The Influence of Pay Satisfaction on Work Performance and Team Performance of New Generation Employees in Private Enterprises

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Abstract

This study mainly aims to investigate the influence of pay satisfaction of new generation employees on their job performance and team performance. The data were collected by using questionnaire survey from 320 employees of private companies in Nanning, Guangxi Zhuang. This study employs descriptive statistics and regression analysis to illustrate an empirical analysis on the relationship of employees' pay satisfaction to team performance and work performance. The results show that pay satisfaction has a significant positive influence on work performance, also team performance has a significant positive impact on work performance. These indicate that when the new generation of employees are satisfied with their own payment, their work performance and team performance will be higher.

Keywords: New generation employees, Pay satisfaction, Work performance, Team performance, Private company

Introduction

After entering the 21st century, employees born in the 1990s have begun to appear in the workplace. Together with those born in the 1980s, they will become the new and main force in China's workplace. After summarizing various scenarios of market competition within enterprises, the most fundamental reason in the 21st century is the competition of talents needed by enterprises. Talents have become the scarcest resources in the process of sustainable development of modern enterprises. At present, the effect of compensation management on talent attraction and talent stability is still the most direct and always in the upmost place (Kang, 2015). As a professional field of human resource management, this is a prominent research direction, and the pay satisfaction of employees is always one of the main standards to judge the salary system and enterprise management level of the new generation employees (NGEs) in an enterprise. Pay satisfaction is a key factor that can directly affect the team performance and work efficiency of the NGEs.

This study selects private manufacturing enterprises in Nanning High-tech Zone as the case study. The main reason is that Nanning is the China-ASEAN new smart city collaborative innovation centre, as well as the ASEAN-oriented smart city technology innovation, industrial collaboration and application demonstration centre. At present, more than 20 well-known domestic private enterprises and ASEAN enterprises have settled in Nanning, among which the number of NGEs is relatively large. Meanwhile, when studying the relationship between team performance, work performance and pay satisfaction, it is crucial to communicate more with respondents; the geographical location with close contact with respondents is particularly important.

Nanning is speeding up the transformation of the old driving forces and promoting the transformation and upgrading of traditional industries with bright industrial development features, highlighting the trend of high-quality development of private enterprises. Based on the rapid industrial development of Nanning, the introduction and management of talents is essential. The enterprises in Nanning need to explore the relationship between pay satisfaction and work performance and conduct a

comprehensive analysis and research on the work of the NGEs in combination with team performance. The results then provide theoretical support for private enterprises in Nanning in terms of the salary management model of employees.

Problem statement

The research on the NGEs must go beyond the traditional mode of fixed salary management, and further explore the relationship between pay satisfaction and work performance, combined with team performance, to conduct a comprehensive analysis and research on the work of the NGEs. In today's work environment, performance-based pay packages focusing only on material benefits are no longer appropriate; because, salary is a kind of reward to stimulate employees after they participate in labour. And incentive activities are a psychological process to meet and stimulate employees' labour needs and motivate employees' competitive behaviour. If companies aim to become stronger, they have to pay more attention to their employees and the problems they may encounter at work. Therefore, this study attempts to excavate the relationship between pay satisfaction, team performance and work performance, by taking the NGEs of private enterprises in Nanning as the research objects to conduct empirical investigations and analysis.

Research objectives

1) To investigate the influence of pay satisfaction on work performance of the new generation employees.
2) To investigate the influence of pay satisfaction on team performance of the new generation employees.

Literature review

New Generation Employees (NGEs)

At present, scholars' research mainly focuses on the post-80s generation. The term, first coined by writer Gong Xiaobing, was used to refer to young writers born between 1980 and 1989, but now the term has been extended to cover all fields to refer to the majority of the new generation. Through literature review and analysis, it is found that Chinese researchers mainly define the NGEs via the following 2 perspectives.

1) Definition from the perspective of time and birth year - it refers to the date of birth of employees as the main standard to classify the new generation of employees. At present, domestic researchers generally adopt this perspective. For example, Xie (2007) believes that "post-1980s" refers to the new generation group born in the 1980s and newly entered the society, who are in the stage of career exploration (2007).

2) Definition from the perspective of growth background - based on birth years, this perspective adds elements such as growing backgrounds to the classification of the new generation. For example, He(2006) considers the importance of science and technology in the growth environment of the post-80s generation, pointing out that they are the generation growing up with computers and the internet. Ding Jiayong(2007) narrows the group scope of the post-1980s generation, believing that it mainly refers to the generation of only children born after the 1980s (Zhang & Zhou, 2015).

Therefore, in order to better fit with the development and changes of the times, the NGEs in this paper is defined as those born after 1980s, with a high school, college or bachelor's degree or above.

Salary and pay satisfaction
Concept of salary

Salary refers to the sum of monetary and non-monetary remuneration that employees get from the enterprise organization after paying their collective labour for the enterprise organisation. Lawler first proposed the differentiated compensation theory, that is, the comparison of expected and actual salary received by employees in the enterprise where different types of compensation carried out. If the expected

salary is much higher than the actual salary, the employee's pay satisfaction will be reduced; if the actual salary is higher than or equal to the expected salary, the employee's pay satisfaction will be higher (Lawler, 1971).

Concept of pay satisfaction and its influencing factors

Based on a large number of studies, scholars concluded that the main factors affecting employees' final satisfaction level with salary can be roughly summarised into 6 aspects, which are: The actual situation of enterprises; the comparison of effort and gain; the external pressure in real life; the comparison of pay levels; pay equity; the social status levels that need to be dealt with (Yang & Wang, 2012)

Concept of work performance

Sui and Wang (2013) put forward that the research on work performance should not only pay attention to the results of work, but also to the process of work, and that work performance is a collection of work processes and results made by employees in a specific period of time, which is related to work tasks and objectives and can be evaluated according to certain standards. Based on the definitions of scholars at home and abroad, this study believes that work performance indicators at work are the collection of various behaviours and work results of employees in the work process, which are beneficial to the completion of work tasks and goals.

Concept of team performance

Among much research on team performance, the definitions by Luthans (1990); Guzzo and Shea (1992) on team performance are the most popular. Luthans (ibid) believes that team performance mainly includes 3 aspects: The team's achievement of the established goals of the organisation; the satisfaction of team members; the ability of team members to continue to collaborate (Luthans, 2016).

Overview of the relationship between pay satisfaction, work performance and team performance

In many enterprises and organisations, pay satisfaction is usually a balance state generated in psychology by examining whether employees are satisfied with their job needs or values, while work performance evaluation is a comprehensive evaluation system for enterprise behaviour and employee work results.

1) The relationship between pay satisfaction and work performance - only when the pay satisfaction is achieved, the work performance will be enhanced. The relationship between pay satisfaction and work performance can be regarded as a process of mutual interaction and influence on work (May, Gilson, & Harter, 2002).

2) The relationship between pay satisfaction and team performance - some scholars have found that the decrease of employee's pay satisfaction may have a certain influence on team performance. Low pay satisfaction means low team performance (Wang & Liu, 2013).

3) The relationship between team performance and work performance - if an employee's team performance is high, they will be prone to pay a voluntary effort to maintain a higher consciousness, strive to achieve the job requirements and maintain high work performance, abide by the rules and regulations, unite the company all staff and colleagues, actively cooperate and work hard with the company supervisor and related departments to carry out his/her duty .

Hypothesis development

Relationship between pay satisfaction and work performance

The significant reduction of pay satisfaction may directly affect the performance of daily business work management system as a whole. Wang Jianwu took the NGEs born after 1980s as the research object to conduct empirical analysis by studying their salary, welfare, promotion, structure and other aspects. His research shows that there is a significant relationship between the pay satisfaction of the

NGEs and work performance (Wang, 2017). Therefore, it can be seen from the above theory that, for the NGEs, pay satisfaction mainly includes employees' demands for life and work. Only by achieving work performance through work tasks can they obtain more pay for the necessities of life. Based on this, the following hypothesis is proposed:

Hypothesis 1: *Pay satisfaction of the NGEs in private enterprises has a positive and significant influence on individual work performance.*

Relationship between pay satisfaction and team performance

Most experts in psychology have proposed that people's team performance at work is composed of different work cognition and emotion. The so-called work cooperation attitude refers to a state of performance at work. According to the current work labour engagement theory and labour motivation analysis model, when the current work cooperation needs (meets?) their own preferences, individuals are likely to have emotional cognition in the process of work, and then gradually increase the degree of teamwork at work, that is, to improve team performance. Therefore, when the work goal cannot be truly realized and once an individual needs new expectations, s/he may gradually be alienated from the new work and will not be more willing to fully invest in the new work. The overall work salary includes 2 basic points: external employees' basic work salary for safe work and internal compulsory work salary. In terms of salary security, it can effectively and fully meet the basic needs of daily work, life and upbringing of the frontline NGEs. It can be seen that if the pay satisfaction of the NGEs is higher, their team performance will be improved accordingly. Based on this, the following hypothesis is proposed:

Hypothesis 2: *Pay satisfaction of NGEs in private enterprises has a positive and significant influence on team performance.*

Methodology

Population and sampling

Sample selection - the sample of this research is the NGEs from small and medium-sized private enterprises in Nanning, Guangxi Zhuang Autonomous Region. The survey population is distributed in a large range, mainly including middle and senior management, professional and technical personnel, and frontline new generation technical employees. Therefore, random and automatic sampling is adopted as far as possible to select specific samples with scientific representative. Do the number of total populations can be identified here? If yes, write down the number, if no, you should state here that the number of populations cannot be identified - what misses here is how you calculated your sample size.

Data collection and data analysis

Data collection process lasted for nearly 3 months from August to October 2021, and the collection and analysis of the questionnaire survey was undertaken in October 2021. A total of 413 questionnaires were distributed, of which 320 were valid, and 93 were invalid, with a successful recovery rate of 77.48 %. Descriptive statistics and regression analysis were conducted in SPSS software to analyze the questionnaire data.

Results and discussion

Cronbach's Alpha value was used in the large-sample analysis stage of this study to measure the reliability of various statistics in the questionnaire. For Cronbach's Alpha value, Wortzel (1979) believed that greater than or equal to 0.600 was acceptable, and greater than or equal to 0.700 indicated good reliability (Fornell & Lareker, 1981; Nunnally & Bemstein, 1994). As shown in the table below, Cronbach's Alpha value of all variables and dimensions is greater than 0.700. Therefore, the reliability coefficients of all variables and measurement dimensions in this study are within a reasonable range, indicating that the questionnaire has high consistency and stability, which can be further analyzed.

Table 1 Reliability test results.

The variable name	Question number	Cronbach's Alpha
Pay satisfaction	A1	0.912
	A2	
	A3	
	A4	
	A5	
	A8	
	A9	
	A10	
	A11	
Work performance	B1	0.789
	B2	
	B3	
	B5	
	B8	
	B9	
Team performance	C1	0.773
	C2	
	C3	
	C4	
	C5	

Respondent's profile

As shown in the **Table 2**, there are more women (168 people, accounting for 52.5 %) than men (152 people, accounting for 47.5 %) among the respondents of this scale.

In terms of age, the respondents are mostly from 27 to 35 years old, accounting for 71.3 %, followed by those from 23 to 26 years old and those from 18 to 22 years old, accounting for 26.3 and 2.5 %, respectively.

In terms of marital status, 251 respondents were married, accounting for 78.4 %, while 69 respondents were unmarried, accounting for 21.6 %.

In terms of educational background, 227 respondents have bachelor's degree, accounting for 70.9, followed by junior college (57), master's degree or above (26), and high school or below (10), accounting for 17.8, 8.1 and 3.1 %, respectively.

In the total working years, 94 respondents have worked for 5 - 7 years, accounting for 29.4 %, followed by 3 - 5, 7 - 10, 1 - 3, 10 years or more, and 1 year or less, 81, 70, 45, 27 and 3 respondents, respectively, 25.3, 21.9, 14.1, 8.4 and 0.9 %, respectively.

In terms of working years in the current company, 116 respondents are more likely to have worked for 3 - 5 years, accounting for 36.3 %, followed by 1 - 3, 5 - 7, 7 - 10, 10 years or more, and 1 year or less, with 79, 58, 38, 17 and 12, respectively. 24.7, 18.1, 11.9, 5.3 and 3.8 %, respectively.

In terms of job positions, the respondents are staff, with 105 persons, accounting for 32.8 %, followed by professional and technical personnel, middle and senior management personnel, front-line supervisors and subjective personnel, with 76, 75, 32 and 32 persons, accounting for 23.8, 23.4, 10.0 and 10.0 %, respectively.

Table 2 Descriptive statistics of the respondent's profile.

The basic information		Number	Percentage (%)
Gender	Male	152	47.5
	Female	168	52.5
Age	18 - 22	8	2.5
	23 - 26	84	26.2
	27 - 35	228	71.3
Marital status	Unmarried	69	21.6
	Married	251	78.4
Educational background	High school and below	10	3.1
	Junior college	57	17.8
	Undergraduate course	227	71.0
	Master degree or above	26	8.1
Total years of work	1 year and less	3	0.9
	1 - 3 Years	45	14.1
	3 - 5 Years	81	25.3
	5 - 7 Years	94	29.4
	7 - 10 Years	70	21.9
	10 years and more	27	8.4
Current years of working in the company	1 year and less	12	3.8
	1-3 Years	79	24.7
	3-5 Years	116	36.3
	5-7 Years	58	18.0
	7-10 Years	38	11.9
	10 years and more	17	5.3
Position	Staff	105	32.8
	Professional and technical personnel	76	23.8
	Frontline supervisors	32	10
	Middle-level or senior managers	75	23.4
	Director	32	10
	Others	0	0

Pay satisfaction

As can be seen in the **Table 3**, the overall mean value of pay satisfaction is 2.58, indicating that the pay satisfaction of the respondents is at the middle and lower level. Among the 2 questions, "Are you satisfied with the company's salary system" and "Are you satisfied with the payment amount of the 5 insurances and 1 housing fund" implemented by the company. The respondents' scores were 2.45 and 2.29, respectively, which were above the middle level. The item with the lowest satisfaction was "Are you satisfied with last year's salary increase," indicating that the respondents were not very satisfied with previous year's salary increase, while the average of other items measuring pay satisfaction were all over 2.5. It indicates that most of the respondents have average or even lower pay satisfaction.

Table 3 Descriptive statistics of pay satisfaction.

	Average value	Standard deviation
A1: Are you satisfied with your company's remuneration scheme?	2.45	0.661
A2: Are you satisfied with your salary based on your experience in the company?	2.54	0.767
A3: Are you satisfied with the incentive scheme of your company?	2.62	0.915
A4: Are you satisfied with the gift benefits offered by your company during the Chinese New Year festival?	2.57	1.012
A5: Are you satisfied with the payment amount of the 5 insurances and 1 housing fund implemented by the company?	2.29	1.005
A6: Are you satisfied with the vacation benefits provided by your company?	2.59	0.984
A7: Are you satisfied with the budget of training courses arranged by your company?	2.61	0.934
A8: Are you satisfied with the increment of your salary over the last year?	2.77	1.021
A9: Are you satisfied with the increment of your salary throughout the past working years in the current company?	2.75	0.954
A10: Are you satisfied with the intensity of your work under your current pay conditions?	2.68	0.999
A11: Do you feel the monthly performance standards suit your compensation?	2.52	0.906
Pay satisfaction (Total)	2.58	0.628

Work performance

From **Table 4**, overall performance items of mean value of 2.00, shows that respondents' perception in upper level for effective job performance, among them "you can deal with your relationships, reducing internal friction and barriers" item has the highest average scores for 1.78, shows that most of the respondents think they can handle their interpersonal relations. To reduce internal friction and barriers to reach a consensus on this point is the highest, and the "you can solve the problem of almost all of your job" item of the mean value of 2.46, while in the work performance are worth is divided into a minimum but also located in the upper level, so that the overall performance for most item are in the upper level.

Table 4 Descriptive statistics of work performance.

	Average value	Standard deviation
B1: You can always complete tasks on time.	1.80	0.711
B2: You can always meet performance targets on time.	1.86	0.686
B3: You appreciate the quality and effectiveness of your work.	1.97	0.723
B4: You consider yourself to be very productive.	2.18	0.797
B5: You can meet the targets assigned by the company.	1.83	0.636
B6: Your performance indicators highlight key points and can reflect the needs of the core business.	2.02	0.755
Work performance (Total)	2.00	0.434

Team performance

From the **Table 5**, team performance item of general average was 1.97, shows that the respondents perceived benefit of team performance in upper level, including "your team to be able to finish the task" item has the highest average scores for 1.77, shows that most respondents believe team can finish the task to reach a consensus on this point is the highest. And only "in the company, what do you think a fair pay and reward for their them?" item of the mean value of 2.68 is located in the middle and lower levels, shows that most of the respondents believe that their payment has not been relatively equal return, but on the whole team performance most items are in the upper level shows that respondents for the team's performance or in the upper level of perception.

Table 5 Descriptive statistics of team performance.

	Average value	Standard deviation
C1: Your team can achieve team performance targets on time.	1.82	0.74
C2: You consider your team to be very productive.	2.04	0.771
C3: Your team has a clear schedule and timeline to work on.	1.95	0.784
C4: Your team performance indicators highlight key points and can reflect the needs of the core business.	1.97	0.74
C5: Your team performance can joint force and reduce internal friction and obstacles in the company.	2.1	0.833
Team performance (Total)	1.97	0.476

Regression analysis

Regression analysis of pay satisfaction and work performance

In order to test the relationship between pay satisfaction and work performance, this study takes pay satisfaction as independent variable and work performance as dependent variable for regression analysis. The results showed that the model adjusted the R square = 0.083, F = 29.952, Sig = 0.000. These results verify the relationship between pay satisfaction and job performance. The sig value of pay satisfaction and job performance is less than 0.01, indicating a significant relationship between pay satisfaction and job performance. Meanwhile, the standard coefficient is 0.293, indicating a positive influence relationship between pay satisfaction and job performance. It proves that the stronger the pay satisfaction perceived by the respondents, the higher their job performance level will be. Therefore, H1 is accepted.

Table 6 Regression analysis of pay satisfaction and work performance.

The overall fit of the model

Model	R	R square	Adjust the R square	Standard Deviation
1	0.293a	0.086	0.083	0.479

a. Predictive variables :(constant), pay satisfaction.

Analysis of variance Table

Model		Sum of squares	df	The mean square	F	Sig
	Regression	6.863	1	6.863	29.952	0.000
1	Residual	72.864	318	0.229		
	Total	79.727	319			

a. Predictive variables: (constant), pay satisfaction.
b. Dependent variable: Work performance.

Regression table

Model		B	The standard error	The standard coefficient	t	Sig
1	(constant)	1.36	0.11		12.398	0.000
	Pay satisfaction	0.229	0.042	0.293	5.473	0.000

a. Dependent variable: Work performance.

Regression analysis of pay satisfaction and team performance

In order to test the relationship between pay satisfaction and team performance, this study takes pay satisfaction as independent variable and team performance as dependent variable for regression analysis. The mean values of the corresponding measurement scales in the questionnaire are used respectively. The results showed that adjust the R square = 0.191, F = 76.296, Sig = 0.000. These results verify the relationship between pay satisfaction and team performance. The sig value of pay satisfaction and team performance is less than 0.01, indicating that there is a significant relationship between pay satisfaction and team performance. Meanwhile, its standard coefficient is 0.440, indicating that pay satisfaction and team performance have a positive influence. It proves that the stronger the pay satisfaction perceived by the respondents, the higher their team performance level will be. Therefore, H2 is accepted.

Table 7 Regression analysis of pay satisfaction and team performance.

The overall fit of the model

Model	R	R square	Adjust the R square	Standard Deviation
1	0.440a	0.193	0.191	0.485

a. Predictive variables: (constant), pay satisfaction.

Analysis of variance Table

Model		Sum of squares	df	The mean square	F	Sig
1	Regression	17.974	1	17.974	76.296	0.000
	Residual	74.914	318	0.236		
	Total	92.888	319			

a. Predictive variables :(constant), pay satisfaction.
b. Dependent variable: team performance.

Regression table

Model		B	The standard error	The standard coefficient	t	Sig
1	(constant)	0.943	0.111		8.472	0.000
	Pay satisfaction	0.371	0.042	0.44	8.735	0.000

a. Dependent variable: Team performance.

Conclusions and recommendation

It can be seen from the survey that pay satisfaction and work performance and team performance are mutually affected. There are overlapping factors influencing the suggestions to improve pay satisfaction, work performance and team performance. For example, many measures of career management can be cross-used, which fully proves the significance of positive effect among the 3. In short, in private enterprises, the team performance of the NGEs is crucial to the achievement of organizational goals. It needs the joint efforts of private enterprises and NGEs to improve the team performance. Only in this way

can NGEs improve pay satisfaction and work performance so that a win-win situation can be achieved between private enterprises and the NGEs.

Based on the previous research on pay satisfaction, team performance and work performance of the NGEs in enterprises, specific descriptions are as follows;

1) According to the salary characteristics of the NGEs and other situations studied in this study, SPSS21.0 was used to conduct comprehensive exploratory data analysis on employees' pay satisfaction, which could accurately verify the data, and the results showed that it had good effect strength.

2) Relevant data analysis results show that pay satisfaction and its indicators are significantly positively correlated with team performance; pay satisfaction is positively associated with work performance. There is a significant positive correlation between team performance and work performance. There is a significant positive relationship between team performance and performance after the successful completion of various tasks.

3) Regression data analysis shows that pay satisfaction has a significant positive influence on work performance, pay satisfaction and its various indicators have a significant positive influence on team performance, and team performance has a significant positive influence on work performance. This can indicate that if the pay satisfaction of the enterprise is relatively higher, the team performance is relatively better, and the work performance is relatively higher.

Application analysis on improving the management of NGEs in private enterprises

In order to promote the better development of the NGEs in the enterprise, some important principles should be followed to optimise the relationship between pay satisfaction, team performance and work performance. This study focuses more on stimulating the potential of all employees and attracting more valuable employees from the perspective of enterprise incentive work principle. Based on the relationship of pay satisfaction, work performance, and team performance in the survey, this chapter will put forward some corresponding suggestions for the survey of the NGEs in private enterprises in Nanning.

Application analysis and suggestions from the perspective of pay satisfaction

For pay satisfaction, the first entry point is salary. Therefore, measures directly related to compensation can be taken, such as employee ownership of equity and optimisation of compensation and welfare system.

1) Employee equity ownership: For many NGEs, the enterprise can appropriately provide certain proportion of enterprise earnings from their work and allocate certain equity, which is more conducive to the long-term healthy development of the enterprise (Fan, 2014). Through various forms of equity cooperation, the NGEs can reasonably share the production and development achievements of private enterprises in a certain proportion, and are willing to bear the production and operation risks of various enterprises.

2) Developing salary and welfare system: Through the salary system survey, it can be found that the pay satisfaction of the NGEs towards the social welfare in private enterprises in Nanning is relatively low. Therefore, it is necessary to adjust the flexible salary and welfare of enterprises in time to effectively improve the overall pay satisfaction of all employees.

In addition to salary, we can also pay attention to the intrinsic needs of the NGEs. For example, encouraging young employees to participate in decision-making; implementing flexible working system and allocating working hours freely; making job less monotonous; diversification of the scope of activities and so on.

Application analysis and suggestions from the perspective of work performance

For NGEs, the main factors to be considered when making career planning include basic living conditions, basic work needs, basic future needs, etc. On the basis of comprehensive consideration of the above factors, the main ways to organise career planning and improve work performance are as follows (He, 2012);

1) Analysis and make good placement of employees (Gu, 2015).

2) In order to help employees in making career goals, career development must have clear direction and goals (Guo, 2010).

3) To help employees develop career strategies.

4) The establishment of career management information system and career management mainly involve 3 aspects: Work needs; occupation demand and personnel supply; establish the relationship between supply and demand (National Bureau of Statistics, 2019).

5) Career management effect evaluation is conducive to checking the effect of work and finding existing problems, so as to timely adjust management strategies and work methods (He, 2012).

Application analysis and suggestions from the perspective of team performance

In recent years, Nanning Municipal People's Government has made many attempts and efforts to improve the employment security of college students and the engagement of the NGEs. In 2015, for example, The Government announced the "Notice of the office of Nanning Municipal People's Government on printing and distributing the implementation opinions of the employment and entrepreneurship work of college graduates," issued living security funds to those newly employed college students who have signed more than 1 year of labour contracts with enterprise, meanwhile introduced preferential loan policies for enterprises which was related to the number of new graduates employed, encouraging enterprises to actively recruit new generation college students. The purpose of these government level preferential policies and activities is to offer the NGEs a good employment environment, make them work and live in Nanning happily and positively, which to certain extent inspires the NGEs' enthusiasm and promotes their team performance and working efficiency. Private enterprises can also make a lot of efforts in terms of improving team performance, such as planning career development paths for employees, carrying out career-development-oriented training, and listening to the voice of NGEs regarding to salary; selecting and training excellent managers; striving to create a positive and lively organizational atmosphere, and organising a series of corporate culture construction and so on.

1) Maintain a dedicated working attitude - a dedicated attitude requires employees to love their job, take initiative and be responsible. Loving one's work is the basic requirement of professional ethics in all walks of life, but also the basic requirement of realizing personal ideal. If the quality and efficiency of work cannot be improved, team performance cannot be improved (Li, 2012). In addition to being proactive, employees should also be more responsible, provide suggestions for the development of the private enterprise, establish their own ownership relationship with the enterprise, and incorporate their own personal interests into the enterprise interests (Li, 2011).

2) Maintain disciplined work habits - many of us have the inclination to put off tasks or work and procrastinate to some extent. Procrastination causes projects to be delayed and plans to fall behind schedule. But no matter how serious the procrastination habit that the NGEs suffer from, they should try to 'quit' it and become more self-managed, which includes self-discipline and self-motivation, self-confidence, and the ability to overcome difficulties and setbacks, and the establishment of corporate cultural value system under the guidance of the enterprise organization (Henderson, 2008).

3) Continuous learning and innovation - the most typical characteristics of outstanding employees in the team is that they are good at solving problems, discovering, correcting and solving problems, reducing and eliminating unnecessary losses, and making timely and accurate judgments (Liu et al., 2014). To achieve this, one must constantly learn new things. Whether being assigned an urgent task or asking to become an expert on a new project on short notice, being a good learner enables employees to cope in a capricious environment. At the same time, excellent employees are not satisfied with the current achievements, but have the courage to break through the shackles of all kinds of stereotypes, dare to create unprecedented achievements, and constantly update, enrich and improve the original technology and skills.

Questions for further study

With the rapid development of private economy, the new generation of employees have grown into the backbone of the senior and management levels of enterprises. The research on the new generation of employees in enterprises is undoubtedly a good help for the formation of institutionalized incentive policies and the construction of systematic management of compensation management, and has a good practical application significance. However, this research only focuses on the employees of the new generation enterprises in the private manufacturing industry in The High-tech Zone of Nanning, and does not directly expand to the research on the enterprise compensation management of the whole new generation employees or old generation employees in private enterprises around China. The research scope is small, and the results of the analysis are biased to some extent. In the future research, there is an available research gap to expand the scope to investigate the influence of pay satisfaction on job performance of NGEs in private enterprises in more fields/industries, and further explore the influence of pay satisfaction on job performance and team performance.

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