

# The Relationship Between Job Satisfaction and Employee Performance of Teacher in N University, China

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At present, as of June 15, 2019, the Ministry of Education announced a total of 2,956 institutions of higher learning in China, including 2,688 regular institutions of higher learning (including 266 independent colleges) and 268 adult institutions of higher learning. At present, the development of colleges and universities is also facing serious problems. With the development and progress of the times, many colleges and universities are getting better and better, which is closely related to the teachers' strength and teachers' job satisfaction. It is very important to improve the job satisfaction of university staff. The introduction of teachers is crucial, and many schools are weak in teaching staff, which hinders the long-term development of schools. The turnover of teachers in colleges and universities is closely related to job satisfaction. At present, the overall turnover of teachers in colleges and universities is too frequent. The rapid development of China's colleges and universities is still expanding the scale of development, which requires more teachers. In the ensuing enterprise competition, university positions are not dominant, mainly in the current life, salary is very important, family expenses, parents, and children's expenses are getting higher and higher, but the salary of university teachers cannot keep up with the development of the times. At present, one of the problems in colleges and universities is that salary promotion is not friendly to teachers with old qualifications, high academic qualifications, and high professional titles. Therefore, to improve the job satisfaction of college teachers is the only way for the long-term development of colleges and universities. This study investigated the relationship between job satisfaction and employee performance among 341 teachers from N University in Nanning, Guangxi province, China. The independent variable is six factors of job satisfaction, including working environment, salary and promotion, job security, relationship with colleagues, relationship with supervisor, and fairness level. The dependent variable is three factors of employee performance, including enthusiasm, availability, and job engagement. Finally, through data analysis, it was concluded that there was a positive correlation between teachers' job satisfaction and staff performance in N University.

Keywords: employee performance, job satisfaction, N the university, correlation

# Introduction

N University, located in Nanning, Guangxi, has a history of 10 years since its establishment in 2011. At present, there are 18,000 full-time students. N University has 341 faculty members. Since the graduation of the first graduates, the number of alumni is close to 100,000. At present, there are 341 teachers in school (The N university's register, 2021).

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N University has started the employee performance appraisal mechanism since 2016. The specific methods are monthly appraisal and annual appraisal. The assessment includes work discipline, work attitude, interpersonal relationship, work ability, and work performance. According to the provisions of performance appraisal, the appraisal results will be used for bonus distribution. With the rapid expansion of college enrollment in recent years, the number of college teachers has changed from the original surplus to the current relative shortage. At present, teachers' posts are not only highly mobile, but also the quality of teachers is gradually declining. While the scale of education expands, the teaching quality and staffing show a downward trend.

In March 2021, a questionnaire survey showed that college teachers were more satisfied with salary, welfare policies, working environment, and promotion conditions. Salary satisfaction is 55.43%, very satisfaction is 23.75%, welfare policy satisfaction is 35.78%, very satisfaction is 29.33%, working environment satisfaction is 55.72%, very satisfaction is 24.34%, promotion conditions satisfaction is 36.95%, very satisfaction is 29.33%.

In term of job satisfaction, when teachers working in N universities feel positive in their task, college teachers directly affect job loyalty. There are some questions if university reduces the mobility of teachers' posts, it may be imperative to improve teachers; job satisfaction.

Moreover, employee performance related to it is a manifestation of personal interests. Employee reasonable performance management policy not only improves employees' enthusiasm and engagement, increases employees' performance compensation, but also improves job satisfaction and reduces job mobility. Therefore, there is a correlation between teachers' job satisfaction and employees' performance.

Through a large number of literature searches, questionnaires, and interviews, such as: the impact of job satisfaction, work-life balance, and organizational commitment on employee performance, the research topic and purpose of this paper are determined. The purpose of this study is to investigate the job satisfaction factors of N University teachers, determine the employee performance factors of N university teachers, and analyze the relationship between the job satisfaction of N university teachers in China and employee performance. This study can understand the current situation of university teachers' job satisfaction and problems existing in employee performance, as well as the relationship between job satisfaction and employee performance, and provide a reasonable case basis for other universities.

N University is the most representative of the university in Nanning, China, 341 in total including faculty, teachers' education in undergraduate course more (70.97%), in order to encourage and support the young teachers in the enthusiasm of record of formal schooling and title on ascension, of the university of N in the promotion, salary system is very important for the satisfaction, so it also is the most representative research university.

## Literature Review and Hypothesis Development

Frederick has tried to modify Maslow's need Hierarchy theory. His theory is also known as two-factor theory or Hygiene theory. He stated that there are certain satisfies and dissatisfies for employees at work. Intrinsic factors are related to job satisfaction while extrinsic factors are associated with dissatisfaction. He devised his theory on the question: "What do people want from their jobs?" He asked people to describe in detail such situations when they felt exceptionally good or exceptionally bad. From the responses that he

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received, he concluded that opposite of satisfaction is not dissatisfaction. Removing dissatisfying characteristics from a job does not necessarily make the job satisfying. He states that presence of certain factors in the organization is natural and the presence of the same does not lead to satisfaction. However, their non response leads to dissatisfaction. In similar manner there are certain factors, the absence of which causes no dissatisfaction, but their presence has motivational impact. Also known as "incentive health care theory". American psychologist Herzberg proposed in 1959. He divided the relevant factors in the enterprise into two types: satisfaction factors and dissatisfaction factors. Satisfaction factors refer to the factors that can satisfy and motivate people. Dissatisfaction factors refer to the factors that are easy to produce opinions and negative behaviors, that is, health factors. He believes that these two factors are the main factors affecting employee performance. The contents of health care factors include the company's policy and management, supervision, salary, colleague relationship, and working conditions. These factors are factors other than work. Performance is associated with quantity of output, quality of output, timeliness of output, presence/attendance on the job, efficiency of the work completed, and effectiveness of work completed. Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. Aguinis, H. (2009) described that "the definition of performance does not include the results of an employee's behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work" (p.). Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which make it possible to perform better than others, determinants of performance may be such as "declarative knowledge", "procedural knowledge", and "motivation" McCloy, R. A., Campbell, J. P., & Cudeck, R. (1994). HR practices have positive impact on performance of individuals. Carlson JM, et al. (2006) proposed five human resource management practices that affect performance which are setting competitive compensation level, training and development, performance appraisal, recruitment package, and maintaining morale. Tessema, M. and Soeters, J. (2006) have carried out study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure, and pension or social security in relation with the perceived performance of employees. Therefore, it is concluded that these HR practices have positive and significant associations with the perceived performance of employees.

### **Job Satisfaction**

George Elton Mayo, the founder of interpersonal relationship theory, is the founder of various emerging theoretical studies in the theoretical stage of Behavioral Science (1930s to 1960s). He originated in Australia and later moved to the United States. American behavioral scientist and academician of the American Academy of Arts and Sciences conducted the famous Hawthorne experiment. His main representative works include people in the organization and Management and morale. Mayo's important contribution to interpersonal relationship theory mainly includes two aspects: one is the discovery of Hawthorne effect, that is, all the effects caused by "being noticed"; the other is the creation of interpersonal relationship theory. This theory puts forward four different views from traditional management.

First, the traditional management is matter centered. The theory "focuses on people and makes great efforts to encourage people's enthusiasm".

Second, traditional management assumes people as "economic people" and believes that money is the only driving force to stimulate enthusiasm. "Interpersonal relationship theory" holds that man is a "social man", which not only needs material and money, but also needs society and psychology.

Third, interpersonal relationship theory "proves that the rise and decline of productivity depend largely on the attitude of employees, that is, morale" (George Elton Mayo, the 1930s to the 1960s.).

Fourth, traditional management only pays attention to the influence of "organization" on employees' enthusiasm. According to the "interpersonal relationship theory", non-organizational factors will also affect employees' emotion and enthusiasm (George Elton Mayo, the 1930s to the 1960s.).

In 1973, Schneider put forward the demand satisfaction theory, that is, the work itself has some inherent characteristics, which are related to personal needs, and personal needs have unique stability and certainty. If personal needs can be matched with job characteristics, personal job satisfaction can be promoted; On the contrary, they are not satisfied. Maslow believes that first of all, physiological needs refer to meeting the most basic needs of survival and are people's main survival motivation. Compared with other needs, physiological needs are absolutely dominant; Secondly, safety needs appear after human physiological needs are met, which is the expectation of sustainable stability or predictable safety in the future, such as food safety, housing security, job stability, etc.; Third, when it comes to social needs, generally speaking, people are social animals, don't Hierarchical needs theory: like loneliness, and want to have their own social circle. WeChat, which is particularly popular recently, is that We have grasped people's social needs and the product design concept of social grouping, which has achieved great success; Then there is the need for self-esteem. In fact, self-esteem is not unique to adults. It has been obvious in children. If most children's self-esteem has not been cared for a long time, their personality will have a negative impact in their whole life; Finally, it is also the highest level of need, that is, the need for self-realization. People have the need to hope for success. Getting attention, recognition, and sense of achievement can make people obtain a great sense of spiritual satisfaction, which cannot be replaced by any material. Generally speaking, the first three needs can be met by external factors, and the latter two can only be met by internal spiritual level. The Adams Equity Theory was developed by the American psychologist John Stacey Adams in 1963. It's about the balance between the effort an employee puts into their work (input), and the result they get in return (output). Input includes hard work, skills, and enthusiasm. Output can be things like salary, recognition, and responsibility. Which can also be called social comparison theory. He refers to the irrationality and inequality in the distribution of benefits that affect the individual's work enthusiasm and commitment. Only when individuals feel that their investment has gained relative benefits, can they not produce unfairness in their hearts. Employee's sense of fairness not only refers to the income and expenditure status of the individual's work, but also pays much attention to the income and expenditure status of others. The employee's sense of justice comes from two aspects, one is the individual's own income and expenditure status, and the other is the income and expenditure status of others. Comparing your income and expenditure with your own, if you do the same job and others earn better than your own, the individual is likely to feel unfair. Once people feel the sense of injustice they have received, they will find ways to change their behavior, change their input, or change the objects of comparison, and demand a sense of fairness to satisfy themselves, In the college teachers group, teachers benefits mainly include income from

material rewards and promotion of professional titles, social prestige, training, etc. The degree of satisfaction of these benefits is an important factor in teacher satisfaction. Fairness theory is of great significance for improving the management system of college teachers, and for improving college teachers' job satisfaction and teachers' job performance. Therefore, colleges and universities should implement a fair and impartial management system, and try to ensure fairness and justice when motivating, so that teachers feel that the pay is consistent with the rewards, so as to reduce the unfair feelings of teachers and affect the performance of teachers. Job satisfaction included working environment, pay and promotion, job security, relationship with coworkers, relationship with supervisor, level of fairness. There are six variables from Guo Qiuyue's (2021, pp. 120-125) article: "Research on the Current Situation and Influencing Factors of Teachers' Job Satisfaction—A Case Study of Colleges and Universities in Fujian" and Shuai Rongmei's (2021) who article title is "Investigation and Analysis on Job Satisfaction of Teachers in Local Colleges and Universities". They confirmed these job satisfaction factors.

#### Methodology

#### The Population and Group Example

There are 341 teachers in N University (The N University register, 2021).

## **The Research Instrument**

This research instrument is using a Chinese version which has already been confirmed by the language professional that the translation from an English version is similar in meaning. The research study process consisted of three parts:

Part 1 Personal information

There are six questions asking for identify teacher in N University, which include gender, age, income, education background, work period, and position with using multiple choices.

Part 2. Job satisfaction

There are 30 questions asking for survey how teachers are satisfied with their job, which are divided into six factors using a Likert 5-point scale to measure the respondents' degree of satisfaction with each description, namely: 1 = very dissatisfied, 2 = dissatisfied, 3 = commonly, 4 = satisfied, 5 = very satisfied.

Part 3. Employee performance

There are 12 questions asking for survey how teachers feel with their performance, which are divided into three factors using a Likert 5-point scale to measure the respondents' degree of satisfaction with each description, namely: 1 = very dissatisfied, 2 = dissatisfied, 3 = commonly, 4 = satisfied, 5 = very satisfied.

#### **Research Validity/Reliability**

The intrinsic reliability of the data in this study was analyzed by the Cronbach  $\alpha$  coefficient (Alpha reliability coefficient), which was 0.942 > 0.7. The questionnaire showed good internal consistency.

## Table 1

Cronbach's alpha (a)reliability analysis

| Cronbach's alpha ( $\alpha$ ) | N of items |
|-------------------------------|------------|
| 0.942                         | 45         |

Analysis of validity: The intrinsic reliability of the data in this study was analyzed by the Cronbach  $\alpha$  coefficient (Alpha reliability coefficient), which was 0.942 > 0.7. The questionnaire showed good internal consistency.

| Table 2                                |                        |           |  |
|--|------------------------|-----------|--|
| KMO and Bartlett Tests                 |                        |           |  |
| Method of calibration                  |                        | Price     |  |
| КМО                                    |                        | 0.905     |  |
|  | Approximate chi square | 10473.332 |  |
| Test of the sphericity of the Bartlett | Free degree            | 990       |  |
|  | Conspicuousness        | 0.000     |  |

KMO test results showed that KMO was 0.905 > 0.9, with good validity (KMO and Bartlett tests).

#### Results

## **Correlation Analysis**

## Table 3

The Results Are As Follows: There Is a Positive Correlation for Each Index Pair (p < 0.05)

|                                    | Work<br>enviro<br>nment | Compens<br>ation and<br>promotion | Job<br>security | Relationship<br>with<br>colleagues | Relationship<br>with<br>supervisor | Level of fairness | Positive<br>and<br>optimistic | Easy<br>access | Work<br>agreement |
|------------------------------------|-------------------------|-----------------------------------|-----------------|------------------------------------|------------------------------------|-------------------|-------------------------------|----------------|-------------------|
| Work<br>environment                | 1.000                   | -                                 |                 |                                    |                                    |                   | -                             |                |                   |
| Compensation and promotion         | 0.351**                 | 1.000                             |                 |                                    |                                    |                   |                               |                |                   |
| Job security                       | 0.348**                 | 0.438**                           | 1.000           |                                    |                                    |                   |                               |                |                   |
| Relationship<br>with<br>colleagues | 0.267**                 | 0.332**                           | 0.330**         | 1.000                              |                                    |                   |                               |                |                   |
| Relationship<br>with<br>supervisor | 0.287**                 | 0.257**                           | 0.235**         | 0.186**                            | 1.000                              |                   |                               |                |                   |
| Level of fairness                  | 0.243**                 | 0.286**                           | 0.304**         | 0.224**                            | 0.260**                            | 1.000             |                               |                |                   |
| Positive and optimistic            | 0.239**                 | 0.240**                           | 0.244**         | 0.232**                            | 0.161**                            | 0.319**           | 1.000                         |                |                   |
| Easy access                        | 0.255**                 | 0.404**                           | 0.332**         | 0.283**                            | 0.192**                            | 0.208**           | 0.170**                       | 1.000          |                   |
| Work<br>agreement                  | 0.507**                 | 0.549**                           | 0.563**         | 0.423**                            | 0.449**                            | 0.498**           | 0.472**                       | 0.428**        | 1.000             |

Correlation analysis is the process of describing and analyzing the nature of the interrelationship between two or more variables and their degree of correlation.

\* in the upper right corner of the correlation coefficient; no relation. When the correlation coefficient is greater than 0, it indicates a positive correlation between two variables and less than 0 indicates a negative correlation between two variables.

\*\* represents at 0.01 level (double tail), the correlation is significant, so it can be seen from the above table, most variables have a significant correlation between pairs, in which the correlation coefficient of each variable is greater than 0, indicating a significant positive relationship.

#### **Regression Analysis**

## Table 4

Correlation Analysis Between Positive Optimism of Dependent Variables and Independent Variables

| Model summary |                    |          |                   |                                 |  |  |  |  |
|---------------|--------------------|----------|-------------------|---------------------------------|--|--|--|--|
| Model         | R                  | R square | Adjust to party R | Error of the standard estimates |  |  |  |  |
| 1             | 0.386 <sup>a</sup> | 0.149    | 0.136             | 3.86637                         |  |  |  |  |

<sup>a</sup> Predictor variables: (constant), fairness, relationship with colleagues, relationship with supervisor, job security, compensation and promotion.

The above table shows the correlation values of the independent variables (R = 0.38). The R square value is 14.9% of the explained variance, and the adjusted R square value 13.6% explains the number of predictors in the model.

Table 5

ANOV<sup>a</sup> aanalysis of positive and optimistic degree of dependent variable and independent variable

|                      | ANOVA <sup>a</sup> |               |                 |             |                    |            |                         |         |  |
|----------------------|--------------------|---------------|-----------------|-------------|--------------------|------------|-------------------------|---------|--|
| Model                |                    | Quadratic     | sum Free        | degree      | Mean square        | F          | Conspicuo               | ousness |  |
|                      | Regression         | 877.552       | 5               |             | 175.510            | 11.741     | $0.000^{b}$             |         |  |
| 1                    | Residual           | 5007.856      | 335             |             | 14.949             |            |                         |         |  |
|                      | Amount to          | 5885.408      | 340             |             |                    |            |                         |         |  |
|                      |                    | Regression    | с :             | The 95.0%   | confidence interva | l of the B | Collinearity statistics |         |  |
| Metric               |                    | coefficient B | Conspicuousness | Lower limit | Superior           | limit      | Tolerance               | VIF     |  |
| (constar             | nt)                | 8.971         | 0.000           | 6.093       | 11.849             |            |                         |         |  |
| Comper<br>promoti    | nsation and<br>on  | 0.082         | 0.139           | -0.027      | 0.190              |            | 0.738                   | 1.355   |  |
| Job secu             | urity              | 0.081         | 0.133           | -0.025      | 0.187              |            | 0.738                   | 1.355   |  |
| Relation colleagu    | nship with<br>1es  | 0.113         | 0.038           | 0.006       | 0.219              |            | 0.835                   | 1.198   |  |
| Relation<br>supervis | nship with<br>sor  | 0.037         | 0.504           | -0.071      | 0.144              |            | 0.883                   | 1.133   |  |
| Level of             | f fairness         | 0.225         | 0.000           | 0.120       | 0.329              |            | 0.844                   | 1.185   |  |

<sup>a</sup> Caused variable: positive and optimistic.

<sup>b</sup> Predictor variables: (constant), fairness, relationship with colleagues, relationship with supervisor, job security, compensation and promotion.

The data reported in the ANOVA above table were fitted to the regression equation. The regression value is significant (p < 0.05) and it represents the overall significant predictor of marketing mix on customer brand loyalty.

The regression model was established between the six dimensions of positive and independent variables. The model was constructed as follows: F = 11.741, p < 0.05, model fitting was successful, and the collinear diagnosis results showed that tolerance is less than 1, VIF is less than 10, suggesting no multicollinearity, colleague relationship and fairness of the model were statistically significant (p < 0.05), and the regression coefficient was greater than 0, indicating that colleague relationship and fairness had positive effects.

The data results show that there is a positive correlation between the positive optimism and the independent variables.

### Table 6

Correlation Analysis Between Dependent Variables and Independent Variables

| Model summary |                    |          |                   |                                 |  |  |  |  |
|---------------|--------------------|----------|-------------------|---------------------------------|--|--|--|--|
| Model         | R                  | R square | Adjust to party R | Error of the standard estimates |  |  |  |  |
| 1             | 0.462 <sup>a</sup> | 0.213    | 0.202             | 3.59261                         |  |  |  |  |

<sup>a</sup> Predictor variables: (constant), fairness, relationship with colleagues, relationship with supervisor, job security, compensation and promotion.

The above table shows the correlation values of the independent variables (R = 0.46), the R square value is 21.3% of the explained variance, and the adjusted R square value 20.2% explains the number of predictors in the model.

| ANOVA <sup>a</sup>                 |                  |                 |  |                |           |                    |  |  |  |
|------------------------------------|------------------|-----------------|--|----------------|-----------|--------------------|--|--|--|
| Model                              |                  | Quadratic sum   | Free degree  | Mean square    | F         | Conspicuousness    |  |  |  |
|                                    | Regression       | 1173.065        | 5  | 234.613        | 18.177    | 0.000 <sup>b</sup> |  |  |  |
| 1                                  | Residual         | 4323.792        | 335  | 12.907         |           |                    |  |  |  |
|                                    | Amount to        | 5496.856        | 340  |                |           |                    |  |  |  |
|                                    | Regression       |                 | The 95.0% confidence interval of the B Collinearity statistics |                |           |                    |  |  |  |
| Metric                             | coefficient<br>B | Conspicuousness | Lower limit  | Superior limit | Tolerance | VIF                |  |  |  |
| (constant)                         | 8.398            | 0.000           | 5.724  | 11.073         |           |                    |  |  |  |
| Compensation and promotion         | 0.247            | 0.000           | 0.146  | 0.347          | 0.738     | 1.355              |  |  |  |
| Job security                       | 0.129            | 0.010           | 0.031  | 0.228          | 0.738     | 1.355              |  |  |  |
| Relationship<br>with<br>colleagues | 0.118            | 0.019           | 0.019  | 0.217          | 0.835     | 1.198              |  |  |  |
| Relationship<br>with<br>supervisor | 0.052            | 0.305           | -0.048   | 0.153          | 0.883     | 1.133              |  |  |  |
| Level of<br>fairness               | 0.041            | 0.409           | -0.056   | 0.138          | 0.844     | 1.185              |  |  |  |

 Table 7

 ANOVAa analysis of dependent and independent variables

<sup>a</sup> Depactor variable: accessible.

<sup>b</sup> Predictor variables: (constant), fairness, relationship with colleagues, relationship with supervisor, job security, compensation and promotion.

The data reported in the ANOVA above table was fitted to the regression equation. The regression value is significant (p < 0.05) and it represents the overall significant predictor of marketing mix on customer brand loyalty.

The regression model was established between six dimensions of dependent variable accessibility and job satisfaction. The model was constructed as follows: model detection F = 18.177, p < 0.05, model fitting was successful, and collinear diagnosis showed that the tolerance was less than 1, VIF was less than 10, suggesting no multicollinearity. Compensation and promotion, job security, and relationship with colleagues were statistically significant (p < 0.05), and the regression coefficient was greater than 0, indicating that the positive impact of salary and promotion, job security, and relationship with colleagues were easily accessible.

The data results show that the dependent variables are easily close to the independent variables.

## Table 8

Correlation Analysis Between the Working Agreement of Dependent Variables and Independent Variables

| Model summary |                    |          |                          |                                 |  |  |  |  |
|---------------|--------------------|----------|--------------------------|---------------------------------|--|--|--|--|
| Model         | R                  | R square | Adjust to party <i>R</i> | Error of the standard estimates |  |  |  |  |
| 1             | 0.763 <sup>a</sup> | 0.582    | 0.576                    | 3.63913                         |  |  |  |  |

<sup>a</sup> Predictor variables: (constant), fairness, relationship with colleagues, relationship with supervisor, job security, compensation and promotion.

The above table shows the correlation values of the independent variables (R = 0.76), the R square value is 58.2% of the explained variance, and the adjusted R square value 57.6% explains the number of predictors in the model.

|                          | ANOVA <sup>a</sup> |               |         |                 |          |           |            |            |             |           |                   |
|--------------------------|--------------------|---------------|---------|-----------------|----------|-----------|------------|------------|-------------|-----------|-------------------|
| Model                    |                    |               | Quadra  | tic sum         | Free deg | ree       | Mean squa  | are        | F           | С         | onspicuousness    |
|                          | Regr               | ession        | 6172.04 | 45              | 5        |           | 1234.409   |            | 93.210      | 0         | .000 <sup>b</sup> |
| 1                        | Resid              | lual          | 4436.49 | 95              | 335      |           | 13.243     |            |             |           |                   |
|                          | Amo                | unt to        | 10608.5 | 540             | 340      |           |            |            |             |           |                   |
| Matria                   |                    | Regression    | n       | Commission      | 1100000  | The 95.0  | % confiden | ce interva | al of the B | Colline   | arity statistics  |
| Metric                   |                    | coefficient B |         | Conspicuousness |          | Lower lin | nit        | Superior   | · limit     | Tolerance | VIF               |
| (constant)               |                    | -11.166       |         | 0.000           |          | -13.875   |            | -8.457     |             |           |                   |
| Compensa<br>and promo    | ation<br>otion     | 0.312         |         | 0.000           |          | 0.210     |            | 0.414      |             | 0.738     | 1.355             |
| Job securi               | ty                 | 0.338         |         | 0.000           |          | 0.239     |            | 0.438      |             | 0.738     | 1.355             |
| Relationsh with colles   | nip<br>agues       | 0.200         |         | 0.000           |          | 0.100     |            | 0.300      |             | 0.835     | 1.198             |
| Relationsh<br>with super | 1ip<br>rvisor      | 0.311         |         | 0.000           |          | 0.210     |            | 0.413      |             | 0.883     | 1.133             |
| Level of fairness        |                    | 0.325         |         | 0.000           |          | 0.226     |            | 0.423      |             | 0.844     | 1.185             |

ANOVAa analysis of dependent variable and independent variable working protocol

<sup>a</sup> Dependent variable: work agreement.

<sup>b</sup> Predictor variables: (constant), fairness, relationship with colleagues, relationship with supervisor, job security, compensation and promotion.

The data reported in the ANOVA above table were fitted to the regression equation. The regression value is significant (p < 0.05) and it represents the overall significant predictor of marketing mix on customer brand loyalty.

A regression model was established between dependent variable work agreement and independent variable job satisfaction. The model was constructed in the table above.

Follows: model test F = 93.210, p < 0.05, model fitting was successful, and collinear diagnosis results showed that tolerance was less than 1, VIF was less than 10, indicating that there was no multicollinearity. Compensation and salary, promotion, job security, relationship with colleagues, supervisor, and fairness were statistically significant (p < 0.05), and the regression coefficient was greater than 0, indicating that all five independent variables positively affected the work agreement.

The data results show that there is a positive correlation between the dependent variable working agreement and the independent variable.

To sum up: the three dimensions of positive and optimistic dependent variable employee performance, accessibility, job agreement, and independent variable job satisfaction are positively related. Thus, the assumption that a positive correlation between H11 dependent and independent variables holds.

### Discussions

The three objectives of this study are: the first is to investigate the factors of job satisfaction in N University, the second is to determine the factors of teacher performance in N University, and the third is to analyze the relationship between teacher job satisfaction and employee performance in N University in China.

First, The findings suggest that N University faculty job satisfaction factors include: working environment, pay and promotion, job security, relationship with co-workers, relationship with supervisor, level of fairness.

Second, the factors of faculty performance at N University include: positive, accessible, work engagement. Third, hypothesis of the study:

H1: there is a correlation between job satisfaction and employee performance.

Table 9

H01: there is no positive correlation between job satisfaction and employee performance.

H11: job satisfaction is positively correlated with employee performance.

The results show that universities must strengthen the implementation of employee performance. Performance is necessary for college teachers, performance will affect the enthusiasm of college teachers to work. Essentially, Robbins and Judge (2013) also explained that job satisfaction depicts a positive perception towards a particular job, resulting by assessment of its characteristic. In other words, workers who sustain extraordinary level of job satisfaction hold positive discernment towards his/her work. On the opposite, employees with low satisfaction tend to consume bad perception toward their job. According to Maurizio Pugno, Sara Depedri. (2009), the relationship between job satisfaction and employee performance is clear. Their research shows that job satisfaction was found to be positively correlated with employee performance. Moreover, as discussed by Coomber, B. and Barriball, K. L. (2007) employees with high job satisfaction will work in healthier mood and they are ready to learn more skills which can lead to promotion in their job performance. This view is supported by Leroy, H., Anseel, F., Gardner, W. L., & Sels, L. (2015) that also clarified the positive toward their job and higher motivation, the higher performance will have. Therefore, based on above discussion, there is a positive correlated with employee performance at N University. H11: job satisfaction is positively correlated with employee performance is established.

# Conclusion

This study investigates the correlation between job satisfaction and employee performance in N University. The results of regression analysis show that there is a positive correlation between teachers' job satisfaction and staff performance in N University. In other words, the independent variable job satisfaction has a positive impact on the dependent variable employee performance. The higher the job satisfaction of teachers, the higher the support of the employee performance appraisal system of N University. Suppose H11 holds.

#### Recommendations

The results of this study have certain reference value for N University to improve teachers' job satisfaction, and to provide a reasonable case basis for other universities.

The research results show that the current situation of job satisfaction of teachers in N University is generally well evaluated, but a series of problems emerged in the survey. Most of the teachers in N University are undergraduates, which indicates that the talent introduction of N University is not smooth at present, which is very unfavorable to the development of colleges and universities. For long-term development of colleges and universities, it is crucial to improve scientific research and introduce advanced talents. The research results show that there is a positive correlation between teachers' job satisfaction and staff performance in N University, teachers' demand for performance is reasonable, and the more reasonable the performance system is, the higher the job satisfaction of teachers will be.

This paper studies the relationship between teachers' job satisfaction and employees performance and concludes that there is a positive correlation between them job satisfaction of intrinsic and extrinsic element in line with that, when administrative staff have high level of job satisfaction it can be elevated to them work harder so as to have positive impact on their job performance. Furthermore, intrinsic factors for job satisfaction play its role. When administrative staff get appreciation from the management, they tend to become motivated.

As a consequence, they will transfer their motivation energy to work harder that significantly will give positive impact to their job performance.

Therefore, improving the performance management system of teachers is conducive to improving teachers' job satisfaction.

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