

The Antecedents Affecting the Job Performance of Private Enterprises

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Abstract

This study explores the antecedents that affect employee job performance (JP) in private enterprises: organizational culture (OC), work-life balance (WLB), and job satisfaction (JS), and reveals the relationship between these variables. The study used quantitative analysis methods and partial least squares structural equation (PLS-SEM) method to conduct descriptive statistics and analysis on questionnaire survey data of 553 private enterprises above designated size in the food industry in Sichuan Province, China, verifying the theoretical framework and hypothesis relationship. The research results found a significant positive correlation between organizational culture and job satisfaction. Job satisfaction positively affects job performance and plays a mediating role between organizational culture and job performance. In addition, Work-Life Balance significantly increased the strength of the relationship between Organizational Culture and Job Satisfaction. These findings not only enrich the application of social exchange theory and resource security theory in theory, but also provide valuable insights for enterprises to formulate human resource policies and management practices, emphasizing the importance of shaping a positive organizational culture and supporting work-life balance in improving employee job performance. However, this study was only conducted in the food industry of private enterprises in Sichuan Province, and an online questionnaire survey was used, which may affect the universality of the research results and the bias of measurement data. Future research should consider a wider range of regions and industries, and adopt longitudinal designs to explore more variables in order to obtain a more comprehensive understanding.

Keywords: Organizational Culture, Job Satisfaction, Job Performance, Work-life Balance

1. Introduction

With the development of the global economy and the advancement of science and technology, the food industry of Chinese private enterprises plays a crucial role in ensuring people's well-being, promoting sustainable economic development, promoting economic growth, and ensuring national food safety. Sichuan Province, as a major economic province in western China and a technological innovation center in the southwest region, is renowned for its diversified products and extensive market demand, making it the leading industry in the industrial economy of Sichuan Province. It plays an increasingly important role in creating employment, promoting innovation, and increasing taxes. It is also an important component of the national food industry chain and is increasingly showing competitiveness in the international market [1]. However, with the gradual implementation of development strategies such as the "the Belt and Road Initiative" and the domestic and international dual circulation, market competition is intensifying, coupled with changes in lifestyle, demographic structure and consumption preferences, enterprises are facing many challenges such as technological innovation, food safety, brand building and internationalization process, especially in the face of the entry of "new generation of employees" [2] and diversified needs, and employee performance has become the core issue that managers pay most attention to. High performing employees not only enhance a company's core competitiveness, but are also key to its sustainable development [3]. Therefore, exploring the factors that affect the work performance of employees in these enterprises is of great practical significance for promoting the sustainable and healthy development of regional economy and industries.

According to previous research, employee job performance is influenced by various factors, including but not limited to organizational culture, work-life balance, and employee job satisfaction. Organizational culture, as an intangible force that influences employee behavior and attitudes, has been widely proven to have a significant positive impact on improving employee job satisfaction and performance [4], [5]. Zokaei et al., [5], found through research that organizational culture has a significant positive impact on employee job satisfaction, and job satisfaction affects job

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performance. A positive, inclusive, and people-oriented organizational culture can effectively improve employee job satisfaction, thereby promoting higher job performance and lower employee turnover rates. Clark [6], found that a good work-life balance can significantly improve employee job satisfaction and performance, Munn and Chaudhuri [7], found that achieving work-life balance is crucial for maintaining employee work enthusiasm and improving work efficiency.

Based on these studies, we have found that organizational culture, job satisfaction, and work-life balance are considered important prerequisites for influencing employee job performance. Although studies have explored the relationship between these variables and job performance from different perspectives, few studies have simultaneously considered the interactions between these variables and the specific effects under specific cultural backgrounds, which are still unclear. Moreover, there is even less research on the moderating effect on work-life balance and the mediating effect on job satisfaction.

This study aims to conduct a questionnaire survey on employees in the private food industry above designated size in Sichuan Province, exploring the relationship between organizational culture, job satisfaction, work-life balance, and job performance. It provides a theoretical and practical research case for the academic community. At the same time, provide guidance and suggestions for enterprise managers and policy makers to better understand and improve the work performance of employees in the food industry, thereby enhancing their survival and development capabilities in the fiercely competitive market.

The Social Exchange Theory emphasizes the mutual relationship between employees and organizations based on the principle of reciprocity, believing that employees improve their job performance based on a high level of recognition of organizational culture and expected returns, thus enhancing job satisfaction [8]. The Conservation of Resources Theory emphasizes individual efforts to maintain, protect, and establish resources, and regards resource loss as the main driving force of stress [9]. Work-life balance can be seen as a resource for employees, which not only affects their job satisfaction, but may also have an impact on organizational culture and job performance. This study will apply these two theories for analysis to achieve the objectives of this study:

- 1) Analyze the impact of organizational culture on job satisfaction.
- 2) Explore the relationship between employee job satisfaction and job performance.
- 3) Explore the mediating role of job satisfaction between organizational culture and job performance.
- 4) Explore the moderating effect of work-life balance between organizational culture and job satisfaction.

2. Literature Review and Hypothesis Development

2.1. Organizational Culture Job Satisfaction and Job Performance

In recent years, the relationship between organizational culture and job satisfaction has been a hot topic in management and organizational behavior research. Organizational culture, as a shared set of values, beliefs, and ways of doing things within an organization, plays a crucial role in shaping employee behavior, attitudes, and job performance. Job satisfaction refers to the overall evaluation of an employee's work, including satisfaction with various aspects such as job content, working conditions, leadership style, colleague relationships, and compensation [10]. Job performance refers to the abilities, attitudes, and behaviors exhibited by employees in their work, which are consistent with the goals and standards set by the organization. Recent research has further explored how organizational culture can enhance job satisfaction by influencing employee cognitive and emotional mechanisms. For example, a supportive culture within an organization can enhance employees' sense of belonging, making them feel respected and valued, thereby improving job satisfaction [11]. Organizational culture enhances employees' positive feelings towards work by shaping a positive work environment and promoting good relationships among employees, thereby improving job satisfaction [12]. Another study found that innovation oriented organizational culture promotes employee job satisfaction by encouraging their participation in decision-making processes [13]. Meanwhile, job satisfaction is considered a key factor affecting job performance. Saari and Judge [14], argue that improving employee job satisfaction is an effective way to enhance performance. There is a significant positive correlation between higher

job satisfaction and better job performance [15], [16]. A strong organizational culture is beneficial for improving work performance [17]. The positive relationship between organizational culture and job satisfaction is crucial for improving employee performance [18].

Based on the literature review, the following hypotheses are proposed:

H1: Organizational culture has a positive impact on job satisfaction.

H2: Job satisfaction has a positive impact on job performance.

H3: Organizational culture has a positive impact on job performance through job satisfaction.

2.2. The Moderating Effect of Work-Life Balance Between Organizational Culture and Job Satisfaction

With the increasingly blurred boundary between work and life, work-life balance has become a key issue in modern organizational research. Work-life balance refers to a satisfactory state achieved by individuals between work and non-work activities, which is of great significance for improving employee job satisfaction and quality of life. Recent studies have shown that organizational culture, as a force that influences employee behavior and attitudes, plays an important role in promoting work-life balance. Many studies have found that work-life balance has a positive impact on job satisfaction [19], [20]. Felstead and Henseke [21], examined the effects of remote work on work effort, well-being, and work-life balance, and found that remote work provides better work-life balance, which may improve job satisfaction. Greenhaus et al. [22], argue that a good work-life balance can enhance the positive impact of organizational culture on employee job satisfaction, thereby improving job performance. Kossek et al. [23], argue that when organizational culture supports employees in achieving a good work-life balance, this balance can enhance the positive impact of organizational culture on job satisfaction. It can be seen that an organizational culture that emphasizes employee welfare, supports diversity, and flexible work arrangements can effectively promote work-life balance for employees [24]. When employees feel that the organization supports them in finding a balance between work and life, their job satisfaction and overall well-being level usually improve [25]. This indicates that the degree of achieving work-life balance may moderate the impact of organizational culture on job satisfaction. This indicates that the degree of achieving work-life balance may moderate the impact of organizational culture on job satisfaction.

Based on the literature review, the following hypothesis is proposed:

H4: work-life balance has a positive moderating effect between organizational culture and job satisfaction.

Based on the literature review, the conceptual framework of this study has been formed. Among them, the independent variable is organizational culture (OC), which includes four dimensions: spiritual culture (SC), institutional culture (IC), behavioral culture (BC), and material culture (MC) [26], [27]. The dependent variable is job performance (JP), which includes five dimensions: task performance (TP), contextual performance (CP), learning performance (LP), innovation performance (IP), and adaptive performance (AP) [28], [29], [30], [31], [32]. The mediating variable is job satisfaction (JS), which includes four dimensions: return of work (RW), work itself (WI), working conditions (WC), and interpersonal relationships (IR). The moderating variable is work-life balance (WLB), which includes five dimensions: work aspect (WA), family aspect (FA), time aspect (TA), intellectual aspect (IA) and financial aspect (FIA) [33]. See figure 1.

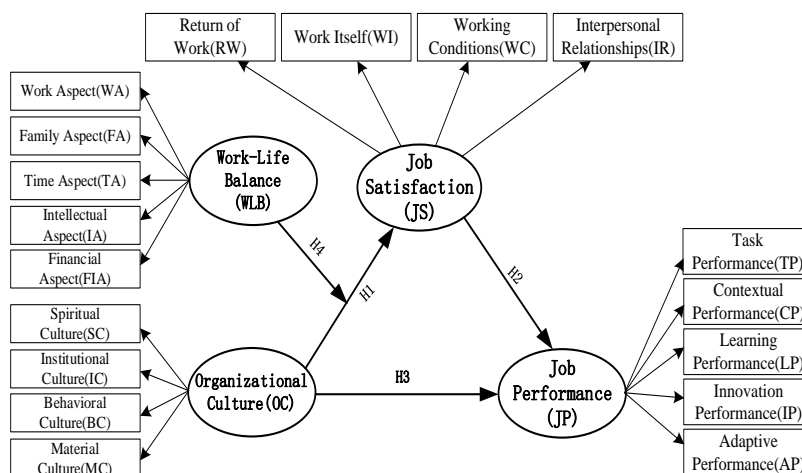


Figure 1. Conceptual framework

3. Results and Discussion

3.1. Research Instruments

According to research needs, this study designed an online survey questionnaire, which includes four variables: demographic information, OC, JP, JS, and WLB, as well as 18 observation scales. Each observed variable has 4 indicators, totaling 72 indicators. Using a Likert five component scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The determination of indicators comes from a literature review on OC, JP, JS and WLB. The questionnaire on organizational culture was adapted from [35]. The questionnaire on job performance was adapted from [35], [36], [37]. The questionnaire on job satisfaction was adapted from [38], [39], [40]. The questionnaire on work-life balance was adapted from [41], [42]. At the same time, three experts evaluated the questionnaire and used the index of consistency (IOC) to assess the consistency between the test items and objectives. The evaluation coefficients of 72 indicators are all 1.00, indicating that the items have high credibility and effectiveness. Subsequently, 82 employees were selected for pre-testing, and the Cronbach's alpha values of each indicator were all greater than 0.7, indicating that the indicators in the questionnaire have good consistency in measuring the same construct.

3.2. Sample Collection and Descriptive Analysis

The target population of this study is employees in the food industry of private enterprises above designated size in Sichuan Province, China. The questionnaire survey was completed from December 2023 to early January 2024. Johnson and Young [43], consider that the sample size should be 10-20 times the number of observed variables. To ensure that the validity and reliability of the questionnaire exceed 70%. 600 questionnaires were distributed and 553 valid questionnaires were collected, with a response rate of 92%. Based on the collected data, demographic and descriptive analyses were conducted using SPSS, including basic information on gender, age, education, position, work experience, marital status, monthly income, and the number of employees in the company.

Among the respondents, there were 280 males (50.6%) and 273 females (49.4%), with a majority of 361 middle-aged and young people (65.3%), 527 with bachelor's and associate's degrees (95.3%), 377 ordinary employees (68.2%), 367 with a work experience of 6-20 years (66.4%), 324 married with children (58.6%), 400 with a monthly income of 5000-10000 RMB (72.3%), and 68.5% with a company size of over 300 people. This indicates that data collection is more reasonable and more suitable for exploring the relationship between organizational culture, job satisfaction, work-life balance, and job performance see table 1.

Table 1. Demographic analysis

General information of respondent	Frequency	Percent
Gender		
Male	273	49.4
Female	280	50.6
Age		
20 – 30years	195	35.3
31 – 40 years	166	30.0
41 – 50 years	119	21.5
Over 50 years old	73	13.2
Education		
Lower than bachelor's degree	304	55.0
Bachelor's degree	223	40.3
Master's degree or above	26	4.7
Position		
Senior Management	34	6.1
Middle Management	37	6.7
Grassroots managers	105	19.0
Ordinary employees	377	68.2
Work experience		
1--5Years	98	17.7
6-10Years	189	34.2
11-20Years	178	32.2
Over 20 years	88	15.9
Marital Status		
Single	73	13.2
Married have children	324	58.6
Married without children	156	28.2
Monthly income		
Within 5000 CNY	43	7.8
5000-8000CNY	244	44.1
8001-10000CNY	156	28.2
Over 10000 CNY	110	19.9
Number of employees		
100-299 people	174	31.5
300-499 people	224	40.5
500-999 people	155	28.0
Total	553	100.0

4. Result Analysis

PLS-SEM is a second-generation regression technique that can be used for complex causal modeling, aiming to maximize the explanation of the variance of the dependent variable [44], [45]. It can test high-order models and estimate the multiple effects of intermediaries and regulators. In this study, job satisfaction has a mediating effect, while work-life balance has a moderating effect. So, it is more suitable to use SmartPLS to evaluate measurement models and structural models, and to test hypotheses. Therefore, we have created a high-order model with a reflective structure. And a second-order model was developed using the repeated index method for the validation of measurement and structural models, see [figure 2](#).

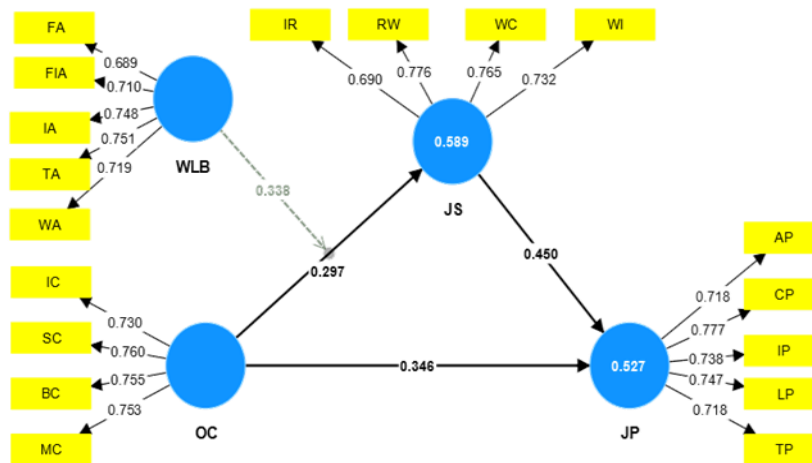


Figure 2. Second order model results

4.1. Evaluation of Measurement Models

4.1.1. The Indicator Load and Internal Consistency Reliability

Model measurement is conducted by evaluating the reliability and validity of the instrument. The main indicators used are indicator load and internal consistency reliability, convergent validity, and discriminant validity [44]. The internal consistency reliability is determined by Cronbach's alpha (α) and Composite reliability (CR). The Convergent validity are expressed by Average variance extracted (AVE). Discriminant validity is tested using the Fornell-Larcker criterion and the values for Herotrait-Monotrait Ratio of Correlations (HTMT).

The evaluation results indicate that JP ($\alpha=0.793$, $CR=0.794$, $AVE=0.547$)、JS ($\alpha=0.725$, $CR=0.729$, $AVE=0.549$ 、OC ($\alpha=0.740$, $CR=0.740$, $AVE=0.561$) and WLB ($\alpha=0.772$, $CR=0.774$, $AVE=0.523$) α and the CR values were both greater than 0.7. The AVE values were all greater than 0.5 [45], both within acceptable ranges. This indicates that the model structure has good internal consistency and sufficient convergent validity, and the indicators provide sufficient explanation. The load values of each indicator are also generally above 0.7, indicating a strong correlation between each indicator and potential variables. The Outer Weights (OW) values are relatively uniform, showing a relatively balanced contribution. This indicates that the construction and observation of indicators are statistically reasonable. See table 2.

Table 2. Validity and reliability of model

Construct	Item	Loading	OW	α	CR	AVE
JP				0.793	0.794	0.547
	TP	0.718	0.268	0.879		0.733
	CP	0.776	0.287	0.889		0.751
	LP	0.746	0.273	0.881		0.736
	IP	0.738	0.259	0.884		0.742
	AP	0.718	0.265	0.891		0.753
JS				0.725	0.729	0.549
	RW	0.776	0.356	0.872		0.723
	WI	0.731	0.334	0.878		0.731

	WC	0.765	0.349	0.888		0.749
	IR	0.689	0.307	0.872		0.722
OC				0.740	0.740	0.561
	SC	0.760	0.349	0.879		0.734
	IC	0.730	0.337	0.891		0.753
	BC	0.755	0.319	0.867		0.715
	MC	0.753	0.330	0.897		0.764
WLB				0.772	0.774	0.523
	WA	0.719	0.276	0.877		0.731
	FA	0.688	0.253	0.874		0.725
	TA	0.750	0.282	0.898		0.765
	IA	0.748	0.291	0.890		0.751
	FIA	0.709	0.280	0.883		0.741

4.1.2. Discriminant Validity

This study used the Fornell-Larcker criterion and the values for the values for HTMT for differential validity testing. The Fornell-Larcker suggests that the square root of the AVE of each structure should be greater than its correlation with other structures [46]. Table 3 shows that the AVE square root values of JP (0.739), JS (0.741), OC (0.749), and WLB (0.723) are all higher than their respective inter construct correlation coefficients. In addition, the discriminant validity of the structure should be tested using HTMT value, which should be less than 1 [45]. The results in table 4 show that the HTMT values range from 0.548 to 0.926, all of which are below the threshold 1. They comply with the Fornell-Larcker criterion, which confirms the good discriminant validity of the model.

Table 3. Discriminant validity--Fornell-Larcker criterion

	JP	JS	OC	WLB
JP	0.739			
JS	0.677	0.741		
OC	0.642	0.656	0.749	
WLB	0.688	0.681	0.699	0.723

Note: The bold and diagonal values represent the square root of AVE whereas the off diagonals represent the correlations of constructs

Table 4. Results of HTMT

	JP	JS	OC	WLB	WLB *OC
JP					
JS	0.890				
OC	0.836	0.894			
WLB	0.881	0.908	0.926		
WLB *OC	0.684	0.677	0.504	0.548	

4.2. Structural Model Evaluation

4.2.1. Coefficient of Determination (R^2)

The coefficient of determination (R^2) is used to quantify the explanatory power of the regression model, which has three critical values, 0.75, 0.50, and 0.25 representing strong, medium, and weak [47]. The results in table 5 indicate that the R^2 values for JP and JS were 0.527 and 0.589, respectively, and the adjusted R^2 values were 0.525 and 0.587, respectively, indicating the moderate power of the model in explaining the relationship between the independent and dependent variables.

4.2.2. Predicting Correlations (Q^2)

The Stone-Geisser test (Q^2) is used to assess the predictive correlation of the model. Measuring the predictive power of the model to the observed data. The Q^2 value is generated by blindfolding in PLS-SEM. The criteria are 0.02 (for small predictive power), 0.15 (for medium predictive power), and 0.35 (for large predictive power). If it is less than 0, the model has no predictive correlation [48]. Table 5 shows that the Q^2 values for JP and JS are 0.285 and 0.295, indicating moderate predictive power.

Table 5. Interpretive power and predictive correlation

	R-square	Adjusted R-square	Q^2 (=1-SSE/SSO)	Predictive Results
JP	0.527	0.525	0.285	Medium
JS	0.589	0.587	0.295	Medium

4.2.3. Collinearity (VIF)

In the process of model validation, we usually use variance inflation factor (VIF) to evaluate Multicollinearity problems. Before testing each hypothesis, the Multicollinearity problem of the independent variable must be tested with a VIF value <5. If a VIF and research conditions do not meet the criteria, the variable should be removed from the model. The VIF values in table 6 range from 1.334 to 2.116, all of which are less than 5, indicating the absence of Multicollinearity issues. This makes the estimation of the model more reliable and the interpretation of the results more credible. See table 6.

Table 6. Inner model – Matrix

	JP	JS	OC	WLB	WLB *OC
JP					
JS	1.755				
OC	1.755	2.003			
WLB		2.116			
WLB *OC		1.334			

4.2.4. Hypothesis Testing

In this study, the bootstrapping algorithm in PLS-SEM was used to calculate the path coefficient (β), ranging from -1 to 1, and test the correlation between independent and dependent variables using t-value using 5000 bootstrap samples to determine the significance of the path coefficient, coefficient significance level p value less than 0.005, at 90% significance level, the cut-off value of t value was 1.645 and 95% significance level was 1.96 and 99% significance level was 2.57. As long as the t-value is greater than or equal to 1.96, it indicates that the pathway coefficients support the consensus. The effect size f^2 is a statistical measure of the degree to which the path effect explains the variance of the dependent variable in modeling the structural equation. Suggested that the exogenous variables would have large, medium, and small effects if the f^2 values were 0.35, 0.15, or 0.02, respectively. See table 7.

Table 7. Structural model assessment and effect size bootstrap results

Hypothesis	Relationship	β	f^2	t -value	p-value	Decision
H1	OC \rightarrow JS	0.297***	0.108++	6.464	.000	Supported

H2	JS → JP	0.450***	0.244+++	10.961	.000	Supported
H3	O C → JS → J P	0.134***		5.364	.000	Supported
H4	WLB*OC → JS	0.338***	0.151+++	9.102	.000	Supported

Note: $p < .05$ *, $p < .01$ **, $p < .001$ ***. f^2 : Small+, Medium ++, Large+++

Table 7 show that the direct positive effect of H1: OC on JS was significant ($\beta = 0.297$, $f^2 = 0.108$, $t = 6.464$, $p = 0.000$) and the effect size was moderate; the direct positive effect of H2: JS on JP was very significant ($\beta = 0.450$, $f^2 = 0.244$, $t = 10.961$, $p = 0.000$) and the effect size was large. Previous literature shows that the direct effect of no mediation is significant, and then the indirect effect of mediation is also significant [44]. JS was the mediation variable in this study. H3: The indirect positive effect of OC on JP through JS was also significant ($\beta = 0.134$, $t = 5.364$, $p = 0.000$). H4: The interaction between WLB and OC had a significant positive effect on JS ($\beta = 0.338$, $t = 9.102$, $p = 0.000$) and the effect size was large, indicating a positive and significant regulation of WLB. Therefore, the test results found that assuming H1, H2, H3 and H4 all were supported.

5. Discussion and Significance

This study aims to explore the prerequisite factors affecting the work performance of private enterprises, and to explore the relationship influence of organizational culture, work-life balance, and employee job satisfaction on job performance through quantitative research. The results show, H1: Organizational culture has a direct and positive impact on job satisfaction ($\beta = 0.297$, $p = 0.000$), which is consistent with the viewpoints proposed by [14], [49], [5]. H2: Job satisfaction has a direct and highly significant positive effect on job performance ($\beta = 0.450$, $p = 0.000$), which is consistent with the viewpoints proposed by [15], [16], [14]. H3: Organizational culture indirectly positively affects job performance through job satisfaction ($\beta = 0.134$, $p = 0.000$), which verifies the key mediation role of job satisfaction in this impact, which is consistent with the conclusion proposed by [16], [50]. H4: Work-life balance plays an important regulatory role between organizational culture and employee job satisfaction ($\beta = 0.338$, $p = 0.000$). This is consistent with the conclusion made by [51], [22]. Therefore, the verification results of the four hypotheses proposed in this study are all positive and significant, and they are all supported. This result supports the view in organizational behavior theory that positive organizational culture can improve employee job satisfaction. It further reveals the mechanism by which organizational culture indirectly enhances job performance by improving employee job satisfaction, indicating that improving employee Job satisfaction is a key path to high job performance. At the same time, it provides empirical support for the work-life balance theory, and reminds organizational managers to consider employees' work-life balance when formulating policies. Therefore, business managers should focus on optimizing organizational culture and policies that support work-life balance to improve employee job satisfaction and thereby enhance job performance

6. Research Contribution

6.1. Theoretical Contributions

Firstly, this study focuses on specific geographic regions and industries, providing insights into how organizational culture functions within a region with unique cultural characteristics. Secondly, a complex comprehensive model is constructed and empirically implemented, while moderating variables and mediating variables are introduced. This paper explores the relationship between organizational culture, job satisfaction, work-life balance and job performance, especially in the specific geographical and cultural context of Sichuan private food enterprises, introducing work-life balance as a moderating variable and job satisfaction as a mediating variable. This method provides a new perspective for understanding and improving employee satisfaction and work performance, and also expands the understanding of the impact path of organizational culture. Thirdly, the combination of cultural adaptability and business management practices: The findings of this study challenge and expand traditional business management and organizational behavior theories by revealing how Sichuan local culture affects the management practices and organizational culture construction of private food enterprises. This point provides an important reference for theoretical research to incorporate local culture into corporate management decisions and practices.

6.2. Practical Implications

This study provides practical guidance for private enterprises in the food industry in Sichuan, China, and has strong practical application value. It is recommended that corporate managers establish a demonstration effect, actively work to shape a comprehensive organizational culture that integrates the characteristics of Bashu Culture [52] and the characteristics of the food industry, provide diversified communication platforms, and formulate humane rules and regulations. For example, provide flexible working or remote working options to balance employees' needs between work and life [53]; implement welfare plans, optimize the salary system, focus on career development, develop incentive systems, and strengthen commitment to organizational goals. recognition, enhance corporate social responsibility and image, etc. Le [54], in order to achieve employees' work-life balance, improve job satisfaction, promote the all-round development of employees, and ultimately improve job performance and enhance the core competitiveness of the enterprise.

7. Research Limitations and Suggestions for Future Research

Firstly, this study was only set in the food industry of private enterprises in Sichuan Province and lacks general applicability. The results may not be applicable to employees in other regions or different industries. Secondly, when using online questionnaire surveys, specific regional cultural background and personal subjective consciousness may affect the accuracy of the data and may bias the analysis results. Thirdly, using a cross-sectional design, the data lacks dynamic analysis, making it difficult to determine causality.

Future research should consider a wider range of regions and industries and use longitudinal designs to explore more variable relationships to obtain a more comprehensive understanding [55]. In addition, the sample scope can be expanded, qualitative research can be added, and the quality of the survey can be improved by in-depth company visits and interviews, so as to explore more deeply the dynamic relationship between organizational culture, work-life balance, job satisfaction and job performance, and further confirm that job satisfaction, The key role of organizational culture and work-life balance in promoting high performance of employees thereby improving the overall effectiveness and competitiveness of the organization.

8. Declarations

8.1. Author Contributions

Conceptualization: X.L. and T.T.; Methodology: T.T.; Software: X.L.; Validation: X.L., T.T.; Formal Analysis: X.L., T.T.; Investigation: X.L.; Resources: T.T.; Data Curation: T.T.; Writing Original Draft Preparation: X.L. and T.T.; Writing Review and Editing: T.T. and X.L.; Visualization: X.L.; All authors have read and agreed to the published version of the manuscript.

8.2. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

8.3. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

8.4. Institutional Review Board Statement

Not applicable.

8.5. Informed Consent Statement

Not applicable.

8.6. Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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