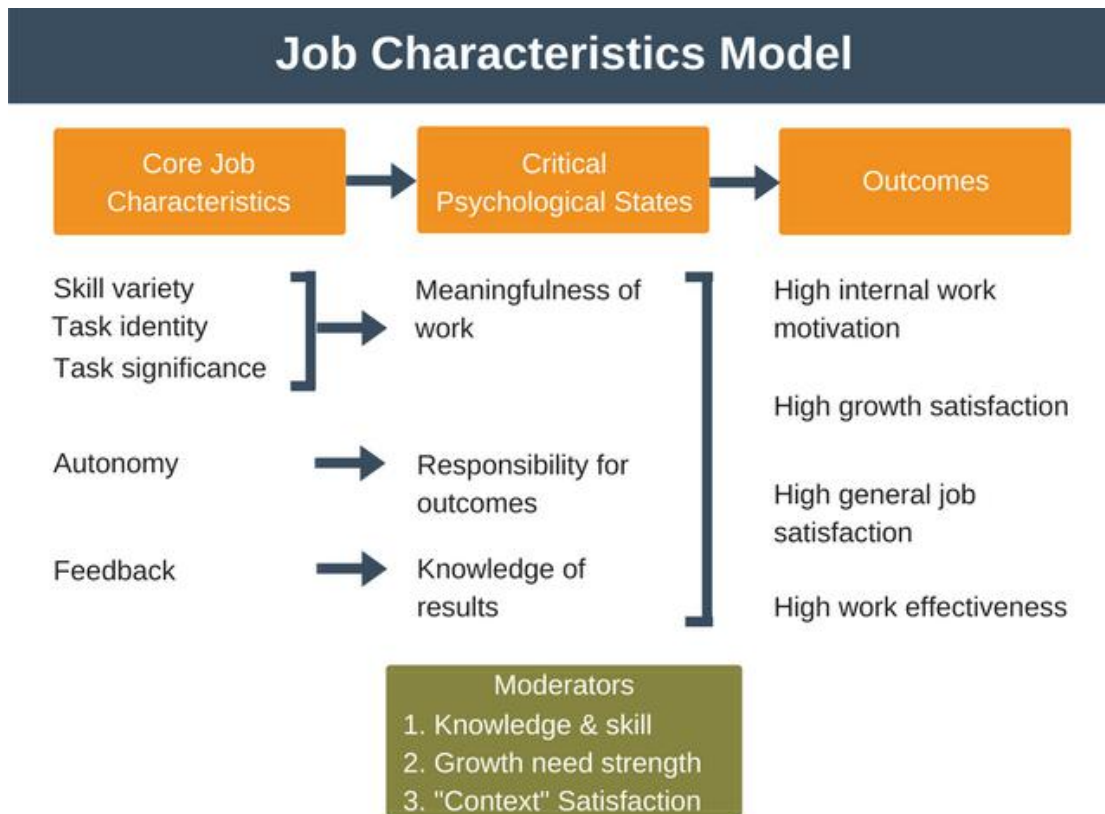
The Job Characteristics Model and Job Satisfaction

Hackman and Oldham develop the job characteristics theory in 1974 and they develop further in 1980. This theory is root from Herzberg's Hygiene factors theory. The Job Characteristic model focus on the context of variables that motivate individual. As showing below in the graho, Hackman and Oldham (1974) introduced five core job characteristic, three critical psychological states and four outcomes. The theory is based on that the motivation can only on how the job structure for individual. In short the theory shows that by creating the right job for the employees the management achieves highly motivated employees. changing an existing job in a positive direction is called job enrichment.

However, Hackman and Oldham also noticed that this model apply not all people. When many employees want for the additional challenges and responsibilities,

however, some others may not want those elements or consider those not enrich their experience or benefit themselves. Later Hackman and Oldham recognized that not everybody wants the job contain high levels of the five core job characteristics, hence they include this finding into the model. They identified three moderators that affect how employees respond to job enrichment. The first moderator is knowledge and skill (capabilities). When an employee whose competence suitable the job demand will feel good about the job and those who are not will feel frustrated and stressful and ultimately dissatisfaction. The second is employee growth need strength. It is the level of how much an employee desires the chance for self directing learning and accomplishment. This is in line with Herzberg's motivation factors and Maslow's esteem and self actualization needs. Context satisfaction is the third moderator. It is the level how employees satisfy with different facets of their work for example compensation, effective supervisor, co worker relationship and work condition.

Some criticism take into account in the moderator. The model recognizes that employees have different needs and not all employees want to realize their needs at work. It is very difficult to know exactly what motivates the individual. It require an individual treatment of employees which is a very time consuming process. It is difficult to transfer the model to a team or group of employees. Finally, the model provide a overview of motivation of employees through job enrichment (Anbari et al., 2014)



www.expertprogrammanagement.com

<https://www.expertprogrammanagement.com/2017/09/job-characteristics-model/>

Table 2-4 The Job Characteristics Model

2.4 Reward system and Job satisfaction

2.4.1 Extrinsic rewards and job satisfaction

Linz and Semykina, (2012) conducted a study involving 9400 employees across Armenian, Serbia, Russia, Kazakhstan, Kyrgyzstan from different industries and sectors and found that in the whole sample, “good pay” is want by most people and the second come to “job security”, however, the intrinsic reward “praise from superior” was least valued by participants for them to feel happy about their jobs .

Artz (2008) argued that owing to pay especially performance based pay, employees in SME companies have more job satisfaction than staff in the public organization.

Since salary plays a very important role in motivate sales person, Tan and Waheed (2011) conducted a survey among sales person in Malaysia in order to define the connection between pay and employee job satisfaction, and find that a mediator “love

of money” have major influence on why employee feel job satisfaction when receive raised pay. Besides, Hyun and Oh (2011) propose an interesting argument that salary can be viewed as both hygiene factor or /and motivator depends on how people view it, which is to say when pay not having any other meaning than “buying power”, it can be seen as the hygiene factor, however, if salary viewed as a symbol of achievement then it should be viewed as motivator factor. Tang et al(2004) found that those value money very much will feel satisfied with pay raise and pay satisfaction can lead to higher employee productivity. Rynes et al. (2004) note that motivation initiative show that pay is the most effective motivation hence strongly connected to employee satisfaction. Moreover, the study from Shikdar and Das (2003) found that job satisfaction is positively link with compensation, company policy, the links with others and the holistic working environment. However, Tooksoon’s (2011) survey showed that pay is not as important as to other elements for example “more challenging job” or “career development”. The funding indicates that salary is not necessarily the best reason to satisfy employees.

Empirical studies show that Chinese employees are motivation more by extrinsic rewards for example pay and benefits, especially for a SME, because limited finance (Chiu, Luk and Tang 2002). From empirical studies, it reveal that Chinese employees rate compensation and some extrinsic rewards higher than intrinsic rewards (Chiu et al. 2002; Yu et al., 2003). Newman and Sheikh, (2012) found that in Chinese SMEs, when employees satisfied with extrinsic rewards positive relate to employee satisfaction.

However, other scholars argue that extrinsic rewards has no direct relation to employee job satisfaction (Malhotra et al. 2007). The connection between extrinsic rewards and job satisfaction is for people who want those rewards, since extrinsic reward, not like intrinsic rewards elements for example praise from superiors and co-workers relationship which for employees relatively easy to measure how good they are, but for extrinsic rewards, such measure is hard to quantify, hence the connection between extrinsic rewards and job satisfaction is weak (Linz and Semykina, 2012). Brown et al(2007) conducted a study involve more than 16000

employees across 900 companies and found that pay cannot be solely valued without consider variables such as working condition as the most important contribution to job satisfaction. This study found that ordinal rank has important impact on employee job satisfaction. Jones and Sloans (2007) argue that raised pay see higher satisfaction among low income staff but less effect on high income employees and the study found that in some situations raised pay may have negative influence on job satisfaction, hence the study conclude that extrinsic rewards, especially pay have no direct link with employee job satisfaction.

However give employee higher pay at the same time mean that the total cost of the company will increase. Moreover, study argued that only when compare with other employees who do the same type of job but get better pay can give those employees job satisfaction (Sell and Cleal, 2017).

2.4.2 Intrinsic rewards and job satisfaction

In long term, intrinsic rewards can lead to better employee job satisfaction and result in higher employee performance (Danish and Usman, 2010). Wright and Cropanzano, (1997) found that the empowerment, achievement, personal growth can increase the job satisfaction that in return increase in employee productivity

Linz and Semykina, (2012) conducted a study involving 9400 employees in east europe try to find out what makes employee happy. And the result showed that both extrinsic and intrinsic rewards are positive link to job satisfaction in the whole. However some certain elements in the reward have no positive relation to job satisfaction. For example one of the extrinsic reward, the promotion found to have negative relationship with job satisfaction. This may because when people get promoted, means people have more responsibility and cause more stress. This is in line with the study from (Linz and Semykina, 2012) which found that promotion is not positively relate to job satisfaction. Because the promotion may bring more stress and more responsibility but not necessary to equal tangible or/ and intangible rewards they get from the promotion, this maybe way to the work. Also there are intrinsic

rewards that participants in this research found no significant connection with job satisfaction, which are “chance to learn new thing and develop skills”. This may be because different employees desire for different rewards type and for those who don’t want this kind of rewards may find they have no significant influence on their job satisfaction.

Callan and Lawrence (2005) study found that the support and praise from supervisors is very important to employees, when their line managers are reliable, employees are reported to have higher job satisfaction and psychological satisfaction. Gilbreath (2004) found that supervisor plays a significant role in affecting employees stress and promoting autonomy and employee job satisfaction. Sim et al (2011) also found that the supervisor support from superior increases career satisfaction. But they also notice that the top manager support doesn’t contribute to the employee job satisfaction directly but they have a positive relationship with employee feeling for job security. They also find that quality training is a good tool for employees to remain productive which may result in job satisfaction. Thompson, (2014) state that employees with high salaries may not feel enough satisfied. In the same line, Whitaker (2009) found that the raised pay or monetary rewards may give employees initial motivation and satisfaction, but this kind of rewards cannot be long term motivating employees as intrinsic rewards. But on the other hand, intrinsic rewards were found in improving employee motivation and creating a good culture climate increases employee loyalty and employee commitment.

For SMEs because they have limited economy resource, even extrinsic rewards can be viewed as more extrinsically to make employees satisfy, intrinsic rewards which can be provided with less cost to the organization but still have a very positive impact on employee job satisfaction (Malhotra et al. 2007). Ghinetti (2007) did a research and found that job satisfaction is higher in state owned companies because the character of job in state owned companies has a particular nature, the job security, which is in line with the study from Heywood, et al., (2002) who also got the similar result in Chinese state owned companies. Moreover, because China is a typical power distance culture which means the respect and approval from seniors and superiors are of high value. And

the interpersonal relationship among line manager and his employees is one important characteristic in Chinese organisation (Chen, et al 2002; Hui, et al., 2004; Chan, et al 2006). Wang (2008) did a study and found that in big Chinese companies, a positive between the power of interpersonal relationship especial the relationship between superior and subordinate have positive influence on subordinates commitment with the company. However, Wang (2008) found that the joint venture companies in China has opposite. There is no connect between the interpersonal bonding of employees and their line manager to do with employee commitment. Hence this finding found that Chinese employees see more importance of co-workers when they think of commitment of the organization than western companies.

2.5 Chapter Summary

Reward is very important for the employees. because if employees are satisfied with the rewards, they have more incentive to work and generate more profits for the company. Some researchers find that rewards are a form of motivating employees to make a difference. Rewards include intrinsic rewards and extrinsic rewards. Some researchers find that intrinsic rewards is more important than extrinsic rewards for some employees. Especially superior praise. Employees will think his efforts have been recognized, so get a sense of accomplishment and satisfaction (Newman and Sheikh, 2012). However, some studies show that in Chinese enterprises. It gives employees more respect and trust, increases employee job satisfaction. Also, researchers find that job training in China's SMEs can also bring satisfaction. Some researchers point out that extrinsic rewards are more influential in China, and employees are more concerned with pay for a better life (Chiu et al. 2002). All these vary from person to person and are defined by different cultures and societies. Total rewards is a kind of flexibility rewards, due to the different conditions of the employees to customize different rewards to make employees get more satisfaction. Other studies show that total rewards raise company costs and do not effectively affect individual and organizational performance. Job satisfaction is a positive

assessment of the job. Some studies find that job satisfaction has a positive influence on employee motivation and it's very important for employees, if employees feel satisfied for their work, will bring more productivity to the company. Maslow's hierarchy theory helps supervisors better understand employee needs and meet employee performance needs. However some studies also find that this demand will change with the social and cultural differences. Hygiene factors theory include motivating factors and hygiene factors, Herzberg (2005) state that hygiene factors are met doesn't lead to satisfaction, but if it is met, will lead to dissatisfaction. Only the motivating factors met can lead to satisfaction. Some studies show that this theory does not involve personal, social, cultural factors. However, some studies find that pay (typical hygiene factor) has a important impact on satisfaction, The study find that in China SME's, extrinsic incentives and employee satisfaction is a positive relationship (Yu et al., 2003). Hackman and Oldham (1974) developed Job characteristic model and introduced 3 moderators to define how desired satisfaction can be achieved. Studies find that intrinsic rewards can lead to more long-term satisfaction. Other researchers also find that improving employee motivation, encouraging and approving employees will give employees long-term satisfaction (Sim et al., 2011). For SME's, intrinsic rewards can also reduce costs for the company and still have a positive influence on employee satisfaction. Some studies find that in China, the relationship between the superior and subordinate has positively affect employee job satisfaction (Chen, et al 2002).

Chapter 3 Methodology

3.0 chapter overview

In this chapter talk about research methodology use in this research. Firstly, discuss about the research aim and objectives will talk. And then the research philosophy is chose, and then research strategy is survey. Hence the data collection method is questionnaire and sampling technique is probability. And the data analysis technique is chart, diagram, table to analysis the collected data.

3.1 Research aim and objectives

The research is aim at identifying and evaluating the reward system and employee job satisfaction in a Chinese SME by applying two factor theory. There are three objectives. The first one is to critically review key literature in relation to the Rewards practice and employee job satisfaction; the second is to explore the satisfaction level from general employees of the current rewards practice in the selected organisation third is to e To examine how does people feel of rewards practices on their job satisfaction by applying satisfaction theories hygiene theories; finally, provide recommendations to the company that participate in the research for them to improve their reward system in the future.

3.2 Research Strategy

A survey strategy can get information from people. Saunders, et al., (2012) is strategy emphasis on obtain information of “what is it”. Survey is most wide use among researchers for data collection in social science especially business related research (Adams, et al., 2014). Survey is clarity of objective for collecting data. Survey is conducted from small scale to large scale of population. The survey can improve the effectiveness of the later data analysis if well designed (Saunders *et al.*, 2012). The rule is to gather answers to a serials of questions, so it is a more quantitative approach. The questions in the survey need to be related to the research aim and objectives and

the study of literature help the choice and wording of the questions. Most surveys are adoptions of ones that have studied in the past. The good point of survey strategy includes first to get the representative data of the sample population, second the cost of conducting this strategy is relative low, third is save time and manpower, fourth is convenient to collect and the results analyse data is relative easy using survey. The Shortcomings of the survey is first the questionnaire design is difficult, because researcher need to consider how is it better for respondents to answer as well as really link to the research question, what's more the findings can be wide in range but not in depth, third, the quality of its findings is often not guaranteed because how respondents fill the questionnaire can not be controlled and fourth the questionnaire return rate is difficult to guarantee. The limitation of survey is it is uncertain of the changes in sample for the same respondents at different point of time. Moreover, the important issue is the representative of the people who take the survey. In many survey, researcher feel satisfied if 20% people reply to their survey. Hence it is hard to know what the rest 80% think about. Hence this come a problem with reliability and validity of the findings.

3.3 Research Method

This study use descriptive quantitative method for data collection. A Descriptive quantitative method focus on describing the current status of a phenomenon. The research begin with no hypothesis, rather produce one after the primary data is collected. The descriptive research method is a basic quantitative research method that examines the current situation of a phenomenon. Descriptive research method involves identifying attributes of a particular status based on observation, or the connection between two or more phenomenon(Leedy & Ormrod, 2005). Analyzing and comparing characteristics and give the results of the analysis and research in the form of quantitative description, and describe or reveal the characteristics of the phenomena, the interaction and development trend. Systematically collecting data that are required and carefully select the ones that research for and measure each variables.

Quantitative research is more intuitive, concise and accurate than the qualitative evaluation result and has good application effect (Creswell, 2003). The other advantage of quantitative research is that it has less location and time constraints. Moreover, Hanson and Grimmer, (2007) found that participants in favor to complete survey rather than interviews since the anonymous in questionnaire enable to respondents to show important information that they consciously or unconsciously hide their opinions in other research method such as interview. However, the disadvantage of quantitative method is when quantitative method is when not suitable represent in the sampling population, the result will be no reliable. Moreover, the environment and circumstance cannot control when conducting the research, hence the quality of the result can not sure.

Consider both quantitative and qualitative method, the advantage and disadvantage, and refer to the aim and objective of this research and the research question to be answer, the researcher think the descriptive quantitative method is suitable and response to this research theme, hence a descriptive quantitative method is adopted in this research.

3.4 Data collection method

The data collection in this research is questionnaire to respond to quantitative method technique. The advantage of questionnaire research includes, 1. Questionnaire is a relative practical method to do a research because the time spend and money spend during a questionnaire is relatively lower consider the computerized tool can be used nowadays(Saunders *et al.*, 2012); 2. A big scale of sampling can be conducted with questionnaire in a short period of time; 3. The questionnaire result can be easy code and decode using computer software(Mik, 2006). But there are also disadvantages of questionnaire as data collection method. For instance, questionnaire is less validity and some information for example the feelings and the behaviors from respondents are not easy to observe(Hanson and Grimmer, 2007), moreover, it is hard to detect the level of honest of a respondent when they answer the question(Saunders *et al.*, 2012),

respondents may see the question differently and respond to the question base their self interpretation(Pooenheim, 2000)

In this research, a self completion questionnaire is designed which have both English and Chinese in the questionnaire to help the respondent to understand the questions and give their answers in Chinese. Then the answers from respondents can be in Chinese and the back translation will be used to prevent misunderstanding (Huang and Tian 2013). The questionnaire is purpose for get the point of views from employees in a Chinese SME about the rewards components they receive and the effects of rewards on their job satisfaction. The components in intrinsic and extrinsic rewards are used as variables to find the relationship between rewards elements and employee job satisfaction. Also some general questions like the education level, the length of work in the company and the job type are included in the questionnaire to get the general information from employees. Another questions like the perception of work performance is connected with reward received and whether the retention has relationship with reward system. The data collection is through a survey website www.lediaocha.com which is a Chinese version of SurveyMonkey. It has a phone version as well. The respondents will receive a phone version of the questionnaire which is convenient for them to fill hence improve the respondents rate. It is very important the questionnaire is logical link to the research objective and research question (Oppenheim, 1992). Also the questions need to be well wording and explicit. To reach this objective the questions need to develop to be open in structure to get more rich and in depth responses and the questionnaire is arranged in module and achieve objectives. The questionnaire contain that all objective base on questions with an extra open ended question for comments in Chinese and English. After collecting the data, all answers are translated into English immediately. For assure a more effective respond rate and validity, respondents are connected by the liaison in the company direct with the respondents.

The usage of questionnaire as the data collection technique is wide used as a useful method which is enable anonymous from respondents for them to express the actual point of views regarding questions. Also no private information will be collect to

show identify of individual respondents. besides, all primary data will store in my private computer, only the researcher has the access. The questionnaire includes both close and open ended questions. The close questions give the respondents to rate the items with multi choice options. The open ended questions used are use to give respondents to give extra opinions regarding the questions as to give important insight to the analysis of the research (Saunders et al., 2012).

3.5 Sampling

No matter qualitative and quantitative method include sampling. Miles and Huberman (1994) stated there are two sampling techniques, probability and non probability sampling. Among two sampling techniques, probability sampling use random sampling but non-probability sampling use non random technique for example the judgment and convenient sample (Saunders *et al.*, 2012). The basis of probability sampling is the fact that all population in the sampling has an equal chance to be select, therefore it is usually use in the quantitative research. In this research the sampling strategy is probability sampling to respond to the research strategy used in this research. Probability sampling response research question and research objectives that need population characteristics statistically (Barnett, 2002). Henry (1990) stated that the population of probability sampling need to be at least 60 to make it has a level of reliability. The sampling need to use a proper sample size. Because the overall employee in this Chinese SME is 280 and the researcher hope to get 80 valid respondents from employees and 80 out of 280 count almost 30% of the whole employees in the company. Because reach every individual in the company is not practical, which can be really time consuming. The sampling require the respondents to have at least one year experience working work for all types of job in the company. In the sampling stage, the distributed sampling is 108 and returned valid sampling size is 84. The probability sampling is get the opinions on the job satisfaction from rewards employees with different experience level, different types of job and different education level receive from sampling population with the chosen Chinese SME. This

Chinese SME is an energy exploitation company which the frontline workers are easy to quit their jobs to work for other similar company (Yu, 2012). If work only little time in the company, they cannot have good understanding of the company reward system and their point of view may not value and objective.

Probability sampling thinks the time available, the finance available and the accurate of data. Two weeks can be enough for the respondents to complete the questionnaire.

What's more, a pilot study will be carried out before the actually sampling take place.

3.6 Data analysis techniques

Marshall and Rossman (1999: 150) stated that the technique of data analysis is a process of *'...bringing order, structure and interpretation to the mass of collected data. ...* Data analysis is to identify the contents in the data collected. Since the questionnaire is employed as the data collection method, the researcher use Excel and SPSS as the tool to extract the data. The formular in Excel give the ability to calculate the frequency, mean, standard deviation and so on for different variables. And the researcher will put them into chart, diagram and table to make it easy to read and explain the respondents conception for different variables. Besides, the reliability of the data was calculated by Cronbach's Alpha using SPSS in order to find out whether the data is reliable or not where the recommended level for alpha is greater than 0.7 (Sijtsma, 2009)

3.7 Pilot survey

The use of a pilot study is detecting the potential flaw in the questionnaire design (Remenyi *et al.*, 1998). Saunders *et al.*, (2012: 451) state that pilot survey *'will enable you to obtain some assessment of the questions' validity and the likely reliability of data that will be collected'*. Before the actual survey distribution it is very important to conduct a pilot survey to make sure the questionnaire is clear to respondents. The pilot survey test the wording of question, the understanding of the questions clearly or not or any improvement of the survey can be. Hence the necessary improvements can

make to better prepare for the actual data collection stage (Robson, 2011). What's more a pilot survey can estimate the expect completion time.

For this study, the researcher asked 10 respondents to test the questionnaire. Two respondents noticed that one option should added to the education level, since the frontline workers may have lower education level than high school. The other question raised is the meaning of questions. In the first pilot survey, 9 out of 10 respondents feel confused with the questions. They think the questions in part B mean the same in part C. After consulting with the supervisor of the researcher, the researcher tried to re-translate the questions. Because the question is clear in English, so maybe it is because of the misinterpretation in translation that cause the misunderstanding. So the researcher did the translation again and asked for the people who are good with English and Chinese translation suggestion to make sure the accuracy of the translation. After that, the researcher did a second pilot survey and this time, all respondents understand the questionnaire well and have no questions. The questionnaire takes approximately 10 minutes for people to complete.

3.8 Reliability and Validity

It is important that a research have reliability and validity (Golafshani, 2003). Reliability refers to the same method of repeated measurements of the same object the consistency of the results obtained (Bryman and Bell, 2003). Which means the capability to replicate and reproduce the results of the research in the next similar research(Crotty, 1998). This research use descriptive quantitative method for data collection and analysis and a pilot study has done to measure if the questionnaire is relevant design to answer the study aim and objective, moreover the reliability test Cronbach's alpha was carried out based on the three parts of the questionnaire and the Alpha value for three parts are 0.746, 0.772 and 0.717 which are all higher than recommended level of 0.7. On the other hand, the Validity tells researchers how well they measure what they want and to what extent they want it (Bryman and Bell, 2003). In other words, validity refers to what level is able to give accurate information of the

research. As to respond to get a validity, as much as relative literature reading is necessary to improve the validity of the research as wide and as depth as possible (Haber, 2014). Hence in this research the author did a lot of literature review and used the concept, theories and framework learnt from the literature.

3.9 Ethical Considerations

For the research questionnaire, it is total voluntary to complete the questionnaire and no one who don't want to take part in the research will forced to do it. Anonymity will be used in all phases of the research to make sure the respondents confidentiality. A letter of consent will attached to each questionnaire and when the participants finish the questionnaire means they have agreed to be the part of the research. The raw data is hold in a secured file with password only know for the researcher herself. Accessing to those data will be only available to researcher herself. After completing the dissertation and analyse all information, all raw data will be destroyed after three years.

3.10 Summary

In methodology chapter, it can be concluded, this research use survey strategy. The researcher use quantitative method as research method and the data collection method is questionnaire. The sampling technique is probability sampling. Data analysis technique is using Excel and SPSS to extract data and generate charts, diagram to present and analysis data to respond to the research question and research objectives.

Chapter 4 Finding and Analysis

4.0 Chapter Overview

The purpose of this dissertation is to identify and evaluate the reward system implemented in the chosen organization and evaluate how respondents feel about the rewards and employee job satisfaction in a Chinese SME by applying Herzberg's two factor theory. Hence, this chapter evaluate the quantitative primary data from questionnaire to respond to research objective two and three, which are to explore the satisfaction level from general employees of the current rewards practice in the selected organisation and to examine how does people feel of rewards practices on their job satisfaction by applying satisfaction theories hygiene theories

The questionnaire mainly have three parts which are general information of the respondents, individual extrinsic rewards practice and individual intrinsic reward practice and the perception of connection between reward and job satisfaction.

4.1 background information

This research collect three general information among participants, which include how long the respondent work in the organization, the educational level of the participants and the job type among respondents



Figure 4-1 work length of respondents in the Chinese SME

The number show that around 30% of respondents work for the company for either one to three years (33 respondents) or four to six years (34 respondents). Over ten percents (11 out of 84 respondents) worked for seven to ten years and over five percent work for over ten years in the respondents.

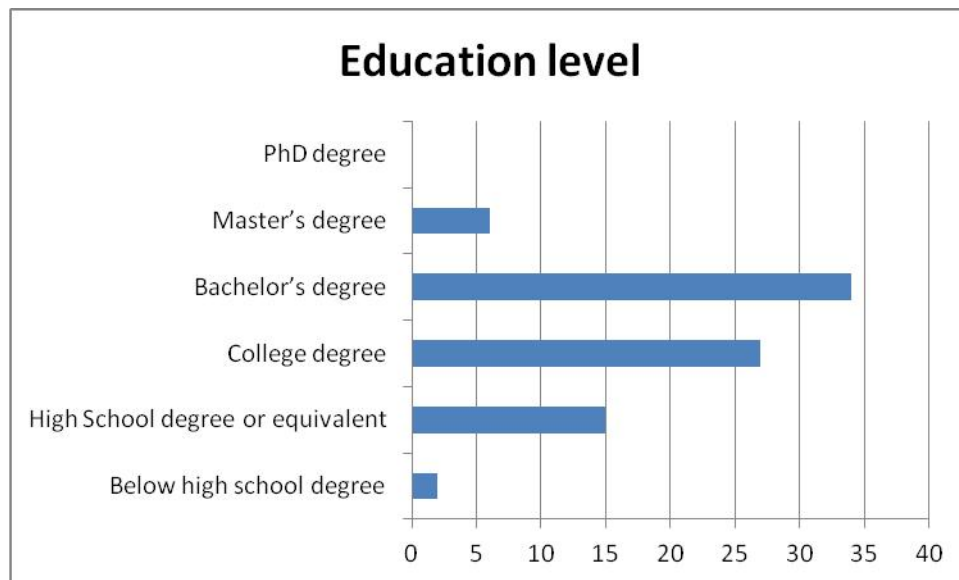


Figure 4-2 Education Level

The data in figure 4-2 showed that the major respondents have receive college or bachelor education, while only few have receive higher education than bachelor and also very little (only two) has lower than high school education. And none of the respondents have PhD degree.

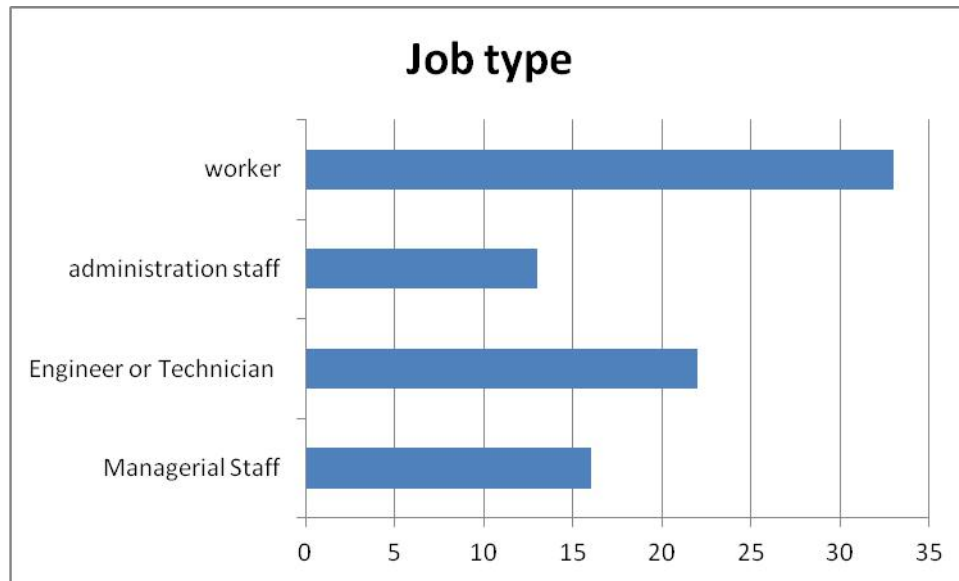


Figure 4-3 Job type

The figure in 4-3 showed that most respondents are workers which have 33 out of 84 people, while engineer and technician has 22 people count for 26% and the managerial staff count for 19% (16 respondents) and administration staff count for 15%

4.2 individual reward practice

In this part 15 closed question asked the respondents and two open questions about the suggestions about what participants want the company do to improve asked. For the 16 closed questions, the researcher use a scale of 1-5 from highly agree to highly disagree to measure the satisfaction level of the respondents to the available rewards components in the company and then the percentage and mean are calculated, also the Cronbach's alpha is calculated.

First, the reliability of the data is calculated using SPSS. The Cronbach's Alpha figure is 0.746, which is higher than the standard level of 0.7 means the data is reliable.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.746	.749	7

Table 4-1 Alpha for extrinsic rewards

Then the percentage and the mean of the extrinsic reward data is calculated show as below

	Items	highly agree	Agree	neither agree or disagree	disagree	highly disagree	mean
1	basic pay	21.40%	46.40%	22.60%	7.10%	2.30%	2.23
2	performance related pay	11.90%	47.60%	33.30%	7.10%	0	2.36
3	statutory five insurance	20.20%	45.20%	27.40%	7.10%	0	2.21
4	paid holidays	23.80%	46.40%	20.20%	8.30%	1.20%	2.17
5	extra benefits	11.90%	40.50%	33.30%	11.90%	2.40%	2.52
6	work environment	16.70%	39.30%	33.30%	8.30%	2.40%	2.4
7	Promotion	15.50%	36.90%	32.10%	15.50%	0.00%	2.48

Table 4-2 extrinsic rewards elements

The data in table 4-2 shows that generally, respondents show the satisfaction of the extrinsic pay in the company. The respondents show the highest level satisfaction of paid holiday in the company which 70% respondents agree or highly agree of that which has the high mean. This means that the company offer paid holidays that make employees feel happy so they can come back to work with a more happy and recovered mood for a better work attitude. The statutory five insurance come the second high mean with 2.21 and the basic pay is 2.23. And the extra benefits and the promotion are not very high compare with the other elements. Promotion is a good way to show recognition of one people capability, growth and effort they pay in the job. Hence appreciate one's capability, effort and growth with the promotion is maybe desired by employees. Hence it looks an improve need for these parts to improve the

satisfaction of the respondents in the company.

When asked the match of the pay status with their qualification, work experience and length of work time in the company over 1/3 respondents (31 out of 84 respondents) agree that their pay status is in line with their qualification, work experience and work length. However, over half of the respondents (46 out of 84 respondents) state neutral for this question, which means they are not sure their pay is match with their status. This may because compare with the pay status with other employees in different department they feel it is acceptable but compare with people from other company in the similar qualification, work experience and work length they may feel it is not matched. This is in line with the study from Yu (2012) who state that employees use counterpart to evaluate their own value.

In the open question of suggestion from respondents, five elements has been mentioned in the respondents. The most highly mentioned suggestion is the increase pay is in favor in general, which count for 22.6%, this is in line with studies from scholars such as (Schlechter et al., 2014, Medcof and Rumpel, 2007) who also found that pay contribute as one of the key driver for employee satisfaction. Then comes the need of promotion channel and then holidays and work environment and then the benefits which counts for nearly 10%, hence it can see that in this Chinese SME, more people are care about money. From Maslow's hierarchy of need can see, that this theory consider that the lower level of needs need to be met, then come to the next level, so maybe the lower need of basic needs need to fulfill, then people can go to higher hierarchy of psychological needs of satisfaction. Also from Hygiene factor theory, pay is a typical hygiene factor which Herzberg define as a factor that keep the satisfaction level of employee remain the same level, however, employees in the chosen SME want the salary to increase, which can be interpreted that if the pay is higher, employees may feel happier.

In the second part, the researcher examine the intrinsic elements of the reward system in this SME that employee feel satisfied. The reliability alpha is 0.772 which is higher than the standard alpha which means the data is reliable.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.772	.769	7

Table 4-3 Alpha for intrinsic rewards

	Items	highly agree	Agree	neither agree or disagree	disagree	highly disagree	mean
9	job security	31%	38.10%	20.20%	10.80%	0	2.11
10	learning and skill development	9.50%	56%	25%	8.30%	1.20%	2.36
11	Accomplishment	14.30%	47.60%	34.50%	2.40%	1.20%	2.29
12	Autonomy	14.30%	39.30%	31%	12%	3.60%	2.51
13	Recognition	10.70%	47.60%	33.30%	8.30%	0.00%	2.39
14	coworker relationship	16.70%	62%	17.90%	3.60%	0.00%	2.08
15	praise from superior	17.90%	50%	27.40%	4.80%	0.00%	2.19

Table 4-4 intrinsic rewards elements

As shown in the table 4-4, the coworker relationship is highly satisfied by the respondents which 16.7% are very agree and 62% are agree which count 66 out of 84 people, and only 3.6% feel dissatisfied and no one feel very dissatisfied, also this element has the highest mean among all tested variables which asked the satisfaction level of the rewards respondent received in the chosen SME, which means the work atmosphere in this SME is good for coworker work together in harmony which make employee feel satisfied. This is in line with the finding from the literature which explain that the characteristic of Chinese culture put emphasis and really care about the interpersonal relationship (Chen, et al 2002).

The second highest satisfaction is the job security, which almost 70% which is 58 out of 84 respondents feel satisfied. People feel highly agree or agree with this elements satisfaction And no one feel highly disagree with the satisfaction regarding this issue

in the company. In a collective culture environment like China, equality and security comes more important than many other elements such as work environment and autonomy (Chan, et al 2006) and the results from sampling shows that employees in the company feel generally secure with their jobs which is a good sign, which means they generally feel they have future in this company and want to stay in the company. And then, the praise from superior in the company is satisfied with the respondents which almost 60% people agree or highly agree and no one feel very disagree with the superior praise. Superior praise means the manager approve subordinate job well done, thus employee feel good about themselves and may feel psychologically attached to the team or even the company which is good strategy for a company to retain talents. Compare with different intrinsic rewards practices, it look autonomy is lowest mean is 2.51 which is in all elements which says that employees in the company feel lack of work freedom. The second lowest mean in this category is recognition, even though over 55% agree or highly agree with the satisfaction, still one third of the population (28 out of 84)feel uncertain of this element and 7 out of 84 feel disagree with the recognition they receive from the company. Scott and McMullen (2010) have stated they show caring and appreciation to employees can give employees the feeling of inner satisfaction of their hard work paid off. It is a good way to win the engagement of the employees. About 65% people feel either agree or highly agree with the learning and development in the company. Developmental together with line manager's support have the great positive relationship for organizational commitment (Cao and Hamori,2015). And the mean of accomplishment people feel is also high with 2. 29. In Herzberg's motivation factors and Maslow's hierarchy highest level of self actualization, accomplishment is one element to make people feel satisfied, it can be seen that in this Chinese SME, they are doing relatively good with the motivation factors such as the accomplishment, however, the most satisfied elements in this Chinese SME is the hygiene factor co worker relationship.

When asked suggestions of the improvement that respondents want from the company, the No.1 mentioned element is the autonomy, 15 out of 84 mention that the autonomy which is 17.9%. Unlike the study from Chan, et al (2006) which state that autonomy

is not that important to bring satisfaction to employees in Chinese companies, the actual investigation in this study showed that employees in this SME desire for improvement of autonomy which means they want have more freedom in their job. The second are learning and skill development and the praise from superior both are 16.7% and then comes the coworker relationship which count 8 people and the rest are job security. Heneman and Coyne, (2007) claimed that the self development opportunities is a valuable reward for employees. Moreover, developed skills can enable the organisation with competence which the competitor can not duplicate hence become the organisation's competitive advantage (Barney and Wright, 1998). Hence when the employees are satisfied with the learning and development, it may bring both the company and the employee themselves benefits. And also some of the elements from extrinsic rewards also is mentioned here such as benefits and pay and work environment. This is because they may are not familiar with the difference of extrinsic and intrinsic rewards. But anyway, it says those elements are really important to employees so they say it again.

In the third part, they questions were asked directly about the variables and to what extent the respondents feel about the job satisfaction. The questions were asked directly like "My current basic pay give me a sense of job satisfaction", "performance related pay give me the sense of job satisfaction", "paid holidays give me the sense of job satisfaction" and the last two question was one, "My work performance is influenced by the reward I received" and "My stay in the company is based on the reward I get" and the results shown as below in table 4-3

4.3 rewards elements and job satisfaction

The reliability tested 16 items and the Cronbach's Alpha is 0.717 which is over the benchmark of the reliability rate of 0.717.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.717	.697	16

Table 4-5 Alpha for rewards element and job satisfaction

	Items	highly agree	Agree	neither agree or disagree	disagree	highly disagree	mean
1	basic pay	29.80%	33.30%	28.60%	7.10%	1.20%	2.17
2	performance related pay	13.10%	41.70%	35.70%	7.10%	2.40%	2.44
3	statutory five insurance	13.10%	46.40%	35.70%	7.10%	2.40%	2.37
4	paid holidays	20.20%	46.40%	23.80%	8.30%	1.20%	2.24
5	extra benefits	8.30%	48.80%	29.80%	13.10%	0.00%	2.48
6	work environment	13.10%	38.10%	26.20%	21.40%	1.20%	2.6
7	Promotion	17.90%	35.70%	36.90%	9.50%	0.00%	2.38
8	job security	11.90%	46.40%	33.30%	8.30%	0.00%	2.38
9	learning and skill development	14.30%	44%	29.80%	12.00%	0.00%	2.39
10	Accomplishment	21.40%	44%	32.10%	2.40%	0.00%	2.15
11	Autonomy	13.10%	42.90%	23.80%	19%	1.20%	2.52
12	Recognition	9.50%	46.40%	39.30%	3.60%	1.20%	2.4
13	coworker relationship	17.90%	64.30%	14.30%	3.60%	0.00%	2.04
14	praise from superior	8.30%	48.80%	35.70%	6%	1.20%	2.43
15	Performance influenced by reward received	14.30%	50%	1.20%	34.50%	0.00%	2.56
16	importance of reward to stay in the company	19%	50%	31.00%	0%	0%	2.11

Table 4-6 rewards element and job satisfaction

Among all the tested different variables, the coworker relationship has the highest mean which is 2.04, 17.9% respondents thinks highly agree that this variable is connected with the job satisfaction and 64.3% agree with it and no one feel highly disagree with the connection between this two variables so overall over 82% respondents feel the positive connection of coworker relationship and the job

satisfaction. Again, the result shows the Chinese characteristic in workplace where good interpersonal relationship is one of the most important elements to make employee feel satisfied with their job. Also from the results in the Table 4-6, coworker relationship is also the highest mean, which can explain, the employees in this SME satisfied with coworker relationship and also they consider this is the most important element to make them have the sense of job satisfaction, Even though, relationship is categorized by Herzberg as the hygiene factor, however, it looks the employees in this Chinese SME, co worker relationship is a motivator rather than a hygiene factor.

The second highest rate is the importance of reward system for stay in the company which is 2.11, which show no respondents feel either disagree and highly disagree. 69% feel highly agree and agree and 31% feel neutral, no one feels disagree or highly disagree of the influence of rewards for them stay in the company. Even though almost one third of people (26 out of 84) are not sure of the value of reward for them stay in the company, the majority of respondents agree that rewards have influence of their retention in this SME. The second highest element among all practices is the accomplishment, which over 65% respondents agree and highly agree of connection between accomplishment and the employee perception of job satisfaction. In the Job characteristic theory, one of the moderator is employee growth need strength which concern the personnel accomplishment at work and its links with job satisfaction which also reflect in hygiene factor theory, which name accomplishment as the motivator to stimulate employee job satisfaction. Here in this research, the feedback from respondents prove the strong connection of accomplishment with job satisfaction. However, this is not in the same line as studies from Chiu, et al., (2002) who found that Chinese employees are motivation greater by extrinsic rewards for example pay especially for a SME than intrinsic rewards.

Compare with accomplishment, the basic pay come to the third, among all 84 respondents, 53 out of the total respondents feel agree with the relationship between basic pay and their feeling of job satisfaction. And in all 53 respondents, almost half, namely 25 out of 53 feel highly agreed, however, 24 out of 84 feel neutral of this question and 7 out of 84 feel disagree of that. This is in line with the study from Sell

and Cleal (2011) which found that high pay is valued and become a motivator in private company and more satisfaction and commitment within the company. Moreover, Hu and Schaufeli (2011) conducted a study in China and found that turnover rate negatively link to the pay satisfaction.

The paid holidays is also desire with the mean of 2.24, which over 66% feel connect with their feeling of job satisfaction, which means the employees are desire for it, this element is usually to all members in the organization not like recognition or pay which is to individual employees hence it can create a emotional link between employees and the company itself (Hewitt, 2012).

And then the perception of job satisfaction with the variable such as statutory five insurance, promotion, job security and the learning and skill development are with the similar mean of 2.37, 2.38 or 2.39. in the promotion variable, 17.9% people are very agree, when 35.7% are agree and over one third (31 out of 84) are neither agree or disagree, eight people feel lack of connection between their job satisfaction with promotion. Promotion is give the employees clear career growth path which may lead to employee self actualization, however, promotion can bring overstress and more responsibility which may cause more dissatisfaction of the job, maybe this is why over 1/3 people (31 out of 84) feel uncertain of the link between promotion and job satisfaction.

For job security, almost half of the respondents (49 out of 84) feel agree with the link between these variables and the job satisfaction. However Herzberg's hygiene theory thinks that job security is a hygiene factors rather than motivators to influence on employee satisfaction. Then learning and skill development, almost 60% feel there is relationship between this variable and job satisfaction, including 14.2% feel strongly related and 44% feel related. This is in line with Cao and Hamori (2015) study which confirm the link between development opportunity with the commitment level from employees..

The mean of recognition is 2.4, half of respondents (47 out of 84) agree of the connection of this element and job satisfaction, and 40% hold the neutral opinion and four people disagree there is a connection between these two. DeGieter et al., (2008)

found satisfaction with recognition to be of greater influence to turnover intention, job satisfaction than satisfaction with pay. However, this factor is not rated very high in this research, which means the employees in this Chinese SME do very desire this reward to make them feel motivated, which is not similar with the research result from Two factor theory.

The praise from superior come the next relevant element with the mean of 2.43, among those over half people (48 out of 84) agree of the relationship between this variable and the job satisfaction. Callan and Lawrence (2008) study found that the praise from supervisors is very important to employees, when employees get approval and appreciation from superior, employees are reported to have higher job satisfaction. However the study from Linz and Semykina (2012) found that intrinsic rewards elements especially praise from superior is least valuable to make employee feel satisfied with their jobs. As for the performance related pay, the mean is 2.44, which is not really high among all tested elements. In hygiene theory performance related pay is hygiene factor, which is the things that keep the employee satisfaction level not go down. However, this is not in line with study from Rynes et al (2004) which found that performance pay is the most effective motivation for employee satisfaction.

On the contrary, from the calculation of mean, the most irrelative elements among all tested elements is the work environment, which has the mean of 2.6, actually, in the level of 5, 2.6 is also very much high related for the connection of this variable and job satisfaction, but compare with other tested elements in this research, it is lowest level. However, study from Chen et al. (1999) took a study cover over 1000 technician in 30 large USA manufacturer company, who found that working environment valued more than pay to R&D employees from those company. But it is not the same case in this research in a Chinese SME. Also the rate for autonomy is relatively low, together 17 out of 84 people feel disagree with the connection of autonomy and their feeling of job satisfaction, even though it is contradiction with when asked the suggestion of improvement of the intrinsic rewards in the company this element is highly requested. Hence, the autonomy is more like a hygiene factor for this Chinese SME rather than the motivator factors as indicated by Herzberg

theory. Also Chen and Aryee (2007) who found that in large Chinese companies, there is a positive relationship between work freedom and employee satisfaction. Thus this issue can be further investigate in the future. Also different from the importance of reward to a respondent retention, the mean of whether reward relate to the performance from respondent is relatively low at 2.56. Over one third of people (29 out of 84) doesn't agree that their performance is related to the reward paid. This is not in line with study from Hewitt (2012) which evident that better rewards result in better performance.

Besides, since from the literature, many researchers have found the difference of the perception from different position and education levels about job satisfaction, hence the researcher picked two group from the job type, the management level employee which have 16 respondents out of 84 and the worker which have 33 out of 84 respondents to make comparison. The results showing as below:

	Items	highly agree	Agree	neither agree or disagree	disagree	highly disagree	mean
1	basic pay	62.50%	25%	12.50%	0	0	1.5
2	performance related pay	25%	56.30%	18.70%	0	0	1.93
3	statutory five insurance	31.30%	37.50%	31.20%	0	0	2
4	paid holidays	43.80%	37.50%	18.70%	0	0	1.75
5	extra benefits	25%	50%	25%	0	0	2
6	work environment	25%	43.80%	25%	6.20%	0	2.13
7	Promotion	37.50%	31.30%	31.20%	0	0	1.94
8	job security	25%	43.80%	25%	6.20%	0	2.13
9	learning and skill development	18.80%	37.50%	31.30%	1.40%	0	2
10	accomplishment	37.50%	31.30%	31.20%	0	0	1.94
11	Autonomy	25%	37.50%	31.30%	6.20%	0	2.18
12	Recognition	18.80%	50%	31.20%	0	0	2.1
13	coworker relationship	25%	68.80%	6.20%	0	0	1.81
14	praise from superior	12.50%	50%	37.50%	0	0	2.25

15	reward relate to performance	25%	43.80%	31.20%	0	0	2.06
16	importance of reward to stay in the company	25%	37.50%	37.50%	0	0	2.13

Table 4-7 results of the management level employee regarding rewards and job satisfaction

	Items	highly agree	agree	neither agree or disagree	disagree	highly disagree	mean
1	basic pay	15.20%	36.40%	42.40%	6%	0	2.39
2	performance related pay	6%	42.40%	45.60%	6%	0	2.52
3	statutory five insurance	6%	48.50%	30.30%	12.20%	3%	2.58
4	paid holidays	12.10%	48.50%	24%	12%	3%	2.45
5	extra benefits	6%	48.50%	27.30%	18.20%	0	2.58
6	work environment	12.10%	42.40%	21.20%	18.20%	6.10%	2.64
7	Promotion	15.20%	33.30%	39.40%	12.10%	0	2.48
8	job security	9.10%	42.40%	39.40%	9.10%	0	2.48
9	learning and skill development	15.20%	42.40%	33.30%	9.10%	0	2.36
10	accomplishment	21.20%	45.40%	33.30%	9.10%	0	2.48
11	Autonomy	12.10%	51.50%	21.20%	15.10%	0	2.39
12	Recognition	6.10%	54.50%	39.40%	0	0	2.33
13	coworker relationship	21.20%	54.50%	15.20%	9.10%	0	2.12
14	praise from superior	3%	51.60%	33.30%	9.10%	3%	2.58
15	reward relate to performance	21.20%	42.40%	33.40%	0	3%	2.21
16	importance of reward to stay in the company	21.20%	48.50%	30%	0	0	2.09

Table 4-8 results of the worker regarding rewards and job satisfaction

The results indicate that management level give value to reward components different from workers. For example, management think that pay can give them most satisfaction with rank no.1 for the mean, while worker give the no.1 rank to co worker

relationship. And management value least for the praise from superior, when workers value work environment least. Hence if refer to hygiene factor theory, the theory need to take consideration of demographic differences before defining which are motivators and which belongs to hygiene factors, since people from different background, education level, culture difference, gender, will have influence on how they view what rewards components give them the sense of satisfaction.

Hence, all in all, even though Two factor theory is well known around the world and make sense, but it can not apply to all organizations all over the world. Since every culture, every industry, even every company has its unique, because every employee is different and has different kind of need. Hence, when a company look at the rewards it offer and its employee job satisfaction, they can consider this theory but not completely based on Two factor theory to implement the reward practices.

4.4 Limitation of research

First the time for this research is limited for sampling distribution and the sampling size may not tell the entire employee point of view in the researched Chinese SME. Moreover, the respondents maybe not reflect what they really think in the questionnaire (Curwin and Slater, 2007). Since the research is a survey study, the shortcome of survey may cause the less indepth of primary information from respondents, hence the research questions are designed with close reference to the concept, theories and knowledge with literature to make sure the survey can get necessary results to answer research question and research objectives before the survey conduction. What's more, the study is restrict to one SME company in resource industry, but in the market like Chinese SMs, there are not only private company but state owned company, hence, the study can't generalized to the entire resource industry. Moreover, the study found that employees with different background attributes perceive the satisfaction differently. Hence further study can be carried out in those directions. Also future research can try to use qualitative research understanding the reason of why some motivation factors have lower value than some

hygiene factors links to their job satisfaction, hence the leadership make decisions can make better offer to employees on rewards.

4.5 Summary

This chapter has display the findings and also discuss the findings with reference to literature in order to respond to the objectives No. two and No. three in this research, and the finding found out the perception of different reward components that people feel about in this company. And the interesting finding is that generally respondents care most importance element is the hygiene factors from Herzberg's theory such as co worker relationship and also pay is valued very important too.

Chapter 5 Conclusion and Recommendation

5.0 Chapter Overview

In this chapter, the author will present the main findings based on the primary data and the secondary data in order to response to the research objectives that set out at the start stage of this dissertation. In section 5.1.1 the major literature in relation to rewards including intrinsic rewards, extrinsic rewards and total rewards are addressed. In section 5.1.2 the theories about job satisfaction including two factor theory, Maslow hierarchy theory and job characteristic theory are addressed. In section 5.1.3 the importance of different types of rewards to the perception of employee job satisfaction. In section 5.1.4 the methodology that used in this research. 5.1.5 the major findings from the survey will be concluded. Then in section 5.2 the recommendation will be given based on the feedback gather from the primary finding the concern from respondents.

5.1 Conclusion

The aim of this research is to achieve three objectives as below

- To critically review key literature in relation to the Rewards practice and employee job satisfaction;
- To explore the satisfaction level from general employees of the current rewards practice in the selected organisation
- To examine how does people feel of rewards practices on their job satisfaction by applying satisfaction theories hygiene theories

Finally, provide recommendations to the company that participate in the research for them to improve their reward system in the future..

The first objective has been met by writing chapter two, the literature review and objective two and three are meet by the chapter findings and analysis. And the recommendation will be given in the second section in this chapter.

5.1.1 To review the literature regarding rewards system

Reward is what is given to people or what people receive by successful complete something (Bowen et al., 2002). In other words, reward is a kind appreciation for certain accomplishment of what people did in different forms incentives. There are different types of rewards, in this research, the author use the categorize of intrinsic rewards and extrinsic reward and total rewards.

Some researchers found that Intrinsic rewards is more powerful to get employee commitment and engagement than extrinsic rewards. The intrinsic rewards include many elements. As for praise from superior, which found to influential to make employee feel satisfied and committed to the organisation because superior represent the company, if the employee receive praise from superior it represent the company recognize their achievement too. As for work freedom, empower the employee the freedom of making decision about how their work to be done and there is finding show that in Chinese large companies, a positive link between work freedom and employee satisfaction (Chen and Aryee 2007). As for training which found in Chinese SMEs positive links between training and employee commitment. As for coworker relationship, Study found that strengthening coworker relationship improves morale, increase work engagement and lead to better job satisfaction at work (Hui, et al 2004). As for recognition, Danish and Usman (2010) found good growth opportunity and recognition, the employees are more motivated.

The extrinsic rewards means physical rewards include elements for example pay, benefits, work condition Sell and Cleal (2011) did a research and found that private company employees are more motivated by high pay and place a higher value for the extrinsic rewards. Williamson et al. (2009) found that extrinsic rewards have more influence on create employee commitment in China than in the west companies,

Total rewards pay attention to consider the rewards as a package to reward and satisfy what employee has contributed to the organization (Armstrong and Murlis, 2007). Total Rewards is the flexibility of the reward package to allow the reward to customize to employees to meet the desire from employee end hence enhance the

employee satisfaction. Guest and Conway (2004) study find that employees care very much tangible rewards but intangible rewards bring along better performance. However total rewards theory is criticized to increase the cost of the company but without direct evidence of increase employee satisfaction and better organizational performance (Torre and Sarti 2013)

5.1.2 To review the literature regarding employee job satisfaction

Hygiene factors theory formed a well known theory, they divided motivational factors into two type, the hygiene factors which are not motivate employee and make them feel satisfied, however, without those factors people will feel dissatisfied. The theory showed people an interesting point that the opposite of “satisfied” is not “dissatisfied” but “not satisfied” and the opposite of “dissatisfied” is not “satisfied” but “not dissatisfied”. In Herzberg theory, his team found that only the satisfiers can cause long term satisfaction and intrinsic motivation while the hygiene factors can only meet extrinsic motivation. Schultz and Schultz (1998) point out that two factor theory lead to company consider redesign of many occupations to obtain more participation of employees for the job enrichment which also bring the higher level of stronger organizational commitment and satisfaction. However, Baron et al, (2002) point out in their study that the motivators and hygiene factors has some controversy and the theory has little empirical support. Moreover Hygiene factor theory doesn't concern the individual different and culture difference which also have effect on employees perception on motivation(Tso, et al 2015).

Maslow's hierarchy theory can help the organization leader to better understand its employee need and satisfy the need to obtain a better employee performance (McLeod, 2007). The hierarchy theory concludes that the needs from human being can be divided into basic needs, psychological needs and self fulfillment needs and people will desire the higher level of needs to be met only when lower level of need already met. However, Kaur (2013) argue that this model is too inflexible to cope the dynamic and not stabilized characteristic of employee need.

Hackman and Oldham (1974) develop job characteristic theory based on Herzberg

Hygiene factor. The contribution of Job characteristic theory is take individual difference factor into the measure of motivation theories. However, some scholar criticize that it is difficult to know exactly the motivation factor for different individual, if company want to do so, it is too time and money consuming.

5.1.3 To review the importance of both extrinsic and intrinsic rewards to employee job satisfaction

scholars argue that extrinsic rewards has no direct relation to employee job satisfaction (Malhotra et al. 2007). Empirical studies have found that Chinese employee are more motivated by extrinsic rewards especially for a SME, because limited finance (Chiu, Luk and Tang 2002). However, other scholars argue that extrinsic rewards has no direct relation to employee job satisfaction (Malhotra et al. 2007). As for intrinsic rewards, it is believed that higher employee job satisfaction and higher employee performance can be achieved by emphasizing intrinsic rewards (Danish and Usman, 2010). But this kind rewards cannot be long term motivating employees as intrinsic rewards. But on the other hand, intrinsic rewards were found in improving employee motivation and create a positive culture that encourage employee loyalty and employee commitment. Wang (2008) found that the joint venture companies in China has opposite. There is no connect between the interpersonal bonding of employees and their line manager to do with employee commitment. Hence this finding found that Chinese employees see more importance of co-workers when they think of commitment of the organization than western companies.

5.1.4 Methodology

This research used a survey strategy to gather the primary data. Because first survey is one of the most effective and efficient way to get data. Moreover, the cost to conduct this strategy is relative low in terms of time and manpower and the data is relatively easy for analysis. As for the research method, this dissertation used the descriptive quantitative method for data collection. The descriptive research method is a basic quantitative research method that examines the current situation of a phenomenon.

Quantitative method is more intuitive, concise and accurate than the qualitative evaluation result and has good application effect. The probability sampling is to get the opinions on the job satisfaction from rewards employees with different experience level, different types of job and different education level receive from sampling population with the chosen Chinese SME. The data collection in this research is questionnaire to respond to quantitative method technique. The advantages of using questionnaire is time spend and money spend in during a questionnaire is relatively lower. The disadvantages of questionnaire as data collection method. For instance, questionnaire is less validity and some information for example the feelings and the behaviors from respondents are not easy to observe. The usage of questionnaire as the data collection technique is wide used as a useful method which is enable anonymous from respondents for them to express the actual point of views regarding questions. The sampling method is probability. Probability sampling response research question and research objectives that need population characteristics statistically (Barnett, 2002). As for the data analysis techniques, the researcher use Excel and SPSS as the tool to extract the data and form into chart, diagram, table and Cronbach's Alpha. The pilot survey involve 10 respondents and tested the content and the clarity of the questionnaire. The reliability and validity of a research are both important. This research used Cronbach Alpha to valid the reliability.

5.1.5 Finding and Analysis

The questionnaire collect three general information including work length, education level and job type. Then tested different variables of rewards. When test variables, the three grouped elements are all higher than the benchmark of the Cronbach Alpha. And make the results compare with the study from Hygiene factor theory. First is the extrinsic reward. It is found that for the current extrinsic rewards, the employees are generally satisfied with the tested variables, among which paid holiday is the most satisfied variable. Then the five insurance and among which the benefits come the last, however, consider the mean, in this Chinese SME, people feel satisfied with the extrinsic rewards. When asked the suggestion about the extrinsic rewards, the most

said one is increase the pay. The second group was the result for the intrinsic rewards showed that the respondents has similar satisfaction level in this part compare with the extrinsic rewards. The highest satisfied element is coworker relationship and the lowest satisfaction element in intrinsic reward is autonomy. The suggestion for improvement in intrinsic rewards, the most mentioned is the autonomy, the second mentioned suggestion was the coworker relationship, even though this element earn the first place among all the tested variables. The third group was the how people feel about different rewards variables perceive their job satisfaction. It turned out that respondents think coworker relationship is the most important element among all tested variables for their satisfaction. And the most irrelative elements among all rewards to make employee feel satisfied was the autonomy. Hence, it contradict with the results from the data in earlier collected (Table 4-5), where respondents feel most dissatisfied with Autonomy and respondents suggest No.1 that autonomy need to be improved. Over two third of respondents agree that rewards are importance for them to remain in the company. Finally the researcher compare the results of the people feeling the extent to which rewards elements links to their job satisfaction from two different job type group which are worker and leadership and found quite difference result between these two groups where leadership level think pay is the most important reason to trigger their satisfaction. But workers feel coworker relationship is most important element they desire. However for the factor that link least with the job satisfaction in all the tested elements, the management level consider the praise from superior least, but the workers value least of the work environment. The limitation of this research includes the sampling size, the questionnaire may get less indepth information compare with qualitative method. Moreover, the study only studied one Chinese SME company and future study can involve more companies to get higher reliability and validity and even dig into the interesting finding from this research and do the qualitative research.

5.2 Recommendation

According to the respondent from participants, several rewards elements are highlighted by respondents, including pay, paid holiday, promotion, pay status, coworker relationship, Job security, autonomy, learning and development. Hence the recommendation will be focus on those areas.

1. From the data collected, many respondents have mentioned the pay need to improved. For a company, the cost need to control, otherwise, the shareholder's benefits and the further development can not be guaranteed. Hence, maybe, can from other aspect to make people feel that the pay they received is reasonable and fair, which can makes them at least feel better about the pay. Hence the performance appraisal and review system need to be designed for the organization specially, and the transparency and clarity need to ensure. Hence the company can involve general staff such as workers and other occupations to be in designing the performance review and appraisal design, so the voice and feedback from the ordinary employee can be heard and take into consideration when such system is designed. And when the system is designed, the employees in whole organization need to understand how they are evaluated and reviewed. So at the end of the paycheck, the disagree and he grievance will be lower, since they have already first participate in the design of the performance appraisal system and then they are informed of how they are appraised. By doing so, the employees in the company can at least very clear of why they received certain amount of paycheck at the end of the month without actually raise the cost of the company but didn't end up with better performance and revenue of the company .
2. Regarding the Paid holiday, when employee feel paid holiday is very important for their job satisfaction, it means employees looking for work life balance very much to feel motivated. Work life balance is desired, however, not that well implemented in China in the old days, but more and more people are ask about work life balance nowadays in China, hence if a company want to make its

employee feel satisfied, it is better to make relative policies for paid holidays. The paid holidays should increase the days not only according to the length of service at the company, but also consider other elements, such as the performance of individual to win the paid holiday as reward. However, the policies regarding it should be open to all employees to make this reward implemented fairly and transparent ,

3. This research showed that employees are not certain about their pay status is in line with work length, qualification, experience, since over half of the respondents (46 out of 84) chose neutral for this question. The problem with uncertain about the pay status whether match or not with those factors is not good for both employees and employers, since from employees point of view, the uncertainty is not correctly evaluate their value to the organization, also evaluate their own value, hence very easy to lead to dissatisfaction, if employee value themselves is not similar with how the organization value the employee, hence talent management is very important. Evaluate the employee of no bias, help employee to grow and motivate them to be more engagement in the organization and see their value to the organization, in return they will feel more connected and committed to the company, hence the company and the employee can come to a win win situation.
4. Develop the co worker relationship. The most interesting finding in this research is the perception of the employee in this company value highest about the factor among all the factors researched and think this element impact their job satisfaction the most, which is not seen from other literature the researcher researched. To improve the coworker relationship the company can do a lot of things. For instance, put emphasis on team work building practice to improve the relationship among employees. For example, constantly organize parties and team building training, when people feel at home in the company or feel like to be with family in the company, the relationship can be more smooth. Besides, from the leadership point, the leadership need to pass the positive and optimistic emotion to employees to make everyone in a pleasant work environment. Moreover, leader need to help employee develop and learn skills, where the trust and performance

can come along, more importantly for employees they may found harmonious work relationship in the company, and this is a good motivation.

5. Job security is not like the private life, such as sports, travel, holidays where people may want excitement, thrills. In the workplace, it's important to understand that people want to feel safe and secure. If an individual constantly worry about whether they have future in the company, it is going to be very hard for them to do their best work. Hence it is very important for the company to make employees feel that they are valued, safe and secure, both now and into the future, hence in turn the company will get the better input from employee and result in better performance of the company. To make people feel no stress and a happy workplace, a lot of small practices but effective one can be implemented. practice company can do include, small things such as celebrate employee's birthday or his anniversary with the company or just send small gifts on those occasions. Promote a secured work environment. Keep employees busy to make them feel they are needed but they can get help whenever they require and they have value to the further of the company. moreover, give employee a clear view of what the future of the company going to be.
6. Autonomy is one of the important factors in establishing real employee engagement. Without autonomy, people may feel they are directed or even forced to do certain job which is not a enjoyable workplace. In contrast, a relatively work freedom environment, employees have a level of freedom of how to finish their job may feel they have the ability to make choices, since the company looks at the result but not the process of how the work is done. Hence what a company need to do is first allow mistakes to happen, since usually management are usually very criticize on mistakes, when employee receive criticize and blaming, their initiative will be killed and they feel less motivated to engage in their jobs. However too much freedom can be disadvantage as well. Hence how to balance the level of autonomy need to be measured and put into the policy.
7. As for the training and development, improve the assessment of the outcome of training to make sure the training fund has been well spent. One policy could be

linking training result with the compensation to make employee may feel more extrinsic motivated. Emphasize on focused training. For example, consider employees level of skills individually, since the different level may suit for different training instead of putting everyone in the same training schemes which may not good for the employees and may d-motivate them.

8. The different results generated from table 4-7 and table 4-8 indicate that the company need to group people with different demographic background since their need may different. Hence it can be recommend that, a company should consider the position, education level and all the relevant information from employee to see which group want what, then make the plan for reward implementation to try the best to satisfy the need from different types of employee which can motivate them more effectively to bring the better return to the company. In this Chinese SMEs, for management level employees, the company can put more focus on monetary rewards since this rank no.1 in what satisfy this group of employees, however, for general workers, the company can put more focus on improve coworker relationship, since coworker relationship ranks No.1 in this group.

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Appendix 1 online questionnaire

My name is Chaoxia Zhou and I am a student on the MBA course at University of Wales Trinity St David.

I am undertake a survey to find the rewards practice implemented in a Chinese SME. I hope that you can take your time and participate in my study. This questionnaire will take 8-10 minutes to filled. You have been chosen because your work in this company and your experience and opinion are value for my research.

If you return the survey it will be taken as voluntary informed consent.

If you required any further information about this survey, please contact Chaoxia Zhou at czhou.149125@student.uwtsd.ac.uk

Thank you very much for your time!

我的名字是周超霞，我是威尔士三一圣大卫大学工商管理硕士课程的学生。我正在进行调查问卷。我希望您参与并完成这份问卷。此调查问卷需要占用您 8-10 分钟填写。请您用中文填写，如实回答。本调查是完全匿名的，您的公司不会看到您的任何答案，您的所有回答将被严格保密。您填写这份问卷调查就视为您同意自愿参与我的研究。如果有任何问题请联系我 czhou.149125@student.uwtsd.ac.uk

非常感谢您的参与

Part A: Background information

A 部分：背景信息

1. How long have you working in this organisation?

你在这家公司工作多长时间了？

One to three years 一到三年	☐
Four to six years 四到六年	☐
Seven to ten years 七到十年	☐
More than ten years 十年以上	☐

2. What is your education level?

你的教育水平是什么？

Below High School degree 高中以下学历	☐
High School degree or equivalent 高中学历或同等学历	☐
College degree 大学学历	☐

Bachelor's degree 学士学位	☐
Master's degree 研究生学位	☐
PhD degree 博士学位	☐

3. What is your job type?

你的工作类型是什么？

Manager level 管理层	☐
Administration staff 行政人员	☐
Engineer/Technician 工程师/技师	☐
worker 工人	☐

Part B: single rewards practices

B 部分：单一的奖励制度

On a scale of 1-5 (1 is highly agreed and 5 is highly disagreed), how much do you rate the following questions?

在 1-5 的范围内（1 非常同意，5 非常不同意）你对下列问题有多少评价？

	Questions 问题	Highly agreed 非常同意	agreed 同意	Neither agree or disagree 中立	Disagreed 不同意	Highly disagreed 非常不同意
1	I am currently satisfied with my current basic pay 我目前对我的基本工资感到满意	1	2	3	4	5
2	I am currently satisfied with the performance related pay 我目前对我的绩效工资感到满意	1	2	3	4	5
3	I am current satisfied with the statutory five insurance 我目前对我的五险感到满意	1	2	3	4	5

4	I am satisfied with paid holiday 我对带薪休假感到满意	1	2	3	4	5
5	I am satisfied with other extra benefits 我对其他福利感到满意	1	2	3	4	5
6	I am satisfied with the working condition in the company 我对公司的工作环境感到满意	1	2	3	4	5
7	I am satisfied with the promotion opportunities in the company 我对公司的晋升机会感到满意	1	2	3	4	5
8	I think my pay status is in line with my own qualifications, experience and length of service 我认为我的薪酬状况符合我的资历、经验和服务年限	Yes 是的 ☐		Neutral 中立 ☐	No 不是的 ☐	
What do you like the company to improve in the above rewards in the company? 你希望公司在以上项目中有何改善?						

	Questions 问题	Highly agreed 非常同意	agreed 同意	Neither agree or disagree 中立	Disagreed 不同意	Highly disagreed 非常不同意
1	I feel my job is secure at this company. 我觉得我在公司的工作是有保障和稳定的	1	2	3	4	5
2	I feel satisfied with the learning opportunity and skill development in the company 我对公司提供的学习机会和技能发展感到满意	1	2	3	4	5
3	I feel accomplishment in my job 我对我的工作有成就感	1	2	3	4	5
4	I feel satisfied with autonomy in my job 我对我的工作自由度感到满意	1	2	3	4	5
5	I feel satisfied about the recognition in the company	1	2	3	4	5

	我对公司给我的认可度感到满意					
6	I feel satisfied with the coworker relationship 我对同事关系的融洽度感到满意	1	2	3	4	5
7	I feel satisfied with the praise from my superior 我对上司的表扬和鼓励感到满意	1	2	3	4	5
What do you like the company to improve in the above rewards in the company? 你希望公司在以上项目中有何改善?						

Part C: Reward and employee job satisfaction

C 部分：奖励和工作满意度

	Questions 问题	Highly agreed 非常同意	agreed 同意	Neither agree or disagree 中立	Disagreed 不同意	Highly disagreed 非常不同意
1	My current basic pay give me a sense of job satisfaction 我的基本工资给我带来工作满足感	1	2	3	4	5
2	My performance related pay give me a sense of job satisfaction 我的绩效工资给我带来工作满足感	1	2	3	4	5
3	The statutory five insurance give me a sense of job satisfaction 法定的五保给我带来工作满足感	1	2	3	4	5
4	The paid holiday give me a sense of job satisfaction 公司的带薪休假给我带来工作满足感	1	2	3	4	5

5	The other extra benefits give me a sense of job satisfaction 其他福利给我带来工作满足感	1	2	3	4	5
6	The working condition in the company give me a sense of job satisfaction 公司的工作环境给我带来工作满足感	1	2	3	4	5
7	The promotion opportunity give me a sense of job satisfaction 公司的晋升机会给我带来工作满足感	1	2	3	4	5
8	The job security give me a sense of job satisfaction 我的工作的稳定性给我带来工作满足感	1	2	3	4	5
9	The learning opportunity and skill development give me a sense of job satisfaction 公司提供的学习机会和技能发展给我带来工作满足感	1	2	3	4	5
10	The sense of accomplishment give me a sense of job satisfaction 工作成就给我带来工作满足感	1	2	3	4	5
11	The job autonomy give me a sense of job satisfaction 工作自由度给我带来工作满足感	1	2	3	4	5
12	The recognition give me a sense of job satisfaction 公司对我工作的认可给我带来满足感	1	2	3	4	5
13	The good coworker relationship give me a sense of job satisfaction 好的同事关系给我带来工作满足感	1	2	3	4	5

14	The praise from my superior give me a sense of job satisfaction 上司的表扬和鼓励给我带来工作满足感	1	2	3	4	5
15	My work performance is influenced by the reward I received 我得到的薪酬待遇对我的工作表现有重要的影响	1	2	3	4	5
16	My stay in the company is based on reward I get 我得到的薪酬待遇对我是否留在这家公司有重要影响	1	2	3	4	5

Thank you for to complete this survey.

感谢您完成这份调查。

Appendix 2 questionnaire result

No.	Q1	Q2	Q3	Q4-1	Q4-2	Q4-3	Q4-4	Q4-5	Q4-6	Q4-7	Q5	Q6	Q7-1	Q7-2	Q7-3	Q7-4	Q7-5	Q7-6	Q7-7	Q8
1	3	6	1	1	2	1	1	1	1	1	1	more promotion channel	1	1	1	1	1	1	2	more learning opportunities
2	5	3	1	2	2	1	1	2	1	3	1	relate promotion with performance based pay	1	2	2	1	2	2	2	more training and learning opportunity is better
3	2	6	4	2	2	3	2	3	2	2	2	better working environment	2	3	2	1	1	3	1	better coworker relationship
4	2	2	4	3	3	4	1	3	2	3	1	promotion should be more variable	3	3	4	5	3	3	3	praise from superior
5	2	3	2	2	3	3	4	3	2	1	2	more pay	2	1	1	3	2	2	1	more job security
6	2	4	2	1	1	1	1	2	2	1	1	working environment	1	1	1	1	1	1	1	more benefits
7	2	4	3	3	3	3	3	3	3	3	2	more pay	3	2	3	3	3	3	3	more learning opportunities
8	2	3	3	2	2	1	2	2	3	2	1	more holidays	2	2	2	2	2	2	2	more benefits

No.	Q1	Q2	Q3	Q4-1	Q4-2	Q4-3	Q4-4	Q4-5	Q4-6	Q4-7	Q5	Q6	Q7-1	Q7-2	Q7-3	Q7-4	Q7-5	Q7-6	Q7-7	Q8
9	2	4	3	2	2	2	2	2	2	2	1	more benefits	2	2	2	2	2	2	2	more praise from superior
10	3	1	4	1	2	1	4	1	3	1	3	generally satisfied	1	4	1	3	4	1	2	satisfied
11	2	4	3	3	3	3	3	3	3	2	2	increase pay	3	3	2	2	2	2	2	co-worker relationship
12	2	6	4	4	3	2	1	3	2	3	2	more paid holidays	3	3	3	3	3	2	2	more job freedom
13	2	3	4	3	4	2	2	3	2	4	2	no suggestions	4	3	3	1	3	2	3	more autonomy
14	2	3	3	4	4	2	4	4	2	4	2	increase pay	2	2	2	2	3	3	2	co-worker relationship need to be improved
15	3	3	2	2	3	2	1	2	2	2	1	increase pay	1	2	2	3	2	1	2	more material benefits
16	2	2	2	5	3	4	2	3	3	4	2	work environment	2	3	4	5	3	1	4	more training and learning opportunity is better
17	2	3	4	3	2	2	4	2	2	3	2	more paid holidays	2	2	2	3	2	2	2	more learning opportunities
18	2	3	3	3	3	4	2	4	3	4	2	more pay	2	2	3	3	4	3	3	more job security
19	2	1	4	4	3	2	1	3	1	3	2	more money	1	1	1	2	3	3	2	more job freedom

No.	Q1	Q2	Q3	Q4-1	Q4-2	Q4-3	Q4-4	Q4-5	Q4-6	Q4-7	Q5	Q6	Q7-1	Q7-2	Q7-3	Q7-4	Q7-5	Q7-6	Q7-7	Q8
20	2	2	4	3	3	4	3	3	2	3	2	ensurance and holidays	3	2	3	2	2	2	2	more job security
21	2	3	1	2	1	1	1	1	1	1	1	work environment	1	1	1	1	1	1	1	satisfied
22	3	2	4	3	3	4	3	5	3	3	3	No comments	4	3	3	3	3	3	3	no comments
23	3	2	1	3	3	2	2	3	2	2	1	increase pay	3	3	2	2	2	2	2	generally satisfied
24	2	2	3	4	4	3	1	2	2	3	3	No comments	3	2	2	4	2	2	2	no comments
25	2	3	3	2	1	2	1	1	1	1	1	benefits	2	2	1	2	2	2	1	more training and learning opportunity is better
26	2	3	4	2	2	2	2	2	2	2	2	paid holidays	1	1	2	2	2	2	2	superior's concern for subordiant will motivate employees
27	3	3	4	4	3	2	2	4	2	3	1	promotion	3	2	3	3	3	2	2	increase autonomy
28	3	3	4	2	2	2	2	2	3	2	2	promotion	3	2	2	3	3	2	2	more freedom in work
29	2	6	4	3	3	3	2	3	4	4	2	paid holidays	3	4	3	4	3	3	4	improve coworker relationship
30	4	3	2	2	3	3	3	2	2	1	1	more benefits	4	3	2	5	3	2	1	No

No.	Q1	Q2	Q3	Q4-1	Q4-2	Q4-3	Q4-4	Q4-5	Q4-6	Q4-7	Q5	Q6	Q7-1	Q7-2	Q7-3	Q7-4	Q7-5	Q7-6	Q7-7	Q8
31	2	2	4	1	2	3	4	1	2	2	3	more benefits	1	2	1	3	1	4	1	praise from superior
32	5	2	4	2	2	2	1	3	1	2	2	work environment	1	2	2	2	2	1	2	No
33	3	6	4	1	1	1	1	1	1	2	2	promotion	2	2	2	2	2	2	2	more training and learning opportunity is better
34	2	3	1	2	2	1	1	2	1	2	2	promotion channel	2	2	3	3	3	2	3	listen to other people opinion
35	3	2	4	5	3	2	1	1	3	2	2	more benefits	2	2	2	2	2	2	2	more benefits and paid holidays
36	3	3	4	2	3	2	1	2	2	2	1	more training and learning opportunities	2	2	3	2	2	2	2	more training and learning opportunity is better
37	3	2	4	3	4	3	2	3	4	3	1	more benefits	4	2	2	4	4	2	3	praise from superior
38	3	6	4	4	3	1	2	3	1	3	2	promotion channel	1	2	3	3	2	4	1	work autonomy
39	2	3	4	2	2	2	2	2	2	2	2	work environment	2	2	2	2	2	2	2	learning opportunities
40	4	2	2	1	3	2	3	5	2	3	2	benefits	2	3	3	2	4	2	3	improve autonomu

No.	Q1	Q2	Q3	Q4-1	Q4-2	Q4-3	Q4-4	Q4-5	Q4-6	Q4-7	Q5	Q6	Q7-1	Q7-2	Q7-3	Q7-4	Q7-5	Q7-6	Q7-7	Q8
41	2	2	4	2	2	2	2	2	2	2	1	paid holidays	2	2	2	2	2	2	2	learning opportunities
42	5	3	2	3	4	3	2	3	3	4	3	work environment	3	3	3	4	4	2	3	coworker relationship
43	2	6	4	1	1	3	2	3	3	2	2	increase the pay	1	2	3	1	2	3	1	more praise from superior
44	2	2	4	2	2	2	2	2	2	2	2	pay increase	2	2	2	2	2	2	2	more praise from superior
45	2	2	4	3	4	3	2	3	4	4	2	promotion channel	4	4	2	4	3	2	2	learning opportunities
46	4	3	1	1	1	1	1	1	1	1	1	satisfied	1	1	1	1	1	1	1	Satisfied
47	3	6	4	3	2	1	2	4	3	1	2	pay increase	2	3	3	2	1	2	2	coworker relationship
48	3	6	4	2	3	3	2	4	3	4	3	benefits	3	4	2	3	3	2	3	more work freedome
49	3	3	4	3	3	2	2	2	1	3	2	promotion	2	3	3	3	3	2	2	more autonomy
50	3	3	4	2	2	1	4	4	3	2	1	promotion	2	4	3	2	2	3	3	more opportunity for learning
51	3	3	4	2	2	2	2	2	2	2	1	vacation	2	2	2	2	3	2	2	better coworker relationship
52	3	3	4	3	3	3	3	3	3	3	2	more benefits	3	2	3	3	3	3	3	more job freedom
53	5	2	2	2	3	2	2	2	2	2	2	no comments	2	2	2	2	2	2	2	no comments

No.	Q1	Q2	Q3	Q4-1	Q4-2	Q4-3	Q4-4	Q4-5	Q4-6	Q4-7	Q5	Q6	Q7-1	Q7-2	Q7-3	Q7-4	Q7-5	Q7-6	Q7-7	Q8
54	3	6	4	3	3	2	2	2	3	3	1	increase family visiting vacations	3	3	2	2	2	2	2	more pay
55	3	3	2	2	2	2	2	2	2	3	2	increase pay	2	2	2	2	2	2	2	pay should be increased year by year
56	3	2	3	3	3	3	3	2	3	3	2	shorten the pay gap	2	2	2	3	3	2	3	shorten the pay gap
57	3	6	2	2	2	2	2	2	2	2	1	promotion	2	2	2	2	2	2	2	more praise from superior
58	4	6	4	2	2	1	5	4	2	3	3	increase pay	2	3	1	3	2	2	2	work autonomy
59	5	3	2	2	3	2	1	3	3	3	2	work environment	3	3	2	2	3	2	3	generally satisfied
60	3	6	2	2	2	3	2	2	3	4	2	promotion	3	3	2	2	4	2	3	praise from superior
61	3	4	3	2	2	2	2	2	2	2	2	pay increase	2	2	2	2	2	2	2	No
62	4	2	1	2	2	2	2	2	2	2	2	work environment	2	2	2	2	2	2	2	generally satisfied
63	3	2	2	2	2	3	3	3	4	4	2	pay increase	4	3	2	3	3	2	4	training and development
64	5	3	1	1	1	2	2	2	2	2	2	increase salary	2	5	3	2	2	2	3	praise from superior
65	4	3	1	2	2	2	2	2	2	2	2	satisfied	2	2	2	2	2	2	2	generally satisfied

No.	Q1	Q2	Q3	Q4-1	Q4-2	Q4-3	Q4-4	Q4-5	Q4-6	Q4-7	Q5	Q6	Q7-1	Q7-2	Q7-3	Q7-4	Q7-5	Q7-6	Q7-7	Q8
66	3	2	2	2	2	2	2	1	3	2	1	better working environment	1	2	3	2	2	1	3	prais from superior
67	2	3	1	1	2	2	1	2	3	3	2	increase pay	1	2	3	1	3	2	1	more work freedome
68	4	4	2	2	1	2	3	3	4	2	1	promotion	2	3	1	3	2	1	1	coworker relationship improvement
69	3	2	2	3	3	2	2	4	4	4	2	work environment	4	4	2	4	2	2	3	No comments
70	4	3	1	1	2	1	3	4	3	2	1	increase working environment	1	2	2	4	1	1	2	Satisfied
71	3	3	2	2	2	1	3	3	5	3	1	increase pay and improve working environment	4	3	5	4	3	2	4	praise from superior and promotion
72	4	2	2	2	1	3	3	2	3	1	1	satisfied	1	2	3	2	2	1	3	generally satisfied
73	2	2	1	2	3	1	2	3	1	3	2	working environment	1	2	3	4	2	3	3	work autonomy
74	3	2	1	1	2	3	1	2	3	1	1	generally satisfied	1	2	3	1	2	3	1	generally satisfied
75	2	3	1	2	2	3	3	3	3	2	1	promotion channel	1	2	3	3	3	2	2	work autonomy

No.	Q1	Q2	Q3	Q4-1	Q4-2	Q4-3	Q4-4	Q4-5	Q4-6	Q4-7	Q5	Q6	Q7-1	Q7-2	Q7-3	Q7-4	Q7-5	Q7-6	Q7-7	Q8
76	3	6	2	1	2	3	4	4	3	3	2	increase pay	1	2	3	3	3	3	2	praise from superior
77	4	3	3	1	2	2	3	2	1	1	1	satisfied	1	2	3	3	2	4	3	more training and learning opportunity is better
78	3	6	2	2	2	2	2	3	4	4	2	pay increase	3	4	2	2	3	2	2	generally satisfied
79	3	2	3	2	2	1	3	3	5	4	2	increase pay	4	2	2	4	2	1	3	more training and learning opportunity is better
80	4	2	1	2	2	4	3	3	2	3	2	more benefits	2	3	3	3	4	2	3	praise from superior
81	3	2	2	1	2	3	1	2	3	3	1	promotion	1	2	3	1	2	3	1	more training and learning opportunity is better
82	3	3	1	1	2	2	2	1	1	1	2	increase pay	1	2	2	3	3	2	2	work autonomy
83	2	2	2	1	2	3	2	2	2	3	1	work environment	1	1	2	3	3	2	2	work autonomy
84	2	3	3	1	1	2	2	2	3	2	1	improve working environment	1	2	1	1	1	1	1	improve work environment

No.	Q9-1	Q9-2	Q9-3	Q9-4	Q9-5	Q9-6	Q9-7	Q9-8	Q9-9	Q9-10	Q9-11	Q9-12	Q9-13	Q9-14	Q9-15	Q9-16
1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2
2	1	1	1	1	1	1	3	1	2	1	1	2	2	2	2	2
3	1	3	4	1	3	2	3	4	1	1	1	2	1	2	1	3
4	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	3
5	1	3	3	4	4	2	3	2	2	3	4	4	2	2	2	2
6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
8	2	2	1	1	2	2	2	2	2	1	4	2	2	2	2	2
9	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
10	1	3	1	4	1	3	1	1	4	1	3	1	2	3	1	3
11	2	3	3	2	2	2	2	2	2	2	4	3	3	2	2	1
12	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	1
13	3	3	2	2	4	2	4	3	4	3	2	3	3	3	2	2
14	4	4	2	4	3	3	4	4	2	4	3	2	2	2	2	3
15	1	1	2	2	2	1	2	1	2	2	1	1	2	1	2	2
16	5	5	5	2	3	4	2	3	3	4	5	4	2	3	3	1
17	3	2	2	3	3	2	2	2	3	3	2	2	2	2	1	1
18	4	4	3	2	3	3	3	3	4	3	4	3	3	3	2	2
19	2	1	3	2	2	1	3	1	1	1	1	2	1	1	1	1
20	2	3	5	4	2	2	3	3	2	2	2	3	2	2	3	1

No.	Q9-1	Q9-2	Q9-3	Q9-4	Q9-5	Q9-6	Q9-7	Q9-8	Q9-9	Q9-10	Q9-11	Q9-12	Q9-13	Q9-14	Q9-15	Q9-16
21	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
22	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	3
23	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
24	3	3	3	3	3	4	3	2	3	3	4	3	2	2	3	3
25	2	3	2	2	2	2	2	2	2	2	2	2	3	2	2	2
26	3	1	1	1	2	1	1	3	2	1	1	2	2	2	1	2
27	4	3	2	2	3	2	3	3	3	3	4	2	2	3	1	2
28	3	2	2	2	2	3	3	2	2	2	3	3	2	3	2	2
29	3	3	3	3	4	5	4	4	3	3	3	3	4	4	3	3
30	2	3	1	3	4	4	2	2	2	3	4	3	2	3	2	3
31	1	3	2	1	2	1	2	3	1	2	1	3	1	4	1	3
32	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
33	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
34	3	3	2	2	3	2	3	3	2	2	2	2	3	3	2	3
35	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
36	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
37	3	4	4	2	3	4	4	4	3	2	4	2	2	3	2	2
38	1	2	3	3	1	4	1	3	3	1	4	1	4	3	3	1
39	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
40	2	2	2	3	3	3	3	3	3	2	2	2	2	3	2	2
41	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
42	3	4	3	3	4	2	3	3	3	3	3	3	2	4	3	2
43	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1

No.	Q9-1	Q9-2	Q9-3	Q9-4	Q9-5	Q9-6	Q9-7	Q9-8	Q9-9	Q9-10	Q9-11	Q9-12	Q9-13	Q9-14	Q9-15	Q9-16
44	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2
45	3	4	4	3	4	4	4	3	4	3	4	3	2	2	3	2
46	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
47	3	3	3	4	4	2	3	3	3	2	2	2	1	2	2	3
48	2	2	4	2	3	4	3	3	2	2	4	2	2	3	2	3
49	2	3	2	2	3	1	3	2	2	3	2	3	1	2	3	1
50	3	2	2	4	4	1	1	2	1	1	2	3	4	5	5	2
51	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
52	3	3	3	3	2	3	3	3	2	3	2	2	3	2	3	3
53	4	3	2	2	2	2	3	2	1	2	3	2	2	2	2	2
54	4	3	3	3	2	3	3	2	2	3	3	2	2	3	2	3
55	2	2	2	2	2	2	3	2	2	2	2	2	2	2	2	2
56	3	3	2	2	2	2	2	3	2	2	3	2	2	2	2	2
57	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
58	3	3	2	5	4	4	2	1	3	2	2	3	1	3	3	2
59	2	3	3	1	2	3	2	3	3	2	2	3	2	3	3	3
60	2	2	2	2	3	4	4	3	3	2	2	3	2	3	3	3
61	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
62	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
63	3	3	2	3	4	4	3	3	4	3	4	4	2	2	2	2
64	2	2	2	2	2	2	3	3	4	3	3	2	2	3	3	3
65	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
66	1	2	3	1	2	3	1	2	3	1	3	3	2	4	3	3
67	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	3

No.	Q9-1	Q9-2	Q9-3	Q9-4	Q9-5	Q9-6	Q9-7	Q9-8	Q9-9	Q9-10	Q9-11	Q9-12	Q9-13	Q9-14	Q9-15	Q9-16
68	3	3	2	4	3	3	2	2	1	1	3	2	2	3	3	2
69	3	4	3	2	3	4	4	4	4	2	4	3	2	3	2	2
70	1	3	1	2	2	4	2	2	3	3	4	2	1	2	1	1
71	4	3	1	3	4	4	3	2	1	2	4	3	1	1	2	1
72	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1
73	1	2	3	1	2	3	1	3	3	3	2	3	2	3	2	3
74	1	2	3	1	3	2	1	2	3	1	3	2	2	3	3	3
75	1	2	2	3	3	3	2	2	3	3	3	3	2	3	3	2
76	1	2	3	3	2	4	3	2	2	2	3	3	2	2	3	2
77	1	2	3	3	2	4	3	2	2	2	2	2	2	3	3	2
78	2	2	2	2	3	4	4	3	4	3	2	3	2	3	2	2
79	3	5	2	2	3	4	2	1	2	3	4	3	1	3	2	2
80	3	3	3	3	3	3	3	4	4	3	3	3	2	3	3	3
81	1	1	3	1	2	3	1	3	2	3	2	2	3	1	2	3
82	1	2	3	3	2	2	3	3	2	2	3	3	2	2	1	1
83	1	1	2	2	2	3	3	4	4	3	2	5	3	3	3	3
84	1	1	2	2	3	3	2	2	2	2	1	1	2	2	3	3