

Employee Attitudes on Work Life in the Modern Chinese Workplace: The Mediating Roles of Job Satisfaction and Employee Engagement

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ABSTRACT

This study aimed to explore in modern Chinese companies the link between corporate culture and work-life perspectives. The study concentrated especially on the work satisfaction and employee engagement moderating factors. China's quick economic development and cultural changes are making worker welfare and opinions on the balance between work and personal life ever more crucial for the operations of companies there. The aim of this study was to find the relationships between workers' perspectives on work-life balance and their degrees of employment participation and job satisfaction. This was achieved by means of organisational practices assessment. Data was gathered from employees employed for many different Chinese companies using a mixed-methods approach. This approach comprised in quantitative phone surveys taken over the phone and qualitative phone conversations. Views of work-life balance and corporate support were demonstrated to have a good link with job satisfaction. Employees were therefore content, and they claimed to be less worried and more satisfied with their work. In a similar vein, one may contend that worker participation is necessary to reach a better balance between their personal and occupational life. This is particularly true for businesses who highly value giving their staff member's chances to advance in their professions as well as regular feedback and public appreciation. The results of the study show that employees who claimed high degrees of engagement and job satisfaction had better opinions on the challenges in juggling their personal obligations with their professional ones. This study emphasises the need of creating a work atmosphere that is both interesting and friendly, therefore advancing our knowledge of the psychological aspects influencing employee attitudes in modern Chinese companies.

Keywords: Modern Chinese Companies, Corporate Culture, Employee Engagement, Psychological Aspects, Employee Attitudes.

1. INTRODUCTION

The circumstances of the workplace as well as the viewpoints on the balance between work and personal life have been much changed by the fast economic development, technological innovation, and organisational transformation that modern Chinese companies have been subjected to over the past few years. Over the course of these changes, researchers and professionals working in the industry overall started to give work-life balance top priority during their conversations. The aim of this study was to grasp, in the framework of modern Chinese organisation, the role that employee engagement and job satisfaction performed as modifiers of various attitudes. As earlier studies show, improving performance, reducing employee turnover, and enhancing psychological well-being are all results that might be attained by the development of good work-life attitudes. Scholars concentrated especially on the manner in which organisational policies affected workers' viewpoints, particularly on Chinese companies in order to explore the ways in which happiness and involvement shaped their points of view, only very recently (He et al., 2020). Given the dynamic nature of the labour market, the results of this study should be appreciated; consequently, the aim of this study was to close a significant knowledge gap by looking at the roles that mediate between several elements. Apart from considering cultural aspects specific to China, including collectivism, a major power disparity, and the often shifting character of employee expectations, the study was based on well-established theories of motivation and organisational behaviour. This study aimed to do an empirical analysis of employee data from several sectors in order to show how job satisfaction and engagement affected work-life attitudes. It also looked at how the two components used together produced even more severe consequences. In China's competitive corporate environment, it was

intended that the findings would highlight strategic human resource strategies and organisational policies meant to create a more harmonic workplace supporting its staff (Abdullahi et al., 2023).

2. BACKGROUND OF THE STUDY

The great upheaval in the dynamics of Chinese companies may be mostly ascribed to the economic reforms, globalisation, and technological innovation carried out in China during the past several years. As Chinese companies grew more sophisticated and competitive, employee expectations grew as well. This led to a break from the traditional hierarchical mechanisms meant to control the labour. Employees' views of the balance between their personal and professional life were much influenced by the several difficulties they encountered, including jobs that were too demanding, strict deadlines, and greater performance standards. For a good period of time, the Chinese business culture was distinguished by the remarkable qualities of diligence and strict discipline. The staff members' enjoyment and well-being got very little thought (Ain et al., 2021). On the opposite side of the coin, changing cultural viewpoints and a more progressive younger workforce have increased the relevance of improving work-life balance and employee wellbeing. This change makes study on the mental aspects influencing people's view of their personal life and their employment even more crucial than previously. Gaining an understanding of how employees addressed corporate needs and handled information depends on a strong comprehension of employee engagement and job satisfaction. Though a lot of studies have looked at these characteristics in Western settings, there have been quite few studies looking at how well they fit the particular sociocultural setting of Chinese companies. Furthermore, not much research done in the Chinese environment looked at the mediating effect of job satisfaction and engagement on the link between organisational characteristics and workers' opinions of both organisational traits and employees. The aim of this study was to close the identified gap by means of the analysis of how job satisfaction and employee engagement affect work-life attitudes among employees employed by contemporary Chinese companies. The main goal of the research was to clarify this issue so that HR managers and company leaders would have greater knowledge to make their offices more comfortable and efficient. The researchers expected their results would add to the body of knowledge already in use and give Chinese companies striving to set healthier and more balanced workplaces for their staff vital information (Hngoi et al., 2023).

3. THE PURPOSE OF THE RESEARCH

In the context of current Chinese businesses, the purpose of this study was to investigate the impact that employee involvement has on the various aspects of work-life balance. In addition, the purpose of the study was to evaluate the possible roles that job satisfaction and employee engagement play as mediators in the relationship between employee attitudes and work-life balance. A better knowledge of the psychological elements that have an effect on the quality of work-life balance has become increasingly significant as a consequence of the fast modernisation and cultural transformations that Chinese firms have been going through. This is because of the fact that the Chinese business environment has been undergoing these changes. This study was designed to examine the subject of whether or not workers who were emotionally, intellectually, and behaviourally immersed in their job were better able to handle the demands of both their professional and personal life. The objective of this study was to find whether or not this was the case. All of the individuals who took part in the research were considered to be workers who were actively engaged in their work.

4. LITERATURE REVIEW

Organisational behaviour has been the focus of several research aimed at exploring the link between job satisfaction, employee engagement, and perspectives on work-life balance. There is a lot of material gathered in these research. Workers' degrees of job satisfaction—that is, their subjective experience of their work—have a major impact on their degrees of motivation and output as well as their likelihood of staying with the company. A lot of studies point to pleased workers being more inclined to see the expectations their companies place on them as fair and reasonable. This therefore produces a more positive balance between their personal and work life. Furthermore demonstrated is the close relationship between employee engagement and job performance as well as general well-being. One may define employee engagement as the degree of cognitive and emotional commitment one person has to their work. Higher degrees of passion and excitement as well as more positive opinions of the idea of keeping a good balance between their personal and professional life were found among the emotionally dedicated workers in their work.

Previous studies have shown that in the link between the two variables these two elements act as a mediator. Previous research indicates that people who are engaged in their job and satisfied with their professions are more likely to recognise the benefits of difficult working circumstances. This study has paid less attention to the socio-political and organisational traits particular to Chinese companies than to the studies carried out in Western or foreign environments (Bao et al., 2020).

The dynamics and expectations felt in the Chinese workplace were greatly shaped by traditional Chinese values like collectivism, power distance, and respect of authority. Though the mediation functions these elements have in affecting work-life attitudes have gained less attention, there has been some recent study done in China that emphasises on workplace engagement and satisfaction. This study of the literature revealed the need of further investigation in the Chinese business sector to provide a better knowledge of the effect these psychological aspects have on the attitudes of employees. This is very important given the increasing focus on preserving a good balance between employment and personal life in modern Chinese culture (Wang & Subramaniam, 2023).

5. RESEARCH QUESTION

- a. What is the effect of employee engagement on work life in the modern Chinese workplace?

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.

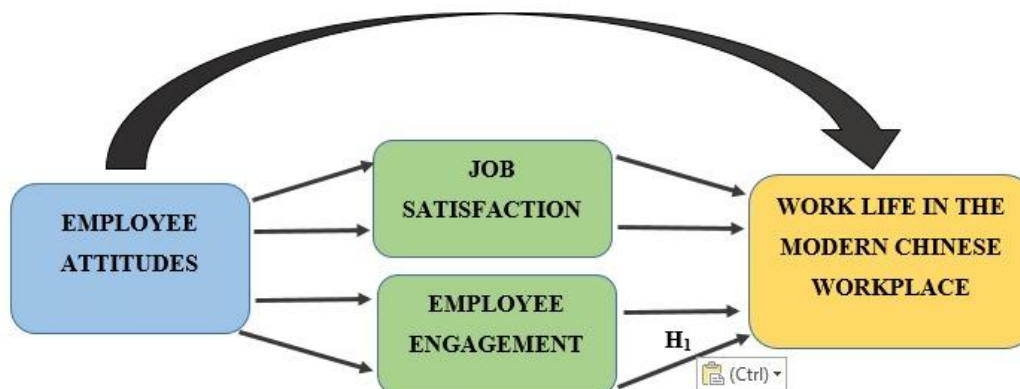
6.3 Data and Measurement:

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 may be defined as psychological tendencies or evaluative tendencies that employees have with regard to their job, firm, colleagues, managers, and other aspects of their professional environment that are relevant to their work. Positive and negative employee feelings can be further subdivided into two categories: positive and negative. There are two distinct categories that may be used to identify the attitudes of employees: positive and negative attitudes. These attitudes, which are a combination of cognitive, emotional, and behavioural components, shape how employees perceive their workplace, how they feel about it, and how they behave while they are there. As well as their beliefs, the perspectives of workers have an impact on these ones. A better understanding of employee attitudes may be achieved by the use of cognitive components, which refer to the thoughts and beliefs that workers have on their job responsibilities, corporate rules, legal requirements, and leadership style. Affectively, they express emotional sentiments like as satisfaction, aggravation, pride, or discontentment, despite the fact that they manifest themselves in actions such as organisational citizenship acts, absenteeism, or turnover intentions. In situations like these, it is possible to watch how their behaviour manifests itself. There are a number of variables that are pushing a reframing of employee expectations and organisational practises within the context of the modern Chinese workplace. These elements include the growth of cultural values, the shift in socioeconomic systems, and the impact of technological advancements. These points of view have become more dynamic as a result of the few variables that were described above. The significance of employee attitudes as important predictors of both personal and organisational results has been brought to light by a number of studies that have been conducted in recent years. Job performance, employee retention, engagement, and overall pleasure with the workplace are some of the outcomes that have been demonstrated (Dangi, 2025).

❖ MEDIATING VARIABLE

• Employee Engagement:

A worker's emotional, psychological, and behavioural commitment to their job, their position within an organisation, and the company itself is what is meant by the phrase "employee engagement." Employee engagement encompasses all of these aspects of an employee's dedication. When it comes to determining the amount of employee engagement, there are a number of various approaches one might choose from. In order to provide an explanation for the level of passion that individual's exhibit towards their job, the concept of employee engagement is a complex and multi-faceted concept that seeks to provide an explanation. Providing an explanation for the concept of employee engagement is the means by which this objective is fulfilled. To what extent employees are excited about their work, if they have a sense of purpose and belonging in their work, and whether they are willing to put in further effort in order to achieve the goals of the company is an indication that they are prepared to put in additional effort. On the

other hand, it is a measure of the extent to which workers feel enthusiastic about their jobs where they are employed. For the sake of this conversation, the term "engagement" refers to a relationship between an individual and their place of employment that is both more profound and more active than the typical relationship. There are a number of components that are incorporated in this connection, including motivation, devotion, and alignment with the aims of the firm. On the other hand, the concept of fundamental work satisfaction, which attempts to determine the degree to which individuals are pleased with their existing circumstances, is in direct contradiction to this (Inegbedion et al., 2020).

❖ **DEPENDENT VARIABLE**

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

Within the always changing economic and sociocultural landscape of China, the phrase "work life" describes the dynamic connection between employees' personal, social, and family life and their professional obligations. China provides the setting for this connection. This contact is occurring in China specifically. The fact that China is a country that is always and eternally changing is an example of this link. This interaction occurs inside the framework of employment for the employees of modern Chinese companies, therefore establishing the scene. Confucius's views have had a major impact on Chinese workplace culture over the course of the country's development. One feels its effect all throughout the nation. With its focus on hierarchy, collectivism, loyalty, and hard labour, these ideas—which emphasise hierarchy—have had a tremendous effect on society over the course of history. People have been compelled to labour long hours, to give their own leisure time little thought, and to show relentless allegiance to their company all through history. This has been the case given the cultural values that have permeated society throughout millennia. Moreover, it is expected that they would offer proof showing their dedication to their work. The way people view and experience their job life has changed significantly over the few years that have gone by. Many different strategies have been applied to produce this transformation. A number of factors, including population upheaval, economic restructuring, technological innovation, and changes in values that have happened over the course of several generations all working together, have propelled this shift largely. Every one of these elements has helped this movement to flourish (Jianchun, 2024).

• **Relationship between Employee Engagement and Work Life in the Modern Chinese Workplace**

A lot of research has focused on the correlation between employee engagement and work-life balance as Chinese organisations adapt to the demands of a diverse workforce and a competitive economy. Seeing as how China's economy is become more competitive, this is to be expected. The term "employee engagement" describes the level of mental and emotional investment that workers have in their company and its goals. A number of factors are impacted by employee engagement, such as production, morale, work-life balance, and mental health, among many others. The rapidly evolving economic climate in China is placing a premium on innovation, digitisation, and a people-centric work culture, all of which contribute to a more engaged workforce and higher quality of life on the job. Because of the quick changes taking place in China's economy, this is becoming more apparent (Ruyseveldt & Baillien, 2023). Engaged workers are more likely to be proactive, energetic, and devoted in their profession, which in turn leads to higher employee satisfaction and a more favourable organisational climate. Workers who are able to incorporate their own values into their profession have higher levels of happiness and fulfilment in their work-life balance. Effective leadership, clear and frequent communication, genuine appreciation, and welcoming work environments are the cornerstones of an engaged workforce. One such important trait is the ability to communicate well. In order to adapt to changes in the labour market and retain top talent, these characteristics have become more relevant in modern Chinese workplaces, particularly in urban corporate settings and MNCs. In contrast, issues like disengagement, stress, and unhappiness can arise from an individual's lack of dedication, and they can have a negative effect on workplace morale and productivity. Companies in China are seeing increased demand from the younger generation, who place a high importance on autonomy, work-life integration, and personal growth. In order to make the most of this workforce, businesses are using feedback-oriented management practices, delegating meaningful tasks to employees, and creating flexible work schedules (Saygılı & Öztürk, 2024).

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

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

“H1: There is a significant relationship between Employee Engagement 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	449	5535.536	1049.789	.000
Within Groups	492.770	750	5.273		
Total	40081.390	1199			

The outcome is noteworthy in this investigation. $F = 1049.789$ and a p-value of .000 (below the .05 alpha threshold) indicate statistical significance. A rejection of the null hypothesis and acceptance of ***“H₇: There is a significant relationship between Employee Engagement and Work Life in the Modern Chinese Workplace”***, accompany this finding.

9. DISCUSSION

The findings of this study, which investigated the impact of employee engagement on work-life outcomes in the setting of modern Chinese businesses, revealed that employee engagement had a significant role in shaping how employees perceived and experienced their work-life balance. This was the conclusion reached by the researchers. The research was carried out there in China. It was found that there is a substantially greater correlation between higher levels of employee engagement and more positive results in terms of work-life balance. This was revealed through research. Researchers came to this realisation as a result of their investigation. Generally speaking, engaged workers, who were emotionally committed in their employment, enthusiastic about their occupations, and dedicated to the aims of the organisation, tended to report a deeper integration between their personal lives and their professional responsibilities. This was the case for the majority of the time. It was also found that workers who were engaged in their work reported greater levels of job satisfaction. Employees who were involved in their profession were more resilient, productive, and capable of managing stress in the workplace, which in turn led to higher well-being outside of the office, as evidenced by these findings, which provided support for previous study that demonstrated the same thing. The outcomes of the current investigation served as the basis for these conclusions. In the Chinese workplace, where cultural norms frequently placed an emphasis on long working hours, high accomplishment, and devotion to the organisation, engagement served as a psychological buffer that assisted employees in maintaining a healthy work-life balance despite the stressful circumstances in which they worked. This was the case despite the fact that the Chinese workplace was characterised by significant levels of stress. This was the case in spite of the fact that the Chinese workplace was marked by levels of stress that were significantly higher than average.

10. CONCLUSION

The results of this study revealed that the degree of employee involvement in contemporary Chinese companies had a noteworthy and favourable impact on the outcomes of work-life balance. The results show that individuals who were more engaged in their work—that is, those with greater degrees of emotional commitment, passion, and involvement in their work—were better able to manage the demands of both their personal and professional life. The phenomena of employee engagement was a fundamental psychological process that helped close the distance between the demands of the employment and the personal well-being of the individual. According to the study, employees who felt enthusiastic about their jobs were more likely to feel happiness and purposeful in their roles. This applied independent of the current work at hand. This thereby produced a more

harmonic and fulfilling experience of juggling one's work and personal life. In the framework of modern Chinese companies, where long hours and great degrees of labour intensity were usually the norm, participation served as a protective element that helped to boost resilience and lower stress levels. This provided evidence for the case that employee engagement affected not just the general performance of the company but also the personal life of a worker and their degree of contentment in their own life. Furthermore noted in the study the need of building a working environment that stresses the need of motivating employee involvement by means of open communication, gratitude, chances for career development, and employee participation in decision-making. The results of the study show that these approaches raised employee engagement, which directly related to a change in workers' opinions about the balance between their personal and professional life.

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