

THE INFLUENCE OF EMPLOYEE ATTITUDES ON WORK LIFE IN CONTEMPORARY
CHINESE WORKPLACES: THE MEDIATING ROLES OF JOB SATISFACTION AND EMPLOYEE
ENGAGEMENT.

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ABSTRACT

This research aimed to investigate how work life in modern Chinese enterprises is affected by employee attitudes. As mediators, the research used employee involvement and job satisfaction. Given the accelerating pace of organisational transformation in China, it is highly important to understand the human factors impacting the experiences of workers. The attitudes of the workers—that of their perspective, motivation, and emotional response towards their job and the company—was the independent variable determining the overall quality of their work life. The findings of the studies prompted one to speculate that the link between attitudes and the daily working reality may be better understood considering the roles job satisfaction and employee engagement play as mediators. Using a mixed-methods technique let one get both qualitative and quantitative knowledge. Data was obtained by way of questionnaires and interviews conducted with staff members selected by simple random selection from a spectrum of businesses spread around China. Qualitative responses added complexity to the study by stressing the individual points of view of individuals and the manner in which their surroundings impacted their way of thinking, unlike quantitative data which was helpful for finding patterns and links. The degree to which job satisfaction and employee engagement were present considerably reduced the positive influence that employee attitudes had on work life in accordance with the outcomes. Those who had a good attitude about life performed better at the workplace as they were more involved in their work and happy with their employment. This research clarifies the factors inspiring workers in modern Chinese organisations and offers management suggestions to be followed to improve staff morale, job happiness, engagement, and work-life balance in response to the fast technological progress.

Keywords: Modern Chinese Enterprises, Employee Involvement, Employee Attitudes, Work-Life Balance, Job Satisfaction.

INTRODUCTION

Modern Chinese companies and governments are becoming more concerned about workers' health and safety while they are employed. This precisely corresponds with the nation's quickly changing social and economic scene. Finding out how people see their companies nowadays primarily relies on the human factor, more specifically, employee attitudes. This is particularly true considering the shifting dynamics brought about by globalisation, technological innovation, and organisational revolution. A person's attitude towards both their sector of work and the firm as a whole defines one of the most significant indicators of their degree of inspiration, dedication, and job happiness. The interactions individuals have with numerous psychological and organisational components help to build the culture of the professional environment; these attitudes do not appear to develop out of nothing. This research looks at the relationships between employee attitudes and work life in Chinese enterprises with an attention on the mediators in these interactions: job satisfaction and employee engagement. Job satisfaction and employee engagement are two crucial processes that transform attitudes into actual experiences in the workplace. Job satisfaction is the degree to which their responsibilities fulfil employees; employee engagement is the degree of emotional and intellectual commitment in their work (Lemon & Boman, 2022). Understanding these interactions is very important in China's contemporary workforce, which stands at the crossroads of old hierarchies and new ideals of empowerment, flexibility, and well-being. To fully understand the phenomena, this study used a mixed-methods approach, that is, combines qualitative insights obtained from interviews with quantitative data received from surveys. The ideal approach to get data pertinent to a broad spectrum of disciplines, professions, and demographics is by use of a simple random sampling procedure. This research intends to investigate the relationships between positive and negative attitudes, the ways in which participation and satisfaction shape this connection, and how this influences employment life. The research is going to be conducted in order to assist organisational leaders in preserving competitiveness in the quickly changing Chinese economy, increasing employee well-being, and raising production. This study aims to narrow the divide between theory and practitioners by means of solutions able to satisfy the demands of China's diversified and continually changing labour force (Kemavor et al., 2024).

BACKGROUND OF THE STUDY

Within the backdrop of China's rapidly changing cultural milieu and economic environment as a consequence of generational shifts in the workforce, the growth of digitalisation, and the globalisation expansion, the nature of work life is constantly changing. The quality of modern Chinese enterprises' work environment relies on a complex combination of psychological, sociological, and organisational elements. These exchanges help to clarify the nature of professional life. These elements influence not just workers' working experience but also their overall production. Among the most crucial elements are the attitudes of the employees

towards the organisation, their position within the firm, and the leadership—that of ideas, emotions, and intentions for action with regard to the latter. Those who are dedicated, vivacious, and in accordance with the corporate objectives improve their working life. On the other hand, it might be difficult to keep everyone happy and functioning when individuals are indifferent, let down, or hostile. Workers' views on their working life are influenced by many elements, including job satisfaction and employee engagement, which serve as intermediaries between their company and themselves. The degree of job satisfaction of an individual reflects their personal view of their work and the workplace generally. This point of view takes into account among other factors personal relationships, organisational support, job obligations, and pay justice (Chan, & Lee, 2023). On the other hand, employees engaged in their work exhibit greater initiative and dedication as well as an intellectual and emotional interest in the result they generate. Acting as mediators, both of these components interact to both mirror and influence employee attitudes as well as the effects such attitudes have on the complete working life experience. Given the special mix of collectivist cultural norms, significant power distance, and rising attention on innovation and personal development in the Chinese workplace, these dynamics become even more important. In terms of keeping employees and raising performance, businesses aim to create settings where their employees feel greater happiness and participation. This study aims to investigate the mechanisms by which employee perspectives on work life relate with engagement and enjoyment. The research used a mixed-methods approach to link these psychological aspects with organisational behaviour. This project is to investigate the connections between work and life in order to provide a theoretical and pragmatic support to improve the quality of life. It underlines the need of building in the present economic and cultural environment of China strong, innovative, and fulfilling workplaces. Encouragement of excellent attitudes among staff members and provision of certain therapies aimed to increase engagement and satisfaction can help to accomplish this. The study emphasises on how traditional Chinese principles should be modified to suit the needs of contemporary businesses. It gives businesses guidance on how to balance respecting authority with implementing projects promoting freedom, thanksgiving, and meaningful employment (Bhatti & Alnehabi, 2023).

THE PURPOSE OF THE RESEARCH

This research aims to understand how employee attitudes influence the quality of life in modern Chinese enterprises. This study intends to investigate the relationship between these elements so that one may better understand 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 allows one to have a more whole awareness of the mechanisms converting attitudes into observable work-life consequences. Supported by simple random selection, a mixed methods approach presents both

qualitative richness and quantitative rigours. This strategy covers a broad variety of employee opinions from several sectors. The purpose of this research is to present data that can be helpful to Chinese companies eager in enhancing the circumstances of their workplaces about health, motivation, and contentment. Moreover, the study intends to overcome knowledge gaps on the cultural and organisational dynamics particular to China by means of an awareness of the interaction between employee psychology and working environment. One may do this by providing a framework. The major objective of the research is to explain management techniques and policies aimed to increase human happiness as well as the performance of firms.

LITERATURE REVIEW

Growing interest among academics and businesses in the study of employee attitudes as a factor of the quality of work life in modern Chinese enterprises results from the continuous changes in Chinese economy and business culture. An employee's attitude towards their workplace and the organisation as a whole comprises in part in their sentiments, ideas, and actions concerning problems like job satisfaction, loyalty to the firm, and overall morale. Good attitudes among staff members greatly contribute to the welcoming and effective working environment. Conversely, bad attitudes shown by staff members might make it more difficult for them to collaborate, produce less, and increase their likelihood of quitting their jobs. Research studies show that job satisfaction is a major mediator between attitudes and the outcomes of the surroundings of the working life. Job satisfaction—that is, an employee's emotional and cognitive evaluation of their working situation—is rather connected with perceived work-life balance, productivity, and organisational loyalty. The assessment of an employee's work circumstances determines job satisfaction. One employee who exhibits exceptional work satisfaction is one that is persistent, inventive, and lively. For the individual especially, this is true in face of pressure or change. Employee engagement, often known as active participation of workers in the sector of employment they pursue, is another crucial component operating as a mediator at the same time. Employee engagement enhances performance on the individual and group levels as engaged workers are more inclined to go above and beyond the call of duty and collaborate with the firm to reach its goals. This is so because driven workers are more likely to work for the business thereby enabling it to meet goals. Knowledge of how employee engagement and satisfaction moderate attitudes in the Chinese workplace of greatest importance is becoming important in view of rapid urbanisation, digitalisation, and cultural changes (Barreiro & Treglown, 2020). This is so because they are changing the traditional employment relationships as they exist. Workers' attitudes about management techniques as well as their responses to them may be influenced by cultural values like collectivism, respect of authority, and the search of harmony. As salaries are rising, regulations are becoming stronger, and worldwide competition is growing, companies are under more pressure to take care of the physical and mental wellbeing of their employees. Studies done in China show that aspects

including leadership communication, prospects for promotion, and issues about justice are altering employee opinions. Different leadership approaches—especially participative and transformational ones—have consequences on the degree of employee engagement and satisfaction in the company. Combining approaches enables one to have a more comprehensive awareness of the psychological and structural elements influencing work-life balance. This is very true as the study integrates approaches of qualitative and quantitative research. Simple random sampling helps to increase the representativeness of the sample, therefore improving the generalisability of the findings throughout a wide range of businesses and sectors all over China. Research findings reveal that employee attitudes interplay with job engagement and satisfaction to jointly define the quality of work life; they do not operate in a vacuum. These mediating concepts might serve as a roadmap for innovative human resource policy as they also help to clarify differences in work performance. Companies that have a solid knowledge of these relationships are ready to implement targeted efforts such career development programs, feedback systems, and employee appreciation campaigns. The findings of the study show, particularly in the dynamic Chinese organisational context, it is appropriate to explore completely the ways in which employee attitudes impact work-life quality via the two intermediate dimensions of engagement and satisfaction (Fatima et al., 2024).

RESEARCH QUESTION

What is the effect of employee attitudes on work life in the modern Chinese workplace through employee engagement?

What is the influence of employee attitudes on 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.

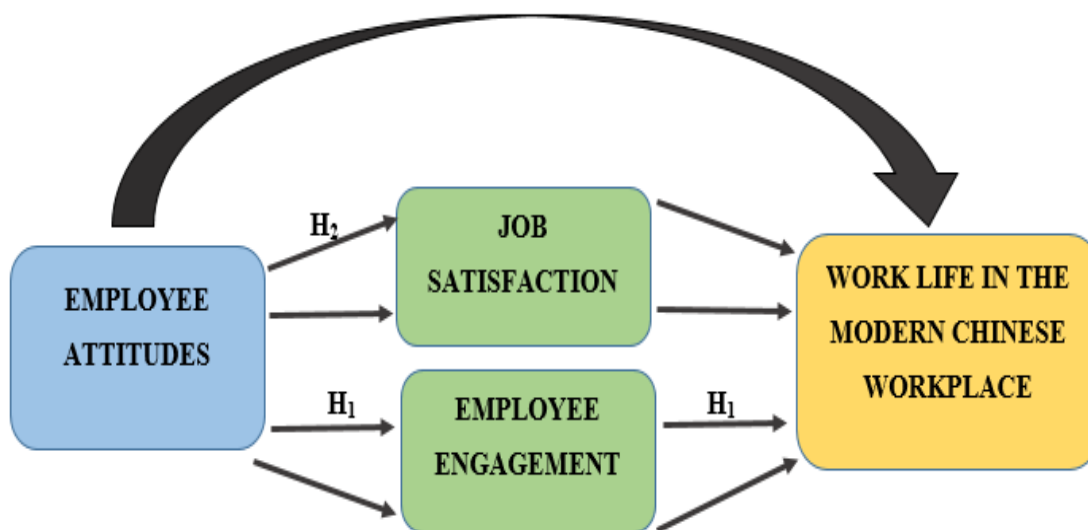
STATISTICAL SOFTWARE

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



RESULT

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: Whether positive or negative, the term "employee attitudes" describes the evaluative remarks made by employees on events, people, or items

occurring inside the workplace. These comments could be either favourably or unfavourably reflecting. These comments so affect workers' perspective on their job, the business, the leadership, their colleagues, and so on. These attitudes affect not just the performance of individuals, the dynamics of teams, and the general success of companies but also a complex mix of people's beliefs, emotions, and intentions regarding their actions. Usually, the idea of employee attitudes has been broken down into three basic components: the cognitive one, which is what an employee believes; the emotional one, which is what an employee feels; and the behavioural one, which is how an employee wants to act. This tripartite approach emphasises how attitudes incorporate intellectual judgements and predispositions aimed at action rather than just emotional experiences. This is so because attitudes are not merely psychological experiences. Many researchers have concentrated their attention on the employee attitudes most under discussion. These attitudes include work engagement, job happiness, organisational commitment, and the impression of organisational support. In the corporate sector, defining work satisfaction as the degree to which people like or despise their particular job is conventional wisdom (Gomes et al., 2025).

MEDIATING VARIABLE

Job Satisfaction: "Job satisfaction" is the degree of contentment a person has with their emotions of happiness, pleasure, and emotional well-being in relation to their employment obligations. One uses the phrase "job satisfaction" to indicate the degree of happiness one feels about their working situation. The multifarious and all-encompassing word "job satisfaction" captures the degree to which people are happy with the work they are doing for the world. It is a concept combining all these many aspects. Apart from the fact that it is changed by a broad spectrum of circumstances, one considers the general attitude that a person has towards the action they achieve. This category of qualities covers a range of traits with which one may find these characteristics include the nature of the work itself, the working surroundings, the pay, the interactions with superiors and colleagues, the chances for professional development, and the appreciation for achievements. Employees are more likely to be very satisfied with their place of work when they believe that their job fits their values and aspirations as well as satisfies their expectations. This is justified by the fact that workers' levels of satisfaction and contentment show a link. Apart from increasing motivation and output, a good work satisfaction not only helps to lower staff turnover rates but also promotes production. This helps to promote loyalty in addition to improving the rates of staff retention of the company. This goes on top of the fact that helps to foster loyalty. Conversely, discontent might result in a lot of negative effects like stress, burnout, absenteeism, and performance drop. There are many ways one might get these results. The emotional component of job satisfaction and the emotions linked with the perceptions people have of the environment in which they are working have some relationship (Hartika et al., 2023).

Employee Engagement: An employee's emotional, psychological, and behavioural connection with their firm, its values, and its goals is referred to as employee engagement. Employee engagement is a vital component of every successful business. There are a vast variety of distinct factors that are included in the concept of employee engagement, which is a phrase that is always developing. The extent to which employees are excited about their work, are devoted to the organisation, and are willing to go above and beyond in order to contribute to the success of the organisation is a component that is included in this idea. Employee engagement is concerned with the degree to which workers are involved in the purpose of the organisation and how driven they are to go above and beyond the minimal expectations. On the other hand, fundamental job satisfaction refers to the degree to which workers are pleased with their positions. Employee engagement is concerned with the degree to which workers are involved in the purpose of the organisation. Employees are deemed to be engaged when they not only carry out their obligations in an efficient manner, but also demonstrate excitement, innovation, and a proactive approach towards problem-solving and continuous improvement (Kwon et al., 2024). This is the definition of employee engagement. There are a number of characteristics that contribute to this profound engagement, including a sense of purpose, trust in leadership, meaningful work, opportunities for professional progress, recognition, and a healthy work environment. A company may have a number of advantages as a consequence of successful engagement, including increased productivity, decreased absenteeism, lower staff turnover, increased customer satisfaction, and dramatically improved overall performance. These advantages may be realised as a result of effective engagement. When it comes to companies, the actions of leadership, the presence of internal communication, the existence of a supportive corporate culture, and the congruence between individual views and company values are typically the driving forces behind employee engagement. Another feature that is indicated by this information is the degree to which individuals feel appreciated, heard, and empowered within the context of their place of employment with the company (Bhakuni & Saxena, 2023).

DEPENDENT VARIABLE

Work Life in the Modern Chinese Workplace: One of the distinguishing features of modern Chinese living is the tight link between personal well-being and professional responsibility in the company. China's rapidly changing technological, cultural, and economic environment is being shaped by this interplay within that framework. This dialogue occurs within the context of China's working reality. Over the last several decades, China has seen a tremendous process of industrialisation and modernising. China has been using this procedure. This has directly led to significant changes in the way that people see work worldwide and in its structure. Urban areas notably abound in a work culture marked by long hours, high standards, and competitive pressure applied on staff members. Especially in urban environments, this culture is very common. The "996" work schedule, which entails working from nine in the

morning till nine in the evening, six days a week, is one instance of a phrase that is often used to identify this culture. One such a frequently used phrase is this timetable (Shang et al., 2021). Though this high degree of work intensity has been among the factors driving the growth of the economy and the country as a whole, it has also resulted in great concerns about the burnout, stress, and lack of personal satisfaction people experience. This reflects the conflict that exists between present global influences, which put an emphasis on individual liberty, mental health, and life satisfaction, and old Confucian principles, which concentrate loyalty, tenacity, and communal harmony. It reflects the struggle these two sets of ideals create amongst themselves. The culture of employment that China's current workforce reflects reflects this conflict. The search of a more balanced and deliberate lifestyle is becoming more and more crucial; there is a clear trend away from the habit of stressing on reaching success in the employment at any cost. This change is occurring as the values of workers from many generations are evolving, especially among younger generations. More precisely, younger employees are undergoing this change more often (Fung et al., 2021).

Relationship Between Employee Attitudes and Work Life in the Modern Chinese Workplace through Employee Engagement: Regarding the interaction between employees' opinions and their working life, job satisfaction serves as a middle ground in the modern Chinese workplaces. The psychological foundation of a good and effective work environment is positive employee attitudes, which may be defined as excitement, dedication, and alignment with the aims of the firm. Thus, job satisfaction is a vital emotional and evaluative reaction to many aspects of one's employment, including the support and acknowledgement from leadership, the degree of autonomy one has, and the accomplished work-life balance. As such, a useful gauge of one's performance in their employment is work happiness. Chinese companies are beginning to understand that a combination of internal dynamics inside the company and outside cultural expectations shapes the attitudes of their staff. This is especially true in light of the rapidly changing professional landscape of the nation, which is defined by fast socio-economic development, digital transformation, and generational upheavals. This is typified by fast socio-economic development. Higher work satisfaction reports by employees often translate into better emotional well-being, more drive, and more feeling of belonging. For the employee, this therefore results in a more significant work life. Conversely, when discontent results from perceived inequality, a heavy workload, a lack of opportunity for professional development, or toxic leadership, workers' attitudes may rise, which could cause disengagement, stress, and turnover and so compromise their work-life balance. In China specifically, the importance of work satisfaction as a mediator becomes much more evident. Younger professionals in particular have more need for purpose-driven, emotional support, and meaningful work, hence this is more relevant to them (Ali et al., 2022). Furthermore, if one is happy in their field of work, it might enable them to be stronger and more adaptable when faced with

unfavourable opinions and obstacles on the employment. Businesses might inspire good attitudes among their employees by means of inclusive policies, honest communication, and personal development projects among other ways. This raises morale, output, and staff retention among other things. The degree of happiness that modern Chinese employees feel corresponds significantly with the values of autonomy, feedback, and psychological safety that they possess—especially frequent in knowledge-intensive companies. These factors so help to raise workers’ degree of satisfaction with their jobs, which influences their level of loyalty to the company as well as their degree of output. The rise in hybrid work patterns, increased awareness of mental health following the epidemic, and more flexible work schedules have all added to the focus on the part job satisfaction plays in shaping employee attitudes and their experiences of juggling their personal and professional life. Those in positions of power within companies could be better suited to handle the complexity of the workplace and keep employee involvement if they see the need of emotional and cognitive pleasure in guiding behaviour. One cannot exaggerate the importance of job happiness in terms of improving work-life results in many sectors and geographical regions. Not only is it the result of favourable circumstances, but it is also a dynamic construct that may link the emotions of employees to the activities they engage in at the modern Chinese workplace (Sun, 2024).

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 Employee Engagement.

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

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

Table 2: H₁ ANOVA Test.

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	575	5865.463	989.952	.000
Within Groups	492.770	624	5.925		
Total	40081.390	1199			

The outcome is noteworthy in this investigation. F= 989.952 and a p-value of.000 (below the.05 alpha threshold) indicate statistical significance. This indicates that the null hypothesis is rejected “**H₁: There is a significant relationship between Employee Attitudes and Work Life in the Modern Chinese Workplace through Employee Engagement**” is accepted.

Relationship Between Employee Attitudes and Job Satisfaction: Research on organisations in countries like China, whose economies are expanding at a rapid rate, is increasingly concentrating more on the connection between the attitudes of workers and their level of satisfaction in their jobs. Alongside the changes that are taking place in the economy, these countries are also seeing shifts in workforce expectations. The attitudes that employees have towards their work include not just their general attitude towards the firm as a whole, but also their feelings, beliefs, and patterns of conduct in connection to management, colleagues, job responsibilities, and the culture of the organisation. These attitudes serve as emotional and cognitive filters through which workers perceive and react to the situations in which they find themselves at work. As a result, they have a direct impact on the degree to which employees are satisfied with the environment in which they are employed. There is a significant correlation between job satisfaction and positive attitudes related to the organisation, such as commitment to the company, trust in the leadership, and the perception of support from the organisation (Kemevor et al., 2024). On the other hand, a negatively correlated relationship exists between job satisfaction and negative attitudes such as cynicism, the perception of unfairness, or discontent with management. The complexity of employee views is further shown in the Chinese workplace of today, which continues to put a predominant emphasis on hierarchical structures and collectivist ideals while also placing an emphasis on individuality and innovation. This serves as yet another example of the complicated environmental conditions that prevail in the Chinese workplace. A favourable working environment is the consequence of a number of factors, such as financial remuneration, opportunities for professional growth, job stability, the working environment, and the level of rapport with one's fellow employees. The likelihood of employees having positive attitudes, which in turn increases their level of satisfaction at work, is increased when they have the perception that they are respected, given authority, and treated fairly. On the other hand, disengagement or turnover may ensue as a consequence of unfavourable attitudes and decreased levels of satisfaction brought about by insufficient communication, unjust treatment, or a lack of thanks. In addition, recent studies have shed light on the reciprocal and mutually reinforcing influence that attitudes have on the level of satisfaction that an individual derives from their profession (Sharifah et al., 2024). The growing levels of satisfaction lead to an increase in the number of optimistic attitudes, which in turn leads to an increase in the number of positive feedback cycles even further. Whether or not younger Chinese workers are satisfied with their jobs is largely determined by the policies of their respective organisations. The workers in question are more concerned with discovering a sense of meaning in their work, balancing their personal and professional life, and developing themselves as individuals. The rise of digital technology and the development of leadership styles in Chinese businesses are having an impact on the elements that are becoming more significant in the formation of attitudes and the enhancement of happiness. Leadership that is inclusive, open communication, and

El are the characteristics that make up these attributes. There is a substantial correlation between job happiness and employee outcomes such as performance, organisational citizenship conduct, and the desire to leave the firm in pursuit of employment elsewhere. As a result, it is of the utmost importance to be aware of and capable of regulating the attitudes of staff members in order to increase levels of satisfaction and ensure the overall profitability of the organisation. The ability to have a workforce that is content and retains positive attitudes over an extended period of time should be attainable for businesses that make an effort to establish a positive working environment, provide workers with constructive feedback, and include them in decision-making processes. When this is taken into consideration, it is of the utmost importance to place a high priority on the cultivation of positive attitudes among workers in the current Chinese environment. Not only does this have an effect on employee influence, but it also has an effect on employee satisfaction, staff retention, productivity, and overall business performance (Shah, 2022).

On the basis of the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between Employee Attitudes and Job Satisfaction.

H₀₂: There is no significant relationship between Employee Attitudes and Job Satisfaction.

H₂: There is a significant relationship between Employee Attitudes and Job Satisfaction.

Table 3: H₂ ANOVA Test.

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	486	5265.463	953.025	.000
Within Groups	492.770	713	5.525		
Total	40081.390	1199			

The outcome is noteworthy in this investigation. F= 953.025 and a p-value of.000 (below the.05 alpha threshold) indicate statistical significance. A rejection of the null hypothesis and acceptance of “**H₂: There is a significant relationship between Employee Attitudes and Job Satisfaction**”, accompany this finding.

DISCUSSION

This study was meant to investigate how employee attitudes affected work life in contemporary Chinese companies. The research focused especially on the mediating functions of work satisfaction and employee involvement. The results clearly suggest

that the general quality of their job experiences is much influenced by their views. Employees showed a higher feeling of belonging, purpose, and happiness in their work when they had favourable attitudes about their company, job, and peers. This affected the degree of their participation as well. An absolutely crucial element is how attitudes help to improve the work life by means of employee engagement. Employees who felt that they personally owned their job and could see how their efforts complemented the overall objectives of the business reported better degrees of satisfaction and performance. Their degree of involvement rose as their degree of dedication rose; they had less burnout; their work relationships improved; all of these indicators indicate a better quality of their professional life. Furthermore, the research revealed that the degree of enjoyment individuals had in their jobs was much influenced by their attitudes about their professions. Workers who had an optimistic mindset that encouraged appreciation, purpose, and fulfilment reported higher degrees of contentment with their employment, their managers, and their working environment. The nature of the workplace meant this as well. Employees who were happy in their roles were more engaged in their job, less prone to quit, and finally more effective across their careers. This enjoyment enhanced the quality of life at work as it raised general motivation and decreased stress levels, therefore improving general quality of living. To raise employee morale in the workplace, it is important to underline not only their attitudes but also the degree of job satisfaction among them. This is so because the degree of job satisfaction acts as a mediator between workers' attitudes and the general effect attitudes have on their working life. By means of mixed-methods and simple random sampling, statistical insights might be integrated with pragmatic input from employees in different sectors, therefore enabling the building of a balanced viewpoint. When all the factors are taken into account, the findings support the idea that good attitudes on the part of employees do not function independently but rather influence their work life via internal processes including engagement and contentment. Given the fact that a more dynamic workforce in modern China resulted from cultural standards, organisational changes, and economic modernism, this link is even more important. The results allow managers and HR experts to provide workers with chances for professional growth, honest channels of communication, official recognition and appreciation programs, therefore fostering good attitudes among them. Constructive criticism is also possible. Among the most crucial strategies that emerged was the requirement of aligning duties with workers' capacity and encouraging employee engagement via participatory approaches. Maintaining workers' happiness with their occupations depended much on fair salaries, encouraging work conditions, and respect of work-life balance. Finally, the results of the research show that companies who want to help their employees in reaching better work-life balances should use a thorough strategy that recognises the importance of employees' opinions and uses engagement and satisfaction as two of the mediators. This approach helped the staff to have more pleasure and enabled the company to survive despite the unstable state of the market.

CONCLUSION

This study reveals that the degrees of job satisfaction, employee participation, and overall experiences workers have for themselves in the modern Chinese workplace of today depend much on the attitudes of employees. Those who maintained positive attitudes—which are marked by drive, confidence, and openness—were more likely to be happy with their surroundings and enthusiastic in their tasks. This was the state of affairs in which they could maintain a decent demeanour. The part employee engagement plays as a mediator between these attitudes and their actual expressions—which include more degrees of commitment, better levels of collaboration, and more degrees of job performance—became very evident. The degree of job satisfaction was another crucial element having a mediating influence on the reinforcement of emotional well-being and excellent work practices. Without significant interaction and gratification, attitudes were bad since these mediators reinforced the relationship between attitudes and the degree of one's work-life balance. Combining many approaches with a simple random sample method was used to get a comprehensive knowledge of employee opinions throughout several diverse sectors. The study came to the conclusion that it was important to develop opportunities for involvement in order to improve work life in China's changing environment as it helped to generate a positive attitude among workers, ensures satisfaction, and so improves the working conditions. This outcome underlined the need of strategic human resource policies and organisational support systems that satisfy workers' emotional and professional needs exactly.

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