INFLUENCING FACTORS JOB SATISFACTION OF CHINA MOBILE COMMUNICATIONS CORPORATION IN BEIJING TRANSFORMATION ENTERPRISES

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ABSTRACT

In the context of the information age, coupled with the impact of COVID-19, the development of enterprises is severely restricted by resources, environment and market. In particular, the Communication enterprises in the period of strategic transformation and reform is greatly affected by knowledge and information technology, which needs to rely on the investment of human capital to improve the production efficiency, improve its performance and promote the sustainable development of enterprises. Based on the special social responsibility of state-owned enterprises, enterprises will be different from social capital enterprises in the decision-making tendency of human capital investment. State-owned Communication enterprises need to upgrade human capital investment to the core position of strategic resource allocation behavior, and formulate human capital investment allocation strategies in line with the characteristics of enterprises and industry characteristics.

This paper takes China Mobile Group Beijing Co., Ltd. as the research object, and adopts the method of combining theoretical analysis with empirical research. In the part of theoretical analysis, the synergy of the impact of human capital investment on job performance and enterprise strategic resources is analyzed. China Mobile Group Beijing Co., Ltd. is selected as the research model to analyze the current situation of enterprise human capital investment; In the part of empirical research, taking employee job performance as the dependent variable, employee satisfaction as the independent variable, and human capital investment (talent introduction investment, education and training investment, health protection investment, salary and welfare investment and incentive investment) as the intermediary variable, the paper constructs a model of the relationship between employee satisfaction, human capital investment and employee job performance, and analyzes the relationship between employee satisfaction, human capital investment and employee job performance.

The results show that employee satisfaction is positively correlated with employee job performance, employee satisfaction is positively correlated with human capital investment, human capital investment is positively correlated with employee job performance, and human capital investment is positively correlated with employee satisfaction and employee job performance. At the same time, through the analysis of the interaction between various investments in human capital, this paper expounds the role of human capital investment structure on the effectiveness of human capital investment. Finally, according to the research results, the paper puts forward the corresponding countermeasures and suggestions, reasonably allocates the strategic investment of enterprise human capital, increases the human capital

investment of various types of employees in enterprises in different ways, and improves the market competitiveness and profitability of enterprises.

INTRODUCTION

Due to the impact of COVID-19, the global economy showed a severe recession, and domestic consumption and investment also showed a sharp decline. As a result of this impact, the Communication enterprises in the period of strategic transformation and reform have been seriously impacted, and the development task of the industry is extremely arduous. To transform and upgrade this traditional basic service-oriented industry as soon as possible, and to integrate the innovative, intelligent and diversified industry into the development of the current Communication enterprises, has become a problem that every communication practitioner must pay attention to and think about. Prime minister li keqiang in 2020 government work report pointed out that to reduce the damage to the minimum, achieve the economic and social development goals this year, need to stabilize and expand employment, increase training, stability and expand job subsidies, strengthen market skills training, encourage employment training, sharing productive training base, to make more workers long skills, good employment. From the perspective of human capital investment, Premier Li Keqiang's report emphasizes the importance of the "human" production factor for improving the economy, especially indicating the necessity of various investment in "education and training investment", "technical personnel investment" and "employee salary investment" in human capital investment. How to better stimulate the "people" the important elements of productivity, through the reasonable and effective investment of human capital stimulate kinetic energy rapid transformation, against the outbreak to the enterprise, industry and the whole society, improve enterprise, industry and the sustainable development of social economy, is in this special historical period to study and solve the problem. Especially as a state-owned enterprise, the special position in the national economy, the social responsibility, in the outbreak of stable enterprise employment task more difficult, also more need to use reasonable human capital investment improve enterprise performance, realize the kinetic energy of "people" excitation and incentive, rapid response, overcome the outbreak of economic and social impact, help enterprises and industry out of trouble.

LITERATURE REVIEW

The Theory of Human Capital

(1) The theoretical origin of human capital

The early origin of human capital theory can be found from the development process of human capital theory. The founder of the classical British political economy, an early statistician and national income accountant, William Petty, in his writings, compared the loss of troops, weapons and other substances with the loss of human life in 1676. He not only put forward the famous proposition that "labor is the father of wealth and a positive factor", but

also attributed the value of goods to the level of labor productivity, and thus fully affirmed the economic value of people.

(2) Development of human capital theory

In the 1960s, Schultz's speech on "human capital investment" caused a great stir in the American economic world, and set off a wave of human capital research. In terms of the narrow definition of human capital theory, Schultz's speech marks the formal birth of modern human capital theory. He believes that the return rate of human capital investment should be higher than that of material capital, and the accumulation of human capital is an important factor to promote the national economic growth. The core factor of economic development is to attach importance to and rationally allocate human capital investment and improve the quality of workers. With the gradual development of this theory, the strategic resource attribute of human capital and its influence on economic behavior are prominent, and the human capital theory has also been further enriched and developed.

2.2.2 Enterprise resource theory

In his 1959 book, Corporate Growth Theory, Johns Hopkins professor Penrose pointed out that an enterprise is a collection of human and material resources, and that its internal resources are the driving force for its growth. On this basis, economists such as Birger Wernerfelt & Barney have developed it into a resource-based theory. The theory holds that the enterprise is a combination of a series of resources, through the use of its own resources and cultivating new resources and seeking their balance, and to develop the growth strategy of the enterprise. Scarce resources are the driving force of enterprise profit. The difference of enterprise profitability comes from the difference of enterprise strategic resources. Birger Wernerfelt (1984) pointed out that the essence of the enterprise resource base theory is to study the resources of enterprises and how to allocate these resources to create competitive advantages for the organization. The key point of this theory is that the competitiveness of enterprises not only depends on the market environment and the strategic positioning of the enterprise in the market, but also focuses on the mining and use of the enterprise internal advantage resources, to promote the formation of the competitive advantages of the enterprises, and to establish the competitive position of the enterprise.

Traditional ideas of enterprise competitive advantage typically focus on the use of analysis methods such as SWOT to analyze the advantages, disadvantages, opportunities, and threats of enterprise competitors and the external environment. Among them, competitive advantage is a strategy not yet adopted by the enterprise or its potential competitors. This analytical assumption is based on the homogeneity of available and controllable resources and strategies for enterprises within the industry, or assumes that these resources are highly transferable and are minimally affected by heterogeneity. However, the enterprise resource base theory completely denies the above assumptions. Leonard-Barton D (1992) believes that the enterprise resources in the industry are heterogeneous, and that enterprises can use different resources to obtain resources in different ways. In addition, the assumption of the resource-based theory is based on the immobility of resources, that is to say, such resources owned by

enterprises cannot be randomly imitated by competitors. Differences in business performance in the same industry come from this heterogeneity. Therefore, in such circumstances, enterprises can more effectively improve the quality of their own resources or use these resources more effectively, and help enterprises to obtain a more lasting competitive advantage. Therefore, the so-called resource heterogeneity will continue to "intensify".

Based on the above assumptions, Zhou Yangjun and Peng Peiyu (2017) mentioned that Barney put forward a VRIO analysis framework to further study the internal capabilities of enterprises based on the SWOT model, and to evaluate the competitive advantages of enterprise resources and capabilities. That is, when enterprise resources have value (value), scarcity (Rareness), non-imitation (Imitation), and organization (Organization), enterprises can gain a competitive advantage.

METHODOLOGY

The research design of the following research is based on quantitative research where it is mainly emphasized on evaluating the numerical and figures. Henceforth, the following study reflects on an objective view rather than a subjective. The data collection is conducted by gathering primary data rather than secondary data. The instrument utilized for collecting the primary data is the questionnaire 380 survey where the statements in the survey are designed with the help of the literature. The questionnaire survey consisted of the closed-ended questionnaire in which it was primarily based on the Likert scale which has a range from 1 – 5. The value 1 represents 'Strongly disagree' whereas the value 5 indicates' Strongly Agree'. The main focus of the study was to evaluate the effect of learning and knowledge on improvising Transformation Enterprises. The context in which the study is being conducted is on the employees of China Mobile Group Beijing. The targeted individuals for the study were particularly the employees. Sampling technique and sample size The main focus of the study is mainly emphasized towards understanding the influence of learning and knowledge on improvising job performance in the company; therefore, the targeted sample that is relevant for the study where insights carry the most worth value are the employees that are working in the company sector. Since the study mainly emphasized on gathering data from employees; therefore, not every individual had a similar chance of being selected. Thus, the sampling technique falls under non-probability sampling which is considered that the chance of selecting an individual for a sample is unequal. Moreover, the sample size selected by the researcher for data collection is 380 questionnaires. 380 of; 380 surveys were appropriately filled by the targeted responses. Hence, the response rate on the questionnaire survey was 100 %. The complete data of the 380 samples was investigated and analyzed to determine whether learning and knowledge have an influence over the Beijing Transformation Enterprises in the company. Method for analysis of data the questionnaire survey has provided the data in numerical and figures; therefore, the data analysis is conducted through the use of path model where a path model is used.

RESULTS

Table 1 The level of opinion about the factors affecting the overall

Descriptive statistical analysis refers to the method of processing the sample data collected by

		N	Mean	S.D.	Item	Rank
X	Employee satisfaction	380	3.77	.72	4	6
M	Human capital investment	380	3.83	.63	19	4
M1	Talent introduction investment	380	3.79	.69	4	5
M2	Investment in education and training	380	3.84	.71	3	3
M3	Health protection investment	380	3.92	.69	4	1
M4	Salary and welfare investment	380	3.84	.71	5	2
M5	Incentive investment	380	3.76	.75	3	7
Total		380	3.80	.64		

sorting out, analyzing, describing and interpreting the data distribution status and characteristics description by using charts and other mathematical methods. In general, the descriptive statistics are analyzed from three aspects: centralized trend, neutral trend, and data distribution characteristics. As shown in Table 4.3, in the study of centralized trend, the mean of the research variables and their dimensions is smoothly distributed around 3.7. According to the theoretical mean in the Likert five scale should be above 3.4, it can be judged that the centralized trend of the recovered data is good. The neutral trend was analyzed by standard deviation, uniformly distributed around 1. In conclusion, the sample data are available for subsequent analysis and studies. The mean and standard deviation of the level of opinion on factors affecting job performance were high overall, with 3.80 at the higher level, and we found that the highest mean was health protection investment (3.92), followed by education and training investment (3.84), and the lowest was incentive investment, with an average score of 3.76.

Regression analysis

Regression analysis is to quantitatively describe the specific relationship between the two variables based on the correlation analysis. After the previous correlation study and analysis, it is concluded that employee satisfaction, human capital investment and job performance all have close positive relations. In order to further determine the quantitative relationship between the variables, further verify the internal influence by regression analysis in this section.

This study tested the study hypothesis by using multiple linear regression analysis of sample data by statistical software. First, each factor variable of the five variables is unified

into the new variables by calculation through data processing, and then linear regression is used to test each hypothesis. The final results are shown in Table 4.10 below:

Table 4.10 Model summary

Model	R	R Square	F	Sig
1	.8205[a]	.6731	388.1970	.000*

Outresults of the effect between the dependent variables and all independent variables by regression analysis, it was found that adjusted R Square=. 6731, meaning that independent and mediation variables affected 67.31% of Job performance.

4.4.1 Regression analysis of Employee satisfaction and human capital investment

Table 4.11 ANOVA1

*Significant at 0.05 level

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	96.229	1	96.229	670.554	.000*
	Residual	54.246	378	.144		
	Total	150.475	380			

a. Dependent Variable: Human capital investment

b. Predictors: (Constant), Employee satisfaction

The results of the linear regression analysis of employee satisfaction and human capital investment are shown in Table 4.12. The value of the F test is the one of 670.554, Sig.=.000*, which shows that through the F-test, the model construction is meaningful, that is, the employee satisfaction will certainly have an impact on the human capital investment.

Table 4.12 ANOVA2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.190	.104		11.451	.000*
	Employee satisfaction	.700	.027	.800	25.895	.000*

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a. Dependent Variable: Human capital investment

The Employee satisfaction's Beta=0.800, t=25.895, Sig.=.000*, indicating that Employee satisfaction has a significant positive impact on human capital investment.

4.4.2 Regression analysis of employee satisfaction and employee job performance

Table 4.13 ANOVA3

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.042	.153		6.796	.000*
	Job performance	.703	.039	.682	18.129	.000*

a. Dependent Variable: Job performance

Linear regression analysis of Employee satisfaction versus Job performance showed that the Beta=0.800, t=25.895, Sig.=.000*, indicating that employee satisfaction has a significant positive effect relationship on Job performance.

4.4.3 Regression analysis of human capital investment and Job performance

Table 4.14 ANOVA4

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.958	.105		9.105	.000*
	Job performance	.738	.027	.819	27.775	.000*

a. Dependent Variable: Human capital investment

Human capital investment and Job performance linear regression analysis showed that Beta=.819, Sig.=.000*, indicating that human capital investment has a significant positive impact relationship with Job performance.

4.4.4 Intermediary effect test

Table 4.15 Intermediary effect test

Model		EFFECTS	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.390		3.061	.002
	Job performance	.072	.074	1.518	.030
	Human capital investment	.590	.760	15.491	.000*
	Total	.662		18.129	.000*

a. Dependent Variable: Job performance

*Significant at 0.05 level

After a series of analyses on China Mobile Group Beijing company's employee satisfaction, human capital investment and job performance, finally, statistical software is used to study and analyze the intermediary role of human capital investment. In the process of examining the mediating effect, three models were constructed. They are the regression model of employee satisfaction and job performance, the regression model of employee satisfaction and human capital investment, and the regression model of human capital investment is the regression model of employee satisfaction and job performance. Through the analysis of China Mobile Group Beijing company's employee data, the results shown in table 4.15, as the total Sig. value is 0.000*, so the three regression models all have significant effects. The regression coefficient of employee satisfaction and job performance is 0.074, and the total effect is 0.662, and the regression coefficient of employee satisfaction and human capital investment is 0.800. The regression coefficient of human capital investment and job performance is 0.760, and the indirect effect is 0.590, and the direct effect is the difference between the total effect and the indirect effect, and the direct effect is 0.072. The indirect effect is significantly greater than the direct effect. Therefore, human capital investment plays a partial intermediary role between employee satisfaction and job performance.

The results show that human capital investment plays a partial intermediary role between employee satisfaction and job performance in China Mobile Group Beijing company. And its effect ratio is 89.12%, which verifies the proposed research model. It can be written as a regression equation as follows:

$\widehat{Y}=.074(X)+.760(M)$

Therefore, according to the standardized regression coefficient between various variables, the employee work performance model after test is obtained as shown in the figure 4 below.
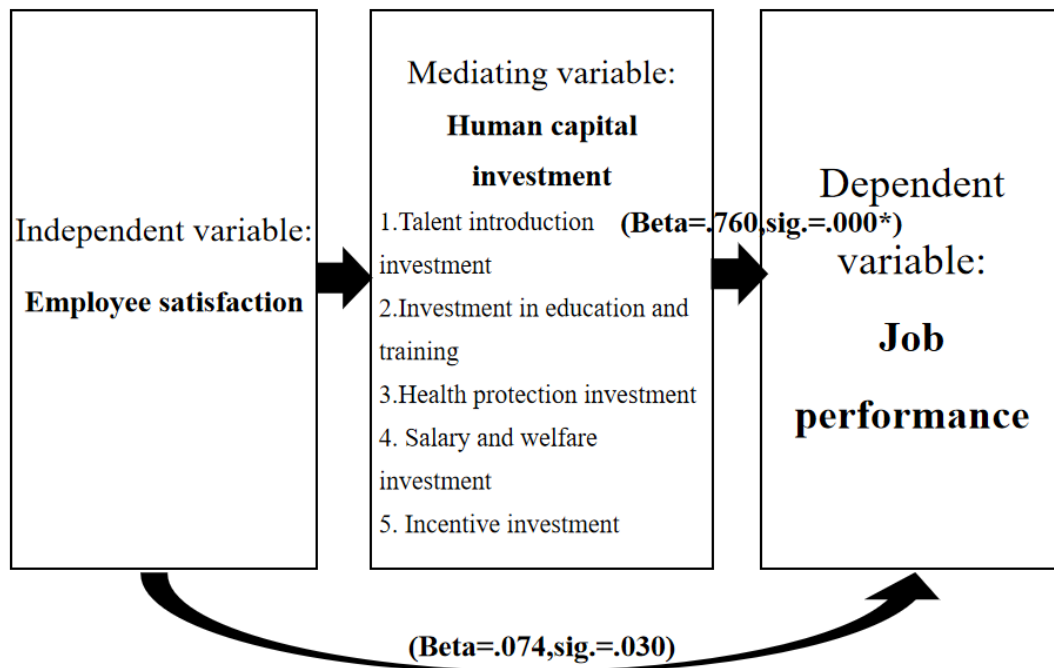
Figure 4 Research framework after verification

CONCLUSION

Outresults of the effect between the dependent variables and all independent variables by regression analysis, it was found that adjusted R Square=0.6731, meaning that independent and mediation variables affected 67.31% of Job performance.

The results of the linear regression analysis of employee satisfaction and human capital investment showed that, F=670.554, Sig.=.000*, indicating that after passing the F test, the model construction is meaningful, meaning that employee satisfaction must have an impact on human capital investment.

The results of the linear regression analysis of employee satisfaction and job performance showed that, F=328.650, Sig.=.000*, indicating that after passing the F test, the model construction is meaningful, meaning that employee satisfaction must have an impact on Job performance.

The results of the linear regression analysis of human capital investment and job performance showed that, the value of the F test was 771.427, Sig.=.000*, indicating that after passing the F test, the model construction is meaningful, meaning that Human capital investment must have an impact on job performance.

After a series of analyses of employee satisfaction, human capital investment and job performance, the mediation role of human capital investment was finally analyzed using statistical software. During the test of mediation effects, three models were constructed, namely, employee satisfaction and job performance, employee satisfaction and Human capital investment, and employee satisfaction and job performance with human capital investment as

the mediating variable. By analyzing the data of the employees of China Mobile Communications Group Beijing Co., LTD., the total Sig. value is 0.000*, so all the three regression models constructed have significant effects. The regression coefficient was 0.074, meaning the total effect was 0.662, 0.800 for employee satisfaction and Human capital investment, and work performance was 0.760, the indirect effect is 0.590, the direct effect is the difference between the total effect and the indirect effect, and the direct effect is 0.072. The indirect effects were significantly larger than the direct effects and, therefore, human capital investment is a partial mediator between employee satisfaction and job performance.

The results showed that Human capital investment played a partial mediating role between Employee satisfaction and Job performance in the study of China Mobile Communications Group Beijing Co., Ltd., with an 89.12% effect ratio, verifying the proposed research model.

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