E-B
Environment - Behaviour
Proceedings Journal

$A_{QoL2023Bali}$

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e-IPH
e-International
Publishing House Ltd.,
United Kingdom

07th Asia-Pacific International Conference on Quality of Life
Wina Holiday Villa, Kuta, Bali, Indonesia, 30 Sep – 02 Oct 2023

Analysis of the Determinants of Work-Life Balance (WLB) on Transportation Employees in China

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Abstract
The transportation sector in China plays a crucial role in the nation's economy. This survey covered 708 valid transportation employees who worked in Beijing, China. This research aimed to investigate the employees' perceptions and the factors affecting their job satisfaction towards work-life balance, mediated by job characteristics. 12 determinants were identified including fair compensation, opportunity for growth, work environment, supervisor support, justice and equality, reward and recognition, job security, autonomy and control, participation in decision-making, effective communication, professional respect and work challenge. This study was significant as the researchers found that all the determinants were supported in the research study.
 (100 words)

Keywords: Work-Life Balance; Job Characteristics; Job Satisfaction; Transportation Industry.

1.0 Introduction
To date, the service sector in China is facing new issues and challenges, among these is the employees' retention and job satisfaction towards their desire for achieving the work-life balance in the post pandemic era (Liao, Wang, & Wang, 2023; Zheng, Puneet, Ma, & Zhou, 2023).   The work life balance of the workforce in China has been researched and studied by scholars in different domains (Liao, Wang, & Wang, 2023; Zheng, Puneet, Ma, & Zhou, 2023; Wei & Ye, 2022; Qu & Yan, 2022; Zhu, 2013; Xiao & Cooke, 2012). These scholars have investigated work life quality in various industries or sectors, for instance, Liao et al (2023) have conducted survey on the primary and secondary school teachers who face increasing work stress in China and more attention have been putting on their state of well-being. They also explore the effects of work and family conflicts and self-transcendent meaning of life of the teachers in China. The work of Zheng et al (2023) involve the study of long work hours and job satisfaction and they conclude that job satisfaction of workers who receive wages reduces in proportion with increased long working hours and the satisfaction level of the self-employed workforce only being affected after they have worked more than 12 hours. Following the discussion of recent research studies in China, it is found that more scholars' emphasise is on the high pressured work environment in a specific industry such as teaching and labour workers and so forth. In 2020, China's service sector contributed to 54% of China's GDP and 60%

of China's total economic growth. Moreover, it was during the pandemic period that the service sector had replaced the agriculture and industry, in becoming China's largest industry by GDP composition, accounted for 54.52% of the nation's GDP in 2020 (ARC Group, 2021). According to the report, there are a few industries in China's service sector, including the transport services, information services, securities, warehousing, investments services, logistics, among others. Therefore, this research aims to survey the employees who are working in the transportation sector and the factors affecting their job satisfaction towards work-life balance mediated by their job characteristics.

1.1 Problem statement

The researcher observes two areas of problem. The first problem is industry-related workforce shortage and low job performance or efficiency, especially in large cities in advanced countries such as China and the United States. The need to understand their employees' attitudes and what factors contribute to the job satisfaction of their employees is of utmost importance for companies to stay competitive in the industry. However, due to the impact of the pandemic and experiences of working from home, most of the workforce no longer considers work-life balance plausible, especially during the pandemic. As such, in this post-pandemic era, what are the perceptions of the employee towards their job satisfaction in achieving the ideal state of work-life balance? Such a question remains unsolved.

The second problem is related to the academia. To the best of the researcher's knowledge, limited literature materials and scholars are working on work-life balance in China, particularly in the service sector. Most scholars focus their study on the particular workforce that is too narrowly scoped, such as school teachers, university staff, nurses, and factory workers, which plausibly reduces the generalisability of the research findings.

1.1.1 Practical and theoretical significance

From a practical point of view, employees' job satisfaction is crucial to the company as it profoundly impacts job performance and customer satisfaction. This will then lead to higher or lower market competitiveness in the industry. There are two significant contributions for the industry practitioners from the outcomes of this research. First, for this research, the research scope is on the service sector, which is unarguably the most challenging and complicated to manage regarding market competition and service quality. Therefore, the factors influencing the employees' job satisfaction are critical in understanding the staff's attitudes and perceptions towards their job characteristics, company policies, culture, and other elements, which will eventually lead to changes in job performance (Albalushi & Devesh, 2023; Manjenje & Muhanga, 2021). The problem facing China's employers nowadays is the emergence of the younger generation that demands more from employers besides monetary rewards (Avdul, Martin, & Lopez, 2023). This phenomenon, however, is less investigated and understood by the industry as their human resource management is usually occupied with routine business activities. The findings of this research are expected to contribute to the service industry with valuable data related to the factors affecting employees' job satisfaction, which is mediated by job characteristics.

Based on the theory of organisational behaviour, there are increasingly debatable discussions on job satisfaction and job performance as the research outcomes vary (Zhu, 2013). There is a need to identify the factors that lead to employee job satisfaction and the relationships between these determinants and job satisfaction. The requirements and objectives to achieve organisational goals are crucial for the employer to remain competitive in the market, as a satisfied workforce could lead to better job performance (Cannon et al., 2021; Hackman, Edward, & Oldham, 2005). However, after decades of academic and industrial research, there is still no concrete relationship between job satisfaction and efficiency. Such studies' findings are either negatively or positively correlated to one another (Jalagat, 2016). Therefore, this research is expected to provide insight into job satisfaction from another perspective: the determinants that affect work-life balance that lead to job satisfaction and the mediating effect of job characteristics.

1.2 Research Gaps

Even though the study of work-life quality (QWL), work-life balance (WLB), job satisfaction, job characteristics, and work attitudes and perceptions are widely studied and discussed by researchers and academicians over the years, there is limited research on the combination of the three dimensions, i.e., determinants of employee's job satisfaction, work-life balance and job characteristics in a single study. Moreover, the post-pandemic era is expected to produce different employees' perspectives on work, health, and family life. The ways employees perceive the value of work, the need for work, and job satisfaction are expected to have been altered by their experience during the pandemic, as many of them have been working from home (WFH) or lost their jobs during the pandemic.

1.3 Research questions

After investigating the research gap and problem statements, the researcher has identified four research questions based on the transportation sector in China's workforce.

RQ 1:   What are the effects of various determinants of achieving the work-life balance (WLB) on employee job satisfaction in the service sector?

RQ2:   What are any significant relationships between these factors towards the work-life balance (WLB) on employee job satisfaction in the service sector?

RQ3:   Is there any mediating effect between these factors and job characteristics towards the work-life balance (WLB) on employee job satisfaction in the service sector?

RQ4:   What are the existing literature gaps between the determinants and the mediating effects of work-life balance (WLB) on employee job satisfaction in the service sector?

1.4 Research objectives

The research aims to investigate the determinants' effect of work-life balance (WLB) on Chinese employee's job satisfaction in the service sector mediated by job characteristics of the employees. The specific objectives of the research are as follows.

RO1:   To determine the effects of various determinants of achieving the work-life balance (WLB) on employee job satisfaction in the service sector.

RO2:   To determine the significant relationships between these factors towards the work-life balance (WLB) on employee job satisfaction in the service sector.

RO3:   To measure the mediating effect between these factors and job characteristics towards the work-life balance (WLB) on employee job satisfaction in the service sector.

RO4:   To identify the gaps between the determinants and the mediating effects of work-life balance (WLB) on employee job satisfaction in the service sector in China.

1.5 Hypotheses and conceptual framework

Based on the literature reviews and preliminary research work, 25 hypotheses were formulated to answer the research questions and achieve the objectives. These are listed in Table 1 below.

Table 1. Hypotheses development
(Source: Authors)

Hypothesis	
H1:	Fair compensation has a significant relationship with work-life balance (WLB) on employee job satisfaction.
H2:	Opportunity for growth has a significant relationship with work-life balance (WLB) on employee's job satisfaction.
H3:	Work environment has a significant relationship towards work-life balance (WLB) on employee's job satisfaction.
H4:	Supervisor support has a significant relationship towards work-life balance (WLB) on employee job satisfaction.
H5:	Justice and equality have a significant relationship towards work-life balance (WLB) on employee's job satisfaction.
H6:	Reward and recognition have a significant relationship towards work-life balance (WLB) on employee's job satisfaction.
H7:	Job security has a significant relationship towards work-life balance (WLB) on employee's job satisfaction.
H8:	Autonomy and control has a significant relationship towards work-life balance (WLB) on employee's job satisfaction.
H9:	Participation in decision making has a significant relationship towards work-life balance (WLB) on employee's job satisfaction.
H10:	Effective communication has a significant relationship towards work-life balance (WLB) on employee's job satisfaction.
H11:	Professional respect has a significant relationship towards work-life balance (WLB) on employee's job satisfaction.
H12:	Work challenge has a significant relationship towards work-life balance (WLB) on employee's job satisfaction.
H13:	There is a mediating effect between fair compensation and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H14:	There is a mediating effect between opportunity for growth and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H15:	There is a mediating effect between work environment and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H16:	There is a mediating effect between supervisor support and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H17:	There is a mediating effect between justice and equality and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H18:	There is a mediating effect between reward and recognition and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H19:	There is a mediating effect between job security and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H20:	There is a mediating effect between autonomy and control and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H21:	There is a mediating effect between participation in decision making and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H22:	There is a mediating effect between effective communication and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H23:	There is a mediating effect between professional respect and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H24:	There is a mediating effect between work challenge and job descriptions towards work-life balance (WLB) on employee's job satisfaction.
H25:	Job descriptions has a significant relationship towards work-life balance (WLB) on employee's job satisfaction.

Following the formulation of the hypotheses, the conceptual framework is developed to demonstrate the relationships between the constructs and the mediating effects. This is shown in Figure 1 below.
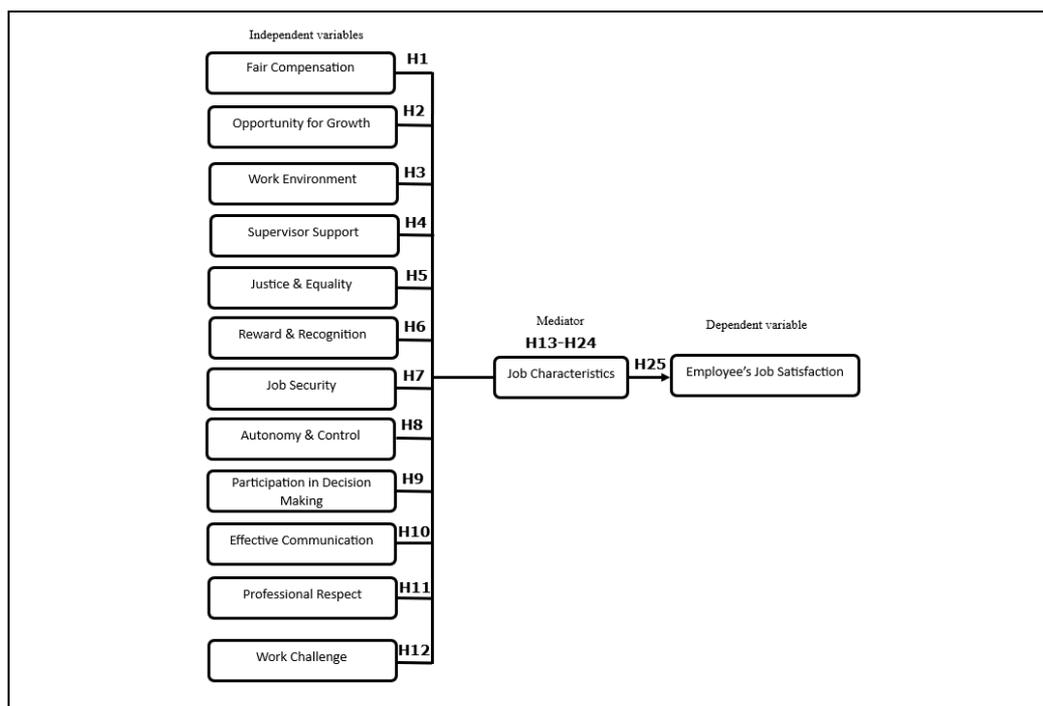
Fig. 1: Conceptual framework
(Source: Adapted from Afroz (2017); Al Hazemi and Ali (2016); Leitão, Pereira, & Gonçalves (2019); Zhu (2013); Aziri (2011); Jalagat (2016); Johari & Yahya (2016))

2.0 Literature Review
According to Martel and Dupuis (2006), fair compensation received by employees is a crucial factor in determining the level of satisfaction of the employees. Growth opportunities can be termed as the chances, opportunities, or possibilities in the companies related to the occurrence of career development, the involvement in in-house or public training, involvement in the self-or group-development programmes, offering of better career prospects, the existence of promotion opportunities, the arrangement of on – job learning and other possible personal growth and career advancement in the employment (Kusumastuti et al.,2023; Kanten & Sadullah, 2012; Ramstad, 2009) Work environment refers to the physical environment and working conditions of the employees. Environmental restrictions can increase the level of anxiety and challenge for work. Therefore, the work environment is crucial to employees' job satisfaction (Chong et al., 2023; Kanten & Sadullah, 2012). According to Clark (2000), the supervisor's role is paramount in an employee's work-life balance. The supervisor as the common border-keeper tremendously affects an employee's daily life (Chong et al., 2022). It is fair to say that justice and equity will spill over the work-life balance, especially in the emotional and perception domains (Mirkamali & Thani, 2011). As such, the employee's perspectives on the company's justice and equality treatment will affect the employee's satisfaction level towards the work-life balance (Voll, Gauger, & Pfnür, 2022; Yaghi & Yaghi, 2014). Under the compensation theory, reward and recognition is the appreciation from the company to their employees in recognition of their productivity, performance, commitment, and contribution towards the development of the company. In the service sector, such rewards and recognition are crucial to retain employees and provide employees with a sense of belonging and togetherness (Nanjundeswaraswamy & Swamy, 2013). The level of job security varies across companies, but in general, it refers to the feelings of employees towards the security of their job and employment, as well as the feelings of not being dismissed (Yadav & Naim, 2017; Khanifar, Alimadadi, & Fard, 2012; Saraji & Daragahi, 2006). A company with high supervisory power will reduce the employees' autonomy and control, and the employees will feel less empowered and, thus, less motivated and less satisfied (Rai, 2015). According to Martel & Dupuis (2006), decision-making is reflected in employee participation in essential matters in the company, where more chances of decision-making mean higher autonomy and trust.

Furthermore, communication skills are also crucial for the employees to transverse between the work and family domains. As Clark (2000) proposed, the key to work-life balance relies on individual skills in commuting between these two domains satisfactorily. Therefore, effective communication is closely related to the work/family border theory, where the border-crosser needs the communication skills to travel between these domains daily. According to Leitão, Pereira, and Gonçalves (2019), professional respect refers to the feelings and perceptions of whether the employee feels respected by the organisation as a professional and individual. In the compensation theory, when the employees are not compensated enough in a tangible form, they turn to less tangible things, such as recognition and respect (Saraji & Daragahi, 2006). Work challenge refers to the nature of the work that matches or challenges the employees' qualifications and utilises employees' knowledge, skills, abilities, and other characteristics which provide sufficient stimuli to attract employees' interest in work (Van Wyk, De Beer, Pienaar, & Schaufeli, 2016; Liu & Wang, 2012). As Hackman, Edward and Oldham (2005) posited, job characteristics as the mediator have several dimensions. The job characteristics also involve autonomy and feedback mechanisms in the company (Johari & Yahya, 2016). Job satisfaction is commonly described as how people respond to their job and other aspects related to the work. It relates to work environment circumstances and motivation

to work. Zhu (2013) states that job satisfaction can be investigated from the affective dimension. Scholars believe job satisfaction is a holistic evaluation of the employee's positive affective (Jalagat, 2016; Aziri, 2011). In China, employees often sacrifice family time for work, considering it self-sacrifice for the family's benefit or a short-term cost for long-term gain. In contrast, sacrificing family time for work in America is generally seen as an inability to care for loved ones. However, Liu and Wang (2012) noted that work-life interference mediated the relationships between work demand and work outcomes, such as practical commitment, job satisfaction, and job performance.

3.0 Methodology
According to Broeck, Sandøy, and Brestoff (2013), the population under study refers to the targeted population that the researcher intends to study, and the sampling method refers to the ways of extracting a statistically representative sample of individuals from the population under study (Kamangar & Islami, 2013).

3.1 Research design
Research design is a detailed planning process for collecting and examining data (Abutabenjeh & Jaradat, 2018). The cross-sectional quantitative research method is used to collect the data needed for this study. It is explanatory with the structured method that interconnects the independent variables to the dependent variable, and in this study, with the mediating effect of job characteristics. A self-administered questionnaire was used to elicit respondents' opinions and perceptions towards job satisfaction in the work-life balance context. The data was analysed in two parts: descriptive and inferential analysis. The descriptive analysis provided the respondent's demographic background and validated the responses. The inferential analysis verified model measurement and hypotheses testing. Finally, conclusions were made after the interpretations of the data.

3.2 Scope of research
The scope of the research covered the transportation sector in major cities in China, namely the city of Beijing. The researcher used a quantitative research methodology where 800 self-administrated online questionnaires were distributed to the respondents residing in Beijing and working in the service sector. The research was cross-sectional and aimed to elicit data from China's current work environment in the post-pandemic era. However, this research was limited to the quantitative survey, which could not explain the phenomenon under study. It provided empirical evidence for the hypothesis testing and verifying the conceptual model under study. The location of the survey also limited the generalisability of the findings as China has multiple cities, and the with the high population numbers in each of the city, the context of this research would possibly make the research less representable in other geographical areas. Furthermore, the research was restricted to the transportation sector in China, which only representing a portion of the service workforce in the China markets.

3.3 Sampling methods
The researcher applied non-probability sampling, where only the employees working in the transportation sector in Beijing City were selected for the survey. The city of Beijing was selected due to its high population number as the capital city of China. Eight hundred questionnaires were distributed through an online survey, and 708 responses were valid. The findings are presented and analysed below.
IBM SPSS processed the descriptive data in Table 2, and the results showed that all the respondents were from the transportation sector and worked in Beijing, China. Most respondents had worked 6 to 12 years in the transportation industry.

3.4 Limitations
This research was limited by time and budget constraints, and more studies could not been done due to geographical limitations.

Table 2. Descriptive data
(Source: Authors)

Statement	Frequency		Percentage
Your current country and city of residential is Beijing City, China	Yes	708	100%
	No	0	0%
	Total	708	100%
Your current industry is the transportation industry	Yes 708	708	100%
	No 0	0	0%
Gender	Male	382	54%
	Female	326	46%
	Total	708	100%
Age	21 – 27 years old	177	25%
	28 – 34 years old	253	35.7%
	35 – 41 years old	135	19.1%
	42 – 55 years old	121	17.1%
	56 years old and above	22	3.1%
	Total	708	100%
Length of service	Under 2 years	36	5.1%
	2 to 5 years	50	7.1%
	6 to 12 years	246	34.7%
	11 to 17 years	177	25%
	18 to 24 years	149	21%

25 years and above	50	7.1%
Total	708	100%

4.0 Findings
As shown in Table 3, all the constructs in the study showed high reliability from 0.887 to 0.903 (Cronbach's alpha), 0.883 to 0.906 (CR rho_a), 0.914 to 0.928 (CR rho_c) and high validity of AVE (0.681 to 0.720).

Table 3. Construct reliability validity
(Source: Authors)

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Authority & Control	0.893	0.894	0.921	0.700
Effective _communication	0.891	0.893	0.920	0.697
Fair compensation	0.893	0.898	0.921	0.701
Job _characteristics	0.883	0.883	0.914	0.681
Job _satisfaction	0.887	0.887	0.917	0.689
Job security	0.899	0.899	0.925	0.712
Justice & equality	0.902	0.903	0.927	0.718
Opportunity for growth	0.893	0.895	0.921	0.700
Participation in_decision making	0.892	0.894	0.920	0.698
Professional _respect	0.903	0.906	0.928	0.720
Reward & recognition	0.892	0.892	0.920	0.698
Supervisor support	0.898	0.900	0.925	0.710
Work challenge	0.894	0.895	0.922	0.701
Work environment	0.888	0.890	0.918	0.691

The variance inflation factor (VIF) ranged from 1.983 to 2.496 (refer to Table 4), indicating a moderate correlation between the items, and the issue of multicollinearity issue was not severe enough to require attention in this study.

Table 4. Multicollinearity for the items
(Source: Authors)

Items	VIF	Items	VIF	Items	VIF	Items	VIF	Items	VIF
AC1	2.225	FC1	2.172	JE1	2.344	PR1	2.467	WC1	2.347
AC2	2.203	FC2	2.236	JE2	2.320	PR2	2.258	WC2	2.266
AC3	2.244	FC3	2.214	JE3	2.455	PR3	2.496	WC3	2.218
AC4	2.133	FC4	2.165	JE4	2.315	PR4	2.205	WC4	2.073
AC5	2.193	FC5	2.254	JE5	2.286	PR5	2.369	WC5	2.161
DM1	2.062	JBS1	2.071	JS1	2.338	RR1	2.289	WE1	2.237
DM2	2.154	JBS2	2.130	JS2	2.181	RR2	2.084	WE2	2.052
DM3	2.312	JBS3	2.296	JS3	2.352	RR3	2.166	WE3	2.132
DM4	2.163	JBS4	1.989	JS4	2.284	RR4	2.177	WE4	2.124
DM5	2.246	JBS5	2.176	JS5	2.301	RR5	2.206	WE5	2.182
EC1	2.149	JC1	2.169	OG1	2.304	SS1	2.267		
EC2	2.202	JC2	1.983	OG2	2.163	SS2	2.163		
EC3	2.261	JC3	2.103	OG3	2.243	SS3	2.240		
EC4	2.120	JC4	2.088	OG4	2.163	SS4	2.271		
EC5	2.217	JC5	2.024	OG5	2.172	SS5	2.460		

Based on Figure 2, the R square for the measurement model for the determinants was 0.689 or 68.0% for job satisfaction and 0.681 or 68.1% for job characteristics. These suggested a high inclusion of the study's determinants towards the mediator and dependent variable. All items in the constructs also displayed coefficients with high statistical power from 0.817 to 0.863, as shown in Figure 2.

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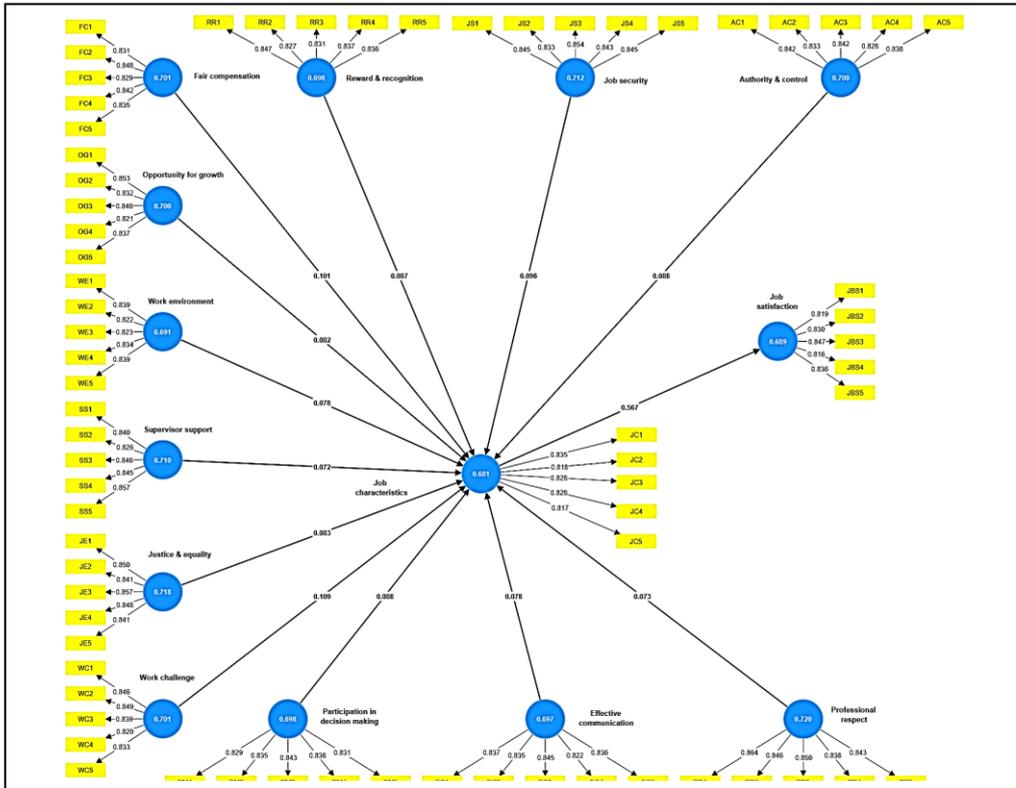
Fig. 2: PLS Algorithm Results
(Source: Authors)
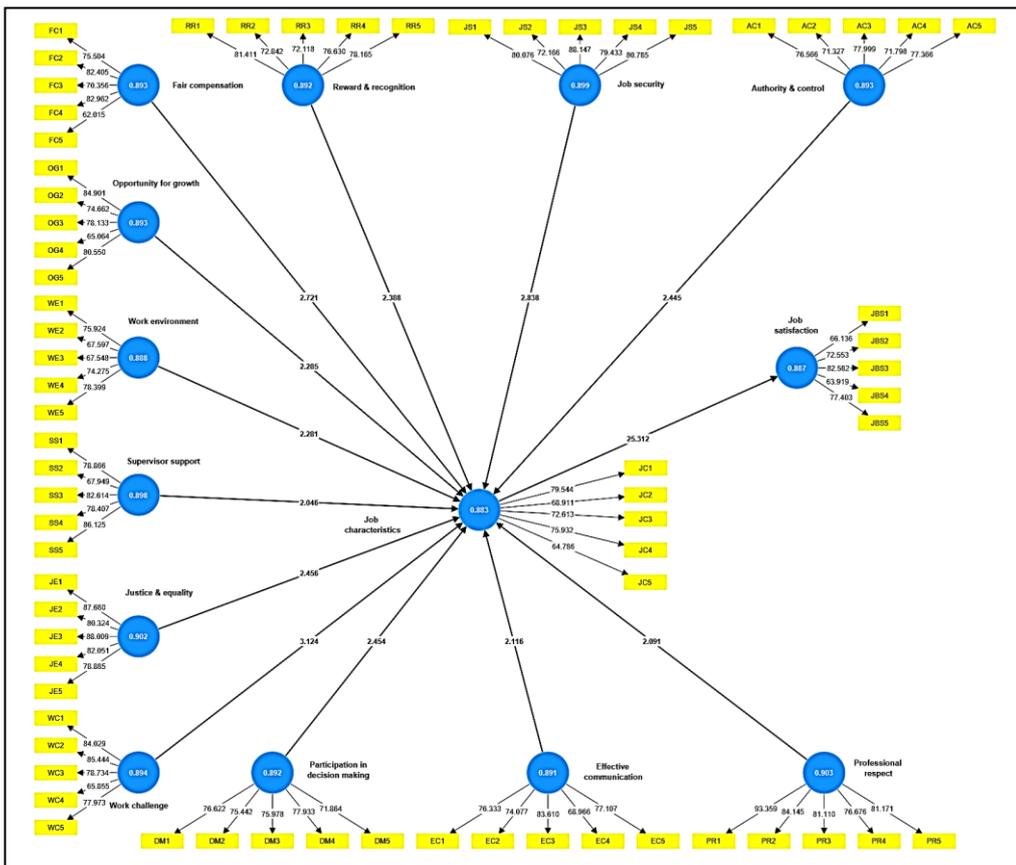
Fig. 3: Bootstrapping Results
(Source: Authors)

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In Figure 3, all constructs displayed high T-values for items ranging from 62.015 to 93.359. All items are significant with P-values of less than 0.05. All constructs also showed high reliability of Cronbach's alpha ranging from 0.888 to 0.903.

Table 5. Hypotheses testing results
(Source: Authors)

	Hypothesis	Mean	Standard deviation	T-values	P-values	Decision
H1:	Fair compensation -> Job satisfaction	0.058	0.021	2.703	0.007	Accepted
H2:	Opportunity for growth -> Job satisfaction	0.047	0.021	2.263	0.024	Accepted
H3:	Work environment -> Job satisfaction	0.045	0.020	2.261	0.024	Accepted
H4:	Supervisor support -> Job satisfaction	0.041	0.020	2.039	0.042	Accepted
H5:	Justice & equality -> Job satisfaction	0.047	0.019	2.434	0.015	Accepted
H6:	Reward & recognition -> Job satisfaction	0.050	0.021	2.361	0.018	Accepted
H7:	Job security -> Job satisfaction	0.055	0.020	2.774	0.006	Accepted
H8:	Authority & control -> Job satisfaction	0.049	0.021	2.428	0.015	Accepted
H9:	Participation in_decision making -> Job satisfaction	0.050	0.020	2.447	0.014	Accepted
H10:	Effective _communication -> Job satisfaction	0.044	0.021	2.109	0.035	Accepted
H11:	Professional _respect -> Job satisfaction	0.041	0.020	2.061	0.039	Accepted
H12:	Work challenge -> Job satisfaction	0.061	0.020	3.104	0.002	Accepted
H13:	Fair compensation -> Job characteristics -> Job satisfaction	0.058	0.021	2.703	0.007	Accepted
H14:	Opportunity for growth -> Job characteristics -> Job satisfaction	0.047	0.021	2.263	0.024	Accepted
H15:	Work environment -> Job characteristics -> Job satisfaction	0.045	0.020	2.261	0.024	Accepted
H16:	Supervisor support -> Job characteristics -> Job satisfaction	0.041	0.020	2.039	0.042	Accepted
H17:	Justice & equality -> Job characteristics -> Job satisfaction	0.047	0.019	2.434	0.015	Accepted
H18:	Reward & recognition -> Job characteristics -> Job satisfaction	0.050	0.021	2.361	0.018	Accepted
H19:	Job security -> Job characteristics -> Job satisfaction	0.055	0.020	2.774	0.006	Accepted
H20:	Authority & control -> Job characteristics -> Job satisfaction	0.049	0.021	2.428	0.015	Accepted
H21:	Participation in decision making -> Job characteristics -> Job satisfaction	0.050	0.020	2.447	0.014	Accepted
H22:	Effective communication -> Job characteristics -> Job satisfaction	0.044	0.021	2.109	0.035	Accepted
H23:	Professional respect -> Job characteristics -> Job satisfaction	0.041	0.020	2.061	0.039	Accepted
H24:	Work challenge -> Job characteristics -> Job satisfaction	0.061	0.020	3.104	0.002	Accepted
H25:	Job characteristics -> Job satisfaction	0.567	0.022	25.312	0.000	Accepted

Based on Table 5 above, all the hypotheses were accepted with t-values ranging from 2.061 to 25.312, higher than 1.960, with a confidence level of 95% in two-tailed hypotheses testing. The significant levels for all the hypotheses ranged from 0.000 to 0.042, which were lower than 0.05, thus showing an acceptable significant relationship at a 95% confident interval.

5.0 Discussions

This research has achieved the objectives and answered the research questions raised earlier. The transportation industry in China Beijing, had experienced challenges during the pandemic with lockdowns and logistics control. It was found that service staff in the transportation industry have demanded more space to achieve the work-life balance by offering flexibility and competitive compensation in their job characteristics, among other requests and expectations.

6.0 Conclusions and Recommendations

It is found that the work-life balance is significantly influenced by the determinants, including fair compensation, the opportunity for growth, work environment, supervisor support, justice and equality, reward and recognition, job security, autonomy and control, participation in decision-making, effective communication, professional respect, and work challenge. Among these determinants, fair compensation has the highest mean value, 0.058. This finding was supported by Martel and Dupuis (2006), who asserted that fair compensation was a crucial factor in determining employees' job satisfaction. Job characteristics are critical in influencing employees' job satisfaction as the relationship between job characteristics and job satisfaction not only has a robust mediating effect on other determinants but also has a substantial direct effect on job satisfaction itself. Such findings further strengthened the work of Hackman, Edward, and Oldham (2005) and Johari and Yahya (2016) on the importance of job characteristics in ensuring employees' job satisfaction. It is therefore recommended that in ensuring employee satisfaction and employee retention, job descriptions and job scopes that are appropriate for the transportation industry employees should be introduced with a focus on work-life balance and talent management in the industry. Future research should emphasise the work-life balance and compensation in other service industries as monetary factors still play a crucial role in the work place in China.

Paper Contribution to Related Field of Study

This paper has contributed to human resource management and the study of work-life balance.

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