THE INFLUENCE OF JOB CHARACTERISTICS ON JOB PERFORMANCE THROUGH QUALITY OF WORK LIFE AMONG EMPLOYEES AT GOHIGH NETWORKS CO., LTD.

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Abstract

This study aimed to examine the influence of job characteristics and quality of work life (QWL) on the job performance of employees at Gohigh Networks Co., Ltd., and to analyze the mediating role of QWL in the relationship between job characteristics and job performance. A quantitative research design was employed using a structured questionnaire as the main data collection instrument. The sample consisted of 320 employees selected through purposive sampling from various departments of the company. The questionnaire was developed based on relevant theories and previous studies, and its content validity and reliability were verified through expert evaluation and pilot testing. Data were analyzed using descriptive statistics and Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate both measurement and structural models. The results indicated that job characteristics had a positive and significant direct influence on job performance, while QWL also had a positive direct effect on job performance. However, job characteristics did not significantly affect QWL, suggesting that QWL did not act as a mediating variable in this relationship.

Keywords: Job Characteristics, Job Performance, Quality of Work Life

Introduction

In the era of the digital economy driven by advanced technology, organizations worldwide are facing increasingly intense competition and rapid changes in innovation, working models, and customer expectations. These trends have led human resource management to become a core strategy for enhancing long-term organizational capability, especially in the technology sector, which relies heavily on a workforce with strong analytical thinking and adaptability skills (Margherita & Bua, 2021).

For Gohigh Networks Co., Ltd., a private company that plays a significant role in China's technology and digital communication industry, the company specializes in the development of 5G networks, cloud solutions, and Internet of Things (IoT) services, providing services to both corporate clients and government agencies. Due to the nature of its work, which requires technical coordination and rapid responsiveness to change, the company relies on high-performing employees who are capable of handling complex challenges. However, internal company data reveals that, despite having a modern compensation system and organizational structure, there are still issues related to the consistency of employee performance that should be examined. This is particularly relevant in the technology sector, which has unique characteristics such as complex workloads, rapid technological changes, and high expectations for precise outcomes. Employees need both a job structure that facilitates effective work and an environment that promotes stability and work-life balance to prevent emotional exhaustion or the loss of long-term motivation.

Research over the past decade has emphasized job characteristics as a psychological mechanism that promotes employees' intrinsic motivation, particularly when the elements of the job include skill variety, task identity, task significance, autonomy, and feedback (Lesener, Gusy & Wolter, 2019). When job design takes into account key dimensions such as skill variety, task significance, task identity, decision-making autonomy, and high-quality feedback, it enhances employees' sense of value and meaning in their roles, which is a fundamental factor in fostering intrinsic motivation. This, in turn, leads to organizational commitment and positive work behaviors, such as increased effort, creativity, and a strong intention for continuous self-improvement (Susila, 2023).

However, for employees to maintain a high level of performance in the long term, environmental factors and their experiences of organizational life must also be considered. This is reflected in the concept of Quality of Work Life (Putra, Umar, & SE, 2021). In the context of modern organizations, Quality of Work Life is no longer limited to monetary compensation or financial benefits, but also includes a safe working environment, social participation in the workplace, opportunities for personal growth, work-life balance, and the perception that one's work holds social value. All of these are factors that contribute to job satisfaction and sustainable work performance (Wardani & Anwar, 2019; Maan et al., 2020). A high level of

quality of work life can serve as a significant variable that influences positive outcomes among employees, especially in terms of job satisfaction, organizational commitment, and job performance. When quality of work life encompasses both physical and psychological dimensions, it helps enhance intrinsic motivation, leading to a high level of dedication and effort, as well as reducing turnover rates and strengthening long-term organizational loyalty (Rubel, Kee & Rimi, 2023).

Although the concepts of job characteristics and quality of work life (QWL) have been widely studied and are recognized as key variables influencing employee behavior and performance outcomes, most research over the past decade has continued to examine the effects of each variable in isolation. This is especially true in technology organizations, which operate under specific contexts requiring high agility, non-linear work structures, and flexible decision-making. Studies that explore these integrated dynamics remain limited and often overlook the role of QWL as a mediating variable, which could explain the psychological mechanisms linking job characteristics to work outcomes. Moreover, research in developing countries transitioning toward digital economies, such as China and Southeast Asian nations, often lacks integration between knowledge on job design and human resource management strategies that reflect the complexity of modern work environments. As a result, existing understandings fall short of fully capturing employees' experiences, particularly in terms of their perceptions of role significance, sense of job value, and well-being in the workplace.

For this reason, the present study recognizes the importance of examining the relationship between job characteristics, quality of work life, and employee performance, with a particular focus on causal analysis using quality of work life as a mediating variable. The goal is to generate empirical data that can be effectively applied in job design and human resource strategy development for modern technology organizations. Furthermore, this research aims to fill existing knowledge gaps and strengthen the empirical foundation for developing personnel management models that are well-suited to the future context of the industry.

Research Objective

1. To study the influence of job characteristics on the job performance of employees at Gohigh Networks Co., Ltd.
2. To examine the impact of job characteristics on the quality of work life of employees at Gohigh Networks Co., Ltd.
3. To investigate the effect of quality of work life on the job performance of employees at Gohigh Networks Co., Ltd.
4. To analyze the mediating role of quality of work life in the relationship between job characteristics and job performance of employees at Gohigh Networks Co., Ltd.

Research Hypothesis

H1: Job characteristics have an influence on the job performance of employees at Gohigh Networks Co., Ltd.

H2: Job characteristics have an influence on the quality of work life of employees at Gohigh Networks Co., Ltd.

H3: Quality of work life has an influence on the job performance of employees at Gohigh Networks Co., Ltd.

H4: Quality of work life acts as a mediating variable between job characteristics and the job performance of employees at Gohigh Networks Co., Ltd.

Conceptual Framework

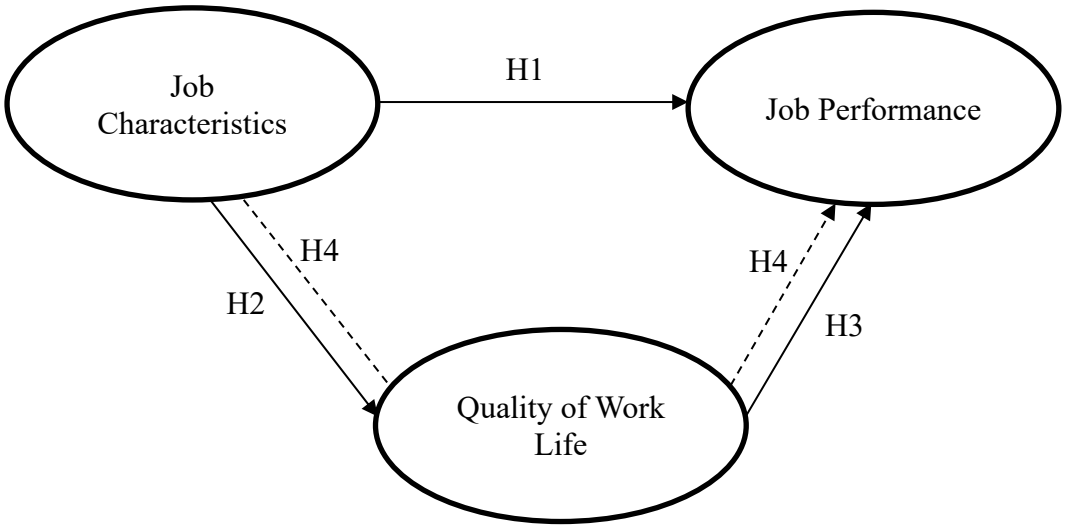

Figure 1: Conceptual Framework

Literature Review

Concepts and theories related to Job Characteristics

The concept of job characteristics is an area of interest among researchers in organizational psychology and human resource management, particularly when discussing mechanisms that influence employees' intrinsic motivation, attitudes toward work, and job performance. This concept has a clear origin in the Job Characteristics Model (JCM) developed by Hackman and Oldham (1976), which states that the specific features of a job can be designed or structured to influence motivation, job satisfaction, and employee performance. The model emphasizes the development of 5 core job elements: skill variety, task identity, task significance, autonomy, and feedback from job performance. In the context of modern organizations, the concept of job characteristics continues to play an important role, especially in managing personnel in rapidly changing environments. Research by Cotič et al. (2025) has

confirmed that clearly defined job characteristics, particularly the dimensions of feedback and autonomy, have a significant positive effect on the level of work engagement, in terms of commitment, vigor, and participation at work. This reflects that when employees receive clear feedback about their outcomes and have control over how they perform their work; they are more likely to develop positive work behaviors in the long term. Meanwhile, employees who feel their work allows autonomy in determining how to perform their tasks and who can continuously track results through digital systems often experience lower levels of emotional exhaustion, while exhibiting significantly higher work engagement, especially in technology-driven roles within highly connected work environments (Dong, Wang & Zhao, 2025). Additionally, job designs that allow employees to participate in decision-making and receive feedback through information technology systems play an important role in enhancing employees' adaptive performance and increasing their role satisfaction, particularly during periods of high pressure or rapid change (AlAbri et al., 2022).

Concepts and theories related to Job Performance

Job Performance is a fundamental concept that plays a significant role in the fields of human resource management and industrial psychology. It refers to the behaviors exhibited by employees during their work that have a measurable impact on the achievement of organizational goals. The definition of this concept has evolved over time. In its early stages, it was often confined to quantitative outcomes, such as the number of completed tasks or the revenue generated. However, more recent research has indicated that Job Performance should not be limited to outcomes alone, but should also include behaviors demonstrated during the work process (Aguinis & Burgi-Tian, 2021). In 1993, Campbell proposed an influential theory defining Job Performance as behavior that is under an individual's control and contributes to achieving organizational goals. He distinguished between "performance," which lies within the control of the employee, and "outcomes," which may be influenced by external factors such as resources, equipment, or the working environment (Call & Ployhart, 2021). Koopmans et al. (2014) developed and validated an instrument called the Individual Work Performance Questionnaire (IWPQ), which categorizes Job Performance into 3 dimensions: Task Performance, Contextual Performance, and Counterproductive Work Behavior.

Concepts and theories related to Quality of Work Life

Quality of Work Life (QWL) is a concept that reflects employee satisfaction, well-being, and work-life balance, primarily focusing on enhancing the work environment to support physical and mental health, foster potential, and ensure fair employee participation within the organization (Karanika-Murray & Biron, 2020). QWL refers to the degree of employee satisfaction with the overall work experience, encompassing the work environment, fundamental rights, personal development, and work-life balance. QWL is not merely about compensation or the number of working hours, but arises from responding to employees'

economic, social, and psychological needs across multiple dimensions (Abdullah, Zakaria & Zahoor, 2021). One highly influential framework for studying QWL is Walton's (1973) concept, which proposes 8 core components: (1) adequate and fair compensation, (2) safe and healthy working conditions, (3) opportunities for continued growth and security, (4) the total life space (the ability to use one's potential in work), (5) social integration in the work organization (good social relationships at work), (6) constitutionalism in the work organization (respect for employee rights), (7) work-life balance, and (8) social relevance of work life (pride in work and its impact on society). This concept has been widely referenced in research in both developed and developing countries and remains relevant in an era where organizations face challenges related to sustainability, multi-generational workforces, and digital transformation (Yadav & Khanna, 2014).

Research Methodology

1. The population of this study comprises all 445 employees of Gohigh Networks Co., Ltd., across every department within the organization. The appropriate sample size was determined following the recommendation of Hair et al. (2021), which suggests that the minimum number of samples for Structural Equation Modeling (SEM) using the Maximum Likelihood (ML) estimation should be at least 20 times the number of observed variables. Given that this study includes 16 observed variables divided among three groups. Job Characteristics (5 dimensions), Quality of Work Life (8 dimensions), and Job Performance (3 dimensions) a minimum sample size of 320 participants was deemed suitable. The researcher employed purposive sampling in collaboration with the company's Human Resources department to select employees with relevant experience and understanding of the studied variables.

2. The primary research instrument used in this study was a structured questionnaire developed based on relevant theories and empirical studies concerning Job Characteristics, Quality of Work Life (QWL), and Job Performance. The questionnaire was divided into five sections: (1) demographic information, (2) job characteristics, (3) quality of work life, (4) job performance, and (5) open-ended questions for additional opinions. Parts 2 to 4 consisted of closed-ended questions measured on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Each subdimension contained four items, totaling 64 statements. The Likert scale interpretation was classified into five levels, from "Strongly Disagree" to "Strongly Agree." Before data collection, the instrument underwent expert review for content validity and pilot testing to confirm its reliability.

3. The quality of the research instrument was verified through two main procedures: content validity assessment and reliability testing. In the first stage, three experts in organizational behavior and human resource management evaluated the questionnaire's

clarity, relevance, and alignment with research objectives. The Index of Item-Objective Congruence (IOC) was computed, and items with scores of 0.60 or higher were retained. In the second stage, a pilot study with 30 respondents who shared similar characteristics with the actual sample was conducted to test internal consistency using Cronbach's Alpha. A coefficient above 0.70 was considered acceptable, indicating that the instrument achieved satisfactory reliability.

4. Data collected from the questionnaire were analyzed using both descriptive and inferential statistics. Descriptive statistics, including frequency, percentage, mean, and standard deviation, were employed to summarize demographic characteristics and examine the overall trends of the sample's responses. For hypothesis testing, Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to analyze the causal relationships among variables. The measurement model was first assessed for validity and reliability using indicators such as factor loadings, Average Variance Extracted (AVE), Composite Reliability (CR), Dijkstra-Henseler's rho (ρA), and discriminant validity through Fornell-Larcker and HTMT criteria. Subsequently, the structural model analysis was conducted to evaluate the direct and indirect effects among Job Characteristics, Quality of Work Life, and Job Performance, focusing on path coefficients, significance levels, and the explained variance (R^2) to confirm the hypothesized relationships.

Results

1. The majority of respondents were male, totaling 180 individuals (56.25%). Most were aged between 41 and 50 years, accounting for 104 individuals (32.50%). In terms of education, 159 respondents (49.69%) held a bachelor's degree. Regarding marital status, 199 respondents (62.19%) were married. The majority earned an average monthly income between 3,001 and 4,000 yuan, representing 135 individuals (42.19%), and 119 respondents (37.19%) had more than 10 years of work experience.

2. The respondents' opinions regarding Job Characteristics, Job Performance, and Quality of Work Life were rated at a high level overall. Among these variables, Job Characteristics received the highest mean score, followed by Job Performance, while Quality of Work Life had the lowest mean score, as shown in Table 1.

Table 1: Mean and Standard Deviation of Respondents' Opinions

Factors/Variables	$\bar{X}$	SD	Level of opinion
Job Characteristics	**4.09**	**.51**	**High**
- Skill Variety	4.03	.53	High
- Task Identity	4.09	.57	High
- Task Significance	4.10	.56	High
- Autonomy	4.09	.56	High
- Feedback	4.14	.60	High
Quality of Work Life	**4.08**	**.51**	**High**
- Adequate and fair compensation	4.03	.52	High
- Opportunity for developing and using human capacity	4.09	.57	High
- Social integration	4.10	.56	High
- Constitutionalism	4.09	.57	High
- Work and total life space	4.13	.58	High
- Safe and healthy working conditions	4.10	.60	High
- Opportunity for continued growth and security	4.05	.58	High
- Social relevance of work life	4.08	.59	High
Job Performance	**4.02**	**.49**	**High**
- Task Performance	4.07	.44	High
- Contextual Performance	4.01	.59	High
- Adaptive Performance	3.98	.63	High

3. Hypothesis testing

Table 2: Shows the test results for structural integrity and component weight

Factors	Loading	AVE	Dijkstra-Henseler's rho (ρA)	Jöreskog's rho (ρc)	Cronbach's alpha (α)
Job Characteristics		.833	.951	.961	.950
- X1	.854				
- X2	.920				
- X3	.940				
- X4	.933				
- X5	.914				

Table 2 (Continue)

Factors	Loading	AVE	Dijkstra-Henseler's rho (ρA)	Jöreskog's rho (ρc)	Cronbach's alpha (α)
Quality of Work Life		.784	.973	.967	.961
- M1	.794				
- M2	.860				
- M3	.916				
- M4	.931				
- M5	.914				
- M6	.893				
- M7	.910				
- M8	.858				
Job Performance		.875	.847	.907	.845
- Y1	.809				
- Y2	.912				
- Y3	.901				

From Table 2, it was found that all observed variables in the model have factor loading values greater than .50, ranging from .794 to .940, indicating their reliability in measurement. Dijkstra-Henseler's rho (ρA) values range from .847 to .973, Jöreskog's rho (ρc) ranges from .907 to .967, and Cronbach's alpha (α) falls within the range of .845 to .961. Importantly, all these values exceed the .70 threshold for reliability. Furthermore, the latent variables demonstrate discriminant validity with AVE values above .50, ranging from .784 to .875. This is in accordance with the established preliminary agreement (Henseler, Hubona, & Ray, 2016).

Table 3: Shows a comparison of discriminant validity according to the Fornell-Larcker criterion

	Job Characteristics	Quality of Work Life	Job Performance
Job Characteristics	**.913**		
Quality of Work Life	.000	**.885**	
Job Performance	.528	.082	**.875**

* Note: The values on the diagonal are √AVE.

From Table 3, it was found that the model has discriminant validity, as indicated by the square root of the Average Variance Extracted (AVE) being higher than the correlations (r)

of each latent variable. This is consistent with the criteria established by Henseler et al. (2016), which state that each latent variable should not be more strongly correlated with another latent variable than the square root of its AVE.

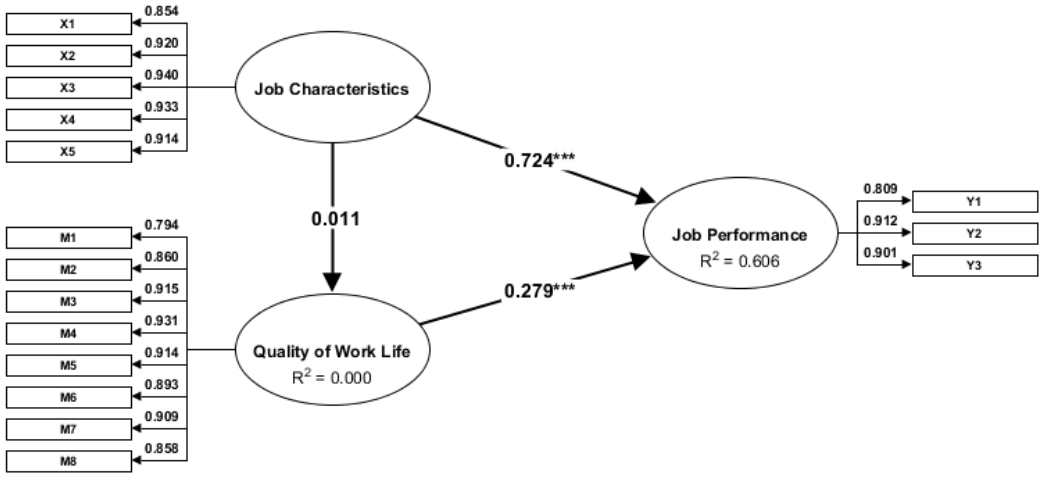

Figure 2: Hypothesis testing

Table 4: Coefficient Values for Hypothesis Testing

Factors	Job Performance (R^2 = 0.606)			
	β	**t-test**	**p-value**	**Cohen's F^2**
Job Characteristics	0.724	22.536***	.000	1.330
Quality of Work Life	0.279	7.711***	.000	0.198
Factors	**Quality of Work Life (R^2 = 0.000)**			
	β	**t-test**	**p-value**	**Cohen's F^2**
Job Characteristics	0.011	0.183	.428	0.000

*** Statistical significance at .001 level

From Table 4, it was found that Job Characteristics and Quality of Work Life (QWL) have a positive direct influence on the job performance of employees at Gohigh Networks Co., Ltd., with statistical significance at the .001 level. The model demonstrated an explanatory power of 60.6 percent, indicating that these two variables jointly accounted for a substantial proportion of the variance in job performance. Among the predictors, Job Characteristics exhibited a higher path coefficient than Quality of Work Life, suggesting that the nature of the job itself plays a more dominant role in influencing employee performance. In contrast, the results of the indirect effect analysis revealed that Quality of Work Life could not serve as a mediating variable. This conclusion was based on the finding that the effect of Job Characteristics on Quality of Work Life was not statistically significant; therefore, the

mediation testing was discontinued at the level of direct effects. Consequently, it can be concluded that Quality of Work Life does not act as a mediating variable in this model, leading to the rejection of hypotheses 2 and 4.

Discussion

The results of this study revealed that Job Characteristics had a significant positive direct influence on Job Performance, which aligns with the Job Characteristics Theory proposed by Hackman and Oldham (1976). The theory suggests that core job dimensions such as skill variety, task significance, task identity, autonomy, and feedback are critical in enhancing employees' intrinsic motivation, which in turn improves their performance. This finding is consistent with the contemporary study of Cotič et al. (2025), who confirmed that job characteristics directly affect work engagement, a key determinant of effective job performance. Similarly, Emur et al. (2023) found that well-designed jobs positively influence performance by stimulating feelings of challenge and internal motivation. These findings indicate that within the context of Gohigh Networks Co., Ltd., fostering job designs that emphasize meaningful tasks, decision-making autonomy, and constructive feedback can directly enhance both employee performance and overall organizational success.

Regarding Quality of Work Life (QWL), the findings showed that QWL positively affects employees' job performance, consistent with Walton's (1973) concept, which posits that the quality of work life is a fundamental factor shaping attitudes, job satisfaction, and employee behavior. This is further supported by the study of Suci et al. (2022), which demonstrated that QWL significantly enhances job performance, with job satisfaction partially mediating this relationship. Likewise, Ehido et al. (2024) reported that employees who experience a higher level of Quality of Work Life (QWL) tend to demonstrate stronger organizational commitment and achieve superior job performance. Their findings indicate that organizational commitment plays a partial mediating role in the relationship between QWL and job performance, suggesting that employees' perceptions of supportive work environments, fair compensation, effective work–life balance, and managerial recognition enhance their psychological attachment to the organization, which in turn leads to improved performance outcomes. However, the current study revealed that QWL had a weaker effect compared with job characteristics, implying that in performance-oriented organizations like Gohigh Networks, the inherent nature of the job itself plays a more critical role than employees' perceptions of overall work-life quality.

A major theoretical concern arises in the rejection of the mediating role of QWL between Job Characteristics and Job Performance. This finding contradicts the theoretical mechanism of the Job Characteristics Model, which posits that well-designed jobs enhance psychological states that lead to improved well-being and performance. The absence of a

statistically significant relationship between Job Characteristics and QWL (β = 0.011, p = 0.428) indicates that intrinsic job features did not translate into employees' perceptions of better work-life quality. Several contextual explanations can clarify this outcome. First, the organizational culture in Chinese technology companies often emphasizes high pressure, long working hours, and collective achievements, which can suppress the positive influence of job design on perceived QWL. In such environments, employees may focus primarily on meeting performance targets rather than assessing their holistic work-life experience. Second, QWL in this setting may be perceived as an external construct driven mainly by compensation, job security, and welfare benefits rather than by intrinsic job characteristics. This perspective is consistent with Siruri and Cheche (2021), who noted that the relationship between job characteristics and QWL varies depending on organizational culture and employee perceptions. Moreover, according to Baron and Kenny (1986), the strong direct effect of Job Characteristics on Job Performance may have diminished the indirect influence of QWL. Similarly, Rashid and Amin (2024) found that QWL served as a mediator between work–life balance and employee well-being outcomes, suggesting that the mediating mechanism may only operate when employees perceive direct effects of job design and work–life balance on their overall well-being.

Suggestion

Based on the research findings indicating that Job Characteristics and Quality of Work Life (QWL) have a significant positive direct influence on the Job Performance of employees at Gohigh Networks Co., Ltd., the organization should strategically integrate these insights into its human resource management frameworks. Job design should be systematically refined to ensure that tasks are meaningful, challenging, and aligned with employees' competencies, thereby fostering intrinsic motivation and a sense of purpose. Leaders should empower employees by granting greater autonomy in decision-making, enabling them to take ownership of their responsibilities, and providing constructive and continuous feedback to enhance learning and professional development. In parallel, improving QWL should be treated not merely as an auxiliary effort but as a core strategic component. The organization should promote a balanced working environment by enhancing work–life balance, providing equitable welfare and compensation systems, and ensuring a supportive, healthy, and psychologically safe workplace. Such initiatives would not only improve employees' well-being but also mitigate job stress that may arise from the high-pressure culture typical of technology industries. By combining intrinsic motivators derived from job design with extrinsic supports from improved QWL, the company can cultivate sustainable employee performance, reduce turnover, and strengthen its competitive position in the global market while maintaining long-term human capital sustainability.

Future Research

Future research should expand the scope beyond a single organizational context to include comparative analyses across industries such as service, manufacturing, and digital sectors, enabling a more comprehensive understanding of how Job Characteristics and QWL influence employee performance under different environmental and cultural conditions. Further investigations should also incorporate additional mediating or moderating variables such as Work Engagement, Job Satisfaction, or Perceived Organizational Support to elucidate the underlying psychological mechanisms that drive employee performance. Given the theoretical inconsistency observed in this study regarding the mediating role of QWL, future research should examine the contextual factors that may weaken or strengthen this relationship, such as organizational culture, workload intensity, and reward systems. Qualitative approaches using in-depth interviews or focus group discussions are recommended to uncover employees' lived experiences and subjective meanings of QWL, particularly within technology firms characterized by demanding performance expectations. Furthermore, cross-cultural comparative studies are encouraged to explore variations in employee perceptions and motivational orientations across different countries, contributing to the development of adaptive, context-sensitive, and globally applicable human resource management strategies that address both intrinsic and extrinsic dimensions of employee well-being and performance.

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