



Factors Affecting Job Satisfaction among the Family Business Employees in Eastern China: A Case Study of the Qingdao Hengxing Group, Shandong Province

Youqian Wang^(✉), Hathaikorn Panngum, and Suwatana Tungsawat

Faculty of International College, Rajamangala University of Technology Krungthep, Bangkok,
Thailand

541285382@qq.com

Abstract. Brain drain has become a key issue in a family business' survival and development. This study aimed to explore the factors influencing employee satisfaction in family enterprises and to provide suggestions for their management. Based on the Two-factor Theory, the study used 200 employees of the Qingdao Hengxing group as the research group. A questionnaire was used to survey and collect the employees' views on the identity and behavior of the group's family business. The results of this study show that family businesses should be open to employees, clearly introduce their family business nature to employees, and improve employees' identification with the company. On the other hand, as a family enterprise, the company should ensure that employees are treated equally and avoid the phenomenon of "cronyism" and "nepotism" in the company's selection process and employment.

Keywords: Family business · Job Satisfaction · Two-factors Theory

1 Introduction

Many of the enterprises in the world's major economies are still family enterprises, and a considerable proportion is family-controlled. However, the number of family businesses in China is proliferating. Since 2015 the contribution rate of family businesses to economic growth has exceeded 41% of GDP, attracting 140 million employees [1].

McKinsey's research shows that the average life span of family businesses worldwide is 24 years, and less than 13% will be passed on to the third generation. The life span of Chinese enterprises is short, with an average of only 6 or 7 years, and the life span of family enterprises is even shorter, with an average of only 2.9 years (Wei Jiansen, 2011) [2]. There are many reasons for the decline of family enterprises. However, the most crucial factor is management's failure to achieve sustainable development in the knowledge economy era. Therefore, family enterprises must pay more attention to managing human resources. How to strengthen and improving enterprise human resource management is an urgent problem to be solved in developing family enterprises in China.

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1.1 Background

According to the latest census data of private enterprises in China, most enterprises adopt the family enterprise model and implement family management systems.

As (Liu Haiying, 2011) [3] studied in this paper, the chairperson and six brothers of the Qingdao Hengxing group control essential positions in the enterprise. Moreover, due to the severe lack of the concept and system of human resource management, there is cronyism in recruitment, an unscientific salary and incentive system, imperfect training systems, and ignorance of the construction of enterprise culture. This reduces the stability of the enterprise talent team and inhibits enthusiasm and creativity, resulting in the continuous loss of core talents and a severe threat to the sustainable development of other family enterprises.

1.2 Significance of the Problem

This research will help clarify the status of human resource management in private family enterprises in Eastern China and the factors that affect employee job satisfaction. It should help the management of the Hengxing Group improve its management behavior, thereby improving employees' service and management effect. When the research results appear, they can reference other family businesses in China in talent management theory and practice.

1.3 Objective of the Research

To study the factors affecting job satisfaction among family enterprise employees.

2 Literature Review

Foreign countries started the research on family business structure, family business governance, and other issues early, studying all aspects of family business management. However, in China, the research on the family business started late and is still in its infancy. Based on the research results of foreign countries and the characteristics of family enterprises in China, this paper studies family enterprises from the perspectives of enterprise management and employee satisfaction. The relevant research on enterprise human resource management is as follows:

(1) Ernesto J. Poza (2014) of Yale University described the relationship among families, leaders, and management in a family business. Through the analysis of several types of family businesses, he believed that the ability of family business leaders played a significant role in the establishment, growth, and sustainable development of enterprises. Therefore, business leaders should deal with the relationship between family members and employees at all company levels to promote trust and cooperation between all parties.

(2) Li Xinchun and Chen Can (2015) believed that the managers of family businesses should actively recruit foreign talents to break the barrier of excessive family members in family businesses and promote the development and reform of enterprises.

(3) Li Chaolin's human resource management (enterprise economy 2001) [5] strategy for private enterprises to cope with the talent war expounded similar views. He believes

that the main problem in human resource management of private enterprises is that the employment concept of enterprises is biased and eager for quick success and instant benefit. In this regard, he proposed that in the talent competition, private enterprises should formulate human resource management strategies in combination with the actual situation of enterprises.

(4) Wang Sheng's human resources strategy (statistics and decision making, (2003) [6] for private enterprises) believes that China's private enterprises are small in scale and find it challenging to provide high salaries and benefits for employees. In this regard, he believes private enterprises should establish a correct system of human resources, recognize the diversity, multi-level, and imperfection of talents, and use the quality of life to attract talents. They should consider internal promotion, external selection, and temporary employment to obtain talent and use salary, position promotion, equity mechanisms, and corporate culture to motivate employees and enhance employee loyalty.

(5) In his study on human resource management of XY private enterprises, Wang Duanyang discussed the current situation of human resources in private enterprises from the perspectives of organizational structure [7], personnel recruitment, management systems, and employee performance appraisal. Through research, he noted that there are still many problems in this area in these enterprises including insufficient recognition of human resources, insufficient capital investment, lack of human resource management systems. It also points out the reasons for these problems and then puts forward the corresponding countermeasures.

(6) In his book *Human Resource Strategy*, James W. Walker of the United States comprehensively and systematically discusses the relationship between human resource management and strategy [8]. He believes that an enterprise's human resource strategy is equal to the enterprise's overall management strategy, formulated and implemented by managers in the same way as other functional strategies. Managers and personnel should implement human resources strategy through continuous activity processes, organization design, capability development, and performance management.

(7) *Human Resource Management: Gaining a Competitive Advantage*, written by Raymond A. Noe and others from the United States [9], discusses how modern enterprises can win competitive advantages for enterprises in the face of the challenges of globalization, thereby meeting the needs of relevant interest groups and high-performance work systems, as well as various functional activities of human resource management, such as staffing, training, compensation, and performance management.

3 Methodology

3.1 Scope of the Research

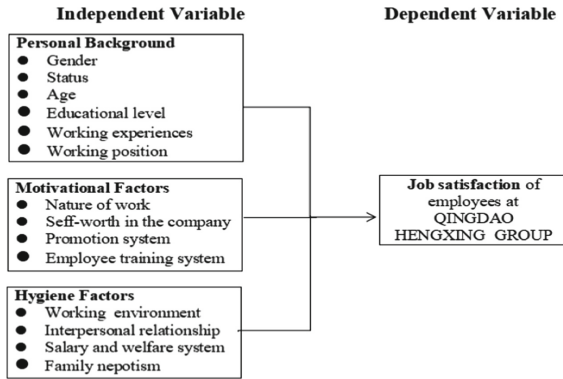
The total population was the four hundred employees that work in the Hengxing group.

3.2 Population/Sample

Sampling was used to select a part of the sample unit from the entire population. The essential requirement was to ensure that the sample units selected fully represented all

samples. The purpose of sampling is to estimate and infer the characteristics of all samples from the analysis and research results of the sampled units. It is an economical and practical work and research method widely used in scientific experiments, quality inspection, and social investigation. Since the Hengxing group has four hundred employees, this study plans to take two hundred samples for the questionnaire survey.

3.3 Conceptual Framework



3.4 Objective

To evaluate the factors affecting job satisfaction among the employees in this family enterprise.

3.5 Data Collection

The researcher collected the sample data using the following criteria

- (1) The Hengxing Group has an address book for all employees.
- (2) The researcher sorted the employees in the address book according to their family names.
- (3) The researcher then sent the questionnaire to the picked two hundred employees. The questionnaire is an online version supported by Wenjuanxing (<https://www.wjx.cn/>), an online platform helping to create, deliver, collect and analyze questionnaires.
- (4) A total of two hundred questionnaires were sent out

4 Data Analysis

This paper used Excel and Statistical Package for the Social Science (SPSS) programs to analyze and interpret data. Including frequencies, percentages, means, standard deviations, T-Test, F-Test, and Pearson correlation coefficient analysis.

4.1 Descriptive Statistical Analysis

Using the method of descriptive statistics, the collected data is processed by Excel, and the typical quantitative characteristics reflecting objective phenomena are obtained through comprehensive generalization and analysis. This analysis method mainly includes frequency analysis, cross-analysis, and other processes. In this study, the frequency and cross-analysis of the main factors affecting employees' characteristics and job satisfaction, such as work content, enterprise atmosphere, salary and welfare, employment and promotion, can explain the sampling reliability and the typical quantitative characteristics of objective phenomena.

4.2 Econometric Analysis

According to the theory and research method design of this study, this study puts forward the following assumptions.

Null Hypothesis (H₀): There is no relationship between the employees distinguishing factors (such as position level, educational background, age, and gender) and the employees' understanding of the family business identity of Hengxing group (such as the "cronyism" in the Hengxing Group, special treatment due to family nepotisms), and the employees' job satisfaction.

4.3 Data Description

The data of this paper comes from the author's field research activities in the Qingdao Hengxing group from April to May 2022. This survey is only in the form of an online questionnaire. The questionnaire link was sent to the members of the Qingdao Hengxing group, and the respondents answered and submitted it online. The respondents were all members of the Qingdao Hengxing group. A total of two hundred valid questionnaires were collected.

4.4 Validity and Reliability

4.4.1 Validity Test

The KMO and Bartlett tests were used for validity verification. The table above shows that the KMO value is 0.920 and more significant than 0.8. This indicates that the research data is suitable for extracting information, and the validity is particularly good.

KMO and Bartlett's test		
KMO value		0.920
Bartlett's Sphericity Test	Approximate Chi-Square	3886.3
	Df	378
	P value	0.000

4.4.2 Reliability Test

According to the results of Cronbach’s reliability analysis, the overall reliability coefficient of the questionnaire is 0.896, higher than 0.8, which indicates the reliability quality of the research data is high. According to the module of questionnaire questions, the reliability coefficient of ten questions involving motivation factors is 0.718, higher than 0.7. The reliability coefficient of eighteen Hygiene Factors questions is 0.911, higher than 0.8. Finally, the reliability coefficient of the four questions involving the Influence of Family Business is 0.727, higher than 0.7. All of the above indicate that the reliability and quality of the research data are outstanding.

Modules	Cronbach α	Number of Items
Motivation Factors	0.718	10
Hygiene Factors	0.911	18
Influence of Family Business	0.727	4
Whole Research	0.896	32

4.5 Analysis of Demographic Characteristics of Respondents

See Table 1.

4.6 Descriptive Statistical Analysis

It can be seen that for the questions in this survey, the overall response was agreed or average. However, specific questions received high scores, such as I can complete any assigned job on time (4.14); I can solve the problem to finishing a job (3.92); I am satisfied with my present position in the company (3.84; I am satisfied with days of annual leave provided (3.82); my supervisor gives me advice whenever I need (3.87; Work does not affect my personal life (3.81).

No.	Factors	Means-	S.D.	Opinion Level
Achievement				
1	I can complete any assigned job on time.	4.14	0.73	Agree
2	I can solve the problem of finishing a job.	3.92	0.67	Agree
Career Advancement				
3	I am satisfied with my present position in the company.	3.84	0.88	Agree
4	I am content with the given promotion opportunities.	3.62	0.93	Agree
Recognition				

(continued)

(continued)

No.	Factors	Means-	S.D.	Opinion Level
5	My colleagues accept and recognize me.	3.66	0.9	Agree
6	My supervisors often assign me important jobs	3.34	1.02	Normal
Work Itself				
7	I am bored with routine and tedious jobs.	3.61	1.05	Agree
8	My job is challenging.	2.86	1.06	Normal
Responsibility				
9	I perform any assigned tasks to my full capacity.	3.69	0.92	Agree
10	I can follow my schedule and finish each task as planned.	3.6	1.06	Agree
Compensation				
11	I am satisfied with the days of annual leave provided.	3.82	0.9	Agree
12	I am satisfied with the annual salary Adjustment.	3.44	0.92	Agree
Possibility of Growth				
13	I am satisfied with the training policies of my company.	3.41	0.99	Agree
14	I am optimistic about my future success with the company.	3.45	0.98	Agree
Policy and Administration				
15	I am satisfied with the job evaluation criteria.	3.36	1.03	Normal
16	I am satisfied with the flexible working time policy.	3.52	0.91	Agree
Supervision				
17	My supervisor gives me advice whenever I need it.	3.87	0.81	Agree
18	My supervisor is open to any suggestions	3.57	0.86	Agree
Working Status				
19	I am satisfied with my current job position.	3.59	0.94	Agree
20	I am involved in important decisions that affect me.	2.86	1.03	Normal
Work conditions				
21	The working environment contributes to work efficiency.	3.61	0.88	Agree
22	I am satisfied with my working tools.	3.41	0.93	Agree
Interpersonal Relationship				
23	My colleagues are friendly.	3.62	0.87	Agree
24	My colleagues are ready to help me.	3.62	0.95	Agree

(continued)

(continued)

No.	Factors	Means-	S.D.	Opinion Level
Personal Life				
25	Work does not affect my personal life.	3.81	0.91	Agree
26	I do not worry about my work issues when at home.	2.73	0.94	Normal
Job Security				
27	I have a secured job.	3.55	0.84	Agree
28	I am proud to be a part of the organization.	3.5	0.97	Agree
Influence of family business				
29	Hengxing Group is a family business.	3.59	0.98	Agree
30	I am a Hengxing Group family nepotism.	3.31	0.91	Normal
31	There is an obvious “cronyism” in Hengxing Group.	2.92	1.04	Normal
32	Hengxing Group treats especially family nepotisms.	2.74	1.14	Normal

This shows that in the Hengxing group, the respondents recognize these factors. Most of the respondents can complete their work and solve the problems they encounter at work. In the face of difficulties, they can ask the boss for help and seek assistance. The employees are satisfied with their current position and annual leave, and this job has no impact on their private life.

However, at the same time, specific questions did get lower scores. Although they are also in the normal range from the average value, some of them are lower than the median value (3.00), such as my job is challenging (3.86), I am involved in important decisions that affect me (2.86), I do not worry about my work issues when at home (2.73).

This shows that in the Hengxing group, employees have higher expectations for the difficulty of their work, and Hengxing employees may find it challenging to fully understand and express their development needs. In addition, some employees may also need to work or think about matters that cannot be completed outside of working hours. These may reduce employees' satisfaction with their current job.

In addition, regarding employees' understanding of the “family business” of the Hengxing group, the respondents generally agree (3.59) that the Hengxing group is a family business. However, the respondents generally think it is challenging to be considered a member of the family (3.31, average), it is difficult to think that the group has blatant “cronyism” (2.92, standard), and has special treatment for its family members (2.74, regular). The degree of approval for “cronyism” and special treatment is lower than the median (3.00).

Table 1. Statistics of Demographic Characteristics of the Respondents

No.	Characteristic Information	Selected	Percent
Gender			
1	Male	98	49.0%
2	Female	102	51.0%
Status			
1	Married	132	66.0%
2	Single	68	34.0%
Age			
1	Under thirty	65	32.5%
2	31–35	39	19.5%
3	36–40	39	19.5%
4	41–45	26	13.0%
5	46–50	22	11.0%
6	Above 50	9	4.5%
Education Background			
1	Less than a bachelor's degree	16	8.0%
2	Bachelor's Degree	69	34.5%
3	Master's Degree	76	38.0%
4	Ph.D. or above	39	19.5%
Income			
1	Less than three thousand Yuan	10	5.0%
2	3001–6000 Yuan	74	37.0%
3	6001–9000 Yuan	85	42.5%
4	9001 Yuan or Above	31	15.5%
Length of this Job			
1	Less than 1 Year	33	16.5%
2	1–3 Years	75	37.5%
3	4–6 Years	46	23.0%
4	Longer than 6 Years	46	23.0%
Position Level			
1	Grassroots Staff	109	54.5%
2	middle Managers	65	32.5%
3	Senior Managers	23	11.5%
4	Other	3	1.5%

4.7 Inferential Statistics

Through the cross-analysis, we can preliminarily believe that the impact of respondents' education level, income level, working hours, and rank on their job satisfaction has an internal correlation. Moreover, the respondents with higher education levels may obtain a higher position in a shorter time, thereby obtaining higher income. On the other hand, it is possible to accumulate enough experience by working hours to obtain a higher position and income. Therefore, the four respondents' characteristic factors chart shows a complex curve. Nevertheless, at the same time, it is worth noting that the respondents who chose other among the three in-service levels have low overall satisfaction with working in the Hengxing group despite their higher age, education level, income level, and longer working hours. We collected the specific conditions of the three respondents and found that one of the respondents (male, married, 41–45 years old, master's degree, 6001–9000 yuan, more than 6 years) had an average attitude score of only 2.32 (disagree). Moreover, given a low score of 1 (recognition, probability of growth, work conditions, and interpersonal relationship) in some sub-items, which may be a particular case of this respondent. It may also represent the vital requirements of some respondents for job identity, job prospects, and working environment.

In addition, we further analyzed the identity or feelings of respondents with distinctive characteristics on the nature of the group's family business.

Based on the analysis, we find that the respondents with higher status (higher income level, longer working hours, and higher rank) in the Hengxing group agree that the group is a family business and that they are a member of the Hengxing family. Fewer think that the group has the phenomenon of "cronyism," and fewer think that the group has special treatment for employees through nepotism. This is in line with the attitudes and views of vested interests.

4.8 Hypothesis and Test Analysis

In the correlation analysis, we calculate whether employees' cognition of family business will affect their job satisfaction. We calculated the average values of the Motivation Factors, Hygiene Factors, and family business factors designed in the questionnaire to display the respondents' attitudes toward these factors.

To study the impact of a family business employees' identification with their own family business on their job satisfaction, we first use the average value of each influencing factor to analyze the correlation between respondents' demographic characteristics and the influence of family business and motivation factors and hygiene factors respectively, and put forward four hypotheses here:

- (1) H0: Demographic factors do not affect employees' Motivation Factors
- (2) H0: Demographic factors do not affect employees' Hygiene Factors
- (3) H0: Influence of family business has no impact on employees' Motivation Factors
- (3) H0: Influence of family business has no impact on employees' Hygiene Factors (Tables 2 and 3).

As a whole,

Table 2. The T-Test and F-Test Analysis between the Respondents' Demographic Factors with the Mean of Motivation Factors and Hygiene Factors.

		Mean X of Motivation Factors	Mean X of Hygiene Factors
1. Gender	T	-0.214	0.484
	p Value	0.83	0.629
2. Status	T	1.180	0.312
	p Value	0.239	0.775
3. Age	F	5.36	4.556
	p Value	0**	0.001**
4. Education Background	F	8.029	6.812
	p Value	0**	0**
5. Income	F	7.869	6.724
	p Value	0**	0**
6. Length of this Job	F	7.202	5.224
	p Value	0**	0.002**
7. Position Level	F	12.598	9.633
	p Value	0**	0**

* $p < 0.05$ ** $p < 0.01$

Table 3. The Pearson Correlation Coefficient Analysis between the Mean of Influence of Family Business Factors with the Mean of Motivation Factors and Hygiene Factors.

Pearson Correlation Coefficient Analysis			
		Mean X of Motivation Factors	Mean X of Hygiene Factors
Mean X of Influence of Family Business	r	-0.015	0.086
	p Value	0.837	0.225

* $p < 0.05$ ** $p < 0.01$

- (1) In the demographic characteristics of the respondents, there is no significant difference between gender and marital status on their job satisfaction incentives and Hygiene Factors. However, age, education background, and income level significantly differ with the Motivation Factors of job satisfaction; Age, education background, income level, working hours and post level significantly differ with the Hygiene Factors of job satisfaction.
- (2) The influence of family business has a feeble influence on the Motivation Factors and Hygiene Factors, and the significance level is not high ($p_1 = 0.837$, $p_2 = 0.225$). Therefore, the original hypothesis cannot be rejected. Overall, the influence

Table 4. The Pearson Correlation Coefficient Analysis between the 4 Influences of Family Business Factors with the Mean of Motivation Factors and Hygiene Factors.

Pearson Correlation Coefficient Analysis			
		Mean X of Motivation Factors	Mean X of Hygiene Factors
29. Hengxing Group is a family business.	r	0.189**	0.326**
	p Value	0.007	0
30. I am a Hengxing Group family nepotism.	r	0.093	0.237**
	p Value	0.189	0.001
31. There is an obvious “cronyism” in the Hengxing Group.	r	-0.182*	-0.151*
	p Value	0.01	0.032
32. Hengxing Group treats especially family nepotisms.	r	-0.112	-0.105
	p Value	0.115	0.14

* $p < 0.05$ ** $p < 0.01$

of family business does not influence the Motivation Factors of employees, and the influence of family business does not influence the Hygiene Factors of employees.

On this basis, we made a correlation analysis of the impact of the four sub-items of influence of family business on Motivation Factors and Hygiene Factors, and the calculation results are shown in Table 4.

It can be seen that the respondents’ attitude towards “Hengxing Group is a family business (29)” has a significant positive correlation with the Motivation Factors and Hygiene Factors of their job satisfaction ($P_1 = 0.007$, $P_2 = 0$). The respondents’ attitude towards “I am a member of the Hengxing group family” has a significant positive correlation with the Hygiene Factors of job satisfaction ($P_2 = 0.001$). However, attitude does not significantly impact the Motivation Factors of job satisfaction ($P_1 = 0.189$). The attitude of respondents towards “Hengxing Group has obvious nepotism” has a significant negative impact on the Motivation Factors and Hygiene Factors of their job satisfaction ($P_1 = 0.01$, $P_2 = 0.032$). The attitude of respondents towards “Hengxing Group has special treatment for family nepotism members” has no significant effect on the Motivation Factors and Hygiene Factors of job satisfaction ($P_1 = 0.115$, $P_2 = 0.14$).

It can also be seen from the above that the respondents’ cognition and attitude towards the “Hengxing group is a family business” will significantly affect their satisfaction with the Motivation Factors and Hygiene Factors in their work. That is, if employees have a correct understanding of the family business identity of the Hengxing group, they will be more satisfied with their current work. Furthermore, the respondents’ attitude towards “I am a member of the Hengxing group family” will significantly affect their satisfaction with the Hygiene Factors at work. Therefore, the higher the employees’ sense of identity as a member of the Hengxing group family, whether the employees belong to the Hengxing family or have a higher sense of job identity, they can significantly

improve their satisfaction with the Hygiene Factors. That is, be satisfied with the factors related to employee dissatisfaction in the working environment, including company policies, management measures, supervision, interpersonal relations, material working conditions, wages, and benefits. Although these factors cannot encourage employees to treat work positively, they can effectively reduce employee dissatisfaction. Respondents' cognition and attitude towards "Hengxing Group has obvious nepotism (32) will significantly affect their satisfaction with Motivation Factors and Hygiene Factors. Because the correlation of this item is negative, it shows that when employees feel the effects of "nepotism" in the enterprise, it will significantly reduce their satisfaction with Motivation Factors and Hygiene Factors. Therefore, it will be more difficult for employees to learn from their achievements, appreciation and appreciate challenging work. Increased job responsibilities, opportunities for growth and development, and other factors to obtain a positive work attitude make it easier to be dissatisfied with the company's policies, management measures, supervision, interpersonal relations, material working conditions, wages, and welfare.

5 Discussions

According to the calculation results of the correlation study, the following research conclusions are drawn from the Motivation Factors and Hygiene Factors that affect employee satisfaction.

5.1 Motivation Factors - Career Advancement

The survey found that the respondents' understanding of the nature of the company's family business and their understanding of the membership of the family business will not significantly affect the employees' satisfaction with the position, nor will it significantly affect their satisfaction with the future promotion path. However, if the respondents know the company's history of family nepotism, their satisfaction with the current position and future development will be significantly reduced.

5.2 Motivation Factors-Recognition

The survey found that the respondents' understanding of the company's family business will significantly affect the employees' satisfaction with the sense of identity. Suppose the family business employees can clearly understand the nature of the company's family business. In that case, they will have a clearer understanding of their satisfaction with corporate identity, which will improve their satisfaction to a certain extent.

5.3 Hygiene Factors-Compensation

The survey found that the respondents' understanding of the business will significantly affect employees' satisfaction with compensation. If employees clearly know or identify the company's family business identity and highly recognize their family membership, their satisfaction with compensation will be significantly improved. If employees find

that the company has obvious cronyism or find that the company has apparent special treatment for family nepotism members, it will significantly reduce their satisfaction with compensation.

5.4 Hygiene Factors-The Probability of Growth, Supervision

The survey found that the respondents' understanding of the business will significantly affect the employees' satisfaction with the possibility of growth and supervision. If employees can know or identify the company's family business identity and highly recognize their family membership, their satisfaction with the possibility of growth and supervision will be significantly improved. If employees find that the company has obvious cronyism, their satisfaction with the probability of growth and supervision will be significantly reduced.

5.5 Hygiene Factors – Policy and Administration, Working Conditions, Interpersonal Relationships, Job Security

The survey found that the respondents' understanding of the family business will significantly affect employees' satisfaction with the company's management system, working environment, job security, and interpersonal relationships. Suppose employees can clearly know or identify the company's family business identity and highly recognize their family members. In that case, they will significantly improve their understanding of the company's management system, working environment, job security Interpersonal satisfaction.

5.6 Hygiene Factors-Working Status

The survey found that the respondents' understanding of the family business will significantly affect the employees' satisfaction with the working status. If employees find that the company has obvious cronyism or special treatment for family crony members, their satisfaction with the functional status will be significantly reduced.

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6 Bibliography

6.1 Research Objectives

The primary purpose of this study is to investigate the job satisfaction of family business employees. In addition the research results can be used to study to employee satisfaction in family enterprises and provide suggestions and references for other family enterprises to improve employee satisfaction.

6.2 The Results of This Study Are Summarized as Follows

The attitude of the Hengxing group respondents to the factors that influence job satisfaction. In the Hengxing group, most of the factors were well known to the respondents. Most of the respondents can complete their work and solve the problems encountered in their work correctly. In addition to employees' understanding of the Hengxing group's "family business", respondents generally agreed that the group is a family business. However, respondents generally disagreed that they were members of the Hengxing family, had a prominent "chronic" phenomenon, and had special treatment for their family members.

From the results of this study, this data can be used to improve organizational personnel management and increase or maintain employee job satisfaction in various ways. For example, a family business should be open to employees, clearly introduce the nature of their family business, and enhance employees' sense of identity with the company. On the other hand, as a family company, companies must ensure that employees are treated equally, without special treatment for family members or family nepotism, and try to avoid the phenomenon of "cronyism" in company selection and employment. This is because company employees are prone to "cronyism" in family companies and this special treatment for family nepoti will significantly reduce employee job satisfaction.

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