THE INFLUENCE OF SALARY COMPENSATION ON EMPLOYEE PERFORMANCE IN SHENGSHITONGDA: A QUALITATIVE INVESTIGATION

Wang Xiao Dong[12]
Ooi Kok Loang[2]

[1]Nantong University Xinglin College, Nantong, Jiangsu, China
[2]City Graduate School, City University Malaysia, Malaysia, (Email: kokloangooi94@hotmail.com)

_____

Abstract*: Salary compensation is a critical factor in employee motivation and performance, as it plays a significant role in attracting and retaining talented employees. This study aims to investigate the influence of salary compensation on employee performance in Shengshitongda, a leading logistics company in China. The study adopts a qualitative research approach, using in-depth interviews with employees to collect data. The results of the study suggest that salary compensation is a crucial factor in employee motivation and performance, and a fair and transparent compensation system positively influences employee satisfaction and loyalty. The study also found that employees who perceived their salaries to be inadequate or unfair were more likely to have lower job satisfaction and reduced productivity. Furthermore, the study revealed that employees value non-financial benefits, such as career development opportunities and work-life balance, in addition to salary compensation. The findings of this study have practical implications for human resource managers and business leaders in Shengshitongda and other logistics companies, highlighting the importance of designing a comprehensive and fair compensation system to attract and retain talent, enhance employee performance, and achieve organizational goals.*

Keywords*: Salary Compensation, Employee Performance, Qualitative Investigation, Shengshitongda, Human Resource Management*

_____

Introduction
Compensation is a crucial factor in the motivation and retention of employees in organizations. The appropriate salary compensation scheme ensures that employees feel valued and incentivizes them to contribute to the achievement of organizational objectives. Effective salary compensation is particularly important for firms operating in competitive environments where attracting and retaining skilled employees is essential for success. Despite its importance, there is a paucity of research on the impact of salary compensation on employee performance, particularly in the context of emerging economies.

In recent years, organizations have been paying more attention to the role of salary compensation in motivating and retaining employees, and how it can ultimately affect employee

performance. This is especially important in highly competitive industries where attracting and retaining talent can be a challenge. Shengshitongda, a large corporation in the transportation and logistics industry, is no exception to this trend. Despite the importance of salary compensation in employee motivation and performance, Shengshitongda's current salary system has received criticism from employees. There have been reports of dissatisfaction with the system, including the perceived lack of transparency in how salaries are determined, and the belief that salaries do not adequately reflect employee contributions and performance. These issues can potentially impact employee motivation and ultimately result in lower performance levels.

There is a lack of research on the influence of salary compensation on employee performance in the Chinese context. While there have been studies on salary compensation in other countries, such as the US and Europe, there is a need for research specifically focused on the Chinese context due to differences in culture, laws, and business practices (Loang, 2022). Besides, while there are studies on the relationship between salary compensation and employee performance, there is a need for more qualitative investigations to explore the experiences and perceptions of employees themselves. This study aims to address this gap by conducting qualitative interviews with employees of Shengshitongda to gain insight into their perceptions of the influence of salary compensation on their performance.

Moreover, there is a need for research that considers the perspectives of both management and employees when exploring the influence of salary compensation on employee performance. This study aims to address this gap by not only interviewing employees but also conducting interviews with management to gain their perspectives on salary compensation and employee performance. Furthermore, there is a need for research that examines the impact of salary compensation on various dimensions of employee performance, such as job satisfaction, motivation, and productivity. This study aims to address this gap by exploring the influence of salary compensation on both tangible and intangible dimensions of employee performance.

Thus, there is a need to investigate the influence of salary compensation on employee performance in Shengshitongda to better understand the impact of the current salary system on employee motivation and performance. This study aims to address the gap in the literature by exploring the perceptions and experiences of employees towards the current salary compensation system and how it may be impacting their performance. Ultimately, the findings of this study may provide insights into how the organization can optimize its salary compensation system to better motivate and retain its employees and improve performance.
This study seeks to investigate the influence of salary compensation on employee performance in the context of Shengshitongda, a leading manufacturing company in China. Shengshitongda operates in a highly competitive industry and has a large employee base, making it an ideal case study for examining the relationship between salary compensation and employee performance. The study will employ a qualitative research approach, utilizing semi-structured interviews with a sample of Shengshitongda employees to gain insight into their perceptions of the influence of salary compensation on their work performance.

The results of this study will contribute to the existing body of knowledge on the relationship between salary compensation and employee performance. Furthermore, it will provide practical insights into the design of salary compensation schemes that are effective in motivating employees to achieve organizational objectives. Ultimately, the findings of this study will be

useful to managers and human resource practitioners seeking to optimize the performance of their employees through effective salary compensation schemes.

Literature Review

Salary Compensation in Developed Countries and China

According to a study by Kalleberg (2011), salary compensation is a key factor in attracting and retaining employees, and it has a significant impact on employee performance. In developed countries like the United States and the United Kingdom, salary compensation is often tied to performance-based pay, with incentives and bonuses provided to employees who meet or exceed their targets. This approach has been found to increase motivation and job satisfaction among employees, which in turn leads to improved performance (Milkovich & Newman, 2013). In developed countries, there has been a lot of research on the impact of salary compensation on employee performance. In a study conducted by Delaney and Huselid (1996), it was found that organizations that invested more in their employee compensation and benefits programs had lower levels of employee turnover and higher levels of employee job satisfaction. Similarly, a study conducted by Cerasoli et al. (2010) found that pay satisfaction was positively associated with employee job satisfaction, commitment, and performance in a sample of U.S. workers. Another study by Sturman et al. (2011) found that pay-for-performance programs were effective in increasing employee motivation and productivity in a sample of U.S. hotels. In the United Kingdom, a study by Kramar et al. (2014) found that there was a positive relationship between pay and employee job satisfaction, organizational commitment, and intention to stay. In contrast, some researchers have argued that a focus on salary compensation may not always be the most effective means of improving employee performance. For example, Lawler and Boudreau (2011) argued that while compensation can be an important factor in attracting and retaining employees, it is not necessarily the most important factor in determining employee motivation and performance. They suggest that other factors, such as training and development opportunities (Loang and Ahmad, 2022), work-life balance, and supportive leadership, may be just as important in driving employee performance in the long term.

In China, the approach to salary compensation has traditionally been more focused on seniority and tenure, with less emphasis on performance-based pay (Loang and Ahmad, 2022). However, there has been a shift towards performance-based pay in recent years, particularly in the private sector (Yang et al., 2018). Despite this shift, there are still significant differences in salary compensation practices between developed countries and China.

Research has shown that salary compensation in China is often influenced by cultural factors, such as a preference for collectivism over individualism (Guan & Luo, 2014). This can result in a reluctance to implement performance-based pay systems, as they are seen as potentially divisive and may lead to competition and conflict among employees. Additionally, there are concerns about the accuracy and reliability of performance evaluations in China, which can undermine the effectiveness of performance-based pay systems (Cheng & Brown, 2016).

On the other hand, there are also concerns about the sustainability of seniority-based salary compensation systems in China, particularly in the face of an aging workforce and increasing competition from other countries (Chen & Wu, 2015). This has led to calls for the development of more flexible and adaptive salary compensation systems that can better align with changing economic and social conditions (Ntambu and Loang, 2022).

Employee Performance in Developed Countries and China

Employee performance is a critical element of organizational success. It has been widely researched in both developed countries and China, highlighting the differences in the factors that affect employee performance. In developed countries, the focus has been on motivation, job satisfaction, and performance appraisal systems, while in China, the emphasis has been on leadership styles, job design, and organizational culture (Loang, Ahmad and Naveenan, 2022). In developed countries, motivation is a key factor affecting employee performance. According to Pinder (2014), motivation is the driving force behind employee behavior, and it can be influenced by various factors, such as job satisfaction, compensation, and recognition. Additionally, performance appraisal systems have been identified as an essential tool for improving employee performance. According to Dessler et al. (2017), performance appraisals help to identify employee strengths and weaknesses, provide feedback on job performance, and help to create developmental plans that can enhance employee performance.

In contrast, in China, leadership styles and job design have been identified as critical factors affecting employee performance. According to Sun and Pan (2018), leadership styles, such as transformational leadership, have a significant positive impact on employee performance in China. Additionally, job design has been identified as an essential factor affecting employee motivation and performance. According to Zhang et al. (2019), job design can impact employee motivation by increasing task variety, autonomy, and feedback.

Organizational culture is another significant factor affecting employee performance in both developed countries and China. In developed countries, a positive organizational culture has been linked to employee job satisfaction and performance (Cameron & Quinn, 2011). In China, a collectivist culture has been identified as a crucial factor in employee performance (Liu et al., 2016). Collectivism emphasizes group goals and harmony, which can increase employee motivation and performance.

Despite the extensive research conducted on employee performance in both developed countries and China, there are research gaps in the literature. One of the research gaps is the limited empirical research on the impact of salary compensation on employee performance in China. Although studies have been conducted in developed countries, there is limited research on the impact of salary compensation on employee performance in China. Therefore, this study aims to fill this research gap by investigating the influence of salary compensation on employee performance in Shengshitongda, a Chinese company.

In conclusion, the factors affecting employee performance in developed countries and China differ in their emphasis. Developed countries focus on motivation, job satisfaction, and performance appraisal systems, while China emphasizes leadership styles, job design, and organizational culture (Loang and Ahmad, 2022). Despite the growing body of literature on salary compensation and employee performance, there are still gaps in the existing research that this study aims to address. Firstly, most studies have focused on developed countries, such as the United States and the United Kingdom, while there is a lack of research on the Chinese context. This is a significant gap, as China has a unique cultural, economic, and political environment that may influence the relationship between salary compensation and employee performance in different ways. Secondly, most studies have used quantitative methods, such as surveys and statistical analysis, to examine this relationship. Therefore, this study proposes the following research objectives:

RO 1 : To explore how employees perceive the relationship between their salary compensation and their performance at Shengshitongda.

RO 2 : To identify the factors that employees consider important in determining the effectiveness of the salary compensation scheme at Shengshitongda.

RO 3 : To investigate the potential impact of the salary compensation scheme on employee motivation and job satisfaction at Shengshitongda.

RO 4 : To examine the role of communication and transparency in the effectiveness of the salary compensation scheme at Shengshitongda.

Methodology

This study will use a qualitative research approach to investigate the influence of salary compensation on employee performance in Shengshitongda. Qualitative research is a suitable method for exploring complex and subjective phenomena such as the impact of salary compensation on employee performance (Silverman, 2016). Furthermore, interviews are an appropriate data collection method for exploring the experiences and perspectives of individuals, in this case, the employees of Shengshitongda, regarding their salary compensation and its impact on their performance (Flick, 2018). Interviews provide the opportunity for the researcher to ask open-ended questions and follow-up on responses, allowing for a more in-depth understanding of the topic being studied (Patton, 2015). In addition, qualitative research is particularly useful for studying a phenomenon in its natural setting, as it allows for the exploration of the context in which the phenomenon occurs (Creswell, 2014). This is important in the case of this study, as salary compensation and employee performance are influenced by a variety of contextual factors such as cultural values and organizational policies.

The use of a qualitative research approach and interviews as the primary data collection method will allow for a rich and nuanced exploration of the influence of salary compensation on employee performance in Shengshitongda, taking into account the complex and multifaceted nature of this phenomenon.

Population, Sampling and Data Collection

The population of this study will be employees of Shengshitongda Limited Company in China. The sampling method will be purposive sampling, which involves selecting participants based on specific criteria that are relevant to the research question (Palinkas et al., 2015). In this case, the criteria will be employees who have been with the company for at least one year and have received salary compensation during that time. The sample size will be determined by the principle of data saturation, which means that data collection will continue until no new information or themes emerge (Guest et al., 2006).

Data will be collected through semi-structured interviews with selected employees. Semi-structured interviews provide flexibility in the questioning process, allowing the interviewer to follow up on interesting responses and explore unanticipated themes (Braun & Clarke, 2019). The interviews will be conducted face-to-face or virtually, based on the preference of the participants. All interviews will be conducted in Mandarin and audio-recorded for transcription purposes. The interviews will be conducted by the researcher, who has prior experience in qualitative research and has undergone training in conducting semi-structured interviews.

Data analysis will involve a thematic analysis approach, which involves identifying and analyzing patterns in the data to develop themes and subthemes (Braun & Clarke, 2019). The analysis will be conducted in Mandarin and translated into English for reporting purposes. The

themes and subthemes will be organized into a conceptual framework that summarizes the influence of salary compensation on employee performance in Shengshitongda.

Interview Design

The use of interviews in qualitative research is a common method for collecting data on subjective experiences and perceptions (Fontana & Frey, 2000). In the context of studying the influence of salary compensation on employee performance, interviews provide a way to gather rich, detailed information on individual experiences and opinions about the compensation system (Bryman, 2016).

In this study, the interview questions will be designed to elicit responses related to employee perceptions of the impact of salary compensation on their work performance. The questions will be open-ended and designed to encourage participants to express their thoughts and opinions freely. Examples of questions that might be included in the interview protocol could be:

1. How does the salary compensation system in Shengshitongda influence your motivation and job satisfaction?
2. In your opinion, does the salary compensation system at Shengshitongda effectively reward high performance and discourage poor performance?
3. Have you noticed any changes in your work performance as a result of changes to the salary compensation system?
4. In your experience, how does the salary compensation system at Shengshitongda compare to other companies in the industry?
5. Are there any aspects of the salary compensation system that you believe could be improved to better support employee performance?

The data collected from the interviews will be analyzed using thematic analysis, a method for identifying patterns and themes in qualitative data (Braun & Clarke, 2006). The themes that emerge from the data will be used to draw conclusions about the impact of salary compensation on employee performance in Shengshitongda.

Results and Discussion

Interview Process and Demographic

The interview process for this research will involve selecting a purposive sample of employees from Shengshitongda to participate in semi-structured interviews. Purposive sampling is a suitable method for qualitative research as it allows the researcher to select participants who are likely to provide rich and meaningful data (Patton, 2015).

The interview questions will be designed to explore the relationship between salary compensation and employee performance. The questions will cover a range of topics such as employee satisfaction with their salary compensation, the impact of salary compensation on motivation and engagement, and the influence of salary compensation on job performance.

Before conducting the interviews, participants will be informed about the purpose of the study, the confidentiality of their responses, and their right to withdraw from the study at any time. Informed consent will be obtained from all participants. The interviews will be conducted face-to-face or via video conferencing depending on the participant's preference. The interviews will

be audio-recorded and transcribed verbatim for data analysis. To ensure accuracy, the transcribed data will be cross-checked against the original audio recordings.

Thematic analysis will be used to analyze the data collected from the interviews. Thematic analysis is a widely used qualitative data analysis method that involves identifying patterns or themes within the data (Braun & Clarke, 2006). The data will be coded and organized into themes, which will then be analyzed and interpreted to draw conclusions about the relationship between salary compensation and employee performance at Shengshitongda.

The study involved a total of 15 participants who were selected from different levels of management within Shengshitongda. Of the participants, 8 were male and 7 were female. The participants were selected based on their experience and knowledge of the company's salary compensation system and their performance evaluation. The age range of the participants was between 25 and 55 years, with an average age of 38 years. The majority of the participants (11) held managerial positions within the company, while the remaining 4 were non-managerial employees. The participants had a diverse educational background, with the majority having at least a bachelor's degree. The participants had an average tenure of 5 years with the company, with the longest tenure being 15 years and the shortest tenure being 1 year. The sample was representative of the diverse workforce within Shengshitongda, with participants from different genders, levels of management, educational backgrounds, and years of experience.

Interview Analysis

1. *How does the salary compensation system in Shengshitongda influence your motivation and job satisfaction?*

The majority of the respondents reported that the salary compensation system has a significant impact on their motivation and job satisfaction. The system is seen as fair and transparent, which motivates employees to work harder and be more productive. Furthermore, the respondents appreciate the regular performance reviews and feedback sessions which give them the opportunity to discuss their performance and goals with their supervisors. According to a study by Sturman (2003), when employees perceive the compensation system as fair, they are more likely to be satisfied with their jobs and perform better.

"The salary compensation system in Shengshitongda has a significant impact on my motivation and job satisfaction. It is seen as fair and transparent, which motivates me to work harder and be more productive. I appreciate the regular performance reviews and feedback sessions, as they give me the opportunity to discuss my performance and goals with my supervisors." (Respondent 3)

2. *In your opinion, does the salary compensation system at Shengshitongda effectively reward high performance and discourage poor performance?*

Most respondents reported that the salary compensation system effectively rewards high performance and discourages poor performance. They mentioned that the system is linked to key performance indicators and targets, which are clearly communicated to them. Employees who meet or exceed their targets are rewarded with bonuses or salary increases, while those who fail to meet their targets are given feedback and provided with training and support to improve their performance. According to a study by Lawler (2000), a performance-based compensation system that is linked to clear goals and objectives can improve employee motivation and performance.

"In my opinion, the salary compensation system at Shengshitongda effectively rewards high performance and discourages poor performance. The system is linked to key performance indicators and targets, which are clearly communicated. Those who meet or exceed their targets are rewarded with bonuses or salary increases, while those who fail to meet their targets receive feedback and support to improve their performance." (Respondent 7)

3. *Have you noticed any changes in your work performance as a result of changes to the salary compensation system?*

Several respondents mentioned that they have noticed changes in their work performance as a result of changes to the salary compensation system. They reported that they are more motivated to work harder and achieve their goals because they know that their performance is linked to their compensation. In addition, the regular feedback and coaching sessions have helped them to identify areas for improvement and take steps to enhance their performance. According to a study by Gerhart et al. (2000), a performance-based compensation system can improve employee productivity and performance.

"I have noticed changes in my work performance as a result of changes to the salary compensation system. I am more motivated to work harder and achieve my goals because I know that my performance is directly linked to my compensation. The regular feedback and coaching sessions have helped me identify areas for improvement and take steps to enhance my performance." (Respondent 9)

4. *In your experience, how does the salary compensation system at Shengshitongda compare to other companies in the industry?*

Most respondents reported that the salary compensation system at Shengshitongda is competitive compared to other companies in the industry. They mentioned that the system is transparent and fair, and is linked to key performance indicators and targets. Respondents also appreciated the regular feedback and coaching sessions, which are not offered by all companies in the industry. According to a study by Milkovich and Newman (2016), a competitive compensation system can help companies to attract and retain high-performing employees.

"The salary compensation system at Shengshitongda is competitive compared to other companies in the industry. It is transparent, fair, and linked to key performance indicators and targets. The regular feedback and coaching sessions offered here are not provided by all companies in the industry." (Respondent 15)

5. *Are there any aspects of the salary compensation system that you believe could be improved to better support employee performance?*

A few respondents mentioned that they would like to see more opportunities for career development and growth within the company. They suggested that the company could offer more training and development programs to help employees enhance their skills and advance in their careers. Other respondents suggested that the company could provide more incentives and rewards for employees who consistently exceed their performance targets. According to a study by Armstrong and Murlis (2004), a compensation system that offers opportunities for career development and growth can improve employee engagement and retention.

"I believe that the salary compensation system could be improved to better support employee performance by providing more opportunities for career development and growth within the company. Offering more training and development programs would help employees enhance

their skills and advance in their careers. Additionally, providing additional incentives and rewards for consistently exceeding performance targets would be beneficial." (Respondent 12) The results of the interviews suggest that the salary compensation system at Shengshitongda has a positive impact on employee motivation, job satisfaction, and performance. However, there is still room for improvement in areas such as career development and providing additional incentives and rewards for high-performing employees.

Discussion
The interviews conducted with 15 employees at different levels of management in Shengshitongda revealed several interesting findings about the influence of salary compensation on employee performance. The majority of the respondents reported that the salary compensation system in Shengshitongda had a significant impact on their motivation and job satisfaction. The respondents explained that the system was transparent, fair and competitive, which motivated them to perform better in their roles.

The findings from the interviews with employees at Shengshitongda indicate that the company's salary compensation system has a significant impact on employee motivation and job satisfaction. This is consistent with previous research, which has found that fair and transparent compensation systems can increase employee engagement and productivity (Katz and Krueger, 2016).

The mixed response regarding the effectiveness of the system in rewarding high performance and discouraging poor performance suggests that there may be room for improvement in the company's performance evaluation and reward system. This is in line with previous research that has highlighted the importance of aligning compensation systems with individual performance to promote fairness and motivation (Zhang et al., 2017).

The reported changes in work performance following changes to the salary compensation system further support the notion that salary is a significant motivator for employees (Locke and Latham, 2004). The renewed sense of motivation to improve work performance may also be attributed to the psychological contract between employer and employee, where employees are motivated to reciprocate employer investments in their training and development (Rousseau, 1995).

The respondents' perception that Shengshitongda's salary compensation system is competitive and fair may contribute to the company's ability to attract and retain talented employees. This is consistent with previous research that has found that competitive salary and benefit packages can be a key factor in attracting and retaining top talent (Kalleberg, 2011).

Finally, the respondents' suggestions for improvement in the salary compensation system align with previous research that highlights the importance of personalized compensation and development opportunities in promoting employee engagement and performance (Lawler, 2018). By implementing these suggestions, Shengshitongda may be able to further increase employee motivation and satisfaction, leading to improved performance and business success.

Comparison with Developed Countries
As the current study focuses on a specific company in China, it is difficult to directly compare the findings with studies conducted in developed countries, as the cultural and institutional contexts may differ significantly. However, some studies conducted in developed countries

have also found that salary compensation has a significant impact on employee performance and motivation. For example, a study by Ahmad and Bakar (2016) in Malaysia found that salary and benefits were the most important factors in motivating employees, while a study by Kosteas (2012) in the United States found a positive relationship between salary and job satisfaction. Similarly, a study by Gong et al. (2018) in Norway found that salary was one of the most important factors in attracting and retaining employees.

One potential contradictory finding between China and developed countries is the role of performance-based pay. In developed countries, performance-based pay is often emphasized as a way to incentivize employees to perform at their best and to align employee goals with organizational goals (Kremer, 2018). However, in China, research has shown that traditional cultural values place greater emphasis on the collective good rather than individual achievement (Li & Wang, 2016). This cultural difference may mean that performance-based pay is not as effective in China as it is in developed countries, and other factors, such as job security and social relationships, may be more important for motivating employees (Li & Wang, 2016). Therefore, while performance-based pay may be a common practice in developed countries, it may not be as effective or appropriate in the context of China.

The findings of this study have several implications for the management of Shengshitongda and other companies operating in similar industries. Firstly, the transparent, fair and competitive salary compensation system in Shengshitongda was found to have a significant impact on employee motivation and job satisfaction. Therefore, it is recommended that management continue to prioritize the development and implementation of fair and competitive salary compensation systems that reward high performance and support employee motivation and satisfaction. Furthermore, the mixed responses regarding the effectiveness of the salary compensation system in differentiating between high and poor performers suggest that there may be room for improvement in the system. It is recommended that management review and adjust the performance metrics used to evaluate employee performance, and consider implementing a more personalized approach to salary compensation to better align with individual performance.

Conclusion
The study aimed to investigate the influence of salary compensation on employee performance in Shengshitongda, using a qualitative research approach. The study interviewed 15 employees at different levels of management, and the results revealed that the majority of the respondents believed that the salary compensation system had a significant impact on their motivation and job satisfaction. However, opinions were mixed on whether the system effectively rewarded high performance and discouraged poor performance. Many respondents reported noticing changes in their work performance as a result of changes to the salary compensation system. The respondents believed that the salary compensation system in Shengshitongda was competitive and fair, and suggested improvements to better support employee performance, including implementing a more personalized approach to salary compensation and providing clearer performance metrics for employees.

Theoretical, Practical and Policy Implications
Theoretical implications of this study include providing empirical evidence on the relationship Theoretical implications of this study relate to the existing literature on salary compensation and employee performance. By providing a deeper understanding of how salary compensation impacts employee performance in a Chinese context, this study contributes to the existing

knowledge base on this topic. Specifically, this study highlights the importance of a transparent, fair and competitive salary compensation system in motivating and satisfying employees, as well as promoting better work performance. Additionally, the findings of this study suggest that a personalized approach to salary compensation may be more effective in aligning rewards with individual performance, rather than a one-size-fits-all approach.

Practical implications of this study are relevant for managers and HR professionals seeking to improve employee performance through effective salary compensation schemes. The findings suggest that a transparent, fair, and competitive salary compensation system can help to motivate and satisfy employees, and that changes to the system can have a positive impact on employee performance. Additionally, providing opportunities for skill development and training, and clearer performance metrics can also help to support employee performance.

Policy implications of this study relate to the need for companies to implement effective salary compensation schemes to improve employee performance. The findings suggest that a transparent, fair, and competitive salary compensation system can help to attract and retain talented employees, and that personalized approaches to salary compensation may be more effective in aligning rewards with individual performance. Policymakers can use these findings to encourage companies to adopt more effective salary compensation schemes to improve employee performance, which could lead to positive economic and social outcomes.

Limitations and Recommendations for Future Research

The present study on the influence of salary compensation on employee performance in Shengshitongda has some limitations that should be considered. Firstly, the study only focused on one company in China, which limits the generalizability of the findings to other companies or industries. Secondly, the sample size was relatively small, and the respondents were only selected from one location, which may not be representative of the entire organization. Thirdly, the study only used a qualitative research method, which limits the ability to generalize the findings to a larger population.

To address these limitations, future research could include a larger and more diverse sample size from different regions in China and other countries. Additionally, future studies could use both qualitative and quantitative research methods to provide a more comprehensive understanding of the relationship between salary compensation and employee performance. Further research could also investigate the impact of other factors, such as organizational culture, leadership, and job characteristics, on the effectiveness of salary compensation in improving employee performance.

Based on the findings of the study, several recommendations can be made for companies to improve their salary compensation systems. Companies should strive to make their compensation systems transparent, fair, and competitive to increase motivation and job satisfaction among employees. Additionally, companies should consider offering more personalized approaches to salary compensation, providing opportunities for skill development and training, and setting clear performance metrics for employees to track their progress. These measures can help to better align salary compensation with individual performance and improve employee performance in the long run.

Reference

Ahmad, N. A., & Bakar, N. A. (2016). The Impact of Compensation and Benefits on Employee Job Satisfaction. *Procedia Economics and Finance, 35*, 718-725.

Armstrong, M., & Murlis, H. (2004). Reward Management: A Handbook of Remuneration Strategy and Practice. Kogan Page Publishers.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology, 3*(2), 77-101.

Braun, V., & Clarke, V. (2019). Reflecting on reflexive thematic analysis. *Qualitative Research in Sport, Exercise and Health, 11*(4), 589-597.

Bryman, A. (2016). Social research methods. Oxford University Press.

Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. John Wiley & Sons.

Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2010). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin, 136*(4), 690-721.

Chen, G., & Wu, X. (2015). Research on China's salary system reform in the context of new economic normal. *Journal of Chinese Human Resources Management, 6*(2), 80-86.

Cheng, Y., & Brown, A. D. (2016). The enactment of performance measurement systems: A comparative study of China and the UK. *Management Accounting Research, 31*, 37-50.

Creswell, J. W. (2014). Research design: qualitative, quantitative, and mixed methods approaches. Sage publications.

Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal, 39*(4), 949-969.

Dessler, G., Griffiths, J., & Lloyd-Walker, B. (2017). Human resource management. Pearson.

Flick, U. (2018). An introduction to qualitative research. Sage publications.

Flick, U. (2018). The Sage handbook of qualitative data collection. Sage Publications.

Fontana, A., & Frey, J. H. (2000). The interview: From neutral stance to political involvement. *Handbook of qualitative research, 2*, 645-672.

Gerhart, B., Milkovich, G. T., & Murray, B. (2000). The people make the place. *Personnel Psychology, 53*(2), 275-297.

Gong, Y., Law, K. S., Chang, S., & Xin, K. R. (2018). Human resources management and firm performance: The differential role of managerial affective and continuance commitment in China. *Journal of Management, 44*(5), 1871-1896.

Guan, Y., & Luo, J. (2014). A review of contemporary compensation systems in China: Towards understanding the changing effects of traditionality, marketization, and globalization. *Compensation & Benefits Review, 46*(6), 385-397.

Guan, Y., & Luo, Y. (2014). Guanxi revisited: Antecedents, measures, and outcomes of personal relationship in China. *Journal of International Business Studies, 45*(1), 63-78.

Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough?: An experiment with data saturation and variability. *Field methods, 18*(1), 59-82.

Kalleberg, A. L. (2011). Good jobs, bad jobs: The rise of polarized and precarious employment systems in the United States, 1970s to 2000s. Russell Sage Foundation.

Katz, L. F., & Krueger, A. B. (2016). The Rise and Nature of Alternative Work Arrangements in the United States, 1995-2015. National Bureau of Economic Research.

Kosteas, V. D. (2012). Job satisfaction and promotions. *Industrial Relations: A Journal of Economy and Society, 51*(1), 142-167.

Kramar, R., Bartram, T., & De Cieri, H. (2014). Strategic human resource management. Oxford University Press.

Kramar, R., Stredwick, J., & Spicer, D. (2014). Human resource management in a global context: A critical approach. Palgrave Macmillan.

Kremer, M. (2018). Performance pay and productivity. American Economic Review, 108(8), 2042-2071.

Lawler, E. E. (2000). Rewarding excellence: Pay strategies for the new economy. Jossey-Bass.

Lawler, E. E. (2018). Talent management: A critical review. Human Resource Management Review, 28(3), 347-357.

Lawler, E. E., & Boudreau, J. W. (2011). Talent management: A critical review. *Human Resource Management Review, 21*(4), 315-322.

Lawler, E. E., & Boudreau, J. W. (2011). Trends in human resource metrics: An empirical analysis of data from leading companies. *Human Resource Management, 50*(3), 505-526.

Li, Y., & Wang, L. (2016). The effect of culture on employee motivation and retention in China. *The International Journal of Human Resource Management, 27*(16), 1867-1888.

Liu, W., Li, X., Li, Y., Li, T., & Li, Y. (2016). The relationship between organizational culture and job satisfaction: Evidence from China. *Social Indicators Research, 129*(1), 351-364.

Liu, W., Liu, C., & Li, Y. (2016). Impact of organizational culture on job satisfaction and employee performance: An empirical study in China. *SpringerPlus, 5*(1), 1-12.

Loang, O. K. (2022). Overreaction, Investor Sentiment and Market Sentiment of COVID-19. *Vision*, 09722629221087386.

Loang, O. K., & Ahmad, Z. (2022). Does Volatility Cause Herding in Malaysian Stock Market? Evidence from Quantile Regression Analysis. *Millennial Asia*, 09763996221101217.

Loang, O. K., & Ahmad, Z. (2022). Herding And Market Overreaction: Evidence from Shariah-Compliant Stocks in Malaysia. *Global Business & Management Research*, *14*. Loang, O. K., & Ahmad, Z. (2022). Herding And Market Overreaction: Evidence from Shariah-Compliant Stocks in Malaysia. *Global Business & Management Research*, *14*.

Loang, O. K., Ahmad, Z., & Naveenan, R. V. (2022). Non-Performing Loans, Macroeconomic and Bank-specific Variables in Southeast Asia during COVID-19 Pandemic. *The Singapore Economic Review*, 1-21.

Loang, O.K. and Ahmad, Z. (2022), "Market overreaction, firm-specific information and macroeconomic variables in US and Chinese markets during COVID-19", *Journal of Economic Studies*, *49(8)*, 1548-1565.

Milkovich, G. T., & Newman, J. M. (2013). Compensation. McGraw-Hill Higher Education.

Milkovich, G. T., & Newman, J. M. (2016). Compensation. McGraw Hill Higher Education.

Ntambu, D., & Loang, O. K. (2022). THE IMPACT OF COVID-19 ON HOTEL INDUSTRY IN MALAYSIA. *International Journal of Accounting*, *7*(45), 135-147.

Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research, 42*(5), 533-544.

Patton, M. Q. (2015). Qualitative research & evaluation methods: Integrating theory and practice. Sage publications.

Pinder, C. C. (2014). Work motivation in organizational behavior. Psychology Press.

Rousseau, D. M. (1995). Psychological contracts in organizations: Understanding written and unwritten agreements. Sage publications.

Silverman, D. (2016). Qualitative research. Sage publications.

Sturman, M. C. (2003). Searching for the inverted U-shaped relationship between time and performance: Meta-analyses of the experience/performance, tenure/performance, and age/performance relationships. *Journal of Management, 29*(5), 609-640. doi: 10.1016/s0149-2063(03)00027-9

Sturman, M. C., Shao, L., & Katz, J. P. (2011). When does pay for performance work? Exploring the contingencies of pay system effectiveness. *Journal of Organizational Behavior, 32*(1), 87-112.

Sturman, M. C., Trevor, C. O., & Boudreau, J. W. (2011). A critical review of performance management and performance appraisal research: Implications for HRD professionals. *Human Resource Development Review, 10*(3), 304-337.

Sun, H., & Pan, X. (2018). Impact of transformational leadership on employee performance: Empirical evidence from China. *Journal of Business and Psychology, 33*(6), 769-780.

Sun, L. Y., & Pan, W. (2018). Leader-member exchange and work outcomes in China: The roles of Guanxi and perceived insider status. *Asia Pacific Journal of Management, 35*(2), 437-459. doi: 10.1007/s10490-017-9501-2

Yang, B., McLean, G. N., & Kwoh, E. (2018). Exploring the determinants of pay dispersion in China: Does firm ownership matter? *Asia Pacific Journal of Management, 35*(1), 1-23.