

Employee's Pay Satisfaction Affects Job Performance in Post-80's

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Abstract: *With after 80s'employees gradually become the backbone of the workforce, people started to pay attention to the groups which is difference from the previous generations. This paper will attempts to explore the relationship between job satisfaction and job performance in the after 80s' employees. Through analyze the relationship between pay satisfaction and job performance in the after 80s' employees, the study has guiding significance on the way to improve 80's generation's feeling of pay satisfaction in order to enhance the job performance. It also can provide a new way of thinking to managers to understand 80's thinking, retain 80's talent, and promote their job performance.*

Keywords: pay satisfaction; job performance; 80's generation

1. Introduction

The post-80's generation is a generation in China, is a colloquial term which refers to the generation, especially in urban cities, whose members were born between 1980 and 1989 in Mainland China after the introduction of the One-child policy. This generation, the first to grow up entirely within the reformist era, currently ranges in age from 26 to 36, making up a major portion of China's young adult demographic. It is a generation of approximately 240 million people born between 1980 and 1990, although characteristics of the after-eighty generation have also been seen in those born in the 1990s. Growing up in modern China, this generation has been characterized by its optimism for the future, new found excitement for consumerism, entrepreneurship, and acceptance of its historic role in transforming modern China into an economic superpower.

Now a great number of them as the main force of the new generation of workforce are playing increasingly important roles. Based on the China Population Statistics. Large parts of this group have their job now. And some of them have become the backbone in their company. 80's generation have some different characters with the other staffs. Because the different growing environment, they are unique personality, pursuing freedom, chasing individualities and so on. Therefore, For the traditional management is a new challenge. This paper will attempt to explore the relationship between job satisfaction and job performance in the after 80s' employees.

This paper based on Heneman & Schwab (1985) research, pay satisfaction is composed of four factors, including pay level, pay structure and administration, pay raises and pay benefits. And according to According to Han, Liao and Long (2007), job performance is supposed with four dimensions: task, relationship, study and innovation. Compensation is an important tool to attract, encourage, develop and retain talents, along with competition for 80's staffs is much more serious than before, managers pay more attention to compensation. Currently, many companies have surveyed employee's attitude, and they already put pay satisfaction as a extremely important. After surveying, this study will analyze the results of survey, to take appropriate measures depend on the results in order increase employee pay satisfaction, to promote 80's employee's job performance. Through analyze the relationship between job satisfaction and work performance in the after 80s' employees, the study have guiding significance on the way to improve 80's generation's feeling of pay satisfaction in order to enhance the job performance. It also can provide a new way of thinking to managers to understand 80's thinking, retain 80's talent, and promote their work performance.

2. Literature Review

2.1. The definition of job performance

Many scholars and experts have studied on the definition of job performance. The main idea shown below in the following figure.

Table 1: Definition of job performance

Define	author	Consequence	categorized
The level of job performance is composite by the amount of the performance, the quality of performance which is the level of the hard work.	Porter & Lawler (1968)	Sequent behavior	Task performance
Different from the effect of job performance or productivity, job performance involves the individual's behavior or actions, but effects related to the performance evaluation of the results, productivity means the performance of individual or organization.	Campbell, Mecoloy, Opper & Sager (1993)	behavior performance	Task performance
Job performance can be assessed, multiple-dimensional, discontinuous. It is the behavior of the structure associated with organizational goals.	Borman & Motowidlo (1997)	behavior performance	Task performance contextual performance
Job performance is an action or behavior that have the contribute to goals under the control of the individual.	Rotundo & Sackett (2002)	behavior performance	Task performance

Currently, academic about the concept of job performance is still debated, and the core of the debate focused on the point that job performance is an action or a consequence.

2.2 The dimensions of job performance

Dimensions of job performance. There are three types: two dimensions, three dimensions, and four dimensions.

(1)Two dimensions

According to Borman and Motowidlo (1993), "Task performance - contextual performance" model. They associated between task performance and contextual performance. The task performance is related to the special reputation. And it also related to the technique of organization. The contextual performance have an influence on improving the task performance, they enhance to the organization performance. Borman and Motowidlo studied that the content of task performance is relevant to the change of job, the contextual performance is relevant to the stability of job.

(2) Three dimensions

According to Hesketh and Neal (1999), they came up with the third dimensions base on the task performance and contextual performance, and it is defined as the adaptive performance.

(3) Four dimensions

According to Wen (2005), he suggested that job performance included four dimensions that task performance, adaptive performance, interpersonal performance and dedicative Performance. According to Han, Liao and Long (2007), put forward different four dimensions, respectively task performance, learning performance, contextual performance, innovation performance.

2.3 Pay Satisfaction

According to Adams (1965), Pay satisfaction is a feeling. The reason is the personal feeling for payment of fair wages, This feeling mainly is a complex process that individuals and others to compare. He thinks that employees like to compared their gain and losses each others. If they know their gain and loss is the similar with others, they will feel satisfaction, if they know there are lots of difference with others, they will feel dissatisfied.

According to Lawler (1971), Pay satisfaction is decided by a gap. This gap's mean is that the employees should be and actually get the pay gap. Employees will compare their pay which they should get and they really get, this gap will affect the pay satisfaction. According to Heneman and schwab (1985), pay satisfaction is a subjective attitude of staff Pay. It impact on individuals and major organizations.

2.3.1 The dimensions of pay satisfaction

For the dimension of Pay satisfaction, there are many different points of view. There are five view: one dimension structure, two dimension structure, three dimension structure, four dimension structure, five dimension structure. The following will introduce the five kinds of views.

(1) One Dimension Structure

According to Lawler (1971), refers to pay satisfaction just equal to the level of satisfaction. Pay satisfaction is just have one dimension.

(2)Two Dimension Structure

According to Dyer and Theriault (1976), pay satisfaction includes two dimensions, the level of satisfaction and compensation management - aware systems. Micelli (1991) suggested that there are two dimension on pay satisfaction, respectively the number of pay satisfaction and the pay system satisfaction.

(3)Three dimension structure

According to Ash (1987), pay satisfaction consists of three dimensions, respectively the level of pay satisfaction, satisfaction with benefits, management of pay satisfaction.

(4)Four dimension structure

According to Heneman and schwab (1985), the Pay satisfaction includes four dimensions: Satisfaction of pay level, Compensation and benefits satisfaction, rises satisfaction and Structure and administration management satisfaction. In the later research, more emphasis on the Pay satisfaction regarded as multidimensional structure, which is the most representative of the scale Pay satisfaction is the PSQ that Heneman proposed.

2.4 The relationship between pay satisfaction and job performance

According to Bretz and Thomas (1992), the dissatisfaction

will make employees have some bad behavior. These actions will have a negative impact on the organization's performance. Heneman and Judge (2000) found that there was a significant positive correlation between Pay satisfaction and organization's performance. Williams (2001) found that there is no correlation between pay satisfaction and performance. According to Zhang (2006), Pay and satisfaction and performance have a weak positive correlation. According to Chen (2009), teacher as the research object, found Pay satisfaction and job performance has significant relationship. The higher Pay satisfaction, the higher job performance.

3. Hypotheses and Conceptual Framework

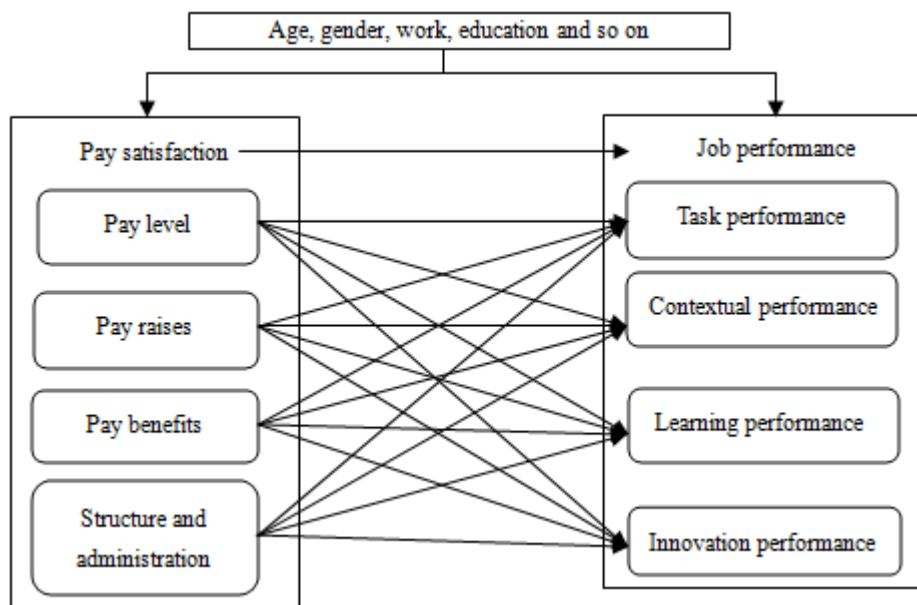
3.1 Independent variable

The independent variables is pay satisfaction including four parts, respectively pay level satisfaction, pay raises satisfaction, pay benefits satisfaction and pay structure and administration (Heneman & Schwab, 1985). The pay level satisfaction that the employees' pay level based on their work position. The pay raises satisfaction that promotion policies and promotion boosts of the enterprise on employees. The pay benefits satisfaction that forms of compensation other than the normal salary, generally non-monetary payment, mainly by the grant, allowance and

so on. The pay structure and administration satisfaction that design of the overall compensation structure with in the organization and related management work.

3.2 Dependent variable

Job performance as the dependent variable is supposed with four dimensions: task, Contextual, learning and innovation (Han, Liao and Long, 2007). The task performance, in order to achieve the organization's goals, employees working in accordance with the instructions 's mission and responsibility, By mastering core technology to contribute to the organization's results or behavior to achieve efficiency. The Contextual performance, by supporting social, organizational and psychological background of the employee resides, it's a action and process that contribute to organizational goals. The learning performance, individuals using the past experience, learning from others, passing knowledge in the organization, and contribute to organization. By sprinkling my cognitive changes, it's a process about that improving learning skills and other skills to contribute to organization. Innovation performance, employees are constantly in the process of sharing and transferring knowledge, in order to maintain competitive advantage and core competitiveness, and to get sustainable growth momentum.



3.2 Hypothesis

- H1: Different demographic variables in terms of job performance will have differences.
- H2: The relationship between pay satisfaction of each dimension and job performance of each dimension have a significant correlation.
- H2a: Pay satisfaction of each dimension and task performance has a significant correlation.
- H2b: Pay satisfaction of each dimension and learning performance has a significant correlation.
- H2c: Pay satisfaction of each dimension and innovation performance has a significant correlation.
- H2d: Pay satisfaction of each dimension and relationship

performance has a significant correlation.

4. Methodology

4.1 Research design

The questionnaire used a measurement scale of international mature design that included three parts, respectively the basic information (attributes of employees), employees' pay satisfaction and job performance.

4.2 The basic questionnaire

This part of questionnaire, mainly investigates respondents'

basic information which are gender, marital, education, hours of work and position and so on. Some researchers have found that the demographic variables affect the job performance, so this part of questionnaire trying to study the different of individual characters in job performance.

4.3 Pay Satisfaction questionnaire

This research recognized that the four dimension of pay satisfaction which includes Satisfaction of pay level, the welfare level of satisfaction, Pay arises satisfaction, Pay structure and management level of satisfaction. Accordingly, in the design of the questionnaire is also used the PSQ Pay satisfaction that Heneman proposed (PSQ; H. G. Heneman & Schwab, 1985).

In this part, the 1-4 questions mainly focus on the pay level, to appraise the Satisfaction of pay level which is related to the job position. The 5-8 questions are about the welfare level of satisfaction, in order to investigate employees' pay satisfaction of the non - cash compensation satisfaction. The 9-12 questions are study the pay arises satisfaction, emphasis on the employees evaluated the promotion methods and related influencing factors. 13-18 questions are related to the Pay structure and management level, mainly to investigate the altitude of employees to this factor.

4.4 Job Performance Scale

According to Han, Liao and Long (2007), In the paper "Employee job performance model and Empirical study" They discussed the structure of the employee's job performance, they developed a scale of 39 items. The task and contextual performance, these two dimension take the scale of role performance and organization citizenship behavior that designed by Withams. The 1-10 questions are about the task performance, where the 6-7 questions are the reverse score. The 11-24 questions are about the contextual performance. The scale of learning performance is based on the Henketh's study. The 25-31 questions are the learning performance, where the NO.31 is the reverse score. The NO.32-39 are about the innovation performance, is based on the Janssen and Vanyperen's study.

4.5 Levels of Measurement

The parts about the pay satisfaction and job performance mainly adopted five points scale designed by Likert. According to the "strongly agree/satisfaction" to "strongly disagree/satisfaction" were to be scored, where 5 stands for "strongly agreed/satisfaction", 4 stands for "agree/satisfaction", 3 stands for "neutral", 2 stands for "disagree/dissatisfaction", 1 stands for "strongly disagree/dis satisfaction". Reverse question of which are reverse scored.

5. Results

5.1 Sample statistics

Because this article studies the 80's workers, the main target

of this study is 80's workers. After screening indicators, 250 questionnaires were distributed through the internet. The total number of valid return was 214, and the valid usable return rate was 85.6%, among which, 126 are female, 88 are male. Through the following table, it's clearly that above the master degree have 73, accounting for 14.5, working experience more than 7 years have 44. we can see clearly that there are 33.2% employees' work experience above than 7 years, and there are 59.4% in junior and middle manager level, and 20.6% staff have opportunity to be a manager over the time.

Table 2: Descriptive statistics of the samples

Demographic variables	Classification	frequency	Valid percentage
Gender	Male	88	41.1
	Female	126	58.9
Marital status	Single	53	24.8
	Married	161	75.2
Education level	high school or under	22	10.3
	Junior college's degree	88	41.1
	Bachelor's degree	73	34.1
	Above Master's degree	31	14.5
Work experience in years	1-3 year	21	9.8
	3-5 years	86	40.2
	5-7 years	63	29.4
	Above 7 years	44	20.6
Job position level	staff	44	20.6
	Junior manager	43	20.1
	Middle manager	84	39.3
	Above Middle-level manager	43	20.1

5.2 Reliability Analysis

In this paper, the questionnaire uses the Cronbach alphas coefficient to inspection. First, construct reliability of the concepts that are measured using multiple item scale were evaluated by using Cronbach alphas coefficient. The results, as reported in Table 2, shows that all Cronbach alphas coefficient exceed the widely suggested value of 0.7 (Fornell & Larcker, 1981). This indicates that the reliability of all constructs is satisfactory. Then, the scores of each multiple-item scale that belong to the same concept were averaged to create a summated scale that was subsequently used in the regression analysis.

Table 3: Reliability Statistics of pay satisfaction

Dimensions	Items	Alpha Coefficient	Alpha-total Coefficient
Pay level	4	0.841	0.944
Pay benefits	4	0.838	
Pay raises	4	0.813	
Structure and administration	6	0.897	

Looking at the table 3, The Alpha coefficient for the four dimensions of pay satisfaction is 0.944, suggesting that the items has relatively high internal consistency. (Note that a reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research

situations.) And the other four factors are also higher than 0.7, so it mean have a high internal consistency.

Table 4: Reliability Statistics of job performance

Dimensions	Items	Alpha Coefficient	Alpha-total Coefficient
Task performance	10	0.920	0.977
Contextual performance	14	0.947	
Learning performance	7	0.895	
Innovation performance	8	0.909	

Looking at the table 4 The Alpha coefficient for the four dimensions of pay satisfaction is 0.977, suggesting that the items have relatively high internal consistency. (Note that a reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations.) And the other four factors are also higher than 0.7, so it mean have a high internal consistency.

5.3 Every variables of demographic have effect in job performance

This article uses the independent t-test and ANOVA to analyze Whether there are significant differences, to judge the demographic variables have effect in job performance.

Table 5: Gender to job performance

dimensions	gender	number	average	Standard deviation	t-value	Sig.
task	male	88	2.9875	0.0790	0.192	0.848
	female	126	3.5413	0.0625		
Contextual	Male	88	3.1700	0.1770	0.470	0.639
	Female	126	3.1600	0.1690		
Learning	Male	88	3.6570	0.3192	0.804	0.422
	female	126	3.6841	0.1607		
innovation	Male	88	3.3774	0.2958	0.436	0.663
	Female	126	3.3914	0.1662		
total	Male	88	3.4774	0.1868	0.222	0.824
	female	126	3.4824	0.1377		

It is clearly observed from the graph that the gender don't have the significant different for job performance. Because all of the significant level are higher than 0.05.

Table 6: Marital status to job performance

dimensions	Marital status	number	average	standard deviation	t-value	Sig.
task	Married	88	3.863	0.1964	1.013	0.313
	single	126	3.83	0.2204		
Contextual	Married	88	3.17	0.18	1.145	0.255
	single	126	3.14	0.154		
Learning	Married	88	3.681	0.2593	1.061	0.291
	single	126	3.6392	0.2595		
innovation	Married	88	3.3951	0.2627	1.233	0.22
	single	126	3.3548	0.1924		
Total	Married	88	3.4892	0.1686	1.39	0.167
	single	126	3.4552	0.1579		

From the graph we can see that the marital status don't have the significant difference for the four – dimensional. Because all of the significant level are higher than 0.05.

Table 7: Education to job performance

		Sum of squares	df	Mean square	F	Sig.
task	Between Groups	1.018	1	0.255	2.213	0.069
	Within Groups	24.038	212	0.115		
	Total	25.056	213			
Contextual	Between Groups	5.432	1	1.358	10.151	0.000
	Within Groups	27.959	212	0.34		
	Total	33.391	213			
Learning	Between Groups	7	1	1.358	0.123	0.974
	Within Groups	18	212	10.765		
	Total		213			
innovation	Between Groups	7	1	1.859	13.335	0.00
	Within Groups	18	212	0.139		
	Total		213			

From the graph we can see that the sig of the learning and contextual factors are lower 0.05, there are significant differences. But the sig of task and learning factors are higher than 0.05, there are no significant differences.

Table 8: Job position level to job performance

		Sum of squares	df	Mean square	F	Sig.
task	Between Groups	15.889	1	15.889	30.790	0.000
	Within Groups	109.402	212	0.110		
	Total	25.056	213			
Contextual	Between Groups	7.787	1	3.893	32.085	0.000
	Within Groups	27.959	212	0.144		
	Total	33.391	213			
Learning	Between Groups	62.242	1	31.121	2.994	0.052
	Within Groups	2192.851	212	10.393		
	Total	2255.092	213			
innovation	Between Groups	5.809	1	2.905	19.921	0.000
	Within Groups	30.766	212	0.146		
	Total	36.575	213			

From the graph we can see that the sig of the task, innovation and contextual performance are reached 0.05, there are significant differences. And the sig of the learning performance is 0.052, there are significant differences.

5.4 The correlation analysis of Job position level and job performance

In terms of the method, this article mainly uses linear regression analysis to measure the degree of correlation pay satisfaction and job performance, and uses the pearson method to perform validate. This correlation analysis was performed in order to explore the one-on-one relationships between key variables. Results from correlation analysis are presented following tables.

Table 9: Job position and job performance

Correlation analysis		Pay level	Pay benefits	Pay raises	Pay structure and administration	Pay satisfaction
Job performance	Pearson Correlation	0.926**	0.902**	0.616**	0.919**	0.970**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	214	214	214	214	214

Note * p<0.05, **p<0.01, ***p<0.001

The overall correlation coefficient between pay satisfaction and job performance is 0.97, the significant level is 0.000 less than 0.01, which suggests that pay satisfaction and job performance is significant positive relationship. And the

significant levels of the four dimensions are all highly than 0.01, so the relationship between the four dimensions and job performance is significant positive correlation. The H2 was supported in these samples.

Table 10: Task performance and job performance

Correlation analysis		Pay level	Pay benefits	Pay raises	Pay structure and administration	Pay satisfaction
Task performance	Person Correlation	0.892**	0.917**	0.589**	0.845**	0.929
	Sig. (2-tailed)	0.002	0.000	0.001	0.002	0.001
	N	214	214	214	214	214

Note * p<0.05, **p<0.01, ***p<0.001

The correlation coefficient between pay satisfaction and task performance is 0.929, the significant level is 0.001 less than 0.01, which suggests that pay satisfaction and task

performance is significant positive relationship. These findings suggest that H2a Pay satisfaction of each dimension and task performance has a significant correlation.

Table 11: Contextual performance and pay satisfaction

Correlation analysis		Pay level	Pay benefits	Pay raises	Pay structure and administration	Pay satisfaction
Contextual performance	Person Correlation	0.402	0.568	0.454	0.363	0.352
	Sig. (2-tailed)	0.001	0.000	0.001	0.000	0.002
	N	214	214	214	214	214

Note * p<0.05, **p<0.01, ***p<0.001

The correlation coefficient between pay satisfaction and Contextual performance is 0.352, the significant level is 0.002 less than 0.01, which suggests that pay satisfaction and task performance is significant positive

relationship. These findings suggest that H2b Pay satisfaction of each dimension and Contextual performance has a significant correlation.

Table 12: Pay satisfaction and learning performance

Correlation analysis		Pay level	Pay benefits	Pay raises	Pay structure and administration	Pay satisfaction
learning performance	Person Correlation	0.914**	0.805**	0.561**	0.947**	0.942
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.001
	N	214	214	214	214	214

Note * p<0.05, **p<0.01, ***p<0.001

The correlation coefficient between pay satisfaction and learning performance is 0.942, the significant level is 0.001 less than 0.01, which suggests that pay satisfaction and

learning performance is significant positive relationship. These findings suggest that H2c Pay satisfaction of each dimension and learning performance has a significant correlation.

Table 13: Pay satisfaction and innovation performance

Correlation analysis		Pay level	Pay benefits	Pay raises	Pay structure and administration	Pay satisfaction
Innovation performance	Person Correlation	0.769**	0.807**	0.561**	0.811**	0.850**
	Sig. (2-tailed)	0.000	0.000	0.001	0.001	0.001
	N	214	214	214	214	214

Note * p<0.05, **p<0.01, ***p<0.001

The correlation coefficient between pay satisfaction and innovation performance is 0.850, the significant level is 0.001 less than 0.01, which suggests that pay satisfaction and innovation performance is significant positive

relationship. These findings suggest that H2d Pay satisfaction of each dimension and innovation performance has a significant correlation.

Table 14: Hypothesis testing

	Hypothesis	result
H1	Different demographic variables in terms of job performance will have differences.	partially supported. gender and married state have no significant influence to job performance.
H2	The relationship between pay satisfaction of each dimension and job performance of each dimension have a significant correlation.	support
H2a	Pay satisfaction of each dimension and task performance has a significant correlation.	support
H2b	Pay satisfaction of each dimension and learning performance has a significant correlation.	support
H2c	Pay satisfaction of each dimension and innovation performance has a significant correlation	support
H2d	Pay satisfaction of each dimension and relationship performance has a significant correlation.	Support

6. Discussion and Conclusion

Through analysis independent Sample t-test and one-way ANOVA, the staff's Characteristics have influence to job performance. The gender and marital status don't have the significant difference to job performance. The Work experiences in years and education have the significant difference to innovation and contextual performance. The Job position levels have the significant difference to the job performance. Through Correlation and regression analysis, we can find that there are significant positive correlation between four dimension of pay satisfaction and job performance.

From the conclusions we can draw that Job Performance will vary depending on the different characteristics of the different members of the organization. For members of different ages, backgrounds and positions, they have different pay policy and sensitivity to the organization, in order to achieve the differentiation pay policy, considering the employees' real demand and benefits. If the organization according to the employees' characteristics, especially the increasing number of 90's generation, designing a pay system for different members of the organization can significant improve the member of the pay satisfaction. Then it can improve the job performance. In this study, different education of the employees as the example, the employees have different education for the job performance that there are significant difference. And the higher the education level, the greater the degree of the difference job performance. So, the organization should strive to improve the education level of organization members, increased recruitment of highly educated staff, while organizations can provide some funds to encourage members of the in-service training, thereby increasing the job performance.

From the above analysis found that, Structure of enterprise's salary system have the significant influence to the job performance, in order to improve the job performance, it's necessary to design an salary system to suit for enterprise. According to the situation and characteristics of the enterprise to design. If the companies pay more attention to personal initiative and fighting spirit, it is more appropriate to adopt differentiated salary structure.

Pay satisfaction is an important factor affecting employee

job performance, but not the only factor. During the research and practice, we must pay attention to staff satisfaction, through the effort to improve the employee's pay satisfaction. And also combining the internal management, combine all aspects like recruitment, performance management and corporate culture, work together to improve employee performance.

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