

## Employee motivation, job satisfaction and employee engagement: Inputs to job productivity

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### ***Abstract***

The purpose of this article is to explore the impact of work enthusiasm, job satisfaction, and dedication of private university teachers in Northeast China on their productivity investment by combining relevant literature. Based on this, a feasible framework for improving productivity investment is proposed. The relationship between Employee Motivation, Job Satisfaction, and Employee Engagement can be explored through questionnaire surveys and SPSS 24.0 statistical analysis software. Based on the results of literature review and survey analysis, this article designed three scales: Employee Motivation, Job Satisfaction, and Employee Engagement, and completed the questionnaire design. Research has found that there are significant differences on employee motivation and job satisfaction and employee engagement on inputs to job productivity.

***Keywords:*** employee motivation, job satisfaction, employee engagement

## **Employee motivation, job satisfaction and employee engagement: Inputs to job productivity**

### **1. Introduction**

In the 21st century, as senior intellectuals, university teachers are not only the primary productive forces of universities, but also the backbone of society. Research has shown that university teachers face problems such as rapid turnover of colleagues, limited opportunities for promotion, heavy work tasks, low sense of achievement, and a lack of humanization in daily management, leading to low job satisfaction and occupational burnout among university teachers. At the same time, most Chinese Private University faces difficulties in maintaining the commitment of their employees. The low wages and benefits, harsh working conditions, and lack of reputation of some university professors undoubtedly reduce job satisfaction, which may lead to personnel turnover and turnover. In addition, low job satisfaction organizations pose problems as satisfaction is a valuable 'commodity' that defines organizational success. A lack of satisfaction with a job indicates a lack of responsibility in fulfilling their responsibilities. Research has shown that in order to improve the work engagement of university teachers, job satisfaction has become an irreplaceable management function in people-oriented management. For example, due to the diversity and multi-level nature of human needs, as well as the hidden and elusive nature of motivation, there should also be multiple ways to motivate people. Using various effective methods to motivate employees' enthusiasm and creativity, enabling them to strive to complete organizational tasks and achieve organizational goals (Xu & Zhang, 2020). The key to the enthusiasm and initiative of university employees depends on whether the university has implemented effective incentives for employees. When the university can meet the needs of teachers, university teachers can improve productivity, improve the quality of teaching and research investment, and provide greater added value for the school's educational development.

In order to better stimulate the enthusiasm and effectiveness of university teachers, it is of great significance to study the efficiency of teaching and research investment by university teachers. Through a questionnaire survey of some universities in eastern China, we aim to understand the actual needs of university employees and apply relevant modern incentive theories such as human resource management and Maslow's demand theory to adopt reasonable incentive methods, fully mobilize the work enthusiasm of university teachers, improve work efficiency, and achieve work engagement among university employees. Only by truly caring and helping university teachers solve the practical problems they face can we maximize the job satisfaction and employee engagement of teachers, explore the key factors and improvement strategies that affect the job satisfaction, employee motivation, and employee engagement of university teachers, and ultimately promote the quality construction of the teaching staff, and promote the healthy and stable development of higher education.

**Objectives of the Study** - This study examined the impact of staff motivation, job satisfaction and staff engagement on teachers' work productivity input in universities in eastern China. Specifically this paper determined employee motivation from three aspects: salary motivation, emotional motivation and promotion motivation; analyzed job satisfaction from three aspects: income and benefits, organizational climate work tasks and work environment; analyze employee engagement from three aspects: cognitive engagement, emotional engagement and behavioral engagement; examined the significant relationship among the three main variables and based on the research results, proposed a feasible framework for improving job productivity.

### **2. METHODS**

**Research Design** - Descriptive research design was used in this study to provide an adequate and accurate interpretation of the findings. According to study of Rahi (2017), descriptive method of research is a type of research that obtains relevant facts, data and information at present, and provides an accurate overview of

situations, people or events. In addition, Suparno (2017) asserts that descriptive research design is one form of formal study intended to provide a description of a phenomenon or an inherent characteristic of a population. The purpose of this design is to discover associations or relationships and differences among the three selected variables and to describe systematically and accurately the facts and characteristics of a given population (Rahi, 2017). Polit and Beck (2014) also shared that descriptive research aims to study and monitor an emerging sensation that cannot be recognized as an unbiased factor. The researcher seeks to gather information from the respondents by providing and distributing survey questionnaires. This descriptive type of research contributed to the efficient collection of data from respondents.

**Participants of the Study** - Since the questionnaire was distributed via the Internet, it could cross the university and geographic restrictions. 300 questionnaires were finally sent, and 269 valid questionnaires were recovered. Since the author is located in the eastern region of China, the research object of this paper is mainly the university teachers in the universities in eastern China. Because eastern China not only has the advantage of preferential policies, but also has a relatively high level of economic development. The development of higher education is in the forefront of the country, so this study is typical and representative.

**Data Gathering Instrument** - In this study, a self-compiled questionnaire was used to collect data, and the Likert 4 scale was used for measurement. The main content of the questionnaire is composed of three parts. This study collected data using a self-designed questionnaire and measured it using the Likert 4 scale. The main content of the questionnaire consists of three parts: Employee Motivation, Job Satisfaction, Employee Engagement. Items per instrument were presented as descriptive statements, and respondents were indicated the frequency with which each statement applies on a four-point Likert scale with verbal interpretation of 3.50 – 4.00 scale means strongly agree, 2.50 – 3.49 rate means agree, 1.50 – 2.49 scale means disagree and, 1.00 – 1.49 rating means strongly disagree.

Employee Motivation is a three-factor model consisting of Salary Motivation (5 items) with Cronbach alpha of 0.930, Emotional Motivation (5 items) with Cronbach alpha of 0.929, Promotion Motivation (5 items) with Cronbach alpha of 0.949, having a total of 15 items. Job Satisfaction applies a four-point Likert scale with verbal interpretation of 3.50 – 4.00 scale means strongly agree (highly committed), 2.50 – 3.49 rate means agree (moderate committed), 1.50 – 2.49 scale means disagree (slightly committed) and, 1.00 – 1.49 rating means strongly disagree (least committed). It is a 15-item questionnaire with three factors. Organizational Climate (5 items) recorded the highest alpha reading of 0.971. Work Tasks (5 items) with alpha reading of 0.950. The third factor, Work Environment (5 items) witnessed the alpha reading of 0.928.

Employee Engagement applies a three-point Likert scale with verbal interpretation of 3.50 – 4.00 scale means strongly agree (with great evidence), 2.50 – 3.49 rate means agree (with moderate evidence), 1.50 – 2.49 scale means disagree (with little evidence) and, 1.00 – 1.49 rating means strongly disagree (without evidence). Behavioral Engagement (5 items) recorded the highest alpha reading of 0.978. Emotional Engagement (5 items) with alpha reading of 0.981. The third factor, Cognitive Engagement (5 items) witnessed the alpha reading of 0.904. Cronbach's alpha was used by the authors to test the reliability of the adopted instrument. It is a convenient test used to evaluate the reliability or internal consistency of the composite score (Bonett & Wright, 2014). It is used under the assumption that you have multiple items measuring the same underlying construct.

**Data Gathering Procedure** - The questionnaire was completed through literature analysis and comprehensive expert opinions, and then pre survey was conducted through online distribution of Tencent questionnaire research platform. The questionnaire was revised and improved under the guidance of consultants, and distributed online through WeChat and email. After the preliminary design of the questionnaire was completed, eight experts were invited to conduct a pre-test on the questionnaire, which further improved the structure and language expression of the questionnaire. The prediction test of the questionnaire shows that Cronbach  $\alpha$  and CR value are between 0.7-0.8, indicating that the scale has good reliability.

**Ethical Considerations** - The research was based on academic ethics and is transparent about the research

process and findings. The questionnaire used was a researcher made based on the research of existing scholarly works and studies. In the course of the questionnaire survey, there have been questionnaire reminders to assure the surveyed that the data provided will be kept confidential. If it is shared with others without the respondents' consent, it is unethical behavior. When designing the questionnaire, the name of the respondents was not involved, and the number 0 was assigned to the missing data or wrong input.

**Data Analysis** - The research made use of different statistical tools to count, code and interpret the data. These include the following: One is the frequency distribution and weighted mean for descriptive statistical analysis, in order to quantitatively obtain the overview of the relevant variables. The second is analysis of variance to test the significance of the difference between the means of two or more samples. The third is the use of Pearson correlation test for all variables to verify the correlation between the variables, which provides a preliminary basis for the subsequent regression analysis. Finally, after the previous descriptive statistics and correlation statistics analysis, the thesis used multiple regression to empirically test the impact of relational trading and earnings management. Weighted mean and rank were used to determine the (a) employee motivation in terms of salary, emotional and promotion motivation, (b) job satisfaction in terms of organizational climate, work tasks and work environment, and (c) employee engagement in terms of cognitive, emotional and behavioral engagement. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Spearman's rho was used as the non-parametric test to determine if there is significant relationship between the variables. All analyses were performed using SPSS version 25.

### 3. Results and Discussion

**Table 1**

*Employee Motivation*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Salary Motivation	3.29	Motivated	2
Emotional Motivation	3.41	Motivated	1
Promotion Motivation	3.12	Motivated	3
Composite Mean	3.27	Motivated	

Legend: 3.50-4.00 = Highly Motivated; 2.50-3.49 = Motivated; 1.50-2.49 = Less Motivated; 1.00-1.49 = Not Motivated

Table shows the employee motivation, which is divided into Salary Motivation, Emotional Motivation, and Promotion Motivation, with an average score of 3.29, 3.41, and 3.12. The verbal explanations are all based on motivation. The ranking is Emotional Motivation, Salary Motivation, and Promotion Motivation. Overall, Emotional Motivation is greater than Salary Motivation, and Salary Motivation is greater than Promotion Motivation. With the development of social economy and technological progress, the core competition of enterprises has gradually shifted to the competition for high-quality talents. Therefore, how to mobilize employees' work enthusiasm and improve work efficiency has become an important factor affecting the development of enterprises, in order to retain and attract more talents needed for enterprise development, Enterprises will develop a series of strategic performance management systems to implement human resource performance management. The main purpose is to effectively mobilize employees' work enthusiasm, improve their work efficiency, and enhance the core competitiveness of the unit, achieving long-term and stable development of the unit. We should fully consider the current social development conditions, fully recognize the importance of employees for the development of the unit in the big data environment, pay attention to the revision and improvement of human resource performance management systems and employee incentive systems, clarify reward and punishment mechanisms, and pay attention to system implementation. We should use systems to regulate individual behavior, motivate or constrain employee behavior, and improve the professional quality and work enthusiasm of unit employees, to promote the continued development of the unit (

Firstly, with "Emotional Motivation" as the first priority, the weighted average is 3.41, which is orally

explained as motivation. Explain that employees value emotional satisfaction and motivation the most. Adhere to the development concept of "people-oriented", establish a scientific and effective management mechanism for recruitment, training, education, and job promotion, and comprehensively improve employee competitiveness and unit competitiveness through multiple channels. The biggest difference between the new generation of employees born in the 1980s and 1990s, who grew up during the period of rapid economic development in China, and previous generations of employees is that they no longer only view work as a tool to support themselves, but rather hope to realize their self-worth through work. They have more emotional needs for their work: can I get happiness from it, and can I feel my unique existence through it? Only the new generation of employees who meet the internal needs of learning and creating new things, leading their own lives, and pursuing self realization as the core value will be given a stronger and lasting emotional driving force (Gao, 2019).

Secondly, with "Salary Motivation" as the second option, the weighted average is 3.29, which is verbally explained as motivation. It indicates that employees are also very interested in salary incentives. A scientific and reasonable human resource performance management and employee incentive system can also attract outstanding talents to join. The establishment of assessment indicators in the system can enable employees to strive to improve their work skills and qualities, complete various indicators through their own efforts, and obtain considerable salary or job promotion, achieving a virtuous cycle of personal growth and the development of public institutions. After meeting emotional needs, employees also have a greater demand for salary incentives.

Finally, with "Promotion Motivation" as the third option, with a weighted average of 3.12, it is verbally explained as motivation. Explain that employees value personal promotions equally. Modern major enterprises are constantly developing with the pace of China's economic development, and corresponding human resources have played a relatively important role in their development process. Compared to material resources, these resources have a greater effect. Therefore, in order for related enterprises to achieve better development in the future, they must attach importance to the management of human resources. When carrying out this work, it is necessary to do a good job in motivating employees and improving their loyalty. At the same time, relevant enterprises also need to develop corresponding effective mechanisms to enhance the enthusiasm of each employee, promote them to complete their own work well, and ultimately achieve more stable development of the enterprise (Lv, 2022).

In summary, the human resources performance management system mainly uses material or spiritual rewards to stimulate employees' intrinsic potential, promote effective management work, and meet the current and future development needs of the unit. However, it is necessary to develop a system that meets this goal, which puts higher requirements on the system makers and assessment managers. The system makers or perfectors should clarify the current and future development requirements of the unit and the actual needs of employees, develop reasonable systems based on actual situations; Managers must adhere to the principle of fairness and impartiality in implementing this system in order to achieve balanced and healthy development of employees in the unit. In this survey, it was found that employees' emotional motivation was greater than salary motivation and greater than promotion motivation (Zhou, Cheng, Zou & Li, 2022). Having an effective incentive system within an enterprise is not only a good medicine for mobilizing employees' enthusiasm and creativity, but also a measure to enhance employees' satisfaction with the enterprise. It is important to pay attention to the fairness of the incentive system.

Maslow's theory of needs places self-actualization first, and business managers should pay more attention to the value and status of employees, treating respect and motivation as a basic way to improve employee satisfaction with the company; Create and provide opportunities for employees to participate in management based on their desire to participate, and enhance their sense of belonging and identification with the company through participation incentives; Finally, employees will stimulate more internal motivation in the pursuit of high goals. Managers should be committed to exploring employees' deep goals, assisting them in formulating detailed implementation steps, guiding and helping employees achieve their goals during the work process, and using

goal motivation to enhance employees' sense of self-realization and their liking for the company. Therefore, when managing employees, universities should pay attention to maintaining a good workplace atmosphere and emotional motivation for employees. Secondly, they should establish a fair and just salary incentive system, and also ensure the personal growth and promotion space of employees

**Table 2***Employee Job Satisfaction*

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Organizational Climate	3.36	Satisfied	2
2. Work Tasks	3.14	Satisfied	3
3. Work Environment	3.39	Satisfied	1
Composite Mean	3.30	Satisfied	

Legend: .50-4.00 = Highly Satisfied; 2.50-3.49 = Satisfied; 1.50-2.49 = Less Satisfied; 1.00-1.49 = Not Satisfied

Table 2 shows the Summary Table on Job Satisfaction, with a comprehensive average of 3.30, which is verbally explained as satisfactory. There are a total of 3 items, including satisfaction with Organizational Climate, Work Tasks, and Work Environment. Among them, the ranking from high to low is Work Environment with satisfaction of 3.39, Organizational Climate with satisfaction of 3.36, and Work Tasks with satisfaction of 3.14. All three verbal explanations were satisfactory.

Firstly, the Work Environment ranks first with an average of 3.39, which is verbally explained as satisfactory. What employees are most satisfied with is the working environment in universities. In the mid-1930s, Hoplock R. first defined job satisfaction in his book *Job Satisfaction*. He proposed that job satisfaction is the degree of satisfaction of employees with the work environment, in other words, it is their subjective understanding of the working conditions and environment. The dual factor theory proposed by organizational psychologist Herzberg (1959) suggests that the factors that affect job satisfaction are physical environmental factors, social factors, and personal psychological factors. Physical environmental factors include workplace conditions, environment, and facilities; Social factors refer to employees' attitudes towards the management of their workplace, as well as their level of identification and belonging to the unit; Personal psychological factors include opinions and attitudes towards the significance of their job, as well as the leadership type and style of their superiors. Lock E.A (1986), an American scholar of organizational behavior, after a detailed discussion on the research of job environment satisfaction, believes that the influencing factors of job satisfaction mainly include job autonomy, job pressure, job expectation, self-esteem, personal values and individual variables of gender, etc.

There are many theoretical studies on employee job satisfaction abroad. Due to the different research backgrounds of scholars in various fields, the focus and perspective of research are also different. Maslow's hierarchy of needs theory, Fromm's expectancy theory, etc. have all contributed to the research on employee job satisfaction. The research on work environment in China started relatively late, focusing on using mature models and scales from abroad for research. Wang et. al (2014), conducted a survey on four different real estate companies and found that employees' pursuit of soft influencing factors in the work environment is higher than that of hard influencing factors. Sang et. al (2022), conducted a survey on college physical education teachers in Henan Province, analyzing the differences in demographic variables among college physical education teachers, and found that the school environment has an impact on employee job performance. Therefore, improving the satisfaction of the work environment can help improve employee satisfaction.

The Organizational Climate ranked second with a satisfaction rate of 3.36, and was verbally explained as satisfied. The term organizational climate was first proposed by German social psychologist Lewin and others in 1939. Organizational climate refers to the social and psychological atmosphere perceived by organizational members in the social organization they are in, which is the shared feeling of organizational characteristics among organizational members. Work attitude refers to the opinions and emotional experiences of librarians regarding their job position, work environment, and organization. The work attitude of librarians mainly includes their work engagement, professional spirit, organizational commitment, etc. The organizational climate of a

library has a significant impact on the work attitude of librarians, which is determined by its own characteristics. This can also be explained and demonstrated using relevant psychological theories. Organizational atmosphere, as one of the factors reflecting job satisfaction of agricultural technology workers, has a significant positive effect on task performance. Effective management methods, harmonious colleague relationships, a mutually respectful organizational environment, excellent leadership, and appropriate leadership styles are conducive to improving the task performance of agricultural technology workers; As another factor reflecting job satisfaction of agricultural technology workers, work itself has a significant positive impact on task performance and a significant negative impact on turnover intention. This indicates that with the development of society, agricultural technology workers are increasingly concerned about the sense of security, achievement, and gain brought about by work.

The last ranked task is Work Tasks, with a satisfaction rating of 3.14, which was verbally explained as satisfactory. Compared to others, employees' satisfaction with work tasks is not as satisfactory. In the research on the impact of job satisfaction on task performance, most scholars believe that job satisfaction positively affects task performance, that is, high job satisfaction leads to high task performance. In the study of the impact of job satisfaction on turnover intention, it is generally believed that job satisfaction has a negative impact on turnover intention. Domestic and foreign scholars have adopted different research paths to prove this viewpoint. For example, Price established an employee turnover intention path model in 1977, believing that job satisfaction has a negative effect on turnover intention. Research has found that the ease of work tasks is negatively correlated with employee job satisfaction and positively correlated with turnover intention (Yao & Gao, 2021). Reducing the pressure of work tasks can effectively improve employee satisfaction.

**Table 3**

*Employee Engagement*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Cognitive Engagement	3.53	Highly Engaged	2
Emotional Engagement	3.47	Engaged	3
Behavioral Engagement	3.60	Highly Engaged	1
Composite Mean	3.53	Highly Engaged	

Legend: Highly Engaged; 2.50-3.49 = Engaged; 1.50-2.49 = Less Engaged; 1.00-1.49 = Not Engaged

Table 3 illustrates the summary table on work engagement of teachers. The over-all composite mean of 2.55 indicates that they agreed in general. Although work engagement has been studied for decades in the fields of positive psychology and organizational management, there is still no clear consensus on its definition, Meyer (2014). Some researchers have suggested that engagement should be conceptualized and operationalized as a construct completely opposite to burnout (Knight, Patterson & Dawson, 2017). However, Schaufeli (2018) argued that even though engagement is often negatively related to burnout and other undesirable employee outcomes, it should be viewed as an independent concept reflecting an individual's levels of vigor, dedication, and absorption. Specifically, vigor involves a high level of affective energy, mental resilience, and willingness to make an effort in relation to one's work; dedication refers to one's enthusiasm toward and feeling of significance and pride regarding one's work; and absorption involves deep concentration on one's work.

Based on the result, dedication ranked first with a mean score of 2.58. When someone is highly engaged in their work, they demonstrate a strong sense of dedication and commitment. They go beyond the basic requirements of their job and invest themselves wholeheartedly in their work-related activities. They experience a deep connection to their work and feel a strong motivation to contribute their best efforts. Work engagement is associated with various positive outcomes for individuals and organizations. Engaged employees are more likely to experience higher job satisfaction, better performance, increased creativity, and greater well-being. They are also more likely to exhibit higher levels of job dedication as they find personal fulfillment and satisfaction in their work. They also found that work engagement mediates the relationship between job resources and employee outcomes. The researchers found that job resources, such as autonomy, support, and challenge, were positively related to work engagement, which in turn was positively related to employee outcomes, such as job

satisfaction, organizational commitment, and turnover intention. Correspondingly, found that work engagement is positively related to job performance. The researchers found that engaged employees were more likely to report higher levels of job performance, such as productivity, quality, and customer service.

It was followed by absorption (2.54) where work engagement is characterized by absorption is associated with numerous positive outcomes for individuals and organizations. Absorbed employees are more likely to experience higher job satisfaction, greater well-being, increased creativity, and improved performance. They are fully engaged in their work, which can lead to enhanced productivity and innovative problem-solving. Lastly is the vigor, vigorous employees are more likely to experience higher job satisfaction, better performance, and greater well-being. Their enthusiasm and energy can have a positive impact on team morale and overall organizational productivity. Organizations can foster work engagement by providing employees with opportunities for autonomy, skill development, and meaningful work. Promoting a positive work environment, recognizing and rewarding employees' contributions, and ensuring a healthy work-life balance also play important roles in supporting and sustaining work engagement and vigor. Sulistyani et al (2022) found that teachers' work engagement was influenced by their personal characteristics, such as their identity, self-esteem, and sense of efficacy. Teachers with a clear identity, high self-esteem, and high sense of efficacy were more likely to be engaged in their work. The study also found that teachers' work engagement was influenced by their work environment, such as their job satisfaction, organizational commitment, and support from colleagues and supervisors.

**Table 4**

*Relationship Between Employee Motivation and Job Satisfaction*

Variables	Spearman's Rho	p-value	Interpretation
<b>Employee Motivation and Job Satisfaction in terms of Organizational Climate</b>			
Salary Motivation	0.723	0.000	Significant
Emotional Motivation	0.690	0.000	Significant
Promotion Motivation	0.152	0.008	Significant
<b>Employee Motivation and Job Satisfaction in terms of Work Tasks</b>			
Salary Motivation	0.152	0.008	Significant
Emotional Motivation	0.076	0.190	Not Significant
Promotion Motivation	0.720	0.000	Significant
<b>Employee Motivation and Job Satisfaction in terms of Work Environment</b>			
Salary Motivation	0.049	0.397	Not Significant
Emotional Motivation	0.041	0.480	Not Significant
Promotion Motivation	0.794	0.000	Significant

*Legend:* Correlation is significant at the 0.01 level

Table 4 describes the relationship between employee motivation and job Satisfaction. It shows that only the employee emotional motivation ( $p= 0.190$ ) and job satisfaction in terms of work tasks; the employee salary motivation ( $p=0.397$ ) and emotional motivation ( $p= 0.480$ ), and job satisfaction in terms of work environment has no significant difference because the computed p-value was greater than 0.05. This mean that the level of job satisfaction in terms of work task in not dependent on the emotional motivation same as in terms of employee motivation as to work environment and salary motivation.

Psychologically, 'motivation' refers to the origin, direction, intensity, and persistence of behavior. There are three key factors in this definition: direction, intensity, and persistence. Motivation is the internal driving force behind human behavior, which has the greatest impact on human behavior. It is also the source of sustained behavior and an important component of the motivational system. In organizational behavior, motivation is more defined as a process, which can stimulate employees' work enthusiasm and form an internal driving force, namely, work motivation, through the stimulation of internal and external environments. Motivation comes from needs and requires the generation of intrinsic motivation. Employee satisfaction, also known as employee satisfaction, is different from customer satisfaction. The focus is on the feelings of employees within the company towards their work.



In the past, companies often focused more on external customer satisfaction, believing that customers could bring direct economic value to themselves. With the advent of the knowledge economy, the development of enterprises relies more on the contributions of knowledge-based employees, and the number of knowledge-based employees hired by enterprises is also increasing. The medium between enterprises and customers directly comes from employees' services and intellectual capital. To win customer satisfaction, enterprises first need to please their employees. Only when employee satisfaction is high can they have greater enthusiasm to serve external customers. The core competitiveness of enterprises also comes from the intellectual capital of knowledge-based employees.

The research on the satisfaction of knowledge-based employees has increasingly received attention from the academic and business communities. Employee satisfaction is the cognitive evaluation of the characteristics of the work performed by members in an organization, which is a direct feeling of the work performed. It is closely related to organizational commitment, work involvement, and work motivation. The relationship between salary satisfaction is related to whether employees are satisfied with their own work. If an employee's salary satisfaction is high, their personal work enthusiasm will be high, and they will invest more energy and attention in their work. In this case, the employee's work performance is often higher than other employees. Therefore, increasing the performance-based salary of employees in enterprises can increase their satisfaction with work, thereby improving work performance. From this perspective, there is a positive correlation between employee compensation satisfaction and job performance (Kang & Busser).

**Table 5**

*Relationship Between Employee Motivation and Employee Engagement*

Variables	Spearman's Rho	p-value	Interpretation
<b>Employee Motivation and Employee Engagement in terms of Cognitive Engagement</b>			
Salary Motivation	0.083	0.151	Not Significant
Emotional Motivation	-0.207	0.000	Significant
Promotion Motivation	0.692	0.000	Significant
<b>Employee Motivation and Employee Engagement in terms of Emotional Engagement</b>			
Salary Motivation	-0.087	0.132	Not Significant
Emotional Motivation	-0.195	0.001	Significant
Promotion Motivation	0.783	0.000	Significant
<b>Employee Motivation and Employee Engagement in terms of Behavioral Engagement</b>			
Salary Motivation	0.152	0.008	Significant
Emotional Motivation	-0.110	0.057	Not Significant
Promotion Motivation	0.729	0.000	Significant

*Legend:* Significant at p-value < 0.01

Table 5 describes the relationship between employee motivation and employee engagement. It shows that there was statistically no significant relationship between employee salary motivation ( $p=0.151$ ) and employee cognitive engagement and emotional engagement because the computed p-value was greater than 0.05. Employee cognitive and emotional engagement is not dependent on employee salary motivation.

Engagement reflects an employee's level of engagement in their work and organization in terms of cognition, emotion, and behavior, which has a positive promoting effect on organizational and personal performance. Today, knowledge workers who create, master, and apply knowledge have become a key resource for organizations, and their dedication determines their willingness and actions to spread, share, apply, and transform knowledge (Lam, Wong, Yang & Liu, 2012). The national engagement survey conducted by Taihe Consulting Company in 2009 shows that the primary factors affecting employee engagement are not salary, but work itself and work environment. Knowledge workers have a high level of demand, strong level of self-determination, and achievement needs, and the law of diminishing marginal utility of health factors such as salary is particularly evident in them. In view of this feature, this study focuses on the "people" factor in the work itself and the work environment, and examines the role of core work dimensions and social support on knowledge employee engagement.

Xanthopoulou (2009) pointed out that the role of job characteristics on engagement is actually an incentive process. In view of the demand characteristics of knowledge workers and the stability and persistence of the role of internal motivation, this study examined the role of internal motivation in the role of employee engagement. It is expected to provide new ideas and perspectives for the study of engagement, and provide basis for enterprises to implement "people-oriented management" for knowledge workers and intervene in employee engagement from the perspective of work.

**Table 6***Relationship Between Job Satisfaction and Employee Engagement*

Variables	Spearman's Rho	p-value	Interpretation
<b>Job Satisfaction and Employee Engagement in terms of Cognitive Engagement</b>			
Organizational Climate	-0.091	0.116	Not Significant
Work Tasks	0.583	0.000	Significant
Work Environment	0.624	0.000	Significant
<b>Job Satisfaction and Employee Engagement in terms of Emotional Engagement</b>			
Organizational Climate	-0.151	0.009	Significant
Work Tasks	0.730	0.000	Significant
Work Environment	0.805	0.000	Significant
<b>Job Satisfaction and Employee Engagement in terms of Behavioral Engagement</b>			
Organizational Climate	0.095	0.100	Not Significant
Work Tasks	0.657	0.000	Significant
Work Environment	0.743	0.000	Significant

*Legend:* Significant at p-value < 0.01

There was statistically no significant relationship between job satisfaction in terms of organizational climate ( $p=0.116$ ) and employee cognitive engagement because the computed p-value was greater than 0.05. Employee cognitive engagement is not dependent on job satisfaction in terms of organizational culture. However, there was statistically significant relationship between job satisfaction in terms of work tasks ( $p=0.000$ ) and work environment ( $p=0.000$ ) and employee cognitive engagement because the computed p-values were less than 0.01. The higher is the level of job satisfaction in terms of work tasks and work environment, the higher is the level of employee cognitive engagement.

There was statistically no significant relationship between job satisfaction in terms of organizational climate ( $p=0.116$ ) and employee cognitive engagement because the computed p-value was greater than 0.05. Employee cognitive engagement is not dependent on job satisfaction in terms of organizational culture. However, there was statistically significant relationship between job satisfaction in terms of work tasks ( $p=0.000$ ) and work environment ( $p=0.000$ ) and employee cognitive engagement because the computed p-values were less than 0.01. The higher is the level of job satisfaction in terms of work tasks and work environment, the higher is the level of employee cognitive engagement.

There was also statistically no significant relationship between job satisfaction in terms of organizational climate ( $p=0.100$ ) and employee behavioral engagement because the computed p-value was greater than 0.05. Employee behavioral engagement is not dependent on job satisfaction in terms of organizational culture. However, there was statistically significant relationship between job satisfaction in terms of work tasks ( $p=0.000$ ) and work environment ( $p=0.000$ ) and employee behavioral engagement because the computed p-values were less than 0.01. The higher is the level of job satisfaction in terms of work tasks and work environment, the higher is the level of employee behavioral engagement.

Engagement, indicating that the higher the job satisfaction in job tasks and work environment, the higher the employee's cognitive engagement. It is believed that dedication is a controllable behavior that is determined by a person's willingness to participate and may not have much to do with satisfaction. The existing literature has discussed and empirically tested the influencing factors of employee engagement, but there is no unified conclusion about the relationship between employee satisfaction and engagement. Some scholars believe that satisfied employees must be dedicated; Other scholars believe that satisfied employees are not necessarily

dedicated. Research by Hewitt Consulting suggests that employees with high satisfaction may be dedicated, but not necessarily fully dedicated. Kong et al. (2016) found that the measurement dimensions such as job satisfaction, job remuneration satisfaction, manager identity satisfaction, colleague communication satisfaction, and position promotion satisfaction are positively correlated with employee engagement, but the degree of correlation can be different. Job satisfaction, manager identity satisfaction and employee engagement are highly correlated, and colleague communication satisfaction The correlation between job promotion satisfaction and employee engagement is high, while the correlation between job remuneration satisfaction and employee engagement is relatively low.

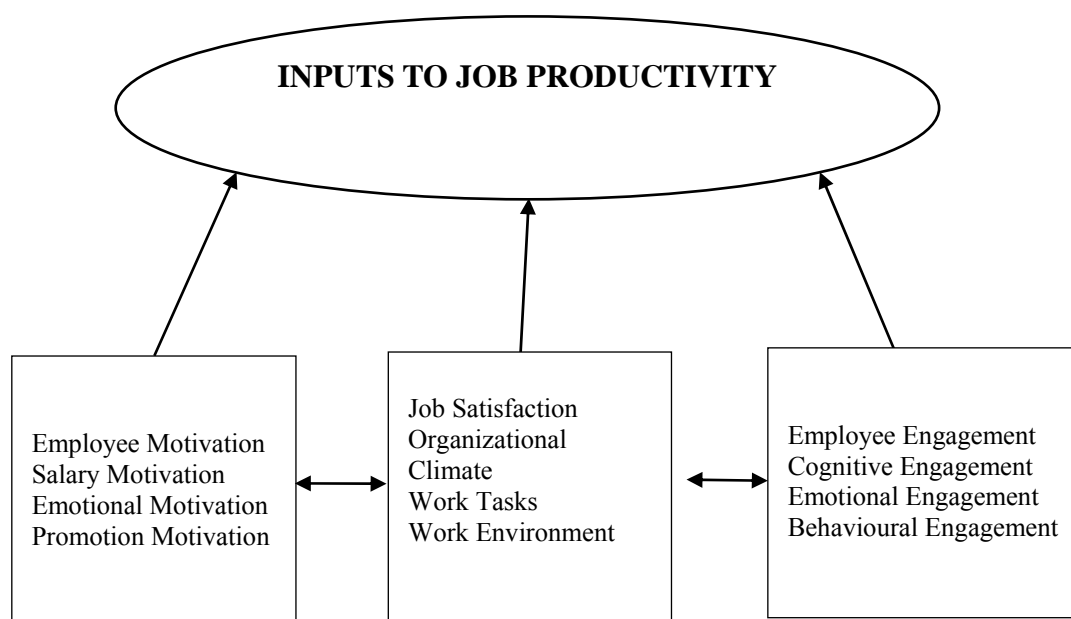


Figure 1. Framework for improving productivity input

#### 4. Conclusions and Recommendations

The respondents agree on the importance of employee motivation, including salary motivation, emotional motivation, and promotion motivation. In terms of organizational climate, work tasks, and work environment, job satisfaction has received strong recognition from respondents. The respondents strongly agree that universities in cognitive and emotional engagement employee engagement of behavioral engagement. There are significant differences on employee motivation and Job Satisfaction and Employee Engagement on inputs to job productivity. A feasible framework for improving productivity input has been proposed.

For private colleges and universities, they may establish reasonable salary management system, complete welfare and promotion system, increase internal training and rationalize reward system, so as to improve employees' work input. Universities may aim to improve the organizational cultural atmosphere, enhance the work environment, and reasonably arrange work tasks to enhance employee job satisfaction. Universities should set up a reward system linked to performance, focusing on future learning management and knowledge management to improve employee interaction, so as to create employees' sense of belonging to the university and enhance employee engagement. The developed framework can serve as a tool for improving human resource management practices in universities. For future researchers, consider organizational notarization, organizational performance, corporate social responsibility, etc that have an impact on the universities' Inputs to job productivity.

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