

# THE RELATIONSHIPS BETWEEN WORK-LIFE QUALITY AND EMPLOYEE PERFORMANCE: A CASE OF HUAZHI EXCELLENT PRODUCTIVITY PROMOTION (BEIJING) CO., LTD.

Shiqi Wang<sup>1</sup>

Phatthararuethai Kenikasahmanworakhun\*

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## Abstract

Businesses may struggle when management fails to see the relationship between work-life balance and worker productivity. Poorer productivity, employee stress and attrition, and higher recruitment and training costs are a few of these. The ability of businesses to implement successful policies and practices enhancing work-life quality, organizational performance, and talent attraction and retention may be hampered by a lack of understanding regarding this connection. Issues with the quality of work-life for employees can harm their physical and mental health, which has a negative impact on productivity and absenteeism. The purpose of this study was to investigate the relationship between work-life quality and employee performance in Huazhi Excellent Productivity Promotion (Beijing) Co. The sample used in the study consisted of 82 employees in Huazhi Excellent Productivity Promotion (Beijing) Co, Ltd. A set of questionnaires were used as the instrument for data collection. The content validity value of the questions is 1.00 and the reliability coefficient of the questionnaire is 0.819. The following statistics were used in data analysis: Frequency, percentage, mean, standard deviation, and multiple regression analysis.

The result found that work-life quality including working conditions ( $\beta = 0.216$ ), the opportunity for advancement ( $\beta = 0.200$ ), the opportunity to develop one's abilities ( $\beta = 0.383$ ), and sufficient and fair compensation ( $\beta = 0.229$ ) affecting employee's performance. Statistically significant at the level of 0.05, all four variables together predict employee performance up to 86.2%.

**Keywords:** Work-Life Quality, Employee Performance

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<sup>1</sup> Faculty of Business Administration, Thongsook College. E-mail: wang.thongsookcollege@gmail.com

\* Corresponding author e-mail: phatthararuethai\_tsc@gmail.com

## Introduction

Because employees are a company's most important asset, their quality of life at work is essential. For most people nowadays, going online at work is now required to meet their necessities. Due to the fact that people spend a lot of time at work, it is crucial to have a setting that fosters social, emotional, spiritual, and physical wellness. A crucial social cost is ensuring a good work environment that fosters employee pleasure and satisfaction (Bassey & Tapang, 2012; Shrestha & Chhetri, 2022). Quality of work life affects work a lot, that is, it creates a good feeling for oneself giving a good feeling to the job and causing a good feeling to the organization, it also helps to promote mental health to help progress (Afroz, 2017). Have developed yourself to be a quality person in the organization. It also helps to reduce the problem of absenteeism, and resignation, reduce accidents, and promote good productivity and service. both quality and quantity. In addition, the quality of life affects the organization in three ways: first, it improves the productivity of the organization; secondly, it improves the morale of workers as well as being an incentive for them to work. Lastly quality of work life will also improve the potential of workers. which is the work will focus on creating peace of mind safe working environment, especially trying to make workers happy with their work This will make the workers complete both physically and mentally (Bhende et al., 2020).

The efficiency of service operations carried out by staff in an organization is impacted by a variety of factors, including those that are internal to the organization as well as those that are external to the business. The completion of the goals that were set or the attainment of the circumstances that were sought within the organization can be attributed to the presence of these factors (Nasim, 2018). Comparing the actual results to the specified goals is a process that ensures the realized results satisfy the expectations established by the organization to achieve its goals. This method should involve everyone and adhere to the principles of teamwork to foster a collaborative environment in which everyone recognizes the importance of cooperation in efficiently attaining organizational goals. Teamwork is a modern type of organization and work that emphasizes the significance of collaboration among individuals (inside the organization) to achieve success (in accomplishing the objectives). Executives of an organization frequently adjust the management structure and activities to create a flat organization and eliminate hierarchical structure. This allows the business to make decisions, solve problems, and adapt swiftly to the surrounding environment.

The mission of Huazhi Superior Productivity Promotion (Beijing) Co., Ltd. is twofold: to increase productivity while enhancing employees' quality of life on the job. The organization can do this by prioritizing the welfare of its employees and working to foster a pleasant workplace environment. Huazhi Superior Productivity Promotion (Beijing) Co., Ltd. provides training to its employees to enhance their skills and prepare them to work effectively in a variety of settings. Unfortunately, there may not be enough workers to get everything done, and difficulties arise frequently as workers try to do their jobs. Inconvenience or instability at work could be caused by outdated equipment. Despite the best efforts of the personnel, the current command structure may not always offer opportunities to grow as quickly as is required. various problems could also cause boredom and inattention to perform duties. As a consequence, the work is not as efficient and effective as it should be. It eventually leads the organization to have the inability to achieve operational goals

The study of the relationship between the quality of work life and employee performance helps ensure that the organization has the knowledge and understanding of the quality of work life, develops a human resources management plan, and finds ways to improve the quality of work life in the workplace to satisfy employees and create incentives to provide employees with a good quality of work life which result in efficient performance and achieve the goals of the organization. one of the researcher, as an employee of Huazhi Excellent Productivity Promotion (Beijing) Co, Ltd. has an interest in studying the relationship between the quality of work life and the performance of employees in Huazhi Excellent Productivity Promotion (Beijing) Co. Ltd. The results of the study can be used as a guide to improve and develop the quality of work life of employees in Huazhi Excellent Productivity Promotion (Beijing) Co, Ltd.

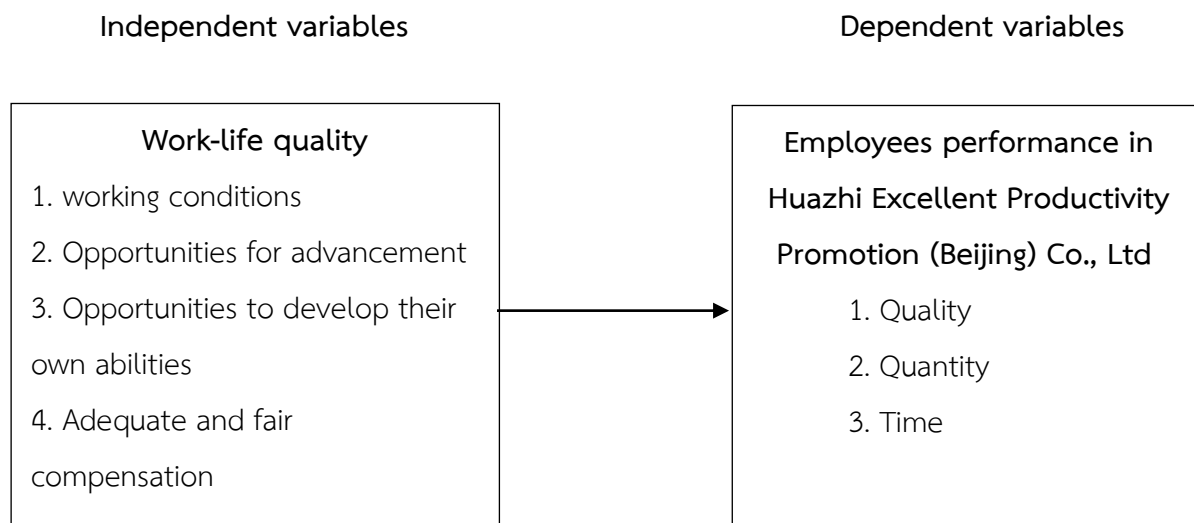
### **Research Objectives**

To study the relationship between work-life quality and employee performance in Huazhi Excellent Productivity Promotion (Beijing) Co., Ltd.

### **Research Hypothesis**

Work-life quality has a relationship with employee performance in Huazhi Excellent Productivity Promotion (Beijing) Co., Ltd.

## Conceptual Framework



**Figure 1** The Conceptual Framework

## Literature Review

### Concepts of the Work-life Quality

Quality of work life (QWL) is a fact that an individual's life cannot be compartmentalized and any disturbance on the personal front will affect his/her professional life and vice-versa (Ajala, 2013). A good work-life balance is also what motivates an employee the most to perform well at his or her job and also spend quality time with the family quality of work-life is a multifaceted concept (Bhola, & Nigade, 2016). The premise of quality of work life is having a work environment where an employee's activities become more important. This means implementing procedures or policies that make the work less routine and more rewarding for the employee. These procedures or policies include autonomy, recognition, belonging, progress and development, and external rewards. Therefore, more and more organizations have started to focus on the overall development and happiness of the employee for their motivation and reducing his/her stress levels without jeopardizing the economic health of the company. A good time management schedule helps employees balance their work and personal life (Gadhavi et al., 2021).

### The concept of employee performance

Employee performance is a multi-component concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioral engagements from an expected outcome (Pradhan & Jena, 2017). Employee performance means the resulting

outcomes of the performed actions of employees based on their expertise and skills (Dakhoul, 2018). Peterson and Plowman (1953). refers to three domain of employee performance including quality, quantity, and time. In accordance with Vuong and Nguyen (2022). saying that quantity and time are key strategies for measuring employee performance.

### **Research Methodology**

The population of this study was 104 personnel in Huazhi Excellent Productivity Promotion (Beijing) Co., Ltd. The sample used in the study was 82 personnel in Huazhi Excellent Productivity Promotion (Beijing) Co., Ltd. using the formula of Yamane (1973). The study was conducted by random sampling by convenience.

The research instrument used to collect data in this research was a questionnaire developed from the study research Literature review and related research. The questionnaire contained questions matching the research objectives. The questionnaire was divided into 3 parts as follows: Part 1 part of the questionnaire on demographic factors; Part 2 Questionnaire about Work-life quality t; Part 3 Performance and Part 4 Suggestions and Comments.

#### **Content Validity**

The researcher created and developed a research tool by submitting a draft questionnaire to advisors and experts to verify and consider the appropriateness of the content, and language. The researchers conducted an Index of Item Objective Congruence or Index of Concordance (IOC) with 3 experts to obtain the suitability of each question item.

#### **Reliability**

To determine the reliability and identify deficiencies in the questions used to measure these variables, the researcher did a pilot study with 30 people who shared similar characteristics to the research participants. The computer software was used to test the reliability of the questionnaire and to determine the alpha coefficient of Cronbach's alpha coefficient, where the alpha coefficient of Cronbach must be greater than 0.70 to conclude that the questionnaire is reliable. The reliability coefficient for the questionnaire used in this study is 0.819, which suggests that it is a reliable instrument for conducting research. The research sample might be asked questions using the questionnaire to collect data for the study.

Descriptive statistics comprising frequency, percentage, mean, and standard deviation are used in data analysis to interpret the preliminary data. And using multiple regression analysis, inferential statistical analysis tests the study hypothesis at a statistical significance level of 0.05.

## Research Results

According to the findings of the general analysis of the respondents, the majority of respondents (54.88%) were female, between the ages of 21 and 40 (46.34%), had a bachelor's degree (53.66%), and earned a median monthly salary between 2,000 and 4,000 yuan (35.37%).

**Table 1** shows the mean and standard deviation.

Work-life quality	$\bar{X}$	SD	Level of opinion
- Working conditions	3.87	0.74	High
- Opportunity for advancement	3.79	0.82	High
- Opportunity to develop one's abilities	3.78	0.79	High
- Sufficient and fair compensation	3.76	0.80	High
Employee's performance	$\bar{X}$	SD	Level of opinion
- Quality	3.60	1.06	High
- Quantity	3.73	0.84	High
- Time	3.71	0.82	High

According to Table 1, the respondents have a high level of overall and individual opinions. Looking at the average, respondents had the highest opinions on working conditions, followed by the opportunity for advancement and least sufficient and fair compensation. And respondents had a large overall and individual opinions. On average, respondents gave the most weight to quantity, followed by time, and the least to quality.

**Table 2** shows the results of the work-life quality on employee performance

Work-life quality	b	Std. Error	B	t	p-value
Constant	-0.400	0.192		-2.080	0.041*
- Working conditions	0.239	0.078	0.216	3.056	0.003*
- Opportunity for advancement	0.200	0.093	0.200	2.144	0.035*
- Opportunity to develop one's abilities	0.400	0.079	0.383	5.043	0.000*
- Sufficient and fair compensation	0.235	0.077	0.229	3.045	0.003*
R = 0.932, R <sup>2</sup> = 0.868, Adjusted R <sup>2</sup> = 0.862, SE <sub>EST</sub> = 0.306, F = 127.124, p-value = 0.000*					

\* Statistically significant at the level of 0.05.

According to Table 2, work-life quality includes working conditions, the opportunity for advancement, the opportunity to develop one's abilities, and sufficient and fair compensation affecting employee performance. Statistically significant at the level of 0.05, all four variables together predict employee performance up to 86.2%.

It can be written in the form of raw and standard score equations as follows:

$$\hat{Y} = -0.400 + 0.239 \text{ Working conditions} + 0.200 \text{ Opportunity for advancement} + 0.400 \text{ Opportunity to develop one's own abilities} + 0.235 \text{ Sufficient and fair compensation}$$
$$Z_y = 0.216 \text{ Working conditions} + 0.200 \text{ Opportunity for advancement} + 0.383 \text{ Opportunity to develop one's abilities} + 0.229 \text{ Sufficient and fair compensation.}$$

### New Knowledge constructed in this study

The results of this study have discovered some fresh data that indicate the relationship between work-life balance and employee performance. The research looked into issues such as working conditions, growth potential, opportunities for skill development, and equitable compensation, among other things. The findings help to understand the impact of work-life quality programs provided to employees, which play a crucial role in enhancing employees' work performance, particularly in improving working conditions, designing opportunities for career growth and professional expertise, and providing both monetary and non-monetary compensation to promote employees' well-being. This drives employees to strive for growth and development in their careers and to develop their skills, ultimately resulting in appropriate rewards for their efforts to support their quality of life. Therefore, managers need to prioritize the development of work-life quality programs to enhance the work performance of their company's employees.

### Discussions

Subject research the relationships between work-life quality and employee performance: A case of Huazhi Excellent Productivity Promotion (Beijing) Co., Ltd.” found that work-life quality including working conditions, the opportunity for advancement, opportunity to develop one's abilities, and sufficient and fair compensation affecting employee's performance. Statistically significant at the level of 0.05, all four variables together predict employee performance up to 86.2%. It demonstrates how important work quality is to how well people perform for the company since it raises the degree of physical and mental fitness needed to accomplish tasks to the best of one's ability, love one's job,

and hope for a seamless transition between personal and professional life. Considering the most significant factor, the opportunity to develop one's abilities, the study found that it can influence employee performance. This is because the employees can use knowledge, ability, and skills to perform tasks as well as they are encouraged to go to see a job in a country or abroad when the opportunity arises. In addition, the company can provide a convenient source of research to learn about work processes and practices and have an evaluation of the performance of personnel to develop their potential. Additionally, job-related information, abilities, and attitudes must be developed (Khan & Abdullah, 2019). Development is required for the individual, which is a process. This must be performed constantly throughout an employee's employment. Science and technology have accelerated the job's advancement (Bessen, 2019). While the roles and duties of the operators must change over time, it is essential to develop individuals to keep up with the changes. If an individual has fully developed and utilized his or her abilities, he or she will have the opportunity to grow personally. There is the possibility to do more expert labor and carry more responsibilities (Ogbonnaya & Messersmith, 2019). The growth component is connected to the position held. In conclusion, development and growth are requirements for every human being. Each person may have varying degrees of requirements. However, as stated before, there must be a good development mechanism for growth (Kundi et al., 2021). Consequently, this circumstance enables the position to flourish.

Regarding working conditions, the study also found that the working condition factor can influence employee performance. This is because the company attempts to provide a good working environment that is clean and provides a work environment to prevent the spread of germs which finally can help create employee performance since they are happy and feel fresh at the workplace. Organizing a clean and sanitary working environment for the body in terms of light, sound, and general cleanliness and safety precautions in the workplace is the appropriate thing to do to save the lives and health of individuals in the company (Shobe, 2018; Wolkoff et al., 2021). The governmental and corporate sectors are currently devoting close attention to the problem of pollution. Therefore, it should be organized by each organization's administration. To preserve human resources, which are considered the most valuable assets. In reality, there are laws governing these topics. Providing a safe and sanitary environment is therefore advantageous from a legal and legislative standpoint (Leitão et al., 2019). In terms of morals and generating pleasure among the organization's employees and atmosphere at the workplace. This is a significant



problem that negatively impacts the health and safety of employees. A suitable working atmosphere is present, it will assist individuals in working more effectively.

In terms of sufficient and fair compensation, the study also found that sufficient and fair compensation can influence employee performance. This is because adequate and fair pay is a necessity for the majority of employees. The quality of one's life can be improved (Sudiardhita et al., 2018; Sitopu et al., 2021). Indeed, many scholars mentioned that one factor that determines one's quality of life is their level of compensation. Because every person has their own unique set of economic requirements. This requirement is essential for continuous existence. People, in addition to establishing expectations regarding the amount of payment that will be supplied for them, in addition to looking at themselves in contrast to others engaged in the same sort of employment, look at the amount of remuneration that will be provided for others. Two different levels of monetary value can be referred to as "compensation," namely "appropriate compensation" and "adequate compensation." The payment of wages and salaries in accordance with the principle of equal work and equal pay is what is meant by appropriate compensation. This requires the implementation of salary management techniques such as job analysis and job evaluation, in addition to the preparation of a salary structure that is suitable for each organization and takes into account the external economic environment (Candradewi & Dewi, 2019; Arifani & Susanti, 2020). Payment of wages and salaries following economic circumstances, cost of living, inflation, etc., as well as acceptable pay rates (Chrisman et al., 2017).

In terms of opportunity for advancement, the study also found that the opportunity for advancement can influence employee performance. This is because the employees can have the opportunity to develop knowledge and the ability to perform tasks such as training, seminars, and further education (Khan & Abdullah, 2019; Guan & Frenkel, 2019). They can have the opportunity to equip themselves with the knowledge and skills to rise to a higher position. In the end, they will have satisfaction with the opportunity to advance and be developed by the organization. The practitioner has been given work that will provide them with the opportunity for further advancement as well as security. will affect the individual's ability to retain existing information, acquire new talents, and increase those capabilities. In terms of one's overall quality of life, there are either guidelines or prospects for advancement to a higher position (Leitão et al., 2019; Kundi et al., 2021). It was important to take into account the signs of both advancement and stability in the workplace. Having developed work implies taking on an increased level of responsibility and being given more

responsibilities while using a progressive method, one expects individuals to be equipped with the essential knowledge and abilities to manage more responsibility and improve chances of success since this technique is used. It also requires being aware of the different chances that are available to do well inside the firm or in a career that garners acclaim from one's contemporaries, family members, or other significant individuals (Osborne & Hammoud, 2017). When thinking about one's work security, important considerations include things like employment stability and the amount of projected remuneration.

### **Implications of the study**

Based on these findings, the company's management should develop a program and strategy for employee well-being. Especially when it comes to the quality of work of employees. By managing work-life balance and providing adequate compensation for living. By the way, the implication of the study can be detailed as follows.

The company should offer the opportunity for the employees to use their knowledge Ability and skills to perform tasks. In addition, the company should encourage the employees to learn about work processes and practices more since it can help increase work performance. However, at this point, the company should provide a convenient source of research to learn about work processes and practices. Lastly, the company should have a good evaluation to assess the performance of personnel to develop their potential.

The company should offer a clean work environment to prevent the spread of germs. In addition, the company should organize the workplace, belongings, and others in a good position and location since it can be convenient, fast, and agile for the employees. Lastly, the company should also adopt cutting-edge tools and technologies in its departments.

The company should give the employees remuneration that can be sufficient for living. Also, there should be fair compensation compared to agencies with similar job characteristics, and the remuneration received is appropriate for the responsible work. Accordingly, the employees can feel satisfied with the welfare received from work.

The company should provide the opportunity, such as attending training, seminars, and further education, for the employees to develop their knowledge and ability to perform tasks because they will have to be equipped with the knowledge and skills to rise to a higher position. In addition, the company should give the employees to be promoted to a higher positions.

## Future Research

1. While the focus of this study was on work-life quality, including working conditions, opportunities for promotion, opportunities to enhance skills, and adequate and fair compensation, it is possible that other equally important criteria were overlooked. In light of this, future studies must explore the incorporation of prospective variables such as technology use, company culture, organizational communication, etc.

2. The quantitative research method was prioritized as the best way to achieve the objectives of this study because of the focus placed on it. As a consequence of this, additional research may make use of other research methods, such as qualitative research, which makes use of interview techniques to glean insights from significant individuals, or a mixed method, which combines qualitative research and quantitative research. Both of these methods are discussed in more detail in the following paragraphs.

3. This research was restricted to focusing on a particular company based in China. The samples and study region may be increased in the second study to include more firms. This would provide the researchers with an additional chance to compare the results of the numerous studies. Another method would be to broaden the scope of the study such that it encompasses a range of business sectors and then investigate how these various business sectors are similar to and different from one another.

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