

**THE IMPACT OF EMPLOYEE ATTITUDES ON WORK LIFE IN THE MODERN CHINESE
WORKPLACE: THE MEDIATING ROLES OF JOB SATISFACTION AND EMPLOYEE
ENGAGEMENT.**

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ABSTRACT

This study sought to find how employee attitudes affect work life in contemporary Chinese companies. As mediators, the study employed job satisfaction and employee engagement. The growing speed of organisational change in China makes it rather crucial to grasp the human aspects influencing the experiences used by employees. The independent variable influencing the general quality of the workers' work life was their attitudes—that of their viewpoint, motivation, and emotional reaction towards their employment and the organisation. The results of the research led one to hypothesise that, given the roles job satisfaction and employee engagement play as mediators, the relationship between attitudes and the everyday working reality may be better grasped. Using a mixed-methods approach allowed one to get both qualitative and quantitative understanding. Data was gathered by means of surveys and interviews performed with employees chosen by simple random selection from a range of companies scattered around China. Unlike quantitative data, which was useful for spotting trends and connections, qualitative answers gave the research more complexity by highlighting the unique points of view of people and the ways in which their environments shaped their way of thinking. The degree to which job satisfaction and employee engagement were present greatly lessened the positive impact that employee attitudes had on work life in line with the results. Those who had a positive attitude towards life experienced better at the workplace as they were more engaged in their work and content with their job. This study helps us to better grasp the elements motivating employees in contemporary Chinese companies and provides managers with recommendations to be implemented to raise staff morale, job satisfaction, engagement, and work-life balance in response to the rapid technological development.

Keywords: Employee Attitudes, Chinese Companies, Employee Engagement, Job Satisfaction, Technological Development.

INTRODUCTION

Employers and legislators in contemporary China are becoming increasingly worried about workers' health and safety while they are working. This directly follows from the fast changing social and economic environment of the country. Determining how people see their workplaces now mostly depends on the human element—more especially, the attitudes of employees. This is especially true in view of the changing dynamics resulting from globalisation, technological innovation, and organisational upheaval. One of the most important markers of the degree of inspiration, commitment, and job satisfaction a person experiences in their field of work and the company as a whole is their attitude towards both. These attitudes are created by the interactions people have with many psychological and organisational elements, which together shape the culture of the professional environment; they do not seem to arise out of nowhere. With an eye on the roles job satisfaction and employee engagement play as mediators in these interactions, this study examines the linkages between employee attitudes and work life in Chinese companies (Abdullahi et al., 2023). Important mechanisms that turn attitudes into real experiences in the workplace include employee engagement and job satisfaction. Employee engagement is the degree to which workers are emotionally and intellectually committed in their work; job satisfaction is the degree to which their tasks satisfy them. In China's modern workforce, which rests at the junction of conventional hierarchies and new ideas of empowerment, flexibility, and well-being, understanding these relationships is of great relevance. This research uses a mixed-methods approach—that is, combines qualitative insights gained from interviews with quantitative data acquired from surveys—in order to get a thorough knowledge of the phenomenon. Using a simple random sample technique is the best way to get results relevant to a wide range of disciplines, professions, and populations. This study aims to look at the link between positive and negative attitudes, the ways in which satisfaction and involvement influence this link, and how this affects job life. The study carried out with the aim of helping organisational leaders to raise employee well-being, boost output, and maintain competitiveness in the fast-changing Chinese economy. The aim of this research is to close the distance between theory and practitioners by means of solutions able to meet the needs of China's varied and always changing labour force (Kuzior et al., 2022).

BACKGROUND OF THE STUDY

The nature of work life is always changing in the framework of China's fast changing cultural milieu and economic environment as a result of generational changes in the workforce, the development of digitalisation, and the globalisation expansion. Modern Chinese companies' work environment's quality depends on a complex interaction of psychological, sociocultural, and organisational aspects. The quality of work life may be explained by these interactions. These factors affect the general output as well as the working experience of the employees. Among the most important factors are the workers' attitudes—that of thoughts, feelings, and intents for action with respect to the organisation, their position inside the company, and

the leadership. People who are committed, enthusiastic, and in line with the goals of the company enhance their work life. Conversely, it may be challenging to keep everyone content and functional when people are apathetic, disappointed, or resistant. Many factors influence workers' opinions on their working life, including job satisfaction and employee engagement, which function as middlemen between the employer and the employees. The degree of job satisfaction of a person reflects their own perspective of their employment and the workplace generally (Liu & Abdullah, 2025). This view considers work responsibilities, organisational support, personal connections, and the fairness of their pay among other elements. Conversely, when workers are involved in their job, they show more initiative and devotion as well as an intellectual and emotional passion in the output they produce. Operating as mediators, both of these elements interact to both reflect and affect employee attitudes as well as the impact such attitudes have on the whole work life experience. These dynamics become even more relevant considering the unique combination of collectivist cultural norms, high power distance, and growing focus on innovation and personal growth in the Chinese workplace. Regarding maintaining staff members and improving performance, companies try to create environments where their workers experience more joy and involvement. The aim of this research is to analyse the processes by which employee attitudes about work life interact with engagement and pleasure. The study combines these psychological elements with organisational behaviour using a mixed-methods methodology. This project aims to research the links between work and life in order to provide a theoretical and practical help to the enhancement of work-life quality. It emphasises the requirement of creating resilient, creative, and satisfying workplaces in the current economic and cultural setting of China. This may be achieved by encouraging good attitudes among employees and offering them specific treatments meant to raise involvement and satisfaction. The research focusses on how conventional Chinese values should be changed to fit the demands of modern companies. It provides direction to companies on how to reconcile honouring authority with carrying out initiatives encouraging freedom, gratitude, and meaningful work (Murwijaya & Syamsunasir, 2025).

THE PURPOSE OF THE RESEARCH

The aim of this study is to grasp the ways in which employee attitudes affect the quality of life in contemporary Chinese companies. The aim of this study is to investigate the link between these elements so that one may better grasp the ways in which the psychological and emotional orientations of workers, such their degree of commitment, motivation, and belief in the support they receive from their organisation, influence their daily work experience. Including job satisfaction and employee engagement as mediators helps one to have a more complete knowledge of the processes turning attitudes into observable work-life results. Supported by simple random selection, a mixed methods approach offers both quantitative rigours and qualitative richness. This approach catches a wide spectrum of employee

viewpoints from several industries. The aim of this study is to provide information that can be useful to Chinese organisations that are interested in improving the conditions of their workplaces regarding health, motivation, and satisfaction. Furthermore, the research aims to close information gaps on the cultural and organisational dynamics unique to China by means of an understanding of the interplay between employee psychology and working environment. One may do this by offering a structure. The main goal of the study is to clarify management strategies and policies meant to raise personal satisfaction as well as the performance of companies.

LITERATURE REVIEW

The constant changes in Chinese economy and business culture have led to growing interest among academics and companies in the study of employee attitudes as a determinant of the quality of work life in contemporary Chinese companies. An employee's attitude towards their workplace and the company as a whole consists in part in their feelings, thoughts, and behaviour concerning issues like job satisfaction, loyalty to the company, and general morale. Good attitudes of employees help much to create a working environment that is both friendly and efficient. On the other side, negative attitudes shown by employees might make it more difficult for them to cooperate, lower their output, and raise their chance of leaving their employment. Based on research results, job satisfaction is a significant mediator between attitudes and the results of the working life surroundings. Perceived work-life balance, productivity, and organisational loyalty are somewhat correlated with job satisfaction—that is, an employee's emotional and cognitive assessment of their working situation. The evaluation of an employee's employment situation defines job satisfaction. One employee who has great job satisfaction is one who is vibrant, creative, and tenacious. This is particularly true in front of pressure or change for the individual (Mishra et al., 2025). Another important element functioning as a mediator at the same time is employee engagement, also referred to as the active involvement workers have in the field of employment they pursue. Employee engagement improves performance on the individual and group levels as involved employees are more likely to go above and beyond the call of duty and cooperate with the company to achieve its objectives. This is so because motivated employees are more inclined to work within the company to help it to reach objectives. Rapid urbanisation, digitisation, and cultural changes make knowledge of how employee engagement and satisfaction moderate attitudes in the Chinese workplace of most relevance. This is so because these are redefining conventional job relationships as they stand. Cultural values including collectivism, respect of authority, and the quest of harmony can influence workers' expectations of management methods as well as their reactions to them. Companies are under increased pressure to take care of the physical and emotional health of their staff since incomes are rising, rules are becoming stricter, and global competitiveness is increasing. Research conducted in China indicates that employee viewpoints are

changing in response to elements like leadership communication, chances for advancement, and questions about fairness. Different leadership styles—especially participatory and transforming ones—have effects on the degree of employee engagement and happiness in the workplace (Pacheco, 2025). Using mixed methodologies helps one to have a more complete knowledge of the psychological and structural factors affecting work-life balance. This is so as the study combines methodologies of qualitative and quantitative research. Simple random sampling serves to improve the representativeness of the sample, therefore enhancing the generalisability of the results across a large spectrum of industries and areas of China. The results of the research show that employee attitudes interactively with job engagement and satisfaction to jointly determine the quality of work life; they do not function in a vacuum. These mediating ideas, which also assist to explain variances in job performance, might act as a guide for creative human resource policies. Once companies have a strong awareness of these connections, they are ready to apply focused initiatives such employee appreciation campaigns, feedback systems, and career development programs. The results of the research indicate that, especially in the dynamic Chinese organisational environment, it is justified to investigate thoroughly the ways in which employee attitudes affect work-life quality through the two intermediary dimensions of engagement and satisfaction (Rasool et al., 2021).

RESEARCH QUESTION

What is the influence of employee attitudes on work life in the modern Chinese workplace?

What is the impact of employee attitudes on work life in the modern Chinese workplace through job satisfaction?

METHODOLOGY

RESEARCH DESIGN

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

SAMPLING

Rao-soft software was used to estimate the sample size of 1123, 1350 questionnaires were distributed, 1280 questionnaires were returned, and lastly, 80 questionnaires

were rejected owing to incompleteness of the questionnaire. 1200 people from China were contacted and surveyed for the study. There were 576 men and 624 females that filled out the 1200 total surveys and interview.

DATA AND MEASUREMENT

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

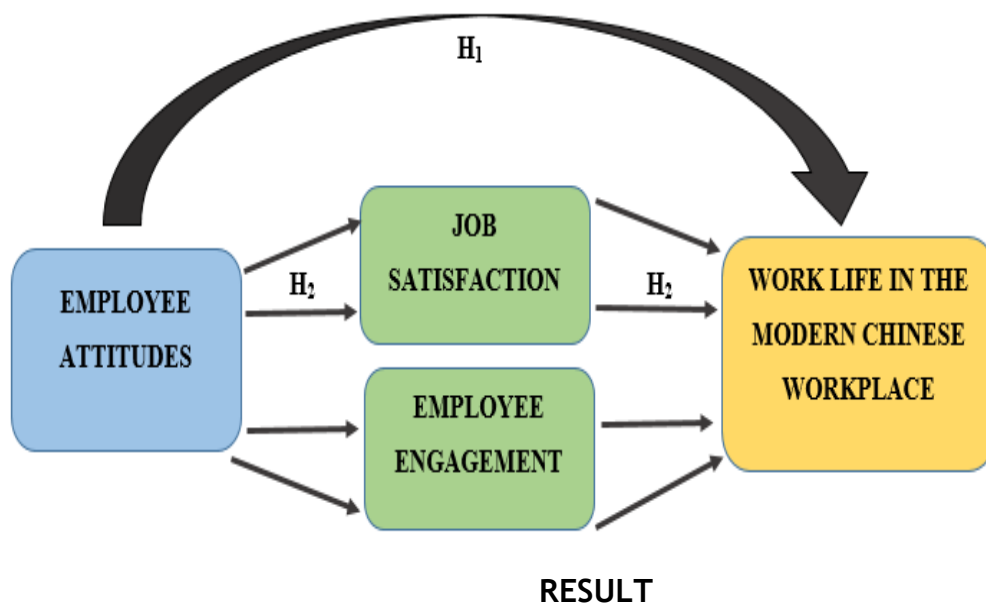
STATISTICAL SOFTWARE

The statistical analysis was conducted using SPSS 25 and MS-Excel.

STATISTICAL TOOLS

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

CONCEPTUAL FRAMEWORK



Factor Analysis: Verifying the foundational component structure of a collection of measurement items is a common use of Factor Analysis (FA). The scores of the observed variables are thought to be affected by latent factors that are not readily observable. The FA method is a model-driven methodology. This research primarily focusses on constructing causal pathways that link observable events, hidden causes, and measurement errors.

The suitability of the data for factor analysis may be evaluated using the Kaiser-Meyer-Olkin (KMO) Method. The sufficiency of the sample for each specific model variable and the overall model is evaluated. The statistics measure the degree of potential shared variation among several variables. Generally, data with reduced percentages is better appropriate for factor analysis. KMO yields integers ranging from zero to one. Sampling is considered sufficient if the KMO value is between 0.8 and 1.

Remedial action is required if the KMO is below 0.6, indicating insufficient sampling. Exercise optimal judgement; some writers utilise 0.5 for this purpose, thereby establishing a range of 0.5 to 0.6.

A KMO value around 0 indicates that the partial correlations are substantial relative to the overall correlations. Component analysis is significantly impeded by substantial correlations, to reiterate. The acceptance thresholds established by Kaiser are as follows: A bleak range of 0.050 to 0.059.

0.60 - 0.69 subpar

Standard range for a middle grade: 0.70 to 0.79.

A quality point value ranging from 0.80 to 0.89.

The interval from 0.90 to 1.00 is quite impressive.

Table 1: KMO and Bartlett's Test.

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

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

INDEPENDENT VARIABLE

Employee Attitudes: The word “employee attitudes” refers to the evaluative statements, whether good or negative, that workers make regarding things, people, or events that take place inside the workplace. These remarks may be positively or negatively reflective. Consequently, these remarks have an effect on how employees see their employment, the company, the leadership, and the other people they work with. Not only do these attitudes have a significant influence on the performance of individuals, the dynamics of teams, and the overall success of organisations, but they are also a complicated mixture of individuals’ beliefs, feelings, and intentions about their actions. The concept of employee attitudes has typically been split down into three fundamental components: the cognitive one, which consists of what an employee thinks, the emotional one, which consists of what an employee feels, and the behavioural one, which consists of how an employee wants to behave. It is highlighted in this tripartite approach that attitudes are not merely emotional experiences; rather, they contain conceptual assessments and predispositions that are action-oriented. This is because attitudes are not only emotional experiences. Several academics have focused their emphasis on the employee attitudes that have gotten the most attention. These attitudes include job satisfaction, organisational commitment, work engagement, and the perception of support from the organisation. In the business world, it is standard practice to define work satisfaction as the extent to which individuals like or detest their respective employment (Pyo et al., 2023).

MEDIATING VARIABLE

Job Satisfaction: An individual’s level of fulfilment with their feelings of joy, happiness, and emotional well-being in connection to their work commitments is referred to as “job satisfaction.” The word “job satisfaction” is used to express the degree to which an individual is happy with their working circumstances. The term “job satisfaction” is a multifaceted and all-encompassing concept that describes the degree to which individuals are content with the work that they are doing to the world. It is a notion that incorporates all of these different features. The overall attitude that an individual has towards the activity that they accomplish is taken into consideration, in addition to the fact that it is altered by a wide range of different conditions. There are a variety of characteristics that are covered in this category of attributes. These features include the nature of the job itself, the working environment, the compensation, the relationships with co-workers and supervisors, the opportunities for professional advancement, and the recognition for accomplishments (Rožman et al., 2019). The reason for this is that there is a correlation between high levels of contentment and higher levels of satisfaction among workers. In addition to contributing to an improvement in productivity and motivation, a positive job satisfaction not only contributes to a reduction in staff turnover rates but also helps to enhance productivity. Not only does this contribute to the promotion of loyalty, but it also has a good impact on the rates at which employees remain with the firm. This is in addition to the fact that it contributes to

the promotion of loyalty. On the other side, dissatisfaction may lead to a number of adverse outcomes, such as stress, burnout, absenteeism, and a decline in performance. These outcomes can be brought about by a number of factors. There is a connection between the feelings that are associated with the impressions that individuals have of the setting in which they are working and the emotional component of job satisfaction (Rizki et al., 2024).

DEPENDENT VARIABLE

Work Life in the Modern Chinese Workplace: There is a strong relationship between professional obligations and personal well-being in the contemporary Chinese workplace, which is one of the defining characteristics of work life. The economic, technical, and cultural environment of China is undergoing fast change, and this interaction takes place within that framework. This conversation takes place within the framework of the working situation in China. China has undergone a great process of industrialisation and modernisation over the course of the last several decades. This process has been taking place in China. As a direct result of this, there have been substantial changes in the structure of work and the way that it is perceived on a global basis. A work culture that is characterised by long hours, high expectations, and competitive pressure being imposed on employees is especially abundant in urban regions. This culture is especially prevalent in metropolitan settings. One example of a word that is frequently used to define this culture is the “996” work schedule, which means working from nine in the morning till nine in the evening, six days a week (Saygılı & Öztırak, 2024). This schedule is one example of a phrase that is regularly used. Despite the fact that such a high level of work intensity has been among the reasons that have contributed to the expansion of the economy and the nation as a whole, it has also given rise to widespread worries over the burnout, stress, and lack of personal fulfilment that employees face. The tension that exists between ancient Confucian ideals, which place a focus on loyalty, tenacity, and social harmony, and current global influences, which place an emphasis on individual autonomy, mental health, and life satisfaction, is reflected in this. It is a reflection of the conflict that occurs between these two sets of values. This struggle is reflected in the culture of work that exists in China at the present time. The pursuit of a lifestyle that is more balanced and purposeful is becoming increasingly important, and there is a discernible trend away from the practice of putting an emphasis on achieving success in the job at any cost. This transition is taking place as the values of employees of different generations continue to develop, particularly among younger people. To be more explicit, this transition is taking place more often among younger workers (Smite et al., 2022).

Relationship Between Employee Attitudes and Work Life in the Modern Chinese Workplace: The interplay between the viewpoints of workers and their daily work life has become more complicated as Chinese companies are responding to changing economic, cultural, and technical reality. Workers’ attitudes—that is, their feelings,

beliefs, and patterns of behaviour towards the workplace—have a major impact on how they approach their duties, how well they get along with their peers, and how they see the time they spend there. These points of view are shaped in China's dynamic workplace not only by the internal corporate culture but also by generational changes and outside social developments. Younger workers' expectations of elements like autonomy, flexibility, meaningful employment, and emotional support when first entering the field have grown in recent years. Employees' perspectives used to be mostly focused on compliance; now, they have changed their focus to engagement and now give psychological empowerment and work satisfaction great importance. Motivated, resilient, and devoted employees help one to achieve a better work-life balance. This lowers the danger of burnout and increases the degree of work satisfaction therefore. Conversely, negative attitudes include discontent, apathy, or a belief one is being treated unjustly help to raise stress on the task and generally lower morale (Chen et al., 2020). Encouragement of leadership, open lines of communication, and public appreciation of employee success contribute much to raise morale and productivity in the workplace. Knowledge workers and digital talent in China are propelling a surge of diversity in the workplace. This variety is producing a wave of value and career ambition diversity in the workplace, which demands more flexible policies and procedures in HR to suit the expectations of this demographic. Maintaining a good work-life balance depends on one developing good attitudes. The growing importance of EI and interpersonal interactions in the workplace helps to stress these viewpoints even more. Reducing turnover and raising morale are two outcomes when employees are acknowledged, valued, and actively involved in their work. Examining the manner in which work-life elements and employee attitudes interact in the post-pandemic period is very vital (Li et al., 2020). Different elements have helped to change conventional work environments: hybrid work models, mental health issues, and the digitalisation of work. Maintaining a work environment that is both fulfilling and efficient depends on the rising severity of performance criteria and the growing flux of job duties. Essential for this are attitudes like optimism, flexibility, and inner drive. Moreover, two elements that affect whether or not someone regards their own work life as pleasant and important are their view of leadership and their sense of fairness. Leaders that show moral behaviour and give professional growth top priority generally find that their employees, if not more so, are equally engaged in the aims of the company. When all the factors are taken into account, contemporary Chinese businesses are realising that fostering good attitudes among employees is not just necessary for many reasons. These factors include guaranteeing the long-term viability of their companies and improving workers' standard of living throughout their employment (Lu et al., 2022).

On the basis of the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between Employee Attitudes and Work Life in the Modern Chinese Workplace.

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

H₁: There is a significant relationship between Employee Attitudes and Work Life in the Modern Chinese Workplace.

Table 2: H₁ ANOVA Test.

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	488	5655.423	1055.904	.000
Within Groups	492.770	711	5.356		
Total	40081.390	1199			

The outcome is noteworthy in this investigation. Statistical significance is achieved with a p-value of .000 (less than the .05 alpha level), and the value of F is 1055.904. What this implies is that researchers may accept the alternative hypothesis, “**H₁: There is a significant relationship between Employee Attitudes and Work Life in the Modern Chinese Workplace**” is accepted and reject the null hypothesis.

Relationship Between Employee Attitudes and Work Life in the Modern Chinese Workplace through Job Satisfaction: As the contemporary Chinese company expands, employee attitudes and job satisfaction are starting to show greater presence. These are important factors that greatly affect the whole quality of life workers go through while they are working. The psychological environment of a business depends much on the attitudes of its employees, who represent their views, feelings, and intentions towards their behaviour on the workplace. Positive attitudes help to raise job satisfaction, which in turn raises motivation, output, and overall workplace well-being. These attitudes are distinguished by hope, loyalty, and energy. An essential mediator between the influence of attitudes on the employment and the real results obtained in the workplace is job satisfaction. In the very competitive global economy and labour market of today, workplace satisfaction is increasingly seen as a crucial component in sustaining long-term employee engagement and improving organisational success. Chinese companies are starting to see this reality. The views of employees and, thus, the degree of their job satisfaction are much influenced by many factors, including supportive leadership, fair pay, chances for development, and recognition. Given that younger generations of modern Chinese workers, in particular, give more attention to internal motivations and a sense of purpose at work than previous generations, businesses should find increasing relevance in linking their values with the expectations of their staff (Bao et al., 2021). Content with their roles staff members are more inclined to be tenacious through difficult circumstances, show loyalty, and improve team harmony. Job satisfaction declines under circumstances where attitudes are unfavourable due to problems like inadequate communication, too heavy labour, or

insufficient assistance; this has a negative impact on work life by means of higher stress, absenteeism, and turnover. Another issue to take into account is the role job satisfaction performs as a mediator between the emotional and professional spheres of employees as the increased attention on work-life balance in China exposes. Employees report higher degrees of job satisfaction when companies establish emotionally friendly environments and give them plenty of freedom. This is so because workers feel more under control of their workplace. The post-pandemic trend towards more flexible work schedules has highlighted many elements, one of which is the need of job satisfaction in the process of adjusting to these new circumstances. To maintain high degrees of happiness and output among their workforce, companies need pay attention to the professional and emotional demands of their workers. For a number of factors including cultural standards, age differences, and the expansion of digital technology, the concept of worker happiness is one that is continually changing and calls constant attention and reinforcement in China. Leaders that give open communication, mental health programs, and professional development top importance not just job satisfaction but also the quality of life outside of business with their staff. In the end, via job satisfaction, the attitudes of workers significantly affect work life in modern Chinese companies. This emphasises hence the need of corporate policies that support employee emotional well-being and fit with their basic principles (Wang & Subramaniam, 2023).

On the basis of the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between Employee Attitudes and Work Life in the Modern Chinese Workplace through Job Satisfaction.

H₀₂: There is no significant relationship between Employee Attitudes and Work Life in the Modern Chinese Workplace through Job Satisfaction.

H₂: There is a significant relationship between Employee Attitudes and Work Life in the Modern Chinese Workplace through Job Satisfaction.

Table 3: H₂ ANOVA Test.

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	566	5375.423	917.934	.000
Within Groups	492.770	633	5.856		
Total	40081.390	1199			

The outcome is noteworthy in this investigation. Statistical significance is achieved with a p-value of .000 (less than the .05 alpha level), and the value of F is 917.934. **“H₂: There is a significant relationship between Employee Attitudes and Work**

Life in the Modern Chinese Workplace through Job Satisfaction” is accepted and reject the null hypothesis.

DISCUSSION

Particularly in relation to organisational reform and changing worker expectations, the impact of employee attitudes on contemporary Chinese office culture has been a major focus of study recently. Employees' mental and emotional attitudes towards their work, companies, and responsibilities affect their behaviour and performance as well as their degree of job success. In the Chinese workplace, performance on the job, attitudes of employees, motivation, and the dynamics of interpersonal interactions are clearly linked. Maintaining stability, respecting authority, and preserving peace among the people is very important to the Chinese civilisation. An optimistic workforce influences workplace connections, morale, and purpose, therefore improving the quality of life for employees whilst they are working. An employee's morale rises, their commitment grows, and their burnout decreases when they feel valued and appreciated by their company and when their values line those of the company. Pleasure at work moderates the relationship between the two variables throughout this period, either strengthening or weakening it. Employees who are happy in their jobs are more likely to be engaged in their work, to have friendly interactions with their superiors, and to have more chances to develop in their professions. When employees are happy in their jobs, they are more likely to be proactive, open to collaborating with others, and emotionally connected to what they do. They also are more likely to be willing to collaborate with others. Investigating the link between employee attitudes and work life via the prism of job satisfaction helps one to grasp the idea of occupational well-being. This is the second study issue highlighting this connection. Good attitudes help workers to be interested in their work as they are more likely to like what they do when they have a positive attitude. Their involvement in the company helps employees to be more resilient, less likely to have intentions to leave their current job, and more likely to act in a way that is appropriate for the corporate standards. Modern Chinese businesses must have a strong awareness of this dynamic if they are to effectively negotiate the obstacles of competitive pressure, generational workforce changes, and fast technical developments. Given the fact that job happiness acts as a moderator, companies should therefore devote greater attention to investing in more deep psychological elements including autonomy, recognition, and communication transparency in addition to enhancing the obvious working circumstances. Furthermore, crucial is the fact that employee involvement improves the link between contentment and a good work life, thus strengthening this framework. This makes the link between employee attitudes and work life not a simple linear one but rather consists of numerous layers of emotional and motivating mechanisms. Mixed-methods research mixes statistical data with in-depth narratives of personal experiences, therefore providing a more complete picture. The results might be generalised to a broad spectrum of many sectors and professions in China

as a simple random selection guarantee that all people are sufficiently represented. Companies that grasp the roles that participation and satisfaction play as mediators might be more suited to handle issues including employee retention, morale, and performance. Regarding the well-being and success of employees in the modern Chinese company, it is essential to pay organisational and psychological elements top attention. This is so as the workplace is adjusting to internal developments as well as worldwide market growth.

CONCLUSION

The results indicate that the quality of life at modern Chinese companies is much influenced by the views of employees. Good attitudes affect workers' daily experiences and level of happiness as they inspire better communication, more teamwork, and more dedication to the business by which the firm runs. Based on research results, job satisfaction is a significant mediator between employee attitudes and the quality of their work life. Workers that have a positive attitude and are happy with their jobs produce a workforce that is more motivated, involved, and encouraging of one another. Improved morale and better performance resulting from this fulfilment have helped to make the workplace more harmonic and environmentally friendly. The results provide a whole picture as they come from a range of research strategies comprising both mixed techniques and simple random sampling. Based on the results of this research, contemporary Chinese organisations' managers should give employee attitudes and degree of work satisfaction significantly more weight. Given the fast cultural and economic changes, the country is experiencing, it is particularly crucial to keep this in mind. Managers and leaders gave fixing these problems top attention when they really care about the welfare and output of their employees across their careers.

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