

Factors Affecting Employee Performance in Private Enterprises in Liao Cheng City, Shandong Province, China

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Abstract

The Background and Aims of this study were in an increasingly competitive business environment, private enterprises play a vital role in economic development, where employee performance is crucial for organizational survival and growth. This study aims to evaluate the levels of talent development, work-life balance, and employee performance in private enterprises in Liao Cheng, Shandong Province, and to analyze the influence of talent development and work-life balance on employee performance. The research adopted a survey-based empirical approach, collecting data from 400 employees working in private enterprises in Liao Cheng, Shandong Province, China, using convenience sampling. The results of study revealed that talent development and work-life balance have a significant positive impact on employee performance underscore the importance of enhancing talent development initiatives, optimizing employee retention strategies, fostering continuous learning, adopting flexible work arrangements, and implementing telecommuting and compressed work weeks to improve employee performance in private enterprises. Recommendations 1. Study on the level of personnel development, work-life balance and work performance of employees in private companies in Liao Cheng City, Shandong Province. In the next study, lessons learned from public companies that have achieved success in developing the quality and efficiency of their employees should be used to develop personnel. 2. Analysis of the effects of personnel development and work-life balance on work performance of employees in private companies in Liao Cheng City,

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Shandong Province. In the next study, other factors such as social conditions, government support such as social welfare, life insurance, and savings in various funds should be studied.

Keywords: Talent Development, Work-Life Balance, Employee Performance

Introduction

In today's highly competitive business environment, private enterprises face mounting challenges in retaining and developing talent, which is a key driver of organizational success. The increasing competition for skilled employees, fueled by a dynamic work environment, has compelled companies to either train existing staff or attract new talent (Alanazi, A. 2020). To address these challenges, human resource practitioners emphasize talent management as a strategic approach to maintaining a competitive edge (Abraham, M., et.al. (2023). Organizations must align employee skills and talents with corporate goals to maximize productivity and achieve sustainable growth (Edewhor, V., & Okoh, O, 2024). Talent development plays a critical role in enhancing employee performance, which directly contributes to the achievement of both organizational and individual goals (Amankwah-Amoah, J., & Debrah, Y. A. 2011). Successful talent development and alignment with organizational priorities indicate an effective management system that strengthens internal and external trust (Wahyudi, E. et al, 2022). However, the path to optimizing talent development remains fraught with challenges. In private enterprises in Liao Cheng City, Shandong Province, these challenges are particularly pronounced. The lack of clear career development plans often prevents employees from aligning their goals with corporate objectives, leading to diminished motivation and performance. Moreover, inadequate compensation packages and weak talent retention strategies contribute to high employee turnover (Abdullahi et al., 2022). Recruitment limitations, including low brand visibility and restricted hiring channels, further impede the acquisition of high-caliber talent and affect overall performance (Gerhardt, T. & Karsan, S. 2022).

Another pressing challenge in private enterprises in Liao Cheng City is the predominance of rigid work systems. Fixed working hours remain the norm, while more adaptable arrangements such as telecommuting, flexible hours, and compressed workweeks have yet to gain widespread adoption. This rigidity undermines employees' work-life balance, exacerbates workplace stress, and leads to declining job satisfaction, which ultimately hampers performance outcomes (Hashmi, S. et al., 2023). Studies highlight that flexible work systems can significantly boost job satisfaction, enhance organizational commitment, and



increase overall efficiency. Therefore, private enterprises in Liao Cheng City must prioritize implementing flexible work arrangements to improve employee retention and performance. While research on the impact of talent development and work-life balance on employee performance is abundant globally, studies focused specifically on private enterprises in Liao Cheng are scarce. This gap in research presents an opportunity to explore how these factors uniquely influence employee outcomes in the region. This study aims to examine the impact of talent development and work-life balance on employee performance in private enterprises in Liao Cheng City, Shandong Province. The findings will offer valuable insights for management practices and contribute to both organizational improvement and regional economic growth. Understanding these dynamics will be essential for developing actionable strategies that enhance the overall competitiveness and sustainability of private enterprises in the region.

Research Objectives

There are two main objectives of this study:

1. To examine the levels of talent development, work-life balance, and employee performance in private enterprises in Liao Cheng, Shandong Province.
2. To analyze the impact of talent development and work-life balance on employee performance in private enterprises in Liao Cheng, Shandong Province.

Research Hypothesis

This study proposes the following hypotheses for testing using regression analysis:

1. H1: Talent development has a significant positive impact on employee performance in private enterprises in Liao Cheng, Shandong Province.
2. H2: Work-life balance has a significant positive impact on employee performance in private enterprises in Liao Cheng, Shandong Province.
3. H3: Talent development and work-life balance collectively have a significant positive impact on employee performance in private enterprises in Liao Cheng, Shandong Province.



Scop of Research

Content Scope

Thais study Factors Affecting Employee Performance in Private Enterprises in Liao Cheng City, Shandong Province, China Flow Talent Development Talent acquisition Talent Retention Learning, Work Life balances, Flexible time Telecommuting, Compressed work and Employee Performance

Population Scope

The population for this study comprises employees of private enterprises in Liao Cheng City, Shandong Province, China. Using sample size formula, a sample size of 385 was calculated at a 95% confidence level with a $\pm 5\%$ error margin.

Literature review and Concept

Talent development

Talent development refers to the organizational process where employees are identified, assessed, and provided with opportunities to develop their skills and knowledge to advance their careers and meet the company's future needs. This process prepares them for current and future roles by addressing potential skill gaps and aligning their growth with the company's objectives. Key activities include identifying aptitudes, setting career paths, and offering training programs to nurture talent (Garavan, T. N., et.al, 2012).

Effective talent development plays a crucial role in enhancing employee performance. Kafetzopoulos, D. (2023) highlights that talent development directly influences organizational processes and enterprise flexibility. Similarly, Löfsten, H., et.al. (2020). Emphasizes that it improves work efficiency and strengthens organizational competitiveness. Employees who receive development support are better equipped to adapt to workplace changes, stay motivated, and contribute to higher team performance.

Talent development typically consists of three critical dimensions: talent acquisition, retention, and learning.

Talent Acquisition

Talent acquisition involves identifying, attracting, and selecting suitable candidates for organizational roles. Abraham, M. et al. (2023) underscores that this process goes beyond traditional acquisition, integrating modern technology, data analytics, and social networks. Effective strategies ensure that employees align with the organizational culture and



contribute positively to business objectives. A strategic approach to talent acquisition enhances employee performance and overall organizational outcomes.

Talent Retention

Talent retention focuses on maintaining workforce stability and reducing employee turnover through effective management and incentives. Zainee I. A., & Puteh, F. (2020) stress that retaining talent has become critical in a competitive business environment. Effective retention strategies contribute to organizational stability, operational continuity, and reduced recruitment costs. Retaining skilled employees positively impacts employee performance and organizational effectiveness, helping businesses maintain competitive advantages.

Learning

Learning is a fundamental aspect of talent development, enabling employees to continuously improve their skills and adapt to changing job requirements. Halawi, A., & Haydar, N. (2018) defines learning as a process where employees enhance competencies to meet job demands. Continuous learning fosters better job performance and cultivates a culture of innovation. However, Halawi warns that limited career advancement opportunities and narrow development paths can hinder long-term growth. Organizations should implement reward mechanisms and provide diverse growth opportunities to motivate employees. A robust learning environment benefits both employees and the organization, leading to improved performance and mutual growth.

In conclusion, talent development, encompassing acquisition, retention, and learning, plays a vital role in fostering employee performance. By adopting comprehensive strategies across these dimensions, organizations can enhance their competitive position and achieve sustainable growth.

Work life balance

Work-life balance refers to employees' ability to achieve a healthy and effective equilibrium between their professional responsibilities and personal lives. According to Wiradendi, W. et.al. (2020), work-life balance is defined as a state of satisfaction derived from successfully managing work and personal life commitments. Disruptions to this balance, particularly when employees face competing demands at work, often result in negative outcomes such as increased stress, job fatigue, and strained family and work relationships.

This research identifies three key dimensions of work-life balance: flexible work hours, telecommuting, and compressed work weeks. Maintaining a high quality of work life is beneficial for both employees and organizations. It fosters employee motivation, enhances



job performance, and promotes organizational efficiency and productivity by encouraging collaboration and joint problem-solving between employees and management (Kulkalyuenyong, P.,et.al., 2019; Zhou, L.,et. al., 2023). Wiradendi W. et.al. (2020) further emphasizes that as the pace of modern workplaces accelerates, achieving work-life balance has become increasingly challenging. High-pressure work environments often require employees to work long hours, leading to fatigue and reduced time for family and personal pursuits.

Prolonged work-life imbalance not only poses risks to employees' health but also undermines their work performance and teamwork. Persistent fatigue and frustration typically result in decreased creativity, productivity, and job satisfaction. Given the significant positive impact of work-life balance on employee performance, companies are increasingly adopting flexible work arrangements and supportive measures to enhance employees' work experiences and overall well-being.

There are three dimensions of work life balance: flexible time, telecommuting and compressed work weeks.

Flexible time

Flexible time refer to a certain degree of time arrangement autonomy provided by an enterprise or organization according to the personal needs, work tasks and business requirements of employees. According to Davidescu, A. A. et al (2020) defines flexible time as it can increase job satisfaction, reduce burnout and stress levels, is beneficial to employee health and happiness, flexible working hours are essential to improve work motivation, and employees in small enterprise value remote work or telecommuting more. With the increasing demand of employees for work-life balance, flexible time have become one of the factors to improve employee performance. Flexible time arrangements enable employees to better balance work and family life. This balance not only reduces the psychological burden of employees, but also enhances their commitment and enthusiasm for work. As an innovative way of work arrangement, flexible working hours play an important role in promoting employee performance.

Telecommuting

Telecommuting refers to a mode in which employees do not work in traditional office premises, but work at home or other locations through technological means such as the Internet and video conferencing. It can improve employees' work flexibility. According to Barbuto, S. et al (2020) defines teleworking as a way of working that increases employer



efficiency and reduces workplace costs, improves employee productivity and well-being, and enhances a company's environmental stewardship. It caters to the specific needs of a company and its employees, with an emphasis on clearly outlined policies, established performance monitoring, timelines and responsibilities, and strong communication channels. Remote work not only has a positive impact on individual employees, but also brings multiple benefits to enterprises, such as cost savings, talent attraction and improved innovation capabilities. In private enterprises, enterprises should implement telework under appropriate conditions to improve employees' overall work performance.

Compressed work weeks

Compressed work week is a flexible work arrangement that usually means that employees complete prescribed work tasks in a shorter working time, usually compressing a week's work time to four days or less. According to Spicer, Z., & Lyons, J. (2023) sees the compressed work week as one of the foundations of work-life balance for employees. Some employees have shown that the implementation of the compressed work week allows employees to completely relax before starting a new week, and the motivation and satisfaction in the workplace are high. On the contrary, senior staff hopes that the introduction of a compressed work week will help recruit and retain employees and provide employees with a better work-life balance. Adding one day off per week allows employees to have more leisure time. A compressed work week can improve employees' work-life balance, reduce job stress and burnout, increase productivity, reduce commuting costs, and improve overall performance.

Employee performance

Employee performance is an important indicator to measure the ability and efficiency of an individual to complete tasks and goals at work. According to Riyanto, S. et al (2021) defines employee performance as an important assessment method for enterprises to ensure sustainable development of the enterprise. It includes controllable behaviors, but has restrictions on irrelevant behaviors. Employee performance is divided into task performance and performance behavior. This behavior involves work-related factors. In the workplace, employee behavior is reflected in immediate behavior and additional roles. Behavior also includes positive behavior and negative behavior. The existence of employee performance evaluation can improve the enthusiasm of employees, encourage them to actively participate in innovation plans, and make it easier to achieve expected goals. So,



enterprises should optimize factors to improve the overall performance and work efficiency of employees, thereby promoting the long-term development of the organization.

Talent Development& Employee Performance

Talent development encompasses three key dimensions: talent acquisition, retention, and learning, all of which play a critical role in enhancing employee performance. Effective talent acquisition strategies ensure the recruitment of candidates whose skills align with organizational objectives, improving job matching and productivity (Sisneros, K.S. 2025; Dowansiba, B. 2024). In modern human resource management, integrating acquisition, selection, and job arrangements enables employees to better adapt to their roles, enhancing work efficiency and satisfaction (Dowansiba, B. 2024). Equally important is talent retention, particularly in competitive business environments where employee stability is essential for sustainable growth. Implementing effective retention strategies not only reduces turnover but also enhances employee satisfaction and loyalty, thereby optimizing organizational performance (Igbinoba, E. et al., 2022). High-skilled and high-demand positions benefit significantly from sound retention policies (Sawaneh, I. A., & Kamara, F. K., 2019).

The learning dimension further strengthens employee performance through continuous training and development opportunities. Organizations that combine knowledge management and talent development improve employees' learning experiences, resulting in enhanced work capabilities and productivity (Mantow, H. A. D., & Nilaasari, B. M., 2022). Training programs also significantly increase job satisfaction and overall performance (Noe, R.E. 2020). Wesonga J. N., & Van Der Westhuizen, J. (2024) emphasized that investing in continuous learning supports both employee and corporate performance. Furthermore, research consistently highlights the importance of structured career pathways, training programs, and perceived organizational support in fostering job satisfaction and engagement, which ultimately lead to improved employee performance (Hakro, T. H., et.al. 2022; Sopiah, S.,et.al., 2020).

Therefore, talent development encompassing acquisition, retention, and learning strategies plays a pivotal role in fostering a high-performing and competitive workforce. Consequently, the hypothesis that talent development positively impacts employee performance is well-supported by extensive research and practical evidence.

Work-Life Balance & Employee performance

Work-life balance, encompassing three key dimensions—flexible time, telecommuting, and compressed work weeks (CWW)—plays a crucial role in enhancing



employee performance, particularly in high-stress industries (Al-Omari, G. et.al, 2020). Organizations that understand and integrate work-life balance strategies into management practices can optimize the work environment, increase employee satisfaction, and ultimately boost corporate performance.

Flexible time has a significant impact on employee performance. Flexible time arrangements enhance job satisfaction and work efficiency while reducing stress. (Allen, T.D. et al., 2020) further noted that flexible time increases employees' sense of control and responsibility, leading to higher productivity. Private enterprises that provide flexible scheduling can benefit from improved employee performance.

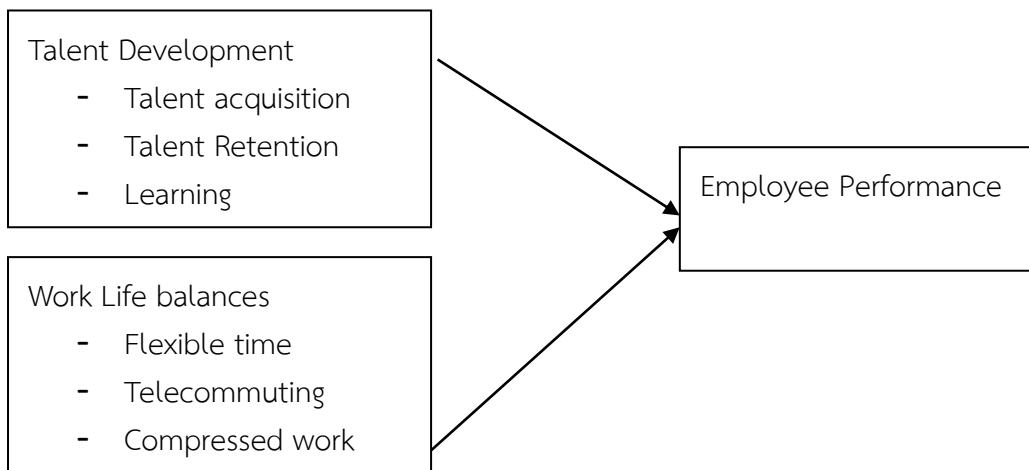
Telecommuting is another important aspect of work-life balance. Kurdy, D.M. et al. (2023) discovered that during the COVID-19 pandemic, telecommuting significantly improved productivity, especially among employees capable of managing their time independently. Ferrara, B. et al. (2022) emphasized that telecommuting enhances job satisfaction and mental health, although its effectiveness depends on individual adaptability and organizational support. In Dubai's business consulting industry, telecommuting was shown to improve employees' work-life balance, indirectly boosting productivity (Rañeses, M. S., et.al. 2022).

The CWW has also gained attention as an innovative strategy for balancing work and personal life while enhancing performance. (Paje, R. C., et. al. 2020) found that well-structured CWWs reduce stress and improve productivity by enhancing work-life balance. Orishede, F., & Ndudi, E. F. (2020) highlighted that reduced work hours improve employee focus and performance, demonstrating a positive correlation between compressed work schedules and work outcomes.

Conceptual Framework

As organizations explore ways to enhance employee performance through work-life balance initiatives, the integration of flexible time, telecommuting, and compressed work weeks proves effective. Consequently, the hypothesis that work-life balance positively impacts employee performance is well-supported by extensive research and practical evidence.



**Figure 1** Conceptual Framework

Research Methodology

The population for this study comprises employees of private enterprises in Liao Cheng City, Shandong Province, China. Using Cochran W.G. (1963) sample size formula, a sample size of 385 was calculated at a 95% confidence level with a $\pm 5\%$ error margin. To account for potential incomplete responses, 450 questionnaires were distributed using convenience sampling. Data collection yielded 400 completed questionnaires, which were subsequently analyzed.

Instrument Tool:

The research employed a questionnaire developed through a comprehensive literature review and related studies. The questionnaire was constructed based on expert models and refined through pilot surveys before being distributed online. It consisted of four sections: 1) Personal Information (demographic data using ordinal scales), 2) Talent Development (16 questions) comprising sub-dimensions such as talent acquisition (4 questions), retention (7 questions), and learning (5 questions); Work-Life Balance (13 questions) with sub-dimensions including flexible time (4 questions), telecommuting (5 questions), and compressed work weeks (4 questions); 3) Employee Performance (6 questions); and 4) Suggestions, an open-ended section for additional comments. Sections two and three employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). To ensure the reliability of the questionnaire, Cronbach's Alpha was calculated, demonstrating high reliability with values ranging from 0.848 to 0.957 for dimensions such as talent development, acquisition, retention, learning, work-life balance, and employee performance, surpassing the acceptable threshold of 0.70.



Validity test

The acceptability of the coefficient α should be at least 0.7; if it is less than 0.7, the result is unacceptable. Cronbach's Alpha values are shown in table 1

Table 1 Reliability test

Variable	Cronbach's Alpha	Items
Talent development	.957	16
Talent acquisition	.848	4
Talent retention	.906	7
Learning	.883	5
Work life balance	.946	13
Flexible time	.842	4
Telecommuting	.871	5
Compressed work weeks	.848	4
Employee performance	.887	6

Data collection

A total of 450 questionnaires were distributed and 400 questionnaires were recovered, of which 400 were valid questionnaires, with an overall effective recovery rate of 88%.

Data Analysis

Data analysis consisted of two primary methods. Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used to present preliminary data. Inferential statistical analysis involved multiple regression analysis conducted at a 0.05 level of significance to test the research hypothesis. Before performing the multiple regression analysis, the Variance Inflation Factor (VIF) was calculated to assess multicollinearity among the independent variables. All VIF values were below 10, indicating no significant multicollinearity. This comprehensive approach confirmed the questionnaire's strong reliability and provided valuable insights into the factors influencing employee performance in private enterprises.

The specific statistical analysis methods included:

Descriptive Statistics: Descriptive statistics was performed on the data acquired from the questionnaire survey. This included calculating measures such as the mean, standard



deviation, frequency, etc., to gain insights into the personal information of the sample and the distribution of variables.

Correlation Analysis: By computing the correlation coefficient between the independent and dependent variables, this analysis explored the relationship between them.

Multiple Linear Regression: Multiple linear regression was employed to establish a relationship between the dependent variable and the independent variables. Tolerance and Variance Inflation Factors (VIF) were utilized to detect multicollinearity within the multiple regression model

Type of Research

This survey collected data from a sample of 400 employing questionnaires. The questionnaire was made according to the basic model of experts and scholars, combined with the actual investigation, and the online questionnaire "Questionnaire Star" was used to collect data. An online survey has the advantages of high flexibility, high timeliness, and small errors. The questionnaire used a five-level scale to measure the responses of each factor in the study. The five-point scale from 1 to 5, from low to high, indicates: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

Research process

This study uses a quantitative survey as the main research method, and uses computer software for data analysis, including descriptive statistics and linear regression.

Research Results

Factors affecting employee performance: Talent development includes Talent acquisition, talent retention, and learning; work-life balance includes flexible time, telecommuting, and compressed work weeks, all of which affect employee performance. Through the group characteristic analysis and model regression analysis of the questionnaire, it can be seen that Talent acquisition, talent retention, and learning in talent development and flexible time, telecommuting, and compressed work weeks in work-life balance have a significant positive impact on employee performance. The compressed work week factor has the greatest impact, followed by talent retention factors, and finally Talent acquisition, learning, flexible time, and telecommuting factors.



Sample characteristics

The data collection results in the table 2-5 information show that the largest number of employees are male, accounting for about 57%, followed by female employees, accounting for about 43%. The largest number of employees have a length of service of 1-3 years, accounting for about 39%, followed by 4-6 years, accounting for about 29.25%, 7-10 years, accounting for about 24.5%, and finally more than ten years, accounting for about 7.25%.

The data collection results in the table 2-5 information show that the largest number of employees have a salary of more than 7,000-yuan, accounting for about 64.75%, followed by 4,501-7,000, accounting for about 25%, and 3,001-4,500-yuan, accounting for about 10.25%.

The data collection results in the table 2-5 information show that the scale of the companies of the employees surveyed is mostly concentrated in the range of 101-500 people (46.5%), followed by 50-100 people, accounting for about 20.75%, and 501-800 people, accounting for about 14%, and the smallest number of companies with more than 1,000 people is about 6.25%.

Table 2 Average difference and standard deviation report

Variables	Average	SD	Verbal Interpretation
Talent acquisition	3.2544	1.11810	Agree
Talent retention	3.2725	1.09965	Agree
Learning	3.2505	1.13028	Agree
Talent Development	3.2611	1.06368	Agree
Flexible time	3.2081	1.11493	Agree
Telecommuting	3.2305	1.09890	Agree
Compressed work weeks	3.2350	1.12506	Agree
Work life balance	3.2250	1.05588	Agree
Employee performance	3.2787	1.09441	Agree

The data collection results in the table 2 information show that the mean and standard deviation of the scores of the six variables in employee performance, namely talent recruitment, talent retention, learning, flexible time, remote work, and compressed



work week, are analyzed. According to the five-level frequency domain principle, it can be seen that the six variables affect employee performance at a high level.

Table 3 Correlation analysis

		Employee performance	Talent Development	Work life balance
Pearson Correlation	Employee performance	1.000	.530	.719
	Talent Development	.530	1.000	.451
	Work life balance	.719	.451	1.000
Sig. (1-tailed)	Employee performance	.	.000	.000
	Talent Development	.000	.	.000
	Work life balance	.000	.000	.
N	Employee performance	400	400	400
	Talent Development	400	400	400
	Work life balance	400	400	400

Table 3 shows the correlation analysis between talent development and compressed work week. The Pearson correlation coefficient shows that there is a positive and statistically significant correlation between talent development and work-life balance ($r = 0.451$) talent development and employee performance ($r = 0.530$) and work-life balance and employee performance ($r = 0.719$). The p-values for all correlations are less than 0.001, indicating a strong and significant association. The sample size for each correlation is 400.



Table 4 Team Performance Regression Analysis

Model	Unstandardized		SD.		Collinearity Statistics		
	Coefficients		Coefficients		Sig.	Tolerance	VIF
	B	Std. Error	Beta	t			
1	(Constant)	.160	.065		2.460	.014	
	Talent	.957	.019	.930	50.541	.000	1.000
	Development						
2	(Constant)	.104	.063		1.668	.096	
	Talent	.607	.058	.590	7.783	.000	0.20
	Development						
	Work life	.371	.059	.358	2.88	.000	0.17
	balance						5.77

a. Dependent Variable: Employee performance

R² = .878 Adjust R² = .877 F= 40.081 p<0.000

The results in table 4 indicate that multicollinearity exists among all the independent variables as the tolerance values are greater than 0.10. The results indicate that the study does have any multicollinearity issues. Regression has been criticized due to the interaction terms causing multicollinearity issues (Cohen & Cohen, 1983). Due to the centered mean, the tolerance values are within the necessary acceptable range. -

The collection data of the results shows an R-squared value of 0. 877 indicating a variation rate of 88 % and all two independent variables can explain the dependent variables. The results of the variance test showed that the F- value was 40.081 and the significance was <0.001 (P≤0.05), indicating that there was a statistical correlation between the independent variable and the dependent variable.

According to the above coefficient results, the regression equation can be obtained as follows:

Y=employee performance

Employee performance = 0.104+0.607 Talent Development + 0.371* Work life Balance*



Summarize Discussion and Recommendations

summarize

This chapter uses reliability and validity tests, correlation analysis, regression analysis and other methods to explore the factors affecting the performance of 400 employees in Liao Cheng City, Shandong Province. The analysis results are as follows:

First, there is a strong correlation between Talent acquisition and compressed work week and the performance of 400 employees.

Second, talent recruitment, talent retention, learning, flexible time, telecommuting and compressed work week are positively correlated with the performance of 400 employees.

Table 5 Test results of the theoretical assumptions of this study

assumption	content	results
H1	Talent development is positively related to employee performance	Found
H2	Work life balance is positively related to employee performance	Found
H3	Talent development and Work life balance are positively related to employee performance	

From "Factors Affecting Employee Performance in Private Enterprises in Liao Cheng City, Shandong Province". According to the research objectives, the research results can be summarized as follows

1. Clarify the relationship between talent acquisition, talent retention, learning, flexible time, telecommuting, compressed work week and employee performance

In private enterprises in Liao Cheng City, employee performance is affected by multiple factors. Through the analysis of variables such as talent acquisition, talent retention, learning, flexible time, telecommuting and compressed work weeks, it can be seen that these factors are closely related to employee performance. Among them, talent retention and compressed work weeks have the most significant impact on employee performance.

2. Discuss the components that affect employee performance.

From the results of sample feature analysis and model regression analysis. It can be seen that talent acquisition, talent retention, learning, flexible time, telecommuting and compressed work weeks have a significant positive impact on employee performance.



After the above analysis, in order to promote the performance improvement of employees in Chinese private enterprises, this paper considers the following suggestions: 1. Strengthen talent retention strategies: Enterprises should focus on the cultivation and care of long-term employees and enhance their sense of belonging and loyalty. By optimizing salary and benefits, promotion mechanisms and other means, we can reduce employee turnover, improve team stability, and thus improve overall performance. 2. Provide learning and training opportunities: Companies should provide employees with more learning and development opportunities, especially in terms of skills improvement and career development. Through regular training and learning activities, we can improve the comprehensive capabilities of employees, thereby improving their work efficiency and performance. 3. Flexible work arrangements: Companies should provide flexible work schedules according to the needs of different employees and explore the feasibility of remote work. Through flexible work systems, we can enhance employees' job satisfaction and motivation and further improve performance. 4. Implement a compressed work week policy: Considering the significant impact of compressed work weeks on employee performance, companies can explore the model of implementing a compressed work week. By improving work efficiency without reducing work quality, helping employees' complete tasks within a limited time, reducing employee fatigue, and improving their work efficiency and innovation.

Discussion

The discussion section will be structured according to the three hypotheses.

The results support H1, indicating that talent development significantly impacts employee performance in private enterprises in Liao Cheng, Shandong Province, consistent with previous studies (Sisneros, K.S. 2025; Dowansiba, B. 2024). The findings highlight that talented employees outperform average workers, leading to higher profits and increased production. Effective talent recruitment involves selecting suitable candidates for specific roles, ensuring that competent employees contribute to the organization's success. Talented employees work hard to achieve a competitive advantage, providing organizations with a significant edge in the market. These insights emphasize the importance of investing in talent development for sustained organizational growth (Memon, H. et.al. 2022).

Based on literature support, this research confirms H2: Work-life balance significantly impacts employee performance in private enterprises in Liao Cheng, Shandong Province, consistent with Marecki, L. (2023). Effective work-life balance strategies enhance employee



health and productivity. Employees who successfully balance work, family, and personal life are more self-motivated and productive, unlike those struggling with imbalance. Overlapping home and work responsibilities can cause dissatisfaction and lower performance. Organizations that adopt and integrate work-life balance strategies into management practices can create a more positive work environment, enhance employee satisfaction, and ultimately improve corporate performance.

Based on literature support, this research confirms H3: Talent development and work-life balance jointly have a significant positive impact on employee performance in private enterprises in Liao Cheng, Shandong Province. Effective talent development strategies can improve job performance, especially when combined with strong work-life balance policies. The results are consistent with the findings of Ahmed S., et.al. (2024) that effective talent development strategies can improve job performance, especially when combined with strong work-life balance policies. The relationship between talent development and work-life balance will ultimately improve the job performance of private enterprises. Their research highlights the importance of comprehensive talent development programs in cultivating a motivated and high-performing workforce (Ahmed, S., et.al. 2024).

In summary, combining talent development with work-life balance strategies can not only improve individual employee outcomes, but also contribute to the overall success of private enterprises in Liao Cheng, Shandong Province. These two strategies can cultivate a motivated, healthy, and high-performing workforce, which is essential for competitive advantage and sustained growth.

Recommendations

1. Study on the level of personnel development, work-life balance and work performance of employees in private companies in Liao cheng City, Shandong Province. In the next study, lessons learned from public companies that have achieved success in developing the quality and efficiency of their employees should be used to develop personnel.

2. Analysis of the effects of personnel development and work-life balance on work performance of employees in private companies in Liao cheng City, Shandong Province. In the next study, other factors such as social conditions, government support such as social welfare, life insurance, and savings in various funds should be studied.



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