

The Mediating Roles of Job Satisfaction and Employee Engagement Help to Shape Employee Attitudes on Work Life in Contemporary Chinese Companies

Zhou Li¹, Sreemoy Kanti Das²

ARTICLE INFO

Received: 12 Aug 2024

Revised: 24 Sep 2024

Accepted: 16 Oct 2024

ABSTRACT

With an especially eye on how job satisfaction and employee engagement help to moderate interaction, this study examined the ways in which work-life attitudes and corporate culture interact in modern Chinese companies. The welfare of workers and their opinions on the balance between work and personal life are currently of great relevance for the operation of businesses in China given their fast economic growth and cultural changes. The aim of this study was to investigate the relationship between the viewpoints of workers on work-life balance and how it related to job involvement and feeling pleased in one's job by means of organisational practices. Information was gathered from staff members employed for different Chinese companies using a mixed-methods approach. This method comprised qualitative phone interviews as well as quantitative questionnaires. The same might be stated regarding the need of employee involvement in enhancing the harmony between job and personal life. This is particularly true for companies who give open communication, appreciation, and professional growth for their staff top priority. The results of the study show that a mix of high degrees of engagement and job satisfaction improved employees' impressions of the difficulties in balancing personal obligations with their employment. This study emphasises the need of creating an atmosphere that is both kind and interesting for employees, therefore broadening our knowledge of the psychological elements influencing employee attitudes in Chinese companies nowadays. Given their information on how to raise employee satisfaction, involvement, and performance, human resource professionals and corporate leaders in China's very competitive economic climate might find the results of the research to be rather valuable. These results made it abundantly evident that companies had to change their plans to satisfy the always changing needs of their contemporary workforce.

Keywords: Job Satisfaction, Moderate Interaction, Economic Climate, Contemporary Workforce, Psychological Elements.

1. INTRODUCTION

The rapid economic development, technological innovation, and organisational transformation that contemporary Chinese enterprises have been subjected to over the course of the past few years have had a significant impact on the circumstances of the workplace as well as the perspectives that are held regarding the balance between work and personal life. During the course of these shifts, the issues of work-life balance from the perspective of employees became a significant topic of discussion among academics and professionals working in the sector as a whole. The purpose of this study was to get an understanding of the function that employee engagement and work satisfaction played as modifiers of these attitudes within the context of contemporary Chinese company. Increasing performance, lowering employee turnover, and boosting psychological well-being are all outcomes that may be achieved via the cultivation of positive work-life attitudes, as indicated by past research. It was not until very recently that scholars focused their attention explicitly on Chinese businesses in order to investigate the ways in which organisational policies influenced the perspectives of workers, with a particular emphasis on the roles that satisfaction and engagement played. It is expected that the findings of this study would be valuable in light of the dynamic character of the labour market; hence, the purpose of this study was to fill a substantial knowledge gap by investigating the functions that mediate between different factors (Demir, 2020). In addition to taking into consideration cultural elements that are unique to China, such as collectivism, a significant power gap, and the ever-changing nature of employee expectations, the research was founded on well-established theories of motivation and organisational

behaviour. In order to demonstrate how job satisfaction and engagement influenced work-life views, the purpose of this study was to conduct an empirical analysis of employee data from a variety of industries. Additionally, it investigated the ways in which the combination of these two elements resulted in even more severe repercussions. In China's cutthroat business sector, it was hoped that the results would shed light on strategic human resource practices and organisational policies that aim to cultivate a workplace that is more harmonious and supportive of its employees (Lu et al., 2021).

2. BACKGROUND OF THE STUDY

To a significant extent, the economic reforms, globalisation, and technological innovation that have taken place in China over the last several decades have been responsible for the tremendous upheaval that has taken place in the dynamics of Chinese businesses. Employee expectations increased as Chinese firms got more modern and competitive, which resulted in a breach from the conventional hierarchical systems that had been in place to manage the workforce. The numerous challenges that employees faced, such as occupations that were excessively demanding, stringent deadlines, and higher performance expectations, had a substantial influence on their opinions of the balance that existed between their professional and personal lives. The Chinese business culture has, for a considerable amount of time, been characterised by the distinguishing traits of hard work and severe discipline. The pleasure and well-being of the staff members received very little consideration. The other side of the coin is that a more progressive younger workforce and altering cultural perspectives have raised the importance of enhancing work-life balance and employee welfare. As a result of this transformation, it is more important than ever before to do research on the mental elements that influence the way people see their personal life and their job simultaneously. It was essential to have a clear grasp on employee engagement and job satisfaction in order to gain a knowledge of how workers satisfied business requirements and processed information (Ashiq et al., 2020). In spite of the fact that a great number of research have investigated these traits in Western contexts, there have been relatively few studies that have investigated how well they performed within the specific sociocultural environment of Chinese firms. In addition, there were not many research conducted in the Chinese setting that investigated the mediating influence of work satisfaction and engagement on the connection between organisational features and employees' views of both organisational characteristics and employees. Through the investigation of how job satisfaction and employee engagement impact work-life attitudes among workers hired by modern Chinese enterprises, the purpose of this study was to fill the gap that had been found. The primary purpose of the study was to shed light on this topic in order to provide business executives and HR managers with better information that would allow them to make their workplaces more pleasant and productive. The researchers anticipated that their findings would make a contribution to the current body of knowledge and provide important information to Chinese firms that are working to establish workplaces that are healthier and more balanced for their employees (Murwijaya & Syamsunasir, 2025).

3. THE PURPOSE OF THE RESEARCH

The purpose of this study was to analyse the ways in which job satisfaction and employee engagement functioned as mediators in the relationship between employee attitudes and work-life outcomes in contemporary Chinese firms. The research aimed to investigate the ways in which these two elements performed in order to achieve the aforementioned goal. When the Chinese workplace went through a period of rapid modernisation and organisational transformation, it became more vital to gain an awareness of the psychological elements that impacted the conceptions of work-life balance that were held by workers. This was so because of the fact that the Chinese workplace was going through these changes. The purpose of this study was to explore the ways in which work-life experiences, which were deemed to be the dependent variable during the course of the inquiry, were impacted by employee attitudes, which served as the independent variable in this study. The examination of the mediating effects of work satisfaction and employee engagement was the means by which this objective was attained.

4. LITERATURE REVIEW

Numerous studies have been conducted in the subject of organisational behaviour to investigate the relationship between job satisfaction, employee engagement, and attitudes towards work-life balance. These studies have collected a lot of information. Workers' levels of job satisfaction, which may be defined as the subjective sensation they get from their work, have a significant influence on their levels of motivation and production, as well as the

chance that they will remain with the organisation. According to a substantial body of research, contented employees are more likely to perceive the demands that are imposed on them by their employers as being fair and worthwhile. This, in turn, results in a more favourable balance between their professional and personal lives. It has also been shown that there is a tight connection between employee engagement and job performance as well as overall well-being. Employee engagement may be described as the degree to which an individual is emotionally and cognitively committed to their work. The employees who were emotionally committed in their work had higher levels of enthusiasm and excitement, as well as more favourable views towards the concept of maintaining a healthy balance between their personal and professional life. Prior research has established that these two components have a mediating function in the relationship between the two variables. According to the findings of earlier studies, when individuals are involved in their work and content with their occupations, they are better able to identify the positive aspects of challenging working situations. The socio-cultural and organisational characteristics that are unique to Chinese businesses have been given less emphasis in this study in comparison to the research that has been conducted in Western or international settings (Ruyssveldt & Baillien, 2023).

Traditional Chinese values, such as collectivism, power distance, and reverence for authority, had a significant role in shaping the dynamics and expectations experienced in the workplace in China. There has been some recent study conducted in China that focusses on job engagement and satisfaction; however, the mediation roles that these factors play in influencing work-life attitudes have gotten less attention. This literature review brought to light the significance of doing more research in the Chinese business sector in order to have a better understanding of the influence that these psychological factors have on the attitudes of employees. Given the growing emphasis on maintaining a healthy balance between work and personal life in contemporary Chinese society, this is of utmost significance (Sun & Ishak 2025).

5. RESEARCH QUESTION

- a. What is the leverage of job satisfaction on work life in the modern Chinese workplace?
- b. What is the impact of employee attitudes on employee engagement?

6. METHODOLOGY

6.1 Research Design

The quantitative and quantitative data analysis was performed with SPSS version 25. The odds ratio and 95% confidence interval were used to determine the degree and direction of the statistical association. The researchers established a statistically significant criteria at $p < 0.05$. A descriptive analysis was conducted to identify the main features of the data. Mixed methods are often used to assess data acquired via surveys, polls, and questionnaires, together with data refined by computing tools for statistical analysis.

6.2 Sampling

Rao-soft software was used to estimate the sample size of 1123, 1350 questionnaires were distributed, 1280 questionnaires were returned, and lastly, 80 questionnaires were rejected owing to incompleteness of the questionnaire. 1200 people from China were contacted and surveyed for the study. There were 576 men and 624 females that filled out the 1200 total surveys and interview.

6.3 Data and Measurement:

A questionnaire survey served as the principal tool for data gathering in the study. The survey had two sections: (A) General demographic information and (B) Responses on online and offline channel variables assessed using a 5-point Likert scale. Secondary data was obtained from many sources, mostly on internet databases.

6.4 Statistical Software: The statistical analysis was conducted using SPSS 25 and MS-Excel.

6.5 Statistical Tools: To grasp the fundamental character of the data, descriptive analysis was used. The researcher is required to analyse the data using ANOVA.

7. CONCEPTUAL FRAMEWORK



8. RESULT

• Factor Analysis

One typical use of Factor Analysis (FA) is to verify the existence of latent components in observable data. When there are not easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the Kaiser-Meyer-Olkin (KMO) Test. They verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough. These are the permissible boundaries, according to Kaiser: The following are the acceptance criteria set by Kaiser:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69

Middle grades often fall within the range of 0.70-0.79.

With a quality point score ranging from 0.80 to 0.89.

They marvel at the range of 0.90 to 1.00.

Table1: KMO and Bartlett's Test

Testing for KMO and Bartlett's

Sampling Adequacy Measured by Kaiser-Meyer-Olkin 0.850

The results of Bartlett's test of sphericity are as follows: approx. chi-square

df=190

sig.=.000

This establishes the validity of assertions made only for the purpose of sampling. To ensure the relevance of the correlation matrices, researchers used Bartlett's Test of Sphericity. Kaiser-Meyer-Olkin states that a result of 0.850 indicates that the sample is adequate. The p-value is 0.00, as per Bartlett's sphericity test. A favourable result from Bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.

KMO and Bartlett's Test ^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.850
Bartlett's Test of Sphericity	Approx. Chi-Square	4350.175
	df	190
	Sig.	.000
a. Based on correlations		

This confirms that claims on the execution of a sample are genuine. Researchers used Bartlett's Test of Sphericity to assess the significance of the correlation matrices. The KMO measure considers the sample adequate when the value reaches 0.850. The p-value derived from Bartlett's sphericity test is 0.00. Bartlett's sphericity test yields statistically significant results, demonstrating that the correlation matrix deviates from an identity matrix.

❖ INDEPENDENT VARIABLE

• Employee Attitudes:

Employee attitudes are psychological proclivities or evaluative inclinations towards their employment, company, colleagues, managers, and other related aspects of their professional surroundings. Two more divisions may be made from employee sentiments between good and negative. Two possible categories to define employee attitudes are positive and negative ones. These attitudes, which combine cognitive, emotional, and behavioural elements, define how workers view, feel about, and behave inside their workplace. Employees' views affect these ones as well as their beliefs. Cognitive components—that is, the opinions and ideas workers have about their job duties, company policies, legal obligations, and leadership style—may help one to understand employee attitudes. Though they show themselves in behaviours like organisational citizenship deeds, absenteeism, or turnover intents, affectively they represent emotional emotions like as satisfaction, aggravation, pride, or discontentment. One can observe the expression of their conduct in such events. Within the framework of the modern Chinese workplace, several factors—including the evolution of cultural values, the change of socioeconomic systems, and the influence of technology developments—are driving a redefining of employee expectations and organisational practices. The above mentioned few factors have made these points of view more dynamic. Many recent research have clarified the importance of employee attitudes as major determinants of both personal and organisational outcomes. Among these results are job performance, employee retention, engagement, and general workplace satisfaction (Tsui, 2021).

❖ MEDIATING VARIABLE

• Job Satisfaction:

The term "job satisfaction" is used to characterise the degree to which employees are happy and content with the tasks and responsibilities of their employment as well as the surroundings in which they perform their jobs and the management style of the company for which they are employed. While affective satisfaction relates to the emotional responses employees experience about their jobs, including feelings of happiness, fulfilment, or dissatisfaction, cognitive satisfaction reflects an employee's perceptions and evaluations of their job characteristics, including the nature of the work, pay, opportunities for advancement, and relationships with colleagues. The usual practice that permeates the workplace supports the view that job happiness is often considered as a vital sign of an employee's general well-being. Moreover, just few of the outcomes directly related to job satisfaction include productivity, employee engagement, employee retention, and organisational commitment. A great variety of organisational results is closely related with work satisfaction. The rising expectations of employees as a response to changes in the workplace have greatly affected the degree of job satisfaction generated in recent years. The consequences of changes in the workplace have brought about this. Among these changes are those in organisational culture, leadership styles, technology developments, and cultural influences. This list isn't comprehensive, though. Based on the modern

workplace paradigm, job satisfaction has become a major focus for both people and companies. This is particularly evident in nations like China where fast economic development is underlined (Spector, 2022).

- **Employee Engagement:**

The term "employee engagement" refers to a worker's emotional, psychological, and behavioural dedication to their job, their position inside an organisation, and the firm itself. Employee engagement covers all these facets of a worker's commitment. Regarding employee involvement, one might pick from several strategies depending on their preferred method. The idea of employee engagement is a complicated and multifarious one that tries to explain the degree of enthusiasm people show towards their employment. The way this goal is accomplished is by explaining the idea of employee engagement. A sign that employees are ready to put in extra effort is their degree of excitement about their job, if they have a feeling of purpose and belonging in their employment, and whether they are ready to do so in order to help the firm to reach its goals. On the other side, it gauges the degree of workers' passion for their employment. For the sake of this discussion, the word "engagement" describes a relationship between a person and their place of employment that is more significant and more active than the usual one. This relationship has several elements, including motivation, loyalty, and congruence with the company goals. Conversely, the idea of basic job satisfaction—which aims to ascertain the degree of people's happiness with their current situation—is exactly opposite this (Trzebiatowski & del Carmen Triana, 2020).

- ❖ **DEPENDENT VARIABLE**

- **Work Life in the Modern Chinese Workplace:**

In the context of China's ever-evolving economic and sociocultural environment, the term "work life" refers to the dynamic interaction that takes place between the professional duties of employees and their personal, social, and family lives. This interaction takes place in the context of China. Within the context of China, this interaction is taking place. An illustration of this connection is provided by the fact that China is a nation that is eternally and continuously experiencing transition. This contact takes place in the context of employment for the workers in contemporary Chinese workplaces, which is the setting in which it takes place. Over the course of China's history, the ideas of Confucius have had a significant influence on the culture of the workplace in China. This influence has been felt throughout the country. These ideals, which place an emphasis on hierarchy, collectivism, loyalty, and hard work, have had a great impact on society throughout the course of history with their emphasis on these concepts. All throughout the course of history, individuals have been forced to work long hours, to place minimal weight on their own personal leisure time, and to demonstrate an unwavering loyalty to their employer. This has been the case because of the cultural ideals that have been prevalent throughout history. Furthermore, it has been anticipated that they will provide evidence that they are dedicating themselves to their job. Over the course of the many years that have passed, there has been a significant shift in the manner in which individuals see and experience their work life. Several distinct methods have been utilised in order to bring about this change. This transition has been largely driven by a multitude of causes, including demographic upheaval, economic restructuring, technological innovation, and changes in values that have occurred over the course of multiple generations all working together. These factors have all contributed to this movement (Zhang et al., 2024).

- **Relationship between Job Satisfaction and Work Life in the Modern Chinese Workplace**

As Chinese businesses strive to create settings that ensure the long-term success of their employees in light of rapid globalisation and economic change, the subject of how job satisfaction is related to work life is becoming an increasingly essential one. It is evident that there is a connection between an employee's level of job satisfaction, which is defined in this context as their subjective experience with their job and workplace, and their enthusiasm for their profession, their ability to balance their work and personal lives, their level of productivity, and their overall contentment. In China, hierarchical structures are gradually being replaced with employee-centric models, and this has a substantial influence on the level of job satisfaction and well-being experienced by workers in that country. Particularly in China, this is the situation that exists. An employee who is truly happy exhibits a number of characteristics, including increased participation, improved morale, and a reduced propensity to think about leaving their position. The employee will be able to work in an environment that is both safer and more pleasurable as a consequence of this. Employees' perspectives and feelings towards their jobs are influenced by a wide variety of

circumstances. Remuneration, recognition, opportunities for professional growth, close contacts, and the ability to lead effectively are all characteristics that fall under this category. Here are the primary factors that have an impact on one's level of satisfaction at work. People who are dissatisfied with their jobs for a number of reasons, such as being treated unfairly by management, having limited opportunities for advancement, or having a generalised feeling of unfairness, may have increased levels of stress, absenteeism, and difficulties in maintaining a healthy work-life balance. The Chinese labour force is shifting its focus away from monetary success and job stability in order to pursue more intangible goals like as emotional contentment, autonomy, and respect. This is because they are looking for a work life that will contribute to their complete development and flourishing. As a consequence of Chinese workers placing an increasing amount of significance on their professional accomplishments, this has come about. Companies are under increasing pressure to identify and address the elements that influence employee happiness in the workplace. Some of the reasons that are impacting employee satisfaction include the rise of knowledge-intensive industries and the shifting expectations of the younger generation. One ought to have a strong desire to improve the environment in which they operate. The presence of regular feedback mechanisms, policies that are favourable to employees, and strong leadership all contribute to the creation of an environment in which employees feel satisfied with their job (Yang & Xu, 2024).

Based on the above discussion, the researcher generated the following hypothesis to examine the link between Job Satisfaction and Work Life in the Modern Chinese Workplace.

“H01: There is no significant relationship between Job Satisfaction and Work Life in the Modern Chinese Workplace.”

“H1: There is a significant relationship between Job Satisfaction and Work Life in the Modern Chinese Workplace.”

Table 2: H₁ ANOVA

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	385	5235.453	898.790	.000
Within Groups	492.770	814	5.825		
Total	40081.390	1199			

The outcome is noteworthy in this investigation. $F = 898.790$ and a p-value of .000 (below the .05 alpha threshold) indicate statistical significance. A rejection of the null hypothesis and acceptance of ***“H₁: There is a significant relationship between Job Satisfaction and Work Life in the Modern Chinese Workplace”***, accompany this finding.

• Relationship between Employee Attitudes and Employee Engagement

Globalisation, cultural changes, and technological advancement are causing fast changes in employee expectations. Studies of modern organisational behaviour have so primarily focused on the link between employee engagement and attitudes. Particularly in such dynamic employment markets as China's, this is true. Workers' attitudes are those tendencies they have towards their place of employment. Mental, emotional, and behavioural traits shape a person's perspective on their work, colleagues, and corporate environment. These attitudes include mental, emotional, and behavioural aspects as well. These attitudes directly correlate with the degree of emotional and behavioural commitment professionals show in their employment. Positive attitudes—that is, believing in meaningful work, trusting leadership, connecting with the ideals of the company, and therefore joining the organization—cause employees to be more committed in their job. Conversely, a true barrier might be negative attitudes such feeling unfair, not believing in other people, or being too weary to engage. This can lower morale, cause disengagement, and lower output. The complex interaction of Western management approaches with traditional hierarchical perspectives defines modern Chinese businesses, which in turn influence employee attitudes and involvement. Younger

generations of workers are becoming more actively involved because of their viewpoint on how workplace interactions are evolving, which is progressively based on meaningfulness, inclusiveness, and autonomy. Companies that create a cooperative leadership, open communication, and mutual support atmosphere usually have workers that are more involved in their work as their attitudes are more positive. Attitudes shape employee engagement as they result in good working conditions. Positive attitudes among participating employees inspire them to participate even more, therefore generating a positive feedback loop. This is so because, based on studies, employee attitudes both form a basis for and a reinforcement of engagement (Wen et al., 2019).

Based on the above discussion, the researcher generated the following hypothesis to examine the link between Employee Attitudes and Employee Engagement.

“H02: There is no significant relationship between Employee Attitudes and Employee Engagement.”

“H2: There is a significant relationship between Employee Attitudes and Employee Engagement.”

Table 3: H₂ ANOVA

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	479	5535.786	950.186	.000
Within Groups	492.770	720	5.826		
Total	40081.390	1199			

The outcome is noteworthy in this investigation. $F = 950.186$ and a p-value of .000 (below the .05 alpha threshold) indicate statistical significance. A rejection of the null hypothesis and acceptance of ***“H₂: There is a significant relationship between Employee Attitudes and Employee Engagement”***, accompany this finding.

9. DISCUSSION

The results of this study provide important fresh perspectives on the ways in which job satisfaction and employee engagement mediated in the link between employee attitudes and work-life balance in modern Chinese companies. The results showed that those who were happy with their occupations had much improved views of their work-life balance. Higher work satisfaction employees were more likely to have good opinions of their capacity to mix the responsibilities of their personal and professional life. This helped to explain why contented employees considered their company to be more helpful, therefore improving their experience of juggling their personal life and job. The study also showed that employee involvement was much influenced by their attitudes. Higher degrees of participation were clearly correlated with positive attitudes including excitement, optimism, and a feeling of purpose. Employees who were interested in their job not only improved performance but also helped them better match their personal life with their professional interactions as they were both emotionally and intellectually engaged in their work. The fact that employee engagement acts as a mediator emphasises even more its relevance as a psychological process transforming attitudes into views of work-life balance. The study also underlined how two components acting as mediators—job satisfaction and employee engagement—worked together to increase the link between employee attitudes and work-life outcomes. These results matched those of other studies demonstrating that employees who are content and engaged in their work typically had higher degrees of resilience, drive, and balance in both their personal and professional life.

These results underlined the increasing need of businesses to invest in the health and happiness of their employees when seen in the framework of modern Chinese companies, where the culture of work has always placed a focus on long hours and exceptional performance. Businesses may encourage work-life harmony by means of good attitudes, happiness, and employee involvement, therefore promoting harmony between their people and themselves. In a

corporate environment becomes more and more competitive, this would lead to higher staff retention, morale, and output.

10. CONCLUSION

This study concluded that, in contemporary Chinese businesses, the link between employee attitudes and work-life outcomes was considerably mediated by job satisfaction and employee engagement. Following the completion of their investigation, the researchers arrived at their own conclusion. The findings demonstrated that there was a correlation between positive attitudes held by employees and increased levels of engagement and satisfaction, which in turn led to enhanced perceptions of the appropriate balance between personal life and professional life. Those workers who were content with their occupations, their tasks, and their surroundings demonstrated a more harmonious integration of their personal and professional lives. Alternatively, the evidence that supports this assertion was derived from the observation that job satisfaction has been demonstrated to have a significant influence on the balance between work and personal life. In addition, it was demonstrated how much the opinions of workers influenced the degree to which they participated in their particular sectors. Positive and devoted attitudes towards their work were shown to be connected with higher levels of participation, passion, and emotional connection to the things that they were accountable for when they were on the job. There was a positive connection between the two occurrences. Because of this increased engagement, these individuals were able to maintain a healthy equilibrium between their personal lives and their professional lives, as well as better manage the demands that come with their jobs. On account of this, it served as a psychological bridge.

REFERENCE

- [1] Ashiq, U., Abbas, N. M., Hassan, S. S., & Mir, U. R. (2020). Job satisfaction and organizational commitment: Valid predictors of turnover intentions. *Review of Economics and Development Studies*, 6(4), 931–939.
- [2] Demir, M. (2020). Organizational culture and organizational commitment: The moderating effect of self-efficacy. *Journal of Human Behavior in the Social Environment*, 30(4), 431–446.
- [3] Lu, C. E., and Luo, S. Q. (2021). The relationship between work-family facilitation and job satisfaction among kindergarten teachers: multiple mediating effects of psychological capital and work engagement. *Stud. Preschool Educ.* 317, 59–74.
- [4] Murwijaya, I., & Syamsunasir, S. (2025). Compensation, work environment, and satisfaction impacts. *Dinasti International Journal of Management Science*, 6(3), 601–611.
- [5] Ruysseveldt, J. D., & Baillien, E. (2023). Job characteristics, job attitudes and employee withdrawal behaviour: A latent change score approach. *Applied Psychology*.
- [6] Spector, P. E. (2022). *Job satisfaction: From assessment to intervention*. Routledge.
- [7] Sun, X., & Ishak, N. (2025). Work-life balance and employee well-being: Their role in enhancing employee performance in Shanghai start-ups. *Uniglobal Journal of Social Sciences and Humanities*, 4(1), 15–28.
- [8] Trzebiatowski, T. & del Carmen Triana, M. (2020). Family responsibility discrimination, power distance, and emotional exhaustion: When and why are there gender differences in work–life conflict? *Journal of Business Ethics*, 162(1), 15–29.
- [9] Tsui, A. H. H. (2021). Asian wellness in decline: A cost of rising prosperity. *International Journal of Workplace Health Management*, 14(2), 123–135.
- [10] Wen, J., Huang, S., & Hou, P. (2019). Emotional intelligence, emotional labor, perceived organizational support, and job satisfaction: A moderated mediation model. *International Journal of Hospitality Management*, 81, 120–130.
- [11] Yang, Z., & Xu, W. (2024). Gender differences in work-life balance among Chinese professionals: A comparative study. *Gender in Management: An International Journal*, 39(2), 123–139.
- [12] Zhang, B., Wang, S., & Zhou, R. (2024). Corporate digital transformation and rank and file employee satisfaction. *China Accounting and Finance Review*, 26(4), 485–511.