

**FACTORS INFLUENCING EMPLOYEE JOB PERFORMANCE IN
PRIVATE ENTERPRISES**

XIANG LI

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR OF
PHILOSOPHY PROGRAM IN BUSINESS ADMINISTRATION
FACULTY OF BUSINESS ADMINISTRATION
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI
ACADEMIC YEAR 2024
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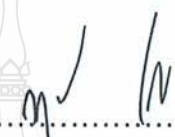
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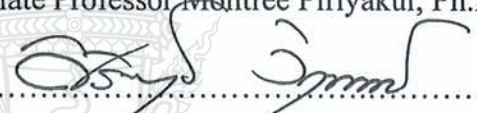
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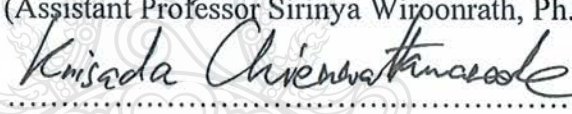
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ABSTRACT

This research aims to explore: 1) the mediating role of job satisfaction in the impact of organizational culture on job performance, 2) the moderating role of work-life balance in enhancing the indirect impact of organizational culture on job performance through job satisfaction and 3) the direct interaction between job satisfaction and job performance in private enterprise management.

The research samples consisted of questionnaires completed by 553 employees private food in Sichuan province, China and in-depth interview data from 15 employees. Qualitative and quantitative methods were used for analysis, and a structural equation model (SEM) was constructed and validated using SmartPLS to explore the impacts of organizational culture, work-life balance, and job satisfaction on job performance.

The research results show that organizational culture has a significant positive effect on job performance, which is further enhanced through job satisfaction. Work-life balance plays a conditional moderating role in the relationship between organizational culture, job satisfaction, and job performance. Furthermore, there is a significant positive interaction between job satisfaction and job performance. These findings provide empirical support for understanding the key factors influencing job performance in private enterprises and their interrelationships, offering valuable insights for developing human resource policies and management practices.

Keywords: organizational culture, job satisfaction, job performance, work-life balance

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CHAPTER 1

INTRODUCTION

The first chapter of this study briefly introduces the research background, research purpose, research questions and hypothesis, research framework, definition of professional terms, research scope, the significance of research and the organizational structure of research.

- 1.1 Background and Statement of the Problem
- 1.2 Objective of the Study
- 1.3 Research Question and Hypothesis
- 1.4 Research Framework
- 1.5 Definitions of Terms
- 1.6 Scope of the Study
- 1.7 Significance of the Study
- 1.8 Organization of the Study

1.1 Background and Statement of the Problem

At present, economic globalization has entered the "post-epidemic era"(Schwab, 2020), With the rapid advancement of science and technology, and information technology, along with increasingly intense market competition, talents has become the core competitiveness of China's private enterprises, especially in the manufacturing industry. In the face of the "new generation of employees" (Warner & Zhu, 2018), the job performance of employees is the key factor for the sustainable development of the enterprise. Improving employee job performance has become a core issue for managers in private enterprises.

Since the reform and opening up, with the continuous improvement of the market economy system and the increasing degree of internationalization, private enterprises have developed rapidly, evolving from small-scale family businesses into today's multinational corporations. They play an increasingly important role in promoting development, fostering innovation, increasing employment, improving people's

livelihoods, expanding openness to the outside world, and participating in international competition.

The CPC Central Committee and the State Council's "Opinions on Promoting the Development and Growth of the Private Economy" pointed out that the private economy is a new driving force for promoting the Chinese path to modernization and an important foundation for high-quality development (Xinhua News Agency ,2023).

As of the end of September 2023, the number of registered private enterprises in China exceeded 52 million, accounting for 92.3% of the total number of enterprises. Especially in Sichuan Province, the number of private enterprises has reached 8.2812 million , and their added economic value accounts for 55.1% of the province's GDP , This has contributed to Sichuan Province's total economic output exceeding 6 trillion yuan, ranking fifth among the 31 provinces in China, becoming a major economic province in western China and a center of science and technology innovation in southwestern China. For the province's economic development, fiscal revenue and promote, employment has made an important contribution (<https://news.sohu.com>,2024).

"Made in China 2025" emphasizes that manufacturing is the main pillar of the national economy and directly reflects the productivity level of a country. In 2022, the added value of China's manufacturing industry accounted for nearly 30% of the whole world, maintaining its status as the world's largest manufacturing country. It had 104,713 million employees, ranking first in the industry (<https://zhidao.baidu.com>). In the face of the challenges and opportunities of globalization, China's manufacturing industry is undergoing profound changes, including the exploration of industrial upgrading, intelligent manufacturing and green production (Porter & Van der Linde, 1995; Schwab, 2016). As an important part of the manufacturing industry, the food industry plays a vital role in ensuring national food safety, meeting the growing needs of consumers, and driving economic growth.

In deepening the promotion of new industrialization and accelerating the construction of a modern industrial system, Sichuan, China, has vigorously implemented a strategy of strengthening the province through manufacturing, which mainly includes food processing, automobile manufacturing, electronic product manufacturing, and other

fields. The food industry, relying on the rich agricultural resources in the local area, stands out in fierce market competition with diverse product types, extensive market demand, and profound cultural heritage. It has become the leading industry in Sichuan Province's industrial economy, playing a leading role in driving industrial growth (Agricultural Industry Observation, 2023). In 2022, the food industry in Sichuan Province achieved a revenue of 855.5 billion yuan, ranking third in the country. (Sichuan News Network, 2023) It has played a pillar role in promoting local economic development, employment, innovative technology, meeting consumer needs, and modernizing agriculture. At the same time, it is increasingly showing competitiveness in the international market. This achievement reflects the prominent role of the food industry in local economic development.

With the gradual implementation of development strategies such as "the Belt and Road Initiative" and domestic and international double circulation, market competition is intensifying. In addition to changes in consumer preferences, the food industry faces many challenges such as technological innovation, improving product quality, brand building and internationalization process. Enterprises must constantly improve their management level and innovation ability (Dunford et al., 2019).

At the same time, technological innovation in intelligent manufacturing and supply chain management have made it possible to improve production efficiency and reduce costs. Moreover, the growing consumers demand for healthy and high-quality food, as well as supportive government policies on food safety and exports, provides new market opportunities and broader development space for the distinctive development of the food industry (Wu et al., 2014).

Given that the food industry is a typical representative of labor-intensive industries with a high demand for labor, employee job performance is closely related to the organizational culture, job satisfaction, and work-life balance of the enterprise. It not only related to the production efficiency, product quality, economic and social benefits of the enterprise, but also serves as a key element in its sustainable development and market competition of the enterprise.

In this context, we will explore the important factors influencing employees' job performance in the food industry of private enterprises in Sichuan. We will analyze the impact and interrelationships of organizational culture, job satisfaction, and work-life balance on job performance, and provide strategic recommendations for enterprise managers to enhance core competitiveness and promote sustainable development. Previous studies have shown that organizational culture, work-life balance, and employee satisfaction are widely recognized as important factors affecting employee job performance, mainly reflected in the following three aspects:

Firstly, organizational culture plays a crucial role in the food industry of private enterprises, directly or indirectly affecting the job performance of employees. It encompasses shared values, beliefs, behavioral norms, and work atmosphere within an organization, which can stimulate employees' sense of belonging and work motivation, and improve job satisfaction (Denison, 1990). Promote the development of teamwork and innovation abilities, thereby improving job performance (Kelemba et al., 2017).

Secondly, work-life balance has a significant impact on the relationship between corporate organizational culture and employee job satisfaction. In the current fast-paced and high-pressure work environment, the work-life balance of employees has also become a focus of attention for enterprises. Having a good organizational culture, emphasizing the balance between work and personal life of employees, valuing their family and personal needs, can make employees feel respected and valued, make them feel more satisfied and comfortable, enhance work motivation and enthusiasm, and thus improve employee job performance (Stefanovska-Petkovska et al., 2019).

Thirdly, there is a close mutual influence between job satisfaction and job performance, which are important indicators of enterprise development and directly affect employee work engagement and performance (Omar et al., 2020). The improvement of job satisfaction can enhance employees' work motivation and loyalty, promote their innovative ability to unite and cooperate, and have a positive impact on job performance. On the contrary, the improvement of employee job performance will also increase job satisfaction, promote the improvement of work efficiency and quality, and ultimately improve the overall performance of the enterprise.

Due to differences in cultural backgrounds and quality of life, research on work - life balance has mainly focused on developed countries and regions, as well as large multinational corporations. Currently, China is still a developing country, and research on this topic is relatively rare, especially in the food industry of Sichuan Province. Furthermore, research on the role of work-life balance in regulation and the mediating effect of employee job satisfaction are limited in the current landscape of private enterprises.

With the entry of the new generation of employees and the diversification of work concepts and values, this study explores the impact of work-life balance on organizational culture and employee job satisfaction and explores how organizational culture can support work-life balance, create a healthier and more positive work environment, and thereby improve employee job satisfaction and job performance. In addition, the specific mechanisms and pathways through which organizational culture affects job performance through employee job satisfaction in most private enterprises in China, especially in the food industry, are not yet fully specific and clear. Further research is needed to understand how organizational culture affects employee job performance through job satisfaction and provide guidance for enterprise management.

1.2 Objective of the Study

(1) To explore the relationship and impact of organizational culture, job satisfaction, work-life balance and job performance in both empirical investigation and in documented investigations, and to further explore the influence of organizational culture on job performance.

In modern enterprise management, the relationship between organizational culture, work-life balance, job satisfaction, and job performance has received much attention. Organizational culture is not only the sum of employee behavior norms, but also an important factor that affects employees' work attitude and performance. Research has shown that a positive organizational culture can create a supportive and positive work environment, thereby increasing employee job satisfaction (Paramita et al., 2020). A positive organizational culture can also motivate employees, enhance their work engagement and job performance (Kuswati et al., 2020).

Krishnan et al. (2018) explored the impact of job satisfaction and work-life balance on task performance of staff at a public higher education institution in Malaysia and found that job satisfaction and work-life balance positively affect the job performance of academicians. Organizations help employees achieve better work-life balance by providing flexible work arrangements and supportive work environments, thereby increasing job satisfaction and performance (Greenhaus, Jeffrey H et al., 2003) . Moreover, higher job satisfaction will further translate into better job performance (Pushpakumari, 2008). Therefore, the relationship between organizational culture, job satisfaction, work-life balance, and job performance is one of the important objectives of this study.

(2) To investigate the mediating role of job satisfaction in transmitting the influence of organizational culture to job performance.

This study Investigates how organizational culture indirectly affects job performance through employee job satisfaction. A positive organizational culture can increase employee job satisfaction, indirectly improving job performance. Research suggests that employee job satisfaction plays a mediating role between organizational culture and job performance, thereby conveying the impact of organizational culture on job performance (Soomro & Shah, 2019).

(3) To investigate the moderating role of work-life balance in strengthening the indirect effects of organizational culture on job performance through job satisfaction.

This study explores the moderating role of work-life balance between organizational culture and employee job satisfaction. If organizational culture addresses employees' reasonable personal needs and provides flexible support, it can further enhance employee job satisfaction. When organizational culture aligns with work-life balance, employees are more likely to experience higher job satisfaction (Susanto, P. et al., 2022).

(4) To confirm the reciprocal relationship between job satisfaction and job performance and to investigate the direct effect of job performance on job satisfaction in turn.

This study investigates the significant influence of employee satisfaction on job performance. Satisfied employees are more likely to exhibit higher motivation, commitment, and engagement, leading to improved job performance. Research suggests that "there is a positive relationship between employee job satisfaction and job performance" (Judge et al., 2001) . Investigate how an employee's ability to efficiently complete tasks and receive positive job evaluations may enhance their job satisfaction. Conversely, poor job performance may lead to anxiety and reduced job satisfaction. This relationship is supported by the research of (Johnson & Young, 2011).

1.3 Research Question and Hypothesis

1.3.1 Research Question

The research questions are whether organizational culture has a direct impact on job performance? whether job satisfaction transmits the effects of organizational culture to job performance? whether work-life balance strengthens this indirect influence, and is there a reciprocal relationship between job satisfaction and job performance?

1.3.2 Research Hypotheses

This study posited the following four hypotheses to investigate the impact of organizational culture, work-life balance, and job satisfaction on job performance in private enterprises:

H1: Organizational culture positively influences job performance (or $H1: c' \neq 0$)

H2: Organizational culture impacts job performance via job satisfaction on varying value level of Work-life balance (or $H2: (a_1 + a_2 * WLB) * b_1 \neq 0$)

H2a: Organizational culture indirectly impacts job performance through job satisfaction (or $H2a: a_1 * b_1 \neq 0$)

H3: Job satisfaction and Job performance are reciprocally impacted (or $H3_1: b_1 \neq 0$ and $H3_2: b_2 \neq 0$)

1.4 Research Framework

This study explores the relationships between organizational culture, work-life balance, employee job satisfaction, and job performance within private enterprises. Based on relevant theories and literature, the study constructs the following conceptual framework:

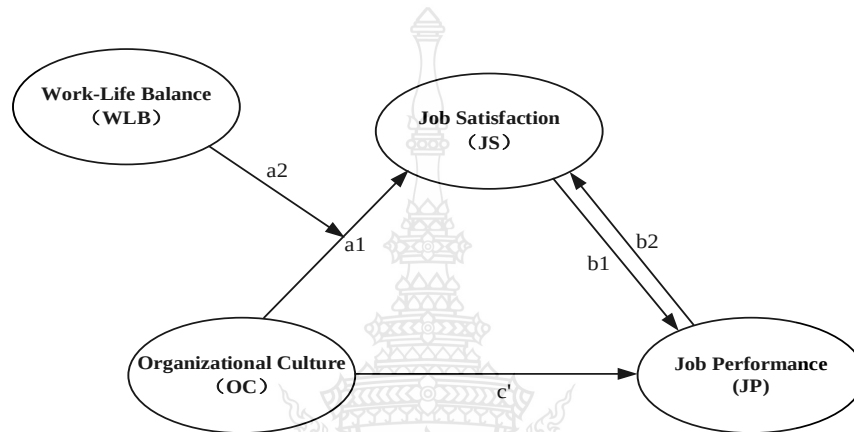


Figure 1.1 Conceptual Framework

According to Figure 1.1, the independent variable was the organizational culture, the dependent variable was the job performance, job satisfaction was the mediator variable, work-life balance was the moderator variable.

1.5 Definitions of Terms

Private Enterprises: Private enterprises refer to businesses owned, operated, and controlled by private individuals, with ownership and operational decisions not subject to direct government intervention (Garnaut et al., 2012).

Organizational Culture: Organizational culture is formed through mutual communication and interaction among organizational members during long-term management activities. It comprises shared values and behavioral patterns that guide and motivate behavior. It serves as a spiritual guidance and inherited tradition, fostering cohesion within a company. It is continuously learned, transmitted, accepted, and inherited by new members within the organization. It directly influences the mindset,

behavior, attitude of organizational members, as well as internal behaviors and decision-making. Furthermore, Organizational culture plays a key role in shaping a company's strategic execution, employee behavior, organizational atmosphere, performance improvement, and employee satisfaction (Chatman & O' Reilly, 2016; Schneider et al., 2013).

Work-Life Balance: Work-life balance, also known as work-family balance, refers to the state where organizations strive to help employees understand and manage the relationship between their family and work. This aims to alleviate conflicts between one's career and family responsibilities, as well as the stress arising from an imbalance between work and family relationships. This concept emphasizes creating a healthy and supportive work environment that enables individuals to strike a balance between their professional and personal responsibilities, ultimately enhancing job performance. By enabling employees to allocate time more effectively between the demands of work and family, emotional conflicts related to environmental conditions, job satisfaction, and the balance between work and personal life can be reduced or eliminated. The research findings indicate that the measurement dimensions of employee work-life balance primarily encompass five aspects: work, family, time, finances, and intellect (Saenwan, 2014).

Job Satisfaction: Judge et al. (2020) suggests that job satisfaction represents the amalgamation of psychological, physiological, emotional stability, and sense of responsibility. It pertains to employees' perceptions and evaluations of the work environment, job conditions, job content, and organizational support. In this study, job satisfaction refers to "employees' evaluations of various aspects of their job compared to their expectations, reflecting their attitude or perception towards the job itself and related factors," i.e., overall job satisfaction. Therefore, this research primarily focuses on the organization's general employees.

Job Performance: Job performance refers to employees' capacity and actions in achieving goals, completing tasks, and generating results within their work (Campbell & Wiernik, 2015; Pulakos et al., 2015). In management studies, job performance encompasses both individual performance and organizational performance. Individual

performance relates to employees' demonstrated performance at work, including aspects such as job outcomes, work attitudes, and work quality. Organizational performance pertains to a company's job performance during the pursuit of strategic goals, encompassing economic benefits, social impacts, customer satisfaction, employee satisfaction, among other factors. Enhancing organizational performance requires collective efforts and support from employees, and individual performance directly influences the overall performance level of an organization (www.hrluo.com, 2023-06-20). This study primarily focuses on individual employee job performance. Integrating the perspectives of numerous scholars, this study comprehensively assesses employee job performance across five dimensions: task performance, contextual performance, learning performance, Innovation performance, and adaptive performance.

1.6 Scope of the Study

This study aimed to explore the factors affecting employee job performance, including the mutual influence between organizational culture, job satisfaction, and work-life balance, as well as how they affect job performance. The research subjects are employees in the food manufacturing industry of private enterprises in Sichuan, China, including managers and frontline workers. The sampling period is from December 2023 to January 2024.

This study adopts a combination of quantitative and qualitative research methods. Quantitative research involves distributing online questionnaires to employees, with the collected data analyzed using SmartPLS to obtain research conclusions. Qualitative research will involve in-depth interviews with representative managers and ordinary employees. The interview content will be summarized and carefully analyzed to draw conclusions, which will then be compared with the results of the quantitative research to jointly verify the questions and hypotheses of this study.

1.7 Significance of the Study

The significance of this study lies in the in-depth exploration and analysis of the factors influencing employee performance and their relationships in the food industry of

private enterprises in Sichuan Province. Especially in the background of economic globalization and rapid development of science and technology, the importance of selecting food industry in private enterprises in Sichuan Province as the research object, based on the following considerations:

Firstly, economic contribution and status: As a major economic province in western China and a technological innovation center in the southwest region, Sichuan Province's private enterprises account for over 50% of its GDP. Among these, the food industry, serving as the leading sector in the industrial economy, achieved a total output of trillions of yuan in 2021, demonstrating strong development momentum and significant market potential.

Secondly, challenges and opportunities coexist: Under the background of economic globalization and intensified international cooperation and competition, the private food industry in Sichuan province is facing unprecedented challenges and opportunities. The increasing competition in the international market, the diversification of consumer demand and the uncertainty of the supply chain put pressure on enterprises (Lin et al., 2021). At the same time, emerging trends such as scientific and technological progress, intelligent manufacturing and green production provide a new path for enterprise transformation and upgrading (Porter et al., 2002; Schwab, 2016), coupled with the increasing consumer demand for health and high quality food and the government's support policies for food safety and export, provide new market opportunities and broader development space for the characteristic development of the food industry.

Thirdly, talent as the core competitiveness: The food industry is a typical representative of the labor-intensive industry, with a large demand for labor force. With the joining of the "new generation of employees", the talent structure and demand of the private food industry in Sichuan Province show the characteristics of diversification. The values of these new employees have different expectations for working environment, organizational culture, work-life balance and career development (Warner & Zhu, 2018), which brings new challenges to the human resource management of the enterprise. How to attract and retain talents by optimizing organizational culture, improving job satisfaction and maintaining a good balance between work and life is of great significance

for improving employees' job performance and promoting the development of enterprises.

Fourthly, this study can not only provide scientific management strategies and suggestions for the private food industry in Sichuan Province, promote the sustainable and high-quality development of enterprises and the improvement of core competitiveness, but also provide valuable references for enterprises in other regions and industries.

In summary, the selection of the food industry among private enterprises in Sichuan Province as the research object is not only due to its important position in the local economy, but also due to the unique challenges and opportunities faced by the industry in the current environment, as well as the urgent need for talent management and job performance improvement. This study will provide new insights into theory and practice and is of great significance in promoting the development of related fields.

1.8 Organization of the Study

This study comprises five chapters:

Chapter 1: Introduction, Introduce the background and problem statement of the study, including the study objectives, research questions, hypothesis and conceptual framework, study scope, and significance of the study.

Chapter 2: Literature Review, on the basis of reviewing previous research results, we lay a foundation for this research from both theoretical and empirical aspects. This chapter aims to review organizational culture, work-life balance, employee job satisfaction, and job performance using each major theoretical concept in the research work, and relevance analysis of the question and hypothesize development.

Chapter 3: Methodology, based on research questions, research hypotheses and the literature review in chapters 1 and 2, the relevant methods for this study are proposed. Qualitative and quantitative studies will be used, including study design, survey methods, sampling plan, measurement characteristics of the selected scales, data analysis plan, etc.

Chapter 4: Data Analysis; this chapter presents the study findings or findings. We would analyze and introduce the data from the quantitative studies and the in-depth interviews for the qualitative studies.

Chapter 5: Conclusion and Discussion, this chapter presents the conclusions of the findings from both theoretical and practical perspectives, including the discussion, contributions, limitations of this study, and recommendations for future research.



CHAPTER 2

REVIEW OF THE LITERATURE

The research aims to provide a literature review on the content, concepts, theories, related research, and hypothesis development relevant to the research topic. It is divided into the following parts:

- 2.1 Concepts and Theories on Job Performance
- 2.2 Concepts and Theories on Work-life Balance
- 2.3 Concepts and Theories on Organizational Culture
- 2.4 Concepts and Theories on Employee Job Satisfaction
- 2.5 Background of Private Enterprises
- 2.6 Related Research and Hypothesis Development

2.1 Concepts and Theories on Job Performance

2.1.1 Concepts of Job Performance

The term "performance" originates from the West and originally refers to performance and achievements. Job performance is commonly used to measure the effectiveness of job execution. On one hand, it is a focus of research in the fields of industrial and organizational psychology and one of the most important outcome variables. The number of articles studying job performance in this disciplinary field has been increasing in recent years. On the other hand, performance management is a key area of concern in human resource management practices because various other HR activities such as job design, recruitment and selection, development and training, career planning, promotion, and compensation management are largely built upon an understanding of performance (Sun, 2002).

Regarding the concept of job performance, there is currently no unified international standard. Different scholars define and delineate job performance from different perspectives. Campbell and Wiernik (2015) posits that job performance essentially measures the extent to which employees contribute to the achievement of organizational goals. He further suggests that job performance is not a single action but a

"complex activity," defining it as the degree to which employees fulfill job requirements, measured against certain criteria. Borman and Motowidlo (2014) views job performance as the comprehensive manifestation of an employee's abilities, attitudes, and behaviors displayed during task execution. Murphy and Cleveland (1995) argues that job performance encompasses not only outcomes but also the behaviors and decisions exhibited by employees during the course of work. Motowidlo et al. (2014) see job performance as behavior with assessable components, which can be evaluated as positive or negative behavior for individual or organizational effectiveness. Borman, W. C. and Motowidlo, S. J. (2014) define job performance as "the effectiveness with which a worker performs the tasks that make up his or her job, accomplishes the organization's mission, and realizes rewards for the organization and the individual." Pulakos et al. (2015) suggest that job performance is the outcome of individuals, teams, or organizations achieving goals and fulfilling work responsibilities. Mathis et al. (2017) defines job performance as the abilities, attitudes, and behaviors that employees exhibit in their work, aligned with the goals and standards set by the organization. DeNisi and Murphy (2017) proposes that job performance is demonstrated by employees through the achievement of work goals, task completion, and the level of skills displayed (Luthans et al., 2007; Luthans et al., 2008; Nohe et al., 2014). Moonsri (2018) suggest that job performance refers to the professional expertise of employees in fulfilling their responsibilities to aid the organization in achieving its goals. Or job performance as an individual's productivity in various work-related behaviors and outcomes compared to colleagues (Aeknarajindawat & Jermittiparsert, 2020; Babin & Boles, 1998). Anitha (2014) considers performance is evaluated based on the completion of tasks in terms of both quality and quantity, which are integral to employees' assigned responsibilities. The performance of employees significantly influences the financial and non-financial results of companies. As a result, organizations depend on proficient employees to realize their corporate objectives, vision, and mission, thereby gaining a competitive edge (Banu & Sundharavadivel, 2019). Xie (2019) posit that job performance encompasses the entirety of factors contributing to the growth and development of an enterprise.

In summary, scholars both domestically and internationally have defined job performance from three main perspectives: results-oriented, behavior-oriented, and integrated perspectives.

The results-oriented perspective emphasizes performance as outcomes. It tends to define job performance as results related to achieving organizational objectives, such as output, key performance areas, indicators, goals, productivity, standards, etc. Key figures in this perspective include Bernardin, Beatty, Kane, Jerry, and Maycunich, among others. The behavior-oriented perspective emphasizes performance as behaviors. It tends to define job performance as behaviors directly or indirectly related to achieving organizational objectives. Notable figures in this perspective include Murphy, Campbell, Borman, Motowidlo, Rotundo, Herman Aguinis, and Sackett. The integrated perspective emphasizes the relationship between employee potential and performance. It believes that job performance includes not only behaviors and results but also capabilities, attitudes, adaptability, etc. Key figures in this perspective include Woodruffe, Michael, Angela, Pulakos, Arad, Donovan, Plamondon, Paul, and Jane. The integrated perspective focuses more on employees' qualities and future development (Han et al., 2007; Wang, 2010).

Comparing the three aforementioned perspectives, both the results-oriented and behavior-oriented views exhibit certain limitations. If job performance is solely assessed based on results, two issues may arise: first, it could lead to inadequate guidance and supervision of certain behavioral processes, resulting in a detriment to overall organizational performance while enhancing individual performance levels; second, it might overlook work behaviors that do not yield immediate task outcomes. If job performance is exclusively evaluated through a behavior-oriented lens, two issues can also emerge: first, it might lead to work lacking clear objectives, thereby reducing efficiency; second, it could discourage employees from achieving expected results in creative or most efficient ways, as not all work outcomes stem from the same behaviors (Fang, 2017).

The integrated perspective aids in assessing different types of employees, as the proportion of behaviors and results may differ. For instance, for manual laborers, whose work is highly structured and procedural with lower levels of autonomous decision-

making, a stronger correlation between work behaviors and outcomes exists, making a results-based assessment more suitable. In contrast, for knowledge workers, whose work is less structured and procedural with higher levels of autonomous decision-making, simultaneous tracking and measurement of work behaviors and outcomes are more suitable for scientifically evaluating their job performance. The outcomes of job performance represent the state or condition of individuals or entities, and these states or conditions change due to changes in performance. Outcomes exhibit a dual nature, either contributing to or hindering the achievement of organizational goals. Despite variations in scholars' definitions of job performance, there are three consensuses: job performance encompasses the actual tasks performed, actions taken, and contributions made to organizational goals (Campbell & Wiernik, 2015).

Therefore, this study aligns with the integrated perspective in understanding job performance, which encompasses the behaviors (both physical and mental efforts) and outcomes individuals expend to complete job tasks and achieve organizational goals. Outstanding behaviors and efficient work processes contribute to achieving superior performance outcomes. When evaluating performance, a comprehensive consideration of both employee behaviors and outcomes is necessary for a holistic assessment of their performance levels.

2.1.2 The Main Factors Influencing Job Performance

Job performance is a critical factor determining overall organizational success. Many researchers have explored various antecedents that influence job performance. Ostroff and Schmitt (1993) assert that job performance is influenced not only by individual employee factors but also by organizational environment and culture. Pulakos (2009) posits that job performance typically involves the degree to which employees achieve goals and standards in their job tasks. It can be quantitative (productivity or sales volume) or qualitative (work quality or customer satisfaction). Job performance assessment involves evaluating employee performance and contributions, usually aligned with organizational goals and expectations. Campbell et al. (2012) contends that job performance constitutes the foundation for team and organizational performance. Without job performance, job satisfaction, organizational commitment, and work-family balance

cannot be achieved. Bakker and Demerouti (2017) suggest that among the dual influences of individual and organizational factors on job performance, employee motivation and job satisfaction play significant roles.

The aforementioned researchers reflect in their definitions of job performance that influencing antecedents include organizational culture, job satisfaction, organizational commitment, leadership behavior, work-family balance, and individual work capabilities. However, based on an extensive literature review, it becomes apparent that many other significant antecedent variables impacting job performance have also been identified to suit the demands of different work contexts.

Shu (2016) explored the relationship among job satisfaction, job stress and job performance in pharmaceutical outsourcing contract enterprises. The study revealed a significant positive correlation between job performance and job satisfaction, with organizational commitment playing a significant moderating role between job stress and performance. Fattah (2017) established that leader behavior, self-efficacy, and job satisfaction have a direct impact on job performance. Eric (2021) examined the impact of organizational culture on job performance with organizational commitment as a mediating variable and organizational political perception and leadership style (transformational and transactional) as moderating variables. The study found a significant positive influence of organizational culture on job performance. Han, Y. et al. (2007) expanded the traditional job performance theory model using a combination of critical incidents and questionnaire surveys. Their dual-faced perspective model proposed and validated psychological orientation factors and an integrated model that influence employee job performance. The research findings showed that higher job satisfaction is associated with better job performance. Development propensity positively influences task performance, contextual performance, learning performance, and innovation performance. Material propensity, emotional propensity, and development propensity also significantly impact learning performance. On the basis of clarifying the dimensions of job satisfaction and job performance research, Xie (2019) utilized multiple regression analysis to validate the positive impact of job satisfaction on various dimensions of job performance using a sample of start-up internet companies as an example. Long (2019)

constructed a comprehensive theoretical integration framework for the relationship between organizational culture and performance based on a review of domestic literature on the relationship between organizational culture and performance. The study analyzed existing literature and provided a detailed analysis of the mediating and antecedent variables influencing the relationship between organizational culture and performance. Uddin et al. (2013) examined the impact of organizational culture on employee performance and productivity from the perspective of a leading telecommunications subsidiary in Bangladesh. The qualitative research approach concluded that in a dynamic context, organizational culture significantly affects employee performance and productivity. Borgia et al. (2022) investigated the moderating effect of technological knowledge risk during the influenza pandemic on the relationship between job performance and work-life balance in cooperative credit banks. The empirical results indicated a significant influence of technological knowledge risk on the relationship between job performance and work-life balance. Cao (2019) studied the relationship between organizational culture identification and employee job performance, revealing that organizational environment and intrinsic motivation significantly impact employee performance. Zhao (2018) analyzed the internal mechanism and boundary conditions of the impact of WFB-HRM (work-family balance-oriented human resource management practice) on employee performance based on the conservation of resources theory. The research demonstrated that WFB-HRM positively affects employee performance; work prosperity mediates the relationship between WFB-HRM and employee performance; authentic leadership positively moderates the influence of WFB-HRM on work prosperity and the mediating impact of work prosperity on the relationship between performance and WFB-HRM.

In a study by Susanto, P. et al. (2022), the impact of work-life balance on the performance of employees in small and medium-sized enterprises was investigated, alongside examining the intermediary function of job satisfaction and the moderating impacts of family support and supervisory behavior. The empirical results demonstrated a constructive association between work-life balance, job satisfaction, and performance. Additionally, it was revealed that job satisfaction partially moderates the connection

between work-life balance and job performance. Sheppard (2016) investigated a work-life balance program implemented by leaders of nonprofit schools to enhance employee performance. Using a work demands-resources model, the study analyzed data on employee absenteeism, turnover rates, motivation, productivity, job satisfaction, and retention rates. The research indicated that a well-designed work-life balance program can enhance employee job satisfaction and performance. Ning (2023) utilizing a hybrid research approach that integrates both qualitative and quantitative methods, the study investigated the influence of organizational culture on employee performance, examining this relationship across four distinct dimensions: organizational values, leadership style, employee incentive methods, and organizational cohesion. They analyzed sample data from 680 employees in small and medium-sized private enterprises. The study's findings revealed a significant positive relationship between employee incentive methods, organizational cohesion, and employee performance, with employee incentive methods exerting a stronger impact on performance than organizational cohesion. Fang (2019) analyzed the impact of organizational culture on employee job performance using Mengniu Group as an example, demonstrating a strong positive impact. Zhou (2010) thought, a direct and obligatory connection between employee job performance and job satisfaction doesn't exist. While elevated job satisfaction doesn't automatically translate into enhanced job performance, it does exert an influence on employee job performance. In simpler terms, job satisfaction notably contributes to employee job performance. Yan (2013) conducted an empirical examination of how work-life balance affects the job performance of knowledge workers. The research findings highlighted a notably positive predictive influence of work-life balance on the job performance of these professionals. Moreover, work-life balance demonstrated substantial predictive effects on two fundamental facets of job performance: contextual performance and task performance. Sun (2013) provided empirical evidence showcasing a meaningful and positive correlation between work-life balance and job performance. Furthermore, work-life balance exerted a noteworthy favorable effect on the subordinate components of job performance, specifically contextual performance and task performance. The linkage between work-life balance and job performance was partially mediated by organizational

commitment. Al-Alawi et al. (2021) employed bivariate and correlation analysis within SPSS to establish models for work-family conflict, family-work conflict, and work-life balance. Multiple regression analysis was used to comprehensively examine how work-family conflict, family-work conflict, and work-life balance influenced the job performance of female teachers within Saudi Arabia's public education sector. Linear regression analysis was conducted to evaluate the research hypotheses. The findings indicated that both work-life balance and job satisfaction play a constructive role in enhancing job performance, with work-life balance acting as a positive moderator for job performance. Ma et al. (2013) Using 330 enterprise employees as a sample. We explored the relationship among employees' job satisfaction, organizational commitment and job performance through empirical research methods. The results show that the job satisfaction of enterprise employees significantly positively affects job performance, and the organizational commitment plays an intermediary role in the process of job satisfaction positively affecting job performance. Al-Shammari (2021) analyzed job satisfaction using a six-factor structure model and demonstrated a significant mix of positive and negative effects on the workplace. It can enhance job performance and directly or indirectly affect customer satisfaction. Oumaima (2021) revealed a significant interaction between Hofstede's cultural dimensions and employee job performance. At the individual level, cultural dimensions that positively affect employee job performance include collectivism, femininity, and long-term orientation. On the other hand, variables that negatively affect employee job performance include power distance, uncertainty avoidance, and restraint.

A summary of the aforementioned perspectives is presented in Table 2.1.

Table 2.1 Affecting Variables of Job Performance

Author (time)																						
Affecting Variables of Job Performance	Shu (2016)	Fattah (2017)	Eric (2021)	Y.Han et al. (2007)	Xie (2019)	Long (2019)	Yi Xiang (2021)	Borgia et al. (2022)	Cao (2019)	Zhao (2018)	Susanto et al. (2022)	Sheppard (2016)	Uddin et al. (2013)	Ning (2023)	L. Fang (2019)	Zhou (2010)	Yan (2013)	Sun (2013)	Al-Alawi (2021)	Al-Shammari (2021)	Oumaima (2021)	Total
Job Satisfaction	√	√		√	√		√				√	√				√			√	√		10
Job Stress	√	√																				2
Organizational Commitment	√			√														√				3
Leadership Style			√				√			√												3
Work-Life Balance								√		√	√	√					√	√	√			7
Employee Collectivism									√													1
Reward Perception																				√		1
Organizational Culture			√			√			√				√	√	√	√					√	8
Organizational Political Perception			√																			1
Goal Orientation				√																		1
Performance Orientation				√																		1
Job Boom (Mediating role)										√												1

Source: Compiled from literature sources.

From Table 2.1, it can be observed that 21 researchers, including Shu (2016), Fattah (2017), Eric (2021), Y. Han et al. (2007), Xie (2019), Long (2019), Yi Xiang (2021), Borgia (2022), Cao (2019), Zhao (2018), Susanto (2022), Sheppard (2016), Uddin et al. (2013), Ning (2023), L Fang (2019), Zhou (2010), Yan (2015), Sun (2013), Al-Alawi (2021), Al-Shammari (2021), and Oumaima Najih (2021), have focused on three prominent antecedents in the academic realm that impact job performance: job satisfaction, work-life balance, and organizational culture. They have demonstrated significant interrelationships under various mediating or moderating variables. Moreover, these factors have been utilized as either mediating or moderating variables, as well as indirect or direct influencers of employee job performance.

In alignment with the research requirements, this study similarly opts to analyze the influence of these three antecedent variables on job performance, with a specific focus on using employee job satisfaction as a mediating variable and work-life balance as a moderating variable, to investigate their mutual relationships.

2.1.3 Dimensions of Job Performance

Spangenberg (1994) categorized performance into three levels: organizational performance, team performance, and individual performance. In management studies, job performance primarily encompasses individual performance and organizational performance. Individual performance refers to the performance exhibited by employees in their roles, encompassing aspects such as work outcomes, work attitudes, and work quality. It constitutes a crucial component of organizational performance and serves as a vital means for employees to realize their self-worth. Organizational performance, on the other hand, denotes the performance demonstrated by a company in the process of achieving strategic goals. It encompasses various facets including economic benefits, social benefits, customer satisfaction, employee satisfaction, and more. Enhancing organizational performance necessitates collective efforts and support from employees, with individual performance directly impacting the overall performance level of the company. This article primarily focuses on studying individual job performance. Scholars have proposed several representative viewpoints regarding the dimensions of employee job performance. Campbell and Wiernik (2015) introduced an eight-factor performance

model based on factor analysis research, aiming to encompass all aspects of job performance present in the workplace. The eight-factor model comprises nonspecific task proficiency, specific task proficiency, effort, and oral communication, written discipline adherence, facilitating group and colleague interactions, supervision and leadership, and management. While Campbell's model has broad coverage, certain factors are irrelevant to certain jobs, rendering them unnecessary for describing the structure of all job performance. Borman and Motowidlo (2014) presented a two-dimensional structural model that divides employee performance into task performance and contextual performance. Griffin et al. (2000) defined task performance as behavior that differentiates between various jobs and contributes to the organization's technical core, as stipulated by role expectations. Aguinis (2023) defined task performance as the expected behaviors that lead to successful job execution, while contextual performance is characterized as extra-role or organizational citizenship behaviors not mandated by job requirements but providing additional benefits to the organization. Contextual Performance is described as behaviors supportive of a broader organizational, psychological, and social environment that facilitates the operation of the technical core. Borman and Motowidlo (1997) further subdivide Contextual Performance into five categories: voluntarily engaging in informal aspects of work, displaying extra enthusiasm when necessary, assisting and cooperating with others, adhering to organizational rules and procedures, and recognizing, supporting and upholding organizational goals. In order to enhance adaptability to change and dynamic adjustments, Allworth and Hesketh (1997) introduced adaptive performance as a concept independent of both task performance and contextual performance. Jundt et al. (2015) defined adaptive performance as responsive behaviors individuals undertake in response to changes in job-related tasks. London et al. (2004) supported the integration of ongoing learning into performance assessment, introducing the notion of performance in learning. Janssen and Van Yperen (2004) confirmed the impact of learning goal orientation on innovation, leading to the concept of innovation performance. Griffin and Hesketh (2003) categorized adaptive performance into three types: proactive behavior, which positively influences the environment's changes; reactive behavior, which involves adapting oneself to new environments; and tolerant behavior, which involves continuing

to work despite changing conditions or unsuitable proactive reactions. Qi and Chongming (2006), within a management training context, examined the structure of adaptive performance, dividing it into four dimensions: stress and emergency handling, innovative problem-solving, ongoing job learning, and interpersonal and cultural adaptation. Costanza et al. (2016) emphasized the significance of adaptive performance for sustaining long-term organizational competitive advantages. Murphy's (1999) four-factor model categorized performance into four dimensions: task-oriented behaviors, interpersonally-oriented behaviors, down-time behaviors (behaviors engaged in by employees during work-related or off-site leisure time, only considered as performance if they subsequently impact job performance), and destructive/hazardous behaviors. These viewpoints significantly expand upon the traditional understanding of job performance dimensions, reflecting the multifaceted, multidimensional, and dynamic nature of job performance, while also highlighting employee adaptability and proactiveness.

In specific research, numerous scholars assess corporate employee performance based on the dimensions of task performance, contextual performance, Innovation performance, adaptive performance, and effort performance, as required. Wen (2005) focused on middle-level managerial staff in organizations and explored the structure of job performance using a constructed performance assessment scale. Through multiple regression analysis and confirmed factor analysis, a four-factor model of job performance was established, encompassing task performance, adaptive performance, Contextual Performance and Dedication Performance. Ho et al. (2011) explored the correlation between employees' work passion and their job performance within various enterprises. By scrutinizing a comprehensive model that delved into the impact mechanism of work passion on job performance, the research evaluated five facets of job performance: task performance, contextual performance, Innovation performance, adaptive performance, and effort performance. The findings indicated that a harmonious work passion notably elevates employees' job performance. Wang and Economics (2015) explored the relationship among overall compensation, employee job satisfaction dedication and job performance in non-state-owned enterprises within different work contexts, considering the four dimensions of task performance, learning performance, contextual performance

and Innovation performance. The study indicated a significant positive correlation between perceived overall compensation and job satisfaction, dedication, and job performance. Shu (2016) focusing on pharmaceutical outsourcing contract companies, discussed the relationship between job satisfaction, work stress and job performance. In this context, job performance was divided into the dimensions of task performance and contextual performance for analysis. Han et al. (2007), by subjecting 1453 survey responses to factor analysis, the study classified job performance into four distinct constructs: technical core (task performance), organizational citizenship behavior (contextual performance), learning process (learning performance), and innovative behavior (innovation performance). The authors underscored the importance of organizations prioritizing their survival, which encompasses upholding task performance. Furthermore, they highlighted that employee innovative behavior stands as a pivotal factor setting enterprises apart from others. Peng and Research (2014) conducted a study on university librarians and used structural equation modeling to measure the impact of job satisfaction on task performance and situational performance. The results indicate that intrinsic job satisfaction can serve as a predictive indicator for Task Performance and Contextual Performance. Allworth and Hesketh (2010) divided performance into three dimensions: Contextual Performance, Task Performance and Adaptive Performance in their research. Xie (2019) regarded job performance as the overall outcome of factors contributing to an enterprise's growth and development. When investigating the relationship between job performance and job satisfaction in startup internet companies, they analyzed job performance using four dimensions: task, relational, learning, and Innovation performance, considering the company's basic characteristics. Summarizing the research by the scholars above, the compiled findings are presented in Table 2.2.

Table 2.2 Dimensions of Job Performance

Author (time)	Peng and Research (2014)	Campbell and Wiernik (2015)	Borman and Motowidlo (2014)	Griffin et al. (2000)	Aguinis (2023)	Allworth and Hesketh (2010)	(London et al. (2004)	Jansen and Van Yperen (2004)	Jundt et al. (2015)	Qi and Chongming (2006)	Costanza et al. (2016)	Murphy, J. (1999)	Wen (2005)	Ho et al. (2011)	Wang, and Economics (2015)	Shu (2015)	Y, Han et al. (2007)	Allworth and Hesketh (1997)	Xie (2019)	Total
Dimensions of Job Performance																				
Task Performance	✓		✓	✓	✓	✓		✓				✓	✓	✓	✓	✓	✓		✓	13
Contextual Performance	✓		✓		✓	✓		✓		✓		✓	✓	✓	✓	✓	✓		✓	13
Specific task		✓																		1
Proficiency																				
Adaptive Performance						✓		✓	✓	✓	✓		✓	✓			✓	✓		9
Learning Performance							✓				✓	✓			✓		✓		✓	6
Innovation Performance								✓		✓				✓	✓		✓		✓	6
Effort Performance		✓											✓	✓						3

Source: Compiled from literature sources.

From the table 2.2, 19 researchers, including Peng and Research (2014); Campbell and Wiernik (2015); Bormana and Motowidlo (2014); Griffin et al. (2000); Aguinis (2023); Allworth and Hesketh (1997); London et al. (2004); Janssen and Van Yperen (2004); Jundt et al. (2015); Griffin and Hesketh (2003); Qi and Chongming (2006); Murphy, J. (1999) ; Wen (2005); Ho et al. (2011); Wang, and Economics (2015); Shu (2015); Y. Han et al. (2007); Allworth and Hesketh (2010), and Xie (2019), have analyzed the influencing factors of employee job performance, there are 14 studies Personnel have used a two-dimensional structural model of job performance--- namely, contextual performance and task performance to evaluate and assess employee job performance. Since effort performance pertains to the effort and input employees put into tasks or work and is often used to gauge an individual's commitment to their work, it aligns with the concept of job dedication within contextual performance. Therefore, effort performance can be into the evaluation of contextual performance as proposed by Wen (2005).

Generally, organizational performance evaluation primarily emphasizes task performance and contextual performance. Task performance focuses on an employee's performance in completing specific tasks and work, whereas contextual performance considers an employee's positive behaviors in their interactions with colleagues and the organization within the work environment. However, China's current socio-economic landscape is undergoing a transitional phase, and the development environment of private enterprises is complex and dynamic. Improving production efficiency in such an environment relies more on employees' learning and innovation capabilities. To adapt to the new economic era, the scope of performance evaluation in enterprises has gradually expanded. In addition to task performance and contextual performance, it now includes innovation performance, learning performance, and adaptive performance. This expansion aims to encourage outstanding performance across multiple dimensions and to comprehensively assess employees' contributions and value to the organization, thereby driving sustained organizational development and success.

Hence, in line with the requirements, this study comprehensively evaluates employee job performance across five dimensions: task performance, contextual performance, learning performance, innovation performance, and adaptive performance. The

approach aims to enhance overall organizational performance and stands as one of the innovative aspects of this research.

2.1.4 Theories on Job Performance

1. Goal Setting Theory

The theory was proposed by psychologists Locke and Gary Latham in 1968, explains how individuals influence motivation and behavior through goal setting and pursuit. Locke (1968) The theory posits that clear, specific, and challenging goals can significantly enhance employee performance and motivation. It underscores the significance of setting clear, specific goals in motivating and improving employee performance. The theory encompasses three key aspects. Firstly, goals must be specific, implying that employees need a clear understanding of what is expected of them to achieve. Vague or overly broad goals can lead to confusion and lack of motivation. Secondly, goals should be challenging. If goals are too simple, employees may feel a lack of achievement and motivation. Conversely, overly difficult goals might lead to loss of confidence if unattainable, undermining effort. Thirdly, the theory emphasizes the relationship between goals and performance. The difficulty of goals influences employee job performance. Goals should be challenging but attainable to inspire motivation. Additionally, feedback and involvement in goal-setting processes are crucial components of the theory. Timely feedback informs employees of their progress, while participation in goal setting increases acceptance and recognition of goals. The Goal Setting Theory indicates that guiding behavior, enhancing motivation, increasing effort, and sustaining persistence effectively impact employee job performance. This theory has been widely applied and has positively influenced areas such as organizational management, employee job performance enhancement, and career development.

2. Self-Determination Theory

The Self-Determination Theory (SDT), developed by American psychologists Edward Deci and Richard Ryan, is a psychological theory that explains the motives and driving forces behind human behavior. The Self-Determination Theory posits that all individuals are proactive organisms who make behavioral choices and decisions based on intrinsic needs and external environmental cues (Deci, 1975). Environmental factors can facilitate or hinder individual behavior, and organizations can intervene in individuals'

internal motivations through external environmental factors (Deci & Ryan, 2000). The three basic psychological needs of "Autonomy, Relatedness, and Competence" are fundamental drivers of human positivity. When social environments and personal resources fulfill these basic psychological needs, individuals work driven by intrinsic motivation, creating positive work outcomes. In contrast, when these basic needs are thwarted, individuals' positive behaviors weaken, potentially leading to negative behaviors. The social environment can enhance internal motivation in humans by supporting the fulfillment of these three basic psychological needs (Deci & Ryan, 2000). Thus, when job characteristics and types of compensation in the workplace align with employees' basic psychological needs, organizations can enhance internal motivation, unleash potential, and foster better employee job performance.

Summary

Through the review of literature related to job performance, several key points emerge: Job performance is a vital outcome variable in the fields of organizational behavior and human resource management. However, there is no unified consensus on the conceptual definition and theoretical foundation of job performance. Scholars generally agree that job performance is a multidimensional concept, with its theoretical perspective varying based on the research context. This study aligns with the comprehensive view of job performance and defines it as the sum of an individual's efforts (including physical and mental labor) and results to complete work tasks and achieve organizational goals. Moreover, this study adopts the goal-setting theory and self-determination theory to investigate job performance. Regarding the dimensions and measurement of job performance, most scholars focus on dimensions ranging from two to four. This study will employ the scale developed by Han (2006), which is contextually adapted for China, to measure job performance. Similarly, to avoid common method bias and social desirability bias, employee performance will be evaluated by their immediate supervisors. Following expert recommendations and participant feedback, the original scale items will be refined. Innovation performance will incorporate six items from the scale created by Scott and Bruce (1994).

In the examination of variables affecting job performance, it is generally acknowledged that employee satisfaction, organizational culture, and work-life balance have positive impacts on job performance. Therefore, this study will construct a theoretical research model exploring the relationships between organizational culture, employee satisfaction, work-life balance, and job performance. This model will be empirically tested using a questionnaire survey to provide theoretical guidance for practical management.

2.2 Concepts and Theories on Work-life Balance

2.2.1 The Meaning of Work-life Balance

The rapid advancement of contemporary society has led to significant changes in people's values, family structures, work methods, and work environments. This transformation has drawn the attention of numerous researchers to the boundary between employees' work and personal lives. Achieving a harmonious work-life balance is a critical concern, posing decisive challenges for organizations, employees, and researchers alike. According to Frone and Rice (1987), individuals must manage and adapt to role conflicts arising from changes in the realms of work and family life to enhance job performance.

Work-life balance, sometimes referred to as work-family balance, encompasses organizational initiatives aimed at aiding employees in understanding and effectively managing the interplay between their family and work commitments. This involves addressing conflicts arising from the convergence of professional pursuits and family responsibilities, ultimately easing the strain caused by imbalances in work-family dynamics. Work-life balance is a concept wherein individuals strive to harmonize competing demands originating from their work and familial obligations, addressing a quandary. A comprehensive analysis of existing literature unveils diverse perspectives on the interpretation of the work-life balance concept. Marks et al. (1996) were among the first to introduce the concept of work-life balance, defining it as an individual's capacity to play multiple roles. They believed individuals should and are capable of balancing various roles, identifying a point of equilibrium across multiple roles, which they termed

role balance. Their definition of role balance encompasses individuals fully meeting the requirements of each role within their role portfolio and striving to coordinate and collaborate with partners in different roles. Kirchmeyer (2000) views work-life balance as employees' overall satisfaction across every facet of life, manifested in their ability to allocate their time, energy, and personal resources reasonably. Duxbury and Higgins (2003) define work-life balance as the equilibrium where an individual's needs in both work and life are equally met. Kofodimos (1993) perceives work-life balance as a satisfying, healthy, and highly productive state that encompasses work, family and love. Clark, S. C. J. H. r. (2000) contends that work-life balance denotes an individual's satisfaction in both work and life, minimizing role conflicts. It involves rationally allocating time and energy between one's professional and personal life, achieving harmony between work, family, social, and personal interests, and ensuring physical and mental well-being and quality of life. This encompasses appropriate scheduling of work, leisure, and family time to balance and fulfill individual needs between personal life and career. Clutterbuck (2003) asserts that work-life balance represents an individual's managed state in which they handle the actual or potential conflicts arising from differing needs for happiness and self-realization by effectively utilizing their time and energy. Frone and Rice (1987) elucidated the meaning of work-life balance, referring to the adjustment made in work and family life by increasing work engagement while concurrently minimizing conflicts between work and family commitments, so as not to compromise the equilibrium between the two. According to Saikia (2011), work-life balance refers to an individual's level of involvement and satisfaction in their work and personal roles. Work-life balance is the ability to achieve goals or meet the needs of work and personal life and to achieve satisfaction in all areas of life (Bulger & Fisher, 2012). Haar, Jarrod M. et al. (2014) consider work-life balance as the sense of equilibrium employees experience between their work and personal lives. Effective balancing of work and personal life contributes to higher contentment and well-being. It signifies how individuals manage or ought to manage their professional and personal obligations to avoid overlap. Evolving work patterns and pressing domestic demands adversely impact individuals' work, social, and family lives. Leung and Zhang (2017) posit that work-life

balance entails the capacity to strike a balance between work and personal life, leading to individual satisfaction within the work environment. It emphasizes creating a healthy and supportive work atmosphere, allowing individuals to harmonize work and personal responsibilities, ultimately enhancing job performance. By enabling employees to manage their time effectively to better balance the competing demands of work and family, they can reduce or eliminate conflicts between work and personal life.

Sirgy and Lee (2018) interpret the definition of work-life balance through two vital dimensions involves participating in multiple roles in both work and non-work life. Marks et al. (1996) argue that work-life balance involves wholeheartedly engaging in the performance of each role within the entire role system, approaching each role and role partners with focus and care, encompassing dedicated involvement in various roles.

Greenhaus, Jeffrey H. et al. (2003); Kirchmeyer (2000) suggest that work-life balance entails engaging in multiple roles with roughly equal attention, time, commitment, or involvement. It emphasizes the equitable distribution of time and participation among multiple roles. They posit that work-life balance represents a balance of satisfaction across life domains, signifying an equivalent level of engagement in work and non-work roles and generating equal satisfaction in both work and non-work life areas. They also propose that work-life balance refers to balanced engagement and satisfaction across major life domains, achieving equilibrium in the allocation of time and mental energy between work and non-work life and deriving substantial satisfaction from both.

The dimension concerns the minimal conflict between work and non-work roles. Accordingly, work-life balance encompasses at least three definitions: 1) Work-life balance is the contentment and effective functioning within work and family roles, minimizing role conflicts. This involves minimizing conflicts between work and family roles (Allen et al., 2000; Clark, S. C., 2000) . 2) Work-life balance involves having high role enrichment and low role conflict across work and non-work life domains. This denotes role enrichment without conflicts (Frone & Rice, 1987; Greenhaus et al., 2012). 3) When resources supporting role demands are threatened or lost, work-life balance is achieved by effectively managing the consequences of role conflicts or interferences. This

reflects the management of resources to minimize role conflicts (Fisher et al., 2009; Gareis et al., 2009).

The aforementioned studies indicate that achieving an effective balance between work and personal life leads to greater satisfaction and happiness (Veenhoven, 1991) . The author thinks, work-life balance refers to an individual's engagement in multiple roles across work and non-work life, achieved by effective time management and priority setting to minimize conflicts between these roles. As suggested by scholars Duxbury and Higgins, individuals are able to find a point of equilibrium between work and life, maintaining a balanced state. This equilibrium enables individuals to meet the demands and responsibilities of both work and non-work domains while preserving good physical and mental health, well-being, and job performance. When attaining work-life balance, individuals can flexibly manage the requirements of different roles, thereby fostering a harmonious environment for both life and work, facilitating self-realization and comprehensive happiness.

Based on a literature review, this study integrates the research objectives and scope of work-life balance and defines it as follows: Work-life balance refers to the effective management of an individual's personal time and work time, rational coordination of their relationship, conflict avoidance, thereby achieving equilibrium between life and work, and enhancing the quality of life for individuals, families, and organizations.

2.2.2 Dimensions of Work-Life Balance

Currently, there is no unified categorization of dimensions for work-life balance, as different scholars propose various viewpoints based on their research.

Greenhaus, Jeffrey H. et al. (2003) suggest that work-life balance comprises three aspects: 1) Satisfaction Balance: This involves achieving a balance in perceived satisfaction between life and work. It implies being content in both work and family domains, necessitating an equitable overall experience. 2) Psychological or Engagement Balance: This pertains to achieving a balance in the psychological involvement in life and work roles. It implies striving for a psychological equilibrium between work and family, reducing conflicts, and enhancing positivity. 3) Time Balance: This refers to balancing

the amount of time allocated to life and work. It implies investing time to make work more efficient and productive. Byrne (2005) asserts that work-life balance encompasses five aspects regardless of time and location: work itself, family, friends, health, and self-awareness. Balance is deemed achieved when activities in each domain do not negatively impact activities in other domains. Guest (2002) highlights that factors such as work hours, work intensity, and work-related stress are significant influence of work-life balance. Brough et al. (2020) contends that factors like family responsibilities, family roles, and family support are closely related to work-life balance. Jang (2009) emphasizes the impact of workplace flexibility, managerial support, personal skills, and coping strategies on work-life balance. Liu et al. (2019) proposed a three-dimensional model of the impact of work-family fit on work-life balance based on the Person-Environment Fit theory. This model focuses on the interaction results of individual, organizational, work, and family variables on work-life balance, rather than the individual effects of each variable. The study suggests that work-family balance is a four-dimensional concept, comprising work-family conflict (WFC), work-family facilitation (WFF), family-work conflict (FWC) and family-work facilitation (FWF). Reimann et al. (2022) examined how gender differences in COVID affect role overload at work and family and boundary management during COVID-19, emphasizing the importance of gender in work-life balance. Allen et al. (2000) studied how remote work affects work-life balance and found that while it provides flexibility, it can also lead to the boundary between work and life. This study explores how work-life boundaries are managed while working from home, highlighting the challenges and strategies of maintaining work-life balance in a remote working environment. They emphasized the importance of the intellectual factor.

Duxbury et al. (2003) developed a five-dimensional structural model of work-life balance: 1) Role Overload: This refers to situations where individuals are burdened with an excessive number of roles in both work and life. Their limited personal resources (skills, time, energy, etc.) prevent them from fully satisfying the requirements of these roles, leading to perceived stress exceeding their capacity to manage, and thus hindering satisfaction in both work and life. 2) Family Impact on Work: This pertains to instances where fulfilling family role obligations interferes with meeting work responsibilities,

impeding normal job performance. 3) Work Impact on Family: This involves work demands affecting an individual's various family-related involvements (time, energy, etc.) or diminishing their family life enjoyment, thereby reducing family well-being. 4) Caregiver Strain: This signifies the burden associated with caring for elderly family members or sick relatives. This burden can be classified into emotional, physical, financial, and family-related strains. 5) Work-to-Family Spillover: This describes how employees utilize the experience gained from work to handle their non-work responsibilities and activities, generally considered a beneficial effect for employees.

Saenwan (2014) identified five essential dimensions constituting work-life balance: 1) Work dimension: This involves an individual's profession or specialty and is critical for driving innovation, creative thinking, personal development, and organizational efficiency. 2) Family dimension: This contributes to individual happiness and success, facilitating internal happiness and balance within society. 3) Time dimension: Time is a pivotal factor in all aspects of life, including work and family. Balancing allocated time and other dimensions is crucial. 4) Financial dimension: Financial stability is a tool enabling individuals to sustain their current and future lives, playing a role across work, family, and time-related dimensions. 5) Intellectual dimension: As life and thinking are continually evolving, ongoing development and intellectual growth are necessary for individuals to adapt to a changing environment. Yang (2016) believe that work-life balance is a psychological state that individuals are satisfied with family and work, have good work and family functions, and minimize role conflict. The balance refers to the balance of a state of mind. It includes a flexible work system, health plans, paid leave, participation and support, independent welfare, and organizational culture change, covering almost all of people's lives. Over time, work-life balance has also become an important indicator of a person's happiness. The study found that flexible working enables employees to find the most appropriate balance between home and work, promote the balance between work and life, and reduce the conflict between work and family. Zhang and Li (2006) integrated the Chinese cultural context and proposed a theoretical framework for Chinese employees' "work-life balance". This framework indicates that an individual's ability to balance work and life is related to both

work demands and family needs. Specific demographic characteristics (gender, parenthood), individual strategies for coping with "work-life conflict," and the use of information technology can mitigate the degree of "work-life conflict" among Chinese employees. Such conflict affects individuals (perceived health) and organizations (job satisfaction, organizational commitment). The summarized viewpoints are presented in table 2.3.

In summary, the main influencing factors of work-life balance are consolidated in table 2.3.

Table 2.3 Dimensions of Work-Life Balance

Author (Time)	Byrne (2005)	Duxbury And Higgins (2003)	Guest (2002)	Allen et al. (2000)	Reimann et al.(2022)	Jang (2009)	Zhang and Li (2006)	Liu et al. (2019)	Saenwan (2014)	H.D.Yang (2016)	Total
Dimensions of Work-Life Balance											
Work Aspect	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	10
Family Aspect	✓	✓		✓	✓	✓	✓	✓	✓	✓	9
Health Condition	✓						✓				2
Time Aspect		✓	✓				✓	✓	✓	✓	6
Intellectual Aspect	✓			✓	✓	✓			✓	✓	6
Financial Aspect		✓		✓			✓		✓	✓	5
Work Pressure					✓			✓			2

Source: Compiled from literature sources.

As shown in Table 2.3, among the 10 scholars: Byrne (2005), Duxbury and Higgins (2003), Guest (2002), Allen et al. (2000), Reimann et al. (2022), Jang (2009), W. Zhang and Li (2006), Liu et al. (2019), Saenwan (2014), and Yang, (2016) the most frequently mentioned influencing factors for work-life balance analysis are work, family, time, finances, and intelligence.

This study primarily focuses on conducting surveys among ordinary employees of Chinese private enterprises. Based on the theoretical framework of work-life balance for Chinese employees and synthesizing the viewpoints of previous scholars, this study will adopt the five dimensions of work, family, time, finances, and intelligence proposed by Saenwan (2014) as the main factors influencing work-life balance.

2.2.3 Theories of Work-Life Balance

1. Social Exchange Theory

Social Exchange Theory is a psychological and sociological theory that explains interpersonal interactions and relationship formation. The theory was first proposed by Homans (1958) and further developed by Peter M. Blau, John W. Thibaut and Harold H. Kelley. This theory suggests that when one party extends benefits to another, the recipient is inclined to reciprocate by providing advantages and favorable treatment to the initial party (Coyle-Shapiro & Shore, 2007). Within the realm of organizational dynamics, the Social Exchange Theory is frequently utilized to elucidate the formation and sustenance of interpersonal connections between employees and employers concerning mutual programs (Rawashdeh et al., 2020). This theory sheds light on the determinants influencing employees' level of engagement in their tasks (Lee et al., 2013) and the ways in which the organizational support system impacts the creativity of subordinates (Amabile et al., 2004), as well as other positive behaviors. As organizations address the equilibrium between employees' personal and professional lives, individuals experience heightened positive sentiments that augment job satisfaction, subsequently motivating them to reciprocate through elevated job performance (Talukder et al., 2018). The theory is widely used in organizational behavior, interpersonal relationship, and family research.

2. Boundary Theory

Clark, S. C. (2000) proposed the work and family boundary theory (Boundary Theory), which explores the boundaries between work and personal life, and how these boundaries affect an individual's job satisfaction and life satisfaction. The core concepts revolve around the creation, maintenance, and change of "boundaries" that separate individual work life and personal life. The boundaries can be physical, psychological or temporal with varying transparency and permeability. Boundary theory is particularly

important in work-life balance research, which provides a theoretical tool to analyze how individuals adjust and optimize the interaction between work and personal life. Theory suggests that effective boundary management strategies can improve individual job satisfaction, life satisfaction and overall well-being. Communication between the boundary maintainer and the boundary crossing person can enhance mutual understanding and ease role conflict.

A relatively balanced work and family life can lead to satisfaction in both domains, allowing individuals to fulfill their duties effectively while experiencing the lowest role conflict. In addition, the theory emphasizes the role of organizational culture and policies in forming supportive work-life environments, such as flexible work arrangements, remote work policies, and employee support programs.

2.3 Concepts and Theories on Organizational Culture

2.3.1 The Concept of Organizational Culture

Organizational culture, also known as corporate culture, encompasses an organization's distinct cultural image formed by its values, beliefs, rituals, symbols, and modes of conduct during its daily operations (<https://www.kepuchina.cn>). Organizational culture is often referred to as "Corporate culture." The term "Corporate culture" is used to denote a more commercialized aspect of organizational culture (Deal & Kennedy, 1982). In other words, corporate culture is a distinct form of organizational culture. Chinese scholars predominantly focus their research on organizational culture within enterprises. Consequently, the organizational culture of a company is often referred to as its "corporate culture."

Organizational culture began to draw attention and interest in China in the mid-1980s. As a management theory, the concept of corporate culture was initially introduced by DaNeen (1981) in his publication "Z Theory: How the American Business Community Confronts the Challenge of Japan," which laid the foundation for the theoretical development of organizational culture. He believed that the embodiment of corporate values and beliefs is a crucial component of corporate culture, and the organizational mission plays a significant role.

Organizational culture is a complex and diverse concept, and researchers from various fields and perspectives provide unique understandings and interpretations of the definition and content of organizational culture. Schein (2010) posits that organizational culture consists of shared fundamental assumptions, values, beliefs, and behavior patterns among organizational members. These shared mental models are continually learned and passed down within the organization. He grasped the essence of culture and proposed the theory of organizational culture.

Handy (1985) described organizational culture as the "soul of the organization," where he believed that organizational culture constitutes the core and personality of an organization, capable of determining its success or failure. He proposed four types of organizational culture: power culture, role culture, task culture, and person culture. Different types of organizational culture can yield distinct impacts within an organization. Denison (1990) defined organizational culture as "the collection of an organization's core values, beliefs, and behavioral guidelines, which influence employees' thinking, decision-making, and behavior in the organization." His research emphasized the significant impact of organizational culture on organizational performance and employee satisfaction. Schein (2010) defined corporate culture as "the way in which members of an organization learn and solve problems together." He emphasized that organizational culture is a process of socialization, reflecting shared values and behavioral norms among organizational members.

Alvesson (2011) defined organizational culture as a "composite of beliefs, values, behavioral norms, and mental models collectively held by members within an organization." Kuh (1993) defined organizational culture as the "sum of shared beliefs and values within an organization, which are mutually shared and transmitted among members." He emphasized the impact of corporate culture on organizational behavior and performance. However, within the context of Chinese culture. Luo (2004) points that in the academic community, definitions of corporate culture can be broadly categorized into two main types: one is the broader concept of corporate culture, which includes aspects like the material culture, behavioral culture, institutional culture, and spiritual culture of an organization. The other is the narrower concept of corporate culture, which equates

corporate culture with the corporate spirit. Linnenluecke and Griffiths (2010) posited that organizational culture entails the values and principles upheld and put into practice by a corporation. In other words, organizational culture is composed of the values and principles that are embraced, advocated, and genuinely implemented in practice. Li (2017) believes that business management and culture are closely linked. In the management practice of modern enterprises, in order to unite people and promote the sustainable development of enterprises, we need to get spiritual incentives from the corporate culture. Corporate culture is a basic concept, values and way of thinking reflected in economic activities such as production, operation, sales and distribution.

Based on the definitions provided by these scholars, the core of organizational culture points to a management model grounded in shared beliefs, values, and behavioral norms within an organization. They collectively emphasize the significance of common beliefs, values, and behavioral norms within an organization. This study contends that organizational culture is formed through mutual communication and interaction among organizational members during long-term management activities. It comprises shared values and behavioral patterns that guide and motivate behavior. Organizational culture serves as a spiritual guidance and inherited tradition, fostering cohesion within a company. It is continuously learned, transmitted, accepted, and inherited by new members within the organization. It directly influences the mindset, behavior, attitude of organizational members, as well as internal behaviors and decision-making. Furthermore, it exerts a substantial impact on organizational performance and development.

2.3.2 The Function of Organizational Culture

The organizational culture of the enterprise represents a revolutionary aspect of the history of management ideologies. As companies implement strategies, the shaping and reinforcement of corporate culture are increasingly considered factors. Amidst the global process of economic integration, only those enterprises capable of deploying a motivating framework for employees to achieve success in competition can secure their own positions. Kotter (2008) summarized the practical functions of corporate culture in "Corporate Culture and Performance," highlighting its directive, normative, cohesive, and motivational functions. Through communication, dissemination, education, training, and

other means, it fosters tight cohesion among employees from different roles, levels, and hierarchies, generating a potent internal bonding force. Zhang and Ma (2008) believes that corporate culture can promote employees to closely link their personal emotions and destiny with the rise and fall of the enterprise, produce a strong sense of belonging to the enterprise, enhance the centripetal force and combat effectiveness of the enterprise, and finally make the enterprise in a dominant position in the fierce market competition.

2.3.3 Dimensions of Organizational Culture

Organizational culture, as a management behavior model, is intangible, and scholars have employed different categorizations based on their research focuses. Some scholars categorize organizational culture dimensions based on its traits. Denison (1991) defined organizational culture using four cultural traits: involvement, consistency, adaptability, and mission. Zhu (2020) believes that corporate culture is a synthesis of both spiritual wealth and material forms, reflecting various aspects of a company's production and operations, including its spiritual ideologies, employee behaviors, regulations, and products/services. Some scholars categorize corporate culture based on its types. Eric (2021) in analyzing the relationship between organizational culture and job performance, categorized organizational culture as clan-oriented, dynamic, market-oriented, and hierarchical, employing structural equation modeling (SEM) to test the direct impact of each dimension on job performance. Chen et al. (2018) believed corporate culture serves functions of cohesion, direction, constraint, integration, motivation, and innovation, categorizing it into clan-type, flexible-type, field-type, and hierarchical-type cultures.

Most scholars categorize corporate culture based on its structural levels. The structure of corporate culture refers to the temporal-spatial order, priority levels, and interaction modes among various elements within the corporate culture system. It indicates how these elements interact and form the basic pattern of corporate culture (Li, 2010). The structural categorization of corporate culture varies based on the conceptual scope. Schneider et al. (2013) proposed that corporate culture comprises three levels: artifacts and behaviors, espoused values, and basic assumptions. These levels interact and shape the organization's behavior and characteristics. The first level is artifacts and behaviors, often termed as observable culture, which encompasses visible traditions,

literary allusions, customs, communication language, architecture, and behavior. It is the most easily observed and perceived aspect. The second level is espoused values, representing higher-level ideologies, including norms, rules in business operations, established goals, and operational character. These values reflect what should be and the correct value orientation specific to the organization. The third level is basic assumptions, existing only in people's subconscious minds, assumed to be correct by members of the organization yet challenging to precisely describe. Basic assumptions reside at the deepest and most fundamental level of culture, shaping an organization's distinctive value features and directing its behavior. Chen (1999) categorized corporate culture into three levels: spiritual, institutional, and material. Among them, the spiritual level is key in corporate culture development. This viewpoint aligns with Schein's perspective. Liu and Xue (2023) analyzes the cultural structure of the world-class university is divided into spiritual culture, system culture, behavior culture and material culture the four dimensions, emphasizes the spiritual culture through the university culture, organization members of the behavior culture and material culture how to reflect the specific ideology and cultural psychology. Wang (2023) explores the campus culture of higher vocational colleges. The classification of culture is spiritual culture, material culture, behavioral culture and institutional culture, providing a useful framework. Although the view of both focuses on the campus culture of universities, it can also be applied to the research and practice of corporate culture. Han and Zhao (2023) Deeply discussed the four-level structure theory of corporate culture, diagnosed and analyzed the current situation of the soft power of Shendong Coal Group from the four levels of spirit, system, behavior and material, and put forward specific countermeasures for improvement. He and Jin (2019) divides corporate culture into behavior, system, spiritual and image layers, reflecting the characteristics of Chinese-style corporate organizational culture.

In summary, scholars hold varying understandings of the structural dimensions of corporate culture. Currently, the widely accepted and referenced framework in China is the four-level structure of corporate culture. Introduced by Chinese management scholar Chen Chunfang in 1992 in the "Journal of Management Sciences," it divides corporate culture into spiritual, institutional, behavioral, and material layers.

The spiritual layer forms the intrinsic core of corporate culture, influencing or even determining the other three layers. It manifests as a collective effect developed over the company's long-term growth and is deeply rooted in employees' hearts. Spiritual culture encapsulates the core contents of the company's ideology, including values, spirit, mission, ethics, and philosophy. The institutional layer encompasses norms and regulations established by the company that provide constraints and norms, ensuring goal achievement. It consists of procedural, standardized, and patterned operating methods artificially created by the company, including reward and punishment systems, promotion systems, decision-making systems, and procedural systems. Institutional culture is the underlying foundation of spiritual culture, while institutional culture is the outward product of spiritual culture. The effective implementation of institutional culture relies on its alignment with the essence of spiritual culture. Behavioral culture is the distinct characteristics exhibited in a company's operations. It pertains to the traits displayed by relevant staff during interactions with both internal and external stakeholders, as well as in interpersonal communication and problem-solving beyond their job duties. Material culture constitutes the outermost layer of the corporate culture, represented by tangible elements that tangibly reflect the spiritual aspect. This includes company names, logos, employee uniforms, and other visible manifestations.

Qi and Bu (2019) believed that enterprises should promote the construction of corporate culture to the level of belief concept, comprehensively deepen the construction of corporate culture, and implement it, so that the construction of corporate culture can be implemented. Promote the long-term development of enterprises.

Summarized analysis of scholars' perspectives on organizational culture structural dimensions is Table 2.4.

Table 2.4 Dimensions of Organizational Culture

Dimensions of Corporate Culture	Author (Time)										Total	
	Schein (2010)	Denison (1991)	Chen et al. (2018)	Eric (2021)	Schneider et al. (2013)	He and Jin (2019)	Chen (1999)	Zhu (2020)	Liu and Xue (2023)	X.Y.Wang (2023)		Han and zhao (2023)
Beliefs and Behavior Patterns	√											1
Behavioral Culture	√		√		√	√			√	√	√	7
Spiritual Culture	√		√	√	√	√	√	√	√	√	√	10
Engagement		√										1
Consistency		√										1
Adaptability		√										1
Material Culture	√		√	√	√	√	√	√	√	√	√	10
Institutional Culture			√	√	√	√	√		√	√	√	8
Clan Culture				√								1
Energetic Culture				√								1
Market Culture				√								1
Hierarchical Culture				√								1

Source: Compiled from literature sources.

From the table 2.4, it can be observed that among the 11 researchers: Schein (2010), Denison (1991), Chen et al. (2018), Eric (2021), Schneider et al. (2013), He and Jin (2019), Chen (1999), Zhu (2020), Liu and Xue (2023), X. Y. Wang (2023), and Han and Zhao (2023), More than seven scholars have adopted the four-level structure dimensions of organizational culture in their analysis. These dimensions are spiritual culture, institutional culture, behavioral culture, and material culture. It is believed that this dimension is more in line with the actual situation of analyzing the organizational culture of private enterprises within the context of Chinese culture. Therefore, in subsequent research, explanations will be provided according to the dimensions of spiritual culture, institutional culture, behavioral culture, and material culture.

2.3.4 Theories of Organizational Culture

1. Organizational Culture Theory

This theory was formulated by prominent American organizational psychologist and management scholar (Schein, 1990). It encompasses aspects like the definition of organizational culture, the iceberg model, cultural levels, culture formation and evolution, and the roles of organizational culture. Schein stresses that organizational culture extends beyond visible external symbols to encompass deeper psychological and cognitive dimensions. He introduced the renowned organizational culture iceberg model, emphasizing the core values and assumptions hidden beneath the surface. He divides organizational culture from surface to depth into three levels: visible artifacts and creations, shared beliefs and values, and basic assumptions and deep-level values. He argued that culture forms gradually through organizational development and member interactions, evolving over time alongside the organization's history and transformations, profoundly influencing behaviors and performance. Organizational culture also serves as identity and significantly impacts stability, cohesion, employee attitudes and behaviors, teamwork, and organizational performance. This theory holds crucial guidance for understanding and managing organizational culture.

2. Theory Z

Theory Z, proposed by American scholar (Ouchi & Price, 1978), is a management theory that focuses on the influence of organizational culture and values on employee behavior and performance. It emphasizes the significance of employee involvement, teamwork, developmental opportunities, and performance assessment to enhance job satisfaction and job performance. Ouchi combined management practices from Japanese enterprises and American managerial thinking, asserting that Theory Z can have positive impacts on organizational culture, work-life balance, employee satisfaction, and job performance. This theory has been widely applied in Asian countries' businesses and is considered a successful management model. In practical application, it might not be universally suitable for all cultural and industry contexts. Furthermore, within the backdrop of globalization and diversity, flexible incorporation with other management theories is necessary.

2.4 Concepts and Theories on Job Satisfaction

2.4.1 Concepts of Job Satisfaction

The concept of job satisfaction was initially introduced by Hoppock (1935), who believed that job satisfaction reflects individuals' actual psychological, physiological, and environmental contentment experienced within their work. The author's definition of the different dimensions of job satisfaction primarily draws from material attributes, encompassing factors like job content and working conditions. The factors encompassing fatigue, monotony, working conditions, and leadership styles are considered influential factors in job satisfaction. Job satisfaction determines an individual's contentment with their work. It exerts significant positive and negative influences within the workplace. Dissatisfied employees lead to decreased productivity and higher turnover rates. Conversely, job satisfaction can enhance performance, directly or indirectly impacting customer satisfaction. Additionally, job satisfaction influences customer service quality, subsequently affecting customer retention (Singh & Jain, 2013). Locke et al. (1976) proposed the most widely used definition of job satisfaction, defining it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Wanous (1972) characterized job satisfaction as "the sum of satisfaction with different aspects of a job." This closely aligns with (Fox & Spector, 1999) definition as "a person's affective reactions to different aspects of their job" and Schermerhorn (2011) as "emotional responses to various facets of an employee's job." Of course, there are numerous other definitions that support similar meanings. Wright and Cropanzano (2000) suggest that job satisfaction represents the fusion of psychological, physiological, and environmental aspects, determining employee contentment, emotional stability, and dedication to their work. Vroom and Sons (1964) state that job satisfaction, in terms of an employee's role, can be defined as the emotional orientation towards the roles they perform, greatly influencing positivity, which subsequently impacts productivity, and ultimately organizational performance. O'Reilly III (1991) views job satisfaction as an individual's feelings about their work, influenced by their perception of their job. García-Bernal et al. (2005) assert that most scholars define satisfaction as the final state of an individual's psychological process, often focusing on their overall feelings towards their work. Brief and Weiss (2002) define job satisfaction as "an employee's emotional or

affective response to their job, whether they like or dislike it. Spector (2022) proposed that job satisfaction refers to an individual's attitude towards their work, which reflects the general evaluation of all aspects of their work. These factors can include the nature of the job, supervision, pay, promotion opportunities, relationship with colleagues, and working conditions. These factors can be assessed to determine the extent to which a job meets an individual's needs and expectations. Warr (2012) defines job satisfaction as the satisfaction, satisfaction, and pleasure that an employee is related to the tasks they perform. This definition generalizes individuals' expectations and aspirations for work and the positive feedback they receive at work. In this context, job satisfaction reflects not only the completion of tasks, but also the consistency of these tasks with individual career goals and the recognition of their efforts. Jaramillo et al. (2005) consider job satisfaction to refer to the positive feelings that employees have about their work, including all aspects of the work environment. These include salary, work-life balance, opportunities for advancement, relationship with colleagues, and the importance of tasks accomplished. Judge et al. (2017) defined job satisfaction as an emotional condition that represents the satisfaction that employees obtain from work. The expression of this feeling is influenced by various factors, such as the nature of the work, the work environment, and everyone's expectations.

In summary, job satisfaction represents an attitude rather than a behavior, significantly impacting employees' mental and physical well-being, which can influence a company's performance. Thus, in most organizational behavior studies, job satisfaction serves as a crucial determinant in establishing the relationship between performance factors and value preferences (Hackman & Oldham, 1975).

In this study, job satisfaction refers to "employees' evaluations of various aspects of their job compared to their expectations, reflecting their attitude or perception towards the job itself and related factors," i.e., overall job satisfaction. Therefore, this research primarily focuses on the organization's general employees.

2.4.2 Dimensions of Job Satisfaction

Scholars both domestically and internationally have conducted extensive research on the dimensional structure of job satisfaction. One of the earlier models was proposed by (Vroom & Sons, 1964) , who presented a seven-dimensional structure of job satisfaction.

These dimensions encompass satisfaction with management, advancement, job content, leadership, compensation, working conditions, and colleagues. Smith (1969) outlined five dimensions of job satisfaction: satisfaction with job rewards, job itself, organizational management, colleague relationships, and job prospects. This framework became one of the most widely used scales in practical applications. Al-Shammari (2021) proposed a six-factor structural model for job satisfaction based on his study of job satisfaction levels among IT department employees in Kuwait. The factors include salary, workplace, intangible benefits, support, communication, and satisfaction.

Xie (2019) investigated the relationship between job satisfaction and job performance in startup internet companies. They analyzed this relationship across five dimensions: leadership behavior, management measures, job rewards, work synergy, and job content. Shu (2016) explored the relationship between job satisfaction, job performance and work stress among employees in pharmaceutical research outsourcing organizations. Through exploratory factor analysis, six factors of job satisfaction were identified: job content satisfaction, job rewards satisfaction, immediate supervisor satisfaction, colleague satisfaction, satisfaction with the work itself, and organizational management satisfaction. Gao (2013) conducted a study on salesperson job satisfaction and job performance, categorizing job satisfaction into dimensions such as management style, job itself, development opportunities, compensation, working conditions, and interpersonal relationships. Yu (2013) examined the relationship between job satisfaction and job performance among knowledge-based employees of the new generation. The dimensions of job satisfaction were categorized as satisfaction with compensation, promotion opportunities, the job itself, performance evaluation, work environment, satisfaction with superiors, and satisfaction with colleagues. Dan (2015) explored the influence of Organizational culture on employee satisfaction. The dimensions of employee job satisfaction were categorized as job challenges, work environment, personality-job fit, job rewards, and interpersonal relationship satisfaction. The study demonstrated a significant positive relationship between various dimensions of Organizational culture and the five aspects of job satisfaction. Gazioglu and Tansel (2006) conducted an interesting analysis of the determinants of job satisfaction in the UK. Four distinct measures of job satisfaction were considered: satisfaction with job impact,

satisfaction with received salary amount, satisfaction with achieved accomplishments, and satisfaction with the level of respect from supervisors. Wang et al. (2020) researched job satisfaction among hospital nursing staff, identifying six dimensions that constitute job satisfaction: job rewards satisfaction, hospital management satisfaction, job background satisfaction, job group satisfaction, job content satisfaction, and loyalty. The study revealed that job satisfaction among nursing staff in tertiary comprehensive hospitals was generally moderate and influenced by individual factors such as education, professional title, position, and income. Rutherford et al. (2009) investigated employee job satisfaction in multiple companies using both single overall assessment and job element aggregate scoring methods. Job satisfaction was categorized into five dimensions: salary and benefits satisfaction, job content satisfaction, promotion satisfaction, colleague relationship satisfaction, and supervisor management satisfaction. The impact of these five dimensions on overall job satisfaction was examined.

Table 2.5 Dimensions of Job Satisfaction

Dimensions of Job Satisfaction	Author (time)										
	Vroom (1964)	Smith (1969)	Al-Shammari (2021)	Xie (2019)	Shu (2015)	Gao (2013)	Yu (2013)	Haipeng Wang et al. (2023)	Dan (2015).	Rutherford et al. (2009)	Gazioglu and Tansel (2006)
Reward of Work	√	√	√	√	√	√	√	√	√	√	11
Work Itself		√		√	√	√	√	√	√		7
Leadership Behavior	√			√							2
Interpersonal Relationships	√	√	√	√		√	√	√	√		8
Job Prospect		√				√					2
Work Focus					√						2
Work Motivation											1
Working Conditions	√		√			√	√		√	√	6
Sense of Achievement											1

Source: Compiled from literature sources.

The viewpoints of these scholars collectively suggest that employee job satisfaction is a comprehensive indicator. Different scholars analyze job satisfaction dimensions differently based on various industries, subjects, and cultural backgrounds. In practical applications, it's essential to identify the dimensions most suitable for the research object's culture and industry to minimize dimension-related errors. Therefore, considering the viewpoints of different scholars and in line with the needs of this research, the viewpoints of 11 scholars have been summarized and consolidated.

From the table 2.5, it can be observed that among the 11 scholars, Vroom (1964), Smith (1969), Al-Shammari (2021), Xie (2019), Shu (2015), Gao (2013), Yu (2013), Haipeng Wang et al. (2023), Dan (2015), Rutherford et al. (2009), Gazioglu and Tansel (2006) analyzed factors influencing employee job satisfaction. The top three factors are the job itself, job rewards, and working conditions. This aligns with the conclusion drawn by Zhang (2009) in the context of managing job satisfaction among knowledge workers, where job satisfaction itself, satisfaction with fair treatment, and satisfaction with the work environment are identified as the most critical three factors. However, in the actual work environment, with the increasing influence of factors such as the rise of the new generation of employees, work-life conflicts, and remote work, employee job satisfaction is more likely to be influenced by factors such as supervisors, coworkers, external individuals related to the job, job targets, leadership styles, and organizational culture, all of which are associated with interpersonal relationships.

Based on literature review and practical needs, this study also considers interpersonal relationships as a crucial factor influencing job satisfaction. Therefore, this research considers the dimensions of the work itself, return of work, working condition, and interpersonal relationships as the measurement dimensions of job satisfaction.

2.4.3 Theories Related to Job Satisfaction

Two-Factor Theory Introduced by Kelso and Hetter (1967), the Two-Factor Theory categorizes factors influencing job satisfaction into two groups: motivators (such as achievement, responsibility, advancement opportunities) and hygiene factors (such as salary, working conditions, company policies). Motivators positively impact employee motivation and performance, whereas hygiene factors primarily affect job satisfaction.

Motivators are directly linked to job content and characteristics, and they include factors like challenging tasks, a sense of accomplishment, personal growth and development opportunities, job responsibilities, and promotion chances. When these factors are fulfilled, employees often experience satisfaction and increased motivation, leading to higher job satisfaction. On the other hand, hygiene factors are related to the work environment and conditions; although they don't directly affect the job's content, they can lead to dissatisfaction. These factors include salary, working conditions, organizational policies, supervisory leadership style, and colleague relationships. When these factors fall short of employees' expectations, dissatisfaction and negative emotions can arise. Even if these factors are met, employees might reach a neutral state, lacking sustained satisfaction. Herzberg posits that motivators play a pivotal role in stimulating intrinsic motivation and positivity in employees, while hygiene factors are fundamental in preventing job dissatisfaction. In practice, organizations should focus on fulfilling motivators, offering meaningful and challenging work, while also ensuring hygiene factors such as reasonable compensation, benefits, improved working conditions, and leadership styles to enhance employee job satisfaction and motivation.

In summary, scholars both domestically and internationally have extensively researched the concepts, dimensions, and related theories of job satisfaction. There is general consensus regarding the understanding of job satisfaction as an overall attitude towards work, which can range from negative to positive and is influenced by organizational contextual factors, institutional factors, outcomes, and individual factors.

2.5 Private Enterprise Background

2.5.1 Definition of Private Enterprise

In the book "China's Second Entrepreneurship" (Wei, 2000), the classification of private enterprises in our country is clearly pointed out, compared with state-owned enterprises based on public ownership, private enterprises are those other than state-owned enterprises, also known as non-state-owned enterprises (Li & Sasaki, 2023; Yang, 2005). According to the scope of private enterprises, there are three levels of definitions:

Firstly, the broadest definition of "private enterprise," defined by the standard of enterprise's operating rights. It refers to all enterprises except state-owned and state-operated enterprises, including not only all non-state-owned components but also state-owned enterprises that transfer their operating rights as a whole to natural persons (or non-state-owned units) through contracting, leasing, and other means (i.e., the so-called "state-owned private enterprises"). Secondly, the slightly narrower definition of "private enterprise," defined by the nature of ownership of the enterprise, refers to all enterprises other than state-owned enterprises and foreign-invested enterprises, including private enterprises, collective enterprises, shareholding enterprises with private and collective components as the main body, and joint ventures with these enterprises as the main body. Thirdly, the narrowest definition of "private enterprise" refers only to individual enterprises, private enterprises, and joint ventures with private enterprises as the main body.

This classification method reflects a thorough understanding of the definition of private enterprises, providing explanations from different perspectives from broad to narrow. It further emphasizes the diversity and complexity of private enterprises in China's economy.

2.5.2 Current Situation of Private Enterprises

In China, private enterprises, as a unique concept contrasting with state-owned enterprises, have become an important pillar of the country's economic development. Enterprises can take various flexible forms such as individual businesses, partnerships, limited liability companies, and joint-stock companies. They have strong autonomy in decision-making, can quickly respond to market changes, and continuously drive innovation.

Over the past 40 years of reform and opening up, private enterprises in China have flourished and played an important role in stabilizing national growth, promoting innovation, increasing employment, and improving people's livelihoods. The "Opinions of the Central Committee of the Communist Party of China and the State Council on Promoting the Development and Growth of the Private Economy" put forward 28 policy measures aimed at encouraging private enterprises to reform themselves and operate in

compliance, enhancing their development quality, and enabling them to play a greater role in socialist modernization and national rejuvenation (<https://www.gov.cn>).

As of May 2023, the number of private enterprises reached 50.9276 million, accounting for 92.4% of the total number of enterprises nationwide. Among them, Sichuan Province has a large number of private enterprises covering various industries and fields, including manufacturing, services, and electronic information. It holds an important position among private enterprises in China, especially in the five provinces and cities in the southwestern region. In 2022, the number of privately operated entities in Sichuan exceeded 8 million, accounting for over 97% of all operating entities in the province. The value added by the private economy accounted for over 50% of the province's GDP, serving as an important support for the province's economic development, a significant source of fiscal revenue, and a key channel for increasing employment. The regional GDP of private enterprises ranks sixth among the 31 provinces in China and first in the southwestern region, making Sichuan a major economic province and a center of scientific and technological innovation in southwestern China. It is also the most densely populated, well-connected, and economically developed region in southwestern China (<http://www.3233.cn>). The Sichuan provincial government has introduced a series of policies to incentivize and provide preferential measures for private enterprises, including improving the business environment, leading technological innovation, tax reductions and exemptions, as well as improving institutional mechanisms, aimed at enhancing the core competitiveness and sustainable development capabilities of private enterprises.

2.5.3 Development of the Manufacturing Industry

The full name of the manufacturing industry is the industrial manufacturing industry. In China, it typically refers to industrial products that do not require further processing and are ready for final consumption and use, mainly including machinery, equipment, food, chemicals, and other fields. "Made in China 2025" emphasizes that the manufacturing industry is the mainstay of the national economy, directly reflecting a country's level of productivity. As of 2021, the value added by China's manufacturing industry accounted for nearly 30% of the global total, maintaining its position as the

world's leading manufacturing power. In October 2023, the number of employees in China's manufacturing industry reached 104.713 million, accounting for 27.3%, ranking first among 20 industries (China Economic Information Network ,2021).

Sichuan is an important industrial province in China, producing 480 out of the 591 types of industrial products nationwide, with a production coverage rate of 81.2%. It holds a significant position in China's manufacturing industry. In 2021, Sichuan's manufacturing industry quality competitiveness index exceeded the national average, ranking 11th among the 31 provinces in the country (<https://baijiahao.baidu.com>). Its main sectors include food processing, automobile manufacturing, and electronic product manufacturing.

The food manufacturing industry, also known as the food industry, uses agricultural and sideline products as raw materials to produce food through physical processing or fermentation methods and is closely related to people's lives. According to the National Economic Industry Classification Catalog issued in December 1984, it is collectively referred to as the food, beverage, and tobacco manufacturing industry, including grain processing, vegetable oil processing, pastry and confectionery manufacturing, sugar manufacturing, slaughter and meat processing, and other fields. The food industry occupies the leading position in China's modern industrial system, hailed as the "livelihood industry" and the modern "dining table project," and is also the world's largest food industry. In 2022, the food industry in China accounted for 5.1% of the national industrial assets, creating 7.1% of the operating income and 8.1% of the total profits, making a positive contribution to stabilizing the economy, promoting people's livelihoods, and ensuring employment (China Food Industry Association). Particularly in Sichuan Province, the food industry achieved operating income of 855.5 billion yuan, ranking third nationwide; it also achieved a total profit of 115.48 billion yuan, accounting for 20.1% nationwide. It has become one of the most profitable provinces (Agricultural Industry Observation <http://www.nyguancha.com>). The industry's development has made significant contributions to providing nutritious and diverse foods, meeting people's needs, improving quality of life, national material reserves, market regulation, disaster prevention, and other aspects. At the same time, the food industry plays a crucial role in

implementing the strategy of building a strong manufacturing country and promoting the construction of a healthy China. Currently, the food industry is undergoing a critical period of transition from labor-intensive to technology-intensive, demanding that enterprises enhance their technological levels and product quality to adapt to domestic and international market competition.

With the increasing demands of consumers for health and quality living, the food industry in Sichuan Province also faces severe challenges in aspects such as product innovation, quality control, and supply chain management. These challenges not only test the coping abilities of enterprise managers but also demonstrate the importance of organizational culture, work-life balance for employees, and job satisfaction in enhancing production efficiency and product quality. This provides unique research value for studying the impact of work-life balance, organizational culture, and employee job satisfaction on job performance. In-depth research in these areas can better understand the overall situation and development trends of private enterprises in the region, providing valuable suggestions for enterprise managers to enhance the overall competitiveness and sustainable development capabilities of their businesses.

2.6 Related Research and Hypothesis Development

The relationship between organizational culture, job satisfaction, work-life balance, and job performance has always been a prominent research topic in the field of management and organizational behavior. Many studies have explored the interactions and correlations between these factors. Relevant research hypotheses will be proposed based on the literature studies below.

2.6.1 The Relationship between Organizational Culture and Job Performance

Organizational culture is widely recognized as an important factor affecting work performance. In recent years, many scholars have conducted relevant studies to explore how organizational culture of different dimensions contributes to employees' work performance. Sulistiawan et al. (2017) concluded that there is a relationship between organizational culture and employee performance. Hartnell et al. (2016) studied the impact of similarities or differences between CEO leadership style and organizational

culture on employee performance and found that the degree of matching significantly affected employee performance. Zheng et al. (2010) research how organizational culture, structure and strategy affect employee performance through knowledge management, emphasizing the role of innovation and learning culture in improving employee work performance. Guiso et al. (2015) explored the value of corporate culture and its impact on employee performance through empirical analysis, and found that integrity culture has a significant positive effect on employee performance and the overall performance of the company. Paais and Pattiruhu (2020) examined the impact of motivation, leadership, and organizational culture on employee job satisfaction and employee performance in Indonesia. The results showed that work motivation and organizational culture had a positive and significant influence on performance. Based on these studies, the following hypothesis is proposed:

H1: Organizational culture positively influences job performance

2.6.2 Relationship between Work-Life Balance, Job Satisfaction, Organizational Culture, and Job Performance

Aryee et al. (2005) believe that the work-life balance is a key regulatory factor in the relationship between organizational culture and job satisfaction. This mediation emphasizes the importance of work-life balance in improving employee job satisfaction, and employees who are able to achieve a balance between work and life are more likely to maintain a positive work attitude and higher job satisfaction. Greenhaus and Allen (2011) found that an active work-life balance policy can relieve employee stress in a high-pressure work environment and thus increase their job satisfaction. According to the family-work interface theory, the work-life balance affects employees' experiences between work and family, and these experiences may influence their attitudes towards work and job satisfaction (Clark, S. C., 2000). Susanto, Perengki et al. (2022) explored the impact of work-life balance on SME employee performance and analyzed the mediating role of job satisfaction and the regulation of family-supportive supervisor behavior. The results showed that the work-life balance had a positive impact on job satisfaction and job performance. Haider et al. (2018) explored a mediation model, describing the mediation mechanism by which work-life balance affects employees' work

performance, emphasizing that employees with better work-life balance will perform better when their mental health is supported by colleagues' satisfaction. Haar, Jarrod M. et al. (2014) explored the impact of work-life balance on job satisfaction, life satisfaction, and mental health, and conducted a cross-cultural comparative analysis. They found that work-life balance had a positive effect on job satisfaction, life satisfaction and mental health. It emphasizes the importance of work-life balance, and it may have a positive or negative impact on employee job satisfaction in different organizational cultures. Therefore, work-life balance should play an important role in the relationship between organizational culture and employee job satisfaction. Based on these studies, the following hypothesis is proposed:

H2: Organizational culture impacts job performance via job satisfaction on varying value level of Work-life balance

2.6.3 Relationship between Organizational Culture, Job Satisfaction, and Job Performance

Zokaei et al. (2016) investigated the relationship between organizational culture and job satisfaction in 2013. A significant positive correlation was found between organizational culture and job satisfaction. Hutabarat (2015) studying the causal relationship between organizational culture, organizational structure and job motivation, we found that organizational culture has a positive impact on job satisfaction and job performance through job motivation. Purwadi et al. (2020) investigated the correlation between leadership and organizational culture and job satisfaction and employee performance. The results show that both leadership and organizational culture have a positive and significant impact on job satisfaction. Amilia and Nugrohoseno (2014) found that organizational culture has an impact on job satisfaction. Fattah (2017) showed that job satisfaction, leadership behavior, and self-efficacy have a direct impact on job performance. Awan and Asghar (2014) conducted a study of teachers in the education sector in Pakistan and showed that job satisfaction has a significant impact on improving teacher job performance. Buntaran et al. (2019) shows that employee job satisfaction has a significant positive impact on job performance. Cahyana and Jati (2017) found that job satisfaction had an impact on employee performance. Susanty and Miradipta (2013)

believe that job satisfaction is a positive emotional attitude obtained from the process of work. Together with high organizational commitment, improve job satisfaction and thus individual job performance. Many scholars have studied the significant impact of employee job satisfaction on job performance, emphasizing that job satisfaction may have a positive impact on employee job performance. (Abdirahman et al., 2018; da Cruz Carvalho et al., 2020; Inuwa, 2016). Judge et al. (2001) found a positive relationship between job performance and job satisfaction. Employees with higher job performance tend to have higher levels of job satisfaction. Eisenbeiss et al. (2008) studied the link between leadership style and team innovation, further strengthening the impact of job performance on job satisfaction. The study by Schneider et al. (2013) also found that organizational culture can have a positive impact on job performance by influencing employee job satisfaction. Based on these studies, the following hypothesis is proposed:

H2a: Organizational culture indirectly impacts job performance through job satisfaction

H3: Job satisfaction and Job performance are reciprocally impacted

Summary

This chapter summarizes and elaborates on the literature on four variables and their dimensions: work performance, work-life balance, organizational culture, and job satisfaction. It lists the four dimensions of work performance, five dimensions of work-life balance, four dimensions of organizational culture, and four dimensions of job satisfaction. Finally, an explanation was provided for the relevant theoretical research and hypothesis development.

CHAPTER 3

RESEARCH METHODOLOGY

The topic of this research is "Factors Influencing Employee Job Performance in Private Enterprises". There are four research objectives: 1) To explore the relationship and impact of organizational culture, job satisfaction, work-life balance and job performance both in empirical investigation and in documented investigations. Further explore the impact of organizational culture on job performance. 2) To investigate mediation roles of job satisfaction in transmitting influence of organizational culture to job performance. 3) To investigate the moderation role of work-life balance in strengthening the indirect effects of organizational culture on job satisfaction through job satisfaction. 4) To confirm the reciprocal relationship between job satisfaction and job performance and investigate the direct effect of job performance to job satisfaction in turn.

This chapter conducts the study design, which mainly introduces the research process, quantitative research and qualitative research, study samples, research instrument data collection and data analysis standards. There are four main parts:

- 3.1 Research Procedure
- 3.2 Quantitative Research
- 3.3 Data Analysis
- 3.4 Qualitative Research

3.1 Research Process

The research process begins with the determination of the research areas and research topics. A literature review was followed to understand the concept and theoretical basis of the four variables considered: organizational culture, job satisfaction, job performance, and work-life balance to ensure that the findings contributed to both theory and practice. The study method, the study subjects, and the number of samples were then determined. Finally, we enter the study implementation phase, including

questionnaire development, pilot study, questionnaire adjustment and data collection, data analysis, conclusion discussion, and future study recommendations. See figure 3.1.

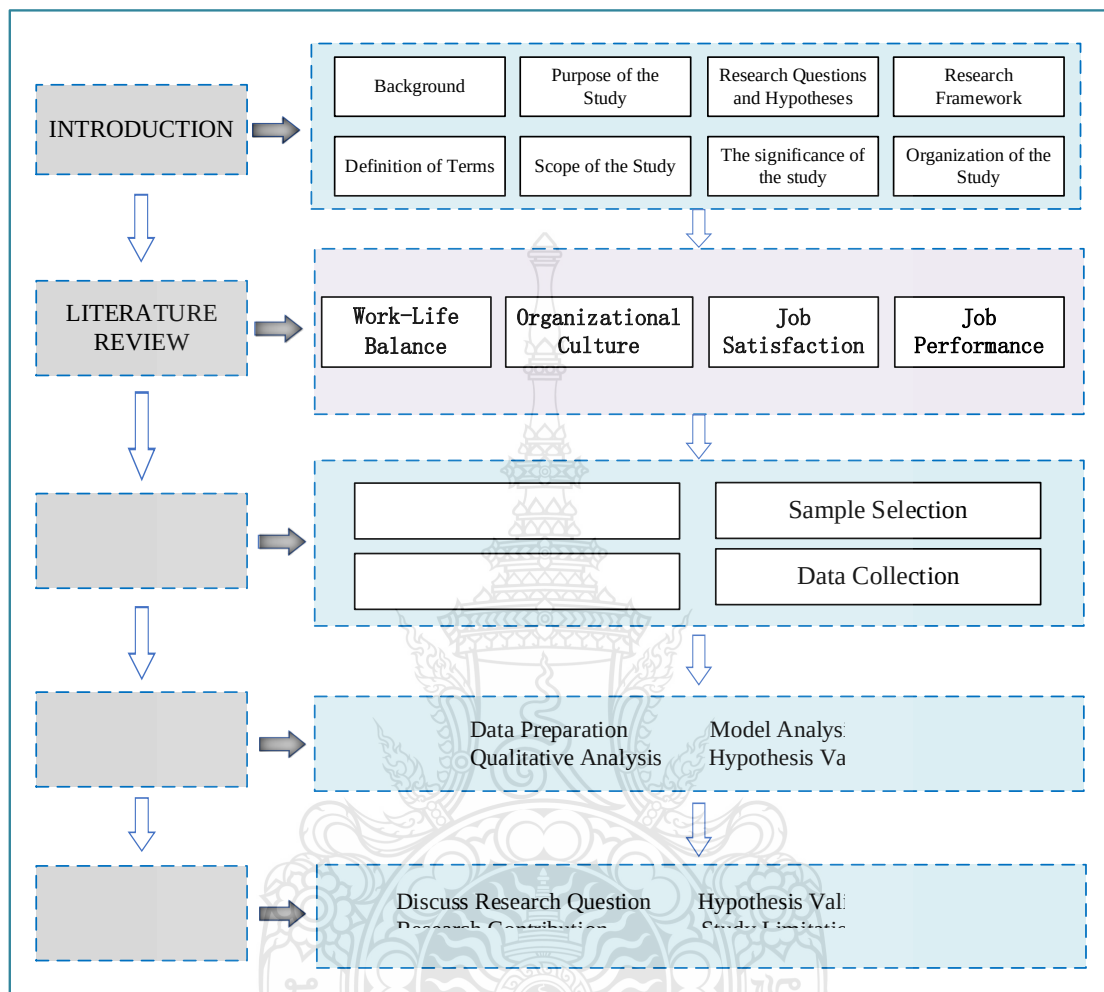


Figure 3.1 Research Process

In order to successfully complete this phase of the study, it was divided into four steps: Firstly, design the questionnaire and the interview outline. At present, the academic circle has achieved rich research results on these four variables. The questionnaire of this study mainly refers to the variable research scale mature by existing scholars who designed the questionnaire, and the interview outline creates the interview questions based on the conceptual framework. Combined with the specific context and industry characteristics, appropriate modifications were made. Secondly, the pilot studies. In order to ensure the accuracy and credibility of the questionnaire, three experts were invited to conduct IOC

evaluation. After passing, a small number of target samples, to analyze the recovered data, delete the items that could not meet the reliability and validity test standards, and form the final questionnaire. Thirdly, distribute and collect survey questionnaires. The questionnaire is sent online to the respondents, allowing them to objectively and fairly answer each question. Evaluate and organize the collected questionnaires and summarize the validity of the questionnaire. Fourthly, data analysis. Evaluate through descriptive statistical analysis and structural equation modeling. Analyze the collected valid data to ensure compliance with the requirements of structural equation modeling and conduct specific analysis. Fifthly, conduct qualitative research. Design an interview outline based on the research topic, select representative interviewees to participate in in-depth interviews, and analyze the interview results to draw conclusions, in order to better support and expand quantitative research results. Sixthly, comprehensively discuss and summarize the data analysis results of quantitative and qualitative research. Based on the research, draw conclusions, provide suggestions, and form a preliminary draft of the paper. Please also ask the supervisor to guide the modification and participate in the exam defense. Further revise and improve according to the suggestions of the defense committee and submit the final draft of the paper to the college.

Based on the literature review and theoretical analysis in Chapter 2, this study has compiled, summarized, and developed the following conceptual framework. The independent variable is organizational culture encompassing four dimensions: spiritual culture, Institutional culture, behavioral culture, and material culture. The dependent variable is employee job performance encompassing five dimensions: task performance, contextual performance, learning performance, innovation performance, and adaptive performance. The mediating variable is employee job satisfaction, encompassing four dimensions: return of work, work itself, working conditions and interpersonal relationships. The moderating variable is work-life balance, encompassing five dimensions: work aspect, family aspect, time aspect, financial aspect and intellectual aspect, see Figure 3.2.

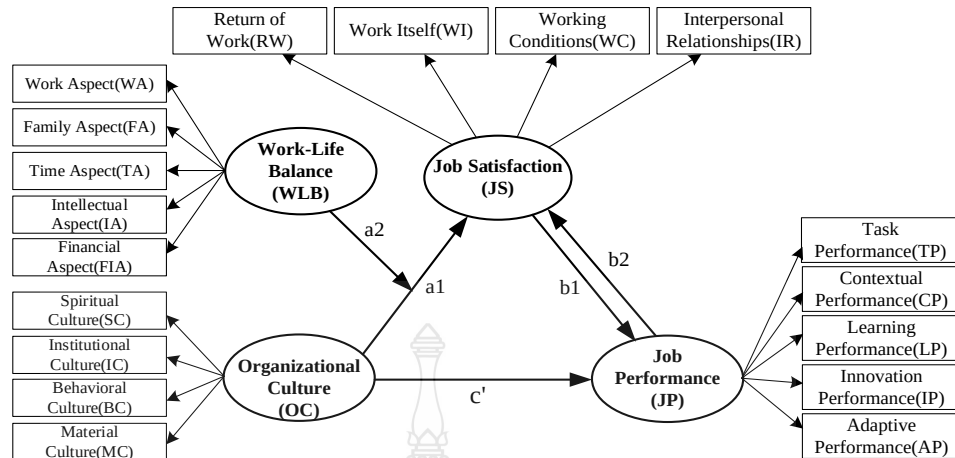


Figure 3.2 The Complete Conceptual Framework

To answer the research objectives, this study used a mixed method (Creswell & Creswell, 2017; Creswell & Poth, 2016), Including both quantitative research and qualitative research .Relevant data were collected through questionnaires and in-depth interviews. Structural equation modeling (SEM) was performed using SmartPLS to analyze and verify the data.

3.2 Quantitative Research

Quantitative research is a research methodology characterized by the collection and analysis of quantifiable data using numerical and statistical methods to describe, analyze, and interpret phenomena, relationships, and patterns. Quantitative research focuses on quantifying relationships between variables to draw conclusions and inferences through statistical analysis. This approach often employs structured surveys, experimental designs, observations, or existing data to gather information (Creswell & Creswell, 2017).

This study used the most common method, and performed an empirical analysis with questionnaires, So, The design of these questionnaires should align with the research topic and objectives, aiming to obtain accurate data that objectively and authentically reflect rational conclusions pertaining to the research question (Singh, 2017). The questionnaire design should achieve scientific and reasonable results, including the following 5 aspects: 1) The questionnaire theme should be clear and aligned with the research topic. 2) Question

items should be concise and easy to understand, avoiding the use of specialized terminology to prevent ambiguity for respondents. 3) The questionnaire's logic should be coherent and follow the thinking process of respondents, with an appropriate level of difficulty and variation. 4) The questionnaire should minimize the invasion of personal privacy. 5) The number of measurement items in the questionnaire should be moderate. Consider the respondents' time availability for answering questions; the optimal response time is typically around 10 minutes.

3.2.1 Population and Sample Size

Population refers to the entire group of individuals that the research aims to study, while a sample is a "subset or a part of a larger population". In research design, it is necessary to select a sample from the population. The sampling process is defined as "drawing conclusions about a population through the examination of a portion of the population" (Zikmund, 2003). Researchers need to define their target population based on the elements under investigation, this helps in determining the scope of the study and the subjects that will be considered for data collection.

Partial Least Squares Structural Equation Modeling (PLS-SEM) is a multivariate analysis method widely used in empirical research in management, marketing, information systems, and social sciences, preferably for small sample sizes (Hair et al., 2010; Hair et al., 2019; Hair Jr et al., 2021; Khan et al., 2019). PLS-SEM is suitable for dealing with complex model structures, especially when studying models contain multiple latent variables and pathway hypotheses. Compared with Covariance-Based Structural Equation Modeling (CB-SEM), PLS-SEM is not very strict on data distribution and is suitable for preliminary study and analysis at the stage of theoretical development.

Based on the sample size of the study population, the characteristics of the structural pathway model and the exploratory nature of the study, the PLS-SEM was used (Hair et al., 2010; Hair et al., 2017; Mamonov & Benbunan-Fich, 2018). The specific sample size requirements for PLS-SEM depend on the complexity of the model, including the number of latent variables, the number of indicators, and the complexity of the model path. Although PLS-SEM is able to accommodate a smaller sample size, appropriately

increasing the sample size is still the recommended practice to improve the accuracy and statistical effect of the analysis.

Hair et al. (2010) conducted hypothesis testing on structural equation models and suggested that the sample size should be 5-10 times the number of measurement items. In this study, there were four variables and 72 measurement items. So its proposed sample size ranged from 360 to 720. Considering the complexity of the research model, the limitations of survey resources, and the potential for unsatisfactory responses in an online self-administered survey, it was essential to ensure that the number of effective questionnaires exceeded 70%. Therefore, the sample size of this study was taken as 7 times the observed variable, which is 504. This study selected private food industries of a certain scale or above in Sichuan Province. In order to make the sample more extensive and representative, this study adopted a sampling method combining simple random sampling and empirical rules to select 504 enterprises and at least one employee from each enterprise completed a questionnaire survey.

This study chose the private food industry above a certain scale in Sichuan Province as the object of study. The reason is that these enterprises have abundant resources, mature management systems, advanced practices in human resource management, technological innovation, etc., have high representativeness and influence in the food industry, and can provide a wide range of management practices and organizational culture cases. Moreover, they value organizational culture and social responsibility, which helps analyze how these factors affect employee job satisfaction and job performance, and the diverse work environment and complex organizational structure provide a unique perspective for studying employee work-life balance.

3.2.2 Research Instrument

Questionnaire: The survey questionnaire serves as the research instrument for data collection. All survey items are derived from this questionnaire and have been modified based on previous empirical studies. As required, the questionnaire for this study is structured into four main sections: 1) Questionnaire Introduction: The research questionnaire is primarily divided into five sections. The first section pertains to participants' basic personal information. The second section addresses the measurement of job performance, followed by the third section focusing on work-life balance measurement. The fourth section involves the

measurement of organizational culture, while the fifth section is dedicated to measuring job satisfaction. 2) Item Selection: To align with the requirements of this study and consider the cultural context of China and the characteristics of Chinese private enterprises, existing scales were reviewed and adapted based on the literature. 3) Participants' Personal Information: Generally, there are 6-8 items. 4) The core content of the questionnaire consists of all latent variables, encompassing a total of 18 measurement indicators. A Likert five-point scale is employed for measurement, ranging from 1 (very important) to 5 (not important at all).

For the convenience of communication and data analysis, this study abbreviated four variables and 18 observed variables.

Table 3.1 Abbreviations of Various Variables and Factors

Construct	Observed variable	Abbreviation
Job Performance	Task Performance	JP
	Contextual Performance	TP
	Learning Performance	CP
	Innovation Performance	LP
	Adaptive Performance	IP
		AP
Work-Life Balance	Work Aspect	WLB
	Family Aspect	WA
	Time Aspect	FA
	Intellectual Aspect	TA
	Financial Aspect	IA
		FIA
Organizational Culture	Spiritual Culture	OC
	Institutional Culture	SC
	Behavioral Culture	IC
	Material Culture	BC
		MC
Job Satisfaction	Return of Work	JS
	Work Itself	RW
	Working Conditions	WI
	Interpersonal Relationships	WC
		IR

3.2.3 Measurement Scales

In order to make the research data more targeted and applicable, and more accurately reflect the results of specific variables, this study made appropriate modifications and improvements to the standardized scales used by scholars when measuring each indicator of each variable.

(1) Job Performance (JP)

Currently, empirical research has yielded well-established measurement tools for job performance. According to the analysis in Chapter 2, this study requires measuring task performance, Contextual performance, learning performance, Innovation performance, and Adaptive performance. Literature review indicates limited research focused on these five dimensions. Therefore, this study integrates scales from multiple scholars to develop the necessary scales. First, a scale adapted from the work of (Han, Y. et al., 2007), based on the Chinese context, was used to measure task performance, contextual performance, and learning performance. Second, a scale adapted from the work of (Scott & Bruce, 1994) was used to measure Innovation performance. Third, scales adapted from the works of (Marques-Quinteiro et al., 2015; Wen, 2005) were used to measure adaptive performance. The initial measurements for these five factors are presented in Tables 3.2 to 3.6.

Table 3.2 Task Performance (TP)

Item	Questions	Resource
TP1	I always complete work tasks within the specified time.	Yi Han et al. (2007)
TP2	I maintain a high level of work quality.	Yi Han et al. (2007)
TP3	I am able to accurately achieve the work objectives I have planned.	Yi Han et al. (2007)
TP4	I consistently demonstrate high efficiency in completing my job responsibilities.	Yi Han et al. (2007)

Table 3.3 Contextual Performance (CP)

Item	Questions	Resource
CP1	I am very willing to put in my utmost effort to excel in my work.	Yi Han et al. (2007)
CP2	I am considerate and understanding when dealing with relationships.	Yi Han et al. (2007)
CP3	I often take the initiative to undertake additional responsibilities beyond my job role.	Yi Han et al. (2007)
CP4	I have a strong sense of responsibility towards the work I engage in.	Yi Han et al. (2007)

Table 3.4 Learning Performance (LP)

Item	Questions	Resource
LP1	I value improving work efficiency through learning and experience accumulation.	Yi Han et al. (2007)
LP2	I am able to better fulfill job responsibilities through learning.	Yi Han et al. (2007)
LP3	I apply the knowledge I've gained to solve issues encountered in my work.	Yi Han et al. (2007)
LP4	I believe that learning is helpful in improving job performance.	Yi Han et al. (2007)

Table 3.5 Innovation Performance (IP)

Item	Questions	Resource
IP1	I constantly seek to apply new processes, technologies, and methods.	Scott and Bruce (1994)
IP2	I frequently come up with creative ideas and concepts.	Scott and Bruce (1994)
IP3	I often communicate with others and promote my new ideas.	Scott and Bruce (1994)
IP4	I strive to secure the necessary resources and devise appropriate plans.	Scott and Bruce (1994)

Table 3.6 Adaptive Performance (AP)

Item	Questions	Resource
AP1	I quickly formulate alternative plans to address new task requirements.	Marques-Quinteiro et al. (2015)
AP2	I adjust and handle unforeseen situations by shifting focus and taking reasonable actions.	Marques-Quinteiro et al. (2015)
AP3	I remain calm and take proactive actions even in high-pressure situations.	Wen (2005)
AP4	I maintain focus when dealing with various situations and responsibilities.	Wen (2005)

(2) Work-Life Balance (WLB)

The work-life balance scale usually covers multiple dimensions to fully understand the balance between work and life. When selecting the scale, the scale was adapted from the works of Popoola and Fagbola (2023), Talukder et al. (2018), and Saenwan (2014) , who designed the scale around work, family, time, intelligence and finance, see Tables 3.7 to 3.11.

Table 3.7 Work Aspect (WA)

Item	Questions	Resource
WA1	I haven't encountered any issues or difficulties, and Able to fulfill job responsibilities smoothly.	Popoola and Fagbola (2023)
WA2	My work is planned, and responsibilities are clearly divided.	Talukder et al. (2018)
WA3	The tasks I undertake align with my knowledge, skills, and abilities, allowing me to perform competently.	Talukder et al. (2018)
WA4	I have the opportunity to express opinions and showcase my skills at work.	Saenwan (2014)

Table 3.8 Family Aspect (FA)

Item	Questions	Resource
FA1	My work is not too tiring, I have the energy to manage household chores.	Popoola and Fagbola (2023)
FA2	My family members understand and support my work.	Talukder et al. (2018)
FA3	I have time for rest and can frequently spend quality time with my family.	Saenwan (2014)
FA4	I am satisfied with the family benefits provided by the organization.	Saenwan (2014)

Table 3.9 Time Aspect (TA)

Item	Questions	Resource
TA1	I am content with the work hours and days stipulated by the organization.	Popoola and Fagbola (2023)
TA2	I seldom bring work home to continue outside of working hours.	Talukder et al. (2018)
TA3	I am able to effectively manage my work time and preserve a certain amount of personal time.	Talukder et al. (2018)
TA4	I prefer having flexible working hours in the workplace.	Saenwan (2014)

Table 3.10 Intellectual Aspect (IA)

Item	Questions	Resource
IA1	The company supports employees in applying knowledge to enhance work quality.	Popoola and Fagbola (2023)
IA2	I can freely express my viewpoints during work and offer suggestions for improvement.	Popoola and Fagbola (2023)
IA3	Training helps improve my work efficiency.	Talukder et al. (2018)
IA4	Additional learning assists me in better utilizing my time, reducing work-related stress.	Saenwan (2014)

Table 3.11 Financial Aspect (FIA)

Item	Questions	Resource
FIA1	My income is sufficient to cover various expenses.	Popoola and Fagbola (2023)
FIA2	I have enough income to take care of my family.	Talukder et al. (2018)
FIA3	I have enough income to participate in various social activities.	Saenwan (2014)
FIA4	I have surplus funds saved for future use.	Saenwan (2014)

(3) Organizational Culture (OC)

This study is based on the organizational culture measurement table of (Denison, 1990; Schein, 2010), combined with the measurement scale of (Eric, 2021) and (Çimen & Karadag, 2019). The initial scale from the four dimensions of spiritual culture, institutional culture, behavioral culture and material culture. Refer to Tables 3.12 to 3.15.

Table 3.12 Spiritual Culture (SC)

Item	Questions	Resource
SC1	The company's core values and mission impact my work.	Desnion (1990)
SC2	The company's vision and mission are meaningful, and I am willing to put in effort for them.	Schein (2010)
SC3	I believe I can contribute positively to the organization.	Eric Cobbinah (2021)
SC4	The company has a clear and cohesive set of values that are vibrant and energetic.	Eric Cobbinah (2021)

Table 3.13 Behavioral Culture (BC)

Item	Questions	Resource
BC1	Leader behavior influences employee behavior and attitudes.	Desnion, (1990)
BC2	Colleagues respect each other, establish trust and cooperation.	Schein, (2010)
BC3	Employees all strive to provide high-quality services to customers.	Eric Cobbinah, (2021)
BC4	I will persistently advance with established goals and clear developmental strategies.	Çimen and Karadag, (2019)

Table 3.14 Institutional Culture (IC)

Item	Questions	Resource
IC1	The organizational hierarchy of the company is well-defined.	Schein, (2010)
IC2	The company has comprehensive rules and regulations.	Eric Cobbinah, (2021)
IC3	Organizational culture is explicitly outlined in the company's charter.	Eric Cobbinah, (2021)
IC4	The company provides opportunities for career development and growth.	Çimen and Karadag, (2019)

Table 3.15 Material Culture (MC)

Item	Questions	Resource
MC1	The company has a clean and comfortable work environment.	Eric Cobbinah (2021)
MC2	The company has ample resources and facilities to better accomplish tasks.	Eric Cobbinah (2021)
MC3	The company has a unified organizational logo.	Çimen and Karadag (2019)
MC4	The company has a uniform work attire.	Çimen and Karadag (2019)

(4) Job Satisfaction (JS)

Based on the purpose of this study, considering the cultural background of Chinese enterprises, the questionnaire was based on the "Minnesota Satisfaction

Inventory (MSQ)" and referring to the existing empirical scales of (Lu, 2001), (Shu, 2016), (Li, 2015) and (Zhang, 2007). See Table 3.16 to 3.19.

Table 3.16 Return of Work (RW)

Item	Questions	Resource
RW1	My work input is fairly rewarded.	Lu (2001)
RW2	I am satisfied with the benefits and compensation provided by the company.	Shu (2016)
RW3	Employees who perform well in their work have fair opportunities for promotion.	S.Li et al. (2015)
RW4	My good performance always receives encouragement and rewards from higher-level management.	Zhang and Liao, J (2007)

Table 3.17 Work Itself (WI)

Item	Questions	Resource
WI1	My work is usually interesting enough to keep me from getting bored.	Lu (2001)
WI2	I genuinely enjoy myself at work.	Shu (2016)
WI3	I am able to fully utilize my skills and abilities in my job.	S.Li et al. (2015)
WI4	I have a good level of autonomy and control in my work.	Zhang and Liao (2007)

Table 3.18 Working Conditions (WC)

Item	Questions	Resource
WC1	The various management systems of the company are reasonable, and policies are consistently implemented.	Lu (2001); Shu (2016)
WC2	I am satisfied with the current work atmosphere, office environment, and resource allocation.	S.Li et al. (2015)
WC3	I am satisfied with the current intensity of my work.	Zhang and Liao (2007)
WC4	I am pleased with the feedback received on reasonable suggestions provided.	Zhang and Liao (2007)

Table 3.19 Interpersonal Relationships (IR)

Item	Questions	Resource
IR1	My supervisor treats each subordinate with fairness.	Lu (2001)
IR2	I have a harmonious relationship with my colleagues.	Shu (2016)
IR3	I am satisfied with the spirit of teamwork among the company's employees.	S.Li et al. (2015)
IR4	I am content with the relationship between my department and other departments.	Zhang and Liao (2007)

3.3 Data Analysis

3.3.1 Data Collection

In this study, the questionnaire was designed by “Questionnaire Star” and the link was sent in WeChat, and the respondents filled in the self-evaluation online. After the questionnaire is collected, the valid questionnaire will be coded and analyzed statistical analysis. To avoid duplicate responses, each questionnaire will record the IP address of the respondents. Samples collected by the same IP were treated as invalid questionnaires and invalid questionnaires will be removed. "Questionnaire Star" is a technology company developed by China online questionnaire platform, provide users to create, distribute and collect questionnaire service, users can use the platform to design the custom questionnaire, and send it to respondents, respondents fill in the questionnaire, data will be collected, users can platform for statistical analysis and report generation, is widely used in China. "Questionnaire Star" is an online survey platform developed by a Chinese technology company. It offers services for creating, distributing, and collecting survey questionnaires. Users can design customized questionnaires using this platform and distribute them to respondents through various channels. Once respondents complete the questionnaire, data is collected and organized, allowing users to perform statistical analysis and generate reports on the platform. It is widely used in China.

The statistical software packages utilized in this study include SPSS and SmartPLS for structural analysis. The survey survey questionnaires collected will be coded and analyzed using the SPSS statistical software. Descriptive statistical methods will be employed to analyze the demographic frequency of respondents. Additionally,

Use SmartPLS for model validation and result interpretation.

3.3.2 Validity and Reliability

The measurement items were selected from previously validated studies, most of which were slightly modified to accommodate the information-assured nature of the survey, which provided the fidelity of the measurements (T Mowbray et al., 2003). The survey instrument was tested to ensure that it met acceptable levels of validity and reliability and was compared with previously validated measurements. The model was evaluated using convergent validity, colinearity between metrics, and significance and correlation of external weights (Hair et al., 2017). In addition, the structural model was evaluated using the coefficient of determination (R^2), predictive relevance (Q^2), magnitude and significance of the path coefficient, and effect size (f^2) (Hair et al., 2017; Hair et al., 2019).

Validity

Salkind (2011) describes internal validity as "the quality of the experimental design, the results obtained can be attributed to manipulating independent forty-one variables, while external validity as the quality of the experimental design so that the results can be taken from the original sample and extension, the population origin of the sample", while Gay et al. (2012) describe validity as "survey measures the extent to which it should measure". Straub (1989) defines instrument validation as the "prior and main process for a confirmatory empirical study". The generalizable impact of validity on study quality and results is described.

Reliability

Reliability is related to the extent to which findings can be replicated, where different researchers are able to achieve the same or similar results (Carmines & Zeller, 1979). The reliability measure found in and widely used in the literature is Cronbach's alpha, which is used to determine internal consistency and provide a summary measure based on the correlation given to quantitative tables (Cronbach, 1951). Since Cronbach's alpha is easy to identify and understand, it has been adopted as a popular method for determining reliability. Recent studies have called for the abandonment of this approach in favor of more dynamic analysis, such as convergent reliability (Bonett & Wright, 2015; Hair et al., 2017), showing that "Cronbach's alpha is neither related to the internal

consistency of the scale nor a fatal flaw in its reliability" (Peters, 2014). In addition to Cronbach's alpha, this study also examined content validity, convergent validity, significance and correlation of indicator weights, and whether there was collinearity between the measures before and after the data collection.

3.3.3 Questionnaire Instrument

To enhance the reliability and validity of survey data, Likert scales are employed for scoring measurement instruments in this study. Each question has five response options, denoted as 5, 4, 3, 2, and 1, respectively. These options are labeled as "most agree" "more agree" "medium agree" "less agree" and "least agree" (Likert, 1932). The scoring range is explained as follows:

1.00—1.50 = least agree

1.51—2.50 = less agree

2.51—3.50 = medium agree

3.51—4.50 = more agree

4.51—5.00 = most agree

This scoring system helps ensure that the responses accurately reflect the intensity of the participants' feelings and opinions, thereby enhancing the precision and clarity of the survey results.

3.3.4 IOC Estimate

Prior to the official survey, a pilot test of the measurement scales for the relevant variables was conducted. The validity and reliability of the questionnaire was conducted by three professors to check the accuracy of the content and language. Appendix 2 Each project evaluated three levels from 0 to 1 with an Item-Objective Congruence (IOC) value greater than .5. The IOC results for each item ranged from .8 to 1 (Rovinelli & Hambleton, 1976). The reliability of the measurement items was verified using Cronbach's Alpha (α), which should exceed .70 (Hair et al., 2010), and the total intercorrelations of the calibration items should be greater than .3 (Field, 2013). After the completion of the analysis for validity and reliability, the final version of the survey questionnaire was determined. The IOC calculation formula is as follows:

$$IOC = \frac{\sum R}{N}$$

R = Expert's assessment score

N = Number of subject-matter experts

The items of the questionnaire based on the score range from -1 to +1 as follows:

+1 = the question is congruent with the objectives

0 = the question is uncertain to be congruent with the objectives

-1 = means the question is not congruent with the objective

In this study, we invited three experts (invitation see Appendix3) to evaluate the questionnaire and used the Index of Congruence (IOC) to evaluate the consistency between test items and objectives. It includes the scale items, the question content, the language expression and logical order of the question, the answer time and so on. The evaluation coefficient of 72 questions is 1.00, indicating that the consistency of the experts in the evaluation process is very high, and has high credibility and effectiveness. Moreover, the questionnaire was revised according to their suggested feedback, improved the instrumental questions and measures of the study, and improved the accuracy and validity of the questionnaire.

3.3.5 Pilot Test

Reliability assessment aims to gauge the consistency and stability of a measurement scale. According to DeVellis and Thorpe (2021), a Cronbach's alpha coefficient exceeding .8 indicates very good reliability; a range of .7 to .8 is deemed acceptable; between .6 and .7 is acceptable but suggests the need for revisions; a Cronbach's alpha coefficient below .6 signifies the necessity for scale redesign. Regarding subscales, a Cronbach's alpha coefficient around .7 is considered satisfactory, with values falling between .6 and .7 deemed acceptable. When evaluating the Corrected Item-Total Correlation (CITC), a higher Cronbach's alpha coefficient signifies heightened questionnaire reliability and a more dependable measurement (Nunnally, 1978; Yadav & Rahman, 2017). It is generally considered that the modified total correlation coefficient should be greater than .5. If deleting items from a question increases the Cronbach's alpha value, it is advisable to remove that item. The following values and interpretations for

Cronbach's alpha coefficient are based on (Gliem & Gliem, 2003), See Table 3.20.

Table 3.20 Interpretation of Cronbach's Alpha Values

Cronbach's Alpha Value	Meaning
$\geq .9$	Excellent
$\geq .8$	Good
$\geq .7$	Acceptable
$\geq .6$	Questionable
$\geq .5$	Poor
$< .5$	Unacceptable

In the pre-test phase, 100 pre-test questionnaires were planned to be issued, and 82 questionnaires were actually collected. By α validation analysis of the data from these 82 questionnaires, the calculated α value was .980, which exceeds the threshold usually considered to indicate high internal consistency. These results showed a high internal consistency of the questionnaire. The rationality of the questionnaire design and the consistency of the content were verified. See Table 3.21.

Table 3.21 Results of Cronbach's Alpha Reliability Analysis

Indicator Name	Component items	Cronbach's Alpha Value
Job Performance (JP)	TP	.916
	CP	.878
	LP	.856
	IP	.812
	AP	.880
Work-life Balance (WLB)	WA	.782
	FA	.860
	TA	.827
	IA	.752
	FIA	.934
Organizational Culture (OC)	SC	.869
	IC	.905
	BC	.722
	MC	.792

Table 3.21 Results of Cronbach's Alpha Reliability Analysis (Cont.)

Indicator Name	Component items	Cronbach's Alpha Value
Job Satisfaction (JS)	RW	.855
	WI	.921
	WC	.876
	IR	.870
Total		.980

Table 3.21 showed the pilot study of pre-test 82 respondents in this study. The results showed that Cronbach's alpha coefficient was greater than .70 And between .722 and .980, which was considered acceptable (Nunnally, 1978). It showed that the instrument has an acceptable reliability and can be used for further analysis in this study.

3.3.6 Descriptive Statistics

Descriptive statistics is a commonly used statistical method that helps us understand the overall characteristics of data without the need for in-depth inference or interpretation. It is typically employed for preliminary data analysis in order to gain an overview of the dataset. Descriptive statistics of demographic features primarily focus on variables such as gender, age, education level, job position, years of experience, income and more. These features can aid in understanding the composition of the population and the relationships among different variables. In this study, SPSS will be utilized for conducting descriptive statistical analysis to gain insights into the categories and characteristics of the study subjects.

3.4 Qualitative Research

3.4.1 Population and Sample

Qualitative research is a research design aimed at gaining a profound understanding, describing, and explaining phenomena to reveal their underlying meanings and complexities. In contrast to quantitative research methods, qualitative research emphasizes the comprehension of participants' subjective experiences, attitudes, beliefs, and emotions and typically employs non-structured or semi-structured data collection methods (Creswell & Poth, 2016). This study mainly reveals how employees

perceive the organizational culture of a company and how they affect their work-life balance, job satisfaction and job performance. In order to ensure the scientific validity and rationality of variable selection, using a qualitative study, 15 people were selected for the in-depth interviews, including employees and managers.

3.4.2 Research Instruments

Qualitative research methods are considered suitable for studying new research areas or addressing prominent issues that are in the process of being identified and constructed (Creswell & Poth, 2016), offering profound and extensive understanding. The most common method is the interviews. It has various forms, such as one-on-one interviews, focus group interviews, face-to-face interviews, telephone interviews, and email interviews (Robinson, 2014), which promote in-depth responses in an open environment during data collection, thereby enriching information resources. Therefore, this study used one-on-one interviews to collect questionnaire data.

In mixed method research, researchers mix or combine quantitative and qualitative research techniques, methods, theories, and languages into a single research (Bryman, 1984). In order to have different opinions and perspectives, qualitative findings need to be supplemented with quantitative results (Jamshed, 2014). Therefore, these research methods are considered complementary, rather than mutually incompatible (Corbin & Strauss, 2008).

3.4.3 Data Collection and Analysis

The purpose of analysis is to compress a large amount of data into a relatively small one. Conducive to drawing inferences or conclusions from the information. The analysis of qualitative interview data is induction and summary (Gentles et al., 2015). The researcher uses the qualitative content analysis method to analyze collected data, which involves transcribing, coding, and interpreting the information (Boulton & White, 2020).

This study adopts a semi-structured interview approach, wherein interviews are conducted based on a predetermined interview guide. Depending on the proximity of the interviewee's workplace, interviews are conducted in person, over the phone, via WeChat, email, or other suitable means. During the interview process, meticulous records are maintained, and after completing the interviews, the relevant content is analyzed.

Ambiguities in the questionnaire are revised, assumed causal relationships are logically evaluated, and the clarity of the pre-research questionnaire item statements is assessed.

Qualitative analysis is conducted on the relationships between organizational culture, work-life balance, employee job satisfaction, and job performance, with the aim of inferring the scientific soundness of the theoretical framework. Subsequently, the records are reviewed and cross-verified with the interviewees to ensure their accuracy, validity, and truthfulness.

Interview times and locations are prearranged, and each interview, depending on the interviewee's convenience, is limited to around 30 minutes. The interview location is determined through negotiation, and the interviewee is informed in advance that their responses are confidential and solely for academic purposes to encourage them to respond candidly. The purpose of these interviews is to understand the interviewees' comprehension of the variables in this study. Any unreasonable parts of the questionnaire are further adjusted and refined, ensuring that when the formal survey questionnaire is distributed, respondents fully understand the intent of the questions and respond accurately.

Summary

In this chapter, we explain in detail the research methods, research process, and research hypotheses of this study, focusing on quantitative research and qualitative research, including research design, questionnaire development, sample selection, pilot testing, data collection etc.

CHAPTER 4

RESEARCH RESULTS

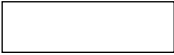
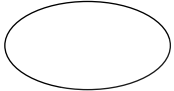
This study mainly explores the relationship between factors that affect the job performance of employees in private enterprises, namely whether organizational culture has a direct impact on job performance, whether job satisfaction transmits the effects of organizational culture to job performance, whether work-life balance strengthens this indirect influence, and whether there is a reciprocal relationship between job satisfaction and job performance. Through quantitative and qualitative research, SmartPLS and structural equation modeling (SEM) were used to analyze the collected data. The specific process includes the following parts.

- 4.1 Data Preparation
- 4.2 Descriptive Statistical Analysis
- 4.3 Results of Measurement Model Analysis
- 4.4 Results of the Structural Model Analysis
- 4.5 Interview Analysis
- 4.6 Analysis of Quantitative and Qualitative Research

4.1 Data Preparation

In this study, in order to ensure the validity of the sample size required by the research institute, a total of 600 questionnaires were distributed, invalid questionnaires were excluded, and 553 valid questionnaires were actually collected, exceeding the required sample size of 504. The analysis will focus on these 553 questionnaires, and the data analysis results will include the following parts. In order to facilitate the understanding of data analysis results, this study will explain the main statistical symbols and specific implications of variables. See Table 4.1.

Table 4.1 Symbols and Implications of Variables

Symbols	Implication
	Observed Variable
	Latent Variable
	Direct Effect
α	Cronbach's Alpha
SD	Standard Deviation
SE	Standard Error
CV	Coefficient of Variation
CR	Composite Reliability
$CITC$	Corrected Item-Total Correlation
β	Path Coefficient
f^2	Effect Size
R^2	Coefficient of determination
Q^2	Predictive Relevance
$t\text{-value}$	t-statistic
$p\text{-value}$	probability value
F	F-statistic
AVE	Average Variance Extracted
$HTMT$	Heterotrait-Monotrait Ratio of Correlations
VIF	Variance Inflation Factor
DE	Direct Effects
IE	Indirect Effects
TE	Total Effects

4.2 Descriptive Statistical Analysis

4.2.1 Sample Population Analysis

The demographic variables are mainly gender, age, education, position, work length, income level and other information (Liu, 2023). In this study, there are Valid samples 553, and the respondents are employees of food industry enterprises in Sichuan Province. The question is about demographics, including basic information on gender, age, education level, job position, work experience, marital status, monthly income and number of corporate employees. The employees come from multiple food enterprises such as frozen food, beverage, dairy, meat, catering, and alcohol, and have good representativeness. The statistical data are summarized in Table 4.2.

Table 4.2 Descriptive Statistics of the Respondent

General Information of Respondent	Frequency	Percentage
Gender		
Male	273	49.37
Female	280	50.63
Age		
20--30years	195	35.26
31 – 40 years	166	30.02
41 – 50 years	119	21.52
Over 50 years old	73	13.20
Education		
Lower than bachelor's degree	304	54.97
Bachelor's degree	223	40.33
Master's degree or above	26	4.70
Position		
Senior Management	34	6.15
Middle Management	37	6.69
Grassroots managers	105	18.99
Ordinary employees	377	68.17
Work Experience		
1--5Years	98	17.72
6-10Years	189	34.18
11-20Years	178	32.19
Over 20 years	88	15.91

Table 4.2 Descriptive Statistics of the Respondent (Cont.)

General Information of Respondent	Frequency	Percentage
Marital Status		
Single	73	13.20
Married have children	324	58.59
Married without children	156	28.21
Monthly Income		
Within 5000 CNY	43	7.78
5000-8000CNY	244	44.12
8001-10000CNY	156	28.21
Over 10000 CNY	110	19.89
Number of Employees		
100-299 people	174	31.46
300-499 people	224	40.51
500-999 people	155	28.03
Total	553	100.00

From the analysis results in Table 4.2, in terms of gender and age distribution, the proportion of males and females in the sample is relatively balanced, with slightly more females than males. The majority of employees are concentrated between the ages of 20 and 40, accounting for 65.28% of the total, indicating that employees in this industry are mainly in a younger stage and in an important period of career development. In terms of education level, more than half of the employees have a degree lower than a bachelor's degree (54.97%), with 40.33% having a bachelor's degree, while only 4.70% have a master's degree or above. This indicates that the industry has lower requirements for higher education, and more employees may rely on work experience and skills. From the perspective of position and work experience, ordinary employees account for the vast majority (68.17%), while the proportion of management employees (including senior management, middle management, and grassroots management) is relatively low. In terms of work experience, employees with 6-20 years of experience account for the majority (66.37%), indicating that employees in this industry have accumulated some work experience, but there are also a considerable number of employees in the middle and early stages of their careers. From the perspective of marital status, the majority of

employees are married, with 58.59% having children and 28.21% having no children. Single employees account for only 13.20%. This indicates that employees may have heavier family responsibilities, with married employees with children accounting for the majority of the sample. From the perspective of income level, the majority of employees' monthly income is concentrated between 5000-8000 yuan (44.12%), with 28.21% of employees earning between 8001-10000 yuan and 19.89% earning over 10000 yuan. Overall, the income level of employees is above average, and there is also a certain proportion of high-income groups. In terms of enterprise size, the majority of employees come from medium-sized enterprises (300-499 people, accounting for 40.51%), followed by small enterprises (100-299 people, accounting for 31.46%) and large enterprises (500-999 people, accounting for 28.03%). This indicates that most enterprises in the food industry are medium sized in scale, and the distribution of employees is relatively even.

In summary, the employees in the food industry in this sample have a relatively balanced gender ratio and a relatively young age structure, with low educational levels but some work experience. Most employees are in the married and childless stage of life, with income levels concentrated in the upper middle range. The enterprises in the sample are mainly medium-sized enterprises, and the proportion of ordinary employees in the employee position structure is relatively high. These characteristics indicate that most employees in the food industry are in the mid stage of career development, with a certain degree of job stability and family responsibilities.

4.2.2 The Standard Deviation Analysis for the Variables and Factors

4.2.2.1 Data Encoding and Input

Table 4.3 Abbreviation of Constructs and Observed Variables

Construct group	Variables and abbreviations	Type of variable
Job Performance (JP)	Task Performance (TP) Contextual Performance (CP) Learning Performance (LP) Innovation Performance (IP) Adaptive Performance (AP)	Dependent Variable

Table 4.3 Abbreviation of Constructs and Observed Variables (Cont.)

Construct group	Variables and abbreviations	Type of variable
Work-Life Balance (WLB)	Work Aspect (WA) Family Aspect (FA) Time Aspect (TA)	Moderating Variable
Organizational Culture (OC)	Intellectual Aspect (IA) Financial Aspect (FIA) Spiritual Culture (SC) Institutional Culture (IC) Behavioral Culture (BC) Material Culture (MC)	Independent Variable
Job Satisfaction (JB)	Return of Work (RW) Work Itself (WI) Working Conditions (WC) Interpersonal Relationships (IR)	Mediating Variable

The variables in this study will be coded to simplify the data processing and interpretation process. Abbreviations of the variables, as shown in Table 4.3.

4.2.2.2 Descriptive Statistics

The Mean is a measure of the trend in a dataset, representing the arithmetic mean of all data points, and is a fundamental indicator for understanding the overall distribution of data. The Standard Deviation (S.D.) is a statistical measure used to quantify data dispersion. The value range is greater than or equal to 0, and its value depends on the range and distribution of the dataset. The more dispersed the data, the larger the standard deviation. The Coefficient of Variation (CV) is an indicator used to measure the relative dispersion of data. Ferreira (2019) thinks that the coefficient of variation (CV) can be used to measure the degree of variability in data. Normally, The CV below 10% indicates low data variability, indicating relatively consistent data and stable measurement results; The CV between 10% and 30% indicates moderate variability and some fluctuation in the data; When the CV is greater than 30%, it indicates that the data has high variability, and the data distribution is relatively scattered.

In this study, 553 employees answered questions related to four variables: job performance, work-life balance, organizational culture, and job satisfaction. These

four variables encompass 18 factors and 72 items, all of which were analyzed using descriptive statistical methods, including Mean Value, Standard Deviation (S.D.), and Coefficient of Variation (CV). The questionnaire items were rated using a 5-point Likert scale, ranging from "5-most agree" to "1-least agree" (Likert, 1932). The specific scoring criteria are as follows: 1.00-1.50 = least agree, 1.51-2.50 = least agree, 2.51-3.50 = medium agree, 3.51-4.50 = more agree, 4.51-5.00 = most agree. The data analysis was interpreted using this scale. The following are the results of the analysis, as shown in Tables 4.4 and 4.5.

Table 4.4 Descriptive Statistics of the Variables

Variable	Variable	N	Mean	S.D.	CV
Job Performance (JP)	TP	553	3.41	1.06	.31
	CP	553	3.39	1.09	.32
	LP	553	3.36	1.07	.32
	IP	553	3.37	1.06	.32
	AP	553	3.41	1.09	.32
Work-Life Balance (WLB)	WA	553	3.45	1.04	.30
	FA	553	3.39	1.04	.31
	TA	553	3.37	1.11	.33
	IA	553	3.37	1.09	.32
	FIA	553	3.34	1.07	.32
Organizational Culture (OC)	SC	553	3.42	1.07	.31
	IC	553	3.39	1.09	.32
	BC	553	3.39	1.01	.30
	MC	553	3.42	1.11	.32
Job Satisfaction (JB)	RW	553	3.38	1.04	.31
	WI	553	3.42	1.04	.30
	WC	553	3.33	1.09	.33
	IR	553	3.46	1.01	.29

From Table 4.4, It can be seen that the mean values of employees' job performance (JP), job satisfaction (JS), work-life balance (WLB), and organizational culture (OC) all fall between 3.33 and 3.46, indicating a relatively balanced distribution with most respondents holding neutral opinions. This may be due to cultural background

differences, suggesting that employees' job satisfaction and self-evaluation are relatively good. The standard deviation values (SD) range from 1.01 to 1.11, and the coefficients of variation (CV) range from .29 to .33, indicating moderate variability among the variables and small dispersion. This implies that the sample data conform to a normal distribution, meeting the basic requirements of the research hypotheses for data analysis. But, certain areas, such as time autonomy (TA) in work-life balance (WLB), have a CV of .33, the highest variability within work-life balance, indicating significant differences in employees' views on time management. Additionally, the material culture (MC) within organizational culture (OC) has a CV of .32, showing considerable differences in employees' satisfaction with material culture. Therefore, companies should focus on these high-variability areas and develop targeted improvement strategies to enhance employee satisfaction and job performance.

4.2.2.3 Descriptive Statistical Analysis of Items

Descriptive statistical analysis was conducted on the 72 items within the 553 samples. See Table 4.5.

Table 4.5 Descriptive Statistics of Items

Variable item	Mean	SD	CV
Job Performance (JP)			
TP1:I always complete work tasks within the specified time.	3.41	1.25	.37
TP2:I maintain a high level of work quality.	3.37	1.24	.37
TP3:I am able to accurately achieve the work objectives I have planned.	3.42	1.25	.37
TP4:I consistently demonstrate high efficiency in completing my job responsibilities.	3.44	1.23	.36
CP1:I am very willing to put in my utmost effort to excel in my work.	3.42	1.24	.36
CP2:I am considerate and understanding when dealing with relationships.	3.36	1.27	.38
CP3:I often take the initiative to undertake additional responsibilities beyond my job role.	3.41	1.26	.37
CP4:I have a strong sense of responsibility towards the work I engage in.	3.36	1.26	.38

Table 4.5 Descriptive Statistics of Items (Cont.)

Variable item	Mean	SD	CV
LP1:I value improving work efficiency through learning and experience accumulation.	3.40	1.24	.36
LP2:I am able to better fulfill job responsibilities through learning.	3.37	1.24	.37
LP3:I apply the knowledge I've gained to solve issues encountered in my work.	3.37	1.26	.37
LP4:I believe that learning is helpful in improving job performance.	3.31	1.24	.37
IP1:I constantly seek to apply new processes, technologies, and methods.	3.39	1.26	.37
IP2:I frequently come up with creative ideas and concepts.	3.36	1.24	.37
IP3:I often communicate with others and promote my new ideas.	3.39	1.23	.36
IP4:I strive to secure the necessary resources and devise appropriate plans.	3.35	1.21	.36
AP1:I quickly formulate alternative plans to address new task requirements.	3.38	1.26	.37
AP2:I adjust and handle unforeseen situations by shifting focus and taking reasonable actions.	3.44	1.25	.36
AP3:I remain calm and take proactive actions even in high-pressure situations.	3.42	1.26	.37
AP4:I maintain focus when dealing with various situations and responsibilities.	3.39	1.25	.37
Work-Life Balance (WLB)			
WA1:I haven't encountered any issues or difficulties, and Able to fulfill job responsibilities smoothly.	3.43	1.23	.36
WA2:My work is planned, and responsibilities are clearly divided.	3.47	1.20	.35
WA3:The tasks I undertake align with my knowledge, skills, and abilities, allowing me to perform competently.	3.45	1.23	.36
WA4:I have the opportunity to express opinions and showcase my skills at work.	3.43	1.22	.36
FA1:My work is not too tiring, I have the energy to manage household chores.	3.35	1.21	.36
FA2:My family members understand and support my work.	3.35	1.24	.37

Table 4.5 Descriptive Statistics of Items (Cont.)

Variable item	Mean	SD	CV
FA3:I have time for rest and can frequently spend quality time with my family.	3.41	1.22	.36
FA4:I am satisfied with the family benefits provided by the organization.	3.44	1.20	.35
TA1:I am content with the work hours and days stipulated by the organization.	3.42	1.26	.37
TA2:I seldom bring work home to continue outside of working hours.	3.34	1.28	.38
TA3:I am able to effectively manage my work time and preserve a certain amount of personal time.	3.38	1.26	.37
TA4:I prefer having flexible working hours in the workplace.	3.35	1.27	.38
IA1:The company supports employees in applying knowledge to enhance work quality.	3.41	1.25	.37
IA2:I can freely express my viewpoints during work and offer suggestions for improvement.	3.38	1.25	.37
IA3:Training helps improve my work efficiency.	3.34	1.26	.38
IA4:Additional learning assists me in better utilizing my time, reducing work-related stress.	3.35	1.27	.38
FIA1:My income is sufficient to cover various expenses.	3.33	1.23	.37
FIA2:I have enough income to take care of my family.	3.37	1.24	.37
FIA3:I have enough income to participate in various social activities.	3.36	1.25	.37
FIA4:I have surplus funds saved for future use.	3.30	1.27	.38
Organizational Culture (OC)			
SC1:The company's core values and mission impact my work.	3.42	1.26	.37
SC2:The company's vision and mission are meaningful ,and I am willing to put in effort for them.	3.41	1.24	.36
SC3:I believe I can contribute positively to the organization.	3.41	1.26	.37
SC4:The company has a clear and cohesive set of values that are vibrant and energetic.	3.44	1.22	.35
IC1:The organizational hierarchy of the company is well-defined.	3.36	1.25	.37

Table 4.5 Descriptive Statistics of Items (Cont.)

Variable item	Mean	SD	CV
IC2:The company has comprehensive rules and regulations.	3.38	1.26	.37
IC3:Organizational culture is explicitly outlined in the company's charter.	3.42	1.26	.37
IC4:The company provides opportunities for career development and growth.	3.38	1.27	.38
BC1:Leader behavior influences employee behavior and attitudes.	3.39	1.21	.36
BC2:Colleagues respect each other, establish trust and cooperation.	3.37	1.18	.35
BC3:Employees all strive to provide high-quality services to customers.	3.40	1.20	.35
BC4:I will persistently advance with established goals and clear developmental strategies.	3.41	1.20	.35
MC1:The company has a clean and comfortable work environment.	3.44	1.26	.37
MC2:The company has ample resources and facilities to better accomplish tasks.	3.46	1.25	.36
MC3:The company has a unified organizational logo.	3.39	1.24	.37
MC4:The company has a uniform work attire.	3.40	1.31	.39
Job Satisfaction (JS)			
RW1:My work input is fairly rewarded.	3.35	1.21	.36
RW2:I am satisfied with the benefits and compensation provided by the company.	3.42	1.21	.35
RW3:Employees who perform well in their work have fair opportunities for promotion.	3.37	1.26	.37
RW4:My good performance always receives encouragement and rewards from higher-level management.	3.37	1.23	.36
WI1: My work is usually interesting enough to keep me from getting bored.	3.47	1.20	.35
WI2: I genuinely enjoy myself at work.	3.41	1.24	.36
WI3: I am able to fully utilize my skills and abilities in my job.	3.37	1.21	.36
WI4: I have a good level of autonomy and control in my work.	3.44	1.23	.36

Table 4.5 Descriptive Statistics of Items (Cont.)

Variable item	Mean	SD	CV
WC1: The various management systems of the company are reasonable and policies are consistently implemented.	3.32	1.26	.38
WC2: I am satisfied with the current work atmosphere, office environment, and resource allocation.	3.40	1.28	.38
WC3: I am satisfied with the current intensity of my work.	3.31	1.22	.37
WC4: I am pleased with the feedback received on reasonable suggestions provided.	3.28	1.29	.39
IR1: My supervisor treats each subordinate with fairness.	3.46	1.17	.34
IR2: I have a harmonious relationship with my colleagues.	3.49	1.20	.34
IR3: I am satisfied with the spirit of teamwork among the company's employees.	3.44	1.19	.35
IR4: I am content with the relationship between my department and other departments.	3.44	1.21	.35

From Table 4.5, the specific analysis is provided as follows:

(1) Job Performance (JP): The mean values of various indicators are mostly between 3.31 and 3.44, indicating that employees generally hold a positive attitude towards their job performance. However, the mean value of LP4 in learning performance is 3.31, indicating individual differences in its role in improving job performance. The standard deviation (SD) is between 1.23 and 1.26, indicating that there are some differences in employees' perceptions of each project, which may indicate that some employees need to improve certain key skills. The coefficient of variation (CV) is all greater than .30, generally around .37, indicating significant differences in employees' perceived job performance. This may reflect inconsistencies in task execution among some employees, and further improvement is needed through training and supervision.

(2) Work-Life Balance (WLB): The mean values of various indicators are between 3.38 to 3.45, indicating that employees generally believe that they have a good work-life balance. But in terms of time, the average TA2 is 3.26, indicating that some

employees may feel pressure in time management. The standard deviation (SD) ranges from 1.20 to 1.29, reflecting significant differences in employees' experiences in time management and work-life balance. The coefficient of variation (CV) is also relatively high, mostly between .36 and .38, indicating significant differences in employees' perception of work-life balance. This may be related to the irregularity of working hours and high-intensity work environment, requiring organizations to provide more flexibility and support.

(3) Organizational Culture (OC): The average values of various indicators are mostly between 3.36 and 3.46, indicating that employees have a positive attitude towards the company's core values, management behavior, and cooperation among colleagues. However, the average IC1 in institutional culture is 3.36, indicating that there may be room for improvement in the clarity of corporate systems. The standard deviation (S.D.) is between 1.18 and 1.27, indicating that there is a small but still existing divergence in corporate culture identity. The coefficient of variation (CV) mostly ranges from .35 to .38, indicating significant differences in employees' perception of organizational culture. This may be related to the diversity of enterprise size, management styles, and cultural atmosphere between different positions in the food industry.

(4) Job Satisfaction (JS) : The average of various indicators ranges from 3.28 to 3.47, indicating that employees are generally satisfied with their work, especially in terms of work atmosphere, relationships with colleagues, and teamwork (such as IR4, with an average of 3.44). However, in terms of job returns and performance feedback (such as RW1, with an average of 3.35), employee satisfaction is relatively low. The standard deviation (SD) ranges from 1.20 to 1.29, indicating a certain degree of divergence in job satisfaction. The coefficient of variation (CV) is mostly between .35 and .39, especially in terms of work intensity and performance feedback, which reflects significant differences in employee experience in these areas. Due to the generally high workload in the food industry, some employees may have lower satisfaction in these areas.

In a word, the mean value of 72 items is between 3.28 and 3.49, and their distribution is relatively balanced, indicating that employees' evaluation of all aspects is

relatively moderate and above. The standard deviation was between 1.17 and 1.31, indicating a relatively consistent degree of dispersion, small dispersion, and a coefficient of variation between .34 and .39, indicating a slightly higher relative variability per item. This indicates that employees have a high degree of overall recognition of each variable, but there are great differences in the fourth problem (WC4), which requires enterprises to pay special attention to and develop improvement strategies to improve the overall job satisfaction and job performance.

4.3 Results of Measurement Model Analysis

4.3.1 Testing Criteria

This study adopts the partial least squares structural equation modeling (PLS-SEM) method, using SmartPLS analysis. The relationship between latent variables and observed variables is modeled as reflective variables. The statistical standards of the measurement model are shown in Table 4.6.

Table 4.6 Measurement Model Criteria

Measurement	Measurement index	Criterion
Construct Reliability	Cronbach Alpha	> .70 Hair et al. (2010)
	Dijkstra-Henseler's rho (ρ_A)	> .70 Henseler et al. (2016)
	Jöreskog's rho (ρ_c)	> .70 Henseler et al. (2016)
	Composite Reliability	> .70 Bagozzi and Yi, (1988); Hair, et al. (2010)
	Indicator Reliability	.70 Chin (1998)
Convergent Validity	Average Variance Extracted (AVE)	> .50 Fornell and Larcker (1981); Hair et al. (2010)
	Measuring constructs	> .50 Bagozzi and Yi, (1988); Hair, et al. (2010)
Discriminant Validity	Heterotrait-Monotrait Ratio of Correlations (HTMT)	0<HTMT<1 Henseler, Ringle and sarstedt (2016)

Table 4.6 shows that the model reliability, as measured by Dijkstra-Henseler's rho (ρ_A) and Joreskog's rho (ρ_c), must be above .70 (Henseler et al., 2016). The Cronbach's Alpha must be above .70 (Hair et al., 2010), which makes the reliability limit (Lower

Boundary) critical in distinguishing validity. The study recommended using the Heterotrait-Monotrait Ratio of Correlations (HTMT) of Henseler et al. (2016) to assess the discriminatory validity of constructs that should be less than 1 and statistically significant (Henseler et al., 2016).

The quality considerations of PLS-SEM are threefold. Firstly, from the perspective of the measurement model the measurement outer model. Secondly, from the perspective of the structural model (internal model), the Measurement Inner Model is examined. Thirdly, from the perspective of each equation of the structural equation model (Tenenhouse et al., 2015). When considering the measurement model, Cronbach Alpha, Composite Reliability (CR), Indicator Reliability, Average Variance Extracted (AVE) and Discriminant Validity (DV) and Convergent Validity (CV) were evaluated according to Table 4.6. In the structural model under consideration, it is evaluated according to Table 4.6

Table 4.7 Structural Model Criteria

Measurement	Measurement index	Criterion
Coefficient of Determination R^2		.19 was very small; .33 was medium; .67 was large. Chin (1998) Set to .25 was small; .50 was medium ; .75 was large Hair et al. (2010)
Predictive Relevance Q^2	Stone-Geiser Test	> 0 Geiser (1975) ; Stone (1974)
Effect Size f^2	The effect values between latent variables	Small-sized at .02 medium-sized at .15 large at .35. cohen (2013)
Path Coefficient	The path coefficient or the directeffect value in path analysis	Effect size, tools, and p-values. Hair, et al. (2010)
Collinearity	Variance Inflation Factor (VIF)	5<VIF<10, moderate collinearity, should be considered; VIF> 10, high collinearity, need to be vigilant; VIF<5 low collinearity, ideal, acceptable. Hair, et al. (2010)

Quality considerations for the structural model include the loading factor, p-value, R^2 , and f^2 . The R^2 level proposed by Hair et al. (2010) are divided into three levels: .250 is considered small , .500 is medium, and .750 is large. the following guidelines should be followed when evaluating the effect size f^2 : when $.020 < f^2 < .150$,

the effect size of the relationship is small and it is difficult to detect the effect; when $f^2 \leq .150$, the effect size is Medium, the effect of the relationship can be detected; when $f^2 \geq .350$, the effect size is large and can be well detected (Cohen, 2013) . In the Stone-Geisser test, Predictive Relevance (Q^2) is the degree to which measurements are the observations produced by the model and its parameters. If the Q^2 value is greater than 0, the model has a predicted correlation, if less than 0, the model has no predictive relevance (Geiser, 1974).

Before testing each hypothesis, the issue of multicollinearity among the independent variables in linear regression analysis must be addressed by ensuring that the Variance Inflation Factor (VIF) value is less than 5. If the VIF value or study conditions do not meet this criterion, the variable should be removed from the model (Hair et al., 2010). In linear regression analysis, the standard value of VIF is usually considered: VIF <5 indicates that the level of collinearity between independent variables is low and acceptable. $5 < \text{VIF} < 10$, indicates a moderate degree of collinearity and should be considered with caution. $\text{VIF} > 10$, indicates a higher collinearity and requires vigilance. The criteria see Table 4.7.

4.3.2 Model evaluation analysis

This study used structural equation modeling (SEM) with a total of 4 latent variables, 18 measurement dimensions, and 72 indicator items. Job Performance (JP) includes Task Performance (TP), Contextual Performance (CP), Learning Performance (LP), Innovation Performance (IP), and Adaptive Performance (AP); Work-Life Balance (WLB) includes Work Aspect (WA), Family Aspect (FA), Time Aspect (TA), Intellectual Aspect (IA), and Financial Aspect (FIA); Organizational Culture (OC) includes Spiritual Culture (SC), Institutional Culture (IC), Behavioral Culture (BC), and Material Culture (MC); Job Satisfaction (JB) includes Return of Work (RW), Work Itself (WI), Working Conditions (WC), and Interpersonal Relationships (IR).

The framework of this study is a High-Order Reflective-Reflective Model, We need to analyze the mutual influence relationship between variables JS and JP. Therefore, we created Model 1 and Model 2 and used SmartPLS to analyze Model 1 and Multiple Regression Analysis (MRA) to analyze Model 2. Among them, each measurement

indicator in the model has 4 items, which is consistent with the construction of Model 1 using the repeated indicator method, See Figure 4.1.

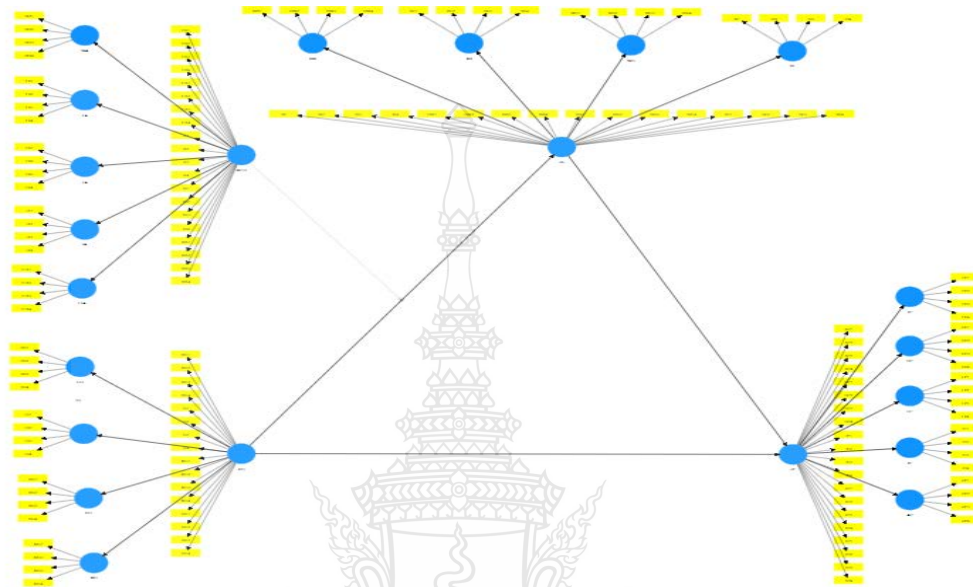


Figure 4.1 Reflective Measurement Model 1

According to research needs, the key indicators of Model 1 are analyzed, mainly including Cronbach's alpha, composite reliability, indicator reliability, AVE, discriminant validity, convergent validity, HTMT, VIF, etc.

4.3.2.1 Construct Reliability and Validity

Reliability assessment is important in deciding to use a questionnaire for further analysis as it can help ensure the usability of the measurements in the questionnaire (Sud-on et al., 2014). The Cronbach's alpha coefficient α for each dimension should be greater than .70 (DeVellis & Thorpe, 2021; Hajjar, 2014). The results can test the reliability of the measured scale properties and provide information on the relationships between individual items in the scale (Nunnally, 1978). The AVE is an important indicator used to evaluate convergent validity. It represents the average variance of all measured variables that a latent variable can explain. It is generally believed that an AVE value greater than or equal to .50 indicates that latent variables can explain at least 50% of the variance of measurement

indicators and have good convergent validity.

Table 4.8 Construct Reliability and Validity Coefficient

Indicator	Number of Items	Cronbach's alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
AP	4	.891	.891	.924	.753
BC	4	.867	.868	.909	.715
CP	4	.889	.890	.923	.751
FA	4	.874	.874	.914	.725
FIA	4	.883	.884	.920	.741
IA	4	.890	.890	.924	.751
IC	4	.891	.891	.924	.753
IP	4	.884	.885	.920	.742
IR	4	.872	.873	.912	.722
LP	4	.881	.881	.918	.736
MC	4	.897	.897	.928	.764
RW	4	.872	.872	.913	.723
SC	4	.879	.880	.917	.734
TA	4	.898	.898	.929	.765
TP	4	.879	.879	.917	.733
WA	4	.877	.878	.916	.731
WC	4	.888	.889	.923	.749
WI	4	.878	.878	.916	.731

This study used Cronbach's alpha, Composite Reliability (rho a), and AVE values to investigate the reliability and validity of the structure. From Table 4.8, the Cronbach's alpha range for the 18 indicators is .869 to .891, all greater than .70, indicating high reliability and good stability and consistency. The composite reliability (rho a) ranges from .872 to .897, all greater than .70, indicating good model combination reliability. The composite reliability (rho_c) ranges from .909 to .929, which is much higher than .70, indicating that the model has good composite reliability. The AVE ranges from .715 to .765, which is much greater than .5, indicating that the variance explained by the construct exceeds half of the measurement error variance and has good convergent validity. Overall, There is a high correlation between various indicators within the construct. The data can be analyzed further (Abdirahman et al., 2020; DeVellis & Thorpe, 2021; Hajjar, 2014).

4.3.2.2 Discriminant Validity

Discriminant validity for the variables uses the heterotrait-to-monotrait ratio (HTMT) and Fornell and Bookstein (1982) standard to compare the correlation values of the AVE square root value with other indicators. The Heterotrait-Monotrait Ratio of Correlations (HTMT) is a statistical indicator of discriminant validity in structural equation modeling (SEM), used to measure the correlation between different constructs (heterogeneity trait correlation) relative to the correlation between different indicators within the same construct (homogeneity trait correlation). When the HTMT ratio approaches 1, it indicates a lack of discriminant validity in path analysis. Generally, the HTMT value should be below .90, indicating good discriminant validity (Henseler et al., 2016). The Fornell and Larcker criteria stipulate that the square root of the AVE of each construct should be greater than its correlation with other structures (Hair et al., 2017). In Table 4.9, it can be seen that Model 1 obtained first-order HTMT values ranging from .315 to .862 by running PLS, all of which are less than .9, indicating that all evaluation structures have good discriminant validity.

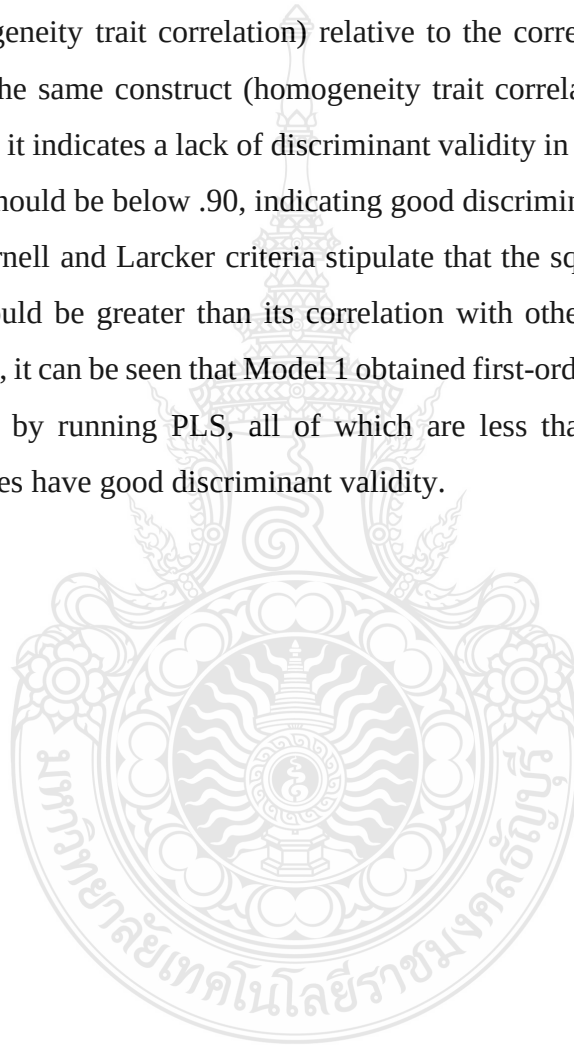


Table 4.9 Heterotrait-Monotrait Ratio (HTMT)

	AP	BC	CP	FA	FIA	IA	IC	IP	IR	JP	JS	LP	MC	OC	RW	SC	TA	TP	WA	WC	WI	WLB
BC	.379																					
CP	.500	.427																				
FA	.414	.407	.449																			
FIA	.478	.415	.446	.410																		
IA	.378	.396	.428	.462	.453																	
IC	.429	.443	.429	.418	.422	.406																
IP	.490	.315	.504	.401	.431	.434	.376															
IR	.325	.371	.397	.368	.403	.409	.369	.403														
JP	.797	.497	.848	.553	.564	.524	.551	.824	.497													
JS	.538	.547	.599	.508	.559	.579	.536	.547	.798	.741												
LP	.499	.362	.531	.426	.438	.387	.438	.496	.380	.825	.561											
MC	.366	.515	.369	.439	.433	.418	.445	.392	.375	.513	.549	.438										
OC	.525	.857	.550	.560	.561	.545	.812	.495	.497	.700	.725	.544	.841									
RW	.429	.442	.471	.440	.420	.424	.444	.416	.451	.589	.862	.439	.397	.586								
SC	.419	.508	.446	.435	.432	.433	.446	.417	.395	.563	.570	.413	.465	.840	.496							
TA	.417	.458	.450	.429	.483	.511	.425	.430	.419	.565	.558	.455	.425	.578	.416	.448						
TP	.388	.393	.539	.396	.334	.351	.407	.491	.371	.796	.554	.457	.374	.529	.470	.432	.382					
WA	.406	.450	.467	.450	.414	.465	.475	.440	.352	.554	.550	.416	.440	.582	.481	.401	.489	.361				
WC	.435	.415	.461	.346	.451	.442	.427	.426	.430	.581	.849	.455	.423	.556	.510	.421	.422	.418	.444			
WI	.423	.412	.469	.372	.403	.463	.368	.396	.374	.557	.823	.410	.451	.537	.484	.399	.420	.405	.374	.472		
WLB	.568	.577	.608	.783	.785	.821	.582	.580	.530	.749	.748	.576	.585	.767	.591	.584	.825	.495	.801	.572	.552	
WLB x OC	.423	.332	.497	.351	.384	.376	.352	.515	.418	.634	.608	.478	.313	.455	.478	.383	.351	.480	.388	.490	.439	.502

Table 4.10 Fornell-Larcker Criterion

	AP	BC	CP	FA	FIA	IA	IC	IP	IR	LP	MC	RW	SC	TA	TP	WA	WC	WI	WLB
AP	.868																		
BC	.334	.845																	
CP	.446	.375	.867																
FA	.365	.355	.396	.852															
FIA	.424	.362	.395	.361	.861														
IA	.337	.349	.381	.408	.402	.867													
IC	.383	.389	.383	.368	.375	.361	.868												
IP	.436	.276	.447	.353	.381	.385	.334	.861											
IR	.288	.323	.350	.322	.354	.361	.326	.354	.850										
LP	.443	.316	.471	.373	.386	.342	.388	.439	.333	.858									
MC	.328	.455	.329	.389	.385	.373	.397	.349	.332	.389	.874								
RW	.378	.384	.415	.384	.369	.373	.391	.365	.393	.384	.352	.850							
SC	.372	.445	.395	.381	.381	.383	.395	.368	.345	.363	.413	.435	.857						
TA	.373	.405	.402	.380	.430	.457	.380	.384	.371	.404	.382	.368	.399	.875					
TP	.344	.343	.478	.347	.295	.311	.360	.434	.326	.403	.332	.412	.381	.340	.856				
WA	.360	.393	.413	.394	.365	.412	.420	.387	.308	.366	.390	.420	.352	.434	.318	.855			
WC	.387	.365	.410	.305	.399	.392	.380	.378	.380	.402	.377	.450	.372	.377	.369	.392	.865		
WI	.375	.360	.415	.326	.355	.409	.326	.349	.329	.361	.401	.423	.350	.373	.356	.328	.417	.855	

Note: Squared correlations; AVE in the diagonal. The bold value is the square root of the mean variance (AVE).

From Table 4.10, the bold numbers on the diagonal represent the square roots of the average variance values extracted between first-order variables, ranging from .845 to .875, while the numbers below the diagonal represent the correlation coefficients between each indicator. The results indicate that the square root of the extracted average variance values for each indicator is greater than their correlation coefficient values with other constructs. This indicates a clear distinction between these constructs and no significant multicollinearity issues. Verified that the scale has good discriminant validity, ensuring that each construct is independent of the others.

4.3.2.3 Cross Loadings

Cross loadings refer to the standardized loading values of an observed variable on different latent constructs. Used to examine whether each observed variable is loaded higher on its expected latent construct than on other latent constructs, in order to evaluate the discriminant validity of the construct (Chin, 1998).

Discriminant validity analysis through the Cross loadings standard considers the relationship between the Outer loadings of the indicator variables of the latent variables and other latent variables in the model. When testing discriminant validity through Cross loadings, it was found that the component loadings of latent variables and observed variables were basically greater than or equal to .7. When considering the relationship between the component loadings of the latent variable observed variables and other latent variables in the model, the correlation was found to be low. Therefore, it can be concluded that all variables meet the discriminant validity of the Cross loading's standard. As shown in Table 4.11.

Table 4.11 Cross Loadings of the Indicator on Different Factors

	AP	BC	CP	FA	FIA	IA	IC	IP	IR	LP	MC	RW	SC	TA	TP	WA	WC	WI	WLB x OC
AP1	.867	.299	.391	.324	.397	.327	.336	.389	.249	.378	.304	.339	.347	.299	.306	.355	.352	.379	.369
AP2	.862	.247	.373	.354	.350	.276	.306	.375	.237	.360	.259	.336	.267	.321	.277	.303	.302	.276	.316
AP3	.868	.321	.406	.303	.349	.272	.360	.390	.282	.416	.295	.316	.352	.335	.303	.297	.358	.336	.374
AP4	.874	.288	.376	.287	.377	.295	.324	.357	.230	.383	.280	.321	.322	.342	.307	.292	.328	.307	.328
BC1	.276	.860	.336	.319	.285	.305	.298	.247	.261	.275	.402	.302	.403	.370	.256	.364	.325	.306	.249
BC2	.271	.844	.321	.304	.343	.301	.355	.209	.284	.263	.360	.350	.334	.340	.326	.302	.289	.303	.276
BC3	.272	.845	.309	.320	.316	.321	.340	.238	.300	.257	.412	.337	.407	.331	.290	.310	.321	.321	.268
BC4	.310	.832	.302	.255	.282	.250	.324	.237	.247	.273	.361	.311	.358	.327	.290	.352	.298	.286	.254
CP1	.371	.350	.867	.332	.344	.295	.329	.373	.340	.400	.300	.349	.347	.331	.408	.373	.325	.369	.409
CP2	.405	.320	.864	.320	.337	.344	.331	.399	.292	.393	.262	.388	.371	.320	.420	.344	.370	.346	.409
CP3	.398	.321	.871	.345	.356	.341	.355	.392	.278	.437	.295	.353	.335	.385	.424	.390	.376	.360	.415
CP4	.371	.310	.865	.376	.333	.339	.310	.386	.304	.403	.285	.349	.315	.358	.403	.323	.349	.362	.390
FA1	.320	.310	.337	.854	.342	.348	.285	.272	.288	.308	.359	.346	.331	.351	.264	.345	.279	.276	.290
FA2	.302	.306	.320	.863	.300	.361	.335	.316	.284	.351	.342	.367	.317	.307	.307	.349	.251	.297	.274
FA3	.304	.295	.331	.840	.282	.332	.324	.308	.273	.312	.300	.311	.330	.320	.336	.305	.239	.239	.263
FA4	.317	.299	.361	.849	.305	.348	.312	.306	.253	.301	.323	.284	.321	.316	.277	.342	.268	.298	.291
FIA1	.364	.282	.321	.318	.857	.383	.317	.325	.276	.356	.334	.351	.310	.362	.268	.324	.373	.296	.306
FIA2	.365	.319	.339	.338	.860	.341	.304	.321	.329	.309	.325	.313	.324	.336	.247	.325	.321	.308	.315
FIA3	.369	.310	.374	.306	.858	.341	.361	.342	.327	.339	.330	.312	.322	.403	.248	.306	.340	.294	.330
FIA4	.362	.338	.327	.280	.867	.318	.306	.324	.290	.325	.337	.294	.357	.381	.251	.301	.340	.323	.290
IA1	.272	.281	.306	.326	.355	.872	.309	.325	.280	.279	.295	.335	.332	.408	.266	.344	.305	.367	.308
IA2	.287	.318	.350	.360	.338	.869	.295	.312	.315	.305	.341	.335	.354	.367	.294	.376	.384	.347	.311
IA3	.286	.306	.323	.383	.339	.858	.318	.363	.344	.329	.339	.318	.335	.417	.292	.358	.326	.357	.299
IA4	.323	.304	.341	.345	.363	.868	.330	.334	.311	.273	.319	.308	.306	.391	.225	.349	.346	.348	.311
IC1	.309	.369	.359	.324	.362	.324	.862	.327	.300	.345	.342	.335	.358	.365	.287	.382	.334	.298	.293

Table 4.11 Cross Loadings of the Indicator on Different Factors (Cont.)

	AP	BC	CP	FA	FIA	IA	IC	IP	IR	LP	MC	RW	SC	TA	TP	WA	WC	WI	WLB x OC
IC2	.338	.343	.326	.316	.323	.296	.877	.279	.254	.341	.336	.313	.330	.293	.318	.346	.337	.280	.294
IC3	.333	.312	.318	.325	.308	.312	.864	.239	.292	.331	.346	.344	.342	.326	.309	.364	.329	.247	.295
IC4	.348	.327	.324	.314	.307	.322	.869	.311	.284	.330	.355	.365	.341	.334	.336	.365	.319	.305	.270
IP1	.408	.246	.399	.316	.311	.341	.275	.875	.334	.397	.289	.332	.302	.341	.388	.347	.323	.285	.405
IP2	.357	.249	.357	.258	.338	.320	.307	.857	.284	.349	.330	.313	.319	.305	.376	.346	.314	.290	.417
IP3	.363	.244	.392	.310	.319	.321	.285	.862	.314	.359	.305	.295	.287	.327	.365	.352	.326	.307	.398
IP4	.371	.211	.392	.329	.345	.343	.284	.851	.285	.406	.280	.317	.362	.347	.365	.290	.338	.320	.448
IR1	.229	.280	.283	.262	.317	.320	.275	.317	.845	.283	.310	.335	.297	.314	.269	.244	.345	.294	.328
IR2	.292	.294	.348	.334	.315	.291	.287	.313	.862	.318	.280	.325	.299	.347	.293	.297	.349	.295	.347
IR3	.214	.231	.245	.240	.275	.299	.256	.309	.842	.266	.274	.318	.302	.270	.260	.234	.276	.248	.309
IR4	.242	.291	.310	.257	.296	.316	.288	.264	.850	.264	.262	.359	.277	.328	.283	.270	.317	.277	.344
LP1	.360	.252	.375	.340	.341	.289	.323	.365	.315	.851	.345	.341	.304	.366	.350	.290	.377	.287	.374
LP2	.387	.244	.438	.290	.310	.289	.313	.394	.253	.851	.336	.302	.285	.298	.359	.308	.344	.336	.398
LP3	.365	.298	.363	.329	.336	.292	.324	.358	.278	.869	.348	.327	.354	.354	.352	.331	.323	.287	.389
LP4	.407	.290	.438	.324	.340	.305	.369	.388	.297	.861	.307	.349	.303	.370	.322	.326	.337	.327	.378
MC1	.304	.421	.280	.354	.346	.337	.346	.346	.320	.371	.880	.322	.386	.364	.304	.325	.332	.375	.283
MC2	.309	.396	.330	.351	.353	.322	.313	.306	.287	.373	.879	.333	.373	.349	.302	.343	.372	.375	.274
MC3	.234	.388	.272	.334	.336	.332	.384	.280	.279	.304	.854	.283	.324	.322	.287	.333	.282	.308	.237
MC4	.299	.384	.271	.323	.313	.316	.347	.286	.274	.310	.884	.291	.362	.301	.268	.364	.331	.342	.242
RW1	.331	.335	.346	.325	.323	.293	.345	.299	.318	.338	.314	.843	.364	.295	.355	.354	.395	.353	.389
RW2	.310	.346	.354	.329	.309	.301	.350	.320	.335	.325	.283	.852	.367	.311	.373	.350	.328	.375	.369
RW3	.329	.328	.368	.317	.300	.350	.325	.306	.325	.324	.339	.859	.401	.337	.333	.356	.415	.358	.381
RW4	.316	.299	.343	.336	.323	.326	.310	.318	.360	.320	.260	.847	.346	.309	.342	.370	.390	.354	.378
SC1	.321	.346	.318	.306	.314	.331	.327	.287	.295	.311	.324	.362	.852	.325	.297	.277	.295	.309	.317
SC2	.314	.388	.387	.365	.355	.364	.332	.351	.290	.305	.365	.381	.850	.354	.332	.348	.350	.319	.313

Table 4.11 Cross Loadings of the Indicator on Different Factors (Cont.)

	AP	BC	CP	FA	FIA	IA	IC	IP	IR	LP	MC	RW	SC	TA	TP	WA	WC	WI	WLB x OC
SC3	.283	.398	.314	.316	.322	.316	.343	.309	.304	.318	.357	.349	.874	.343	.345	.269	.328	.274	.275
SC4	.356	.392	.334	.320	.314	.302	.352	.314	.295	.308	.370	.397	.852	.345	.330	.313	.301	.299	.328
TA1	.307	.347	.347	.308	.364	.384	.333	.324	.319	.344	.332	.295	.317	.872	.284	.356	.335	.314	.303
TA2	.313	.344	.370	.327	.395	.414	.312	.346	.302	.385	.323	.357	.388	.869	.314	.404	.330	.312	.314
TA3	.378	.380	.388	.349	.373	.404	.334	.339	.366	.355	.351	.329	.353	.876	.316	.401	.380	.363	.281
TA4	.307	.344	.301	.345	.373	.394	.351	.333	.313	.328	.330	.307	.336	.882	.273	.356	.272	.314	.267
TP1	.277	.315	.420	.306	.266	.271	.315	.382	.313	.376	.291	.350	.319	.296	.845	.268	.293	.328	.402
TP2	.277	.251	.384	.274	.239	.250	.298	.350	.271	.294	.286	.305	.287	.264	.856	.253	.318	.260	.342
TP3	.329	.291	.442	.299	.245	.277	.286	.381	.277	.347	.278	.369	.362	.303	.866	.279	.317	.324	.423
TP4	.293	.316	.387	.307	.258	.266	.334	.371	.254	.360	.283	.385	.334	.298	.857	.288	.336	.305	.374
WA1	.337	.321	.353	.323	.318	.357	.359	.342	.277	.303	.327	.356	.290	.386	.277	.856	.364	.290	.322
WA2	.279	.335	.348	.335	.308	.323	.375	.306	.274	.314	.327	.374	.282	.354	.287	.852	.317	.313	.321
WA3	.329	.388	.374	.360	.322	.368	.371	.332	.233	.321	.355	.367	.316	.383	.302	.858	.332	.263	.295
WA4	.282	.297	.336	.331	.298	.358	.331	.344	.271	.313	.324	.341	.316	.362	.220	.854	.329	.257	.306
WC1	.312	.345	.370	.277	.333	.338	.316	.331	.302	.343	.349	.420	.324	.307	.304	.340	.869	.372	.399
WC2	.301	.310	.368	.265	.337	.325	.331	.346	.356	.337	.287	.400	.311	.318	.338	.368	.871	.371	.425
WC3	.384	.288	.327	.232	.366	.347	.335	.312	.333	.323	.294	.392	.295	.335	.289	.327	.850	.343	.388
WC4	.344	.320	.354	.282	.347	.349	.333	.317	.324	.391	.377	.343	.358	.345	.347	.323	.871	.356	.388
WI1	.270	.333	.335	.258	.289	.382	.294	.291	.289	.319	.321	.330	.292	.342	.246	.290	.407	.842	.338
WI2	.355	.293	.386	.313	.321	.352	.267	.332	.308	.307	.367	.400	.306	.325	.331	.295	.342	.867	.376
WI3	.336	.314	.348	.255	.318	.341	.282	.299	.257	.310	.309	.372	.308	.286	.346	.277	.333	.855	.360
WI4	.321	.291	.348	.289	.284	.324	.271	.270	.268	.299	.373	.345	.292	.321	.295	.259	.344	.857	.333
WLB x OC	.400	.309	.468	.328	.361	.355	.332	.484	.391	.449	.297	.446	.359	.333	.451	.364	.462	.412	1.000

From Table 4.11, It can be seen that the main load ranges of Adaptive Performance (AP), Contextual Performance (CP), Innovation Performance (IP), Learning Performance (LP), and Task Performance (TP) are between .851 and .875, all higher than their cross-load values with other concepts. This indicates that the indicators of these constructs have good convergent validity and discriminant validity.

The main load range for Behavioral Culture (BC), Institutional Culture (IC), Spiritual Culture (SC), and Material Culture (MC) is between .851 and .884. Although the BC4 index has a main load on its construct BC that is closer to its cross-load values on other constructs, its main load is still higher than all cross load values. This also indicates that the discriminant validity of the BC construct is acceptable, but further attention may be needed for BC4.

The main loadings of Family Aspect (FA), Financial Aspect (FIA), Intellectual Aspect (IA), Work Aspect (WA), and Time Aspect (TA) range from .840 to .882, all of which are higher than their cross loadings with other constructs. This indicates that the indicators of these constructs have good convergent and discriminant validity.

The main loadings of Interpersonal Relationships (IR), Return of Work (RW), Working Conditions (WC), and Work Itself (WI) range from .842 to .871, and all main loadings are higher than their cross loadings with other constructs, indicating that the indicators of these constructs also have good convergent and discriminant validity.

In summary, the main load range of the 72 items in Table 4.11 is between .832 and .882. The main loadings of each construct are higher than their cross loadings with other constructs, indicating that the indicators of each construct exhibit strong convergent validity and discriminant validity, thus verifying the effectiveness of the construct. It shows that the model has a good discriminative validity.

4.4 Results of the Structural Model Analysis

After the verification of the measurement model, the structural model is evaluated, mainly includes Cross-loadings, Variance Inflation Factor (VIF), R^2 , f^2 , Q^2 , and research hypothesis, etc. According to the present research framework, the structural models of models 1 and 2 have differences and different analysis methods. Below we

analyze the two models separately. First, we will analyze model 1.

4.4.1 Model 1 Analysis

4.4.1.1 Test Collinearity

The statistical significance of the different pathways of the model was initially assessed using the variance inflation factor (VIF) analysis, which assessed collinearity (Hair et al., 2017). Structures with high collinearity, such as VIF, with values above 5, indicate a significant correlation between multiple predictor variables and VIF <5, indicating a lack of collinearity between structures (Hair et al., 2017). Before testing each hypothesis, the problem of multicollinearity for the independent variables, must be tested by a VIF value of <5. If a VIF and the study condition do not meet the criteria, the variable should be removed from the model (Hair et al., 2010). See Table 4.12.

Table 4.12 Path Model Variance Inflation Factor

Item	VIF	Item	VIF
AP1	2.451	LP1	2.170
AP2	2.368	LP2	2.271
AP3	2.333	LP3	2.392
AP4	2.552	LP4	2.425
BC1	2.319	MC1	2.561
BC2	2.075	MC2	2.563
BC3	2.140	MC3	2.325
BC4	1.982	MC4	2.643
CP1	2.454	RW1	2.058
CP2	2.296	RW2	2.288
CP3	2.369	RW3	2.196
CP4	2.341	RW4	2.082
FA1	2.225	SC1	2.203
FA2	2.262	SC2	2.129
FA3	2.122	SC3	2.477
FA4	2.106	SC4	2.127
FIA1	2.189	TA1	2.481
FIA2	2.397	TA2	2.357
FIA3	2.353	TA3	2.604
FIA4	2.443	TA4	2.752
IA1	2.529	TP1	2.058

Table 4.12 Path Model Variance Inflation Factor (Cont.)

Item	VIF	Item	VIF
IA2	2.386	TP2	2.336
IA3	2.213	TP3	2.392
IA4	2.377	TP4	2.283
IC1	2.368	WA1	2.179
IC2	2.516	WA2	2.248
IC3	2.381	WA3	2.291
IC4	2.439	WA4	2.176
IP1	2.561	WC1	2.488
IP2	2.331	WC2	2.379
IP3	2.316	WC3	2.234
IP4	2.148	WC4	2.502
IR1	2.107	WI1	2.171
IR2	2.221	WI2	2.300
IR3	2.095	WI3	2.281
IR4	2.103	WI4	2.240

From Table 4.12, it can be seen that the VIF values of each indicator variable are between 1.982 and 2.752, all less than 5. Among them, BC2 (1.982) and MC4 (1.963) have the lowest VIF values, indicating that the multicollinearity problem among the variables in the model is relatively small and will not have an adverse effect on the stability and explanatory power of the model and meet the criteria.

4.4.1.2 The Fit of Model 1

In the quality evaluation of the overall model, it is recommended to use the saturation model for parameter estimation and to evaluate the fit of the model by SRMR (standard root mean square residual). The model showed a good fit if the SRMR was <95% bootstrap quantile (HI 95 for SRMR), d_G (geodesic difference) <95% bootstrap quantile (HI 95 for d_G) and d_ULS (unweighted least squares difference) <95% bootstrap quantile (HI 95 for d_ULS). See Table 4.13.

Table 4.13 Test of Model 1 Fit

Construct	Saturated model	Estimated model
SRMR	.060	.070
d_ULS	.618	.843
d_G	.178	.214

From Tables 4.13, all SRMR values are below .08, the estimated d_ULS value of the model is .843, higher than the saturation model of .618, the estimated model d_G value is .214, higher than the saturation model of .178, but all three values are 95% below the bootstrap quantile. This means that the model is of a very good quality.

4.4.1.3 Interpretive Power and Predictive Correlation

Predictive power is calculated as the coefficient of determination R^2 , which is the “squared correlation between the actual and predicted values of a particular endogenous construct”, which is an in-sample prediction. To avoid bias in favor of more complex models, an adjusted coefficient of determination was used, in which the exogenous structure is adjusted relative to the sample size, systematically compensating for non-significant exogenous structure that would otherwise increase the explainable variance. For R^2 and adjusted R^2 , values range from 0 to 1, with increasing values indicating increasing predictive relevance. The R^2 value of endogenous structures is divided into three levels, namely .25 is small, .50 is medium, and .75 is large. (Chin, 1998). The Stone-Geisser test (Q^2) measures how well the observed value is generated by the model and its parameters. If the Q^2 value is greater than 0, the model has predictive relevance; if it is less than 0, it means that the model has no predictive relevance (Geiser, 1974). Stone (1974) suggests that the criteria for predictive relevance values are .02, which indicates low predictive relevance, .15, which indicates medium predictive relevance, and .35, which indicates high predictive relevance. From Model 1 in Figure 1, we know that the value within the variable is the prediction coefficient R^2 , Q^2 . See Table 4.14.

Table 4.14 Interpretive Power and Predictive Correlation

	R²	Adjusted R²	Q²
Job Performance (JP)	.526	.524***	.212
Job Satisfaction (JS)	.590	.587***	.215

Note: $p < .050$ the significance level is acceptable (*); $p < .01$ has better significance level (**); $p < .001$ has a very high level of significance (***).

From Table 4.14, before adjustment, the R^2 value of Job Performance (JP) was .526, indicating that it can explain 52.6% of the variance. The R^2 value of Job Satisfaction (JS) is .590, indicating that it can explain 59.0% of the variance, and the explanatory power of the model for JS is slightly higher than that for JP. After adjustment, the R^2 value of Job Performance (JP) is .524, which is very close to the pre adjustment value, indicating that the addition of predictive variables to the model did not significantly reduce its explanatory power. The R^2 of Job Satisfaction (JS) is .587, which is also close to the pre adjustment value, indicating that the model still has strong explanatory power and stability in explaining variables. The Q^2 value of Job Performance (JP) is .212, and the Q^2 value of Job Satisfaction (JS) is .215, both positive, indicating that the model has good predictive ability for both Job Performance (JP) and Job Satisfaction (JS).

4.4.1.4 Path Analysis and Hypothesis Testing

Path model coefficients (β) were evaluated, which represent hypothesized relationships between and between constructs and range from -1 to 1 (Hair et al., 2017). Effect sizes (f^2) were also evaluated because they provide a way to determine the effect of exogenous constructs on endogenous constructs. According to (Cohen, 2013), the following guidelines should be followed when evaluating the effect size (f^2): when $.020 < f^2 < .150$, the effect size of the relationship is small and it is difficult to detect the effect; when $.150 \leq f^2 < .350$, the effect size is Medium, the effect of the relationship can be detected; when $f^2 \geq .350$, the effect size is large and can be well detected. In order to evaluate the structural model using the PLS-SEM method, statistically significant tests of the parameters by procedures are required. In Structural Equation Modeling (SEM), p -value $\leq .05$ is considered to indicate statistical significance, p -value $\leq .01$ denotes a high level of statistical significance, and p -value $\leq .001$ represents an extremely high level of

statistical significance (Cohen, 2013; Fisher, 1970). Using a two-tailed rejection domain hypothesis test, the coefficient dominance level of .05, i. e., p-value <.05. At the 90% significance level, the critical value of the two-tailed t value is 1.645, the 95% significance level is 1.96, and the 99% significance level is 2.57(Hair et al., 2010) As long as the t value is greater than or equal to 1.96, indicating the pathway coefficients support the consensus. The path model coefficient (β), t value, effect size (f^2) and corresponding p value are shown in Table 4.15.

Table 4.15 Direct Effects Path Model 1 Coefficients

Path	β	f^2	t-value	p-value
OC $\rightarrow$ JP	.347***	.142+	8.375	.000
OC $\rightarrow$ JS	.298***	.108+	6.284	.000
JS $\rightarrow$ JP	.450***	.245++	10.968	.000
WLB*OC $\rightarrow$ JS	.340***	.154++	9.093	.000

Note: p < .050 *, p < .010**, p < .001 ***; f^2 : Small +, Medium ++, Large +++.

There is a direct causal relationship between the variables. Path model coefficients (β) representing the path effects of the link structure, provide an estimate of the relationship between the dependent variable and the independent variable. For each standard deviation change in the independent variable, the dependent variable will change by one standard deviation of the path coefficient (β) (Hair et al., 2017). From Table 4.15 results:

(1) OC $\rightarrow$ JP: Organizational culture has a significant and positive impact on job performance ($\beta=.347$, $f^2=.145$, $t=8.375$, $p=.000$) , The effect size was small.

(2) OC $\rightarrow$ JS: Organizational culture has a significant and positive impact on job satisfaction ($\beta=.298$, $f^2=.108$, $t=6.284$, $p=.000$) , The effect size was small.

(3) JS $\rightarrow$ JP: Job satisfaction has a very significant, direct and positive impact on job performance ($\beta=.450$, $f^2=.245$, $t=10.968$, $p=.000$) , The effect size was moderate.

(4) WLB*OC $\rightarrow$ JS: The interaction between work-life balance and organizational culture (WLB* OC) had a significant positive effect on job satisfaction

($\beta = .340$, $f^2 = .151$, $t = 9.093$, $p = .000$), the effect was moderate. This suggests that the regulatory effect of work-life balance is positive and significant.

After organizing the running results of the model data, the four hypotheses proposed in this study will be tested based on path coefficients (including direct, indirect, and total effects), while considering confidence intervals. Next, we will test the mediating effects (H2a), WLB mediation effects (H2), and the direct effects (H1 and H3₁), in Model 1 in sequence.

4.4.1.5 Analysis of Moderated Mediation Effects in Model 1

Specific indirect effects were analyzed using the Smart PLS software that assess the β on structure and estimate the correlation of significant relationships by at least one additional mediation structure (Hair et al., 2017). To test hypothesis 2 (H2), this study examined the mediating role of job satisfaction (JS) between organizational culture (OC) and job performance (JP), as well as the moderating effect of work-life balance (WLB) on job performance (JP) through job satisfaction (JS) in organizational culture (OC). This analysis is conducted using PROCESS in SmartPLS, which are particularly suitable for testing complex causal models with regulatory and mediating effects, consistent with the proposed hypothesis structure. The main focus is on deriving conditional indirect effects to evaluate under different conditions. Does work-life balance (WLB) significantly moderate the intensity and significance of indirect effects. These findings provide key insights into how different levels of WLB affect mediation pathways. See Table 4.16.

Test H2a: Organizational culture (OC) indirectly impacts job performance (JP) through job satisfaction (JS).

Table 4.16 Specific Mediating Indirect Effect

Path	β	<i>t</i> -value	<i>p</i> -value	Bootstrap 95% CI	
				LLCI (2.50%)	LLCI (97.50%)
OC → JS → JP	.131***	5.582	.000	.087	.180

Note: $p < .050$ *, $p < .010$ **, $p < .001$ ***.

From Table 4.16, the path coefficient (β) is .131, indicating that the indirect impact of organizational culture (OC) on job performance (JP) through job satisfaction (JS) is .131, which is a positive impact; the t -value is 5.582, far greater than 1.96, indicating that the indirect effect is statistically significant. The p -value is .000, indicating that the indirect effect is statistically significant, rejecting the null hypothesis that the indirect effect of organizational culture (OC) on job performance (JP) through job satisfaction (JS) is not zero. This result indicates that organizational culture (OC) has a significant positive indirect impact on job performance (JP) by increasing job satisfaction (JS). The Bootstrap 95% confidence interval is [.087, .180], which completely excludes zero and further confirms the significance of the mediating effect. This indicates that improving organizational culture can effectively enhance job performance by increasing job satisfaction. This relationship is statistically significant, and Bootstrap analysis validates the robustness of the results. Thus, the hypothesis H2a of this study is supported.

Test H2: Organizational culture (OC) impacts job performance (JP) via job satisfaction (JS) on varying value level of Work-life balance (WLB)

The analysis of moderation mediation requires simultaneous testing of both mediation and moderation effects. This study explains how the moderating variable work-life balance affects the mediation pathway through structural equation modeling. See Table 4.17.

Table 4.17 Conditional Indirect Effects

Path	Conditional on WLB	β	t -value	p -value	Bootstrap 95% CI	
					LLCI	LLCI
OC $\rightarrow$ JS $\rightarrow$ JP	at +1 SD	.281***	7.831	.000	.213	.354
	at -1 SD	-.019	.619	.536	-.080	.038
	at Mean	.131***	5.252	.000	.084	.183

Note: $p < .050$ *, $p < .010$ **, $p < .001$ ***.

From Table 4.17, it can be seen that the indirect impact of organizational culture (OC) on job performance (JP) through job satisfaction (JS) varies at different levels of work-life balance (WLB). The specific analysis is as follows:

(1) At a high level of work-life balance (at +1 SD), organizational culture has a significant positive indirect effect on job performance by enhancing job satisfaction, and the significance is extremely high ($\beta=.281$, $t=7.831$, $p=.000$). The Bootstrap 95% confidence interval is [.213, .354], excluding zero, further confirming the significance of the indirect effect.

(2) At low levels of work-life balance (at -1 SD), the indirect impact of organizational culture on job performance through increased job satisfaction is not significant ($\beta= -.019$, $t=.619$, $p=.536$), far above the significance level. The Bootstrap 95% confidence interval is [-.080, .038], including zero, further indicating that the indirect effect is not significant.

(3) At the average level of work-life balance (at Mean), the indirect effect of organizational culture on job performance through improving job satisfaction is moderate and significant ($\beta=.131$, $t=5.252$, $p=.000$). The Bootstrap 95% confidence interval is [.084, .183], excluding zero, confirming the significance of the indirect effect.

In summary, work-life balance plays a significant moderating role in the process by which organizational culture influences job performance through job satisfaction. In situations where work-life balance is high, a good organizational culture can significantly enhance job satisfaction, thereby effectively improving work performance; When the work-life balance is at an average level, a good organizational culture can also enhance job satisfaction and improve work performance, but its effect is not as good as at a high level of work-life balance (WLB); In situations where work-life balance is poor, the positive role of organizational culture is weakened, and it is not possible to significantly improve job performance by increasing job satisfaction. Thus, the hypothesis H2 of this study is supported.

4.4.1.6 Total Path Model 1 Effects

Test H1: Organizational culture (OC) positively influences job performance (JP)

Test H3₁: Job satisfaction (JS) impacted Job performance (JP)

Total effects, the sum of direct and indirect effects, represent both the direct effect of one construct on another as well as the indirect effects of mediating constructs (Hair et al., 2017; Sarstedt et al., 2019) See Table 4.18.

Table 4.18 Total Effect, Direct Effect, and Indirect Effect

Variable Relationship	Direct Effect	Indirect Effect	Total Effect	t -values	p-values
OC → JP	.347***	.131***	.478***	8.375	.000
OC → JS	.298***	—	.298***	6.284	.000
JS → JP	.450***	—	.450***	10.968	.000

Note: $p < .050$ *, $p < .010$ **, $p < .001$ ***, TE = DE + IE.

Table 4.18 shows how job satisfaction (JS), organizational culture (OC), and work-life balance (WLB) can directly or indirectly influence job performance (JP). All pathways demonstrated statistically significant effects, indicating that the variable relationships in the model are statistically robust. The analysis is as follows:

Direct effect: 1) OC→JP: The direct effect of OC on JP is significant, with an effect value of .347, a t-value as high as 8.375, and a p-value less than .001, indicating that this direct effect is very strong and statistically significant. 2) OC → JS: OC has a significant direct effect on JS, with an effect value of .298, a t-value of 6.284, and a p-value also less than .001, indicating that the degree to which OC directly affects JS is also quite high. 3) JS→JP: The direct effect of JS on JP is the most significant, with an effect value of .450, a t-value of 1.968, and a p-value less than .001, indicating that JS has the strongest direct impact on JP.

Indirect effects: The indirect effect value of OC on JP through JS is .298 (OC→JS) multiplied by .450 (JS→JP), which is .1341, this indicating that part of the influence of OC on JP is indirectly achieved through JS.

Total effect: The total effect of OC on JP is .478, which is higher than the direct effect of OC on JP, indicating that in addition to the direct effect, OC also has a

significant impact on JP through other pathways such as JS. The p-value of the total effect is less than .001, further confirming the statistical significance of this impact.

In summary, there are complex interactions between OC, JS, and JP. OC not only directly and significantly affects JP, but also indirectly affects JP through JS, forming a significant overall effect. JS has a direct and strong positive impact on JP. JS not only independently has a significant impact on JP, but also amplifies the overall effect of OC on JP through its influence. This discovery emphasizes the mediating role of JS in the complex relationship between OC and JP. Thus, the hypothesis H1 and H3₁ are supported.

4.4.1.7 The Hypothesis Result of Model 1

Table 4.19 Hypotheses Test Results of Model 1

	Hypothesis		β	t-value	p-value	Result
H1	OC → JP		.347***	8.375	.000	Supported
H2	WLB*OC→JS→JP	at +1 SD	.281***	7.831	.000	Supported
		at Mean	.131***	5.252	.000	Supported
		at -1 SD	-.019	.619	.536	Supported
H2a	O C →JS →JP		.131***	5.582	.000	Supported
	O C →JS		.298***	6.284	.000	Supported
H3 ₁	JS → JP		.450***	10.968	.000	Supported

Note: .p < .050 *, p < .010**, p < .001 ***.

According to the test, hypotheses H1, H2, H2a, and H3₁ are supported, confirming the significant positive interaction between organizational culture, work-life balance, and job satisfaction on job performance. Support the hypothesized relationship between variables and emphasize the importance of job satisfaction as a mediating variable and the mediating role of work-life balance. See Table 4.19.

4.4.2 Model 2 Analysis

Reverse causality was used to build the running Model 2. Run multiple regression analysis (MRA), after a data conversion, e.g. sum LIKERT scale score of indicators or Z-score or construct score of all LVs. In this case we run MRA equation of $JS_{sum} = b_{10} + b_{11} WLB_{sum} + b_{12} OC_{sum} + b_{13} OC_{sum} * WLB_{sum} + u$ and find the

predicted values of JSsum from this estimated model, called Estimated JS. Run simple regression model of Estimated JS = $b_{20} + b_{21} \text{JP} + u$. see Figure 4.2.

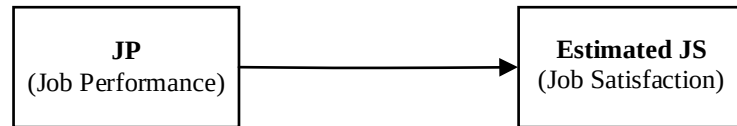


Figure 4.2 Model 2

4.4.2.1 Model 2 Fit

Table 4.20 Interpretive Power and Predictive Correlation

Dependent Variable	R ²	Adjusted R ²	F
Job Satisfacton(JS)	.606	.605***	846.654

Table 4.20 indicates that Model 2 has a strong explanatory power for job satisfaction, with R² and Adjusted R² both showing that the model can explain over 60% of the variance in the dependent variable. The overall significance of the model is very high (F=846.654), indicating that the model as a whole has a significant predictive capability for the dependent variable, job satisfaction. The results demonstrate that the independent variable, job performance, performs well in explaining and predicting job satisfaction, indicating that the model has high reliability and validity.

4.4.2.2 Regression Analysis

Table 4.21 indicates that job performance has a significant positive impact on job satisfaction ($\beta=.599$, $p=.000$), and is highly statistically significant ($p < .001$). The standard error is small (SE=.021), and the t-value is very large ($t=29.097$). The VIF is 1.000, indicating no multicollinearity issues. The Bootstrap 95% confidence interval [.558, .639] further confirms the significance and positive impact of the regression coefficient.

Table 4.21 Regression Analysis of Job Performance on Job Satisfaction

Independent Variable	VIF	β	SE	t-values	p-values	Bootstrap 95% CIP
Job Performance (JP)	1.000	.599***	.021	29.097	.000	[.558, .639]

Notes: * $p < .050$, ** $p < .010$, *** $p < .001$.

4.4.2.3 The Hypothesis Test of Model 2

Test H3₂: Job performance (JP) impacted Job satisfaction (JS)

In this study, hypothesis H3₂ was tested in research model 2. Hypothesis results are obtained by analyzing relevant prediction paths, path coefficients (β), and significance (t-values and p-values). See Table 4.22.

Table 4.22 Hypotheses Results

Path	β	t-values	p-values	Result
JP → JS	.599***	29.097	.000	Supported

Note: $p < .05$ *, $p < .010$ **, $p < .001$ ***.

Table 4.22 shows that job performance has a significant positive impact on job satisfaction and has a high statistical significance ($\beta = .599$, $t = 29.097$, $p = .000$). This means that when job performance improves, employee job satisfaction will also significantly increase. In management practice, improving employee job performance may be an important way to enhance their job satisfaction. Therefore, this hypothesis has been supported.

Integrate the data analysis results of the whole model, as shown in Figure 4.3.

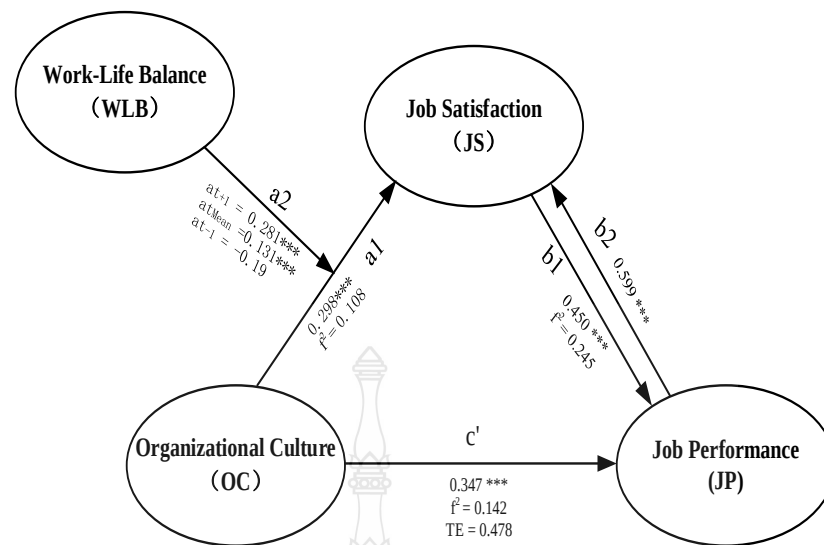


Figure 4.3 Main Results of the Model Show

4.4.3 Summary of Hypotheses

This study proposes four hypotheses, H1, H2, H2a, and H3, all of which are supported: organizational culture directly and positively affects job performance, organizational culture indirectly and positively affects job performance through job satisfaction, and there is a significant mutual influence relationship between job satisfaction and job performance. The moderating effect of work-life balance on the impact of organizational culture on job performance through job satisfaction varies under different conditions. The impact is significant at the average level and above, but weakens and is not significant at low levels. See Table 4.23.

Table 4.23 Summary of Hypotheses for Model 1 and Model 2

	Hypothesis	Result
H1	Organizational culture positively influences job performance	Supported
H2	Organizational culture impacts job performance via job satisfaction on varying value level of Work-life balance	Supported
H2a:	Organizational culture indirectly impacts job performance through job satisfaction	Supported
H3	Job satisfaction and Job performance are reciprocally impacted	Supported

4.5 Interview Analysis

The qualitative research approach used in this study was in-depth interviews, an open-ended question where the interview outline was related to the research questions and hypotheses and highlighted the relationship between variables. The design of the interview outline was centered on research questions and assumptions and covered a total of 8 interview questions, as detailed in the Appendix Interview Outline.

The researchers conducted in-depth interviews with 15 employees from 10 Sichuan food enterprises around the research topic. They Include frozen food, beverage, dairy industry, meat, catering, alcohol and other enterprises. The respondents had 5 managers and 10 ordinary employees. Due to the work area and study reasons, the interviews were mainly conducted in the form of wechat and email. All of the 15 respondents were interviewed, and by combing through the interviews, the results are shown in Tables.

4.5.1 Demographic Data from the Interviews

Demographic data in interviews refers to the categories used to collect basic background information about respondents. Common categories include age, gender, education level, occupation, income level, and others. This data helps researchers conduct stratified analysis to understand the differences among people from various backgrounds.

Table 4.24 Demographic Data from Interviews

Interviewee	Gender	Age	Employee category	Working Experience (years)	Operating Post	Employees number	Educational level
Person 1(P1)	Female	27	employee	5	Sales	300+	Bachelor's Degree
Person 2(P2)	Male	30	employee	7	production	500+	Bachelor's Degree
Person 3(P3)	Female	45	manager	20	Management	1000+	Master's Degree
Person 4(P4)	Female	33	employee	10	Technology	1000+	Bachelor's Degree
Person 5(P5)	Male	30	employee	7	Technology	980+	Master's Degree
Person 6(P6)	Female	35	employee	10	Production	980+	Bachelor's Degree
Person 7(P7)	Female	31	employee	7	Production	300+	Bachelor's Degree
Person 8(P8)	Male	43	employee	20	Production	200+	Bachelor's Degree
Person 9(P9)	Male	35	manager	13	Management	300+	Bachelor's Degree
Person 10(P10)	Female	29	employee	8	Sales	300+	Bachelor's Degree
Person 11(P11)	Male	37	manager	12	Management	800+	Bachelor's Degree

Table 4.24 Demographic Data from Interviews (Cont.)

Interviewee	Gender	Age	Employee category	Working Experience (years)	Operating Post	Employees number	Educational level
Person 12(P12)	Male	40	manager	17	Management	500+	Bachelor's Degree
Person 13(P13)	Male	35	employee	10	Sales	700+	Associate degree
Person 14(P14)	Male	30	employee	7	Technology	700+	Bachelor's Degree
Person 15(P15)	Male	37	manager	15	Management	150+	Bachelor's Degree

From table 4.24, in term of gender, there were 8 male participants, accounting for 53.3%, and 46.7% female participants, indicating a relatively balanced gender distribution. In terms of age, the participants range from 27 to 45 years old, Most of them are in their 30s, accounting for 60%. From the perspective of employee categories, the majority of participants are ordinary employees, with 11, accounting for 73.3%; Management personnel account for 26.7%. From work experience, participants' work experience is mostly concentrated between 5-14 years, accounting for 80%. From the perspective of job positions, there are more participants in production and management positions, accounting for 33.3% and 26.7% respectively. From the perspective of enterprise size, participants come from companies of different sizes, with the highest proportion coming from companies with over 300 employees, accounting for 33%, and companies with 900-1000 employees, accounting for 40%. In terms of educational background, the majority of participants hold a bachelor's degree, accounting for 86.7%; Two individuals hold a master's degree, accounting for 13.3%. This analysis helps to understand the demographic characteristics of the interviewees, providing valuable information for insights and decisions based on their background and experience.

4.5.2 Interview Results

4.5.2.1 Work-Life Balance

Question 1: What aspects of work-life balance do you think have influenced your work? What are his specific manifestations in the organizational culture of the enterprise? How do job performance affect employee job satisfaction? See Table 4.25.

Table 4.25 Summarize the Key Points of Work- Life Balance

Interviewee	Answer the Key Points
Person 1	I think the main factors affecting the balance of work and life include work, time, finance, family responsibility and intellectual burden. Flexible job scheduling can improve job satisfaction and work efficiency.
Person 2	I think the work-life balance is affected by the allocation of time and work content. Flexible working system and telecommuting reduce family stress and improve autonomy and satisfaction.
Person 3	I think the main factors affecting work-life balance are too much work content, long time and intellectual challenges. Family and financial considerations are equally important, and corporate flexibility policies enhance satisfaction.
Person 4	In my opinion, the main factors affecting work-life balance are work pressure and long working hours, which affect family responsibility and intelligence, and financial expenditure affects the quality of life. The company provides a flexible working system, pays attention to employee health, and improves job satisfaction and investment degree.
Person 5	The main factors affecting work-life balance are work pressure, time management, family responsibility and intellectual and emotional burden. Corporate culture directly affects satisfaction through flexible time, family support, and vacation encouragement.
Person 6	The main factors affecting work-life balance are too much work content, long time, family responsibility and intelligence distribution. Company-supported flexible work and remote options to improve employee job satisfaction and job performance.
Person 7	I think the main factors affecting work-life balance are time management and intellectual challenges. The company provides flexible time, telecommuting and leave policies to support life needs, improve efficiency and job satisfaction.
Person 8	I think the main factors affecting work-life balance are work, family and time, salary and income. Company benefits and flexible working hours to improve job satisfaction.
Person 9	I think the main influencing factors of work-life balance are work length, work intensity and interpersonal relationship; family responsibility and intellectual input; reasonable responsibility distribution and incentive system and high welfare corporate culture to improve job satisfaction.

Table 4.25 Summarize the Key Points of Work- Life Balance (Cont.)

Interviewee	Answer the Key Points
Person 10	As a middle manager, I think the main factors affecting work-life balance are the nature of work, time management, family responsibility and intellectual input. Companies support flexible work and family-friendly policies to enhance loyalty and job satisfaction.
Person 11	I think the main factors affecting work-life balance are time management and intellectual challenges. The company provides flexible time, telecommuting and leave policies to support life needs, improve efficiency and job satisfaction.
Person 12	In my opinion, the main factors affecting work-life balance are more work content, long time, low intellectual investment, heavy family burden and great economic pressure. The company emphasizes flexible work, family support and work environment adaptation, work return equality, and improve job satisfaction.
Person 13	I think the main factors affecting work-life balance are work difficulty, time, family, finance, learning and emotion. League building, overseas study, relaxed environment and flexible time can help to improve job satisfaction and sense of belonging.
Person 14	I think the main factors affecting work-life balance are work intensity, time and family. Financial status and intellectual investment, flexible working hours and being with family have a positive impact on work. Good corporate culture to support work and life balance, improve employee job satisfaction.
Person 15	I think the main factors affecting work-life balance are work, family, time and intelligence. The company emphasizes flexible work, family policies and health care to improve job satisfaction.

Question 2: How do you think the work-life balance affects the impact of organizational culture on your job satisfaction and job performance? Does it have a moderating effect? Please analyze. See Table 4.26.

Table 4.26 Summarize the Key Points of Work- Life Balance

Interviewee	Answer the Key Points
Person 1	Yes. The company's flexibility and emphasis on employee well-being significantly positively moderate the work-life balance, creating a supportive environment that makes it easier for employees to find a personal balance point. This cultural range enhances employees' sense of job engagement and job satisfaction. As a salesperson, I deeply feel the important role of work-life balance. If a work-life balance is disrupted, stress and fatigue will directly affect my work performance. On the contrary, when I am able to arrange my work and lifetime reasonably, I have more motivation and energy to achieve sales goals, and my performance is more stable.
Person 2	Yes. In our enterprise, the flexible working system and the family-friendly policy play an important role in the work-life balance. Employees can better balance work and life and feel the company's care and support to the company. This improves their job satisfaction and is more devoted to the work. A good organizational culture with more work-life balance policies will make me more satisfied with my work, work harder, and improve my work performance. So, I think work-life balance has a significant moderating effect.
Person 3	Yes. When the company pays attention to the living needs of employees and provides appropriate policy support and welfare resources, employees will be very grateful, satisfied with their work and further improve their job performance. As a manager, I believe that a good work-life balance can enable employees to better translate their satisfaction with organizational culture into actual high performance. On the contrary, if employees have a poor work-life balance, even if they are satisfied with the organizational culture, they may not be able to fully realize their work potential due to stress and fatigue, which in turn affects job performance.
Person 4	Yes. It has obvious mediation effect. The enterprise creates a good working and living balance environment, improves employee satisfaction, and promotes employee integration into the organizational culture. In the sales industry, companies encourage employees to take a rest after completing their sales targets through performance rewards and extra holidays. This helps us find balance and enhance work satisfaction and motivation. The work-life balance policy has many benefits, which will improve my job satisfaction and stimulate me to work more actively, thereby improving work performance. Therefore, it should have a regulating effect.

Table 4.26 Summarize the Key Points of Work- Life Balance (Cont.)

Interviewee	Answer the Key Points
Person 5	Yes. The company culture values work-life balance, offering flexible working hours and telecommuting options to help me find a cushion in intense work, stay with my family and handle personal affairs. This increases job satisfaction and efficiency. On the contrary, frequent overtime work, holiday work, and constant work information can reduce job satisfaction, affect the company's identification, and increase the possibility of leaving jobs. Properly managing the relationship between work and life can improve job satisfaction, encourage active work, and ultimately enhance job performance.
Person 6	Yes. By providing flexible work arrangements and telecommuting, the company enables me to better deal with unexpected family affairs and reduce the regret of missing important family moments due to work, thus improving my job satisfaction. As an employee who has worked on the production line for 10 years, I feel the importance of work-life balance. A good organizational culture gives me a greater sense of belonging and satisfaction in my work, but if the balance between work and life is disrupted, stress and fatigue will affect my job performance.
Person 7	Yes. The company's flexible policy of arranging work can take care of my family. I am more satisfied with my job, and I am more willing to actively participate in the company's cultural activities and devote more time to work. This will also indirectly improve my job performance.
Person 8	Yes. Our company attaches great importance to the balance of work and life of employees, and adopts flexible working hours, family benefits, and supportive policies and measures to help employees achieve the balance. Let employees improve job satisfaction, will be more into the work. Improve job performance.
Person 9	Yes, there is a significant moderating effect. The company's organizational culture of supporting flexible work arrangements, telecommuting, and paid vacations improves employees' satisfaction with their jobs, thus making them more responsible and working harder.
Person 10	Yes. Our company, an organizational culture that emphasizes employee welfare and personal development, is reflected through the practice of work-life balance. Flexible working hours and remote work options help me better manage my professional responsibilities and personal life, reduce work and family conflicts, and enhance job satisfaction.

Table 4.26 Summarize the Key Points of Work- Life Balance (Cont.)

Interviewee	Answer the Key Points
Person 11	Yes, it is a moderating effect. By advocating flexible work and providing support, the company can establish the sense of employees' caring about the overall life of the company, thus enhancing their job satisfaction.
Person 12	Yes, it is an important moderate role. We focus on the overall well-being of our employees, such as flexible working hours, paid leave, reasonable leave system, etc., which will have a positive impact on improving job satisfaction and job performance.
Person 13	Yes, moderating it. The company pays attention to long-term planning, family welfare and other humanistic care policies, reward and punishment system will coordinate employees' work-life balance, so as to improve job satisfaction. Work hard to create more value.
Person 14	Yes, moderating it. Our company has good paid leave, an overtime system, flexible working hours, telecommuting, and frequent problem activities. These cultures will reduce the work pressure of employees, and then improve their satisfaction.
Person 15	Yes, has a moderating effect. As a manager, the company encourages flexible work, remote work, and off-peak vacations, which makes it easier for me to achieve work-life balance and improve my satisfaction. A good life work balance policy makes it easier for employees to convert their sense of organizational cultural identity into high satisfaction and performance, while an imbalance may weaken this conversion effect.

From Tables 4.25 and 4.26, 15 respondents believed that the main factors were work content and working hours, 12 considered family and intelligence factors, and 9 considered financial payment factors. work-life balance is reflected in the organizational culture of the enterprise. 12 respondents believe that the enterprise implements flexible working system, and 8 respondents believe that the establishment of family welfare support policies can help coordinate the balance between work and life, improve employees' job satisfaction. 15 respondents believe that work-life balance has a moderating effect between organizational culture and job satisfaction. For example, having more work-life balance policies in a good organizational culture will increase job

satisfaction and subsequently improve job performance, while conversely, it will decrease job satisfaction and subsequently affect job performance. See Table 4.27.



Table 4.27 Summary of Key Points of Work-Life Balance Interview

	Interviewee															Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Work-life balance																
Working Pressure				√	√											2
Family			√	√	√	√		√	√	√	√	√	√	√	√	12
Work Content	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Time	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Intelligence	√		√	√	√	√	√			√	√	√	√	√	√	12
Financial	√		√	√				√	√		√	√	√	√		9
Vacation with Pay					√		√									2
Telecommuting		√				√	√						√			4
Family Welfare Support					√		√	√	√	√	√	√			√	8
Flexible Schedule	√	√	√	√			√	√	√	√	√	√		√	√	12
Work-life balance has a moderating effect between organizational culture and job satisfaction and job performance (WLB*OC→JS→JP)	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15

The interview found a close relationship between work-life balance, organizational culture, and job satisfaction. Work-life balance has a good moderating effect between organizational culture and job satisfaction. A good work-life balance can improve employees' job satisfaction, and a supportive organizational culture is a key factor in achieving this balance. This culture not only helps employees handle conflicts between work and life, but also increases their overall job satisfaction and engagement. Therefore, the key moderating role of work-life balance is still quite evident.

4.5.2.2 Organizational Culture

Question 1: What is the organizational culture (such as working philosophy, policy system, relationship between leaders and colleagues, enterprise LGO, office environment, etc.) in your company? How does it affect your personal job satisfaction? See Table 4.28.

Table 4.28 Summarize the Key Points of Organizational Culture on Job Satisfaction

Interviewee	Answer the Key Points
Person 1	Corporate culture is reflected through values, leadership behavior, system norms, development prospects, working atmosphere and humanistic care. This affects employees' sense of belonging and happiness, and negative emotions can affect their work and life. Such as the company advocates family first, help to work-life balance. Employee development and a culture of caring, innovation and teamwork improve job satisfaction.
Person 2	Organizational culture is reflected in the working concept, development prospect, system, leadership behavior, etc. Flexible working system, active organizational culture, growth channels and work environment affect job satisfaction.
Person 3	Organizational culture is reflected in terms of work philosophy, leadership style, colleague relationship, and system perfection. Culture influences satisfaction through open communication, training opportunities, work and family balance, creating an environment for growth.
Person 4	Organizational culture is reflected in values, institutional policies, working atmosphere, etc. Positive culture stimulates a sense of belonging, and a good working environment improves employees' work efficiency and job satisfaction.

Table 4.28 Summarize the Key Points of Organizational Culture on Job Satisfaction (Cont.)

Interviewee	Answer the Key Points
Person 5	Organizational culture is reflected in work philosophy, policy, leadership style, colleague relationship, etc. Culture influences work-life balance and employee satisfaction by shaping work environments and supportive policies.
Person 6	Our company culture is reflected in employee welfare, teamwork concept, policy and system, relationship between leaders and colleagues, office environment, etc. Teamwork and leadership support to enhance job satisfaction.
Person 7	Organizational culture is reflected in the work concept, policy and system, leadership style, etc. The fairness and justice of the system and the example of the leadership affect the job satisfaction, good relationship and material culture to improve job satisfaction.
Person 8	Organizational culture is reflected in the mission, policy, behavior, material level, etc. Support a culture of balanced work and life to improve satisfaction, such as employee development attention and good working atmosphere.
Person 9	Organizational culture is reflected in the concept, strategic goals, social responsibility, system, training, material culture and so on. Positive culture improves satisfaction, striver culture, love as the source culture, equal competition culture and other influence satisfaction.
Person 10	Organizational culture is reflected in work philosophy, policy and system, relationship between leaders and colleagues, enterprise LOGO, etc. Employee development and welfare policies, and open and supportive communication methods to enhance personal job satisfaction and sense of belonging.
Person 11	Organizational culture is reflected in the work concept, system, leadership style, colleague relationship, etc. A culture of collaboration and innovation improves employee satisfaction, and leadership style and colleague relationships create a positive working atmosphere.
Person 12	Organizational culture is reflected in the vision, mission, values, system, material culture, etc. The Iron Triangle (vision, mission, values) determines the balance between work and life, and a good corporate image and institutional culture affect satisfaction.
Person 13	Organizational culture is reflected in work philosophy, policy, leadership style, colleague relationship, etc. Show the development vision, rules and regulations in public places, and have a positive culture to enhance employee satisfaction and stimulate team cohesion.

Table 4.28 Summarize the Key Points of Organizational Culture on Job Satisfaction (Cont.)

Interviewee	Answer the Key Points
Person 14	Organizational culture is reflected in work concept, mission vision, system policies, etc. Work philosophy and development vision influence the attraction of new talents, have a positive culture to improve employee satisfaction, and unite employees to make progress together.
Person 15	Organizational culture is reflected in the work philosophy, policies, leadership behavior, etc. Work philosophy and leadership behavior affect employees' working attitude, and an open and supportive culture improves employees' job satisfaction.

Question 2: Do you think organizational culture affects your job performance? See Table 4.29.

Table 4.29 Summarize the Key Points of Organizational Culture on Job Performance

Interviewee	Answer the Key Points
Person 1	I believe that organizational culture has a positive impact on job performance. The advanced work philosophy and humanized rules and regulations of enterprises are a positive and supportive organizational culture that can enhance job satisfaction and performance.
Person 2	I believe that a positive organizational culture will improve job performance. Our company attaches great importance to cultural construction, formulates policies on employee benefits, flexible working hours, and family friendliness, strives to meet the work-life balance of employees, improves their dedication and loyalty, and ultimately enhances job performance.
Person 3	Yes, the enterprise organization culture is positive, which will make employees highly recognized, have a sense of belonging, willing to make more efforts to work, will improve the work quality and efficiency of work, improve your job performance, thereby increasing job satisfaction.

Table 4.29 Summarize the Key Points of Organizational Culture on Job Performance (Cont.)

Interviewee	Answer the Key Points
Person 4	Yes, providing flexible working hours and family-friendly policies can reduce the pressure on employees and increase their motivation. Such a culture attracts high-quality employees, improves their work enthusiasm, ensures stable operation and efficient performance of the business, and naturally improves the personal performance of the employees.
Person 5	Yes. Our company will improve reasonable rules and regulations, such as reward and punishment system, flexible work arrangement and family care policies, which will make employees feel more comfortable with the company, devote more energy and time to work, bring high benefits to the company and improve their job performance.
Person 6	I think organizational culture does not directly affect job performance. In the sales position, I strictly set according to the performance appraisal target, and I do not feel much about the company culture.
Person 7	It did affect my job performance. Institutional culture will have a great impact on task performance. For example, the company's culture of encouraging innovation makes me more willing to try new ways to improve productivity. job performance will be improved.
Person 8	Organizational culture affects employee performance. Improve productivity by providing a positive work environment and encouraging innovation policies. To improve my job performance. job performance will be improved.
Person 9	It will affect job performance, A positive culture allows employees to improve their job satisfaction, maintain their passion for struggle, love their jobs, create value, and improve their job performance.
Person 10	A significant positive impact. A culture of encouraging innovation has inspired my creative thinking in problem solving. Corporate supportive policies such as flexible working hours and professional development opportunities enhance my work motivation and commitment. Good leadership and colleagues' relationship promoted effective teamwork, improved my team performance and project success rate, and directly improved my job performance.
Person 11	Definitely having a significant impact. Strive to create a team working environment. This culture enables management teams and employees to work better together to solve problems together and thus improve job performance.

Table 4.29 Summarize the Key Points of Organizational Culture on Job Performance (Cont.)

Interviewee	Answer the Key Points
Person 12	I think that organizational culture has both direct and indirect impacts on job performance. A positive and supportive culture can improve employee satisfaction and innovation ability and enhance job performance. On the contrary, a negative culture may lead to low performance and high turnover rates.
Person 13	Has a very positive impact. Our company emphasizes teamwork and collaboration, encourages innovation and tries new methods. Employees will be more inclined to share knowledge and resources and are more willing to propose new ideas and solve problems, improve work efficiency, and thus improve job performance.
Person 14	It will affect job performance. Actively organizing the culture can unite the employees and make progress together. The employees with ideas and goals will naturally stimulate the endogenous motivation, do a good job and improve the job performance.
Person 15	It will affect job performance. Good organizational culture will enable employees to actively devote themselves to work and do every job well from the long-term perspective of the company, which will naturally gradually accumulate social influence. The company's benefits will be better and better, and the job performance will be higher.

After summary analysis, 15 respondents think enterprise organization culture is mainly reflected in the system culture, such as reasonable perfect management system, especially the rewards and punishments policy, 13 respondents think is spiritual culture, such as work idea, work mission and work prospects, 10 respondents think is material culture and behavior culture, such as office facilities, enterprise LGO, and the relationship between leaders, colleagues, customers, etc. 15 respondents agreed that a positive, open, supportive organizational culture had a direct positive impact on employee job satisfaction. Supporting work policies, such as the reasonable arrangement of work content and time, humanized management of combining mercy with severity and good office conditions can well relieve the work pressure, improve the quality of life, achieve the balance between work and life, and then improve the job satisfaction of employees. At the same time, 13 respondents believed that organizational culture had a positive impact on job performance. See Table 4.30.

Table 4.30 Summary Table of Organizational Cultural Interviews

	Interviewee															Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Organization Culture																
Spirit and culture: Work concept, values, and development prospects	√	√	√	√	√		√	√	√	√		√	√	√	√	13
Material culture: Working environment, company Logo		√		√	√	√	√	√	√	√		√			√	10
Industrial Welfare policy						√				√						2
Learning Training			√						√	√						3
Institutional culture: Rules and regulations	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Behavioral culture: Colleague relationship, teamwork			√		√	√	√		√	√	√	√	√	√		10
Working Environment	√			√				√								3
Style of Leadership		√	√		√		√			√	√		√		√	8
Organizational culture influences job satisfaction (OC→JS)	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Organizational culture positively influences job performance (OC→JP)	√	√	√	√	√		√	√		√	√	√	√	√	√	13

Therefore, based on the interview content, many respondents believed that organizational culture positively impacts job performance. When corporate culture emphasizes teamwork, innovation, and employee development, employees are more motivated to enhance their efficiency and the quality of their work. A strong organizational culture fosters an environment that encourages employees to innovate, share knowledge, and utilize resources, thereby improving both individual and team performance. Moreover, job satisfaction directly influences job performance. High job satisfaction is closely tied to higher job performance, as satisfied employees are more likely to invest effort and demonstrate greater responsibility and creativity. In conclusion, organizational culture is a critical factor affecting both job satisfaction and performance. By enhancing employee satisfaction, organizational culture indirectly promotes improved job performance, indicating that job satisfaction plays a mediating role in this relationship.

4.5.2.3 Job Satisfaction

Question 1: What do you think are the main factors affecting employees' job satisfaction? Are they return of work, working conditions, the work itself, and interpersonal relationships? Are there any other factors? How does job satisfaction affect your job performance? See Table 4.31.

Table 4.31 Summarize the Key Points of Job Satisfaction

Interviewee	Answer the Key Points
Person 1	Job satisfaction is reflected in the interest in the work content, colleague relationship, environment, challenge and reasonable return, etc. The influencing factors include rewards, conditions, work itself, relationships and leadership style. Basically, it doesn't affect my job performance. Job performance is determined by quantitative indicators, which will not affect job performance.
Person 2	Job satisfaction is reflected in input, mood, physical and mental pleasure, and the relationship with colleagues. The influencing factors include remuneration, conditions, work itself, interpersonal relationships, growth channels, etc. Will affect my job performance. When satisfaction is high, efficiency and creativity are enhanced, actively solve problems and improve performance.

Table 4.31 Summarize the Key Points of Job Satisfaction (Cont.)

Interviewee	Answer the Key Points
Person 3	Job satisfaction is reflected in job returns, conditions, job itself, relationships and promotion opportunities. Colleagues' relationships and fair returns are particularly important to improve motivation and performance. Will affect my job performance. Employees with high satisfaction are more engaged to work, perform better, and have higher job performance.
Person 4	Job satisfaction is related to efficiency, salary, conditions, content, duration, relationships and self-development. These affect identity and commitment. Job satisfaction will directly affect my job performance. Employees with high satisfaction maintain a positive attitude and improve efficiency and performance; those dissatisfied may have low creativity and affect performance.
Person 5	Job satisfaction is mainly reflected in the stable job, reasonable job salary, working conditions, work itself and interpersonal relationship with colleagues. Together, these factors have shaped my feelings about my work. Job satisfaction is directly related to job performance. Highly satisfied employees were more likely to demonstrate higher motivation, better job performance, and stronger job commitment.
Person 6	Job satisfaction is mainly reflected in the work environment, the relationship with colleagues and superiors, the challenges and significance of the work itself, and the work rewards. It will directly affect the job performance. High job satisfaction makes me more engaged to work, higher productivity and lower absenteeism. I prefer to go beyond my basic responsibilities and create better work results.
Person 7	Job satisfaction is mainly reflected in the satisfaction of the work itself, good working conditions, reasonable work return and harmonious interpersonal relationship. I think these are all important influencing factors. He will directly affect my job performance. High job satisfaction enables me to take the initiative to innovate working methods and sacrifice my rest time to work, which improves my job performance.
Person 8	Job satisfaction is reflected in work attitude, input and performance, and is influenced by salary, benefits, working conditions, content challenges, development opportunities, interpersonal relationships and promotion policies. He has a direct impact on job performance. Employees with high satisfaction are more engaged, motivated and creative, and improve work efficiency, results and team cohesion, thus significantly improving job performance.

Table 4.31 Summarize the Key Points of Job Satisfaction (Cont.)

Interviewee	Answer the Key Points
Person 9	Job satisfaction is mainly reflected in leaders' behavior, teamwork, salary, sense of self-worth, promotion opportunities, and working conditions. He has a positive correlation effect on job performance. The higher the job satisfaction, the more stable the emotional state of employees and the momentum. They are willing to unite colleagues to invest time and energy in achieving the work goals innovatively, so as to promote the high performance of the enterprise and improve the personal job performance accordingly.
Person 10	I believe that job satisfaction is mainly reflected in job rewards (salary, benefits, etc.), working conditions (working environment, working hours, etc.), the job itself (interest in job content, challenges, etc.), and interpersonal relationships with colleagues and superiors. Job satisfaction directly affects my job performance. When I am satisfied with my job, I am more motivated and enthusiastic to work and improve my job performance.
Person 11	Job satisfaction is mainly reflected in work returns, working conditions, work itself and interpersonal relationships. For top managers, job rewards and work conditions may be more prominent, while being highly dependent on effective relationships. He has a direct and far-reaching impact on job performance. Employees with high satisfaction are more motivated and more engaged to work, so as to improve the overall job performance.
Person 12	Job satisfaction is reflected in work returns, conditions, work itself and interpersonal relationships. Provide a good working environment and humanized management. Employees with high satisfaction are more inclined to work efficiently, and actively participate, actively learn, adapt to the needs of new positions, and innovate and reform in the work to improve their performance.
Person 13	I think that the Job satisfaction is reflected in fair treatment, supportive working conditions, harmonious interpersonal relationships, and appropriate work intensity. Work content and colleague relations have a great influence on me. Employees' job satisfaction has a great impact on job performance. Employees with high satisfaction are more motivated and perform better. Personal enthusiasm and satisfaction affect innovation and efficiency, and comfort and organizational support promote more work and improve job performance.

Table 4.31 Summarize the Key Points of Job Satisfaction (Cont.)

Interviewee	Answer the Key Points
Person 14	I think that job satisfaction is mainly reflected in the work intensity, working conditions, the challenges of the work itself, the quality of interpersonal relationship and the work returns obtained, and the impact of the promotion system. Job satisfaction will directly affect job performance.
Person 15	In my opinion, the job satisfaction of employees is mainly reflected in work returns, working conditions, work itself and interpersonal relationships. Their own learning ability, leadership and so on. I believe that good job satisfaction is associated with higher job performance. Employees with high satisfaction are more motivated to improve work efficiency and quality. And then improve job performance.

Question 2: Do you think job satisfaction plays a mediating role between organizational culture and job performance? If yes, please specify. See Table 4.32.

Table 4.32 Summarize the Mediation Effect of Job Satisfaction

Interviewee	Answer the Key Points
Person 1	There is an intermediary role. Organizational culture will influence employees' behavior, attitude and satisfaction, and in turn, these factors will directly affect employees' job performance. For example, in an organizational culture that emphasizes communication and humane management, employees may feel their opinions are valued and heard. This feeling can increase job satisfaction and maintain a positive attitude, thus encouraging employees to work harder and improve job performance.
Person 2	There is a mediation effect. Corporate culture emphasizes teamwork, so that employees are satisfied, and they are more likely to collaborate better in the team, ultimately having a positive impact on overall job performance. Job satisfaction not only directly affects job performance, but also indirectly affects overall performance by influencing the role and attitudes of employees in the organizational culture.

Table 4.32 Summarize the Mediation Effect of Job Satisfaction (Cont.)

Interviewee	Answer the Key Points
Person 3	As an intermediary role. Our company advocates teamwork, and provides employees with training, learning and development and promotion opportunities, which greatly improves job satisfaction, works hard and creates benefits, so as to improve their own job performance accordingly.
Person 4	There is a positive intermediary role. In our food processing plant, the working hours are long and high intensity. But our company offers additional rest time and health benefits, such as free gym membership and regular health checks. These measures help us maintain our physical and mental health, improve our job satisfaction and productivity, bring more profits to our enterprises, and improve our personal job performance.
Person 5	Plays a mediating role. A positive and supportive organizational culture can enhance employee job satisfaction, which in turn improves their job performance. Companies foster a culture that values employee feedback, promotes teamwork, and respects work-life balance, and employees often feel more satisfied and committed to their work. It promotes higher productivity, lower staff turnover rate and better teamwork, which ultimately leads to improved overall performance and personal job performance.
Person 6	It does play a mediator. A positive organizational culture enhanced my job satisfaction, became more responsible, and worked with the spirit of ownership, which in turn improved my job performance.
Person 7	It has a positive mediation role. A positive organizational culture improved my job satisfaction, working harder and willing to contribute, which in turn improved my job performance.
Person 8	There is a mediation effect. If employees are satisfied with the organizational culture, they are more likely to be satisfied with their work, which in turn improves their job performance. The organizational culture emphasizes teamwork and mutual respect, and employees will feel more valued and supported, thus improving their job satisfaction and job performance.
Person 9	A Mediator role. A positive organizational culture of unity, firmness and softness can improve employees' job satisfaction, thus enhancing job performance.

Table 4.32 Summarize the Mediation Effect of Job Satisfaction (Cont.)

Interviewee	Answer the Key Points
Person 10	Mediating. In an organizational culture that supports and encourages employees, employees feel more satisfied and engaged, which often leads to higher productivity, better teamwork, and lower employee attrition. Can improve employee job satisfaction, which in turn improves job performance.
Person 11	It plays a mediating role. A corporate culture that focuses on employee development and innovation can improve employee satisfaction and thus promote job performance.
Person 12	As an mediating role. A positive culture helps to create employees with high satisfaction and thus improve job performance.
Person 13	As a mediator. The emphasis on teamwork and employee development will positively affect employee satisfaction and thus improve job performance. Through regular training and encouragement of employees to put forward innovative ideas, our company has cultivated a positive working culture and promoted the improvement of job performance.
Person 14	It can mediate it. Humanized leadership, a reasonable working system, long-term development goals, and a united and upward organizational culture can improve employees' job satisfaction, stimulate work motivation, and be willing to pay time to innovate work, so as to enhance job performance.
Person 15	It plays a mediating role. Organizational culture determines the working atmosphere, and a relaxed and orderly working atmosphere is easier to improve job satisfaction. An active organizational culture creates a supportive work environment and improves job satisfaction, thereby affecting job performance.

After summary analysis, 15 respondents believed that job satisfaction mainly includes good working conditions, suitability of work content, colleagues and interpersonal relationship with leaders, specifically in working environment, salary and welfare, task challenges, colleague cooperation and other aspects. 13 respondents believed that job satisfaction was mainly reflected in the return of work. Seven respondents believed that employees' job satisfaction was also reflected in the promotion of their positions and professional titles. These factors are closely related to the employees' job performance. Fourteen respondents identified employee job satisfaction

as having a positive impact on job performance, and 15 identified job satisfaction as a positive intermediary between organizational culture and job performance. It is believed that a reasonable system, reward and punishment policy, advanced working concept, high-quality working environment and good cultural atmosphere have a great impact on employees' job satisfaction. If the satisfaction improves, the work will be harder, the more significant the effect, and the corresponding job performance will be improved. See Table 4.33.



Table 4.33 Summary Table of Job Satisfaction Interviews

	Interviewee															Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Job Satisfaction																
Return of Work	√	√	√	√	√	√		√	√	√	√	√		√	√	13
Working Conditions	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
The Work Itself	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Interpersonal Relationship	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Promote		√	√	√				√	√					√	√	7
Style of Leadership	√								√							2
Job satisfaction affects job performance (JS→JP)		√	√	√	√	√	√	√	√	√	√	√	√	√	√	14
Employee job satisfaction is mediated between organizational culture and job performance (OC→JS→JP)	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15

Therefore, according to the interview content, job satisfaction directly affects job performance. When employees are satisfied with their work, their efficiency, creativity and problem-solving ability will be improved. Improving job performance, in turn, can increase job satisfaction, creating a positive cycle. A culture that emphasizes teamwork, employee development and work-life balance has an important impact on job satisfaction and job performance. An active organizational culture is able to create a supportive work environment that improves employee satisfaction and performance. Job satisfaction is a mediator between organizational culture and job performance. A positive organizational culture can enhance employees' job satisfaction and thus improve their job performance.

4.5.2.4 Job Performance

Question 1: What aspects do you think your job performance is mainly reflected in? Are the most important aspects affecting employees' job performance: work-life balance, job satisfaction and organizational culture or are there other factors as well? See Table 4.34.

Table 4.34 Summarize the Key Points of Job Performance

Interviewee	Answer the Key Points
Person 1	It is mainly reflected in the performance of task completion, colleague cooperation and communication, as well as team innovation, training and learning, and adaptation to the new environment. Yes. I think the three aspects of work-life balance, employee job satisfaction and organizational culture are all very important. They influence each other and jointly promote my job performance.
Person 2	I think my job performance is reflected in terms of task performance, contextual performance, innovation performance, learning performance and adaptation performance. Each aspect directly or indirectly affects my overall performance level. There are many factors that affect employees' job performance, among which work-life balance, job satisfaction and organizational culture are the three most important aspects. These factors together determine employee engagement and job performance.

Table 4.34 Summarize the Key Points of Job Performance (Cont.)

Interviewee	Answer the Key Points
Person 3	My job performance is mainly reflected in task performance, contextual performance, innovation performance and so on aspects. As an experienced veteran employee, I pay more attention to the accumulated knowledge and the contribution to the team. There are many factors that affect employee performance, but work-life balance, job satisfaction and organizational culture are the key factors.
Person 4	My job performance is mainly reflected in task performance, contextual performance, innovation performance, learning performance and adaptation performance. These aspects together constitute my overall job performance. In general, work-life balance, job satisfaction, and organizational culture are very important.
Person 5	In my opinion, my job performance is mainly reflected in task performance, contextual performance, innovation performance, learning performance and adaptation performance, etc. There are various factors affecting employee job performance, among which work-life balance, employee job satisfaction and organizational culture are all important influencing factors.
Person 6	My job performance is reflected in the quality and efficiency of completing tasks, good relationships with colleagues and customers, and the ability to constantly learn new skills and adapt to new challenges. Work-life balance, employee job satisfaction, and organizational culture are important factors affecting job performance. Especially in a supportive and challenging environment, employees are more likely to demonstrate higher performance.
Person 7	My job performance is mainly reflected in task performance, contextual performance and learning performance. I believe that being able to adapt to a changing work environment is also an important performance aspect. I believe that work-life balance, employee job satisfaction and organizational culture are the main factors affecting job performance.
Person 8	I think my job performance is mainly reflected in task performance, contextual performance and innovation performance. Employee job performance is influenced by many factors. I think the most important aspects are work-life balance, employee satisfaction and organizational culture. Work-life balance helps employees to maintain good physical and mental condition and improve work efficiency; employee satisfaction directly affects work attitude and investment degree, and organizational culture has a profound impact on performance by shaping employee values and working atmosphere.

Table 4.34 Summarize the Key Points of Job Performance (Cont.)

Interviewee	Answer the Key Points
Person 9	I think my job performance is mainly reflected in task performance, contextual performance, innovation performance, learning performance and adaptation performance, etc. There are various factors that affect job performance, including work-life balance, job satisfaction and organizational culture, among which work-life balance may be one of the important regulatory factors.
Person 10	My job performance is mainly reflected in task performance, contextual performance, innovation performance, learning performance and adaptation performance. There are many factors that affect employee performance, but work-life balance, job satisfaction and organizational culture are the three most important.
Person 11	As a senior executive, my job performance is mainly reflected in task performance, contextual performance, innovation performance, learning performance and adaptation performance, etc. Together, these aspects constitute a comprehensive performance evaluation of top managers. There are many factors affecting employees' job performance, among which work-life balance, job satisfaction and organizational culture are all crucial.
Person 12	I think the job performance of employees is reflected in task performance, contextual performance, innovation performance, learning performance and adaptation performance, etc. We focus on a comprehensive evaluation of our performance. Various factors affect employee performance, including work-life balance, employee job satisfaction and a positive organizational culture. Together, these factors drive better employee job performance.
Person 13	In my opinion, my job performance is mainly reflected in task performance and contextual performance, and innovation performance, learning performance and adaptation performance also have an important impact. The factors affecting employee job performance include incentive system, working environment, employee job satisfaction, personal opportunities, work-life balance, enterprise organizational culture and so on. Work-life balance is the most important part. It is directly related to my dedication and concentration to my work. It helps employees to maintain a good physical and mental state and improve work efficiency.

Table 4.34 Summarize the Key Points of Job Performance (Cont.)

Interviewee	Answer the Key Points
Person 14	I believe my job performance is primarily reflected in task performance and contextual performance, which are most crucial to my work. Learning performance, adaptive performance, and innovation performance also have a certain influence. In my view, the most important factors affecting job performance are work-life balance, employee satisfaction, and organizational culture.
Person 15	My job performance is mainly reflected in task, contextual, innovation, learning, and adaptive performance, which together form my overall performance. Key factors influencing this include organizational culture, work-life balance, and job satisfaction. A positive work environment and culture help me balance work and life, enhance job satisfaction, improve work quality, and ultimately boost my job performance, benefiting the company.

Question 2: Do you think your job performance has an impact on your job satisfaction? See Table 4.35.

Table 4.35 Summarize the Key Points of Job Performance on Job Satisfaction

Interviewee	Answer the Key Points
Person 1	Definitely impact. When I am satisfied with my job, I am more motivated to learn and innovate, which in turn improves my job performance level. The higher the performance, the higher the objective satisfaction with the job.
Person 2	It has an obvious effect. High performance means high income, high job satisfaction, high performance, more recognition, happy mood, high job satisfaction, high performance and high job satisfaction. Employees feel a sense of accomplishment and satisfaction that improve job satisfaction. For example, employees who have completed an important order or achieved career goals are more likely to have a positive attitude towards work and improve their satisfaction.
Person 3	Definitely affected. Job performance is closely related to job satisfaction. When employees' job performance, including manifested performance and cash performance, they can feel satisfied and have a sense of achievement in the work, which will increase job satisfaction, they will work harder and bring more benefits to the enterprise.

Table 4.35 Summarize the Key Points of Job Performance on Job Satisfaction (Cont.)

Interviewee	Answer the Key Points
Person 4	Yes. Job performance has a direct impact on job satisfaction. Improving job performance will give you more recognition, and personal self-realization and self-development perception will be further enhanced, thus increasing job satisfaction.
Person 5	Yes. There is a crosstalk between employee job performance and job satisfaction. Improving job satisfaction may stimulate higher job performance as employees are more willing to engage to work. Conversely, higher performance, higher job satisfaction and higher job motivation.
Person 6	It did affect my job satisfaction. When I completed a more difficult project and was recognized, I felt more satisfied and proud, which improved my job satisfaction.
Person 7	It did affect my job satisfaction. Job performance can bring increased income, colleague friendliness, professional pride after appreciation, the working environment will become better, and the job satisfaction will improve, which will promote my active work.
Person 8	Yes, job performance has a significant impact on job satisfaction. Employees can accomplish tasks and achieve success at work, and they will be more confident and more fulfilling, thus improving job satisfaction. Conversely, if their job performance is poor, they may feel frustrated and frustrated, leading to decreased job satisfaction.
Person 9	It has a direct impact. With the achievement of job performance, employees can get positive feedback, such as salary increase, team recognition, value embodiment, job promotion, so as to promote employees' recognition of the enterprise, the recognition of their own work value, and team cooperation, so as to achieve the overall improvement of job satisfaction.
Person 10	It did affect my job satisfaction. When I successfully completed a complex project and was recognized, it enhanced my sense of professional accomplishment and sense of self-worth, thus improving my job satisfaction. Therefore, my performance level is closely related to my overall feelings about the work.
Person 11	A significant impact. When employees are successful in their work, they are more likely to develop satisfaction with their work, thus improving their overall job satisfaction. As an executive, I have also found that encouraging employees to achieve personal and team goals is critical to improving job satisfaction and performance.

Table 4.35 Summarize the Key Points of Job Performance on Job Satisfaction (Cont.)

Interviewee	Answer the Key Points
Person 12	Job performance will directly affect job satisfaction. The two complement each other, and. High performance high satisfaction, low performance low satisfaction. For example, if an employee has a high job performance and a high value created for the enterprise, the employee can get higher returns, and if the return is high, his natural satisfaction will increase.
Person 13	A significant impact. For example, job performance has clarified my focus and direction of work, intuitively reflected my shortcomings and rewards, increased my work enthusiasm, and improved my job satisfaction.
Person 14	It has a direct impact. Good performance usually enhances employees' value and sense of achievement, thus improving job satisfaction.
Person 15	I think job performance and job satisfaction affect each other. Good performance can enhance satisfaction, and increased satisfaction also helps to better achieve work goals. The higher the job performance, the more satisfied with the current work, will form a virtuous circle, will produce full enthusiasm for the work, more efficient work.

After summary analysis, 15 respondents believed that job performance was mainly reflected in task performance, contextual performance and learning performance, while 13 respondents believed that innovation performance and adaptation performance. The 15 respondents agreed that there are many factors affecting job performance, which are mainly reflected in the work-life balance of employees, the organizational culture of the enterprise and employees' job satisfaction. 15 respondents agreed that employee job performance had a direct impact on job satisfaction. Well-performing employees are more likely to be satisfied and recognized, thus increasing job satisfaction. See Table 4.36.

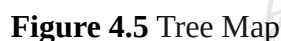
Table 4.36 Summary Table of Job Performance Interviews

	Interviewee															Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Job Performance																
Task Performance	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Contextual Performance	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Learning Performance	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Innovation Performance	√	√	√	√	√			√	√	√	√	√	√	√	√	13
Adaptive Performance	√	√		√	√	√	√		√	√	√	√	√	√	√	13
Style of Leadership	√	√	√						√	√		√				6
Compensation System					√									√		2
The most important factors affecting employees' job performance are work-life balance, employee satisfaction, and organizational culture	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15
Job performance has a direct impact on job Satisfaction (JP→JS)	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	15

Therefore, combined with the interview content, it is concluded that organizational culture, work-life balance and employee job satisfaction are interrelated, which jointly affect the job performance of employees. Job performance directly affects job satisfaction, and the improvement of job performance can increase job satisfaction. An active organizational culture creates a supportive work environment that improves employee satisfaction and job performance. A good work-life balance helps to reduce the stress and fatigue of employees, and thus improve job performance. High-performing employees are generally more satisfied with their work, which further strengthens a positive organizational culture.

4.5.3 Analyze the Interview Conclusions

According to the interview results, the complex and interdependent relationship between organizational culture, work-life balance, job satisfaction, and job performance has been revealed. Organizational culture indirectly affects job performance by influencing job satisfaction, and work-life balance plays a moderating role in this process. At the same time, job satisfaction plays a mediating role, and there is a two-way positive relationship between job performance and job satisfaction. This also verifies the research objectives and hypotheses of this article, which are basically consistent with the conclusions drawn from literature research. In addition, we used NVivo software to analyze and obtain word clouds and tree graphs, which also confirms this conclusion. As shown in Figure 4.4 and 4.5.



The quantitative research in this study was conducted through a questionnaire survey. The questionnaire was designed based on the research themes and questions, and data were collected via an online survey from 553 employees in the private food industry sector of Sichuan Province. The data were analyzed using Likert scales and partial least squares structural equation modeling (SmartPLS) to address the research questions. The qualitative research for this study involved in-depth interviews, during which the researcher designed eight questions focused on the research theme and questions. Fifteen employees from ten private companies in the food industry in Sichuan Province were interviewed. The results revealed a complex and interdependent relationship between

organizational culture, work-life balance, employee job satisfaction, and job performance. Organizational culture indirectly affects job performance by influencing job satisfaction, with work-life balance playing a moderating role in this process. Job satisfaction not only acts as a mediator but also has a bidirectional positive relationship with job performance. These findings validate the study's theme and hypotheses and are consistent with the results from the quantitative analysis, collectively supporting the four hypotheses and research questions, see Table 4.37.

Table 4.37 Summary of Hypothesis Testing

Hypothesis	Qualitative Research	Quantitative Research	Frequency	Result
H1:OC → JP	Respondents believed that a positive organizational culture could motivate employees to work actively and improve job performance	$\beta=.347^{***}$ $p=.000$	15	Supported
H2:WLB*OC→ JS→ JP	Respondents believe that work-life balance plays a moderating role in the process where organizational culture influences job performance through job satisfaction. When employees can maintain a good balance between work and life, their perception of organizational culture becomes more positive, which further enhances job satisfaction, thereby improving job performance.	$\beta=.281^{***}$ $p=.000$ $\beta=.131^{***}$ $p=.000$ $\beta=-.019$ $p=.536$	15	Supported
H2a:OC →JS → JP	Respondents believe that a positive organizational culture will improve the work environment, increase employee job satisfaction, thereby enhancing proactivity, leading to greater effort, improved overall company performance, and ultimately enhancing individual job performance.	$\beta=.131^{***}$ $p=.000$	15	Supported
H3 ₁ : JS → JP	Respondents believe that high job satisfaction is closely related to high job performance. Employees with high satisfaction are more likely to put in more effort and show a higher sense of responsibility and creativity, thereby improving job performance.	$\beta=.450^{***}$ $p=.000$	14	Supported
H3 ₂ : JP → JS	Respondents believe that job performance will definitely affect job satisfaction, and high job performance will improve job satisfaction and promote enterprise development.	$\beta=.599^{***}$ $p=.000$	15	Supported

Table 4.37 provides strong support for all the hypotheses regarding relationships among organizational culture, job satisfaction, work-life balance, and job performance:

H1: Organizational culture (OC) positively affects employee job performance (JP). The qualitative study revealed that respondents generally believed a positive organizational culture motivates employees and enhances job performance. This was further confirmed by the quantitative study ($\beta = .347$, $p = .000$), indicating a highly statistically significant relationship.

H2: Organizational culture influences job performance through different levels of job satisfaction depending on work-life balance. Respondents perceived a conditional mediating role of work-life balance in the relationship between organizational culture and job performance through job satisfaction. The quantitative research supports this: the indirect effect of organizational culture on job performance through job satisfaction was significant when work-life balance was at a high level (+1 SD) ($\beta = .281$, $p = .001$) and at an average level ($\beta = .131$, $p = .001$). However, at low levels of work-life balance (-1 SD), this indirect effect was not significant ($\beta = -.019$, $p = .536$), with the p-value exceeding the conventional threshold of .05.

H2a: Organizational culture (OC) indirectly affects job performance by increasing employee job satisfaction (JS). Respondents believe that a positive organizational culture improves the work environment and enhances job satisfaction, which in turn boosts motivation and job performance. The quantitative research similarly supports the significance of this path ($\beta = .131$, $p = .000$).

H3₁: Job satisfaction positively affects job performance. Highly satisfied employees are more likely to exert greater effort, demonstrate higher responsibility and creativity, and thereby enhance job performance. This hypothesis was validated by both the qualitative and quantitative studies ($\beta = .450$, $p = .000$).

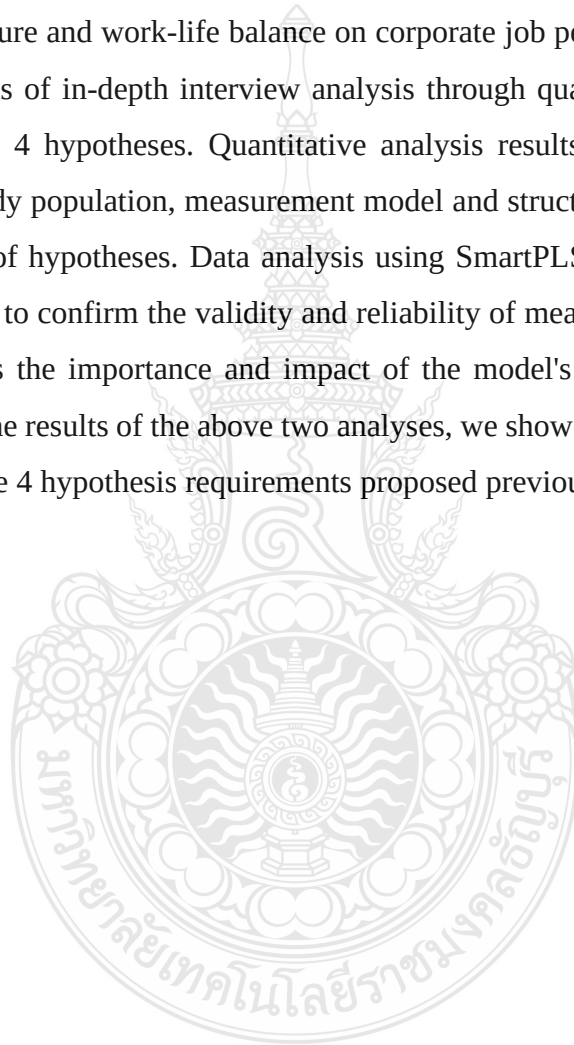
H3₂: Job performance also positively affects job satisfaction. High-performing employees tend to achieve greater satisfaction, which further contributes to organizational growth. The quantitative research strongly supports this hypothesis ($\beta = .599$, $p = .000$).

Table 4.37 shows that the findings from both qualitative and quantitative studies generally align in supporting the hypotheses tested in Models 1 and 2. The qualitative

study provided insights into the hypotheses, while the quantitative study validated them with statistical data. The combination of these approaches offers strong support for the acceptance of the hypotheses, underscoring the significant roles of organizational culture, job satisfaction, and work-life balance in improving job performance.

Summary

The purpose of this study is to verify the impact of job satisfaction, organizational culture and work-life balance on corporate job performance. This chapter provides the results of in-depth interview analysis through qualitative and quantitative analysis, verifying 4 hypotheses. Quantitative analysis results include statistical data analysis of the study population, measurement model and structural model analysis, and validation results of hypotheses. Data analysis using SmartPLS for PLS-SEM analysis provides measures to confirm the validity and reliability of measurements and structural models, as well as the importance and impact of the model's path coefficients of the model. Based on the results of the above two analyses, we showed that this study met the study topic, and the 4 hypothesis requirements proposed previously.



CHAPTER5

CONCLUSIONS AND RECOMMENDATIONS

This chapter discusses and summarizes the results of the data analysis on the research topic "Factors Influencing Employee Job Performance in Private Enterprises", confirming the consistency between the conclusions of this study and those of the literature. The theoretical and practical significance of the research, as well as the suggestions for future research, are presented. This chapter includes four main sections:

5.1 Conclusions

5.2 Discussion

5.3 Contributions of the Study

5.4 Research Limitations and Suggestions for Future Research.

5.1 Conclusions

The purpose of this study was to explore the factors that affected employee job performance in private enterprises, including organizational culture, work-life balance, and job satisfaction, and to analyze their complex relationships and mutual influences. The study focused on examining the mediating role of job satisfaction and the moderating role of work-life balance. There were four main objectives. First, to explore the relationship and impact of organizational culture, job satisfaction, work-life balance and job performance in both empirical and in-documented investigations, and to further explore the influence of organizational culture on job performance. Second, to investigate the mediating role of job satisfaction in transmitting the influence of organizational culture to job performance. Third, to investigate the moderating role of work-life balance in strengthening the indirect effects of organizational culture on job performance through job satisfaction. Fourth, to confirm the reciprocal relationship between job satisfaction and job performance and to investigate the direct effect of job performance on job satisfaction in turn.

The research questions were: “Whether organizational culture has a direct impact on job performance?”, “Whether job satisfaction transmits the effects of organizational culture to job performance?”, “Whether work-life balance strengthens this indirect influence, and is there a reciprocal relationship between job satisfaction and job performance?” Around these research questions, the investigators proposed four hypotheses. H1: Organizational culture positively influences job performance (or $H1: c' \neq 0$). H2: Organizational culture impacts job performance via job satisfaction on varying value level of work-life balance (or $H2: (a1+a2*WLB) * b1 \neq 0$). H2a: Organizational culture indirectly impacts job performance through job satisfaction (or $H2a: a1*b1 \neq 0$). H3: Job satisfaction and job performance are reciprocally impacted (or $H31: b1 \neq 0$ and $H32: b2 \neq 0$). The researchers used a combination of quantitative and qualitative research methods to investigate the relationship between organizational culture, work-life balance, job satisfaction, and job performance through a questionnaire survey of 553 employees in the food industry of private enterprises in Sichuan Province and in-depth interview data analysis of 15 employees. Based on the research questions, research objectives, and hypotheses, the following specific conclusions were drawn:

(1) The Direct Influence of Organizational Culture on Job Performance

This study first explored the direct impact of organizational culture on job performance. The research results indicated that organizational culture had a significant positive impact on employee job performance ($\beta = .347, p = .000$), and this impact was statistically significant. Specifically, companies with a positive organizational culture could stimulate employees' work motivation and enthusiasm, thereby directly and significantly improving their job performance. This result supported the H1 hypothesis, indicating that organizational culture played a critical role in driving employee performance. Literature analysis also supported this conclusion, pointing out that organizational culture directly affects employee job performance by establishing common values and behavioral norms. This discovery indicated that in the context of the Chinese food industry, the construction and strengthening of organizational culture could significantly improve employees' job performance. Employees had a high level of identification with organizational culture, with an average score between 3.36 and 3.46,

indicating that overall, employees held a positive attitude towards the company's core values, management behavior, and cooperation among colleagues. This emphasized the importance for managers to focus on building a positive and supportive organizational culture to enhance the competitiveness of the enterprise.

(2) The Mediating Role of Job Satisfaction in Conveying the Impact of Organizational Culture on Job Performance

The study further confirmed that job satisfaction partially mediated the impact of organizational culture on job performance. The research results indicated that a positive organizational culture could indirectly promote the improvement of job performance by enhancing employee job satisfaction ($IE=.131, p=.000$). The overall evaluation of employee job satisfaction ranged from 3.28 to 3.47, indicating that employees were generally satisfied with job rewards, working conditions, and interpersonal relationships. This meant that employees highly recognized the positive organizational culture of the company, and their job satisfaction significantly increased, which was directly reflected in higher job performance. This result supported the H2a hypothesis, and the literature also supported this conclusion, indicating that job satisfaction is an important mediator of organizational culture affecting job performance. This finding suggested that improving job satisfaction was one of the important ways for companies to enhance job performance. Therefore, while promoting organizational culture construction, enterprises should focus on improving employee job satisfaction to achieve better performance results.

(3) The Moderating Role of Work-life Balance in Enhancing the Indirect Impact of Organizational Culture on Job Performance through Job Satisfaction

The study also found that work-life balance played a conditional moderating role in the process by which organizational culture influenced job performance through job satisfaction. Specifically, when work-life balance was high level, organizational culture had the most significant indirect impact on job performance by increasing job satisfaction ($\beta=.281, p=.000$); when work-life balance was mean level, the indirect impact of organizational culture on job performance was still significant but relatively moderate ($\beta=.131, p=.000$), when work-life balance was low level, this indirect impact

was not significant ($\beta = -.019$, $p = .536$). This result supported the H2 hypothesis, indicating that the impact of organizational culture on job performance through job satisfaction varied under different work-life balance conditions. In other words, when employees were able to maintain a good balance between their work and life, their perception of organizational culture was more positive, which further enhanced job satisfaction and thus improved job performance. From the questionnaire items, the average value of work-life balance ranged from 3.34 to 3.47, reflecting employees' overall recognition of work-life balance, but there were also some differences, especially in terms of time management. This discovery highlighted the crucial role of work-life balance in modern enterprise management, suggesting that while promoting cultural construction, enterprise managers should pay attention to providing supportive policies and environments, especially in terms of time allocation issues, to help employees achieve work-life balance and better stimulate their work potential.

(4) The Mutual Influence between Job Satisfaction and Job Performance

The research results also indicated a significant positive bidirectional relationship between job satisfaction and job performance. Specifically, job satisfaction had a direct positive impact on job performance and was significant ($\beta = .450$, $p = .000$). Conversely, job performance also had a direct positive impact on job satisfaction and was significant ($\beta = .599$, $p = .000$). This meant that higher job satisfaction could improve job performance; better job performance, in turn, could enhance employee job satisfaction, thereby forming a positive feedback loop. This result supported the H3 hypothesis and further illustrates the dynamic interaction process between job satisfaction and job performance. This discovery emphasized to companies that they could achieve continuous optimization of overall performance by improving either party to facilitate the improvement of the other.

In summary, this study used a combination of quantitative and qualitative research methods to deeply reveal the comprehensive impact of organizational culture, job satisfaction, work-life balance, and job performance. It effectively explained the four research questions, verified the four research hypotheses, achieved the four research objectives, and provided empirical support for understanding the factors and their

interrelationships that affected the job performance of private enterprise employees. The research found that not only did organizational culture play a key role in directly improving employee performance, but job satisfaction also served as a mediating variable, amplifying this impact. Meanwhile, work-life balance, as a moderating variable, significantly affected the indirect effect of organizational culture on job performance under varying conditions. These findings provided important references for enterprises to make scientific decisions when formulating human resource management policies and practices. Enterprise managers could optimize organizational culture, improve employee job satisfaction, promote work-life balance, and bring greater positive effects to the enterprise, in order to achieve win-win development for employees and the enterprise.

5.2 Discussion

The research questions were: “Whether organizational culture has a direct impact on job performance?”, “Whether job satisfaction transmits the effects of organizational culture to job performance?”, “Whether work-life balance strengthens this indirect influence, and is there a reciprocal relationship between job satisfaction and job performance?” Around these research questions, the researchers constructed a theoretical framework and proposed four hypotheses. Through qualitative and quantitative studies, the effects of organizational culture, work-life balance and employee job satisfaction on job performance were explored.

Quantitative research was conducted through a questionnaire survey, which was designed around the research topic and questions. An online survey was conducted on 553 employees in the food industry of private enterprises in Sichuan Province. The data analysis adopted the Likert scale and partial least squares structural equation model (PLS-SEM). Using SmartPLS software and structural equation modeling, a research model was constructed for four variables: organizational culture, work-life balance, job satisfaction, and job performance. Organizational culture included four dimensions: spiritual culture, institutional culture, behavioral culture, and material culture. Job performance included five dimensions: task performance, contextual performance, learning performance, innovation performance, and adaptive performance. Job satisfaction included four

dimensions: return of work, work itself, working conditions, and interpersonal relationships. Work-life balance included five dimensions: work aspect, family aspect, time aspect, financial aspect, and intellectual aspect. Each dimension had 4 indicator items, totaling 72 indicator items. By analyzing and discussing the collected valid data, the research hypotheses were validated, and the research questions were confirmed through data sample preparation, descriptive statistical analysis of variables and items, measurement model analysis, and structural model analysis.

Qualitative research was conducted through in-depth interviews, in which researchers designed interview outlines around research questions and hypotheses. A total of 8 interview questions were prepared. In-depth interviews were conducted with 15 employees from 10 private enterprises in the food industry in Sichuan Province. The interviewees included 5 managers and 10 ordinary employees, and the types of enterprises included frozen food, beverages, dairy industry, meat, catering, alcohol and other food and beverage providers. The interview results revealed a complex and interdependent relationship between organizational culture, work-life balance, employee job satisfaction, and job performance. Organizational culture directly affected job performance, and indirectly affected job performance by influencing job satisfaction. Work-life balance played a moderating role in this process, and job satisfaction not only had a mediating effect, but also had a bidirectional positive correlation with job performance. This verification was consistent with the results obtained from quantitative analysis, and the two jointly verified the research hypotheses and research questions, indicating that organizational culture directly affected job performance. Job satisfaction played a mediating role between organizational culture and job performance, and work-life balance enhanced this indirect relationship. At the same time, job satisfaction and job performance had a positive bidirectional relationship. The quantitative and qualitative analysis based on structural equation modeling (SmartPLS) revealed several key findings, which provided empirical support for theoretical claims. Below, we will analyze and discuss the research questions one by one.

(1) Whether Organizational Culture has a Direct Impact on Job Performance?

The quantitative analysis results indicated that organizational culture had a significantly positive direct impact on job performance ($\beta=.347$, $p=.000$). This suggested that in the private food industry in Sichuan, a positive organizational culture could effectively improve employee job performance. In this context, employees' evaluation of organizational culture was above average, especially in terms of core values and corporate vision, with a high score (average of 3.42), reflecting a strong sense of identification with organizational culture among employees. Meanwhile, the qualitative interview results further supported this finding, with surveyed employees generally stating that the team spirit, innovative incentive mechanisms, and supportive management style of leadership in corporate culture had a positive impact on their job performance. Especially in companies that emphasized teamwork and collectivism, employees were more proactive, and their job performance was more outstanding.

The results of this study were consistent with those of scholars such as Eric (2021); Guiso et al. (2015); Kuswati et al. (2020); Paais and Pattiruhu (2020); Sulistiawan et al. (2017); and Uddin et al. (2013), who also indicated that a supportive and cohesive organizational culture could significantly improve employee performance. This discovery provided important insights for managers, as culture was not only the external manifestation of a company's image, but also the core driving force behind employee performance. By strengthening organizational culture construction, employees' job performance could be effectively improved. The uniqueness of this study lay in the labor-intensive industry of Chinese food companies, where employee productivity was closely related to job performance. Organizational culture provides employees with clear values and behavioral guidelines, enabling them to better understand and adapt to the company's goals and expectations. Employees had a high level of positive response to organizational culture, which might be related to the industry's high dependence on teamwork and work efficiency. Compared to existing literature, this study further emphasized the importance of building a positive organizational culture in private enterprise management, especially in enhancing employee productivity and job performance. Therefore, companies with a strong organizational culture were more likely to motivate employees and improve their

job performance through a unified set of values and behavioral guidelines. In comparison to Western countries, the collectivism, teamwork spirit, and emphasis on interpersonal relationships in Chinese culture made it easier for employees to internalize the organizational culture of the company and actively engage in their work, which significantly affected their job performance.

(2) Whether Job Satisfaction Transmits the Effects of Organizational Culture to Job Performance?

According to research findings, job satisfaction did indeed transmit the influence of organizational culture to job performance. The quantitative analysis results showed that organizational culture had a significant and positively direct impact on job performance ($\beta=.347$, $p=.000$), and organizational culture had a significantly positive impact on job satisfaction ($\beta=.298$, $p=.000$). Job satisfaction further had a significantly positive impact on job performance ($\beta=.450$, $p=.000$). At the same time, organizational culture had an indirect impact on job performance through job satisfaction, and this indirect effect was significant ($IE=.131$, $p=.000$), indicating that job satisfaction did play a mediating role in the process of organizational culture affecting job performance, and partially transmitted the positive impact of organizational culture on job performance. Moreover, in the question items, employees had a relatively positive evaluation of job satisfaction, especially in terms of job return and team cooperation (with an average value of 3.35 to 3.47), indicating the importance of job satisfaction in the mediating pathway. Meanwhile, through interviews, it was found that employees generally believed that their job performance was better when they were satisfied with the company's management culture and colleague relationships. Many respondents mentioned that a positive work atmosphere and good colleague relationships made them more willing to engage in their work, thereby improving overall job performance, which was consistent with quantitative research results.

This finding was consistent with Herzberg's (1966) two factor theory, which suggested that motivational factors (such as job satisfaction) were important drivers of employee job performance. In addition, this result aligned with the research findings of (Abdirahman et al., 2018; da Cruz Carvalho et al., 2020; Inuwa, 2016; Zokaei et al.,

2016), who proposed a significant positive correlation between organizational culture and job satisfaction. Organizational culture could enhance employees' job performance by improving their intrinsic satisfaction. This was particularly important in the labor-intensive industry of Chinese food companies, where employees' high emphasis on interpersonal relationships and collective belonging may have been the key reason why job satisfaction played a crucial role in the process of organizational culture influencing job performance. This discovery supplemented existing literature, especially in the unique context of the Chinese food industry, where job satisfaction served as a mediating variable that could effectively convey the influence of organizational culture and further enhance employee performance.

(3) Whether Work-life Balance Strengthens this Indirect Influence?

This study confirmed that work-life balance played a significant moderating role in the indirect impact of organizational culture on job performance through job satisfaction, but with both strengthening and weakening effects. Quantitative data analysis showed that when work-life balance was at a high level (+1 SD), the indirect effect of organizational culture on job performance through job satisfaction was significant ($\beta=.281$, $p=.000$); when work-life balance was at a mean level, this indirect effect was also significant ($\beta=.131$, $p=.000$). However, at a low level of work-life balance (-1 SD), this indirect effect was not significant ($\beta=-.019$, $p=.536$), where p was greater than the highest threshold of .05. This indicates that work-life balance could enhance the positive impact of organizational culture on job performance through job satisfaction. Indeed, when employees had a higher work-life balance, this enhancement effect was more significant. When the work-life balance was at a high level, the indirect impact of organizational culture on job performance was significantly enhanced ($\beta=.281$, $p=.000$), while at a low level of work-life balance, this effect was not significant ($\beta=-.019$, $p=.536$). In this context, employees' overall satisfaction with work-life balance was relatively high (average value ranged from 3.34 to 3.47), but their score for flexible working hours was slightly lower, indicating that there was still room for improvement in this area. Meanwhile, interview analysis showed that employees generally believed that a good work-life balance allowed them to focus more on their work and reduced the interference

of family pressure on their work. Some employees mentioned that when the company provided flexible working hours and family support, their work efficiency significantly improved, which supported the results of quantitative research.

This was consistent with the research of scholars such as Al-Alawi et al. (2021); Aryee et al. (2005); Haar et al. (2014); Haider et al. (2018); and Greenhaus & Powell (2019), while supplementing Greenhaus and Allen (2011) in their work-life balance theory, emphasizing the moderating role of work-life balance in achieving organizational culture and employee job satisfaction. A good work-life balance could help reduce employees' stress and fatigue, thereby enhancing the positive effect of organizational culture. This provided empirical support for the work-life balance theory and suggested that managers needed to consider employees' work-life balance policies when formulating policies. Especially in labor-intensive industries with high work intensity, the impact of work-life balance on employees' psychology and work status was more significant. Therefore, the high-intensity work characteristics of the Chinese food industry and employees' emphasis on family responsibilities made work-life balance an important factor affecting job performance.

(4) Is there a Reciprocal Relationship between Job Satisfaction and Job Performance?

This study confirmed the positive correlation between job satisfaction and job performance, indicating that these two variables promoted each other. The results from the quantitative data collection showed that job satisfaction had a significant positive impact on job performance ($\beta=.450$, $p=.000$). This finding was consistent with the research of Buntaran et al. (2019); Cahyana and Jati (2017); and Fattah (2017), which suggested that employee job satisfaction had a significant positive impact on job performance. At the same time, job performance also had a significant positive impact on job satisfaction ($\beta=.599$, $p=.000$), and in the survey, employees highly recognized the work atmosphere and teamwork (average value of 3.44), further supporting the mutually reinforcing relationship between job satisfaction and job performance. The interview results further confirmed this bidirectional relationship. The interviewed employees

stated that when their job performance was high, they felt more accomplished and satisfied, which further increased their job satisfaction, and vice versa.

This finding was consistent with the study by Eisenbeiss et al., (2008). This indicated that there was a significant bidirectional positive relationship between job satisfaction and job performance, which meant that high job performance of employees could improve job satisfaction, and the increase in job satisfaction could further improve job performance. This bidirectional mechanism was supported by an earlier study (Judge et al., 2001). This study emphasized the importance of China's unique organizational culture in promoting active employee participation and teamwork. Adapting to this culture and improving job satisfaction significantly enhanced employee job performance. It may also be due to the emphasis on work achievements in Chinese culture, which further strengthened this two-way influence relationship. This discovery not only enriched existing research, but also provided a new perspective for enterprise management practices. It was suggested that while improving employee performance, enterprises should also focus on enhancing employee satisfaction to form a virtuous cycle. Moreover, this bidirectional positive relationship was not commonly found in previous studies, which was also one of the innovative points of this study.

This study verified the complex impact of organizational culture, job satisfaction, and work-life balance on job performance in the private food industry in Sichuan through empirical analysis and interview surveys. In particular, job satisfaction and work-life balance played important roles in improving job performance. Through analysis, this study not only validated existing theories, but also proposed new insights in the specific context of the Chinese food industry. The research results indicated that enterprises should focus on building organizational culture, improving job satisfaction, and optimizing work-life balance to maximize employee job performance. These findings provided important theoretical and empirical support for enterprise management practices, particularly by providing important practical guidance on how to improve overall performance through employee management.

5.3 Contributions of the Study

5.3.1 Theoretical Contributions

This study utilizes both qualitative and quantitative research methods, with empirical data obtained through in-depth interviews and SmartPLS analysis to validate the hypotheses and models. This approach enhances the rigor of the study and the reliability of the conclusions. The key innovations of the study are reflected in the in-depth discussion of the moderating role of work-life balance, the validation of bidirectional effects, the construction of comprehensive theoretical models, and the empirical examination within the Chinese context. These contributions are summarized as follows:

(1) The Moderating Role of Work-life Balance:

This study provides the first in-depth examination of the moderating effect of work-life balance (WLB) in the process by which organizational culture influences job performance through job satisfaction. While previous research has explored the direct effects of WLB on job satisfaction or job performance, this study reveals the critical moderating role of WLB in the indirect relationship between organizational culture and job performance. The findings indicate that the indirect effect of organizational culture on job performance through job satisfaction is significantly stronger when work-life balance is at a high level, whereas it is not significant at low levels of work-life balance. This theoretical innovation expands the understanding of the role of work-life balance in organizational behavior and addresses a gap in the literature. The results underscore the importance of organizational managers in enhancing employees' work-life balance while fostering a positive organizational culture to achieve better job performance.

(2) In-depth Validation of Bidirectional Effects:

This study not only explores the impact of job satisfaction on job performance but also validates the reverse impact of job performance on job satisfaction. The bidirectional relationship between job performance and job satisfaction was relatively underexplored in existing literature, where job satisfaction was often viewed as a unidirectional variable affecting job performance. This study, however, confirms the reverse effect of job performance on job satisfaction. The findings suggest a significant

bidirectional relationship between job performance and job satisfaction, offering new insights into workplace dynamics and pointing to potential strategies for enhancing and optimizing the mutual reinforcement of employee performance and satisfaction in managerial practices. This contribution enriches the causal models in organizational behavior and provides a new theoretical perspective for a more comprehensive understanding of the complex relationship between job satisfaction and job performance.

(3) Construction of a Comprehensive Theoretical Model:

This study developed a systematic and comprehensive theoretical model. Utilizing Structural Equation Modeling (SEM) and SmartPLS path analysis, it systematically explores the complex relationships among organizational culture, job satisfaction, work-life balance, and job performance. The integration and validation of this theoretical model provides a multi-dimensional perspective for the fields of organizational behavior and management, enabling a more comprehensive understanding and analysis of the key factors that influence employee performance.

(4) Empirical Research Based on Specific Regions and Industries:

Drawing on sample data from the food industry of private enterprises in Sichuan Province, this study offers empirical findings with localized characteristics, taking into account China's unique cultural and management context. By surveying and analyzing the food industry employees of private enterprises in China, the study provides targeted references for management practices in domestic enterprises and addresses the research gap concerning the impact of organizational culture, work-life balance, and job satisfaction on job performance within this specific context.

This region-specific approach enhances the understanding of these dynamics in particular industries and regions, offering valuable theoretical guidance for effective human resource management (HRM) strategies. Building on existing literature, the study further reveals the moderating effect of work-life balance on the relationships between organizational culture, job satisfaction, and job performance, providing a new managerial perspective for enhancing employees' job performance. This novel finding offers empirical support for business managers to enhance employees' satisfaction and job performance by optimizing organizational culture and promoting work-life balance in

practice. It contributes to new theoretical insights and practical guidance for organizational behavior and management practice, particularly in improving employees' performance and satisfaction.

5.3.2 Practical Contributions

5.3.2.1 Practical Contributions

Considering the specific context of the private enterprise food industry in Sichuan, this study not only offers targeted theoretical contributions but also provides practical strategic recommendations for business managers. The study's theoretical models and findings offer strong guidance for management practices within this industry, helping companies improve employees' performance, enhance organizational culture, and achieve long-term sustainable development in a competitive market. The details are as follows.

(1) Enhancement of organizational culture building strategies:

Private food companies in Sichuan often face challenges such as fierce market competition and high employee turnover. This study demonstrates that organizational culture not only directly affects job performance but also enhances employee performance by increasing job satisfaction. Therefore, corporate managers should focus on strengthening organizational culture in practice, clearly communicating the organization's core values, corporate vision, and development goals, and fostering a positive, inclusive, and diverse work environment. These efforts can effectively enhance employees' job satisfaction and performance.

It is recommended that companies focus on creating an employee-oriented culture that encourages innovation and teamwork. Implementing incentive and reward systems to recognize employees who embody the company's cultural values and deliver strong performance can enhance employees' sense of belonging and satisfaction, thereby improving overall job performance. Managers should also integrate the spiritual, institutional, behavioral, and material aspects of local Sichuan culture, emphasizing the characteristics of Bashu Culture and the food industry. Developing supportive rules and regulations that align with these cultural elements can strengthen the organization's cultural foundation and promote sustainable development.

(2) Optimization of work-life balance strategies:

This study highlights the key mediating role of work-life balance in the relationship between organizational culture and job performance through job satisfaction, with this effect being particularly significant at high levels of work-life balance. Therefore, in the high-intensity work environment of the private food industry in Sichuan, it is crucial to introduce and promote supportive policies and practices that can enhance work-life balance. These may include maternity subsidies, flexible work schedules, improved leave policies, and attention to employees' mental health. Ensuring that employees do not face financial pressure when caring for family members or dealing with personal health issues can significantly enhance their work-life balance, overall well-being, and job satisfaction. Improving work-life balance not only helps reduce employee stress and burnout, thereby directly improving job performance, but also strengthens the positive impact of organizational culture on job performance through increased job satisfaction.

(3) Emphasis of the bidirectional relationship between job satisfaction and performance to improve management strategies:

This study confirms the bidirectional relationship between job performance and job satisfaction, suggesting that managers of private food enterprises in Sichuan should focus on enhancing employees' job satisfaction while improving job performance. Managers should help employees cope with work-related stress and mental health issues and protect their basic rights and interests by improving reward mechanisms, providing vocational training, and offering mental health support. For example, adjusting performance-based compensation to ensure fair pay, conducting employee training to improve business skills and vocational abilities, and implementing regular performance evaluations, satisfaction surveys, and feedback mechanisms can help identify and address employees' needs and challenges in a timely manner. Creating a virtuous cycle of performance and satisfaction not only enhances job satisfaction but also improves job performance, motivating employees to work consistently and efficiently. This approach also strengthens their loyalty and sense of belonging to the enterprise, promoting the long-term development of the company and contributing to the stability and prosperity of the local economy.

(4) Promotion of local economic development and employment growth:

By optimizing organizational culture, improving employee satisfaction, rationalizing work-life balance, and providing a good working environment and welfare benefits, private food enterprises in Sichuan can stimulate employee enthusiasm and creativity. These companies can focus on R&D investment, strengthen cooperation with universities and research institutes, and continuously introduce new products, technologies, and techniques. Such efforts improve product quality and service levels, earning consumer trust and support, which enhances the company's competitiveness and market position, strengthens its economic power, and contributes to local economic development and employment growth. By expanding production, increasing investment, and introducing advanced technologies, these enterprises can drive the development of upstream and downstream industrial chains, injecting new vitality into the local economy. Additionally, they can provide numerous jobs, alleviating local employment pressures and making positive contributions to social stability and development.

5.3.2.2 Practical Implications

This study is based on empirical data from the food industry of private enterprises in Sichuan, China, and has strong localization characteristics, which can provide practical guidance for the management of Chinese private enterprises. The research results provide specific management recommendations for enterprises in practical operations, such as how to improve employee job performance and satisfaction by strengthening organizational culture construction and implementing work-life balance strategies. These findings not only provide data support for companies to develop effective performance evaluation systems, but also provide important references for the country to formulate relevant policies to promote the development of private enterprises. In a fiercely competitive market environment, these strategies have important practical significance for improving the human resource management efficiency of Chinese enterprises. This is reflected in the following four aspects.

(1) Promotion of work-life balance:

Practical significance: in a certain food company in Sichuan, employees often face high work pressure, especially during peak production seasons and around holidays, where overtime has become the norm. By implementing a job rotation system, introducing flexible working hours, allowing flexible start and end times, organizing health and leisure activities, and establishing family day events, the company aims to alleviate the stress on employees from long working hours, thereby reducing the strain on both their family and work life. These measures enhance their sense of well-being and loyalty. Practical experience shows that when employees feel that the company respects and supports their personal lives, they are more willing to invest additional effort into their work, creating a positive cycle that, in turn, improves work efficiency and job satisfaction. Application example: drawing on the experience of remote work during the COVID-19 pandemic, for tasks that do not require physical presence, the company introduced flexible scheduling and remote work options to help employees better manage personal matters while reducing commuting time, further enhancing work-life balance.

(2) Enhancement of job satisfaction through organizational culture:

Practical significance: Sichuan is renowned for its unique culinary culture and tradition of warm hospitality. A food company can integrate these regional characteristics, such as Bashu culture and Sichuan cuisine, into the construction of its organizational culture, creating a comprehensive organizational culture that blends tradition with modernity. For instance, the company could host a "Gourmet Culture Festival" and product innovation awards, as well as establish a "Voice of Employees" platform to encourage staff to voice their opinions and suggestions. The management should regularly respond to these inputs, fostering a positive communication atmosphere between different levels of the organization. This cultural environment not only stimulates employees' creativity and promotes local culture but also enhances their sense of belonging and team cohesion, significantly improving job satisfaction and facilitating the mutual growth of employees and the company. Application example: the company implements a monthly recognition program, publicly acknowledging employees who excel in areas such as teamwork, innovation, and customer service. This program is

complemented by clear career paths and professional development projects to support employee growth. Additionally, the company's charter is enriched with elements of Sichuan culture, such as respect for tradition, community involvement, and sustainable development, further reinforcing employees' sense of belonging and their spirit of innovation.

(3) Balance of job satisfaction and job performance:

Practical significance: in the food industry, achieving a balance between job satisfaction and job performance is crucial. By establishing a comprehensive performance evaluation system that combines traditional performance metrics with soft indicators like employee satisfaction and contributions to team collaboration, companies can encourage employees to pursue individual performance while also fostering team cooperation and a positive organizational atmosphere. This ensures fairness and motivation. Additionally, personalized career development plans and regular feedback mechanisms help employees feel respected and valued, which in turn effectively enhances their job performance. Application example: the company conducts regular performance feedback meetings, incorporating the results of employee satisfaction surveys to promptly adjust management strategies and performance goals. This alignment between personal development and company objectives not only enhances job satisfaction but also effectively boosts job performance.

(4) Optimization of the role of managers in management practices:

Practical significance: in a company, managers are not just decision-makers; they are also culture shapers, employee supporters, and practitioners of organizational culture. Managers should actively engage in employee training, career development planning, building trust and communication, leading by example in practicing corporate values, and promptly addressing any difficulties that employees encounter. By fostering a management environment that supports innovation and encourages experimentation, managers can enhance employee satisfaction and loyalty, which is also key to attracting and retaining talent. This approach enables the company to better navigate market challenges and achieve sustainable development. Application example: the company implemented a leadership training program that significantly

improved managers' emotional intelligence, communication skills, sense of involvement, and teamwork spirit. As practitioners of corporate culture, these managers reinforced the dissemination and practice of organizational culture through their behavior, thereby optimizing the overall efficiency of the company.

Through the specific management practices outlined above, food companies in Sichuan can not only promote work-life balance, improve employee job satisfaction, and enhance job performance but also maintain a competitive edge in the intense market environment, thereby boosting the overall competitiveness and sustainability of the enterprise. These practical experiences provide valuable references for the development of private enterprises in China.

5.4 Research Limitations and Suggestions for Future Research

This research has confirmed the impact of organizational culture, job satisfaction and work-life balance on job performance in the specific context of the private food industry in Sichuan, China through qualitative and quantitative analyzes. However, the study has some limitations. Firstly, there are geographic and industry limitations. The regional and industry-specific sample size limits the generalizability of the study (Stewart & Brown, 2019). The results of the study, which are based on employees in the food industry in Sichuan, China, may not be transferable to employees in other regions or industries. The job characteristics, stress and work environment vary among different industries, which may lead to different relationships between job satisfaction and job performance. Secondly, there is the influence of regional cultural background and subjectivity. The survey was conducted online and completed by the respondents themselves, which may lead to subjectivity, especially if some responses were emotional. This subjectivity could affect the accuracy of the data and potentially skew the results of the analysis. Thirdly, there may be social desirability bias in the interviews. The interviewees were primarily regular employees who may have been influenced by the social desirability effect, resulting in less objective responses. This may have affected the quality of the interview data. Fourthly, there were limitations in the study design and the data collected. This study confirms the influence of organizational culture, work-life

balance, employee job satisfaction and job performance, but a cross-sectional design was chosen, and the data lacked dynamic analysis, making it difficult to determine the causal relationship.

Clarification of these research limitations provides guidance and extensible possibilities for future research. As artificial intelligence (AI) is rapidly advancing, the use of new data analysis techniques and methods in business management research may uncover more undiscovered patterns and relationships. Future research could address these limitations by including a more diverse and broader sample from different regions and industries, and by using methods that minimize subjectivity and social desirability. In this study, the relationship between job satisfaction and job performance is influenced by various factors (Frempong et al., 2018). Future research could investigate other potentially moderating or mediating variables, such as organizational commitment, psychological ownership, leadership style, etc. In addition, future research could confirm the generality of the findings of this study by expanding the sample size to additional industries and regions (Vuong et al., 2021). The surveys could be enhanced by personal visits to the companies, which would likely improve the quality of the responses. By overcoming these limitations and considering these suggestions, future research can provide deeper insights and further evidence on how organizational culture and work-life balance can be used to improve employee satisfaction and job performance. This approach will not only contribute to academic knowledge, but also provide practical strategies for organizations seeking to optimize the potential of their employees in an increasingly AI-integrated world.

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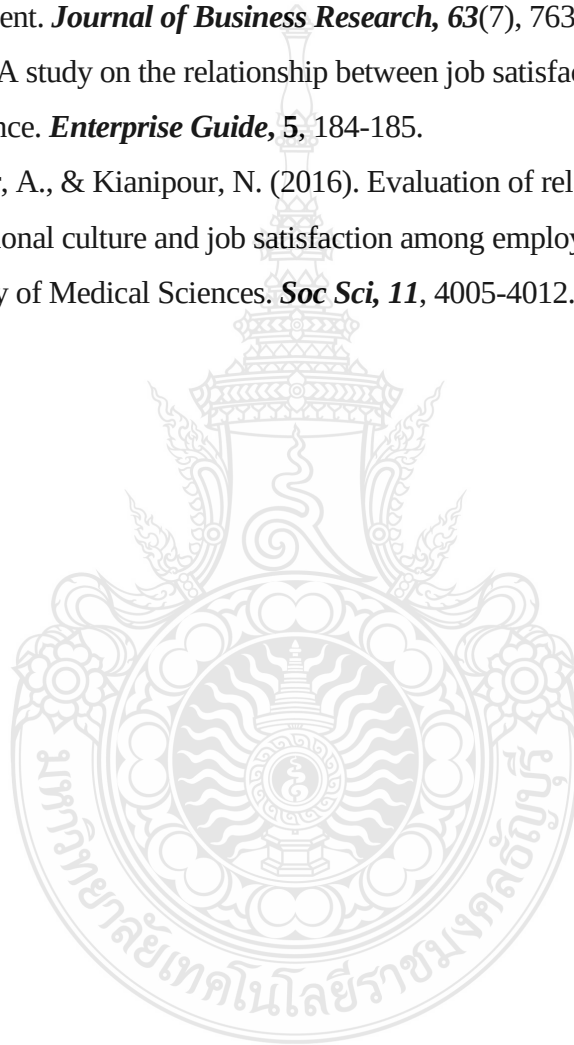
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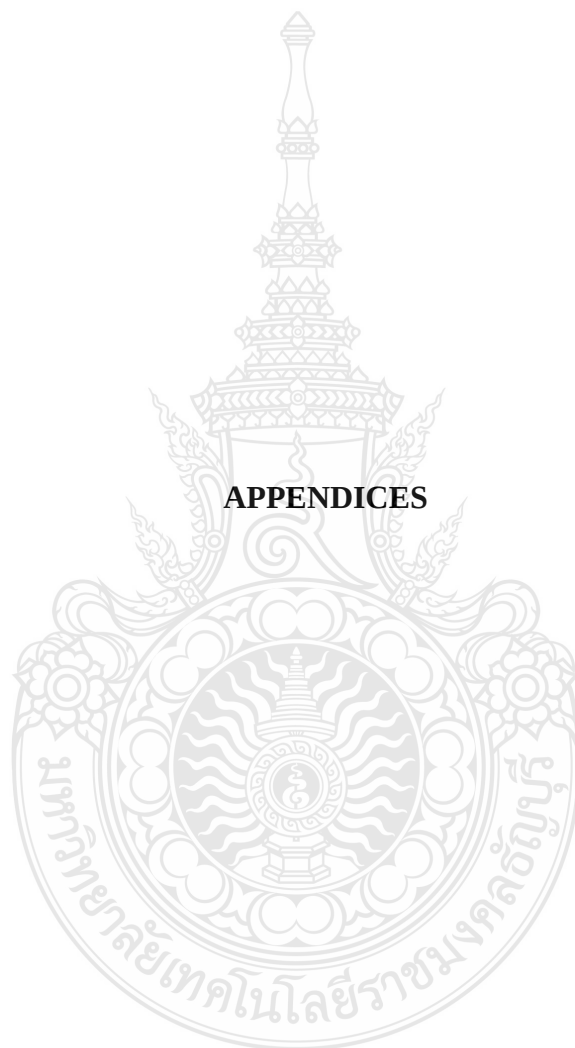
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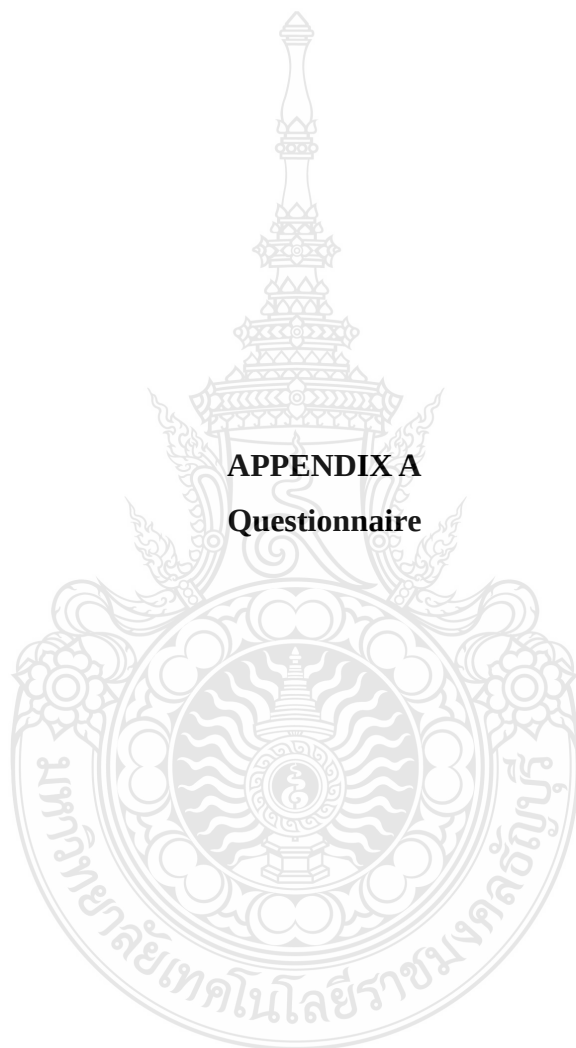
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APPENDICES



APPENDIX A
Questionnaire

Questionnaire

Respected respondent :

Thank you very much for taking the time to complete this questionnaire. This survey is conducted to explore the preliminary factors that influence the job performance of employees within a company. We kindly ask for your assistance in providing truthful and accurate responses. The data collected in this survey will be solely used for academic research purposes and will not involve any vested interests between you and the company. Your responses will be kept strictly confidential.

Thank you once again for your cooperation in answering this questionnaire.

Part 1: Personal information

1. Gender

☐ Male

☐ Female

2. Age

☐ 20-30 years old

☐ 31-40years old

☐ 41-50years old

☐ Over 50 years old

3. Education

☐ Lower than bachelor's degree

☐ Bachelor's degree

☐ Master's degree

☐ Doctor's degree or above

4. Position

☐ Senior Management

☐ Middle Management

☐ grassroots managers

☐ ordinary employees

5. Work experience

☐ 1-5 year

☐ 6 – 10years

☐ 11–20 years

☐ More than 20 years

6. Marital status

☐ Single

☐ Married have children

☐ Married without children

7. Monthly income (including deducted expenses)

- ☐ Within 5000 CNY ☐ 5000-8000CNY
☐ 8001-10000 CNY ☐ Over 10000 CNY

8. Number of employees

- ☐ 100-299 people ☐ 300-499 people
☐ 500-999 people ☐ Over 1000 people

Part 2: The importance of organizational culture, work-life balance, employee job satisfaction, and job performance within the company.

Please select the appropriate rating based on your perception of your current company. A higher score indicates stronger agreement with the chosen evaluation. Please place a "√" on the corresponding number. Rating Options:

5=Most agree; 4=More agree; 3= Medium agree; 2=Less agree; 1=Least agree

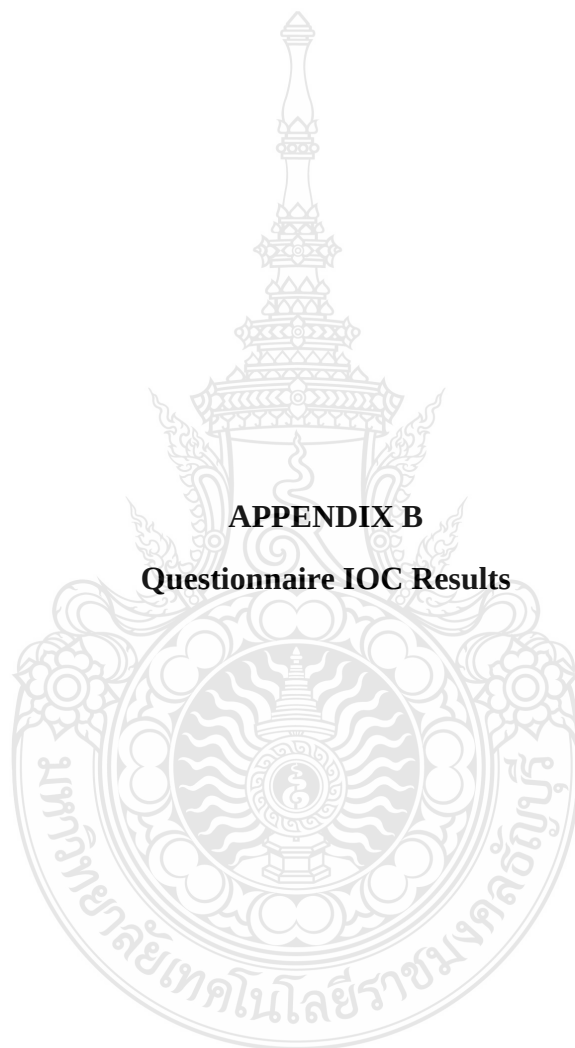
NO.	Items		Level of opinion				
			1	2	3	4	5
Job Performance (JP)							
1	TP	I always complete work tasks within the specified time.					
2		I maintain a high level of work quality.					
3		I am able to accurately achieve the work objectives I have planned.					
4		I consistently demonstrate high efficiency in completing my job responsibilities.					
5	CP	I am very willing to put in my utmost effort to excel in my work.					
6		I am considerate and understanding when dealing with relationships.					
7		I often take the initiative to undertake additional responsibilities beyond my job role.					

NO.	Items		Level of opinion				
			1	2	3	4	5
8		I have a strong sense of responsibility towards the work I engage in.					
9	LP	I value improving work efficiency through learning and experience accumulation.					
10		I am able to better fulfill job responsibilities through learning.					
11		I apply the knowledge I've gained to solve issues encountered in my work.					
12		I believe that learning is helpful in improving job performance.					
13	IP	I constantly seek to apply new processes, technologies, and methods.					
14		I frequently come up with creative ideas and concepts.					
15		I often communicate with others and promote my new ideas.					
16		I strive to secure the necessary resources and devise appropriate plans.					
17	AP	I quickly formulate alternative plans to address new task requirements.					
18		I adjust and handle unforeseen situations by shifting focus and taking reasonable actions.					
19		I remain calm and take proactive actions even in high-pressure situations.					
20		I maintain focus when dealing with various situations and responsibilities.					
Work-Life Balance (WLB)							
21	WA	I haven't encountered any issues or difficulties, and Able to fulfill job responsibilities smoothly.					
22		My work is planned, and responsibilities are clearly divided.					
23		The tasks I undertake align with my knowledge, skills, and abilities, allowing me to perform competently.					

NO.	Items		Level of opinion				
			1	2	3	4	5
24		I have the opportunity to express opinions and showcase my skills at work.					
25	FA	My work is not too tiring, I have the energy to manage household chores.					
26		My family members understand and support my work.					
27		I have time for rest and can frequently spend quality time with my family.					
28		I am satisfied with the family benefits provided by the organization.					
29	TA	I am content with the work hours and days stipulated by the organization.					
30		I seldom bring work home to continue outside of working hours.					
31		I am able to effectively manage my work time and preserve a certain amount of personal time.					
32		I prefer having flexible working hours in the workplace.					
33	IA	The company supports employees in applying knowledge to enhance work quality.					
34		I can freely express my viewpoints during work and offer suggestions for improvement.					
35		Training helps improve my work efficiency.					
36		Additional learning assists me in better utilizing my time, reducing work-related stress.					
37	FIA	My income is sufficient to cover various expenses.					
38		I have enough income to take care of my family.					
39		I have enough income to participate in various social activities.					
40		I have surplus funds saved for future use.					
Organizational Culture (OC)							
41	SC	The company's core values and mission impact my work.					

NO.	Items		Level of opinion				
			1	2	3	4	5
42		The company's vision and mission are meaningful ,and I am willing to put in effort for them.					
43		I believe I can contribute positively to the organization.					
44		The company has a clear and cohesive set of values that are vibrant and energetic.					
45	IC	The organizational hierarchy of the company is well-defined.					
46		The company has comprehensive rules and regulations.					
47		Organizational culture is explicitly outlined in the company's charter.					
48		The company provides opportunities for career development and growth.					
49	BC	Leader behavior influences employee behavior and attitudes.					
50		Colleagues respect each other, establish trust and cooperation.					
51		Employees all strive to provide high-quality services to customers.					
52		I will persistently advance with established goals and clear developmental strategies.					
53	MC	The company has a clean and comfortable work environment.					
54		The company has ample resources and facilities to better accomplish tasks.					
55		The company has a unified organizational logo.					
56		The company has a uniform work attire.					
Job Satisfaction (JS)							
57	RW	My work input is fairly rewarded.					
58		I am satisfied with the benefits and compensation provided by the company.					
59		Employees who perform well in their work have fair opportunities for promotion.					

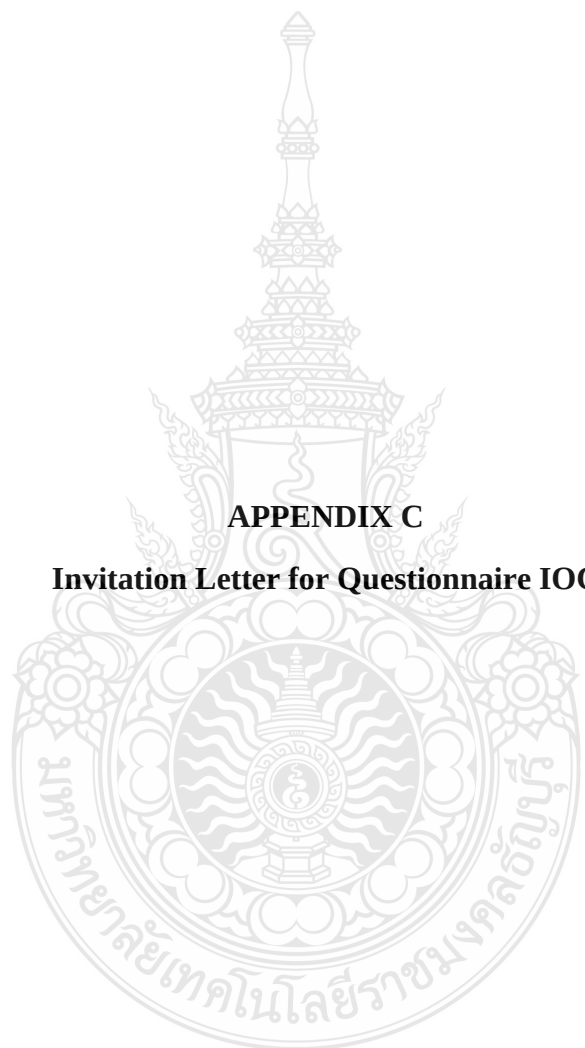
NO.	Items		Level of opinion				
			1	2	3	4	5
60		My good performance always receives encouragement and rewards from higher-level management.					
61	WI	My work is usually interesting enough to keep me from getting bored.					
62		I genuinely enjoy myself at work.					
63		I am able to fully utilize my skills and abilities in my job.					
64		I have a good level of autonomy and control in my work.					
65	WC	The various management systems of the company are reasonable and policies are consistently implemented.					
66		I am satisfied with the current work atmosphere, office environment, and resource allocation.					
67		I am satisfied with the current intensity of my work.					
68		I am pleased with the feedback received on reasonable suggestions provided.					
69	IR	My supervisor treats each subordinate with fairness.					
70		I have a harmonious relationship with my colleagues.					
71		I am satisfied with the spirit of teamwork among the company's employees.					
72		I am content with the relationship between my department and other departments.					



Questionnaire IOC Results

Variable	Items	Expert1	Expert2	Expert3	Average
Job Performance (JP)	TP1	+1	+1	+1	1.00
	TP2	+1	+1	+1	1.00
	TP3	+1	+1	+1	1.00
	TP4	+1	+1	+1	1.00
	CP1	+1	+1	+1	1.00
	CP2	+1	+1	+1	1.00
	CP3	+1	+1	+1	1.00
	CP4	+1	+1	+1	1.00
	LP1	+1	+1	+1	1.00
	LP2	+1	+1	+1	1.00
	LP3	+1	+1	+1	1.00
	LP4	+1	+1	+1	1.00
	IP1	+1	+1	+1	1.00
	IP2	+1	+1	+1	1.00
	IP3	+1	+1	+1	1.00
	IP4	+1	+1	+1	1.00
	AP1	+1	+1	+1	1.00
	AP2	+1	+1	+1	1.00
	AP3	+1	+1	+1	1.00
	AP4	+1	+1	+1	1.00
	WA1	+1	+1	+1	1.00
	WA2	+1	+1	+1	1.00
	WA3	+1	+1	+1	1.00
	WA4	+1	+1	+1	1.00
Work-Life Balance (WLB)	FA1	+1	+1	+1	1.00
	FA2	+1	+1	+1	1.00
	FA3	+1	+1	+1	1.00
	FA4	+1	+1	+1	1.00
	TA1	+1	+1	+1	1.00
	TA2	+1	+1	+1	1.00
	TA3	+1	+1	+1	1.00
	TA4	+1	+1	+1	1.00
	IA1	+1	+1	+1	1.00
	IA2	+1	+1	+1	1.00
	IA3	+1	+1	+1	1.00
	IA4	+1	+1	+1	1.00
	FIA1	+1	+1	+1	1.00
	FIA2	+1	+1	+1	1.00

Variable	Items	Expert1	Expert2	Expert3	Average
Organizational Culture (OC)	FIA3	+1	+1	+1	1.00
	FIA4	+1	+1	+1	1.00
	SC1	+1	+1	+1	1.00
	SC2	+1	+1	+1	1.00
	SC3	+1	+1	+1	1.00
	SC4	+1	+1	+1	1.00
	IC1	+1	+1	+1	1.00
	IC2	+1	+1	+1	1.00
	IC3	+1	+1	+1	1.00
	IC4	+1	+1	+1	1.00
	BC1	+1	+1	+1	1.00
	BC2	+1	+1	+1	1.00
	BC3	+1	+1	+1	1.00
	BC4	+1	+1	+1	1.00
	MC1	+1	+1	+1	1.00
	MC2	+1	+1	+1	1.00
	MC3	+1	+1	+1	1.00
	MC4	+1	+1	+1	1.00
	RW1	+1	+1	+1	1.00
	RW2	+1	+1	+1	1.00
	RW3	+1	+1	+1	1.00
	RW4	+1	+1	+1	1.00
	WI1	+1	+1	+1	1.00
	WI2	+1	+1	+1	1.00
	WI3	+1	+1	+1	1.00
	WI4	+1	+1	+1	1.00
Job Satisfaction (JS)	WC1	+1	+1	+1	1.00
	WC2	+1	+1	+1	1.00
	WC3	+1	+1	+1	1.00
	WC4	+1	+1	+1	1.00
	IR1	+1	+1	+1	1.00
	IR2	+1	+1	+1	1.00
	IR3	+1	+1	+1	1.00
	IR4	+1	+1	+1	1.00
Total Average					1.00



ที่ อว 0609.06/ 8644



คณะกรรมการธุรกิจ
มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี
ด้านศิลปสังคม สำนักศิลปกรรม
จังหวัดปทุมธานี 12110

15 ธันวาคม 2566

เรื่อง ขอความอนุเคราะห์ตรวจสอบความถูกต้องเชิงเนื้อหาของแบบสอบถาม

เรียน ผู้ช่วยศาสตราจารย์ ดร.ดวงพร พงษ์วงศ์

สิ่งที่ส่งมาด้วย แบบสอบถามชุดที่ 1

ด้วยคณะกรรมการธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี ได้เปิดสอนระดับปริญญาเอก
หลักสูตรบริหารธุรกิจบัณฑิต สาขาบริหารธุรกิจ ตั้งแต่ปีการศึกษา 2551 แล้วนั้น

เพื่อเป็นประโยชน์สำหรับนักศึกษา จึงได้ขอความอนุเคราะห์ตรวจสอบความถูกต้องเชิง
เนื้อหาของแบบสอบถาม สำหรับนักศึกษา ราย Miss Xiang Li รหัสนักศึกษา 126490501022-0 เป็นนักศึกษา
หลักสูตรบริหารธุรกิจบัณฑิต สาขาบริหารธุรกิจ วิชาเอกบริหารสารสนเทศ เป็นผู้จัดทำชุดที่ 1 เรื่อง
Antecedents Affecting Job Performance of Private Enterprises โดยมี ผู้ช่วยศาสตราจารย์ ดร.ธีรศักดิ์
ศิริโชค เป็นที่ปรึกษาชุดที่ 1

จึงเรียนมาเพื่อขอความอนุเคราะห์ตรวจสอบความถูกต้องเชิงเนื้อหาของแบบสอบถาม จักเป็น
พระคุณยิ่ง

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ฉัตรพร วัฒน)

คณบดีคณะบริหารธุรกิจ

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ที่ อว 0649.06/8651



คณะบริหารธุรกิจ
มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี
ตำบลคลองหลวง อำเภอคลองหลวง
จังหวัดปทุมธานี 12110

15 ธันวาคม 2566

เรื่อง ขอความอนุเคราะห์ตรวจสอบความถูกต้องเชิงเนื้อหาของแบบสอบถาม

เรียน ผู้ช่วยศาสตราจารย์ ดร.กนกพร ชัยประสิทธิ์

สิ่งที่ส่งมาด้วย แบบสอบถามคุณภูมินทร์

ด้วยคณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี ได้เปิดสอนระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาบริหารธุรกิจ ตั้งแต่ปีการศึกษา 2551 นั้น

เพื่อเป็นประโยชน์สำหรับนักศึกษา จึงได้ขอความอนุเคราะห์ตรวจสอบความถูกต้องเชิงเนื้อหาของแบบสอบถาม สำหรับนักศึกษา ราย Miss Xiang Li รหัสนักศึกษา 126490501022-0 เป็นนักศึกษา หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาบริหารธุรกิจ วิชาเศรษฐศาสตร์ระบบสารสนเทศ เป็นผู้จัดทำคุณภูมินทร์ เรื่อง Antecedents Affecting Job Performance of Private Enterprises โดยมี ผู้ช่วยศาสตราจารย์ ดร.จีฟัด ศรีศิริโชติ เป็นที่ปรึกษาคุณภูมินทร์

จึงเรียนมาเพื่อขอความอนุเคราะห์ตรวจสอบความถูกต้องเชิงเนื้อหาของแบบสอบถาม จักเป็น
ขอคุณยิ่ง

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.กนกพร ชัยประสิทธิ์)

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ที่ อว 0649.06/8650



คณะกรรมการธุรกิจ
มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี
ตำบลคลองหก อำเภอคลองหลวง
จังหวัดปทุมธานี 12110

15 ธันวาคม 2566

เรื่อง ขอความอนุเคราะห์ตรวจสอบความถูกต้องเชิงเนื้อหาของแบบสอบถาม

เรียน ดร.ณัฐปภัศ จุ้ยเจริญ

สิ่งที่ส่งมาด้วย แบบสอบถามคุณูปนิพนธ์

ด้วยคณะกรรมการธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี ได้เปิดสอนระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาบริหารธุรกิจ ตั้งแต่ปีการศึกษา 2551 แล้วนั้น

เพื่อเป็นประโยชน์สำหรับนักศึกษา จึงใคร่ขอความอนุเคราะห์ตรวจสอบความถูกต้องเชิงเนื้อหาของแบบสอบถาม สำหรับนักศึกษา ราย Miss Xiang U-รณศึกษา 126490501022-0 เป็นนักศึกษา หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาบริหารธุรกิจ วิชาเอกระบบสารสนเทศ เป็นผู้จัดทำคุณูปนิพนธ์ เรื่อง Antecedents Affecting Job Performance of Private Enterprises โดยมี ผู้ช่วยศาสตราจารย์ ดร.ธีรศักดิ์ ศรีศิริโชติ เป็นที่ปรึกษาคุณูปนิพนธ์

จึงเรียนมาเพื่อขอความอนุเคราะห์ตรวจสอบความถูกต้องเชิงเนื้อหาของแบบสอบถาม จักเป็นพระคุณยิ่ง

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.กัณหา ญ นาน)
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Interview Questionnaire

Interviewee:

Thank you sincerely for being willing to participate in this interview. The upcoming discussion will focus on "Factors Influencing Employee Job Performance in Private Enterprises." Your valuable insights and experiences are crucial to our research, and your responses will contribute to a better understanding of these factors and their significance in the workplace. We appreciate your opinions and assure you that your answers will be kept confidential, strictly for academic research purposes.

Now, we start the interview.

Part 1: Interview content

1. Work-life balance

Question 1: What aspects of work-life balance do you think have influenced your work? What are his specific manifestations in the organizational culture of the enterprise? How do these performance affect employee job satisfaction ?

Question 2: How do you think the work-life balance affects the impact of organizational culture on your job satisfaction and job performance ? Does it have a moderating effect? Please analyze.

2. Organizational culture

Question 1: What is the organizational culture (such as working philosophy, policy system, relationship between leaders and colleagues, enterprise LGO, office environment, etc.) in your company? How does it affect your personal job satisfaction?

Question 2: Do you think organizational culture affects your job performance?

3. Job satisfaction

Question 1: What do you think are the main factors affecting employees' job satisfaction? Are they return of work, working conditions, the work itself, and interpersonal relationships? Are there any other factors? How does job satisfaction affect your job performance?

Question 2: Do you think job satisfaction plays a mediating role between organizational culture and job performance? If yes, please specify.

4. job performance

Question 1: What aspects do you think your job performance is mainly reflected in? Are the most important aspects affecting employees' job performance: work-life balance, job satisfaction and organizational culture or are there other factors as well?

Question 2: Do you think your job performance has an impact on your job satisfaction?

The above questions are designed to have a comprehensive understanding of the impact of work-life balance, employee job satisfaction and organizational culture on the job performance of private enterprises. If you have other suggestions, please propose them. Thank you very much for taking the time for the interview. Thank you again.

Part 2: Basic information of the interviewees

Name, gender, age, position, working years, name of the enterprise where they work, company size and other basic information.

Name	
Gender	
Age	
Position /Category	
Working Experience	
Employees Number	
Educational Level	
Name of Enterprise	

Biography

Name – Surname	Mrs. Xiang Li
Date of Birth	November 13, 1978
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Education	Master of Engineering, College of Computer Science, Southwest University of Science and Technology, China, in 2017. Bachelor's Degree in Law, College of Law, Sichuan University of Science & Engineering, China, in 2002.
Experiences Work	Teacher at Sichuan University of Science & Engineering, China. (2002-present)
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