

Analysis of Employee Satisfaction in Non-Profit Organisations

-- Based on a Survey of an Association in Nanjing City

Xiang Li*

Nanjing Municipal Engineering Industry Association, Nanjing, Jiangsu, China

*jackli_2000@163.com

ABSTRACT

Since the beginning of the 21st century, with the gradual expansion of the non-profit organization team, its related needs in human resource management have become increasingly urgent. And the related research on human resource management in non-profit organizations has gradually attracted attention. However, compared with the more mature research on human resource management in for-profit organizations, there are relatively few studies on human resource management in non-profit organizations. This paper selects employee satisfaction as the starting point to study the human resource management of non-profit organizations. Employee satisfaction, as one of the dimensions for judging the human resource management level of non-profit organizations, can detect problems in the human resource management of the organization as early as possible and make corresponding improvements to meet the needs of employees and enhance their work enthusiasm. At the same time, employee satisfaction can also predict employees' mobility intentions and become an important reference for preventing brain drain in advance. This research is based on the relevant theory of job satisfaction, using a questionnaire survey and in-depth interviews as research methods. Take an association in Nanjing as an example to conduct field research and analysis on employee satisfaction in non-profit organizations. In-depth analysis, using SPSS software to carry out descriptive statistical analysis on the data collected by the questionnaire survey and test the reliability and validity of the questionnaire results, found the shortcomings of human resource management in non-profit organizations. Through relevant theoretical analysis, taking into account the actual situation of the association, it puts forward corresponding improvement measures and suggestions for the human resource management of non-profit organizations.

KEYWORDS

Non-profit Organization; Employee Satisfaction; Influencing Factors.

1. INTRODUCTION

1.1. Research Background

For a long time, there has been relatively little academic research on human resources in non-profit organizations. In the contemporary human-centered society, it is very necessary for non-profit organizations to learn from the experience of human resource management in for-profit organizations, which in turn will promote talent cultivation and management in non-profit organizations. The ability of non-profit organizations to thrive in the midst of profound social change depends on their ability to have and retain talented employees who can create value for the organization.

1.2. Research Reasons

Employee turnover is caused by many reasons, one of which is dissatisfaction with the organization. When the employee's dissatisfaction with the organization reaches a certain level, they will slack off and reduce work efficiency; if it is more serious, they will choose to leave the organization and find another place, and the organization will suffer losses due to the loss of talents. Therefore, employee satisfaction has an important impact on the organization's human resource management and work efficiency. The necessity of this research is that when employees lose work motivation after working for a period of time, managers can clearly know the reasons why employees lose work motivation and make targeted improvements.

1.3. Significance of the Research

As one of the evaluation bases for organizational diagnosis, employee satisfaction can play a certain preventive role in organizational management. Through the employee satisfaction survey, the managers of the organization can clarify the problems existing in the organization's management and make corresponding improvements in management according to the problems found, so as to meet the needs of employees and improve their enthusiasm. For example, by improving management measures, working conditions, etc. to improve the job satisfaction of employees, employee satisfaction can also be used as an early warning ring for organizational management, timely predicting the flow intention of organizational personnel, and taking effective improvement measures for organizational management in a timely manner. It provides an important reference for preventing the occurrence of brain drain.

1.4. Scope of the Study

This study takes a representative non-profit organization in China, an association in Nanjing that has received the highest assessment rating (AAAAA), as an example. By investigating and studying the employee satisfaction of this organization, it explores the impact of employee satisfaction on organizational development and analyzes the impact of employee satisfaction on organizational development. Factors affecting employee satisfaction in non-profit organizations.

2. LITERATURE REVIEW

The concept of "job satisfaction" was first proposed by American psychologist Hoppock in 1935 (Brown S., Peterson R., 1993). Subsequently, academic circles have discussed the concept of job satisfaction from different angles and directions. The main representative views are: Locke (1969) believes that employee satisfaction is an emotional response to personal satisfaction with work or consistent with their values; Porter (1974) believes that employee satisfaction is employees' "deserving" and "getting" at work. A sense of psychological gap; Mount et al. (2006) believe that job satisfaction is a person's overall attitude and evaluation of their work. Raymond et al. (2005) believe that employee satisfaction is a pleasant positive emotional state obtained by employees through evaluation of work. Cheng Zhichao et al. (2001) define employee satisfaction as a feeling after comparing one's own work; Yuan Shengli et al. (2002) believe that employee satisfaction is a general attitude towards one's job satisfaction; and Sun Haifa (2003) believes that employee satisfaction is a kind of employee satisfaction with work or in line with their own values. Wang Lisheng (2005) believes that job satisfaction is a worker's psychological and physiological satisfaction with environmental factors; Li Xiaoxuan et al. (2005) believe that employee satisfaction is an attitude reflection of their work or work experience evaluation; and Zhang Shanshan (2008) believes that employee satisfaction refers to the degree to which employees' actual feelings about work rewards are compared with their expected values, that is, employee satisfaction = actual feelings or expectations.

In 1965, Adams proposed the fairness theory, which believed that employee satisfaction comes from comparison with others in terms of compensation, promotion, work itself, work group, management, working conditions, etc. Satisfaction or dissatisfaction comes from the comparison with them. perception. In 1966, Herzberg proposed the two-factor theory, which believed that health factors include various aspects of the work environment, such as company policies, benefits, interpersonal relationships, work income, material working conditions, management measures, and other working conditions. If the needs of employees are not met, it will cause great dissatisfaction among employees. These factors will not make employees achieve higher performance; motivating factors are various factors that can arouse employees' work enthusiasm and job satisfaction. Motivating factors include Various aspects of the work itself, such as job achievement, supervisor, job recognition, promotion opportunities, and other factors, will not have a great impact on the work; motivational factors and health-care factors have some overlapping phenomena, such as salary being a health-care factor. But sometimes it can also make employees have satisfactory results, which is shown as a motivating factor; appreciation is a motivating factor, and when it is not appreciated, it may play a negative role, which is shown as a health care factor.

Although different scholars have different views on what aspects of the structure of employee satisfaction are included, most scholars' employee satisfaction scales include the following aspects: satisfaction with the job itself, satisfaction with job rewards, satisfaction with corporate culture, satisfaction with promotion or career development, satisfaction with interpersonal relationships, etc. Incorporating the management practices of the study participants, this study proposes that the factors affecting employee satisfaction mainly include five aspects: work itself, work return, work background, work group, and organizational management.

3. METHODOLOGY

3.1. Research Methods

This research adopts the methods of questionnaire survey, in-depth interview and statistical analysis to quantitatively and qualitatively analyse the employee satisfaction of the research object and put forward countermeasures and suggestions. Specifically, the combination of questionnaire survey and communication interview is used as the data collection method for the thesis research. With the help of employees' spare time, the questionnaires were answered, distributed, filled out, retrieved and communication interviews were conducted centrally on their salaried full-time employees during a week. KMO sample measurement and Bartlett's sphere test were used to demonstrate whether the construct validity of the questionnaire met the requirements of the study. SPSS statistical analysis software was used to analyse the variables to verify the reliability of the scale.

3.2. Questionnaire Design

The employee satisfaction questionnaire for this study was selected from the Employee Satisfaction Model in Ran Bin's Employee Satisfaction Measurement Handbook (2002) with some adjustments to suit the association's specific situation. The questionnaire is scored using the Likert 5-point scale, i.e., 1 point for complete dissatisfaction, 2 points for dissatisfaction, 3 points for uncertainty, 4 points for satisfaction, and 5 points for complete satisfaction. The higher the score, the higher the level of satisfaction. The questionnaire consists of two parts, i.e., employee satisfaction evaluation indicators and basic employee information indicators. The first part consists of 45 multiple-choice questions covering a total of 45 items in 5 secondary dimensions that affect employee satisfaction. The second part of the basic employee information includes six aspects, namely gender, age, marital status, years of working experience, educational background and job category, which is used to describe the basic situation of the employees and pave the way for the in-depth analyses of the first part of the satisfaction evaluation indexes.

3.3. Population and Sample Selection Process

The data was extracted mainly from questionnaires, with a population sample of 30 full-time salaried staff working for the association who were asked about their satisfaction with the five aspects set in the questionnaire. A total of 30 questionnaires were distributed in the questionnaire survey, and a total of 30 samples were received, of which 30 were valid samples. According to the distribution and recovery of the questionnaires, the statistical results of the basic information about employees are shown in Figure 1. Wang Ding (2012) showed through research that employees with different personal attribute variables have differences in various dimensions of satisfaction, among which employees of different genders, ages, education, working years, and work departments have significant differences in various dimensions of satisfaction. Due to space constraints, this paper does not analyze the differences in individual attributes.

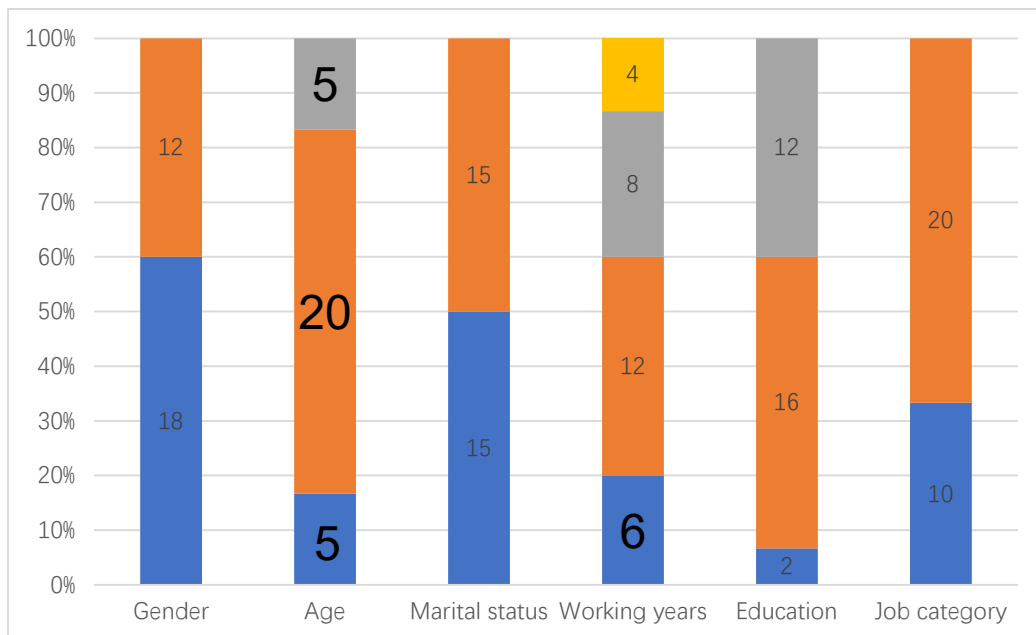


Figure 1. Differences in personal attributes

4. VALIDITY ANALYSIS AND RELIABILITY ANALYSIS OF THE QUESTIONNAIRE

4.1. Validity Analysis of the Questionnaire

The following is a factor analysis to illustrate that the construct validity of the questionnaire meets the requirements of the research. This study conducted factor analysis on 45 items of the employee satisfaction questionnaire. The results showed that $KMO=0.773>0.7$ and the corresponding probability value $P=0.000<0.001$, indicating that the data is suitable for factor analysis.

This paper uses the principal component analysis method to conduct exploratory factor analysis on 45 items in the questionnaire that characterize employee satisfaction and extracts factors according to the principle that the eigenvalue is greater than 1 and the maximum variance method of orthogonal rotation. The variance is 82%, which is basically consistent with the variable structure of the index settings in this study, indicating that the employee satisfaction index settings used in this study have construct validity, and the factor loadings corresponding to each variable are shown in Figure 2.

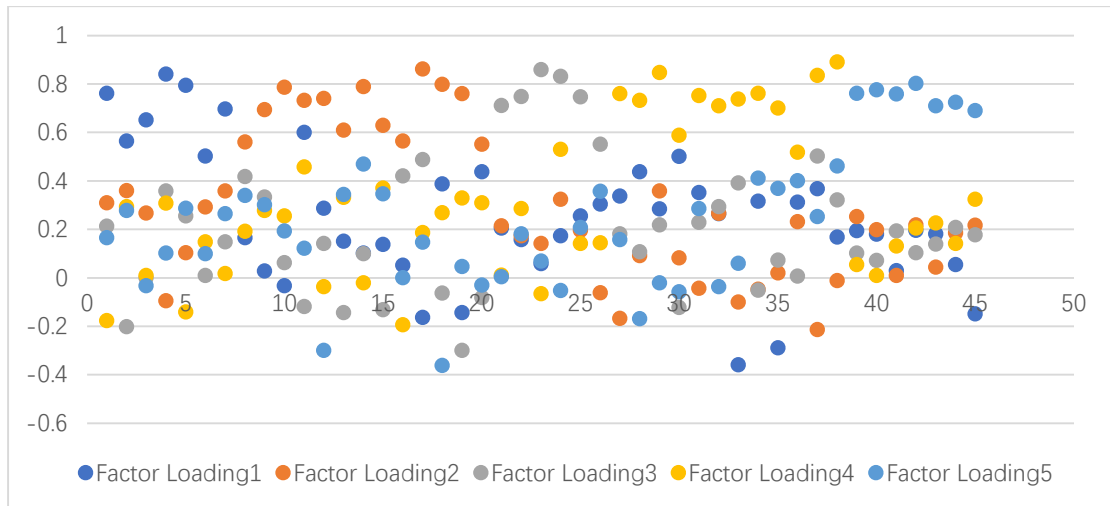


Figure 2. Factor loadings corresponding to variables

4.2. Reliability Analysis of the Questionnaire

In order to avoid affecting the accuracy of the analysis of the questionnaire results, a reliability analysis of the questionnaire data should be carried out. This paper uses SPSS statistical analysis software to analyze the variables to verify the reliability of the scale. Satisfaction with work background, satisfaction with work groups, and satisfaction with organizational management are analyzed according to classification, and the consistency coefficient (Cronbach's value) of each indicator is calculated as shown in Figure 3:

The data shows that the Cronbach's alpha coefficient is above 0.8 in all dimensions of employee satisfaction, except for the dimension of job satisfaction, and the data is highly reliable. The Cronbach's alpha coefficient for the dimension of job satisfaction also exceeds 0.7, and the data reliability is very good.

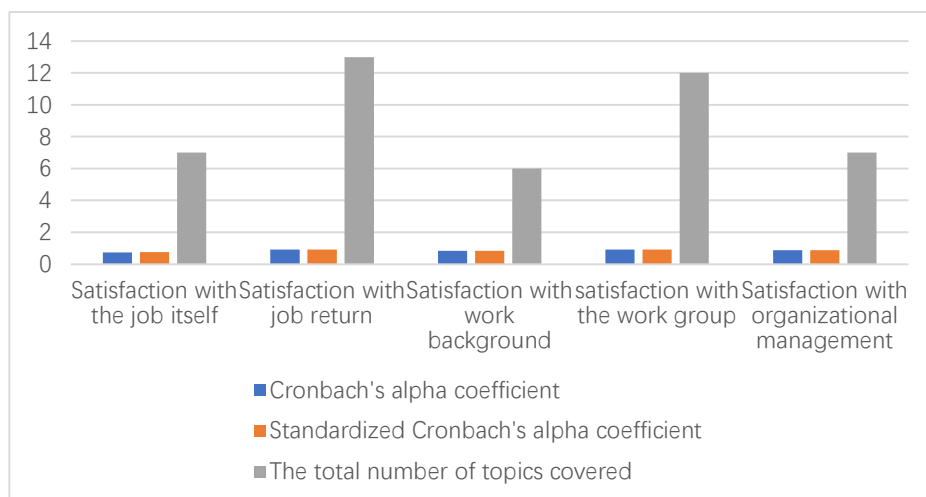


Figure 3. Reliability statistics of each dimension

5. ANALYSIS AND DISCUSSION BASED ON FIVE DIMENSIONS OF MEASUREMENT

Because this article mainly studies the employee satisfaction of the association, its personnel composition is biased towards knowledge-based employees, and the main characteristics of

knowledge-based employees are: relatively high personal quality, strong autonomy, engaging in high-value creative labor, The process is not easy to monitor, the labor results are difficult to measure, and there is a relatively high demand for personal value realization. This section will analyze and discuss the results of the Employee Satisfaction Survey in five dimensions to identify problems and provide a basis for appropriate solutions.

5.1. Analysis and Discussion of Job Itself Satisfaction

Employees are relatively satisfied with the job itself (3.58 points) Figure 4. Employees were more divided on the element of job challenges (3.31 points). During the interviews, it was found that a few innovative people thought that the jobs were very challenging for them, that they often needed to learn new knowledge and skills to help them do their jobs, and that they sometimes found the work so stressful that they wanted to give up their innovative jobs. Transactional employees, on the other hand, believe that their jobs require little mental thinking and that they just need to follow procedures like a machine, and that the only challenge is the speed of work. Employees in transactional jobs find it difficult to find breakthrough opportunities for growth, and their jobs lack some prospects for advancement. Some employees say they don't think they will be much different from their current jobs five years from now. This suggests that companies do not have appropriate career plans for their employees and that employees have pessimistic expectations about their prospects.

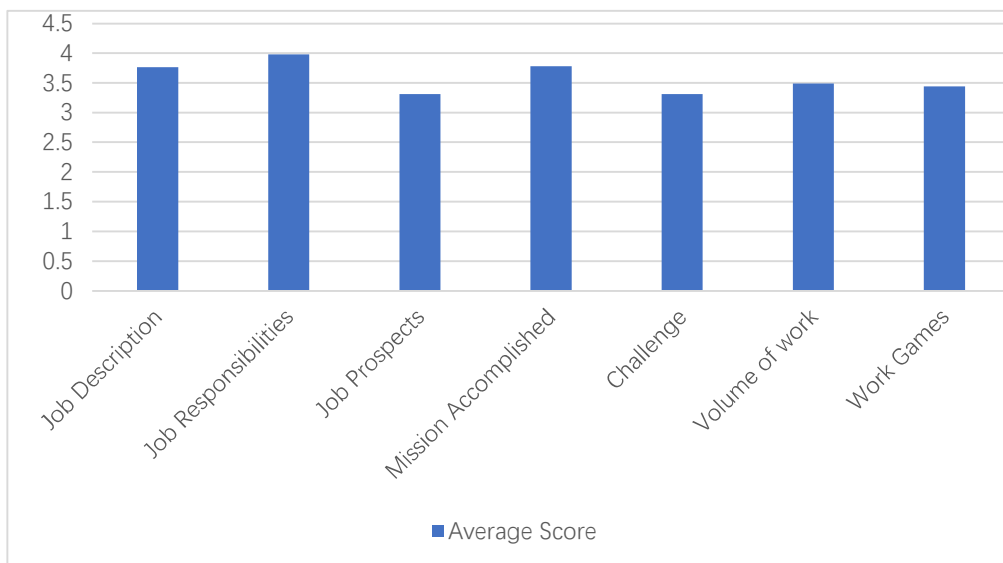


Figure 4. Job itself Satisfaction Score

5.2. Analysis and Discussion of Job Return Satisfaction

Employee satisfaction with job rewards (3.17 points) was average. Among them, the satisfaction of training opportunities (2.6 points), promotion opportunities (2.64 points), and overtime pay (2.51 points) is the lowest score among all factors Figure 5. For the two elements of training opportunities and promotion opportunities, employees with different working years are quite different. The survey data shows that employees with 5 to 10 years of work experience the lowest scores for these two elements, followed by employees with more than 10 years of experience, and again by employees with 3 to 5 years of experience, with the highest score being work. Employees with a term of less than 2 years. The main reason is that when ordinary employees enter the association, they will organize various basic knowledge and skills training in the first 3 years and give them certain affirmation and expectations; after 3 to 5 years of work, employees have basically mastered the required knowledge and skills, and at the same time, the jobs of employees are basically fixed.

Therefore, the organization seldom retrains employees who have worked for more than 5 years, and itself has a relatively flat organizational structure, a small scale, and a lack of national titles. As a result, employees who have worked for 5 to 10 years have the lowest ratings for training and promotion opportunities, while employees who have worked for more than 10 years basically belong to the management team, and they are mainly dissatisfied with the training opportunities.

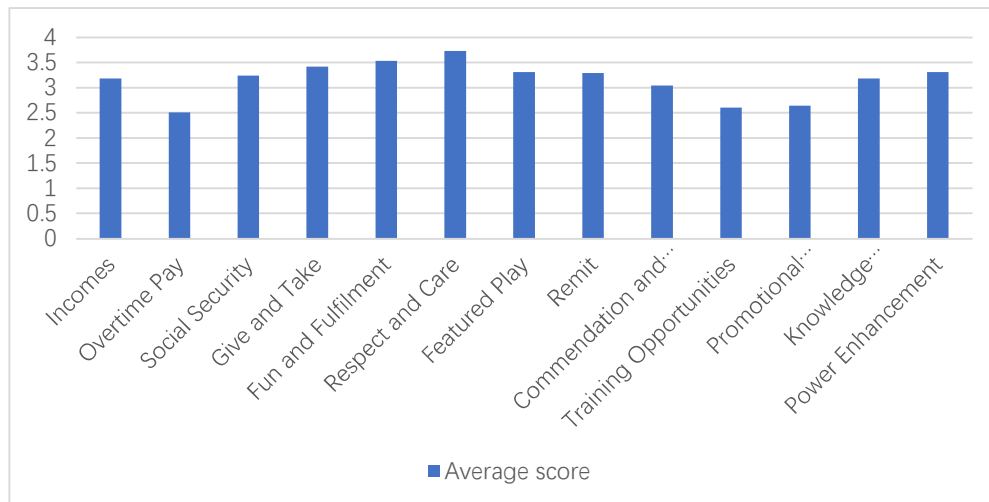


Figure 5. Job Return Satisfaction Score

Due to the lack of a management mechanism, the Association has not established a corresponding assessment mechanism for overtime pay, so there is no overtime pay. During the interview, some employees said that it was unreasonable for the Association not to stipulate overtime pay. Due to work requirements, employees need to work overtime on holidays. After working overtime, they can only be compensated through one-to-one compensatory leave; the Association stipulates that compensatory leave after working overtime must be applied for within one month, and the expiry date will be counted as zero; generally, overtime work is done in peak seasons. It is very difficult to apply for compensatory time off because of the severe shortage of manpower. Employees are reluctant to work overtime unless they have to.

In terms of correspondence with authority (3.29 points), praise and encouragement (3.04 points), and knowledge improvement (3.18 points), employees' satisfaction is also at a relatively low level. In order to allow the work to be carried out smoothly, the association gave some employees titles. In fact, they are only nominal. They only have responsibilities and no power, and they are even less rewarded than ordinary employees. The corresponding evaluation basis of the job appointment and dismissal, bonus payment, and work performance of ordinary employees is still based on the subjective feelings of the manager as the evaluation standard, resulting in the low satisfaction of some employees with positions.

Similarly, because most employees are engaged in non-technical transactional work and are not easy to achieve, they are rarely recognized by their bosses for their work. Compared with other technical jobs, transactional employees have less access to training opportunities, thus limiting the progress of employees' knowledge. In work, most of them follow standard procedures and usually do not require employees to learn new professional knowledge to meet the needs of the work, resulting in low corresponding satisfaction.

In terms of social insurance (3.24 points), employees are not highly satisfied. It is worth noting that employees are not dissatisfied with the percentage of contributions, on the contrary, the percentage of social insurance contributions is the highest, the problem is mainly due to the low gross salary,

which overall lowers the amount of social insurance contributions. The Association has not taken measures to effectively increase the wages of its employees.

In terms of work rewards, the factors that employees are more satisfied with are fun and fulfillment (3.53 points) and respect and care (3.73 points). It is understood that the association has done a good job caring for personnel, which is one of the important reasons why many employees still do not choose to leave even when they are dissatisfied with the association. Many female employees said that the most satisfying thing about working here is being able to take care of their families. If there is no one at home because the child is sick, or if there is a major event at home that needs to ask the association for leave, even during the busiest time, the association will try to approve their request for leave. At the same time, the association strictly abides by the relevant regulations on marriage leave and maternity leave stipulated by the state, so that employees feel due respect and care. Of course, these are relative to married employees. For unmarried employees, none of the above conveniences are easily felt. Instead, they often become substitutes during the busier hours of work. Therefore, a situation of polarization of satisfaction is created, which is also the reason why the average score of satisfaction is not very high.

In terms of fun and sense of achievement, employee satisfaction is relatively satisfied, which is an emotion that managers can feel in the process of contacting employees. Analyzing the reasons, the driving force of a non-profit organization comes from its value system. It emphasizes a kind of public welfare and a contribution to the entire society. The employees who work in the non-profit organization have been immersed in this value system for a long time. corresponding values.

It is worth noting that employees' satisfaction with salary income (3.18 points) is low relative to the average score of the job reward dimension. The reason for this is that salary levels are in the middle to lower end of the scale when compared to the salary income of similar non-profit organizations in the same region.

5.3. Analysis and Discussion of Job Background Satisfaction

As can be seen from Figure 6, among the five dimensions, employee satisfaction with work background (3.61 points) is the highest among all dimensions. Among them, the factor of working hours (3.91 points) has the highest score among all factors. It's working hours are 9 to 5, with a two-hour lunch break at noon, five days a week, and Saturday and Sunday off.

In terms of rest time (3.73 points), the association strictly follows the relevant requirements of the labor law. At present, in other private enterprises and profit-making institutions, it is common to prolong working hours, not to arrange rest time in accordance with the labor law, or not to handle social work. There are many cases of insurance, so, relatively speaking, employees are very recognized for the association's practice.

During the interviews, it was found that there was a lot of dissatisfaction among the staff with the leave system, mainly focusing on the rule that annual leave is zeroed out at the end of the year. Generally speaking, the Association is busy in the first half of the year and is seriously understaffed, so employees do not have time to take their vacations. Most of the employees' vacations are arranged in the second half of the year, and in case of emergencies, the vacations are lost. As a result, many employees hardly have any annual leave at the end of the year. In response to this phenomenon, the Association has not taken corresponding measures to provide appropriate compensation or rewards to employees who have not taken annual leave.

In the dimension of work background, the satisfaction of the labor contract (3.82 points) is relatively high. The reason for analysis is that the contracts signed by the association with employees are signed once every three years, and for employees who have signed three-year contracts twice in a row, they will sign an indefinite labor contract when renewing, which gives employees a "reassuring pill." The security is strong, and the possibility of employees facing unemployment is very low.

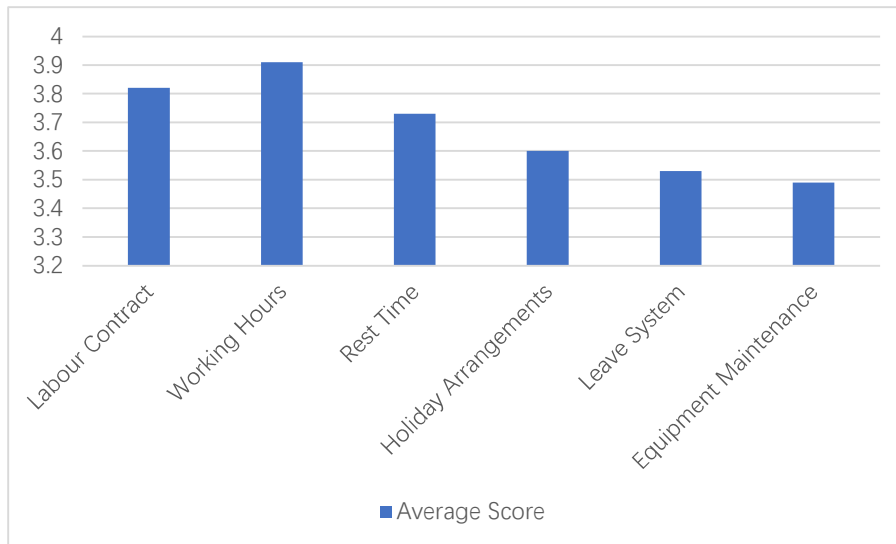


Figure 6. Work Background Satisfaction Score

5.4. Analysis and Discussion of Job Group Satisfaction

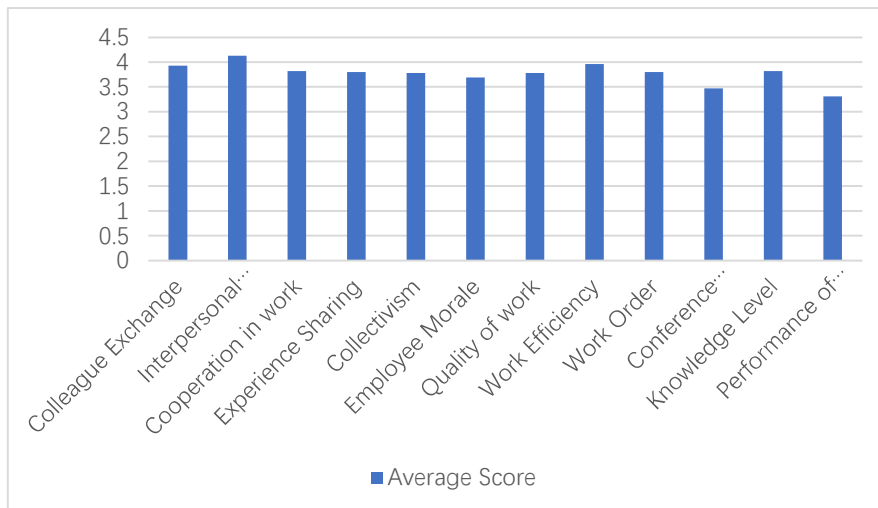


Figure 7. Work Group Satisfaction Score

Employee satisfaction with the work group (3.77 points) is the highest scoring of the five dimensions. Among the factors, interpersonal relationship (4.13 points) is the only one that reaches the satisfaction level among all the factors Figure 7. It indicates that the interpersonal relationship among the employees is very harmonious. Due to the relatively small size of the association and its relatively flat organizational structure, there is less competition for work among employees, so the corresponding factors of Colleague Communication (3.93 points), Work Cooperation (3.82 points), and Experience Sharing (3.8 points) scored high. This is mainly due to the fact that the main employees of the association are between 25 and 40 years old. Due to the small age difference, they have a lot of common topics and similar interests, which is one of the reasons for the good relationship between employees and coworkers.

Employees do not rate their own performance (3.31 points) highly. The reason for the analysis is mainly because Chinese people are relatively introverted and do not like to rate themselves too highly.

5.5. Analysis and Discussion of Organizational Management Satisfaction

Employee satisfaction with the management of the organization (3.44 points) is the lowest scoring dimension apart from the dimension of reward for work, which is a common problem in non-profit organizations. The implementation of rules and regulations (3.29 points) and the hiring mechanism (3.33 points) scored the lowest, with satisfaction at an average level Figure 8. Although the association has established a complete set of rules and regulations, their implementation is not satisfactory. For example, the association stipulates that it organizes trips out for its staff once a year, but the management refuses to implement this on the grounds that they are busy with work. Situations like these are not uncommon.

Employee satisfaction is also not high when it comes to the hiring mechanism. In the interviews, some employees said that there are many unfair aspects in the Association's employment: firstly, the Association pays more attention to local employees and neglects non-local employees. Generally, non-local employees have to spend more effort than local employees to get the same treatment. Secondly, managers often have preconceived ideas when hiring people. If a new employee does not meet the manager's requirements in certain aspects, the employee will not be considered good in future jobs. No matter how good he or she is, he or she will hardly be taken seriously by the manager again.

The highest satisfaction in this dimension is the sense of identity and belonging (3.64 points) and the handling of reasonable suggestions (3.6 points), which have reached a relatively satisfactory level. If employees put forward their own suggestions for improvement in the work, managers will encourage employees to try them first, and if the method is feasible, they will be adopted, and the employees will be verbally praised. Employees have relatively high satisfaction with the work group. Working in a more harmonious environment will correspondingly generate a certain sense of identity and belonging.

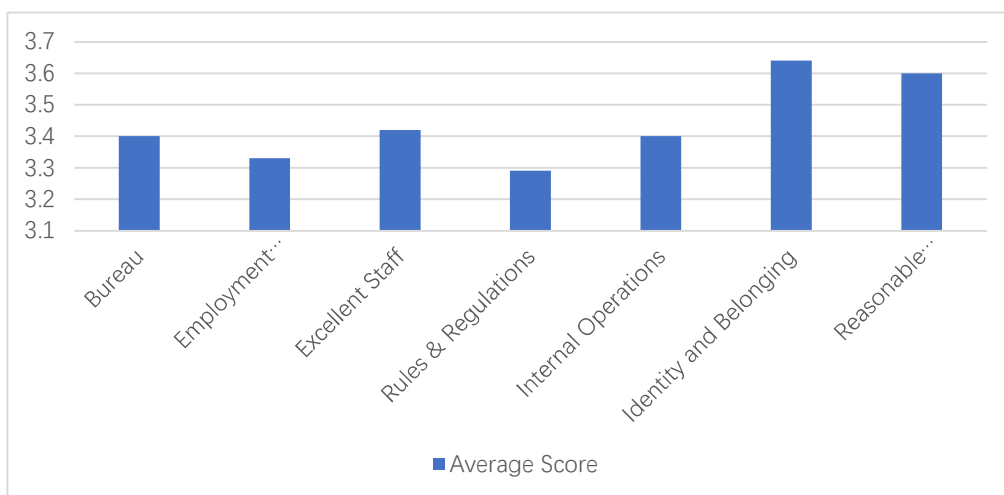


Figure 8. Organizational Management Satisfaction Score

5.6. Conclusion of Data Analysis

The survey results show that the association's overall employee satisfaction score is 3.496 (out of 5). Obviously, the overall satisfaction of its employees is not high, but it is still a relatively normal score. Generally speaking, if the employee satisfaction score is low, it means that there is a serious problem in the management of the organization, and the relevant reasons should be immediately found out and corresponding adjustments should be made. If the employee satisfaction score is relatively high, it means that the employee loves the company very much. The organization has good cohesion and

centripetal force, and the employees' mentality and work enthusiasm are very good. When the employee satisfaction score is at an average level, it means that the organization has more sensitive groups and the employees' sense of responsibility is weak, and the organization needs to start to improve management in order to prevent some brain drain from happening. The bar chart of the job satisfaction score for each dimension is as follows Figure 9:

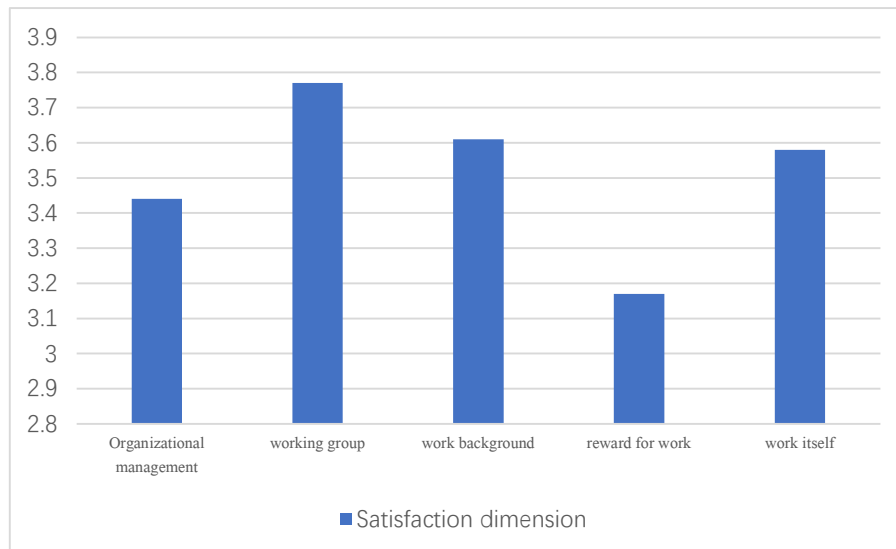


Figure 9. Satisfaction score of each dimension

6. DISCUSSION OF FINDINGS

According to the scores of the five-dimensional measurement in Chapter 5 and the results of the communication interview, the factors with the strongest feedback from employees and the lowest evaluation scores are summarized, and the four key factors affecting the association's employee satisfaction are as follows:

6.1. Overtime Pay

The compensation package lacks internal fairness. The reason is that there is no corresponding overtime pay evaluation mechanism, employees do not work overtime without overtime pay, and the overtime compensation mechanism has certain defects. According to fairness theory, fairness is an individual's perception of the fairness of rewards, and the evaluation of fairness is based on a comparative process. Employees who work overtime are not rewarded or compensated. In terms of remuneration and treatment, they are the same as those who do not work overtime. Employees who work overtime will feel unfair, and thus their satisfaction with the association will decrease. According to the two-factor theory, hygiene factors (ie compensation) are necessary, and satisfying the hygiene factors can effectively prevent or eliminate employee dissatisfaction.

6.2. Learning and Training Aspects

Few employees are trained accordingly. Apart from training new employees to familiarize themselves with the work processes passed on by older employees, the association rarely organizes professional training for its employees. Analyze the reasons from the association's perspective. First of all, since the association itself is small and its innovative work is relatively limited, employees do not need to learn new professional knowledge for their work. This practice of the association is a lack of awareness of the significance and role of training. The development of the organization needs to bring

in more highly qualified people. For an organization to retain talents and attract them to join it, it must constantly improve its management and enhance its competitiveness. Regular professional knowledge training is the most effective and direct way to enhance the competitiveness of employees within an organization.

6.3. Employee Promotion

Employee dissatisfaction caused by limited career development and promotion space within the organization is a common problem in non-profit organizations. Most of the employees working in non-profit institutions are highly educated professionals with a relatively young average age. They expect that their careers will have broad development prospects to show their value and sense of accomplishment. The association has little guidance on career planning for employees. In addition, due to the small scale of the association itself, limited funds, and lack of leadership awareness, it also pays little attention to the personal development of employees, thus forming a vicious circle.

6.4. Leadership Style and Management Style

Since the managers of non-profit institutions are all held by industry experts in the corresponding fields, they play the role of institutional leaders in terms of professional knowledge, but they are relatively lacking in management knowledge. One or two mistakes made by an employee due to various reasons are inevitable, but that does not mean that the employee will not have better work ability and performance in the future. Using the manager's personal subjective feelings as the standard for judging the employee's work performance, it's unfair to employees. It's also not good for organizations to find and retain talent. In addition, the organization's practice of attaching importance to local employees and ignoring non-local employees needs to be discussed. In this era of competitive economy, the flow of talents is very frequent, and the organization can attract more foreign personnel to enhance its competitiveness, which is particularly important for the development of the organization. For foreign personnel who have entered the organization, the organization should try to improve its own management to retain talent and should not take a differentiated approach.

7. MEASURES TO IMPROVE EMPLOYEE SATISFACTION

For the above conclusions, it is extracted from the four aspects that employees have the lowest score and are most concerned about. This is also the most urgent problem found in this survey. According to the two-factor theory, to improve employees' satisfaction with the organization, it is necessary to establish a sound system, give employees full trust and respect, and solve critical problems faced by employees in a timely manner in order to improve employees' enthusiasm for work.

7.1. Establish a Complete Overtime Pay Evaluation Mechanism

Employees' sense of fairness to the organisation affects their satisfaction and intention to leave. Organisations should establish a fair and reasonable assessment mechanism for overtime pay, reflecting the principles of equal pay for equal work, distribution according to work and more pay for more work. Overtime wages should be paid in accordance with national regulations, and subsidies such as meals and transport costs should be given in accordance with the actual situation of non-profit organisations. The scheduling system should be reasonably arranged, overtime hours should be calculated on an hourly correlation basis, and the system of overtime punching should be improved to calculate the amount of overtime work. Abolish the unreasonable and illegal restricted leave system, and create a people-oriented, fair and just working environment.

7.2. Establish a Learning and Training Mechanism

Providing employees with learning opportunities and training opportunities is an effective way to enhance the organisation's core competitiveness and improve employee satisfaction. According to different types of employees to develop appropriate learning and training programs, according to the different nature of the work of managers and technicians to develop appropriate learning and training programs, to strengthen the concept of common growth of the organisation and employees, so that employees feel the organisation. Focus on their own growth. Through learning and training, employees can learn new professional knowledge and skills, or understand new management systems and processes, so as to improve the comprehensive quality and ability of employees in different positions. The scope of training should cover every employee, and the learning and training time can be arranged once a month. The content of the training can be the discussion of key and difficult issues in the work, the sharing of work experience, and the innovation of the management system.

7.3. Establish a Promotion Mechanism

The survey results show that employees scored low on promotion, second only to training. Due to the small size of the organisation, there is a lack of promotion space in job design, but this does not affect the organisation's ability to develop promotion channels and promotion space for employees. In view of the different types of personnel within the organisation, it is possible to mobilise employees by establishing a diversified promotion mechanism, and to establish a perfect promotion mechanism for fair competition, such as dividing the promotion channels into technical and managerial categories, so that people engaged in different jobs will have their own promotion channels, and employees can choose the corresponding promotion channels according to their own developmental needs, so as to improve employee satisfaction. In addition, the implementation of a job rotation system can also be considered. On the one hand, employees can fully understand the work of each department; on the other hand, employees can maintain a sense of freshness to the work, preventing employees from being easily fatigued due to long-term simultaneous engagement in specific positions. It can also relieve the pressure of organisational promotion to a certain extent.

7.4. Strengthen the Construction of Organization and Management

The moral quality of human resources in non-profit organizations is generally higher than the average level of human resources in society as a whole, so employees have higher expectations for the organization than for enterprises. There are differences in the measurement indicators, so the management of the organization should implement post-responsibility management, strengthen the performance appraisal, and establish an employee performance appraisal system. Establish a fair, just, and transparent performance appraisal system. In the appraisal and employment mechanism of outstanding employees, the results of individual performance appraisals of employees are used as the evaluation criteria. Eliminate all employment phenomena based on the subjective evaluation of managers, thereby reducing employee dissatisfaction.

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