EMPLOYEE JOB SATISFACTION IN THE BANKING INDUSTRY OF ZHENZHOU, CHINA

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ABSTRACT
In recent years, employee work satisfaction in the Chinese banking industry has been a major problem. In China, there are approximately 4.17 million bank workers, accounting for 2.6 percent of the population. According to statistics, work satisfaction in China is relatively poor, at just 46%. Employee work satisfaction is a subset of employee life satisfaction, and thus employee job satisfaction is a subset of employee life satisfaction… In this research, there are four influencing factors identified namely, reward, work environment, co-workers' behaviours and supervisor behaviours. Thus, its main purpose is to examine the relationship between these four influencing factors and employee job satisfaction in Zhengzhou, China's banking industry. To collect data from targeted respondents, descriptive quantitative methods were used in the study, which included the distribution of self-administered questionnaires via online platforms and emails. The findings revealed that reward and supervisor actions have a positive relationship with employee satisfaction, whereas work environment has a negative relationship with employee satisfaction. Hence, based on the findings, this research proposed several measures to enhance employee job satisfaction in Zhengzhou, China's banking industry.

Keywords: Employee job satisfaction, Banking Industry, China

INTRODUCTION

The study focuses on job satisfaction among employees in Chinese banking industry in Zhengzhou, China. There are many work issues in the banking industry as a result of the constant transformation in recent years, which has resulted in employees feeling much more pressure while working in the banking industry (Ling, 2014). Long working hours of the tellers, no holidays, lack of personal time, access to additional income, long-term sitting that is prone to shoulder pain and a series of health problems (Khan & Parveen, 2014). Banking industries strive to improve employees' job satisfaction in order to achieve organizational goals (Panghal, 2013). However, the situation is still prevailing.

The low job satisfaction as a whole in China is clearly present as found by Nie, Ding and Sousa-Poza (2019) where clearly lack of alignment with expectations is causing it throughout China. Furthermore, Cheng, Wang and Smyth (2021) affirm that first generation migrants' job satisfaction of in urban China is very low, indicating that employee job satisfaction is definitely prevalent throughout China.

According to Abdolshah (2018), job satisfaction is a component of employee life satisfaction, so the employee job satisfaction becomes one of the top priorities in any organizations (Giorgi, 2017). The assumption is thus that if employees are dissatisfaction with their jobs, it will have a negative umpact on the organization's performance (Miner, 2015).

In recent years, more and more employees feel unhappy and dissatisfy with the working environment and the employees cannot relax and maintain a high spirit in the workplace (Cooke, 2019). The banking industry handles a large volume of accounts and various bill transactions every day that can be monotonous and repetitive (Khan and Parveen, 2014). Employees will lose patience and has no interest after working for a long time, causing them to become depressed and become unhealthy (Nie et. al., 2019). As a result, it is especially important to provide a comfortable and warm working environment for employees in the Chinese banking industry in order for them to be more efficient (Abdolshah, 2018).

Problem Statement

Why focus on bank employees? According to reports, a significant number of employees are currently leaving Chinese banking (Ng, Huang and Young, 2018). For example, 10 of the 16 A-share listed banks saw a decline in employee numbers, with the total number of bank employees changing by 35,000 in the first half of the year (Chinese banking statistics, 2018). The majority of these decreases are the result of voluntary attricition, which occurs when employees choose to leave due to the high stress levels experienced in the industry. According to (Statistica, 2017) there are approximately 4.17 million bank employees in China, accounting for approximately 2.6% of total population. According to (Chinese banking statistics, 2018) from 2016 to 2017, the majority of Chinese banking profit growth was less than 1%. For the purposes of this analysis, banks in Henan Province (central China) estimated that 40% of loans are classified as 'bad debt' (Tumerkan, 2019), putting even more pressure on bank employees to recover these debts and generate new performing loans. As a result, job satisfaction among bank employees in general, and in Zhengzhou, Henan province in particular, had plummeted. As a result, a study is needed to determine the contributing factors.

LITERATURE REVIEW

As mentioned by Blake (2017) job satisfaction is a mental feeling or set of values that employees feel towards working in a specific job. It can also be described as to whether or not an employee is feeling happy or not happy (Janssen, 2017). Other than that, job satisfaction can be described as a sense of accomplishment and happiness about one's work performance (Blake, 2017). Employee satisfaction is a subjective value judgment assessment of employees, a psychological perception activity of employees, and the product of employee expectations

and real employee perceptions (DeCenzo, 2016; Nie et. al., 2019). Since this is one of the most critical factors (Daud, 2016), the company must ensure that the worker's dedicated target is fulfilled, thus improving efficiency. Employees who are more satisfied with their jobs are more likely to stay with the company, according to Saleem and Qamar (2017). As a result, considering the significance of employee work satisfaction, the current research was conducted.

From China's perspective, job satisfaction is an important aspect of the quality of work and is often considered critical to organizations' success (Huang and Gamble, 2015). Cognitive job satisfaction has a stronger negative effect on turnover than affective job satisfaction, and both effects depend on the factors related to ease of movement (Huang Chen and Zhou, 2017). As emphasized by Nie et. al. (2019) the mis-alignment of employee expectations act as a contributory factor towards low employee job satisfaction that resulted in higher turnover. According to Cheng et. al. (2021), first generation migrant to urban areas' perceptions towards rewards and work environment of the organization fall short of expectations, resulting in a lower level of employee job satisfaction. Huang et. al. (2017) on the other hand, emphasized that cognitive job satisfaction is more effective when job alternatives are few and policy support is strong, while affective job satisfaction is associated with lower turnover when job alternatives are plentiful and policy support is weak.

According to Johnson (2019), employee flexibility, less time to work, compensation and benefits, career growth and relationship with management are factors that contribute to employee satisfaction. However, employee job satisfaction is not linked solely to compensation and benefits or rewards and that other inexpensive changes can have a long-term impact on it (Shetrone, 2019). Twenge (2017) on the other hand focused on the degree of workplace employee satisfaction noting that the work environment can be a key factor in determining employee job satisfaction. Further literature review is needed to provide the impetus for hypotheses development.

According to Lu, Lu and Gursoy (2016) pay reflects the hard work that employees put in and is the compensation for the work and time. It is a form of compensation for employees. As a whole, employees are very interested in the rewards system since the importance of the rewards would dictate the balance of expectations of respective employees (Shetrone, 2019). Cheng et. al. (2021) investigated compensation and work environment engagement as influencers of employee job satisfaction. This demonstrated that both rewards and work environment are both common constructs in assessing the impact on employee job satisfaction.

Rewards are a powerful means to link organizational benefits with employee benefits (Yusoff et al., 2020). It can focus employees' attention on the basic aspects of work and encourage them to do everything possible (Longoni et al., 2018). There are a lot of definition about the rewards that are benefits received from companies fin exchange for the efforts and value of employees (Antoni, Baeten, and Perkins et. al., 2017). According to Robbins and Coulter (2019) a total reward consists of financial returns, tangible services, and benefits that employee receive from companies. Financial reward also can be specifically tangible rewards, which include different direct types of rewards like employee's basic pay, incentives, and stocks, as well as certain indirect rewards such as additional benefits such as vacation, insurance and pension (Antoni et. al., 2017). Employees value rewards as a means of compensating them for their contributions to the company (Cheng et. al., 2021). When the work is not sufficiently compensated, the employee will be dissatisfied (Herzberg, 2017) and will be more likely to leave the organization to seek better rewards (Yusoff et. al., 2020). Therefore, for the purpose of the current research, reward is a construct for review to ascertain the influence on job satisfaction within the Chinese banking industry.

In contrast, Herzberg (2017) proposed in the original two-factor theory that organizations need

to create a conducive work environment, the absence of it which would lead to dissatisfaction. Ren, Tang and Jackson (2018) affirmed that a healthy and conducive work environment can increase employee productivity and effectiveness while also reducing fatigue and dissatisfaction which trigger employee turnover. It is critical to examine the work environment factors that influence employee efficiency and work satisfaction (Ghozali, 2017), as a poor work environment can cause employees to be unhappy with the organization in general, and with their jobs in particular. This was supported by Robbins and Coulter (2019) where poor work environment can cause extensive unhappiness that leads to high dissatisfaction by employees toward the job. Raziq and Maulabakhsh (2017) confirmed that a poor work environment causes low productivity because employees prefer to work in friendly, clean, safe, and conducive environment. According to Song et. al. (2019) a green work environment enhances employee performance and productivity, as well as improving job satisfaction. As a result of the literature reviewed above, work environment is being considered as an independent variable to assess the degree to which it influences job satisfaction of employees in the Chinese banking industry. This is mainly because Ng et. al. (2018) discovered that many employees in Chinese banks are increasingly leaving due to a high-pressured work environment. Tumerkan (2019) confirmed the phenomenon, stating that as Chinese banks accumulate higher debts, employees are tasked with pursuing the debt collection which adds tension to employees, resulting in an unhappy workplace within the Chinese banking industry. Therefore, by including work environment as a construct is useful in determining the influencing power on job satisfaction within the Chinese banking industry.

According to Raziq and Maullabakshsh (2017) the work environment has also contributed to co-workers because friendly, cooperative, and genial co-workers can create a conducive work environment for the employees. Paul, Green and Eli (2017) found that every employee has specific behaviors that influences the work approaches and behaviors. When these job habits are integrated, the organization's conduct that affects workers can be determined (Li, 2015). Therefore, co-workers' work behavior is of importance too in determining the employee's satisfaction toward the job and organization. Saha (2016) stipulated that when co-workers are supportive and cooperative, it fosters trust and solidarity that make employees feel satisfaction toward the job. Bufquin et. al. (2017) also affirmed that the warmth from co-workers can make other employees feel comfortable and settled within the workplace which helps to increase employee job satisfaction. To emphasize further, Raziq and Maulabakshsh (2017) reported that when co-workers exude friendliness and comfort, co-worker relationships strengthen, leading to a conducive workplace to promote job satisfaction. Support from co-workers who understands the problems at work reduces stress and conflicts, allowing for better job performance and job satisfaction (Itzkovich, and Heilbrunn, 2016). Thus, given the previous studies examined that demonstrated the relationship, although in different contexts, this study includes co-worker activities to gauge the degree of impact on employee satisfaction. However, one of the most probable from a co-worker is the supervisor, who has more power than other co-workers; therefore, the following literature review will focus on the supervisor's behaviors.

Aida et. al. (2018) discovered that supervisor's encouragement helps motivate employees externally and thus, enhances job satisfaction. This aligns with Herzberg's (2017) two-factor theory where supervisor's behaviors can lead to dissatisfaction when overlooked. Read and Laschinger (2015) mentioned that support from supervisor helps promote employee job satisfaction since job support for the employee becomes better. Jalagat (2016) focused on the employee motivation as a factor to improve job satisfaction when interacting with job performance, thereby showing that supervisor's behavior plays a role in the tri-party interactions. On the other hand, Ibrahim et. al. (2018) who focused on supervisor communication found that when there are positive communications, employee job satisfaction improved. This is due to the fact that supervisor communication is part of the supervisor's

behavior. Positive communication from supervisors is unquestionably efficient as an external motivator to motivate employees to work more efficiently which in turn encourages higher job satisfaction from the employee (Aida et. al., 2018). Furthermore, as part of effective supervisor behavior, when a supervisor empowers employees in the job, employee job satisfaction improves (Rana and Singh, 2016). Qi and Hui (2019) also found that when a supervisor is more supportive of employee family obligations, the employee's job satisfaction improves. As a result of the literature review demonstrating the importance of supervisor behaviors on employee job satisfaction, it is included as a construct of this research to ascertain the power of influence on employee job satisfaction within China's context.

Therefore, from the various literature reviewed, the key constructs of rewards (Antoni et. al., 2017; Cheng et. al., 2021); work environment (Ghozali, 2017; Raziq and Maulabakjsh, 2015); co-worker behaviors (Abdulshah et. al., 2018; Bufquin et. al., 2017) and supervisor behavior (De Carlo, 2020; Ibrahim et. al., 2018; Qi and Hou, 2019) do influence job satisfaction within different context. Although these constructs influence either as an independent variable or combined with other factors, the respective factors influence towards job satisfaction are evident. Hence, these factors are included into the current research to ascertain the existence and extent of influence on job satisfaction within the Chinese banking industry of a specific province in China.

Literature Gap

From the previous studies (Bufquin et. al, 2017; Cheng et. al., 2021; Ghozali, 2017; Raziq and Maulakhsh, 2015), it is clear that many factors influence employee job satisfaction and different studies focus on different combination of constructs. The more common ones include the rewards and work environment (Cheng et. al., 2021; Ren et. al., 2018; Shetrone, 2019; Yusoff et. al., 2020). However, from the literature reviewed as shown, was unable to find any literature at the moment, although another researcher may be working on it, to include the combination of co-worker behaviors and supervisor behaviors. In general, co-worker behavior was considered as part of the work environment (Raziq and Maulakshsh, 2015; Nie et. al., 2019; Ng et. al., 2018) instead of as a separate construct to delve deeper into its influencing power. Besides, supervisor behavior often focused on a specific behavior only, where most common one is the supervisor communication (Ibrahim et. al., 2018) whereupon supervisor behavior (Paul et. al., 2017) in its entirety is seldom the focus. However, De Carlo (2020) study did include supervisor behavior in its entirety, but the focal constructs were on employee performance and not employee job satisfaction.

Aside from the aforementioned literature gap in terms of constructs combination and development, there is less literature available on the Chinese banking industry in general (Li, 2015; Nie et. al., 2019; Ng et. al., 2018; Qi and Hou, 2019), and the province of Zhenzhou in particular. This is also where, the contextual void that prompted this study can be found.

Research Objectives

Given the key factors as well as differences in factors influencing employee job satisfaction, for the purpose of the research, the following research objectives are put forward to guide the research:

RO1: To examine the influence of rewards on employee job satisfaction in the Chinese Banking industry of Zhengzhou, China.

RO2: To examine the influence of work environment on employee job satisfaction in the Chinese Banking industry of Zhengzhou, China.

RO3: To examine the influence of co-worker behaviours on employee job satisfaction in the Chinese Banking industry of Zhengzhou, China.

RO4: To examine the influence of supervisor behaviours on employee job satisfaction in the

Chinese Banking industry of Zhengzhou, China.

The purpose of the study is to re-affirm and re-verify the key constructs that influence employee job satisfaction from the context of the Chinese Banking Industry of Zhengzhou, China as bank employees seem to have a much lower job satisfaction as compared to the other industries in China in general, and in Zhengzhou in particular.

METHODOLOGY

The aim of descriptive research is to explain and illustrate the characteristic or distinct phenomenon of a specific subject matter to establish or verify relationships between variables that are selected (Saunders, Lewis, and Thornhill, 2019). In this research, quantitative analysis was used with quantitative data as support to replace or predict, form and test theory (Sekaran and Bougie, 2018). Based on the nature and intent of this research, Cross-sectional analysis would be an appropriate method for gathering data from employees about factors affecting job satisfaction of employee in Chinese banking industry in Zhengzhou, China.

In this research, the unit of analysis is individual because the distribution of questionnaire is to the employees who are working in the Chinese banking industry in Zhengzhou, China. Since the respondents are from various Chinese banking firms, the data obtained from each will be unique. This research primarily focuses on employees in the Chinese banking industry in Zhengzhou, China. The aim of collecting survey data is to see whether the four factors of reward, work environment, co-worker behaviour and supervisor behaviour, influence employee job satisfaction. Employees working in Chinese banking industry in Zhengzhou serve as the population because there is limited research on employee job satisfaction for the population under study.

The study's target population is all employees working in Chinese banking industry in Zhengzhou, China. According to Statistica (2017), the Chinese banking industry employs 122,647 people in Zhengzhou, China. Since the population is so large, this research will only focus on 384 people – despite the fact that the total population exceeds100,000 (Krejcie and Morgan, 1970). In this research, convenience sampling, is a form of non-probability sampling, is used.

The questionnaire survey method is the most relevant and appropriate method for this type of research (Sekaran and Bougie, 2018). The questionnaire includes a set of standard questions and answers to these questions, usually limited to certain predetermined results (Hair, Black, and Babin et. al., 2016).

Pilot study is significant for a research to examine the validity, reliability and coherence of the questionnaire before running initial test (Zikmund, Babin, and Carr, 2019). The ideal number for conducting a research in a pilot test is 10% to 20% of the sample size for the initial test (Baker, 1994). Therefore, in this research, 384 participates which is approximately 10 % of the sample size nearly 40 sets of questionnaires from Chinese banking industry in Zhengzhou will be selected for conducting a pilot testing in this study.

For the pilot test, there is a need to conduct factor analysis as well as the reliability test in order to ensure that the items within the questionnaire are relevant and appropriate for the research constructs (Zikmund et. al., 2019). The rule of thumb for factor analysis needs to be >0.6 while for the reliability test it needs to be >0.7. The current study's pilot test results indicated alignment, showing that it is suitable for further analyses. All the items suggested that the rule of thumb for both the factor analysis and reliability test was followed, so the detailed analyses could proceed.

Findings

Saunders et. al. (2019) stipulated that that prior to the data analyses, it is of importance to carry out pilot test to ascertain whether the measurements adopted are appropriate and to find out the

understanding level of pilot respondents toward the questionnaire. Commonly, factor analysis and reliability tests are carried out together with correlation matrix for a single, descriptive correlation design study. The statistical results from the pilot test for this research met the required rule of thumb and thus, the full data collection proceeded.

Online distribution of 400 questionnaire to employees working in Chinese banking industry in Zhengzhou, China for data collection completed. However, there were only 283 responses received, whereupon 26 respondents did not complete the questionnaire as required. Therefore, there were 257 questionnaires usable for further analysis. The response rate of 64.25% is acceptable for analysis since the standard response rate is 60% for most perceptual and human behavior related studies (Zikmund et. al., 2019).

Multiple Linear Regression, analysis of Variance (ANOVA) performed to test on all the hypotheses and ensure the link between employee job satisfaction (dependent variable) and rewards, work environment and co-work behaviours and supervisor behaviours (independent variable) in this study. Multiple regression analysis is used to examine what the influence that the whole independent variable towards dependent variable (Sekaran & Bougie, 2018).

Table 1. Multiple Regression Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.895[a]	.801	.798	.34621	2.291

a. Predictors: (Constant), Averagesupervisiorsbehaviour, Averageworkenvironment, Averageworkersbehaviour, Averagereward

b. Dependent Variable: Averagejobsatisfaction

As shown in table 1 above, the R-square value is 0.801 and this means the model is 80.1% fit and determines the relationship between the variables. This shows a strong model fit as according to Zikmund et. al., 2019), when the R-square is above 0.4, there is a model fit and the nearer the R-square to 1, the stronger the fit. On the other hand, the current research cannot explain 19.9% of variances as there may be other factors that influence these variances that were not part of the present research. Although the R-square is considered high for a perceptual research where a lower than 0.4 R-square is common, for a verification or confirmatory study that aimed at fulfilling only the contextual gap, a higher R-square is acceptable as it affirms the viability of the respective constructs (Saunders et. al., 2019).

Table 2. Multiple Regression ANOVA.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.453	4	30.363	253.319	.000[b]
	Residual	30.205	252	.120		
	Total	151.658	256			

a. Dependent Variable: Averagejobsatisfaction

b. Predictors: (Constant), Averagesupervisiorsbehaviour, Averageworkenvironment, Averageworkersbehaviour, Averagereward

Table 2 shows that the p-value is less than 0.05, which explains the extent of variance within the respondents is significant and the regression variances are sufficiently significant to deem as having a relationship between the variables.

Table 3. Beta Coefficient and VIF

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.263	.116		2.262	.025		
	Averageworkenvironment	-.072	.060	-.059	-1.207	.228	.335	2.987
	Averageworkersbehaviour	.074	.054	.073	1.382	.168	.281	3.563
	Averagereward	.306	.058	.304	5.304	.000	.241	4.152
	Averagesupervisiorsbehaviour	.634	.058	.615	10.963	.000	.251	3.981

a. Dependent Variable: Averagejobsatisfaction

As shown in Table 3 above, it provides a detailed Beta coefficient and VIF for all the constructs in the current research. The data show that supervisor behaviour and reward have the highest influencing power on employee satisfaction however work environment have a negative beta coefficient. The negative beta coefficient means when there is an increase in one standard deviation in the predictor variable it will result in a decrease of some portion of a standard deviation in the dependent variable, which means that there is an inverse relation and is symptomatic of multi collinearity (Saunders et. al., 2019). As seen in the table above, VIF is less than 10, and this shows that the factors do not have strong multicollinearity issue with other constructs. Zikmund et. al. (2019) stated that when there is minimum or no multicollinearity, the statistics are thus deemed valid and acceptable.

Table 4. Summary of findings

Hypothesis	Findings	Conclusion
H1: There is a significant relationship between reward and employee job satisfaction in Chinese banking industry in Zhengzhou, China.	$P < 0.05$	Accept
H2: There is a significant relationship between work environment and employee job satisfaction in Chinese banking industry in Zhengzhou, China.	$P > 0.05$	Not Significant
H3: There is a significant relationship between co-workers behavior and employee job satisfaction in Chinese banking industry in Zhengzhou, China.	$P > 0.05$	Not Significant
H4: There is a significant relationship between Supervisor behavior and employee job satisfaction in Chinese banking industry in Zhengzhou, China.	$P < 0.05$	Accept

According to the research findings, a summary of the hypotheses results found in Table 4 shows that hypothesis 1 and 4 can be accepted. As a result, reward (Hypothesis 1) and supervisor behaviour (Hypothesis 4) have a significant positive relationship with employee job satisfaction among Chinese banking industry in Zhengzhou, China. However, working environment has a negative relationship with employee satisfaction in Chinese banking industry in Zhengzhou, China and co-worker behaviour does not show any significant relationship with employee satisfaction in the Chinese banking industry of Zhengzhou.

Discussion
Except for work environment, the statistical analyses revealed that all four (4) factors of reward, work environment, co-worker behaviour and supervisor behaviour showed relevant relationship with job satisfaction. The model also fits with R-square of 0.801 and the VIF did not exhibit any multicollinearity issues, indicating that the statistical findings are adequately robust and accurate.
The following detailed discussion provides the statistical evidence to support or reject the respective alternative hypothesis.

Hypothesis 1: There is a significant relationship between reward and employee job satisfaction in Chinese banking industry in Zhengzhou, China.

Based on the findings, the beta coefficient of reward is 0.304 with the p-value of 0, which is significant at 0.05 level. Reward is shown having a significantly positive relationship towards employee job satisfaction. This means that employee job satisfaction will increase by 0.304 when a unit of reward management is increased. Therefore, hypothesis 1 was accepted. Thus, it can be suggested that managers can improve reward to some extent to improve employee job satisfaction in Chinese banking industry.

Salary and benefits are commonly associated rewards, and they serve as the basis for employees to continue working with an organization. According to Cheng et. al. (2021) in order to be effective rewards, such as compensation, benefits and incentives need to align with the performance of the employee. This means that for the Chinese banking industry, when the employees put in more effort and perform well, banks in China in general and those in Zhengzhou, must reward these employees in order to enhance job satisfaction. According to (De Carlo, 2020). when job satisfaction is higher, job performance will also improve. On the other hand, Johnson (2019) affirmed the importance of salary and benefits to employee job satisfaction. Thus, although the terminology in the current research differed, the essence remained. Therefore, this hypothesis on the influence of reward on employee job satisfaction is align with previous studies (Cheng et. al., 2021; Hee et. al., 2019; Mokhtar et. al., 2018).

Hypothesis 2: There is a significant relationship between work environment and employee job satisfaction in Chinese banking industry in Zhengzhou, China.

According to the findings, the beta coefficient of work environment is -0.059 with the p-value of 0.228, which is greater than 0.05 level. Work environment has a significantly negative relationship with employee job satisfaction. This means that employee job satisfaction will decrease by 0.059 when a unit of work environment is increased. Hence, hypothesis 2 was not significant. Therefore, it can be suggested that managers do not focus on improving work environment in Chinese banking industry in Zhengzhou, China, because work environment cannot improve employee job satisfaction. What is more, employee will feel more unsatisfied when organization improve work environment (Raziq and Maulabakhsh, 2015). This is probably due to the expectations that the employee hold toward a specific organization's environment (Nie et. al., 2019) and thus, changing the work environment will cause a disconnect with the employee's pre-conceived perception on the work environment that could then lead to lower level of job satisfaction.

In today's business world, where corporate social responsibility is becoming the norm, many organizations need to align the work environment to make it sustainable for the employees too (Song et. al., 2019). Therefore, the greening of the work environment is another major factor that banks in China can consider in facilitating job satisfaction. This is very critical as the current study showed that when work environment is not conducive, employee job satisfaction reduces as shown in the negative beta coefficient of -0.059 from the statistical analyses. Although the resultant p-value is not significant (0.228), it is of value to the Chinese banks to pay attention to the work environment.

According to Herzberg's theory (2017), work environment is a hygiene factor and is supposedly a basic requirement that organizations must provide but does not motivate. However, when it is missing, it will lead to dissatisfaction, hence the negative non-significant relationship (Kronberg, 2013). Therefore, the finding aligns with the theory that absence of a hygiene factor will lead to dissatisfaction, but the existence of the factor does not improve employee job satisfaction.

Hypothesis 3: There is a significant relationship between co-worker behaviour and employee job satisfaction in Chinese banking industry in Zhengzhou, China.

As shown in the findings, the beta coefficient of co-worker behaviour is 0.073 with the p-value

of 0.168, which is greater than 0.05 level. Thus, hypothesis 3 was not significant from a statistical point of view. The result means that co-worker behaviour have no influence on employee satisfaction, as employees do not care about other co-worker behaviour since the employees in Chinese banking industry are more likely to focus on the work. According to Herzberg's theory (2017), co-worker behaviour is a hygiene factor and employee prefers to work on the job and not waste time on other employees. Co-workers do not seem to influence work of employee and co-worker behaviour has no influence on employee satisfaction (Wong et. al., 2017). As this is another key hygiene factor, it yields the same result as work environment, but in a different manner. Co-worker behaviour is not a controlled pre-requisite hygiene factor (Herzberg, 2017) and thus, the absence does not lead to dissatisfaction, merely presenting a neutral emotion (Sachau, 2007).

Hypothesis 4: There is a significant relationship between Supervisor behaviour and employee job satisfaction in Chinese banking industry in Zhengzhou, China.
As shown in the findings, the beta coefficient of supervisor behaviour is 0.615 with the p-value of 0.000, which is significant at 0.05 level. Supervisor behaviour was significantly positive in the relationship with employee job satisfaction. This means that employee job satisfaction will increase by 0.625 when a unit of supervisor behaviour is increased. Thus, hypothesis 4 was accepted. Therefore, employers need to work with higher standard and to set a good example to employee' working in banking industry in Zhengzhou, China.

Support from supervisors has a positive effect on job satisfaction and enhance job satisfaction of employees (Read and Laschinger, 2015). According to Rana and Singh (2016), support from supervisors can inspire workers and enable them to feel that their efforts were appreciated by the organisation. Employee job satisfaction increases when employees feel appreciated according to Herzberg (2017), because recognition is a motivator factor that can improve employee job satisfaction. Jalagat (2016) also confirmed that the interaction between employee motivation and job satisfaction can lead to improved performance and thus essential for organizations to pay attention tot.

As supervisor behaviour clearly shows statistical significance to job satisfaction, Chinese banking industry should take this into consideration to strengthen positive supervisor behaviours. This will then align with De Carlo (2020) that found significant relationship between positive supervisor behaviours and employee performance. Furthermore, Ibrahim et. al. (2018) averred that effective supervisor communication can improve job satisfaction. Hence, clearly that supervisor's behaviours are important in enhancing employee job satisfaction.

Therefore, for the banking industry in Zhengzhou, China, continuous recognition of effort and high performance is of importance to enhance employee job satisfaction as the job in the banking industry can be stressful (Ling, 2014; Paanghal, 2013). When employees have higher level of job satisfaction, turnover can reduce (Nie et. al., 2019) not only for the banking industry of Zhengzhou specifically, but for the rest of China too.

CONCLUSION
The main purpose in this research is to investigate the relationship between influencing factors like reward, work environment, coworker behaviour, and supervisor behaviour and employee satisfaction in the Chinese banking industry in Zhengzhou, China. This study employs quantitative methods in the form of self-administered questionnaires delivered via online websites. A total of 384 employees from the Chinese banking industry participated in this survey. According to the findings, reward and supervisor behaviour have positive relationship with employee satisfaction, whereas work environment has a negative relationship with employee satisfaction whilst co-worker behaviour does not influence employee satisfaction in the Chinese banking industry in Zhengzhou, China.

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