

# The Driving Mechanism of Enterprise Marketing Personnel's Job Performance

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**Abstract:** Based on the social exchange theory, this paper empirically examines the driving mechanism of enterprise marketing personnel's job performance, and further explores the mediating role of job satisfaction and the moderating role of work values. The results show that: (1) Total rewards can promote employees' job satisfaction and job performance. (2) Job satisfaction plays a complete mediating role between total rewards and job performance. (3) Comfort and ease have no significant moderating effect on total rewards and job satisfaction, while ability and growth, independence and status can strengthen the relationship between total rewards and job satisfaction.

**Keywords:** social exchange theory, total rewards, job performance, job satisfaction, work values

## 1. Introduction

In the final analysis, the allocation, utilization, development and protection of organizational human resources are aimed at achieving and improving organizational performance, which is based on the work performance of each employee. Therefore, improving employee performance is the focus of both academic and business circles. Scholars have explored the driving mechanism of employee performance in asset evaluation, medical care, auditing, scientific research institutions, community workers, universities and other industries<sup>[1-6]</sup>, and have obtained some valuable research results. According to the social exchange theory, the employment relationship between enterprises and employees is an exchange activity. Enterprises provide employees with economic and non-economic rewards such as salary, welfare, reward, promotion and recognition. Driven by the principle of reciprocity, employees show high work performance to return to the enterprise. In 2006, WorldatWork proposed the five-factor model of total compensation, which provides a new perspective for systematically examining the relationship between compensation and employee performance. Relevant studies have shown that employees' job satisfaction will affect their emotional engagement and work effort, and directly or indirectly affect their work performance<sup>[7, 8]</sup>. Job satisfaction plays a significant role in promoting employees' job involvement<sup>[7]</sup> and is a key factor in determining the stable development of an enterprise<sup>[9]</sup>. Values have guiding or regulating effects on people's thoughts and behaviors<sup>[10]</sup>. Work values are the special form of values in the workplace, which also has a guiding or regulating effect on employees' work thoughts and work behaviors. In summary, based on the social exchange theory, the main line of "total compensation - job satisfaction - job performance" is established, and the driving mechanism of salary performance of enterprise marketing personnel is investigated with empirical methods, in order to expand the research field of total compensation and job performance, and provide references for the incentive management practice of enterprise marketing personnel.

## 2. Research Hypotheses and Model

### 2.1 Total Rewards and Job Performance

The total rewards include the health care factor and incentive factor of the two-factor theory, and the reward can be customized according to the individual characteristics of employees<sup>[11]</sup>, so as to effectively exert the synergistic incentive effect of the two factors. According to the social exchange theory, the employment relationship between enterprises and employees is an exchange activity.

Enterprises provide remuneration, welfare, reward, promotion, recognition and other remuneration elements to attract, motivate and retain employees, and employees will work hard to give back to the enterprise under the principle of reciprocity. Wang [12] found that there are differences in the impact of total remuneration and its six dimensions on job performance, but overall, total rewards have a significant positive impact on job performance. Zhou et al. [13] found that both economic compensation and non-economic compensation have a significant positive impact on the behavioral performance of knowledge workers. Based on the above analysis, this study proposes the following hypotheses:

H1: Total rewards can promote the work performance of enterprise marketing personnel.

## **2.2 Total Rewards and Job Satisfaction**

According to Maslow's hierarchy of needs theory, human needs are multi-level. The total rewards can meet the multi-level needs of employees from various aspects such as remuneration, welfare, recognition and promotion, and improve employees' evaluation of work itself, work environment and work experience, thus improving job satisfaction [14]. Good welfare incentives and quality of work life contribute to improving employees' job satisfaction [15]. The research of Wang and Yang [16] found that there was a significant positive correlation between overall remuneration and job satisfaction. The study of Yang et al. [17] found that in addition to salary, the other four dimensions of overall compensation have significant impact on job satisfaction. Based on the above analysis, the following hypothesis is proposed:

H2: Total rewards can promote job satisfaction.

## **2.3 The Mediating Role of Job Satisfaction**

According to the behavioral motivation theory, an individual's attitude determines his behavior [18]. Job satisfaction can bring higher job performance, and improving employees' job satisfaction is an effective way to improve their job performance [19]. Galanou et al. [20] pointed out that job satisfaction provides employees at all levels with a sense of satisfaction, achievement, and even pleasure in their work, thus promoting employees to be more productive and creative. The positive correlation between total rewards and job satisfaction has been demonstrated above, and hypothesis H2 is proposed. Based on the above analysis, the following hypothesis is proposed:

H3: Job satisfaction plays a mediating role between total rewards and job performance.

## **2.4 Moderating Effects of Work Values**

Values have guiding or regulating effects on people's thoughts and behaviors [10]. Work values are the special form of values in the workplace, which also has a guiding or regulating effect on employees' work thoughts and work behaviors. A large number of empirical studies have shown that work values play a moderating role in employee cognition, work attitude (such as job satisfaction, turnover intention) and work behavior (such as job engagement, organizational citizenship behavior, counterproductive behavior, voice behavior, etc.). Relevant studies have found that the external value dimension of work values negatively regulates the relationship between work stress and work engagement [21]. Yan et al. [22] found that Confucian and Taoist of work values negatively moderated the influence of organizational pride on voice behavior and the influence of employees perceived corporate social responsibility on voice behavior. According to the research of Hao and Yin [23], work values realization plays a significant moderating role between leadership style satisfaction and organizational citizenship behavior of employees. Peng et al. [24] found that work values have a significant moderating effect on the relationship between moral leadership and turnover intention.

Work values include three dimensions: comfort and ease, ability and growth, and independence and status [25]. The different levels of them lead to different value orientations of employees, resulting in different value judgments of total rewards, which further regulates the impact of total remuneration on job satisfaction. Comfort and ease Employees with strong work value pursue ease and stability in work [24]. Employees with growth and ability of stronger work value pay more attention to personal growth and ability in work [24]. Employees with independence and status of stronger work value pay more attention to the right to make independent decisions and to be respected by others [24]. Total rewards are a "compensation package" that organically integrates salary, benefits, work-life balance, performance and recognition, personal development and career opportunities to meet employees' aspirations for comfort and comfort, competence and growth, independence and status in many ways. Therefore,

employees with strong work value of comfort and ease, ability and growth, independence and status get more satisfaction from work. Based on the above analysis, the following hypothesis is proposed:

H4: Comfort and ease (4a), competence and growth (4b), independence and status (4c) reinforce the relationship between total rewards and job satisfaction.

**2.5 Research Model**

Based on the above theoretical analysis and research hypothesis (H1-H5), in order to investigate the driving mechanism of enterprise marketers' job performance and further explore the mediating role of job satisfaction and the moderating role of work value, the following research model is proposed (Figure 1).

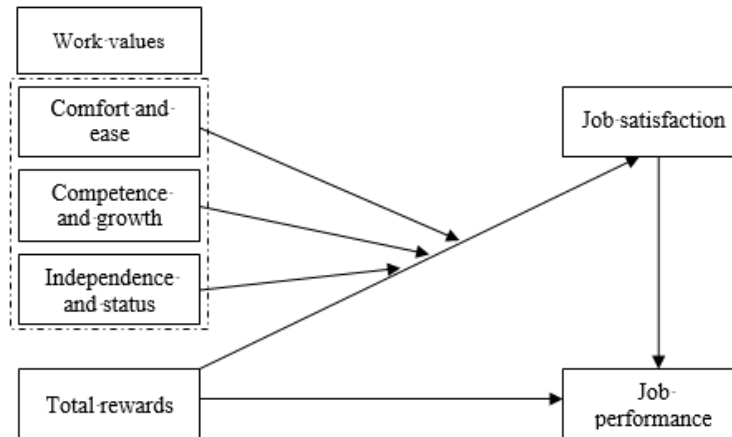


Figure 1: Research model.

**3. Research Method**

**3.1 Data Collection**

The questionnaire for this study mainly includes measures of demographic characteristics (gender, age, education level, average monthly income), total rewards, job performance, job satisfaction and work values. Through the questionnaire survey of enterprise marketing personnel, a total of 326 questionnaires were recovered, 203 effective questionnaires, effective rate of 62.27%. The basic information of the respondents is shown in Table 1.

Table 1: Sample basic information

	Items	Number	Percentage/%	Cumulative percentage /%
Gender	Male	54	26.60	26.60
	Female	149	73.40	100.00
	Total	203	100.00	
Age	21~30 years old	66	32.51	32.51
	31~40 years old	83	40.89	73.40
	41~50 years old	46	22.66	96.06
	51~60 years old	8	3.94	100.00
	Total	203	100.00	
Average monthly income	3000 yuan and above	12	5.91	5.91
	3001-4000 yuan	34	16.75	22.66
	4001-5000 yuan	150	73.89	96.55
	5000 yuan and above	7	3.45	100.00
	Total	203	100.00	
Education	High school, technical secondary school and below	4	1.97	1.97
	College	43	21.18	23.15
	Undergraduate	151	74.38	97.54
	Master and above	5	2.46	100.00
	Total	203	100.00	

### 3.2 Measure

The total rewards were measured using the five-dimension model of total rewards (salary, benefits, work-life balance, performance and recognition, personal development and career opportunities) proposed by WorlDatWork in 2006, with 3 items in each dimension, including 15 items such as “TR1 compensation increases steadily year by year”. Job performance was measured using Borman and Motowidlo’s [26] two-dimensional job performance model (task performance and peripheral performance), with 4 items in each dimension, including 8 items such as “JP1 can always achieve performance goals”. Job satisfaction was measured using the MSQ short scale, which included 20 items such as “JS1 opportunity to work independently”. The measurement of work values adopts the three-dimensional model of work values proposed by Mayer et al. [25] (comfort and ease, competence and growth, independence and status), with 5 items in each dimension, including 15 items such as “WV1 flexible working time”.

Total rewards, job performance, job satisfaction and work values were all scored on a five-scale Likert scale, with 1 to 5 indicating very disagree (very dissatisfied, very unimportant) to very agree (very satisfied, very important), respectively. The higher the score, the higher or stronger the total rewards, job performance, job satisfaction and work values.

### 3.3 Data Analysis

In this study, we use SPSS25.0 software to conduct reliability analysis and validity and descriptive statistical analysis. PROCESS3.3 tool was used for regression analysis to test the research hypotheses.

## 4. Results

### 4.1 Reliability and Validity Analysis

Reliability and validity analysis results (Table 2) show that Cronbach’s alpha of total rewards (0.925), job performance (0.903), job satisfaction (0.967), work values (0.951) and overall scale (0.976) are all greater than 0.7 [27], indicating that the scale has good reliability. The KMO values of total rewards (0.915), job performance (0.877), job satisfaction (0.937), work values (0.907) and the overall scale (0.920) are all greater than 0.8, and the P values of the Bartlett’s sphericity test are all less than 0.001, indicating that the scale has good validity [1].

Table 2: Reliability and validity analysis.

Variables	Cronbach’s alpha	KMO	Bartlett’s sphericity test		
			Approximate chi-square	df	P
Total rewards	0.925	0.915	1803.034	105	0.000
Job performance	0.903	0.877	969.291	28	0.000
Job satisfaction	0.967	0.937	3939.463	190	0.000
Work values	0.951	0.907	3092.442	105	0.000
Overall scale	0.976	0.920	12983.940	1653	0.000

### 4.2 Descriptive Statistical Analysis

The statistical analysis results (Table 3) show that the mean values of total rewards, job performance, job satisfaction, comfort and ease, comfort and growth, independence and status range from 3.19 to 3.93, and the standard deviation ranges from 0.547 to 0.682. The absolute values of skewness (0.067-0.407) are all less than 3, and the absolute values of kurtosis (0.197-0.557) are all less than 10, indicating that the sample data are approximately normal distribution on the whole, and subsequent regression analysis can be carried out smoothly. The Person correlation coefficient ranges from 0.339-0.889 and P values are all less than 0.001, indicating a significant positive correlation between the variables.

Table 3: Descriptive statistical analysis.

Variables	(1)	(2)	(3)	(4)	(5)	(6)
Minimum	1.47	2.00	1.60	2.00	2.00	2.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00
Mean	3.19	3.50	3.40	3.93	3.89	3.88
SD	0.677	0.547	0.659	0.682	0.649	0.657
Skewness	-0.067	0.407	-0.119	-0.324	-0.320	-0.163
Kurtosis	0.415	0.557	0.242	-0.418	-0.197	-0.478
(1) Total rewards	1					
(2) Job performance	0.657***	1				
(3) Job satisfaction	0.889***	0.701***	1			
(4) Comfort and ease	0.391***	0.572***	0.453***	1		
(5) Competence and growth	0.449***	0.641***	0.531***	0.675***	1	
(6) Independence and status	0.339***	0.556***	0.404***	0.659***	0.850***	1

Note: \*P<0.05, \*\*P<0.01, \*\*\*P<0.001.

### 4.3 Hypotheses Testing

The results of regression analysis are shown in Table 4. Model 1 was used to test the main effect of total compensation on job performance (H1). Model 2 and model 3 were used to test the mediating effect of job satisfaction between total rewards and job performance (H2, H3). Model 4, model 5 and model 6 were used to test the moderating effect of three dimensions of work values (comfort and ease, ability and growth, independence and status) on total rewards and job satisfaction, respectively.

Table 4: Regression analysis result.

Variables	Job performance			Job satisfaction		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Constants	1.812***	1.511***	0.645***	3.387***	3.378***	3.378***
Total rewards	0.530***	0.127	0.865***	0.800***	0.768***	0.768***
Job satisfaction		0.466***				
Comfort and ease				0.137***		
Competence and growth					0.192***	
Independence and status						0.155***
Total rewards×Comfort and ease				0.079		
Total rewards×Competence and growth					0.117**	
Total rewards×Independence and status						0.154***
R <sup>2</sup>	0.431	0.497	0.791	0.808	0.820	0.817
ΔR <sup>2</sup>				0.003	0.008	0.014
F	152.403***	98.898**	760.491**	278.209**	302.993**	295.720**
ΔF				3.449	8.497**	15.037***

Note: \*P<0.05, \*\*P<0.01, \*\*\*P<0.001.

#### 4.3.1 Main Effect Testing

According to model 1, total rewards have a significant positive impact on job performance ( $\beta=0.530$ ,  $P<0.001$ ), so H1 is established.

#### 4.3.2 Moderating Effect Testing

According to model 3, total rewards have a significant positive impact on job satisfaction ( $\beta=0.865$ ,  $P<0.001$ ), so H2 is valid. Compared with model 1, total rewards (independent variable) and job satisfaction (intermediary variable) were added to model 2. The direct impact of total rewards on job

performance was not significant ( $\beta=0.127, P>0.05$ ), while the positive impact of job satisfaction on job performance was significant ( $\beta=0.466, P<0.001$ ). Therefore, job satisfaction plays a completely positive mediating role between total rewards and job performance, so H3 is established.

Table 5: Mediating effect testing.

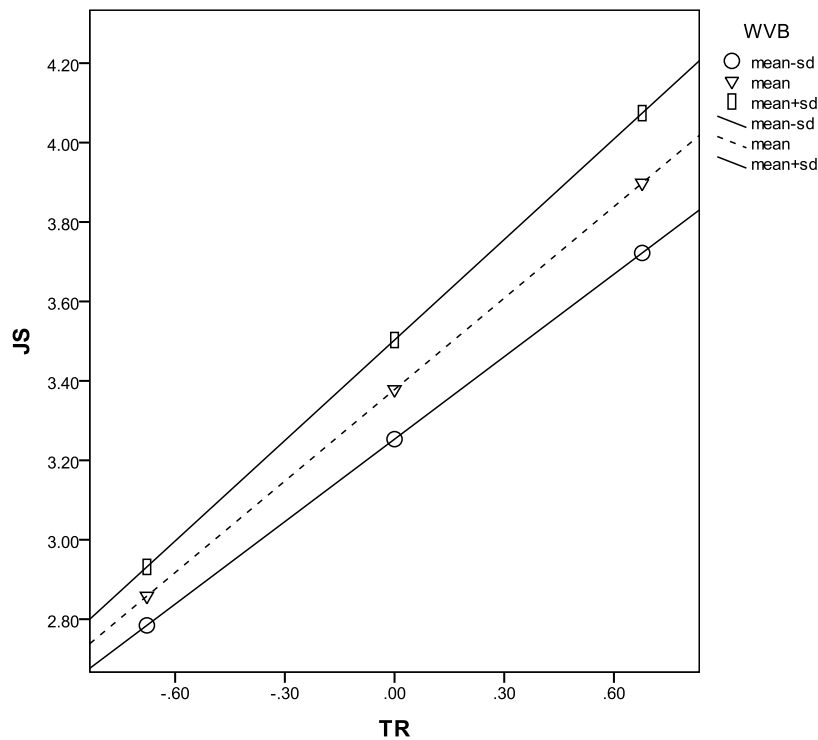
	B	BootSE	95% CI	
			BootLLCI	BootULCI
Indirect effect	0.403	0.092	0.222	0.580
Direct effect	0.127			
Total effect	0.530***			

Note: \* $P<0.05$ , \*\* $P<0.01$ , \*\*\* $P<0.001$ .

To further test the mediating effect of job satisfaction, the PROCESS3.3 macro was used to conduct the Bootstrapping test (bootstrapping examples=5000, 95% confidence level), and the results were shown in Table 5. The indirect effect was significant ( $\beta=0.403, 95\%CI=[0.222,0.580]$ ), the direct effect was not significant ( $\beta=0.127, P>0.05$ ), and the total effect was significant ( $\beta=0.530, P<0.001$ ). Therefore, job satisfaction plays a complete mediating role between total rewards and job performance, and H3 is verified again.

### 4.3.3 Moderating Effect Testing

According to model 4, the regression coefficients of total compensation and the interaction terms of comfort and ease were not significant ( $\beta=0.079, P>0.05$ ), indicating that comfort and ease had no significant moderating effect between total compensation and job satisfaction, so H4a was not valid.



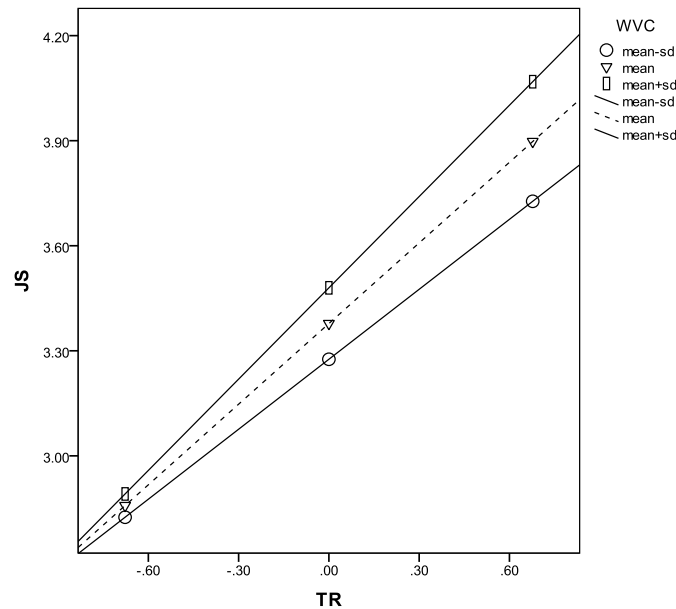
Note: TR=total rewards, JS=job satisfaction, WVB=competence and growth.

Figure 2: A simple slope test of the moderating effects of ability and growth.

According to model 5, the regression coefficients of the interaction terms of total reward and ability and growth were significant ( $\beta=0.117, P<0.01$ ), indicating that ability and growth had a significant moderating effect between total reward and job satisfaction, so H4b was established. To further investigate how the relationship between total compensation and job satisfaction is moderated by ability and growth, a simple slope test was performed using the “chopstick graph” (Figure 2). Compared with low ability and growth, when ability and growth are at a high level, the fit line between total compensation and job satisfaction is steeper, that is, compared with employees with low ability and growth work values. Among employees with high levels of competence and growth, overall compensation is more likely to promote job satisfaction.

According to model 6, the regression coefficients of total rewards and the interaction terms of

independence and status were significant ( $\beta=0.154$ ,  $P < 0.001$ ), indicating that independence and status had a significant moderating effect on total reward and job satisfaction, so H4c was established. To further investigate how the relationship between total compensation and job satisfaction is regulated by independence and status, a simple slope test was conducted using the “chopstick graph” (Figure 3). Compared with employees with low levels of independence and status, the fitting line of the relationship between total remuneration and job satisfaction is steeper when independence and status are at a high level, that is, compared with employees with low levels of independence and status, total remuneration can promote job satisfaction more among employees with high levels of independence and status.



Note: TR=total rewards, JS=job satisfaction, WVC= Competence and growth.

Figure 3: Simple slope test of independence and status conditioning effects.

## 5. Conclusions

Based on the social exchange theory, the main line of “total rewards - job satisfaction - job performance” is established to investigate the driving mechanism of the job performance of enterprise marketers, and the mediating role of job satisfaction and the moderating role of work values are further discussed. The results show that: (1) Total rewards can promote the job satisfaction and job performance of employees. (2) Job satisfaction plays a complete mediating role between total rewards and job performance. (3) Comfort and ease have no significant moderating effect on total rewards and job satisfaction, while competence and growth, independence and status can strengthen the relationship between total rewards and job satisfaction.

The above research conclusions expand the research field of total rewards and job performance and reveal the internal driving mechanism of employee job performance, which not only provides a new perspective for future research on the relationship between total rewards and job performance, but also provides a reference for the incentive management practice of enterprise marketers.

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