

Research on the Influence of Employee Satisfaction in Private Educational Institutions--The Case of Y Educational Institution

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ABSTRACT

In recent years, China's education has been booming, giving rise to a large number of offline educational institutions. Y Education Institution is a typical private educational institution, mainly focusing on people-oriented management. After several years of development, Y Education Institution has made certain achievements. However, as the scale of the organization grows, this kind of management style also exposes some problems, such as low employee participation, imperfect promotion and assessment system and so on. These problems have a certain impact on the interests of employees and also on employee satisfaction. According to the survey, Y educational institution has a high employee turnover rate in recent years, and the teacher team is extremely unstable. However, the faculty is the key to the survival of educational institutions, how to innovate the management of the institution and improve employee satisfaction is an urgent task for educational training institutions. The thesis will start from the existing problems of Y educational institutions management, analyze the staff's views on various aspects of institutional management, combined with the staff needs and the actual situation of institutional management to improve the institutional management mode, and then fundamentally improve employee satisfaction, promote the innovative development of the institution. Through the review of related literature, it is found that there are fewer research papers in which scholars analyze the impact of educational institutions on employee satisfaction from the perspective of educational institutions. Therefore, the study of Y educational institution management mode on employee satisfaction has certain theoretical significance and practical significance. This paper takes Y educational institution as a case study, through anonymous questionnaire survey on more than 100 employees of Y educational institution, to understand the satisfaction of employees on various aspects of the management of the institution, and put forward the corresponding perfect countermeasures. It is found that Y educational institution's working environment, cultural atmosphere, salary system, promotion and assessment system and organizational structure have positive correlation with employee satisfaction, and promotion and assessment and salary system have significant influence on employee satisfaction. On the whole, Educational Institution Y should continuously improve its management style to increase employee satisfaction.

KEYWORDS

Educational Institutions; Employee Satisfaction; Innovative Development

1. INTRODUCTION

In recent years, China's economic strength and comprehensive national strength has been strengthened, the country's investment in education is increasing, and the demand for talents is getting higher and higher [1]. The country's economic strength and comprehensive national strength have been strengthened in recent years. More and more parents realize the importance of education, the law of competition of the survival of the fittest makes parents invest more in their children's education,

which also gave birth to the rise of a large number of educational institutions. In the environment of the educational institutions of the large system, teacher strength is often the first choice of parents to choose the educational institutions of the factors [2], however, the education industry has a high mobility of talent, how to retain talent is the key to the survival of educational institutions. The purpose of this paper is to analyze the employee satisfaction situation from the management status quo of Y educational institutions, and improve accordingly to promote the development of Y educational institutions.

2. THEORETICAL FOUNDATIONS

2.1. Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs Theory is one of the theories of humanistic science and one of the most important theories in the study of employee satisfaction. Maslow classified human needs from low to high as physiological needs, safety needs, social needs, respect needs and self-actualization needs, and he believed that all these needs appear in a sequential order, and that higher needs can only appear after a person has satisfied the lower needs [3]. Understanding the needs of employees is an important prerequisite for applying Maslow's Hierarchy of Needs theory to motivate employees. The needs of employees in different organizations as well as different employees in an organization are full of variability and changeable. Therefore, managers should regularly use various ways to conduct research to find out what the unmet needs of employees are, and then targeted motivation.

2.2. Two-Factor Theory

The two-factor theory is also known as the "motivation and health care theory". American psychologist Herzberg proposed it in 1959. He categorized the relevant factors in the enterprise into two kinds, i.e., satisfaction factors and dissatisfaction factors [4]. Satisfaction factors are factors that can make people feel good about themselves. Satisfying factors are those that can make people satisfied and motivated. Dissatisfaction factors are those factors which are prone to opinions and negative behaviors, i.e. health factors. He believes that these two factors are the main factors that affect employee performance. Health care factors include company policies and management, supervision, wages, coworker relations, and working conditions. These factors are all factors outside of the job, which, if satisfied, can eliminate dissatisfaction and maintain original work efficiency, but do not motivate people to more positive behavior. Motivational factors are related to the work itself or the content of the work, including achievement, appreciation, the meaning and challenge of the work itself, sense of responsibility, promotion, development and so on. These factors can be highly motivating if they are met, and if they are not met, they do not generate dissatisfaction in the same way that health factors do.

2.3. Equity Theory

Equity theory is a theory that examines the impact of rationality and fairness in the distribution of wage and compensation on employee motivation. It was proposed by American psychologist Adams in 1967. The theory holds that: the degree of employee satisfaction with income can affect the motivation of employees to work, and the degree of employee satisfaction with income depends on a social comparison process, a person is not only concerned about the amount of their absolute income, but also concerned about their relative income [5]. Each person will make social comparisons of his own labor and the remuneration he receives with that of others, and also make historical comparisons of his present labor and the remuneration he receives with that he received in the past, and the individual worker needs to maintain a sense of distributional fairness, and if, when he finds that the proportion of his own income and expenditure is equal to the proportion of other people's income and expenditure or that the proportion of present income and expenditure is equal to the proportion of

past income and expenditure, the worker will be satisfied with the amount of income. If he finds that the proportion of his income and expenditure is equal to that of others, or that the proportion of his present income and expenditure is unequal to that of the past, he will think that it is fair and reasonable, and thus be in a good mood and work hard. If he finds that the proportion of his income and expenditure is not equal to that of others, or that the proportion of his present income and expenditure is not equal to that of the past, he will have a sense of unfairness and internal dissatisfaction, and his work motivation will be lowered accordingly. Enterprises can take various measures based on the basic viewpoints of equity theory, such as issuing bonuses separately and secretly, in an effort to produce a subjective sense of fairness among employees, thereby mobilizing their motivation.

3. ANALYSIS OF THE CURRENT MANAGEMENT SITUATION OF Y EDUCATIONAL INSTITUTIONS

Y Education Organization was founded in Wuhan in 2009, and has now developed to several county-level cities such as Zhongxiang City and Shayang City in Hubei Province. The company will target the population is located in the 6-18 years old student groups, the development direction is located in the elementary school, junior high school, high school and other high-end extracurricular training, and always adhere to the quality of teachers, good service attitude for the countless students' academic assistance, always believe that "professional teaching" + "service with heart" = "efficient results", to help children grow and achieve. We always believe that "professional teaching" + "attentive service" = "efficient results" to help children grow up and become successful. After several years of development, Y education institutions continue to grow, has formed its own unique education model, to help countless children in the academic achievement of significant improvement, won the recognition and praise of countless parents. Y education institutions gradually on track, in the company system, organizational structure, staff management, customer relationship management, brand management and other aspects of the continuous exploration, the establishment of its own management system.

In terms of corporate culture, the company promotes an open and free working atmosphere, opposes bureaucracy, encourages employees to boldly express their ideas and actively participate in the construction of the company. The company's team shows a youthful trend, and the whole team atmosphere is young and energetic. Young teachers are good at researching innovative teaching methods, focusing on communication with students, and paying attention to understanding the needs of students and parents in time, so as to better serve the students.

In terms of organizational structure, at present, the institution has mainly set up the main departments of teaching, sales, administration and finance. The principal is the highest leader and head of the organization, responsible for formulating the development strategy of the organization and promoting the better and faster development of the organization. The Teaching Department is mainly responsible for researching the teaching mode, paying attention to the needs of students, doing a good job in preparing lessons, class work, close teacher-student relationship, and communicating with parents and feedback. The Sales Department is mainly responsible for formulating the course sales plan, solving parents' questions about the price and duration of the course, and efficiently completing the monthly sales performance. Administration Department is mainly responsible for cooperating with other departments and organizing group building activities. The Finance Department is mainly responsible for managing the organization's income and expenditure items, and issuing salaries and wages to employees of various departments of the organization.

4. RESEARCH DESIGN AND ANALYSIS

4.1. Interview Research

In order to understand the principal's views on the management of the institution, we conducted an interview with the principal on the institution's organizational structure, corporate culture, salary system, promotion and training, and development planning. From the results of the interview, the principal said that the institution advocates an open and free working atmosphere, encourages employees to boldly express their views, and solves their problems in a timely manner; in terms of organizational structure, the principal believes that the institution is mainly composed of sales, finance, teaching, administration, and with the development of the institution's scale of development and growth, the institution will gradually improve the organizational structure, the development of the management hierarchy; in the area of corporate culture, the principal said that In terms of corporate culture, the principal said that educational institutions always adhere to the "professional teaching" + "service with heart" = "efficient results", heart for every child service, care for every employee; in the salary system, Promotion training, the principal admitted that the institution is not in place in these aspects of the work, not enough, and then will also be promotion training and staff performance linked to increase training efforts to strengthen the faculty; in the future development of the institution's planning, the principal said that due to the impact of the epidemic, offline enrollment is currently affected by a great deal, and is currently promoting online online classroom mode, the effect is significant, and then will make full use of the advantages of the Internet, the offline and offline classes, and the Internet will be the most effective way to improve the quality of education, to improve the quality of education, to enhance the quality of education. After that, we will also make full use of the advantages of the Internet, combining offline and online education to promote the better development of the organization.

4.2. Employee Satisfaction Questionnaire

Through a questionnaire survey of employees in various departments of the organization, we found that employees in different departments have different views on the management style of the organization and different perceptions of satisfaction. In this questionnaire survey, we used a five-point scale to understand the staff's perception of satisfaction with specific aspects of the management style. From the results of the survey, the satisfaction of the employees of Educational Institution Y is mainly concentrated on the level of "no opinion", with a 3-point scale of 72.00%. The percentage of employees who are very dissatisfied is 0.00%, but the percentage of employees who are very satisfied is only 2.00%. Overall, employees' perception of satisfaction with the management model of the educational institution is average. From the data, there are still imperfections in the management mode of Y educational institution in terms of promotion and training, salary system, organizational structure, etc. Y educational institution should continue to improve the management of the institution, understand the needs of the employees, solve the problems of the employees in a timely manner, and improve the satisfaction of the employees.

5. CONCLUSION

Through the investigation and analysis, Y educational institutions have not yet formed a complete management system, management is relatively loose and single. The principal of the institution believes that the staff of the educational institution is relatively young, the team atmosphere is energetic and dynamic, in terms of management, should be relaxed, not only to develop a system to constrain the staff, but also respect for the needs of the staff, give full play to the innovation of the staff, mobilize the staff's enthusiasm for work.

The humanized management of Educational Institution Y is particularly prominent in the following aspects. First, in terms of office space, principals, supervisors, subject leaders and other administrators do not have independent offices, and are located in the same open office environment as the teaching staff, eliminating hierarchy, facilitating direct communication between the upper and lower levels, and improving efficiency; second, in terms of attendance, Y Educational Institutions provide for fixed commuting and rest times, but do not set up an attendance clocking system; third, in terms of making plans, consider all the Thirdly, in making programs, it considers all the needs of the employees and encourages them to express their ideas boldly. However, there are still some problems in the management of Educational Institution Y at present.

(1) Failure to focus on building corporate culture

Y Education Organization is mainly engaged in the service industry, providing teaching services for students. In the service industry, the service concept and cultural construction of the enterprise are particularly important. However, the principal said that Y Education Institution is not yet in place in terms of cultural construction and lacks a systematic and perfect cultural system. Under a single flat management model, the institution has a free working atmosphere and promotes free management of employees, but the lack of strong cultural beliefs and values can easily lead to employees acting in accordance with their own recognized service standards and uneven service quality. In addition, the lack of cultural beliefs will also have an impact on the cohesion of the organization, employees do not feel the humanistic care and cohesion of the company, and the mobility of talents increases.

(2) Insufficient marketing promotion

With the arrival of the Internet big data era, Internet + has become synonymous with the new era. Under this environment, enterprises in all industries and fields have begun to embrace the Internet and seize the development opportunities. Major groups in the education industry also see this new development opportunity and begin to develop education from the Internet side, collecting and recording user data, analyzing user needs and tapping potential users. Some education groups have seized the opportunity of Internet development and shifted to K12 online education, such as Ape Tutoring, Learning and Learning, and Who Learning have achieved successful transformation, won the market development opportunities, and gained the recognition of users.

However, under the general environment of the Internet, Educational Institution Y has not actively laid out to promote Internet marketing, nor has it constructed its own educational websites and forums. As a result of this epidemic, Educational Institution Y has been hard hit in terms of offline education. The principal also gradually realized that the institution did not do a good job in user information documentation and demand analysis, and began to pay attention to the database.

(3) Teachers are not strong enough

The principal stated that the institution is currently not stable enough in terms of its faculty. Teachers make up the vast majority of the staff at Y Education. At present, the Y educational institutions teachers are not strong enough, full-time teachers account for a relatively small number of teachers, the vast majority of part-time based, the teacher team is very unstable, great mobility. Moreover, there are fewer senior teachers, mostly engaged in teaching and research work; teaching activities are mostly undertaken by young teachers, and the quality of teaching needs to be strengthened and improved. Teacher strength is often the primary factor for users to choose an educational institution, and the institution is currently not enough investment in the teacher team, the teacher force is not strong enough, the teacher force is not stable enough are important factors affecting the enrollment of the institution.

(4) Inadequate organizational structure

Y Educational Institution currently operates four main departments, namely, the teaching department, the administration department, the sales department and the finance department, which are under the direct jurisdiction of the principal. To a certain extent, this management style increases the principal's

heavy responsibility and makes it impossible to solve the staff's feedback in time. In terms of personnel recruitment, the institution has not opened a specialized human resources department, the principal is directly responsible for personnel recruitment, talent management and training is not enough. Overall, the organizational structure of the institution is not sound enough and needs to be further improved.

6. RECOMMENDATIONS

In the process of conducting a questionnaire survey of the employees in various departments of Y Education Institution and interviews with key leaders such as principals and supervisors of the institution, we gained a better understanding of the needs of different employees, as well as a deeper understanding of the current situation of the institution's management, the problems that existed in the management, and the employees' perceptions of the institution's management. Based on this survey interview, I have made some suggestions for the development of Y Education Institution from four aspects: organizational structure, staff recruitment and training, promotion and assessment, and equity distribution, aiming to strengthen the management of the institution and improve employee satisfaction.

6.1. Refinement of the Organizational Structure To Improve Management Efficiency

According to the survey, the majority of employees at Educational Institution Y believe that the institution mainly practices a flat management model. In terms of organizational structure design, the institution's departmental settings are relatively simple, simplifying the management level and improving the efficiency of information transmission. However, some employees said that there are still irrationalities in the current organizational structure of Educational Institution Y. The principal is the highest person in charge and directly manages each department; except for the teaching department, which has a subject supervisor, other departmental employees are directly responsible to the principal and report their work regularly. This model not only adds to the heavy workload of the principal, but also makes some employees feel disorganized.

In response to this situation, Educational Institution Y should further refine its organizational structure by establishing intermediate managers in each department, where the head of each department is directly responsible for the affairs of each department, understands the needs of the staff in the department and gives feedback to his or her superiors. This approach not only reduces the workload of the principal, but also facilitates a more efficient operation of the departments. In addition, department heads have a better understanding of the needs of their staff because they know more about their departments, and they are able to provide centralized feedback to the principal, who is the top administrator. To a certain extent, the refinement of the organizational structure can improve the efficiency of management, and at the same time, it can also correspondingly improve the satisfaction of the staff.

6.2. Improvement of Selection Criteria for Hiring and Training Processes

At present, Y educational institution has not done a good job in staff recruitment and training, the staff mobility is extremely high, and the teaching force is not strong enough, which are the main factors restricting the development of Y educational institution. For this reason, the organization should improve the workflow of staff recruitment, especially in the recruitment of the teaching force, improve the selection and hiring criteria, and grow the teaching force. Moreover, as a service organization, the educational institution should pay more attention to the recruitment of employees, improve the pre-service training and post-service training of employees, so as to make the employees more clear about their job responsibilities, improve the recognition of the employees to the organizational culture, and then enhance the employees' sense of well-being at work.

6.3. Sound Employee Promotion and Appraisal System to Enhance the Sense of Belonging of Employees

Through the questionnaire survey of the employees, Y educational institution has not established a complete system in the staff promotion and assessment, and there is no promotion and assessment standard in the teaching post and management post, which is the biggest factor of the staff turnover in Y educational institution. The company has established promotion management standards, which can motivate employees to work hard to improve their performance, help them realize their self-worth, and then enhance their job satisfaction. In addition, a perfect promotion management system is conducive to the retention of talent in the educational institution, to grow the teaching force, and to achieve long-term development.

For this reason, Y educational institutions should combine the needs of employees, clarify the assessment standards, and improve the promotion and assessment system. First of all, Y educational institution should respect every employee and create a fair competition environment; secondly, establish a reasonable promotion and demotion system within the enterprise and build multiple promotion channels. Y educational institution can set up two promotion routes in promotion management, a teacher promotion route and a management promotion route. In terms of teachers, set up assistant teachers - junior lecturers - intermediate lecturers - senior lecturers - senior master teacher ladder-type promotion channels; in terms of management, set up team leaders - supervisors - campus head promotion channels. Finally, the promotion time and qualification are reasonably planned to stimulate the staff's motivation and improve their satisfaction.

6.4. Build an Equity Incentive System to Encourage Employees to Participate In Company Management

Educational Institution Y is mainly a privatized business model, in which the principal owns all the shares of the institution and has full control over the company. With the growth of the institution's development scale and the increase in business volume, the principal's management tasks have increased, and the needs of the staff can not get feedback in a timely manner, the shortcomings of the privatized business model are gradually revealed. In recent years, the development of the education industry has pushed education institutions to carry out reforms. In order to retain outstanding staff, some institutions have begun to implement shareholding reforms, encouraging outstanding staff to participate in the shares. In the face of the plight of unstable teachers, Y educational institutions to implement the shareholding system, not only can retain excellent teachers, but also for the financing of educational institutions, to achieve long-term development of educational institutions. At present, Y educational institution has a high staff mobility and the teachers are not strong enough, the institution should build a shareholding incentive system to encourage the staff to participate in the management of the company.

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