

## The Relationship between Incentive Satisfaction and Job performance: A Case of X Company<sup>†</sup>

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### Abstract

In the process of economic development, the division of labor and the emergence of trade brought about the incentive view. The starting point of good incentive is to meet the external and intrinsic needs of organization members. For an enterprise, the scientific incentive system plays a very important role. X company is a professional service provider established to adapt to the emerging service trade mode in which financial institutions entrust non-core business or service to external professional service providers in order to improve the core competitiveness of enterprises, reduce costs and transfer risks. In this study, 110 employees of X company were surveyed in the form of questionnaire, and 5 factors of incentive satisfaction of the company, namely salary, promotion, self decision right, welfare, and employee respect degree were investigated, and the influence of these 5 factors on job performance was analyzed. The study found that there is a positive correlation between welfare satisfaction, salary satisfaction, employee respect degree and job performance. However, there was no significant correlation between promotion satisfaction and self decision right and job performance.

**Keywords:** Incentive satisfaction, Job performance, Employees respect degree

### Introduction

In the process of economic development, the division of labor and the emergence of trade brought about the incentive view. Division of work in Chinese market gradually tend to refinement and specialization. professional outsourcing service companies emerged. X company is a company specializing in outsourcing services for bank cash business. The starting point of good incentive is to meet the external and intrinsic needs of organization members. The role of scientific incentives is attract and retain talents (Drucker, 2005), create a good competitive environment (Douglas, 1960), stimulate employees' potential and improve work performance (William, 2003).

Several studies on the relationship between incentive satisfaction and job performance. Ugwu and Coker (2019) studied from cases of public organizations in Nigeria. It is proved that for employees who have the greatest impact on service delivery, providing compensation incentive plans can solve the problems of low motivation, uncompetitive salary structures and constraints on capacity development. Some of the non-material incentives played important roles at the individual and organizational level, such as a clear mandate, agency status, management autonomy, corporate values and reputation, effective human resource management, client focus and so on. In Nigeria, if incentive programs are designed and managed properly, they can do motivate employees and increase their productivity in organizations. Provide effective incentives are more likely to have satisfactory job performance from employees. Incentive schemes do have significant correlation with employee motivation and productivity in organizations. Similarly, Jiang (2011) pointed out for employees, scientific incentive system is reflected in positive incentive satisfaction: Employees' income can be increased and job burnout and turnover intention can be reduced; Develop employees' potential ability and stimulate their work enthusiasm; Increase personal sense of achievement; Enhance employee loyalty and honor.

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For small and medium-sized outsourcing service companies with professional capabilities, how to ensure the stability of high-quality service personnel is the first task, and it depends on whether the satisfaction of incentives meets the expectations of service personnel. Therefore, taking X company as an example, this study discusses the relationship between employee incentive satisfaction and employee performance, which is of great significance for the career development of employees in X company and related outsourcing service provider and the improvement of company performance income.

Firstly, this study analyzed the current situation of employee incentive satisfaction and the level of employee performance of X company, and found the shortcomings and provides improvement measures. Secondly, the relationship between employee satisfaction and job performance is conducive to the establishment of a harmonious working environment. Thirdly, it provides a reference for other outsourcing services provider in China to take effective measures to reduce turnover intention, increase the stability of employees, improve the loyalty of employees, and improve the service ability.

### **Research objectives**

To sum up, the main research purposes of this study are to:

- 1) To explore the levels of incentive satisfaction of employees in X company.
- 2) To explore the levels of job performance of employees in X company.
- 3) To investigate the relationship between incentive satisfaction and job performance of employees in X company.

## **Literature review**

### **Concept and measurement of incentive satisfaction**

Early studies believe that incentive satisfaction gradually increases from low to high according to self-need satisfaction. American psychologist Maslow proposed that people's basic needs can be divided into 5 levels, from low to high is physiological needs, safety needs, social needs, respect needs and self-realization needs (Huang & Ren, 2012).

American psychologist Herzberg put forward the 2 factor theory through investigation (Ding, 2018). He refers to the factors that can bring positive attitude, motivation and satisfaction to employees as motivation factors. These factors belong to the work itself or the work content, such as sense of achievement, recognition, responsibility, respect, promotion or reward, progress and growth. He called the factors that make employees feel dissatisfied as hygiene factors, which all belong to the working environment or working relationship, such as the company's policies and systems, management and supervision, remuneration and benefits, interpersonal relations, working conditions, status and so on.

Fang & Huang (2017) introduced Porter and Lawler's comprehensive incentive model, it combines the extrinsic motivation of behaviorism and the intrinsic motivation of cognitive motivation, that is, incentive, effort, performance, reward and satisfaction. In which they regarded the incentive process as a unified process of interaction between external stimuli, individual internal conditions, behavior performance and behavior results. They emphasized that satisfaction can only be achieved by performance, the reward is premised on performance, and people's satisfaction with performance and reward in turn affects their incentive value later.

Several incentive factors affecting satisfaction are as follows:

Wages or salary refers to the labor remuneration obtained by employees from the employer according to the labor contract signed with the employer, which can be composed of basic wages, post wages and performance salary. The basic salary is the most fundamental guaranteed salary set by the employer, which can generally be obtained as long as the employer attends work normally and does not violate the company rules and regulations. Post wages are different wage standards determined according to the technical level, responsibility, labor intensity and working conditions of the posts. Performance salary is an additional reward salary according to the performance of employees, which can stimulate employees to exert greater enthusiasm. In China, once an employee's performance increase is recognized, in addition to the performance bonus increase, the basic salary will be increased within the specified time each year (Lawguide, 2022).

Promotion refers to the process in which employees work from low to high, take on more responsibilities and enjoy more authority. In general enterprises, it is reflected in the rising positions of ordinary employees-department managers-regional managers-deputy general managers-general managers. In public institutions, it is reflected in the multiple promotion of professional titles and positions, such as assistant engineer-engineer-intermediate engineer-senior engineer-chief engineer. For national civil servants, there are promotion processes such as department level-department level-department level-ministerial level-national level. No matter what kind of promotion, it will bring higher salary, better working environment and more learning and development opportunities for the promoted person, and then stimulate the potential of employees to create more performance (Ren, 2005).

Self decision right refers to the individual's decision-making power. That is to say, you can decide when to start, when to finish, when to carry out a certain job, adjust the task allocation independently, coordinate the cooperation of personnel independently, enjoy more free space, and not be bound by others. And individuals can also proceed from the overall consciousness, greatly improving work efficiency (Liu & Shi, 2015).

Welfare is a non-cash rewards, generally including the purchase of basic social insurance, statutory paid holidays and holiday expenses for employees. In addition, some companies with good welfare will buy commercial insurance, year-end bonus, provide housing, computer, car or transportation allowance, high temperature allowance, birthday gifts, distribute goods on holidays, tea break, provide longer holidays and nursing rooms for women employees during and after pregnancy, and also give stock ownership. The implementation of various high welfare policies can enable employees to gain more happiness and sense of belonging, and reduce the turnover rate of employees (Deng, 2021).

Employee respect degree refers to the degree of employees are recognized, respected and treated fairly by employers (Xu, 2021). In the public survey results of "China's Best Employer of the Year 2015" published by Zhilian Recruitment, "employee respect degree" surpassed "salary and welfare" for the first time, become the most important feature of the best employer, and the way of simply using money to keep employees is no longer applicable. If employees can be appreciated, respected and treated fairly by the enterprise in their work, they will be more willing to stay in the enterprise, and will also increase their sense of mission, and their personal goals will be more easily consistent with the enterprise (Dynamic workplace, 2020).

Cheng et al. (2009) took university researchers as research objects and divided incentive satisfaction into 4 dimensions, they are economic, spiritual, respect and development incentive satisfaction.

Zeng et al. (2004) believed that incentive satisfaction refers to the satisfaction degree of employees with the company's incentive system. In the follow-up study, this definition was revised to: Incentive satisfaction refers to employees' evaluation of incentive expectation and incentive display gap, and is the attitude of whether their incentive needs are met in all aspects.

Based on the total reward model, Zhou (2013) systematically analyzed the correlation between employee motivation and incentive satisfaction from 4 aspects of material incentive, spiritual incentive, emotional incentive and environmental incentive.

Jiang (2011) divided the influencing factors of "post-80s" employees' incentive satisfaction into 4 incentive dimensions: Salary and welfare, learning and development, working environment and work itself.

### **Concept and Measurement of Job Performance**

The in-depth discussion on the problem of job performance structure has become a hot spot in the academic research at home and abroad, and has continuously formed some research trends. One view is that job performance is record of the achievement or outcome of a job. Scholars who agree with this view believe that it is practical to regard performance as "work results" or "output", because it is from the perspective of customers, and customers's need is the result. More importantly, "output" can align individual efforts with organizational goals. The other view is that performance is behavior and should be separated from outcomes because outcomes are influenced by systemic factors. The third view is that performance is quality, and the performance of employees should be viewed from the perspective of development. Performance is not only a reflection of the past history of employees, but also the personal

potential and quality of employees should be included in the category of performance evaluation. This view emphasizes the future, not only focusing on what employees have done, but also examining what employees can do in the future.

**Table 1** Definition of performance behavior.

Category	Scholars	Definition
Performance behavior	Katz and Kahn (1966)	Job performance includes 2 aspects: One is the behavior of employees who complete their own work; the other is the organizational behavior of employees who help others achieve organizational goals.
	Murphy (1989)	Performance is behavior, it is a kind of behavior that people carry out in relation to the goals of the organization.
	Campbell (1993)	Performance is not only result, but the behavior itself. Performance consists of a number of behaviors carried out by employees that are related to organizational goals, whether they are cognitive, physiological, mental or interpersonal.
	Zhang (2004 )	Performance refers to the visible and evaluable behaviors of people that are related to organizational goals.

Based on role and identity theory, Welbourne and Johnson (1998) developed a 5-dimensional work performance theory. Task performance based on job requirement roles, Organizational citizenship behavior performance based on organizational roles, Team behavior performance based on team roles. Skills, learning and training performance based on occupational roles and innovation performance based on innovation roles.

By summarizing various performance theories, Han and Liao (2006) established a conceptual model of job performance and studied it from 4 aspects: Task performance, contextual performance, learning performance and innovation performance.

### **The relationship between incentive satisfaction and job performance**

Without incentives, employees generally perform only 20 to 30 % of their work capacity, When fully and reasonably satisfied with the incentive, its work ability can be increased to 80 ~ 90 %, The improvement of ability leads to the improvement of performance, which is equivalent to 3 to 4 times before the incentive (Wu et al. 2019).

Jiang (2011) divided the influencing factors of incentive satisfaction of “post-80s” employees into 4 incentive dimensions: salary and welfare, learning and development, working environment and work itself, while job performance was divided into 2 performance dimensions: task performance and contextual performance. It is concluded that incentive satisfaction has a positive effect on task performance through in-depth research on the correlation between motivation and performance dimensions. Starting from the theory of positive organizational behavior and the perspective of “intrinsic motivation” to stimulate human potential, Qiao (2015) introduced self-determining factors into intrinsic motivation, indicating that autonomous needs, ability needs and belonging needs are the most basic psychological needs of human beings. The higher the degree of self-determination, the higher the incentive satisfaction, the more significant the impact on job performance.

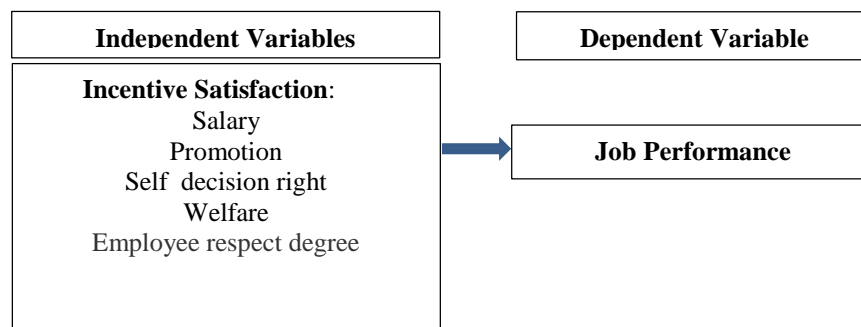
Chen (2022) surveyed 171 doctors and 149 nurses working in public and private sectors in Shandong, Eastern China. The research suggests that employee health, a healthy environment and satisfaction of incentive measures will lead to employee loyalty, and later on affect their general health and job performance of employees. Peng (2015) analyzed the relationship between immaterial incentive perception, job satisfaction and job performance of knowledge workers in the “micro era”, analyzes and verifies that the immaterial incentives of knowledge workers in the “micro era” has 5 dimensions: Institutional environment, interpersonal relationship, respect, personal development and leadership quality.

Jiao (2019) proposed that equity incentive has a great impact on both the incentivized and the enterprise. Li (2020) investigated labor dispatched employees of Hebei Province's joint-stock commercial banks, Found that for labor dispatched employees, external satisfaction and internal satisfaction had significant positive effects on job performance. The negative adjustment role of leadership fairness between internal, external satisfaction and work performance, distribution fairness the negative adjustment effect between internal satisfaction and job performance and the positive adjustment effect of distribution fairness between external satisfaction and job performance.

### Conceptual framework and hypothesis development

From the above domestic and foreign studies, it can be concluded that scholars' theories on the incentive system and work performance of traditional industries are relatively mature. The incentive factors that influence job performance are also demonstrated from different angles. Generally speaking, material incentive satisfaction has the greatest impact, followed by learning and development, and working environment. The enterprises to be demonstrated mainly focus on traditional manufacturing industry, sales industry, and universities. However, there are few studies on the relationship between incentive satisfaction and job performance of new outsourcing service companies from the perspective of empirical analysis.

Therefore, this study takes an outsourcing service company in Beijing as the case, conducts in-depth analysis the relationship between incentive satisfaction and job performance, and proposes the following conceptual framework.



**Figure 1** Conceptual framework.

Based on this, the following hypotheses are proposed:

H1: There is a positive correlation between incentive satisfaction and job performance;

H1a: There is a positive correlation between salary satisfaction and job performance.

H1b: There is a positive correlation between promotion satisfaction and job performance.

H1c: There is a positive correlation between self decision right satisfaction and job performance.

H1d: There is a positive correlation between welfare satisfaction and job performance.

H1e: There is a positive correlation between employee respect degree and job performance.

### Methodology

This study mainly adopts the survey method. Questionnaire survey method: On the basis of normative research, questionnaires were prepared about the relationship between incentive satisfaction and job performance, and the data obtained from the questionnaires were used to prepare for subsequent statistical analysis.

Based on the objectives of the reserach, target respondents included in this study are employees of outsourcing service companies. This study is based on the employees of X company. It has 110 employees. Due to the small sample size, all 110 employees were selected as the target subjects.

This study will collect the online data of the questionnaire through “Questionnaire Star.” At the same time, it will verify the data based on the basic situation of X company, and supplemented invalid data to ensure the authenticity and validity of the collected data.

The measurement of variables is statement to all the sub-variables of independent variables and dependent variables by means of questionnaire. Respondents will express their intentions according to the listed questions. For example, 5-level Likert scale can be used to measure the sub-variables of incentive satisfaction.

## Results and discussion

According to **Table 2**, 20 male employees and 90 female employees participated in the survey, accounting for 18.2 and 81.8 % of the total respectively. In terms of age, the number of employees aged 35 - 45 is the largest, accounting for 48.2 % of the total, and the number of employees aged 18 - 25 and above 45 are the smallest, accounting respectively for 4.5 and 7.3 %. Among them, 46 employees are high school scholars or below, 45 employees are junior college degrees and 19 employees are bachelor degree, accounting for 41.8, 40.9 and 17.3 % of the total, respectively. And without master's degree, the highest proportion of high school and junior college degrees, indicating that the overall education of outsourcing service personnel is low. The majority of outsourcing service workers have worked for 3 - 5 years, accounting for 35.5 %, followed by 1 - 3 years, accounting for 30 %, indicating that outsourcing service workers need to accumulate some experience.

**Table 2** Respondents profiles.

Attribute	Category	Frequency	Percent(%)
Gender	Male	20	18.2 %
	Female	90	81.8 %
Age	18 - 25	5	4.5 %
	25 - 35	44	40.0 %
	35 - 45	53	48.2 %
	45 and above	8	7.3 %
Education status	High school and below	46	41.8 %
	Junior college	45	40.9 %
	Bachelor degree	19	17.3 %
	Master degree and above	0	0.0 %
Work Experience	1 - 3 years	33	30.0 %
	3 - 5 years	39	35.5 %
	5 - 7 years	16	14.5 %
	More than 7 years	22	20.0 %
Position	General staff	88	80.0 %
	The group leader	13	11.8 %
	Director	7	6.4 %
	Manager	2	1.8 %

**Table 3** Descriptive statistical analysis of incentive satisfaction.

Category	Item	Mean	S.D.
Salary	1) Are you satisfied with the salary structure of the company?	3.50	1.05
	2) Are you satisfied with the way the company calculates performance pay?	3.54	1.03
	3) Are you satisfied with the salary offered by the company?	3.35	1.07
	4) Are you satisfied with the increment of your pay throughout the past working years in the current company?	3.18	1.16
	<b>Average scores of salary</b>	<b>3.39</b>	<b>1.08</b>
Promotion	5) The company offers excellent learning and training opportunities	3.65	0.99
	6) The company has good promotion channels	3.52	1.04
	7) After coming to the company, the salary and position have been promoted	3.34	1.13
	8) Your hard work is a good match for the promotion	3.48	1.02
	<b>Average scores of promotion</b>	<b>3.50</b>	<b>1.05</b>
Self decision right	9) The company has no strict time limit for commutes	3.48	1.21
	10) You are free to arrange your own time after you finish your work	3.73	1.02
	11) In the work can be independent personnel allocation, work division arrangement	3.63	1.14
	12) Employees are willing to consider the global view in their work	4.02	0.85
	<b>Average scores of self decision right</b>	<b>3.72</b>	<b>1.06</b>
Welfare	13) Are you satisfied with the payment amount of the 5 insurances and 1 housing fund implemented by the company?	3.59	1.08
	14) Are you satisfied with the vacation benefits provided by your company?	3.55	1.11
	15) Are you satisfied with your company's year-end rewards?	3.31	1.17
	16) Are you happy with the maternity leave policy?	3.79	0.94
	<b>Average scores of self-welfare</b>	<b>3.56</b>	<b>1.08</b>
Employee respect degree	17) You are treated fairly in your corporate work	3.85	0.93
	18) The company respects its employees and there is no abuse of power	3.95	0.87
	19) You enjoy working for the company	3.90	0.87
	20) You want to stay with the company for a long time	4.00	0.85
	<b>Average scores of employee respect degree</b>	<b>3.93</b>	<b>0.88</b>

The results show that the minimum of 20 items in the incentive satisfaction scale is 3.18, the maximum is 4.02, the mean is between 3.18 - 4.02. According to the average score of each variable, the average score of incentive satisfaction of the 5 independent variables is 3.39 - 3.93, All are greater than the median of 3, indicating that overall incentive satisfaction is at an above average level. Dissatisfied with the salary increase in the past few years, and most satisfied with the respect of employees. The standard deviation range is 0.85 - 1.21. The standard deviation of incentive satisfaction of the 5 independent variables ranged from 0.88 - 1.08. The score distribution of incentive satisfaction is uniform, and there is no extreme value, indicating that the score distribution of each item of incentive satisfaction is uniform.

**Table 4** Descriptive statistical analysis of job performance.

Item	Mean	S.D.
1) The company gives you a strong sense of belonging	3.58	1.02
2) You consider yourself to be very productive	4.00	0.84
3) You always meet your goals on time	4.14	0.79
4) You can deal with team relationship well and work as a team	4.13	0.78
<b>Average scores of job performance</b>	<b>3.96</b>	<b>0.86</b>

The results show that the mean of each item of job performance item is between 3.58 ~ 4.14. The average job performance score was 3.96, indicating that job performance is above the middle level; and the standard deviation of each item is between 0.78 - 1.02, The standard deviation mean score for job performance was 0.86, indicating that the items of employees' job performance are evenly distributed.

Pearson Correlation Coefficient was used to measure the level of correlation of variable of incentive satisfaction with the sense of belonging, work efficiency, goal and team cooperation, which reflect work performance, a range of confidence level was set at 95 %, and the interpretation of the correlation results were as follows:

Reliability mainly refers to the reliability of the test, which is represented by the reliability, consistency and stability of the measurement results. Cronbach Alpha coefficient is generally used for testing, which should be between 0 and 1.

Through the validity analysis of the questionnaire on incentive satisfaction and job performance, the obtained coefficients are shown in the table below, indicating the high reliability of the questionnaire and reliable measurement results.

**Table 5** Analysis of reliability.

Cronbach's Alpha (N = 110)			
Variable	Number of	Corrected Item-Total	Cronbach $\alpha$
Salary satisfaction	4	0.957	0.974
Promotion satisfaction	4	0.957	
Self decision right satisfaction	4	0.858	
Welfare satisfaction	4	0.909	
Employee respect degree	4	0.958	
Job performance	4		0.885

It is preferred to assign individual questionnaires to code as followed:

**Table 6** Code for questionnaires.

Variable	Code	Item
Salary	Q6	Are you satisfied with the salary structure of the company?
	Q7	Are you satisfied with the way the company calculates performance pay?
	Q8	Are you satisfied with the salary offered by the company?
	Q9	Are you satisfied with the increment of your pay throughout the past working years in the current company?
Promotion	Q10	The company offers excellent learning and training opportunities.
	Q11	The company has good promotion channels.
	Q12	After coming to the company, the salary and position have been promoted.
	Q13	Your hard work is a good match for the promotion.
Self decision right	Q14	The company has no strict time limit for commutes.
	Q15	You are free to arrange your own time after you finish your work.
	Q16	In the work can be independent personnel allocation, work division arrangement.
	Q17	Employees are willing to consider the big picture in their work.
Welfare	Q18	Are you satisfied with the payment amount of the 5 insurances and one housing fund implemented by the company?
	Q19	Are you satisfied with the vacation benefits provided by your company?
	Q20	Are you satisfied with your company's year-end rewards?
	Q21	Are you happy with the maternity leave policy?
Employee respect degree	Q22	You are treated fairly in your corporate work.
	Q23	The company respects its employees and there is no abuse of power.
	Q24	You enjoy working for the company.
	Q25	You want to stay with the company for a long time.
Job performance	Q26	The company gives you a strong sense of belonging.
	Q27	You consider yourself to be very productive.
	Q28	You always meet your goals on time.
	Q29	You can deal with team relationship well and work as a team.

**Table 7** Analysis of validity.

Category	Item	Salary	Pormotion	Self decision right	Welfare	Employee respect degree
Salary	Q6	0.810				
	Q7	0.828				
	Q8	0.818				
	Q9	0.874				
Promotion	Q10		0.614			
	Q11		0.716			
	Q12		0.839			
	Q13		0.730			
Self decision right	Q14			0.795		
	Q15			0.843		
	Q16			0.596		
	Q17			0.515		
Welfare	Q18				0.652	
	Q19				0.612	
	Q20				0.766	
	Q21				0.735	
Employee respect degree	Q22					0.736
	Q23					0.806
	Q24					0.807
	Q25					0.736
Code		Job performance				
	Q27					0.936
	Q28					0.919
	Q29					0.882
	Q26					0.750

The KMO test value of the independent variable corresponding to the 5 incentive satisfaction factors is 0.924, greater than 0.7, and the significance level of Bartlett sphericity test is 0.000, less than 0.001, indicating that each item is not completely independent, but interrelated, and they may share potential factors. Therefore, This sample data is very suitable for factor analysis. Through principal component analysis, the maximum variance orthogonal rotation was performed on the initial matrix, and the derived variables were derived from 5 factors. The total variance was explained to be 80.121%, and the standard factor load was above 0.5, indicating the significance. The reliability analysis results show that the study variables have good reliability.

#### KMO and Bartlett's test

<b>KMO</b>		0.924
<b>Bartlett's test of sphericity</b>	Chi-square	2794.669
	df	190
	sig	0

Through principal component analysis, the work performance of the dependent variable presents a very orthogonal rotation on the initial matrix. A factor was obtained from the dependent variable, indicating that the total variance was 76.541 %, and the standard factor load was above 0.7, indicating significance.

**Table 8** Correlation analysis.

	Salary	Promotion	Self decision right	Welfare	Employee respect degree	Job performance
Salary	1					
Promotion	0.869 <sup>a</sup>	1				
Self decision right	0.560 <sup>a</sup>	0.656 <sup>a</sup>	1			
Welfare	0.786 <sup>a</sup>	0.786 <sup>a</sup>	0.572 <sup>a</sup>	1		
Employee respect degree	0.704 <sup>a</sup>	0.761 <sup>a</sup>	0.654 <sup>a</sup>	0.772 <sup>a</sup>	1	
Job performance	0.645 <sup>a</sup>	0.699 <sup>a</sup>	0.624 <sup>a</sup>	0.693 <sup>a</sup>	0.834 <sup>a</sup>	1

(<sup>a</sup>Significant at 0.05 level)

The above table shows the correlation coefficient between job performance and salary satisfaction, promotion satisfaction, self decision right satisfaction and employee respect. It can be seen from the table that the correlation between job performance and employee respect is the highest, with the correlation coefficient reaching 0.834, and its correlation with all independent variables is positive. The correlation between job performance and self-decision satisfaction is the lowest, with a correlation coefficient of only 0.624. Among the independent variables, the correlation between promotion satisfaction and salary satisfaction is the highest, reaching 0.869, and the correlation between self-decision right satisfaction and salary satisfaction is the lowest, with a correlation coefficient of only 0.560.

**Table 9** Regression analysis.

ANOVA	df	SS	MS	F	Significance F
Regression	5.00	42.61	8.52	51.51	0.00
Residual	104.00	17.21	0.17		
Total	109.00	59.81			

	Coefficients	Standard Error	t Stat	p-value
Intercept	0.97	0.19	5.00	< 0.001
Salary	0.02	0.08	0.20	0.839
Promotion	0.05	0.09	0.54	0.591
Self decision right	0.09	0.06	1.47	0.143
Welfare	0.04	0.08	0.57	0.571
Employee respect degree	0.58	0.08	6.93	< 0.001

$R^2 = 0.71$ , Adjusted  $R^2 = 0.70$ ,  $F = 51.51$ , Significance < 0.001

The above table shows the linear regression model between that job performance and salary satisfaction, promotion satisfaction, self decision right satisfaction and employee respect. According to the regression coefficient table of independent variables, only the P values of vacation employee respect are

less than 0.001, which indicates that the variables of employee respect have significant influence on job performance, the level of respect increases, so does the performance, other variables have little influence.

The regression coefficient value of salary is 0.02 ( $t = 0.2, p = 0.8393 > 0.05$ ), which means that salary do not do not significantly affect job performance.

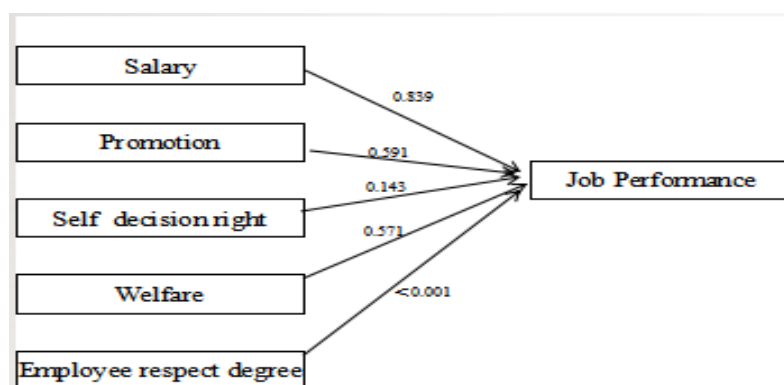
The regression coefficient value of promotion is 0.05 ( $t = 0.54, p = 0.591 > 0.05$ ), which means that promotion do not significantly affect job performance.

The regression coefficient value of self decision right is 0.09 ( $t = 1.47, p = 0.143 > 0.05$ ), which means that self decision right do not significantly affect the job performance.

The regression coefficient value of welfare is 0.04 ( $t = 0.57, p = 0.5713 > 0.05$ ), which means that welfare do not significantly affect the job performance.

The regression coefficient value of employee respect degree is 0.582 ( $t = 6.932, p = 0 < 0.001$ ), which means that employee respect degree have a significant positive impact on job performance.

Incentive satisfaction has a significant positive correlation on job performance. employee respect degree has a positive correlation on job performance. However, salary satisfaction, promotion satisfaction, self decision right satisfaction, welfare satisfaction have no positive correlation on job performance. The summary of hypothesis test results is shown in:



**Figure 2** Model results.

**Table 10** Hypothesis test results.

No.	Hypothesis	Results
H1	There is a positive correlation between incentive satisfaction and job performance	Accepted
H1a	There is a positive correlation between salary satisfaction and job performance.	Not verified
H1b	There is a positive correlation between promotion satisfaction and job performance.	Not verified
H1c	There is a positive correlation between self decision right satisfaction and job performance.	Not verified
H1d	There is a positive correlation between welfare satisfaction and job performance.	Not verified
H1e	There is a positive correlation between employee respect degree and job performance.	Accepted

## Conclusions

This paper takes the outsourcing service staff of X Company as the research object, obtains corresponding information and data through questionnaire survey, and studies the current situation of incentive satisfaction of X Company and the factors related to its job performance through descriptive analysis, correlation analysis, regression analysis and other statistical methods. Through analysis, it can be concluded that among the 5 hypotheses in this study, there is indeed a positive correlation between salary satisfaction, promotion satisfaction, autonomous decision-making right satisfaction, welfare satisfaction, employee respect and job performance, while hypothesis 1a, 1b, 1c and 1d have not been verified. The

positive correlation between salary satisfaction, promotion satisfaction, independent decision-making power satisfaction, welfare satisfaction and job performance is not obvious. There is a significant positive correlation between employee respect and job performance.

Jiang (2011) draws a different conclusion from this paper. Through correlation analysis and regression analysis, he pointed out that the salary and welfare satisfaction of “post-80s” employees has significantly positively correlated with employees’ job performance, the salary and welfare satisfaction of “post-80s” employees has positive predictive power for their task performance, and the learning and development satisfaction of “post-80s” employees has significantly positively correlated with their job performance. The reason for the different conclusions is that Jiang (2011) mainly studied 172 “post-80s” employees. According to the data of the questionnaire, the employees who received the questionnaire are generally highly educated, 114 of them have bachelor’s degree and 33 of them have master’s degree or above, accounting for 85.5 % of the total sample. With the improvement of the “post-80s” employees’ educational background, the score of motivating factors and satisfaction of each dimension is higher, and the significance level of motivating factors and satisfaction of each dimension of “post-80s” employees reaches a significant level lower than 0.05. It can be seen that “post-80s” employees with different educational background have significant differences in the satisfaction of motivating factors. In this paper, the investigation object is x outsourcing service company, which has a high degree of process content and low degree of technology. and its employees generally have low educational background. 82.7 % of the employees have college degree, high school degree or below. It is possible that the 2 survey objects have different concerns about salary and job performance, leading to different conclusions.

Xiao (2019) also proposed a similar conclusion to this paper. His conclusion is that salary level satisfaction does not have a significant positive impact on job performance. The reason is that although the satisfaction of salary management level has a significant positive impact on job performance. However, in enterprises with low salary management satisfaction, employees’ salaries are not distributed according to the salary management system, and employees are treated unfairly, so it has no significant positive impact of salary level satisfaction on job performance.

Qiao (2015) also proposed a similar conclusion in his article on intrinsic motivation and job performance. He proposed that employees have a strong need for humanistic feelings, emotional needs and spiritual comfort. When the above internal needs are met, employees are more willing to work actively and enjoy their work. In the past, the management thought and mode that ignored the individual needs of employees and blindly demanded the maximization of benefits can no longer adapt to people’s attention on self-development in modern society. The future development goal of the enterprise is to achieve the common development of the company and employees. Therefore, managers need to be people-oriented, pay more attention to employees’ inner needs and potential positive power, show great respect for employees, and realize the common progress of the enterprise and employees.

### **Suggestions for future study**

Because there are obvious regional differences between the north and the south in China, the economy is strong in the south and weak in the north in the traditional situation. As the frontier of economic development, the demand and types of outsourcing in the south will also be significantly different. As the political center of China, the northern region will pay more attention to the direction of policy in the economic operation. Based on such regional and cultural differences, In future study, the following study fields are recommended:

- 1) Explore the relationship between incentive satisfaction and job performance under different regional characteristic.

- 2) Conduct empirical research on outsourcing service companies in different regions and cultural backgrounds.

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