



**CHARACTERISTICS OF JOB SATISFACTION FOR
EMPLOYEES OF SMEs IN SHANDONG, CHINA**

YUXUAN SUN

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MANAGEMENT IN MANAGEMENT SCIENCE
INSTITUTE OF SCIENCE INNOVATION AND CULTURE
RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHEP
ACADEMIC YEAR 2024
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SMEs IN SHANDONG, CHINA
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ABSTRACT

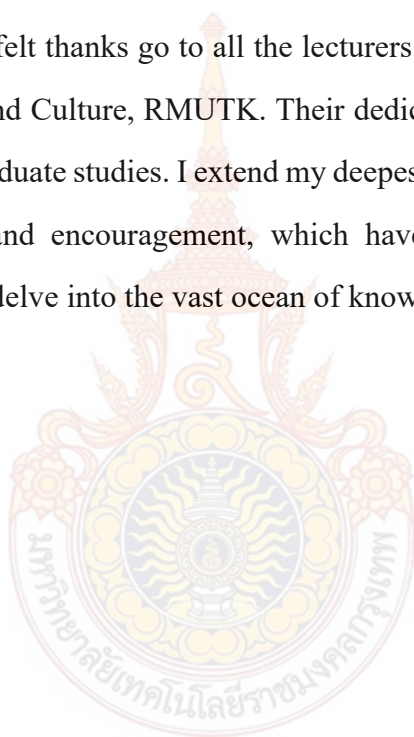
With the rise of domestic innovations and employment opportunities, the number of small and medium-sized enterprises in China has increased year by year, providing a substantial number of jobs and making a significant contribution to maintaining social stability, as well as promoting social and economic development. However, there is little research on the SMEs in Shandong, China. This study investigates the factors influencing job satisfaction among employees of SMEs in Shandong. The quantitative method based on a questionnaire was applied. Descriptive statistics, including frequency, mean, and standard deviation, were calculated. The Independent Samples t-test, the One-way ANOVA, and the Multiple Linear Regression analysis were applied. The results show that demographic factors, including Gender, Marital Status, Age, Educational Level, Relevant Work Experience, and Previous Entrepreneurial Experience, generate differences in Job Satisfaction. Differences in Business Characteristics, Number of Employees, Types of Business, Business Method, Hours Per Week, Other Businesses Owned, and Business Development Stage generate differences in job satisfaction, as determined by the Independent Samples t-test and one-way ANOVA. The results obtained from the multiple linear regression analyses show that there are significant positive impacts on job satisfaction for Task Identity, Task Significance, and feedback.

Keywords: Job Satisfaction, Small and Medium-sized Enterprises (SMEs), Employee Characteristics, Demographics

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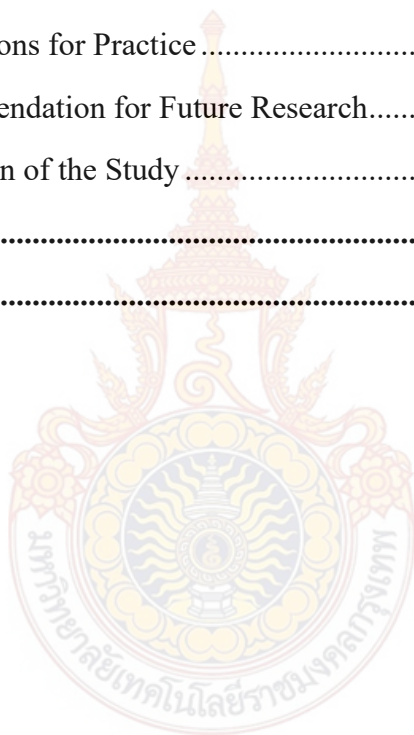
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CHAPTER I

INTRODUCTION

1.1 Background And Statement Of The Problem

The number of small and medium-sized enterprises in China has increased year by year, providing a substantial number of jobs and making significant contributions to maintaining social stability and promoting social and economic development, thereby occupying an important position in the national economy. Job satisfaction refers to an employee's attitude towards their work, encompassing their overall evaluation of the work they are engaged in. Employee satisfaction is a crucial indicator of human resource management and the overall quality of work and life for employees. Small and medium-sized enterprises often neglect employee satisfaction, resulting in low work efficiency and high turnover, which significantly wastes human capital; thus, improving employee job satisfaction is crucial (Zhang, 2021).

In 1996, the concept of harmonious human resource management was first introduced by scholars, and its theoretical basis has been elaborated, improved, and enriched. The concept of harmony in the theory explains the human resources' mandate: the harmony of the human state, the harmony of the mind, and the harmony of ecology. Harmony encompasses the relationships between employees and enterprises, employees and managers, and coworkers. Establishing enterprise harmony and interpersonal harmony as two important indicators of job satisfaction.

By definition, a key characteristic of small and medium-sized enterprises is that they have a small number of employees, and these employees are the most crucial part of the enterprise. Especially for small-scale and early-stage enterprises, their systemic construction, cultural construction, and job responsibilities are often incomplete, and employees frequently carry a heavy workload, resulting in a situation where one person has multiple responsibilities.

This situation is unfavorable for improving employee satisfaction. Sheraz et al. (2014) stated that, given the unequal status between employees and enterprises, which contradicts the principle of harmony between individuals and enterprises, SMEs should establish the concept of "people-oriented" equality. This involves strengthening the harmonious relationship between personnel and their responsibilities, as well as optimizing pathways to promotion.

Research on the status of human resource management in small and medium-sized enterprises holds promise for the long-term, stable development of these enterprises. Regular surveys and analysis of employee satisfaction in small and medium-sized enterprises help managers meet employees' psychological needs and take measures to prevent potential problems for management. It is helpful for enterprise managers to understand the problems that need to be addressed in their respective areas of management.

The research provides a basis for managers to make informed decisions and address management issues promptly, establish a scientific and standardized salary system, enhance the development of enterprise culture, and strengthen employee career management. It strengthens the effective management of employees, enhances the core competitiveness of enterprises, and ultimately makes enterprises generate greater economic benefits (Szromek & Wolniak, 2020).

In the current domestic market, employee retention has always been a key proposition for enterprises. Some employees are secure in their roles, playing a pivotal part in retaining employees across various departments within the enterprise. Understanding the relationship between employee satisfaction and retention is very important. Only by firmly grasping the core technical talents can we ensure the sustainable development of the enterprise over time.

Currently, competition within the headhunting industry makes talent mobility problematic. Improving employee satisfaction and enhancing their sense of belonging to the organization is a pressing matter for SMEs.

Current research on job characteristics and job satisfaction is primarily focused on larger enterprises, often in Western nations. There is minimal research on the SME market in Shandong, China. Our understanding of how job characteristics influence job satisfaction in the specific context of SMEs in Shandong is currently limited. This research aims to fill the void and investigate the impact of Job characteristics on job satisfaction among SME Employees in Shandong.

1.2 Research Questions

Research questions :

- 1) How do demographic factors influence employees' job satisfaction in SMEs?
- 2) How do the business characteristics of an SME influence job satisfaction for SME employees?
- 3) How do the characteristics of the work influence job satisfaction for SME employees?

1.3 Research Objectives

- 1) To study the level of Job Satisfaction for SME employees based on demographic factors.
- 2) To study the level of job satisfaction for SME employees based on business characteristics.
- 3) To study the influence of work characteristics on job satisfaction for SME employees.

1.4 Research Framework

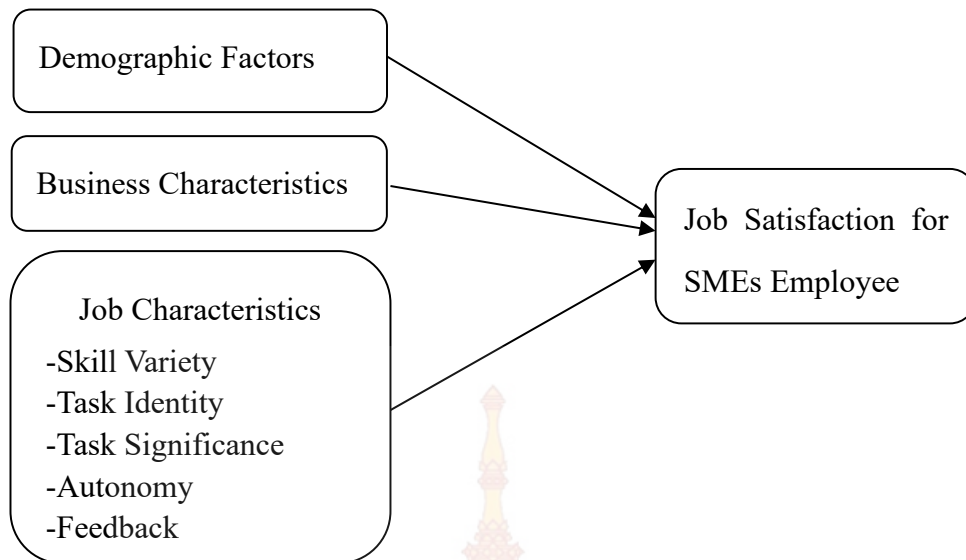


Figure 1.1 Research Framework

1.5 Research Hypotheses

H1: Differences in Demographic Factors generate differences in Job Satisfaction for SME employees.

H2: Differences in Business Characteristics generate differences in Job Satisfaction for SME employees.

H3: Job Characteristics influence Job Satisfaction for SME employees.

1.6 Scope of the Research Study

1.6.1 Content

This study used questionnaires to investigate the variables that affect job satisfaction among SME Employees in Shandong. Demographic Factors, Business Characteristics, and Job Characteristics are the independent variables, while job satisfaction among SME Employees is the dependent variable.

1.6.2 Area of Study

In this study, SMEs in Shandong were selected for research.

1.6.3 Population and Sample

The population of this study consisted of employees of SMEs in Shandong. Using the Taro Yamane Sample Size Table, with an unlimited population and a probability of error of 0.05 (5%) at a 95% confidence level, the sample size was determined to be 400.

1.6.4 Sampling Method

Due to the large population, the sampling method used in this study is based on non-probability sampling, specifically convenience sampling.

1.6.5 Duration

The research was conducted for 9 months, from January 1 to September 30, 2024.

1.7 Definition of Key Terms

Autonomy: The degree to which the work provides substantial freedom and discretion to an individual in scheduling the work and in determining the procedures to be used in carrying it out.

Feedback: The degree to which carrying out the work activities required by a job results in an individual's obtaining direct and clear information about the effectiveness of an individual's performance, either directly from the job itself or from other people.

Job Satisfaction: The pleasurable or positive emotional state resulting from the appraisal of an individual's job or job experience.

Skill Variety: The degree to which the job requires the exercise of several different skills, abilities, or talents.

SMEs (Small and Medium Enterprises): Private enterprises that are

relatively small compared to other enterprises in the same market or industry and not formed as a part of large enterprises or business groups.

SME employee: an individual who works for a small or medium-sized business, typically characterized by the company's limited number of employees, relatively modest revenue or asset base, and smaller-scale operations compared to larger corporations.

Task Identity: The degree to which the work requires the completion of a whole and identifiable piece of work: doing a job from beginning to end with a visible outcome.

Task Significance: The degree to which the job has a substantial impact on the lives and work of other people.

1.8 Benefit of the Study

1. **Deeper Understanding of Job Satisfaction:** This study provides insight into the job satisfaction levels of SME employees. Organizations can therefore customize their management strategies to foster happier work environments by determining which job characteristics have the most influence.

2. **Informed Decision-Making for SMEs:** Shandong's SMEs benefit significantly from the study's conclusions. This research enables small and medium-sized businesses to make educated decisions regarding employee management, job design, and human resource policy, thereby increasing the satisfaction of their staff members.

3. **Increased Employee Retention:** More effective measures for employee retention stem from a deeper understanding of how job features impact work satisfaction. Happy workers are more likely to remain in their current jobs, which lowers turnover and the associated costs.

4. **Improved Organizational Performance:** Employee productivity and

performance are highly related to job satisfaction. SMEs in Shandong are expected to experience enhanced overall organizational performance and competitiveness when they implement measures to promote work satisfaction, according to the study's findings.



CHAPTER II

LITERATURE REVIEW

2.1 Related Theories

2.1.1 Demographic Characteristics of China's SME Employees

In the past, a majority of China's SME employees had relatively little formal education (Yu & Bell, 2007). SME employees were also unlikely to upskill through formal training programs, as they perceive operational issues as being more important than the acquisition and development of knowledge and skills. However, due to the increasing importance of the knowledge-based economy that has been evolving since the late 1990s, the new generation of SME employee is paying more attention to the pursuit of higher education. The improvement in China's educational systems has also enabled many in this new generation to pursue higher formal education through distance learning or by becoming part-time students in various public and private universities nationwide (Xu & Xu, 2020).

According to the data of the fourth Economic census, there are 18.235 million legal entities in China. Among them, Medium, Small, and Micro units totaled 18.2027 million, accounting for 99.82% of the total. For Medium-sized and Small units, approximately 2,640,600 units were recorded, which is 14.48 percent of the total. The number of employees in legal entities nationwide was 294.69 million. Most, at 233.88 million, or 79.36%, were employees in Medium, Small, and Micro units. For medium and Small enterprises, their employees numbered 167.2 million, or approximately 56.74% of the total.

Wholesale and Retail, Manufacturing, Leasing, and Business Services have the largest number of Small and Medium-sized legal entities, with 6.313 million, 3.244 million, and 2.265 million, respectively. The absolute number of employees of Small

and Medium-sized legal entities in Manufacturing, Construction, and Wholesale and Retail was the largest, with 81.551 million, 43.213 million, and 34.02 million, respectively. The number of employees in Small and Medium-sized legal entities in the Financial industry, Leasing and Business Service Industry, and Culture, Sports, and Entertainment Industry accounted for the highest proportion of the total number of employees in the industry, at approximately 98.4%, 95.9%, and 91.0%, respectively. Therefore, it can be seen that Small and Medium-sized enterprises play a vital role in China's national economic system. Their large number and proportion not only affect the local economy, but also affect the cooperation and operation of large enterprises.

Scholars have diverse interpretations of entrepreneurial ability, grounded in various theoretical perspectives. This paper adopts the modern Chinese dictionary's definition of ability: the subjective condition of being competent for a certain task. In other words, the entrepreneurial ability is the subjective condition of being competent for the task of leading a company. Du Mont and Network (2002) generally believe that entrepreneurial ability exhibits characteristics of scarcity, comprehensiveness, innovation, residual income participation, and dynamism. Entrepreneurial ability is a key factor that determines enterprise performance.

Innovation is the ability of an entrepreneur to do something that no one else has done before, or to do it in a way that no one else has. It is the core of an entrepreneur's ability and quality, and also the concentrated expression of an entrepreneur's value. Small and medium-sized enterprises often struggle to compete with large enterprises in terms of capital, technology, manpower, scale, and overall strength, and therefore cannot compete with them directly. Entrepreneurs operationalize the advantages of strong market adaptability, enabling them to enter or exit the market quickly and develop products and market potential at the right time and stage, from the depth and breadth of products and markets (Day & Schoemaker, 2016).

Entrepreneurs excavate, discover, or create new markets, give full play to their strategic advantages, and transform them into market advantages to attract more

consumers, higher market share, and market growth rate, increasing the survival chances of enterprises, making it possible for enterprises to win (Lechner & Leyronas, 2009).

Entrepreneurs developing SMEs should possess the ability to innovate, be sensitive to the entrepreneurial environment, make quick judgments, have effective decision-making skills, and employ effective organizational and implementation strategies. With these skills, entrepreneurs can make good decisions in a specific environment, accurately grasp the changing trends in market demand, and lead the enterprise to develop "niche products" to meet the changing needs of consumers. Entrepreneurs should bring visibility in the increasingly homogenized market of products, achieve sustainable and long-term advantages, minimize risks, drive successful innovation, and enhance enterprise performance.

Communication skills refer to an entrepreneur's ability to utilize various media to conduct a systematic, two-way exchange of information or views with the public (Abbasi et al., 2011). In modern society, enterprises inevitably form horizontal and vertical connections with social organizations, groups, and individuals in a complex network of social relations. Facing a large number of public interest groups, enterprises must carefully manage social relations and mutual relations, avoid, reduce and resolve friction between the internal and external public conflicts as much as possible, harmonise the internal and external environment, obtain the best environment for the survival and development of enterprises, and ensure the realization of corporate goals (CGA, 2010).

External realities necessitate that employees not only connect with the market, consumers, suppliers, and facilitators, but also are restricted and affected by price, supply, demand, competition, and other market mechanisms. Simultaneously, they connect with the government and relevant departments, and are subject to the regulation and influence of the government's macroeconomic management policies.

Small and medium-sized enterprises are vulnerable when they are formed,

as their image and credibility have not been established or recognized by consumers, and their visibility within the industry is low. Therefore, an important role of the business manager is the spokesperson, that is, the person responsible for the release of information about the organization's plans, policies, actions, and outcomes to the outside world, this results in employees spending much time dealing with external affairs, such as meeting consumers, meeting bankers to arrange financing, releasing information to the media, seeking new business opportunities, and promoting change (King, 2014).

Compared to large enterprises, the personality of employees in small and medium-sized businesses is a crucial factor in their success. Due to the short development time of SMEs, the corporate culture has not yet formed, and the management is still lacking institutionalization. The management of SMEs is biased towards "individual" management, and this "individual" is generally the entrepreneur of SMEs. Small and medium-sized enterprises often face greater difficulties and setbacks in today's competitive environment. Only entrepreneurs with a strong ambition to succeed can muster the confidence to persevere in difficult times and motivate employees to do the same. Small and medium-sized entrepreneurs must remain calm, stay confident, and persevere in order to guide their employees through difficulties and capitalize on new opportunities. At the same time, because small and medium-sized enterprises rely on interpersonal management, when facing employees, entrepreneurs must have the courage to take responsibility, show integrity and dedication, which will be embraced by employees, who take the entrepreneur as the benchmark, thus forming a good working atmosphere and ultimately promoting the formation of a good culture within enterprises. In the current era of innovation, small and medium-sized enterprises need to innovate more than large enterprises, so having innovative thinking is an inevitable characteristic of small and medium-sized enterprises (Herr & Nettekoven, 2017).

Small and medium-sized enterprises do not have access to the large talent

pool that large enterprises have, so this places a significant responsibility on SMEs' employees to possess relevant knowledge and skills. Small and medium-sized enterprises often require their employees to shoulder the development goals of the organization, oversee overall planning and layout, assess competitors, and make major strategic and tactical decisions. Employees need strategic thinking, flexibility, and judgment; they also deal with multiple external relationships on behalf of enterprises, so employees must possess the skills necessary for negotiations and public relations.

Of course, SME employers need to train and manage employees, deal with multiple sources of information, provide correct instructions, and make informed business decisions. Employers need to possess organizational, communication, coordination, interpersonal insight, and leadership skills, and be committed to enhancing the management experience. They should have a deep understanding of hiring and employing people, as well as be skilled at training subordinates, to better lead the long-term and healthy development of small and medium-sized enterprises.

Culture has been defined in many ways. Furawo and Scheepers (2018) have stated that culture consists of patterned ways of thinking, feeling, and reacting, which are acquired and transmitted mainly through symbols, including their embodiment in artifacts. The essential core of culture consists of traditional ideas and, in particular, the values associated with them. There are four dimensions of national culture: power distance, uncertainty avoidance, individualism versus collectivism, and masculinity versus femininity (Meredith, 2017). The section below describes the Chinese culture and its impact on SMEs.

2.1.2 Business Characteristics of Chinese SMEs

Small and medium-sized enterprises are among the primary drivers of national economic growth. A healthy SME sector makes a significant contribution to the economy, creating jobs, boosting exports, enhancing production, and introducing innovation and entrepreneurial skills within the economy. According to the World Business Council for Sustainable Development (WBCSD), SMEs account for

approximately 90 percent of companies in most economies worldwide, provide 40 to 80 percent of jobs, and make a significant contribution to the gross domestic product of many countries.

In the Organization for Economic Cooperation and Development (OECD) region, SMEs are the dominant form of business, accounting for about 99% of all businesses. They are a significant source of employment, accounting for about 70% of jobs on average, and are major contributors to value creation, generating 50% to 60% of value added on average (OECD, 2016). In emerging economies, SMEs account for 45 percent of total employment and 33 percent of GDP. When the contribution of informal enterprises is taken into account, SMEs contribute more than half of employment and gross domestic product (GDP) in most countries, regardless of income level (IFC, 2010). Additionally, the development of small and medium-sized enterprises fosters economic diversification and resilience. This is particularly important for resource-rich countries, which are especially vulnerable to fluctuations in commodity prices.

The total number of small and medium-sized enterprises in Shandong exceeds 4.4 million, ranking second in the country. In the first three quarters of the year, the value added by the private sector increased by 8.1% year-over-year, effectively accounting for half of the province's economy. With the continuous improvement of policies, technology, capital, talent, and other support, Shandong has been developing the link between supply and demand, striving to optimize the environment and create a stable and predictable environment that facilitates the development of small and medium-sized enterprises.

Domestic and foreign scholars have studied influences from many angles, both from external, objective characteristics and internal personality and other characteristics. Daily and Johnson emphasized the influence of educational background on corporate performance, while Mazur and Zaborek (2016) focused on investigating 120 outstanding employees in China. Roblek et al. (2021) found that the characteristics

of outstanding employees are concentrated in five aspects: age, performance, adaptability, skills, personality, and perseverance. Carneiro (2000) divides the individual characteristics that affect the core competitiveness of enterprises into efficiency characteristics (the ability to grasp business opportunities, work relevance and work experience), transactional characteristics (the personal influence of employees, the relationship with government departments, professional institutions and industrial groups) and dynamic characteristics (drive, emotional power, attraction and willpower). Rhodes et al. (2018) proposed that employees' risk-taking tendency, internal control, metacognition, communication ability, and industry experience have a positive impact on enterprise management and innovation. Dachner et al. (2017) investigated the entrepreneurial spirit of employees in Anhui, examining its relationship with age, gender, culture, pre-service role, employment mode, risk-taking, and innovation. Chen et al. (2021) studied the relationship between entrepreneurial performance of enterprises from the aspects of demographic characteristics age, education, gender, blood type, age at starting a business for the first time, family background, work experience, social capital and psychological characteristics such as self-confidence, ambition, risk awareness, internal and external control, mental and tolerance for uncertainty. After studying the characteristics of 124 small and medium-sized manufacturing employees, Milici et al. (2021) categorized these employees into two groups: objective characteristics (age, education, attention, and social capital) and psychological characteristics (demand, risk preference, and mental model).

An entrepreneur is a person who can independently make business decisions and bear the risks associated with an enterprise. The entrepreneur is not only the organizer and leader of production, but also the operator in market transactions. Their responsibility is to ensure the appreciation of the enterprise's assets. General requirements necessitate a high level of ideological awareness and possession of the necessary cultural and professional qualities. In modern enterprises, entrepreneurs can be categorized into two distinct groups. One is an entrepreneur and an enterprise owner.

As owners, they are actively involved in managing their enterprises. The other category is the professional entrepreneur whom the owner employs. More often, the term 'entrepreneur' refers only to the first type and is used to describe the second type as professional managers (Watson, 1995).

A culture of Innovation is the soul of business. Schumpeter's view that employees are innovators engaged in "creative destruction" highlights the essence and characteristics of business. The biggest hidden danger to an enterprise is the death of its innovative spirit. A business, whether in value-added services or human resources, is doomed when innovation is scrapped; innovation must become the instinct of all in the SME. Innovation is not a "flash of genius" but the result of hard work by all. Innovation is a typical characteristic of entrepreneurial activities, encompassing product innovation, technological innovation, market innovation, and organizational innovation, among others. The essence of the spirit of innovation is "not to do something different, to do something better than what has been done." Therefore, an innovative entrepreneur is like a passionate artist (Maliranta & Nurmi, 2019).

2.1.3 Job Characteristics Theory

The Job Characteristics Theory, also known as the Job Characteristics Model (JCM), proposed by Hackman and Lawler (1976) and later refined by Barrick et al. (2013), is a highly influential model of job enrichment that attempts to address how a core set of job characteristics impacts psychological states, leading to specific outcomes in the work environment. The model has been developed as a response to the shortcomings of Herzberg's

1. Skill Variety: the degree to which the job requires the exercise of some different skills, abilities, or talents;

2. Task Identity: the degree to which the job requires completion of a whole and identifiable piece of work, doing a job from beginning to end with a visible outcome.

3. Task Significance: the degree to which the job has a substantial impact

on the lives or work of other people.

4. Autonomy: the degree to which the job provides substantial freedom and discretion to an individual in scheduling the work and in determining the procedures to be used in carrying it out.

5. Feedback: the degree to which carrying out the work activities required by a job results in an individual's obtaining direct and clear information about the effectiveness of his or her performance, either directly from the job itself or from other people.

According to JCM, skill variety, task significance, and task identity are utilized in the work environment to stimulate meaningfulness and produce outcomes characterized by high intrinsic motivation and/or high job performance. When employees feel that they are fully utilizing a variety of their skills (skill variety), that their job affects many people to a great extent (task significance), and that they are being allowed to complete the task from beginning to end (task identity), they are likely to perceive the job as meaningful, which leads to high job performance and/or high intrinsic motivation. The presence of autonomy in the workplace leads to a psychological state of feeling responsible for outcomes, which in turn results in high job satisfaction. Thus, if employees can determine the method or approach in which the work is accomplished (autonomy), they will feel responsible for the end product and will therefore be more satisfied with what they have accomplished, less likely to quit (turnover), and also more likely to attend work (low absenteeism). Autonomy is contrasted with being told what to do and how to do it. The last core job characteristic, feedback, produces a psychological state in which employees develop knowledge of their results, producing outcomes similar to autonomy (high job satisfaction, low turnover/absenteeism). In other words, knowing how one is performing and being aware that superiors are aware of one's performance (through feedback) leads to greater job satisfaction, less absenteeism, and lower turnover.

2.1.3.1 Job Dimensions

The debate over which and how many job dimensions are required for a comprehensive model has continued from the early research studies of Petter et al. (2008). This is mainly because little research has been conducted to advance the measurement of job dimensions beyond the initial studies (De Cuyper et al., 2008). Additionally, inductive research has not been conducted to determine the number and specific job dimensions required for job characteristics research.

Most job characteristics research, especially research using JDS and JDI, has been based on perceived job dimensions. As in Birnbaum et al. (1986), "it is how much he perceives that which he has which will affect his reactions to the job." They continue, "It should be emphasized that, for all the job dimensions discussed above, it is not their objective state which affects employees and behaviors, but rather how the employees experience them." These comments clearly show that it is the subjective job dimensions that form the basis for the model. This aligns with the literature on job satisfaction, which has focused on within-person attitudes. Lauver and Kristof-Brown (2001) have also provided evidence that supports their statement, as they found that job incumbents' perceptions are greater between job categories than within them.

2.1.3.2 Meta-Analyses of Job Dimensions

Three meta-analyses were conducted on the job characteristics approach in the 1980s (Wegman et al., 2018). All three meta-analyses found support for the basic job characteristics model, which suggests that specific job dimensions are associated with job satisfaction. Luchman and Gonzolez-Morales (2013) in their qualitative review, pointed out that little theoretical development had been made since the original development of the model. DeVaro et al. (2007) conducted a meta-analysis of 28 studies. However, they did not address the full JCM, implicitly suggesting that the basic (content-based) job characteristics approach is the model of interest. They found a mean correlation of 0.39 between job dimensions and job satisfaction. The third meta-analysis, conducted as part of Fried's doctoral dissertation, based on over 200 studies,

found support for the content-based job characteristics approach and the JCM, as reported by Thomas et al. (2004). Their findings aligned with those of Spector and Jex (1991), who also found support for the basic job characteristics approach. Despite support for the JCM, Thomas et al. (2004) also found inconsistencies in the literature. They suggested that some of the inconsistencies in the findings were due to background noise, including demographic factors (such as age, income, and tenure), as well as the influence of coworkers on the perception of job dimensions.

2.1.3.3 Job Dimensions of SME Employees

SME entrepreneurs develop a conceptual business model by identifying business opportunities or by researching different business ideas and developing one into their particular business activity. This can be made tangible by developing a business plan before starting a new venture. This means that the SME employees, brought into the enterprise, have a large amount of freedom to choose how to develop within the new venture based on the identified business opportunities. In developing a new venture, both conceptually and practically, SME employees engage in multiple tasks, such as planning, financing, marketing, and human resources management. This means that SME employees engage in tasks with high significance and have a high level of skill variety. When SME employees pursue funding for new ventures, they plan the means to obtain funding and actively implement the plan. In other words, SME employees have a high level of autonomy.

Therefore, to examine the relationship between job dimensions and job satisfaction of SME employees in China, this study employs JCM (Martianty et al., 2020), which includes five job dimensions: skill variety, task identity, task significance, autonomy, and feedback. These five job dimensions have consistently been empirically shown to have a significant positive relationship with job satisfaction (Rahaman et al., 2021).

2.1.4 Job Satisfaction Theory

Job satisfaction has been the subject of research since the Hawthorne

studies of the 1920s (Judge et al., 2020). Job satisfaction has been identified as a pleasurable or positive emotional state resulting from the appraisal of one's work or work experiences. Fritzsche and Parrish (2005) postulated that job satisfaction comprises the degree of positive attitude that a person holds towards their job, as perceived by the person. In contrast, job dissatisfaction refers to the degree of negative attitude a person holds towards their job. Thus, job satisfaction is a within-person construct; an individual's attitude about their job should have positive implications for the way they do the work.

SME employees differ from other organizational groups in their degree of commitment to the organization (Amin, 2021). It can be argued that this commitment stems from the fact that SME employees have developed the venture strategy, and the financial benefits of venture success often directly impact SME employees. Thus, if SME employees are not satisfied, they may reduce their commitment to the venture, leading to undesirable consequences, such as the venture's closure (Celik, 2011). On the other hand, job satisfaction and contextual performance are related at the individual level (Christen et al., 2006). This means that when SME employees are satisfied, they are more likely to engage in organizational activities that exceed their basic entrepreneurial tasks. Several of the effects of contextual performance at the individual level occur at the aggregate level of organizational performance (Izvercian et al., 2016).

2.1.4.1 Dispositional Theory

Dispositional theory is a broad theory that suggests people have innate dispositions that cause them to exhibit tendencies toward a certain level of satisfaction, regardless of their job. This approach has become a widely accepted explanation of job satisfaction, given evidence that job satisfaction tends to be stable over time and across various careers and jobs. Research has also shown that identical twins tend to have similar levels of job satisfaction.

A significant model that narrowed the scope of the Dispositional Theory is the Core Self-Evaluations Model proposed by Chang et al. (2012). Judge et al. argued

that there are four Core Self-Evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model posits that higher levels of self-esteem (the value one places on oneself) and general self-efficacy (the belief in one's competence) are associated with greater work satisfaction. Having an internal locus of control (believing one has control over one's own life, as opposed to outside forces having control) leads to higher job satisfaction. Ultimately, lower levels of neuroticism are associated with higher job satisfaction.

2.1.4.2 Affect Theory

Judge et al. (2017) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Furthermore, the theory posits that the degree to which one values a given facet of work (e.g., the level of autonomy in a position) moderates how satisfied or dissatisfied one becomes when these expectations are or are not met. When a person values a particular facet of a job, this impacts their satisfaction to a greater extent, either positively (when expectations are met) or negatively (when expectations are not met), than it does for one who does not value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy than Employee B would be. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction, the more a worker values that facet.

2.1.4.3 Two-Factor Theory

Herzberg's Two-Factor Theory (also known as Motivator-Hygiene Theory) attempts to explain satisfaction and motivation in the workplace (Kelso & Hetter, 1967). This theory asserts that satisfaction and dissatisfaction are driven by two factors: motivation and hygiene. Motivating factors are those aspects of the job that motivate people to perform and provide them with a sense of satisfaction. These motivating

factors are considered to be intrinsic to the job or the work carried out (Alshmemri et al., 2017). Motivating factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions (Stello, 2011). While Herzberg's model has stimulated considerable research, researchers have been unable to empirically validate the model. Ewen et al. (1966) have suggested that the success of Herzberg's original formulation of the model may have been a methodological artifact (Sanjeev & Surya, 2016). Furthermore, the theory does not consider individual differences, conversely predicting that all employees will react in the same manner to changes in motivating and hygiene factors (Matei & Abrudan, 2016). Finally, the model has been criticized for not specifying how motivating and hygiene factors are to be measured (Kotni & Karumuri, 2018).

2.2 Related Studies

Domestic and foreign scholars generally hold that the individual characteristics of employees have a significant impact on the development of enterprises. Consequently, numerous studies have examined the impact of entrepreneurial characteristics from various angles, yielding a broad spectrum of results.

Yongcai (2010) emphasized the importance of improving employee satisfaction in small and medium-sized enterprises, based on human harmony, the relationship between employees and enterprises, and the relationship between managers and employees, thereby fostering harmony between people and enterprises. Problems may arise as the unequal status between employees and the enterprise, unreasonable post design and uneconomical personnel allocation, the lack of promotion channels and fairness, the lack of performance appraisal function and fairness, the insufficient attention and communication of managers to employees, and the unreasonable salary system directly led to the dissatisfaction of employees in enterprises. The key measures

to improve employee satisfaction are to optimize the employee satisfaction path based on the concept of interpersonal harmony, establish the concept of "people-oriented" equality, strengthen the construction of employee harmony, improve the optimization of promotion mechanisms, promote harmonious and fair performance appraisal, establish a sound salary system and attention paid to employees by managers.

Ndubisi and Iftikbar (2012) investigated the relationship between the characteristics of many small and medium-sized entrepreneurs and business performance through a questionnaire. The characteristics of small and medium-sized entrepreneurs' competence, as measured by three characteristics, six dimensions, and thirty-two competency elements, were obtained through statistical analysis. Through an investigation of the relationship between the characteristics of small and medium-sized enterprises and their performance, this paper examines the capability characteristics of these enterprises.

In terms of personality traits, they are more important in small and medium-sized enterprises than in large enterprises. Due to the short development time of SMEs, corporate culture has not yet been established, management has not yet been institutionalized, and even the management of SMEs is still in its early stages, tending to be "individual", with the individuals usually being entrepreneurs of SMEs. Compared to traditional large and medium-sized enterprises, SMEs have a more innovative mindset, which is an important and indispensable part of their personality.

From the perspective of behavioral characteristics, small and medium-sized entrepreneurs and entrepreneurs of large companies are not the same, because the development of small and medium-sized enterprises face a crisis of existence, so to the outside world maintain a sense of crisis, in order to maintain the long-term healthy development of the enterprises; Small and medium-sized entrepreneurs must also strengthen themselves by due diligence, integrity and legality. Research has shown that entrepreneurs with these behavioral traits are cohesive, retain talent, and make employees happy to fight for the company.

In terms of capability characteristics, small and medium-sized enterprises are in a disadvantaged position than larger enterprises. Small and medium-sized enterprises often lack access to the talent pool of large enterprises, which can test their knowledge and skill level. Operators must also possess organizational skills, the ability to express, coordinate, understand, and influence interpersonal relations, enhance business experience, utilize personnel effectively, and cultivate sub-departments so that small and medium-sized enterprises can thrive.

Lai et al. (2017) studied the importance of employee satisfaction in detail for the growth of SMEs. Employee satisfaction is beneficial and promotes effective employee management in small and medium-sized enterprises, positively impacting the economic benefits of these enterprises and enhancing their basic competitiveness through the establishment of a scientific and standardized salary system, the development of corporate culture, the strengthening of employee career management, and the implementation and improvement of education and training systems.

To retain and develop existing talent, attention must be paid to employee satisfaction, as it plays a crucial role in the company's growth and development. To achieve stable growth, SMEs should consider conducting employee satisfaction surveys to gauge employee satisfaction and identify areas for improvement. Adhering to the "people-oriented" management concept, we have established a scientific and effective management system to improve employee satisfaction and enhance cohesion and centripetal force among the company's employees. Allowing employees to take the initiative to create economic value for the enterprise and achieve its sustainable development.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

Research design is a strategy for answering the questions or testing the hypotheses that initially stimulated the research (McKerchar, 2008). This study employs a cross-sectional survey to answer the research question: To what extent are job characteristics related to the job satisfaction of SME employees in China? This study entailed gathering descriptive information about the job dimensions and job satisfaction of SME employees in China. It has also involved regressive correlation analysis to determine the degree of influence between the selected independent variables (skill variety, task identity, task significance, autonomy, and feedback) and the dependent variable (job satisfaction).

3.2 Sample and Sample Size

3.2.1 Population

By the end of 2022, the total number of small and medium-sized enterprises in China exceeded 4.3 million, including 6,637 innovative small and medium-sized enterprises, 756 specialized and new "small giant" enterprises, 192 enterprises that are "small giant" enterprises with key support from the central government, and 5,777 provincial specialized and special new enterprises.

The unit of analysis of this study is SME entrepreneurs (owners or co-owners). Kotey and Meredith (1997) found that the characteristics of SME employees differed depending on the business infrastructure environment. In China, business infrastructure in metropolitan areas is much more developed than in provincial areas. To control for such differences and thereby strengthen the internal validity, this survey

limited the geographic location of the sample to China, which has the most developed business infrastructure and the greatest number of SMEs. The other consideration is business size. Only SMEs with fewer than 50 employees were selected for the analysis.

3.2.2 Sample Size

According to Taro Yamane (1967), the population in this study consists of SME employees in Shangdong, which is unlimited. Based on a probability of error of 0.05 (5%) at a 95% confidence level, the sample size is calculated to be 400 participants. In this study, 500 participants were selected.

3.2.3 Sampling Method

Due to the large population, the sampling method used in this study is a non-probability sampling method, specifically convenience sampling.

3.3 Data Collection

3.3.1 Primary Data

The primary data was collected through a survey. Each questionnaire consisted of five pages, a consent form, and four pages of research questions. To increase the response rate, 9 research assistants personally delivered the questionnaires to the 500 targeted SME employees. An appointment was made to collect the questionnaire on the day it was delivered. Of the collected questionnaires, only those that indicated the number of employees in the company did not exceed the maximum number of 50 employees were used for further analysis.

3.3.2 Secondary Data

In preparation for analyzing the survey responses, extensive secondary research was conducted to gather publicly available data relevant to SME employees, particularly in the context of China. The secondary data were taken from journals, newspapers, magazines, and selected Internet sites. The data were then assessed for standardization and relevance and arranged in a coherent order in preparation for use

as support for the primary findings.

3.3.3 Statistical Treatment of Data

In this study, the Statistical Package for the Social Sciences (SPSS) for Windows was used to analyze data from the completed questionnaires, employing a single-sample analysis.

3.4 Research Instrument

The survey instrument used in this study was a self-administered questionnaire. The questionnaire was developed by synthesizing and adapting questions from previously validated survey instruments identified in prior studies with similar research objectives (Epstein et al., 2015).

According to Epstein et al. (2015), the reason an overall measure is better than measures based on a sum of facets is that it is more inclusive in assessing job satisfaction than a sum of facet measures. Judge et al. (2020) have found that an overall job satisfaction measure shows substantial convergent validity with facet scales and that an overall measure could reasonably be expected to be more robust than a sum of facet scales measure. In this study, job satisfaction was measured using three items focused on overall job satisfaction. All three items were measured using 7-point Likert scales (1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = neutral, 5 = slightly agree, 6 = moderately agree, 7 = strongly agree). This measure was developed by Hackman and Oldham (1976) and is considered a valid measure of overall job satisfaction, with satisfactory psychometric properties (Özpehlivan & Acar, 2015).

3.5 Content Validity and Reliability

3.5.1 Content Validity

The validity of the questionnaires was tested using IOC (Item-Objective Congruence), a method that quantitatively measures content. Experts judge items to

evaluate the fit between test items and the table of specifications. Three experts examined the content validity. The content and the measurement of the questions were evaluated to cover and complete the research issues. The experts were required to rate the questionnaires.

+1 The question is consistent with the content of the measurement objective.

0 Not sure that the question is consistent with the content of the measurement objective.

-1 The question is not consistent with the content of the measurement objective.

The results of all expert evaluations were used to calculate the IOC index according to the formulas of Rovinelli and Hambleton (1977) as follows:

$$IOC = \Sigma R/N$$

ΣR = total rating score from all experts for each question

N = number of experts

If the calculated IOC index is greater than or equal to 0.5, it is considered that the question aligns with the research objectives. If any question had a value that did not meet the 0.5 criterion, and it was necessary to use that question, then that question was revised according to the advice of experts. The IOC results are presented in Tables 3.1 and 3.2.

Table 3.1 IOC Results of Job Characteristics

Job Classification	Expert 1	Expert 2	Expert 3	IOC Index
13. Skill Variety	+1	+1	+1	1
13.1 My job provides much variety.	+1	+1	+1	1
13.2 While performing my job, I get the opportunity to work on many interesting tasks.	+1	+1	+1	1
13.3 My job provides me with the opportunity to utilize new technologies.	+1	+1	+1	1
14. Task Identity	+1	+1	+1	1
14.1 My job allows me the opportunity to	+1	+1	+1	1

Job Classification	Expert 1	Expert 2	Expert 3	IOC Index
complete the work I start.				
14.2 My job is structured in a way that allows me to interact with customers.	+1	+1	+1	1
14.3 My job is structured in a way that provides me with a clear understanding of how it aligns with the business mission.	+1	+1	+1	1
15. Task Significance	+1	+1	+1	1
15.1 My job can significantly impact many other people, depending on the quality of the work I perform.	+1	+1	+1	1
15.2 My job can influence decisions that significantly affect the company.	+1	+1	+1	1
15.3 My job influences day-to-day company success.	+1	+1	+1	1
16. Autonomy	+1	+1	+1	1
16.1. My job allows me to work independently and complete my tasks on my own.	+1	+1	+1	1
16.2. My job provides me with the opportunity for self-directed flexibility in work hours.	+1	+1	+1	1
16.3 I can perform my job functions independently of supervision.	+1	+1	+1	1
17. Feedback	+1	+1	+1	1
17.1 My job itself provides feedback on how well I am performing at work.	+1	+1	+1	1
17.2 My job provides me with the opportunity both to communicate with my supervisor and to receive recognition from him/her.	+1	+1	+1	1
17.3. I receive feedback from my coworkers regarding my job performance.	+1	+1	+1	1

According to Table 3.1, all Job Characteristics questions were calculated to have an IOC index greater than 0.5, indicating that the questionnaires met the validity condition described above.

Table 3.2 IOC Results of Job Satisfaction

Job Satisfaction	Expert 1	Expert 2	Expert 3	IOC Index
18.1 Generally speaking, I am very satisfied with this job.	+1	+1	+1	1
18.2 I frequently think of quitting this job.	+1	+1	+1	1
18.3 I am generally satisfied with the kind of work	+1	+1	+1	1

Job Satisfaction	Expert 1	Expert 2	Expert 3	IOC Index
I do in this job.				
18. Overall	+1	+1	+1	1

Table 3.2: All questions on Job Satisfaction were calculated to have an IOC index greater than 0.5, meaning that the questionnaires meet the validity condition described above.

3.5.2 Reliability

Before distributing the questionnaire, a reliability test was conducted using 30 participants to assess the consistency and stability of the questionnaires used in this study. Cronbach's alpha coefficient was calculated to evaluate the internal consistency of the scales. According to Hajjar (2018), a Cronbach's alpha value of 0.70 or above indicates acceptable reliability—the Cronbach's alpha coefficient for Job Characteristics and Job Satisfaction is presented in Table 3.3.

Table 3.3 The Reliability Results of Job Characteristics and Job Satisfaction

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
13. Skill Variety	0.821	0.827
14. Task Identity	0.843	0.850
15. Task Significance	0.854	0.862
16. Autonomy	0.812	0.826
17. Feedback	0.847	0.854
18. Job Satisfaction	0.843	0.857

Table 3.3 the reliability values indicate the strong internal consistency across all constructs: Skill Variety (0.821, 0.827, 3 items), Task Identity (0.843, 0.850, 3 items), Task Significance (0.854, 0.862, 3 items), Autonomy (0.812, 0.826, 3 items), Feedback (0.847, 0.854, 3 items), and Job Satisfaction (0.843, 0.857, 3 items). All coefficients were above the accepted threshold of 0.7 for social sciences, indicating that the scales used were reliable and well-constructed, thereby ensuring the accuracy of each construct and providing confidence in subsequent data analysis.

3.6 Data Analysis

A quantitative analysis, incorporating both descriptive statistics and inferential statistics, was employed in this study.

3.6.1 Descriptive Statistics

The descriptive statistics used in this study included absolute frequency, percent frequency, arithmetic mean, and standard deviation. The absolute frequency and the percent frequency were used for Demographic Characteristics and Business Characteristics. Regarding the Job Characteristics and Job Satisfaction in this study, the absolute frequency, percentage frequency, arithmetic mean, and standard deviation were calculated.

For the arithmetic mean, the results obtained from the Job Characteristics and Job Satisfaction are not precisely equal to the discrete numbers (1, 2, 3, 4, and 5) as classified in the questionnaires. It is calculated in terms of continuous numbers with a decimal that must be interpreted in relation to the objective of the questionnaires. In this study, the criteria for interpreting these means are as follows.

The arithmetic mean between 1 but less than 1.5 is in the strongly disagree level.

The arithmetic mean between 1.5 but less than 2.5 is disagree.

The arithmetic mean between 2.5 but less than 3.5 is neutral.

The arithmetic mean between 3.5 but less than 4.5 is agree.

The arithmetic mean between 4.5 and 5.0 is strongly agree.

3.6.2 Inferential Statistics

For inferential statistics, statistics were applied according to the hypothesis.

Hypothesis 1: Differences in Demographic Factors Generate Differences in Job Satisfaction

-Independent Samples t-test for gender.

-One-way ANOVA is applied for other classifications of Demographic

Factors

Hypothesis 2: Differences in Business Characteristics Generate Differences in Job Satisfaction

-Independent Samples t-test for Other Business Owned.

-One-way ANOVA applied for other classifications of Business Characteristics

Hypothesis 3: Job Characteristics Influence Job Satisfaction

- Multiple Linear Regression Analysis was used.



CHAPTER IV

ANALYSIS RESULTS

The primary objective of this study was to examine the impact of business characteristics and job characteristics on employee job satisfaction in small and medium-sized enterprises (SMEs) in Shandong Province, China. Statistical symbols and meanings used for data analysis and interpretation are as follows:

n	=	number of samples
μ	=	Mean
SD	=	Standard Deviation
t	=	t-Distribution
F	=	F-Distribution
SS	=	Sum of Squares
MS	=	Mean of Squares
Df	=	Degree of freedom
LSD	=	Least Significant Difference
Sig	=	The level of statistical significance to test the hypothesis
*	=	The statistical significance is at the 0.05 level

4.1 Research Finding (The Descriptive Statistics)

The study's results were divided into four parts based on its objectives. Part I: Analysis of Demographic Factors. Part II: Analysis of Business Characteristics. Part III: Analysis of the Job Characteristics including Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback. Part IV: The Analysis of Job Satisfaction.

4.1.1 Demographic Factors

Table 4.1 The Descriptive Statistics of Demographic Factors

Demographic Factor	Classification	Frequency	% Frequency
1. Gender	Male	247	49.40
	Female	253	50.60
2. Marital Status	Single	76	15.20
	Married	345	69.00
	Divorced	71	14.20
	Widowed	8	1.60
3. Age	Less than 20	20	4.00
	20 but less than 30	108	21.60
	30 but less than 40	96	19.20
	40 but less than 50	176	35.20
	50 but less than 60	64	12.80
4. Educational Level	60 years old and over	36	7.20
	High school	51	10.20
	Bachelor Degree	183	36.60
	Master Degree	90	18.00
	Doctoral Degree	120	24.00
	Others	56	11.20
5. Relevant Working Experiences	Yes	282	56.40
	No	218	43.60
6. Previous Entrepreneurial Experiences	Yes	172	34.40
	No	328	65.60
Total		500	100.00

Table 4.1 shows that, in terms of Gender, men accounted for 49.40%, while females accounted for 50.60%, indicating a relatively balanced distribution. Concerning Marital Status, married accounted for 69.00%, followed by Single and Divorced, recording 15.20% and 14.20%, respectively. For Widowed persons, 1.60%. In terms of Age distribution, those aged 40 but less than 50 are the largest group at 35.20%, followed by those aged 20 but less than 30 and 30 but less than 40, with 21.60% and 19.20% respectively. Those aged 60 comprise 7.20%.

Regarding education level, most respondents attained a Bachelor's Degree, at 36.60%, followed by those with a Doctorate, at 24.00%. The high school level was the smallest group, at 10.20%.

In terms of Relevant Working Experiences, 34.40% indicated that they had

relevant work experience in the field, while in terms of Previous Entrepreneurial Experience, 56.40% indicated that they had no entrepreneurial experience.

4.1.2 Business Characteristics

Table 4.2 The Descriptive Statistics of Business Characteristics

Demographic Factor	Classification	Frequency	% Frequency
7. Number of Employees	1-10	36	7.20
	11-20	174	34.80
	21-30	150	30.00
	31-50	109	21.80
	More than 50	31	6.20
8. Types of Business	Manufacturing	130	26.00
	Service	250	50.00
	Wholesalers	97	19.40
	Retail	23	4.60
9. Business Method	Establish	164	32.80
	Predecessor	141	28.20
	Join as a partner	98	19.60
	Takeover	57	11.40
	Other	40	8.00
10. Hours Spent Per Week	Less than 10	8	1.60
	10-20	45	9.00
	21-30	71	14.20
	31-40	119	23.80
	41-50	101	20.20
	51-60	58	11.60
	61-70	61	12.20
	Above 70	37	7.40
11. Other Business Owned	Yes	174	34.80
	No	326	65.20
12. Business Development Stages	Introductory Phase	54	10.80
	Growth Phase	217	43.40
	Mature Stage	185	37.00
	Recessionary Phase	44	8.80
	Total	500	100.00

Table 4.2 indicates that enterprises with 11-20 employees were the largest group, accounting for 34.80%. This was followed by enterprises with 21-30 employees, which accounted for 30.00%, and those with 31-50 employees, which accounted for 21.80%. In terms of business types, Service-oriented Businesses were the most prominent, at 50.00%, followed by Manufacturing and wholesalers, which registered

approximately 26.00% and 19.40%, respectively. Regarding business origin, the path to becoming a business owner was the largest grouping, at 32.80%, followed by taking over from a predecessor, at 28.20%. Regarding the hours spent working per week, the highest percentage was 31-40 hours at 23.80%, followed by 41-50 hours at 20.20%. Owning other businesses, 34.80% of respondents reported owning one or more businesses. For the level of business development, SMEs in the growth stage were the most prevalent, at 43.40%, followed by those in the mature stage, at 37.00%.

4.1.3 Job Characteristics

Table 4.3 The Descriptive Statistics for Job Characteristics

Job Characteristics	Mean	SD	Rank	Meaning
Skills Variety	4.60	1.799	3	Slightly Agree
Task Identity	4.70	1.711	2	Slightly Agree
Task Significance	5.00	1.578	1	Slightly Agree
Autonomy	4.47	1.635	4	Undecided
Feedback	3.51	1.178	5	Undecided
Overall	4.46	1.824	-	Undecided

Table 4.3, Task Significance with a mean of 5.00 and a standard deviation of 1.578, is rated as " Slightly Agree " and ranked first. Followed by the second rank Task Identity with a mean of 4.70 and a standard deviation of 1.711, rated " Slightly Agree ". The third rank was Skill Variety, with a mean of 4.60 and a standard deviation of 1.799, rated as "Slightly Agree". The Autonomy, with a mean of 4.47 and a standard deviation of 1.635, was rated as "Undecided" and ranked slightly lower, coming in fourth place. Feedback, with a mean of 3.51 and a standard deviation of 1.178, was rated as " Undecided ", and is in last place in the ranking. Overall, the mean of Job Characteristics was 4.46, with Undecided Responses.

Table 4.3a The Descriptive Statistics for Skill Diversity

Job Characteristics	Mean	SD	Rank	Meaning
My job provides much variety.	4.59	1.899	2	Slightly Agree
While performing my job, I get the opportunity to work on many interesting projects.	4.64	1.849	1	Slightly Agree
My job provides me with the opportunity to utilize a wide range of new technologies.	4.48	2.006	3	Slightly Agree
Overall	4.57	1.918	-	Slightly Agree

In Skill Diversity (Table 4.3a), the most highly rated aspects are “*While performing my job, I get the opportunity to work on many interesting projects*” and “*My job provides much variety.*” The lowest ranking aspect is “*My job allows me to use many new technologies*”. All of them are at the level of “Slightly Agree”, resulting in an overall score of “Slightly Agree” for Skill Diversity.

Table 4.3b The Descriptive Statistics for Task Identity

Job Characteristics	Mean	SD	Rank	Meaning
My job can have a significant impact on many other people, depending on the quality of the work I perform.	4.66	1.909	2	Slightly Agree
My job can influence decisions that significantly affect the company.	4.82	1.815	1	Slightly Agree
My job influences day-to-day company success.	4.52	1.914	3	Slightly Agree
Overall	4.67	1.880	-	Slightly Agree

Concerning Task Identity shown in Table 4.3b, it is evident that “*My job can influence decisions that significantly affect the company*” is the most highly rated

aspect of the work, followed by “*My job may affect a lot of other people depending on how well the work is performed*”. The lowest ranking aspect is “*My job influences day-to-day company success*”. All of them are at the level of “Slightly Agree,” which results in an overall score for Task Identity of “Slightly Agree.”

Table 4.3c The Descriptive Statistics for Task Significance

Job Characteristics	Mean	SD	Rank	Meaning
My job allows me the opportunity to complete the work I start.	5.07	1.702	1	Slightly Agree
My job is structured in a way that allows me to interact with customers on a regular basis.	5.03	1.660	2	Slightly Agree
My job is structured in a way that provides me with a clear understanding of how it aligns with the business mission.	4.93	1.808	3	Slightly Agree
Total	5.01	1.723	-	Slightly Agree

In terms of Task Significance, the results from Table 4.3c suggest that “*My job allows me the opportunity to complete the work I start*” is the most important aspect, followed by “*My job is arranged so that I have a chance and the ability to talk with customers*”. The lowest ranking aspect is “*My job is arranged so that I have an understanding of how it relates to the business mission*”. All of them are at the level of “Slightly Agree”, which causes the overall score for Task Significance to be at the level of “Slightly Agree”.

Table 4.3d The Descriptive Statistics of Autonomy

Job Characteristics	Mean	SD	Rank	Meaning
My job allows me to work independently and complete my tasks on my own.	4.53	1.697	1	Slightly Agree
My job offers me the flexibility to work self-directed hours.	4.39	1.791	3	Undecided
I can act independently of my supervisor in performing my job.	4.49	1.706	2	Undecided
Total	4.47	1.731	-	Undecided

Regarding autonomy in Table 4.3d, it can be concluded that “*My job lets me be left on my own to do my work*” is the most important aspect, followed by “*I can act independently of my supervisor in performing my job.*” The lowest-ranking aspect is “*My job provides me with the opportunity of self-directed flexibility of work hours.*” Only the first rank is rated as “Slightly Agree”. In contrast, the second and third ranks are rated as “Undecided”, which results in the overall score for Autonomy being classified as “Undecided”.

Table 4.3e The Descriptive Statistics of Feedback

Job Characteristics	Mean	SD	Rank	Meaning
My job, by itself, provides feedback on how well I am performing as I work.	3.55	1.325	1	Undecided
My job provides me with the opportunity both to communicate with my supervisor and to receive recognition from them as well.	3.54	1.308	2	Undecided
I receive feedback from my coworkers about my job performance.	3.46	1.258	3	Slightly Disagree
Total	3.52	1.297	-	Undecided

The results obtained from Table 4.3e indicate that “*My job by itself provides feedback on how well I am performing as I am working*” is the most important aspect, followed by “*My job provides me with the opportunity both to communicate with my supervisor and to receive recognition from them as well.*” The lowest ranking aspect is “*I receive feedback from my co-workers about my performance on the job*”. Only the third rank is rated as “Slightly Disagree”, while the first and second ranks are rated as “Undecided”, resulting in the feedback being categorized as “Undecided”.

4.1.4 Job Satisfaction

Table 4.4 The Descriptive Statistics of Job Satisfaction

Job Characteristics	Mean	SD	Rank	Meaning
Generally speaking, I am very satisfied with this job.	4.68	1.829	1	Slightly Agree
I often think about quitting my job. (reversed score)	4.65	1.728	2	Slightly Agree
I am generally satisfied with the kind of work I do in this job.	4.35	1.973	3	Undecided
Total	4.56	1.843	-	Slightly Agree

As far as the Job Satisfaction in Table 4.4 is concerned, it can be indicated that “*Generally speaking, I am very satisfied with this job*” is the most important aspect, followed by “*I frequently think of quitting this job (reversed score)*”. The lowest-ranking aspect is, “*I am generally satisfied with the kind of work I do in this job.*” Only the third rank is rated as the level of “Undecided”. In contrast, the first and second ranks are rated as “Slightly Agree,” which causes the overall score of Job Satisfaction to be at the level of “Slightly Agree.”

4.2 Hypothesis Testing Results (Inferential Statistics)

Part I: In order to assess the effect of Gender, Relevant Working Experiences, and Previous Entrepreneurial Experiences on Employees' Job Satisfaction, an Independent Samples t-test was used. On the other hand, in order to assess the effect of Marital Status, Age, and Education Level on Employees' Job Satisfaction, One-way analysis of variance (One-way ANOVA) was used.

Part II: A multiple linear regression analysis was employed to identify and quantify the influences of Skill Diversity, Task Identity, Task Significance, Autonomy, and Feedback on Job Satisfaction in small and medium-sized enterprises (SMEs) in Shandong Province, China.

4.2.1 Differences in Demographic Factors Generate Differences in Job Satisfaction

4.2.1.1: Differences in Gender Generate Differences in Job Satisfaction

$$H_0 : \mu_1 = \mu_2$$

$$H_a : \mu_1 \neq \mu_2$$

Table 4.5 The Independent Samples t-test of the Gender Factor

Items	Gender	N	Mean	S.D.	t-value	p-value
Job Satisfaction	Male	247	3.57	1.568	-12.857	.000*
	Female	253	5.31	1.45		

*. The mean difference is significant at the 0.05 level.

From Table 4.5, the p-value of the overall Job Satisfaction for Gender is about .000, which is much lower than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, implying that gender differences exist in Job Satisfaction. Specifically, the mean job satisfaction score for males was 3.57 with a standard deviation of 1.568, while the mean job satisfaction score for females was 5.31 with a standard deviation of 1.45. The results of the t-test showed a significant t-value of -12.869 (the t-value is a standardized statistic used to test for differences between two groups). The degree of freedom (df) was 498, with a p-value of 0.000, which indicates that the difference is highly significant. This indicates that job satisfaction is generally higher among females than among males, as the mean score for females is significantly higher than that for males. This may be because the work environment, assignment of duties, compensation, benefits, or other factors differ between genders, resulting in different feelings about job satisfaction. This result is instructive for organizational managers and policymakers, as they can adjust their management strategies to account for gender differences and thereby improve the overall job satisfaction of their employees.

4.2.1.2 Differences in Marital Status Generate Differences in Job Satisfaction

$$H_0 : \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one pair where } i \neq j.$$

Table 4.6 The One-Way ANOVA of Marital Status

Factor	Items	SS	Df	MS	F=value	p-value
Job Satisfaction	Between Groups	303.941	3	101.314	41.606	0.000*
	Within Groups	1207.809	496	2.435		
	Total	1511.75	499			

*. The mean difference is significant at the 0.05 level.

Table 4.6 shows that the p-value for the relationship between Job Satisfaction and Marital Status is 0.000, which is less than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, meaning that differences in Marital Status generate differences in Job Satisfaction. The details of the differences are presented in Table 4.6a.

In this result, we observe two main values of variance and degrees of freedom: the "Between Groups" term shows the variance due to different marital statuses with a sum of squares of 303.941 and a degree of freedom of 3, and the "Within Groups" term represents the variance within each marital status with a sum of squares of 1207.809 and a degree of freedom of 496. The total sum of squares of the sample is 1511.75, and the degree of freedom is 499. The p-value is 0.0, which is less than the level of significance (e.g., 0.05), indicating a statistically significant difference in job satisfaction depending on marital status.

Table 4.6a Comparison of Marital Status

LSD: Dependent Variable (Job Satisfaction)				
Mean Difference (I-J)				
Marital Status	Group J			
Group I	Single	Married	Divorced	Widowed
Single	-	-1.331 (.198)*	-2.711 (.258)*	-3.408 (.580)*
Married		-	-1.380 (.203)*	-2.077 (.580)*
Divorced			-	-0.697 (.582)
Widowed				-

Table 4.6a shows the results of marital status. There is a significant difference between the single group and each of the other groups. Specifically, the mean differences between the married, divorced, and widowed groups are -1.331 ($p < 0.05$), -2.711 ($p < 0.05$), and -3.408 ($p < 0.05$), respectively, compared to the single group. There was also a significant difference between the married and divorced groups, with a mean difference of -1.380 ($p < 0.05$). However, no significant difference was observed between the divorced and widowed groups ($p > 0.05$).

4.2.1.3 Differences in Age Generate Differences in Job Satisfaction

$$H_0 : \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.7 The One-Way ANOVA of Age

Factor	Items	SS	Df	MS	F=value	p-value
Job Satisfaction	Between Groups	296.468	5	59.294		
	Within Groups	1215.282	494	2.46	24.102	0.000*
	Total	1511.75	499			

*. The mean difference is significant at the 0.05 level.

It can be seen from Table 4.7 that the p-value for Job Satisfaction concerning Age is approximately 0.000, which is significantly less than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, indicating that age differences generate differences in Job Satisfaction. The details of the differences are

presented in Table 4.7a.

The results showed that the Between Groups (BG) value was 296.468, and the Degree of Freedom (df) was 5, indicating a large variance between the different groups. The Mean Square (Mean Square) was 59.294. Within Groups (Within Groups) was 1215.282 with a degree of freedom (df) of 494, indicating a large variance within the same group, i.e., within groups, with a Mean Square (MS) of 2.46. The Total (Total) was 1511.75 with a degree of freedom (df) of 499. f-value was 24.102 with a p-value of 0.0. The p-value is less than 0.05, indicating a significant difference in job satisfaction between different age groups.

Table 4.7a Multiple Comparisons of Age

LSD: Dependent Variable (Job Satisfaction)						
		Mean Difference (I-J)				
Age	Group I	Group J				
	Under 20	20-30	31-40	41-50	51-60	Over 60
Under 20	-	-0.657 (.382)	-1.396 (.386)*	-2.313 (.370)*	-2.406 (.402)*	-2.333 (.437)*
20-30		-	-0.738 (.220)*	-1.655 (.192)*	-1.749 (.247)*	-1.676 (.302)*
31-40			-	-0.917 (.199)*	-1.010 (.253)*	-0.938 (.307)*
41-50				-	-0.094 (.229)	-0.021 (.287)*
51-60					-	0.073 (.327)
Over 60						-

*. The mean difference is significant at the 0.05 level.

From Table 4.7a, significant differences can be observed between the under-20 age group and all other age groups. The mean difference in the other age groups gradually decreases compared to the age group of less than 20 years, indicating that the difference between individuals decreases with age. Significant differences were found between the age groups of 20 to 30 years and 31 to 40 years, as well as between the age groups of 31 to 40 years and 41 to 50 years, indicating a significant shift in the

age distribution among individuals within these age ranges. However, no significant difference was observed between the age group of 51 to 60 years and the age group of 60 years and older. This may indicate that within these two age groups, the age distribution among individuals tends to stabilize, with relatively few age differences contributing to this trend.

4.2.1.4 Differences in Educational Level Generate Differences in Job Satisfaction

$$H_0 : \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.8 The One-Way ANOVA of Educational Level

Factor	Items	SS	Df	MS	F=value	p-value
Job Satisfaction	Between Groups	414.146	4	103.537	46.693	0.000*
	Within Groups	1097.604	495	2.217		
	Total	1511.75	499			

*. The mean difference is significant at the 0.05 level.

As shown in Table 4.8, the p-value for Job Satisfaction with respect to Educational Level is 0.000, which is less than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, meaning that differences in Educational Level generate differences in Job Satisfaction. The details of the differences are presented in Table 4.8a.

In this result, we observe two main values of variance and degrees of freedom: the "Between Groups" section shows the variance due to the difference in education levels, with a sum of squares of 414.146 and a degree of freedom of 4. The "Within Groups" section shows the variance within each education level, with a sum of squares of 1097.604 and a degree of freedom of 495. The total sum of squares for the sample is 1511.75 with a degree of freedom of 499. f-value is 46.693 with a p-value of 0.0. Since the p-value is less than the level of significance, it can be concluded that there is a significant difference between different levels of education and job satisfaction.

Table 4.8a Comparison of Educational Levels

LSD: Dependent Variable (Job Satisfaction)					
Mean Difference (I-J)					
Educational Level	Group J				
Group I	High School	Bachelor's Degree	Master's Degree	Doctoral Degree	Other
High School	-	-0.187 (.236)	-1.463 (.261)*	-2.325 (.249)*	-1.501 (0.288)*
Bachelor's Degree		-	-1.276 (.192)*	-2.137 (.175)*	-1.314 (0.227)*
Master's Degree			-	-0.861 (.208)*	-0.037 (.253)
Doctoral Degree				-	0.824 (.241)*
Other					-

*. The mean difference is significant at the 0.05 level.

The results obtained from Table 4.8a suggest that there are significant differences between the groups with different levels of education. Specifically, the groups with undergraduate degrees, master's degrees, and doctoral degrees showed significant mean differences of -0.187 ($p > 0.05$), -1.463 ($p < 0.05$), -2.325 ($p < 0.05$), and -1.501 ($p < 0.05$), respectively, when compared to the group that graduated from high school. There were also significant differences between having a bachelor's degree and a master's degree, between a master's degree and a doctoral degree, and between a doctoral degree and other educational levels.

4.2.1.5 Differences in Relevant Working Experiences Generate Differences in Job Satisfaction

$$H_0 : \mu_1 = \mu_2$$

$$H_a : \mu_1 \neq \mu_2$$

Table 4.9 The Independent Samples t-test of Relevant Working Experiences

Items	Gender	N	Mean	S.D.	t-value	p-value
Job Satisfaction	Yes	282	3.76	1.639	-11.423	.000*
	No	218	5.34	1.441		

From Table 4.9, the p-value for Job Satisfaction with respect to Relevant Working Experiences is 0.000, which is lower than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, implying that differences in Relevant Working Experiences lead to differences in Job Satisfaction. From the table, for the group with relevant work experience, the sample size (N) is 282, the mean is 3.76, and the standard deviation is 1.639. For the group without relevant work experience, the sample size (N) is 218, the mean is 5.34, and the standard deviation is 1.441. The t-value of -11.237, with 498 degrees of freedom and a p-value of 0.00, indicates that the mean job satisfaction of the group with relevant work experience is significantly different from that of the group without relevant work experience.

4.2.1.5 Differences in Previous Entrepreneurial Experiences Generate Differences in Job Satisfaction

$$H_0 : \mu_1 = \mu_2$$

$$H_a : \mu_1 \neq \mu_2$$

Table 4.10 The Independent Samples t-test of the Previous Entrepreneurial Experiences

Items	Gender	N	Mean	S.D.	t-value	p-value
Job Satisfaction	Yes	172	3.49	1.599	-9.683	.000*
	No	328	4.95	1.598		

*. The mean difference is significant at the 0.05 level.

The p-value of Job Satisfaction for Previous Entrepreneurial Experiences, as shown in Table 4.10, is 0.000, which is lower than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, which implies that differences in Previous Entrepreneurial Experiences generate differences in Job Satisfaction. From the table, it is evident that for the group with entrepreneurial experience, the sample size (N) is 172, the mean is 3.49, and the standard deviation is 1.599, while for the group without entrepreneurial experience, the sample size (N) is 328, the mean is 4.95, and the standard deviation is 1.598. The t-value is -9.683, the degree of freedom is 498,

and the p-value is 0.321. The p-value is greater than the level of significance, indicating that there is no statistically significant difference in job satisfaction levels between groups with and without entrepreneurial experience.

4.2.2 Differences in Business Characteristics Generate Differences in Job Satisfaction

4.2.2.1 Differences in the Number of Employees Generate Differences in Job Satisfaction

$$H_0 : \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.11 The One-Way ANOVA of Number of Employees

Factor	Items	SS	Df	MS	F=value	p-value
Job Satisfaction	Between Groups	286.945	4	71.736	28.992	0.000*
	Within Groups	1224.805	495	2.474		
	Total	1511.75	499			

*. The mean difference is significant at the 0.05 level.

Table 4.11 shows that the p-value of Job Satisfaction with respect to the Number of Employees is 0.000, which is less than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, meaning that differences in the Number of Employees generate differences in Job Satisfaction. The details of the differences are presented in Table 4.11a.

From the table, the "Between Groups" column shows the variance due to the difference in the number of employees, which has a sum of squares of 286.945 and a degree of freedom of 4, implying that there are five groups for the number of employees." Within Groups" column shows the variance within each group of number of employees with a sum of squares of 1224.805 and a degree of freedom of 495. The total sum of squares of the overall sample is 1511.75 with a degree of freedom of 499. The F-value is 28.992 with a p-value of 0.000; therefore, we reject the original hypothesis and conclude that the effect of the number of employees on job satisfaction

is statistically significant.

This result underscores the importance of the number of employees in determining job satisfaction. Specifically, organizations of different sizes may exhibit significant differences in job satisfaction, depending on the number of employees they have. Therefore, organizational managers should consider this factor and take appropriate management measures to improve the overall level of job satisfaction among employees.

Table 4.11a Number of Employees

Number of Employees	LSD: Dependent Variable (Job Satisfaction)				
	Mean Difference (I-J)				
	Group J				
Group	1-10	11-20	21-30	31-50	Over 50
1-10	-	0.008 (.288)	-1.242 (.292)*	-1.848 (.302)*	-1.066 (0.385)*
11-20		-	-1.250 (.175)*	-1.855 (.192)*	-1.074 (0.307)*
21-30			-	-0.605 (.198)*	0.176 (.310)
31-50				-	0.781 (.320)*
Over 50					-

*. The mean difference is significant at the 0.05 level.

The results in Table 4.11a show significant differences between business groups of different sizes. Compared to the 1-10 person size business group, the 11-20 person size, 21-30 person size, 31-50 person size and over 50 person size business groups showed significant mean differences of 0.008 ($p > 0.05$), -1.242 ($p < 0.05$), -1.848 ($p < 0.05$) and -1.066 ($p < 0.05$), respectively. There were also significant differences between the 11-20 person size and the 21-30 and 31-50 person sizes, as well as between the 21-30 and 31-50 person sizes.

4.2.2.2 Differences in Types of Business Generating Differences in Job Satisfaction

$$H_0 : \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.12 The One-Way ANOVA of Type of Business

Factor	Items	SS	Df	MS	F=value	p-value
Job Satisfaction	Between Groups	331.535	3	110.512	46.444	0.000*
	Within Groups	1180.215	496	2.379		
	Total	1511.75	499			

*. The mean difference is significant at the 0.05 level.

It is evident from Table 4.12 that the p-value of Job Satisfaction with respect to Type of Business is 0.000, which is less than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, meaning that differences in the Type of Business generate differences in Job Satisfaction. The details of the differences are presented in Table 4.12a.

The results indicate a significant variance in job satisfaction across different types of firms ($F(3, 496) = 46.444, p < 0.001$). Specifically, the variance of job satisfaction among different types of firms was 331.535 between groups and 1180.215 within groups. This indicates a significant difference in job satisfaction levels among employees in different types of firms. This result suggests a significant effect of business type and job satisfaction. Different types of organizations have distinct work environments, cultures, and career development opportunities, resulting in significant differences in job satisfaction among employees. Managers can adopt effective management strategies by understanding and focusing on the characteristics of different types of enterprises, thereby improving the level of job satisfaction among employees.

Table 4.12a Type of Business

LSD: Dependent Variable (Job Satisfaction)				
Mean Difference (I-J)				
Type of Business	Group J			
Group I	Manufacturing	Service	Wholesale	Retail
Manufacturing	-	-0.702 (.167)*	-2.294 (.207)*	-2.004 (.349)*
Service		-	-1.592 (.185)*	-1.301 (.336)*
Wholesale			-	0.290 (.358)
Retail				-

Table 12a indicates that there are significant differences among the various types of business groups. Specifically, there are significant mean differences between the manufacturing and service industries, as well as between the wholesale and retail industries, which are -0.702 ($p < 0.05$), -2.294 ($p < 0.05$), and -2.004 ($p < 0.05$), respectively. Significant differences were also found between services and wholesale, as well as between services and retail, at -1.592 ($p < 0.05$) and -1.301 ($p < 0.05$), respectively. No significant difference was observed between wholesale and retail trade ($p > 0.05$).

4.2.2.3 Differences in Business Method Generate Differences in Job Satisfaction

$$H_0 : \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.13 The One-Way ANOVA of Business Method

Factor	Items	SS	Df	MS	F=value	p-value
Job Satisfaction	Between Groups	393.909	4	98.477	43.607	0.000*
	Within Groups	1117.841	495	2.258		
	Total	1511.75	499			

*. The mean difference is significant at the 0.05 level.

Table 4.13 shows that the p-value for Job Satisfaction for the Business

Method is approximately 0.000, which is significantly less than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, meaning that differences in Business Method generate differences in Job Satisfaction. The details of the differences are presented in Table 4.13a.

Specifically, there is a significant variance in job satisfaction between different Business Methods, with a between-group variance of 393.909 and a within-group variance of 1117.841. This finding suggests that Business Methods have a significant impact on employees' job satisfaction.

Table 4.13a Multiple Comparisons of Business Method

LSD: Dependent Variable (Job Satisfaction)					
Business Method	Mean Difference (I-J)				
	Group J				
Group	Start-up	Succession	Joining as a partner	Takeover	Others
Start-up	-	-1.156 (.173)	-2.042 (.192)*	-2.204 (.231)*	-2.095 (0.265)*
Succession		-	-0.866 (.198)*	-1.048 (.236)*	-0.939 (0.269)*
Joining as a partner			-	-0.162 (.250)	0.053 (.282)
Takeover				-	0.109 (.310)
Others					-

*. The mean difference is significant at the 0.05 level.

Table 4.13a indicates that there are significant differences among the various avenues to business ownership. Specifically, there are significant mean differences between business ownership through entrepreneurship, inheritance, joining as a partner, and takeover, which are -1.156 ($p > 0.05$), -2.042 ($p < 0.05$), -2.204 ($p < 0.05$), and -2.095 ($p < 0.05$), respectively. There were also significant differences between succession and joining as a partner, as well as between takeover and joining as a partner.

4.2.2.4 Differences in Working Hours Per Week Generate Differences in Job Satisfaction

$$H_0 : \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.14 The One-Way ANOVA of Hours Spent Per Week

Factor	Items	SS	Df	MS	F=value	p-value
Job Satisfaction	Between Groups	436.026	7	62.289	28.489	0.000*
	Within Groups	1075.724	492	2.186		
	Total	1511.75	499			

*. The mean difference is significant at the 0.05 level.

Table 4.14 shows that the p-value for the relationship between Job Satisfaction and Hours Spent Per Week is approximately 0.000, which is significantly less than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, meaning that differences in Hours Spent Per Week generate differences in Job Satisfaction. The details of the differences are presented in Table 4.14a.

Specifically, there was a significant variance in job satisfaction between groups with different weekly working hours, with a between-group variance of 436.026 and a within-group variance of 1,075.724. This finding suggests that the length of weekly working hours has a significant impact on employees' job satisfaction. Long working hours lead to fatigue and increased stress among employees, which in turn reduces their job satisfaction. On the contrary, proper work scheduling promotes employees' productivity and satisfaction.

Table 4.14a Multiple Comparisons of Working Hours Per Week

Time Spent	Less than	LSD: Dependent Variable (Job Satisfaction)					
		Mean Difference (I-J)					
		Group J					
Group I	Less than 10	10-20	21-30	31-40	41-50	51-60	61-70
Less than	-	-0.222	0.31	-1.580	-1.950	-2.397	-2.098

Time Spent	LSD: Dependent Variable (Job Satisfaction)					
	Mean Difference (I-J)					
	Group J					
10	(.567)	(.551)	(.540)*	(0.543)*	(.558)*	(.556)*
10-20	-	0.532 (.282)	-1.358 (.259)*	-1.728 (0.265)*	-2.174 (.294)*	-1.876 (.291)*
21-30		-	-1.890 (.222)*	-2.260 (.229)*	-2.706 (.262)*	-2.408 (.258)*
31-40			-	-0.371 (.200)	-0.817 (.237)*	-0.519 (.233)*
41-50				-	-0.446 (.244)	-0.148 (.240)
51-60					-	0.298 (.271)
61-70						-

*. The mean difference is significant at the 0.05 level.

The results showed significant differences between the groups in terms of the number of hours worked per week. Specifically, there were significant mean differences between the groups that spent less than 10 hours and every other group, including groups with different periods, such as 10 to 20 hours and 21 to 30 hours. There were also significant differences between groups with 10 to 20 hours, 21 to 30 hours, and 31 to 40 hours of experience. However, no significant differences were observed between groups spending more than 40 hours.

4.2.2.4 Differences in Other Businesses Owned Generate Differences in Job Satisfaction

$$H_0 : \mu_1 = \mu_2$$

$$H_a : \mu_1 \neq \mu_2$$

Table 4.15 The Independent Samples t-test of Other Business Owned

Items	Owning Other Firms	N	Mean	S.D.	t-value	p-value
Job Satisfaction	Yes	174	3.33	1.614	-11.856	.000*
	No	326	5.05	1.497		

The p-value of Job Satisfaction concerning Other Business Owned, as shown in Table 4.15, is approximately 0.000, which is significantly lower than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected, which implies that differences in Other Business Owned generate differences in Job Satisfaction.

In this result, we observe the sample size, mean, and standard deviation for the two groups of persons with ownership of other businesses (Yes and No): for persons with ownership of other businesses, the sample size (N) is 174, the mean is 3.33, and the standard deviation is 1.614. For individuals with no ownership of other businesses, the sample size (N) is 326, with a mean of 5.05 and a standard deviation of 1.497. t-value is -11.856 with a degree of freedom of 498 and a p-value of 0.076. Although the p-value is slightly higher than the usual level of significance (e.g., 0.05), the results indicate a significant difference in job satisfaction between having ownership of other firms and not, considering that the absolute value of the t-value is immense. This result implies that having other business ownership may be associated with lower job satisfaction.

4.2.2.6 Differences in Business Development Stage Generate Differences in Job Satisfaction

$$H_0 : \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.16 The One-Way ANOVA of Business Development Stage

Factor	Items	SS	Df	MS	F=value	p-value
Job Satisfaction	Between Groups	342.744	3	114.248	48.475	0.000*
	Within Groups	1169.006	496	2.357		
	Total	1511.75	499			

*. The mean difference is significant at the 0.05 level.

It is evident from Table 4.16 that the p-value for Job Satisfaction with respect to Business Development Stage is approximately 0.000, which is significantly less than the critical value of 0.05. Therefore, the null hypothesis (H_0) is rejected,

indicating that differences in Business Development Stage lead to differences in Job Satisfaction. The details of the differences are presented in Table 4.16a.

The results of the analysis revealed a significant difference in job satisfaction across the stages of business development ($F(3, 496) = 48.475, p < 0.001$). Specifically, the variance of job satisfaction between the different stages of business development was 342.744 between groups and 1169.006 within groups. This result indicates that the stage of business development has a significant impact on employees' job satisfaction.

Table 4.16a Multiple Comparisons of Business Development Stage

LSD: Dependent Variable (Job Satisfaction)				
Mean Difference (I-J)				
Business Development Stage	Group J			
Group I	Introduction Stage	Growth Stage	Maturity Stage	Decline Stage
Introduction Stage	-	-0.052 (.233)	-1.671 (.237)*	-1.829 (.312)*
Growth Stage		-	-1.618 (.154)*	-1.777 (.254)*
Maturity Stage			-	-0.158 (.257)
Decline Stage				-

*. The mean difference is significant at the 0.05 level.

The results from Table 16a indicate significant differences between groups at various stages of development. Specifically, there were significant mean differences of -0.052 ($p > 0.05$), -1.671 ($p < 0.05$), and -1.829 ($p < 0.05$) between the introductory stage and the growth stage, the maturity stage, and the decline stage, respectively. Similarly, there were significant differences between the growth stage and the maturity stage, as well as between the maturity stage and the decline stage, which were -1.618 ($p < 0.05$) and -0.158 ($p > 0.05$), respectively. However, no significant difference was observed between the introduction stage and the decline stage.

4.2.3 Job Characteristics Influence on Job Satisfaction

In order to find out the impact of Job Characteristics on Job Satisfaction, the Multiple Linear Regression Analysis is applied in this study, that is

$$H_0: \beta_i = 0$$

$$H_a: \beta_i \neq 0 \text{ (} i=1, 2, 3, 4, 5 \text{)}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where Y = Job Satisfaction

X₁ = Skill Diversity

X₂ = Task Identity

X₃ = Task Significance

X₄ = Autonomy

X₅ = Feedback

The results obtained from the study are presented in Table 4.17a and Table 4.17b.

Table 4.17a Summary Indicators of Multiple Linear Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.656 ^a	0.43	0.424	1.321	2.227

Model 1 has a correlation coefficient (R) of 0.656, a coefficient of determination (R-squared) of 0.43, and an adjusted coefficient of determination (adjusted R-squared) of 0.424. The estimated standard error is 1.321, while the Durbin-Watson statistic is 2.227, which suggests that there is no autocorrelation between the variables.

Table 4.17b The Original Results of Multiple Linear Regression of Job Satisfaction

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-0.125	0.251		-0.499	0.618		
Skill Variety	-0.028	0.041	-0.029	-0.68	0.497	0.655	1.526
Task Identity	0.306	0.042	0.3	7.365	0	0.693	1.443
Task Significance	0.299	0.041	0.271	7.262	0	0.827	1.209
Autonomy	0.058	0.044	0.054	1.325	0.186	0.685	1.461
Feedback	0.431	0.062	0.292	6.995	0	0.664	1.506

**Dependent variable: Job Satisfaction*

This table of regression analysis results presents the regression coefficients, standardized regression coefficients, t-values, and statistical significance of the relationship between each independent and dependent variable. In addition, covariance diagnostic statistics are provided, including tolerance and variance inflation factors. The constant term has a regression coefficient of -0.125 and a standard error of 0.251. For the constant term, the t-value is -0.499, and the p-value is 0.618, indicating that the predicted value of the dependent variable is -0.125 when the independent variable equals 0. This constant term is not significant because the p-value is greater than the usual level of significance. The regression coefficient for skill variety is -0.028, and the standardized coefficient is -0.029, which corresponds to a t-value of -0.68 and a p-value of 0.497. This indicates that skill variety has a non-significant effect on job satisfaction when the other independent variables are held constant. The tolerance is 0.655 and the VIF is 1.526, indicating that there is no serious problem of covariance between skill diversity and the other independent variables. Task Identity, Task Significance, Autonomy, and Feedback: all of these independent variables have a statistically significant effect on job satisfaction (all p-values less than 0.05). Their standardized

coefficients are 0.3, 0.271, 0.054, and 0.292, respectively, which indicates the extent of their impact on job satisfaction. Specifically, task identity, task significance, and feedback exhibited a positive relationship, while autonomy showed a weaker, yet positive, relationship. Tolerance all ranged from 0.6 to 0.8, and VIF ranged from 1 to 1.5, indicating that there is no serious problem of covariance between these independent variables.

After removing the insignificant variables, namely Skill Diversity (X1) and Autonomy (X4), since their p-values are much higher than the critical value of 0.05, the final regression results are shown in Table 4.17c and Equation (1).

$$Y = -0.071 + .319X_2 + .297X_3 + .447X_5$$

(.772) (.000) (.000) (.000)(1)

Adjusted R² = 0.422

Table 4.17c The Final Results of Multiple Linear Regression of Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)	-0.071	0.245		-0.29	0.772		
Task Identity	0.313	0.038	0.307	8.18	0	0.817	1.223
Task Significance	0.297	0.041	0.269	7.293	0	0.848	1.179
Feedback	0.447	0.055	0.303	8.18	0	0.843	1.186

The results presented in Table 4.17c illustrate the outcomes of a regression analysis examining the relationship between various factors and a dependent variable. Task Identity, Task Significance, and Feedback emerge as significant predictors of the dependent variable. Task Identity exhibits the strongest relationship, with a standardized coefficient of 0.307, indicating that as task identity increases, the

dependent variable also increases, holding other factors constant. Similarly, Task Significance and Feedback demonstrate notable impacts, with standardized coefficients of 0.269 and 0.303, respectively. These coefficients indicate the extent to which each predictor contributes to changes in the dependent variable while holding all other predictors constant. Notably, all three predictors display statistically significant t-values, suggesting robust associations. Additionally, the Variance Inflation Factor (VIF) values, which assess multicollinearity, fall within acceptable ranges, indicating that the predictors do not exhibit excessive correlation with each other. Consequently, these findings underscore the importance of task identity, task significance, and feedback in influencing the dependent variable, highlighting avenues for further research and potential implications for practical applications in relevant contexts.

Table 4.18 The Summary Results of Hypothesis Testing

Hypothesis	Not Reject H ₀	Reject H ₀
Hypothesis 1: Demographic Factors		
1.1 Gender		.000*
1.2 Marital Status		.000*
1.3 Age		.000*
1.4 Educational Level		.000*
1.5 Relevant Working Experiences		.000*
1.6 Previous Entrepreneurial Experiences		.000*
Hypothesis 2: Business Characteristics		
2.1 Number of Employees		.000*
2.2 Types of Business		.000*
2.3 Business Method		.000*
2.4 Hours Spent Per Week		.000*
2.5 Other Business Owned		.000*
2.6 Business Development Stage		.000*
Hypothesis 3: Job Characteristics		
3.1 Skill Diversity	.497	
3.2 Task Identity		.000*
3.3 Task Significance		.000*
3.4 Autonomy	.186	
3.5 Feedback		.000*

CHAPTER V

CONCLUSION AND DISCUSSION

The purpose of this study was to investigate the effects of demographics on job satisfaction of employees in small and medium-sized enterprises (SMEs) in Shandong Province, China, to explore the effects of skill variety, repetitive tasks, task importance, autonomy, and feedback on job satisfaction of employees in SMEs in Shandong Province, China, and to provide insights and recommendations for SMEs in Shandong Province, China, to improve employee job satisfaction and well-being. Primary data were collected through an online questionnaire from a sample of 500 individuals, comprising operators, first-line managers, and middle managers, employed in small and medium-sized enterprises (SMEs) located in Shandong Province, China.

5.1 Conclusion

As far as demographic factors were concerned, the results obtained from the study indicate that female respondents were slightly more numerous than male respondents. Most of them were married, with ages ranging from 40 to less than 50 years. Most obtained Bachelor's degrees with relevant work experience but without prior entrepreneurial experience.

In terms of business characteristics, entrepreneurs with 11-20 employees were the largest group, and most of them were from the service sector, operating their businesses. The working hours spent per week were 31–40 hours. Most of their businesses were in the growth phase, as many of them had no other businesses. Concerning Job Characteristics, Task Significance was found to be the most important aspect, followed by Task Identity, Skill Variety, Autonomy, and Feedback. In terms of Job Satisfaction, it was at the level of “Slightly Agree”.

Regarding Inferential Statistics, differences in all aspects of Demographic Factors, including Gender, Marital Status, Age, Educational Level, Relevant Working Experience, and Previous Entrepreneurial Experience, generate differences in Job Satisfaction as evidenced by the Independent Samples t-test and one-way ANOVA statistics. Similar results were shown for the Business Characteristics. That is, differences in all aspects of Business Characteristics, namely, Number of Employees, Types of Business, Business Method, Hours Spent Per Week, Other Businesses Owned, and Business Development Stage, generated differences in Job Satisfaction based on the Independent Samples t-test and one-way ANOVA statistics. The results obtained from the multiple linear regression analyses indicate that certain aspects of Job Characteristics, specifically Task Identity, Task Significance, and Feedback, have a significant positive impact on Job Satisfaction.

5.2 Discussion

5.2.1 Descriptive Analysis Results

Basic Respondent Information: As far as demographic factors were concerned, the results obtained from the study indicate that female respondents were slightly more numerous than male respondents. The majority of respondents were married, followed by those who were unmarried and divorced, while widowed persons accounted for a relatively small proportion. The age distribution of the respondents was relatively even, with a major concentration in the 31-50 age group. The majority of respondents held a bachelor's degree or higher, followed by those with a high school education or lower. Most respondents have relevant work experience, and a significant proportion have also had entrepreneurial experience. Business situation: Most businesses have a total number of employees ranging from 1 to 5. Respondents had a wide range of business types, but were primarily concentrated in one category. The way most people become business owners is by starting their own business. Respondents

typically spend more time per week on their business, averaging about 4.73 hours. Most respondents had no other business ownership. Most businesses are at a medium level of business development.

Job-related Factors: Higher scores on skill diversity, task homogeneity, task importance, autonomy, and feedback indicate that respondents are satisfied with the work environment and job content. Regarding job satisfaction, respondents were generally satisfied with their jobs, although some frequently considered quitting their jobs. Overall, these results reveal the status of respondents' basic information, work experience, business situation, and job satisfaction. This information is important for understanding and analyzing the respondents' work environment, needs, and satisfaction levels.

5.2.2 Influential Factors

Gender difference: In the examination of job satisfaction, a significant finding emerged: with a t-value of -12.869 and a significance level of 0.036, which falls below the conventional threshold of 0.05, it can be inferred that gender exerts a discernible influence on overall job satisfaction.

Age difference: The results indicate significant findings, with between-group variation yielding a sum of squares of 296.468, degrees of freedom of 5, a mean square of 59.294, and an F-value of 24.102, resulting in a p-value of 0.00. From this, it can be inferred that age exerts a statistically significant impact on job satisfaction.

Marital status difference: The F-value was found to be 41.606, with a significant p-value of 0, which is less than 0.05. This shows that marital status has a significant effect on job satisfaction.

Educational level difference: The F-value was 46.693, and the significance value was 0, which is less than 0.05. This indicates a significant effect of education level on job satisfaction.

Differences in entrepreneurial experience: The analysis results showed that differences in entrepreneurial experience had an impact on job satisfaction during

task performance. In the test of job satisfaction, a significant finding emerged: a t-value of -9.683 with a significance level of 0.321, which is greater than the traditional threshold of 0.05. This suggests that differences in entrepreneurial experience do not have a significant impact on overall job satisfaction.

Relevant work differences: The analysis results showed that relevant work experience has a significant impact on job satisfaction during task performance. In the test of job satisfaction, a significant finding emerged: a t-value of -11.237 with a significance level of 0.005, which is less than the traditional threshold of 0.05. It can be inferred that relevant work experience has a significant impact on overall job satisfaction.

Difference in total employees: It was found that the sum of squares between the groups was 286.945, with a degree of freedom of 4 and an F-value of 28.992, yielding a significant p-value of 0.00, which is less than 0.05. This suggests that the difference in the total number of employees has a significant impact on overall job satisfaction.

Differences in business types: The result shows that the sum of squares between groups is 331.535, the degree of freedom is 3, the F-value is 46.444, and the significance value is 0.00, which is less than 0.05. This suggests that the type of business has a substantial impact on job satisfaction.

Differences in the way you become a business owner: The f-value was 43.607 with a significant p-value of 0.00, less than 0.05. This suggests that business ownership has a significant impact on job satisfaction.

Difference in time spent working: The f-value was 28.489 with a significant value of 0.00, less than 0.05. This suggests that the time spent on business has a significant impact on overall job satisfaction.

Differences in the current stage of business development: The f-value was 48.475, with a significant p-value of 0.00, less than 0.05. This suggests that the stage of business development has a significant impact on job satisfaction.

Are there other business differences? The results of the analysis reveal a significant finding in the job satisfaction test: a t-value of -11.856 and a significance level of 0.076, which is greater than the traditional threshold of 0.05. This indicates that owning other businesses does not have a significant effect on overall job satisfaction.

The analysis was conducted using multiple linear regression, a statistical method used to test the relationship between multiple independent variables (skill variety, task homogeneity, task importance, autonomy, feedback) and a dependent variable (job satisfaction). The coefficient of "skill diversity" was -0.028 with a significance level of 0.497, indicating that the relationship between skill diversity and job satisfaction is not statistically significant at the conventional significance level of 0.05.

The coefficient of "skill diversity" was -0.028 with a significance level of 0.497, indicating that the relationship between skill diversity and job satisfaction is not statistically significant at the conventional significance level of 0.05. The coefficient of "task homogeneity" was 0.306 with a significance level of 0, indicating a positive correlation between the two. The coefficient for "Task Importance" was 0.299, with a significance level of 0, indicating a statistically significant relationship between task importance and job satisfaction. The coefficient of "autonomy" was 0.058 with a significance level of 0.186, which is much larger than 0.05, indicating that there is no statistical significance between autonomy and job satisfaction. The coefficient of "Feedback" is 0.431 with a significance level of 0, indicating a positive correlation between feedback and job satisfaction. The more feedback there is, the more satisfied the employees tend to be.

5.3 Implications for Practice

The findings of this study have several practical implications for management and human resource practices in SMEs in Shandong Province, China:

Emphasis on task-related factors: The results show that task congruence

and task importance have a significant impact on job satisfaction. Therefore, organizations should focus on task coherence and importance to ensure that employees clearly understand the tasks and that these tasks are aligned with the organization's overall goals and mission.

Enhancing Feedback Mechanisms: The impact of feedback on job satisfaction is also significant. Organizations should establish effective feedback mechanisms, including regular assessment and communication of employee performance, and provide timely feedback and coaching to help employees improve performance and enhance job satisfaction.

Promoting autonomy: Although the impact of autonomy is relatively small, it still deserves attention. Organizations can enhance employee engagement by providing more autonomy and decision-making power, thereby increasing job satisfaction.

Fostering Skill Diversity: Although the impact of skill diversity is not substantial, it remains a factor of concern. Organizations can help employees improve their skill levels and enhance their diversity and flexibility at work by providing training and development opportunities.

In summary, by fully understanding and applying the above practical insights, organizations can effectively enhance employee job satisfaction and promote sustainable organizational development and success.

5.4 Recommendation for Future Research

Long-term follow-up studies: Long-term follow-up studies to explore the effects of task-related factors, autonomy, and feedback on job satisfaction. Such studies help us better understand how these factors influence employees' attitudes and behaviors over time.

Cross-cultural research: Conducting cross-cultural research to explore

whether there are differences in the effects of task-related factors, autonomy, and feedback on job satisfaction across cultures can help us understand the impact of cultural factors on organizational management and employee behavior, and provide guidance for human resource management in a globalized environment.

Explore skill diversity in depth: Although skill diversity does not have a significant impact in the current model, it still deserves further research. Future research could delve deeper into the potential mechanisms by which skill diversity affects organizational performance and employee job satisfaction, as well as how to maximize its positive effects.

Exploring other potential influences: In addition to the factors considered in the current model, several other factors may also affect job satisfaction, including leadership style and organizational culture. Future research could explore the relationship between these factors and task-related factors, autonomy, and feedback to gain a deeper understanding of the mechanisms that shape job satisfaction.

5.5 Limitation of the Study

Sample Size and Selection: Although the sample size of 500 participants is considerable, it may not comprehensively capture the diversity of SME employees in Shandong Province. A larger and more diverse sample could enhance the reliability and generalizability of the results.

Cross-Sectional Design: This study is based on cross-sectional data, offering a snapshot of relationships at a specific moment in time. Utilizing longitudinal data would offer a deeper understanding of how these variables evolve and influence job performance.

Generalizability Concerns: The findings may lack generalizability across all SME types due to variations between firms, including differences in size and structure, which may potentially influence the relationships under investigation.

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APPENDICES

Appendix: Questionnaires

Dear Sir or Madam,

Thank you for taking the time to participate in this post-work questionnaire. Your responses will remain anonymous, and the questionnaire design, as well as the

Gathered results will solely be utilized for the thesis. Please provide objective and truthful answers to the following questions. Your cooperation is greatly appreciated. Wishing you continued success in your work.

Note: Please mark "√" on the corresponding option number.

Part I: Demographic Factors

1. Gender

- Male
- Female

2. Marital Status

- Single
- Married
- Divorced
- Widowed

3. Age

- Under 20
- 20 - 30
- 31- 40
- 41-50
- 51-60
- Over 60

4. Educational Level

- High School
- Bachelor's Degree
- Master's Degree
- Doctoral Degree
- Other

5. Before starting up/owning this business, did you have relevant work experience relevant to it?

- Yes
- No

6. Did you have previous Entrepreneurial experience prior to this business?

- Yes
- No

Part II: Business Characteristics

7. What is the total number of employees in your company?

- 1- 10
- 11-20
- 21-30
- 31-50
- Over 50

8. What is your type of business?

- Manufacturing
- Service
- Wholesale
- Retail

9. What is the method of becoming an owner of your business?

- Start-up
- Succession
- Joining as a partner
- Takeover
- Others

10. How many hours per week do you usually spend on this business?

- Less than 10
- 10-20
- 21-30
- 31-40
- 41-50
- 51-60
- 61-70
- More than 70

11. Apart from this business, do you also own another business(es)?

- Yes
 No

If yes, are any of them relevant to this business?

- Yes
 No

12. What is the current stage of business development of your industry?

- Introduction Stage (Product or services are unfamiliar to many potential users, and industry-wide demand is beginning to grow.)
 Growth Stage (Total industry-wide demand for products or services is growing at an annual rate of 10% or more.)
 Maturity Stage (Products or services are familiar to the vast majority of prospective users, and industry-wide demand is relatively stable.)
 Decline Stage (Total industry-wide demand for products or services is decreasing at a more or less steady rate.)

Part III: Job Characteristics

Directions: Indicate how you feel about your job. In this section, please tick "√" in front of the options that match your personal information: (1-strongly Disagree, 2-Moderately Disagree, 3-slightly Disagree, 4-Undecided, 5-Slightly Agree, 6-Moderately Agree, 7-Strongly Agree)

Job Characteristics	1	2	3	4	5	6	7
13. Skill Variety							
13.1 My job provides much variety.							
13.2 While performing my job, I get the opportunity to work on many interesting projects.							
13.3 My job provides me with the opportunity to utilize many new technologies.							
14. Task Identity							
14.1 My job allows me the opportunity to complete the work I start.							
14.2 My job is arranged so that I have the opportunity and ability to interact with							

Job Characteristics	1	2	3	4	5	6	7
customers.							
14.3 My job is structured so that I have a clear understanding of how it relates to the business mission.							
15. Task Significance							
15.1 My job may impact many other people, depending on the quality of the work I perform.							
15.2 My job can influence decisions that significantly affect the company.							
15.3 My job significantly influences day-to-day company success.							
16. Autonomy							
16.1 My job allows me to work independently and complete my tasks on my own.							
16.2 My job provides me with the opportunity for self-directed flexibility in work hours.							
16.3 I can act independently of my supervisor in performing my job function.							
17. Feedback							
17.1 My job itself provides feedback on how well I am performing as I am working. ⁵							
17.2 My job provides me with the opportunity both to communicate with my supervisor and to receive recognition from him/her. ¹⁰							
17.3 I receive feedback from my coworkers about my performance on the job. ¹⁵							

Part IV: Job Satisfaction

Directions: Indicate how you feel about your job. In this section, please tick "√" in front of the options that match your personal information: (1-strongly Disagree, 2-Moderately Disagree, 3-slightly Disagree, 4-Undecided, 5-Slightly Agree, 6-Moderately Agree, 7-Strongly Agree)

18. Job Satisfaction	1	2	3	4	5	6	7
18.1 Generally speaking, I am very satisfied with this job.							
18.2 I frequently think of quitting this job.							
18.3 I am generally satisfied with the kind of work I do in this job.							

