



**FACTORS INFLUENCE ON EMPLOYEE JOB PERFORMANCE
IN CHINESE STATE-OWNED TELECOMMUNICATION
ENTERPRISES**

WANYING YIN

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MANAGEMENT IN MANAGEMENT SCIENCE
INSTITUTE OF SCIENCE INNOVATION AND CULTURE
RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHAP
ACADEMIC YEAR 2023
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Thesis FACTORS INFLUENCE ON EMPLOYEE JOB PERFORMANCE IN
CHINESE STATE-OWNED TELECOMMUNICATION ENTERPRISES
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ABSTRACT

The objectives of this study were to 1) explore the effect of demographic data on the employee's job performance, 2) examine the influence of Workplace Loneliness, Affective Commitment, and Proactive Personality on employee's job performance, and 3) provide insights and recommendations for enhancing employee's job performance and well-being within the Chinese state-owned telecommunication enterprises. The study employed a quantitative research design, utilizing online questionnaires distributed to employees in a telecommunication enterprise in Kunming, China. Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to analyze the data, alongside inferential statistics, including the Independent Sample t-test, One-way ANOVA, LSD, and Multiple Linear Regression, at a statistical significance level of 0.05. The results showed that job level and monthly income affected task performance. Workplace loneliness and effective commitment influenced task performance, with a multiple regression coefficient value (R) of 0.181. Workplace loneliness influenced employees' relationship performance and task performance in telecommunications enterprises in Kunming, China, with the multiple regression coefficient values (R) were 0.167 and 0.185, respectively. On this basis, some suggestions were made.

Keywords: workplace loneliness, affective commitment, proactive personality, job performance

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CHAPTER I

INTRODUCTION

1.1 Background and Rationale

With the advancement of globalization and technological development, the modern work environment has become increasingly complex and has imposed greater work pressure on employees. In recent years, China Telecom's revenue has grown steadily. In 2022, China's telecom business revenue will total 1.47 trillion yuan, an increase of 8.09% over the previous year. The total business volume of China Telecom has grown rapidly. In 2022, calculated at the previous year's prices, China's telecom business volume is projected to reach 1.7 trillion yuan, reflecting a year-on-year increase of 13.33% (National Bureau of Statistics of China, 2022). In Chinese state-owned telecommunications enterprises, employees face challenges similar to those other companies face, including highly competitive markets, rapidly changing technology, and business demands. However, the unique organizational structure and management system of state-owned enterprises in China may also specifically impact employees' work conditions.

In recent years, with the rise of remote work, there have been significant changes in employees' work patterns and environments. One extensively discussed issue in the work environment is workplace loneliness (Zhang, 2022). Although remote work offers many advantages, such as flexible work hours and the freedom to choose work locations, it may also lead to increased feelings of loneliness, anxiety, and lack of control (Jin, 2021). The lack of effective communication and collaboration in remote work may result in increased distractions and reduced focus, such as interruptions from family members and temptations of social media, negatively impacting work efficiency and quality. Additionally, work-related anxieties can affect employees' personal lives and health, leading to serious psychological issues.

Work occupies a significant portion of an individual's life. Employees who cannot cope with the workplace's complex and varied interpersonal relationships are likelier to experience loneliness (Ruan, 2022). Workplace loneliness, as a negative emotion, can harm individuals and organizations. Since individuals have limited resources, including psychological, emotional, and cognitive aspects, when employees feel lonely in the workplace, they may experience a depletion of negative emotions, which can affect their job performance (Xu, 2021).

Becker (1960) introduced the concept of affective commitment and defined it as a psychological contract between employees and organizations. As employees work in an organization for an extended period, their increasing commitment to the organization makes them less willing to leave easily. When employees feel lonely in the organization, their attention to work may decrease, and job performance may suffer. According to the Job Demands-Resources Model (Bakker & Demerouti, 2007), all job characteristics can be classified as job demands or resources. Job demands refer to negative factors that consume individuals, while job resources are the opposite. Since workplace loneliness is a negative emotion, affective commitment decreases when individual resources are depleted. With the decline in affective commitment, job performance will also decrease.

Proactivity refers to an individual's tendency to take action to change their external environment without being constrained by internal feelings and circumstances (Liu, 2010). It results from an individual's cognitive and internalized values and is reflected in belongingness, pride, and loyalty. Enhancing employees' proactivity contributes to personal development and work enthusiasm and helps the organization perform better. An employee's workplace loneliness can affect the extent of proactivity, and fostering an employee's proactivity may help alleviate this effect. By enhancing an employee's proactivity, they will still strive to perform their duties even if they feel lonely at work. According to the Emotion Event Theory (Frijda, 1986), when employees perceive an enhancement in their proactivity, it can positively impact their work. Highly

proactive employees can regulate and transform negative emotions, adapt positively to challenges and difficulties at work, and improve self-adaptation in their environment. In China's unique situation, excessive proactivity may not always be beneficial, so studying the relationship between workplace proactivity and job performance is necessary. By adopting various methods to enhance employees' proactivity, job performance may be improved.

1.2 Research Problems

The working environment has increasingly intensified due to high business competition and advanced technology, and employees often find themselves grappling with fast-paced, high-efficiency, and individualistic work environments. Consequently, this leads to daily experiences of loneliness and isolation, adversely affecting their work efficiency and psychological well-being. In state-owned enterprises, where job competition intensifies, employees face significant changes in their work environment and competitive pressures, resulting in complex interpersonal relationships and potential barriers with colleagues. There is currently a lack of in-depth research on the impact of affective commitment, workplace loneliness, and proactivity on employee job performance in Chinese state-owned telecommunications enterprises, as well as the potential factors and mechanisms involved. Therefore, this study selects employees from Chinese state-owned telecommunications companies as the survey sample to analyze the relationships between affective commitment, workplace loneliness, and proactivity with job performance, aiming to explore their impact on job performance.

1.3 Research Questions

The research questions are as follows:

- 1) In China's state-owned Telecommunication Enterprises, how do the demographic variables affect employee's job performance?

2) How does affective commitment among employees in Chinese state-owned telecommunications companies relate to their job performance?

3) To what extent does workplace loneliness influence job performance among employees in Chinese state-owned telecommunications companies?

4) How does a proactive personality impact job performance among employees in Chinese state-owned telecommunications companies?

5) How do affective commitment, workplace loneliness, and proactive personality collectively influence job performance in the context of Chinese state-owned telecommunications companies?

1.4 Research Hypotheses

Based on the research questions above, the following research hypotheses can be proposed:

H₁: The difference in demographic variables, including gender, age, educational level, working year, job level, and monthly income, affect the level of employee's job performance in China's state-owned telecommunication enterprise differently.

H₂: Affective commitment, workplace loneliness, and proactive personality influence employee job performance in China's state-owned telecommunication enterprise.

1.5 Research Objectives

1) To explore the effect of demographic data on the employee's job performance in Chinese state-owned telecommunications companies.

2) To examine the influence of workplace loneliness, affective commitment, and proactive personality on employee's job performance in Chinese state-owned

telecommunications companies.

3) To provide insights and recommendations for enhancing employees' job performance and well-being within the Chinese state-owned telecommunication enterprises.

1.6 The Scope and Limitation of Study

1.6.1 Scope

Area of Study: The research focuses on state-owned telecommunication enterprises in Kunming, China.

Variables: The independent variables in this research include demographic variables, affective commitment, workplace loneliness, and proactive personality. The dependent variable is job performance.

Population and Sample Size: The population in this study is represented by 1925 employees who work in telecommunication enterprises in Kunming, China (Baidu, 2023). The participants are operational-level employees, front-line managers, and middle-level managers from state-owned telecommunications enterprises in China, covering employees at different levels and positions. The sample size was 350 samples.

Sampling Method: The research adopts a stratified random sampling method to collect data.

Duration: The research was conducted from Aug 2023 to October 2023.

1.6.2 Limitations

Generalization: The findings of this study may be specific to the context of state-owned enterprises and may not be entirely applicable to employees in other types of organizations or industries.

Cross-sectional Design: The survey data collected will be based on a cross-sectional design, which may limit the establishment of causal relationships between variables.

Self-report Bias: The study relies on self-reported participant data, which may be subject to biases and inaccuracies in responses.

Limited Variables: The study will focus on workplace loneliness, affective commitment, job performance, and proactive personality. Other relevant variables that could influence the relationship may not be fully explored.

External Factors: External factors such as economic conditions, organizational changes, or personal life events could influence the outcomes but may not be fully accounted for in this study.

Sample Size and Selection: The sample size and selection method may impact the findings' generalizability, and the sample's representativeness could be limited.

Cultural Context: The study will be conducted based on the cultural context of the specific region and may not fully capture the cultural variations in different geographical locations.

1.6 Research Framework

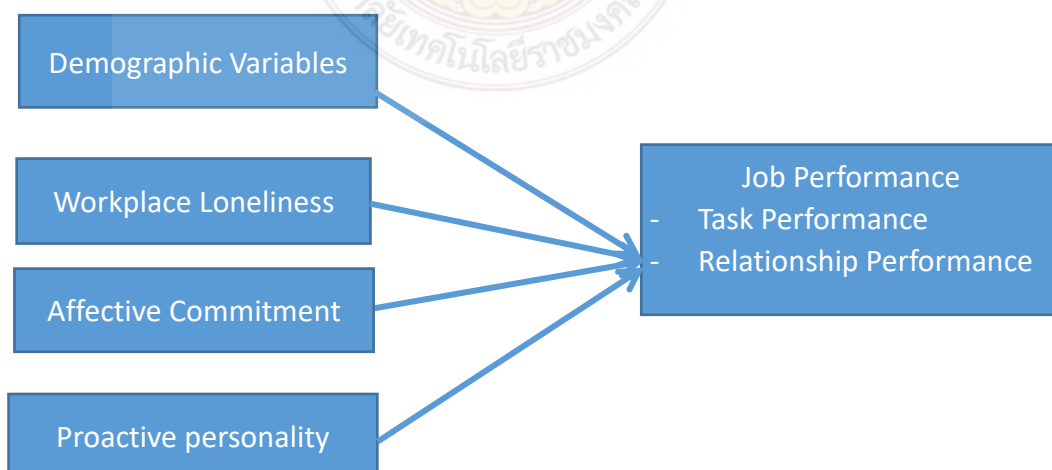


Figure 1.1 Conceptual Framework

1.7 Definition of Key Terms

Workplace Loneliness refers to the emotional and psychological experience of isolation or a sense of disconnectedness that an individual perceives within their work environment. It occurs when employees feel socially and emotionally detached from their colleagues, lacking meaningful interactions and connections.

Affective Commitment is a concept within organizational psychology that pertains to an employee's emotional attachment, identification, and engagement with their organization. It reflects the degree to which an individual feels a deep sense of loyalty, belonging, and positive emotions toward their workplace.

Proactive Personality refers to the characteristics and behaviors of individuals inclined to take the initiative, anticipate opportunities, and actively seek to effect positive changes in their work environment. Individuals with a proactive personality are self-starters who demonstrate high motivation, innovation, and a willingness to engage in problem-solving and constructive change.

Job Performance encompasses an employee's overall effectiveness, efficiency, and accomplishment of tasks and responsibilities within their designated role. It encompasses various dimensions, including task performance and relationship performance.

Task Performance refers to an employee's ability to effectively execute the core job responsibilities and duties outlined in their job description. It involves meeting job-related goals, producing high-quality work, and completing tasks within established timelines.

Relationship Performance, or interpersonal or social performance, refers to an employee's capacity to establish and maintain positive interactions, collaborations, and relationships with colleagues, superiors, clients, and other stakeholders within the workplace.

CHAPTER II

LITERATURE REVIEW

Research on The Impact of Workplace Loneliness on Employee Job Performance in Chinese State-Owned Telecommunication Enterprises has studied documents, textbooks, articles, and relevant research to be used in formulating research concepts and carried out by presenting in the following order.

2.1 Related Theories

2.1.1 Social Psychology Theories

Social psychology is the discipline that studies the thoughts, emotions, and behaviors of individuals in social environments (Lewin, 1936). In social psychology, there are many important theories and concepts, and some of the main theories are as follows:

Social Cognitive Theory: Social cognitive theory investigates how individuals perceive, interpret, and remember social information. It involves individuals' cognitive processes to understand others and social situations and how these cognitions influence their behaviors and decisions.

Social Influence Theory: Social influence theory focuses on the impact of others and society on individual behavior. This includes studies on information acquisition from others, the influence of others' opinions and expectations, and obedience to authority in group settings.

Reciprocity Theory: Reciprocity theory suggests that people tend to reciprocate benefits or help they receive from others. This theory explores how people maintain balance and fairness in social interactions and build stable social relationships.

Social Identity Theory: Social identity theory examines how individuals

construct their self-concept and associate themselves with specific social groups or categories. It explains why people strongly identify with social groups and may display biases towards others.

Interpersonal Communication Theory: Interpersonal communication theory studies individual behaviors and communication patterns in social interactions and exchanges. It explores the processes of forming and maintaining interpersonal relationships and resolving conflicts.

Group Behavior Theory: Group behavior theory focuses on the behaviors of individuals in groups and the group dynamics as a whole. It examines the reasons, characteristics, and effects of group behavior, as well as the social norms and interactions within the group.

Social psychology theories primarily emphasize the interaction between individuals and their social environment, addressing research areas such as social influence, social cognition, social relationships, and group behavior. In the study "The Impact of Workplace Loneliness on Employee Job Performance in Chinese State-Owned Telecommunication Enterprises," certain social psychology theories can provide valuable theoretical support and application frameworks. For example, social cognitive theory can explore how employees perceive and evaluate others and the organization in the workplace and how these cognitions influence job performance. Additionally, field and change management theories can aid in understanding the dynamic changes and social interactions within organizations and their impact on employee emotions and performance.

2.1.2 Organizational Behavior Theories

Organizational behavior is the discipline that studies the behaviors, decisions, and interactions of individuals and teams within organizations (Herzberg, 1959). Some important organizational behavior theories are as follows:

Motivation Theory: Motivation theory explores the motivations and factors that drive organizational work behaviors. Maslow proposed the hierarchy of needs

theory, suggesting that humans have multiple needs, from basic physiological to higher-level social and self-actualization needs. Herzberg's Two-Factor Theory classified job satisfaction factors into motivation and hygiene factors, emphasizing that motivation is key to inspiring employee enthusiasm. Expectancy Theory posits that employees' effort, performance, and satisfaction depend on their expectations of the outcomes. This theory links individual effort to performance and rewards and helps explain employee motivation and behavioral choices.

Social Exchange Theory: Social exchange theory suggests that organizational behaviors and decisions are based on a cost-benefit analysis. Employees form an exchange relationship with the organization based on their inputs and rewards, and the level of loyalty and commitment depends on the fairness of this exchange.

Adaptive Leadership Theory: Adaptive leadership theory emphasizes the role of leaders in facilitating employee adaptation and coping with change. Adaptive leaders encourage employees to develop adaptive skills, enhancing organizational flexibility and innovation.

The theme of this study involves the relationship between employee emotional states (workplace loneliness) and job performance within organizations. Therefore, expectancy and motivation theories may apply to this study, as they can help explain employee behaviors and motivations related to workplace loneliness and emotional commitment. Additionally, social exchange theory can be used to understand the interaction between employees and the organization, and adaptive leadership theory may contribute to studying employees' adaptive abilities in coping with workplace loneliness and job pressures.

2.1.3 Affective Commitment Theory

Affective commitment theory is a theory in organizational behavior that explains employees' emotional attachment and identification with the organization (Meyer & Allen, 1991). Affective commitment is a component of organizational commitment, and it is in the "desire" dimension. Affective commitment refers to

employees' strong emotional attachment and dependence towards the organization. Employees with affective commitment are more willing to put effort into the organization and are willing to stay in the organization for the long term. Affective commitment emphasizes employees' emotional involvement with the organization, not just because of job satisfaction or external rewards, but based on their identification and emotional attachment to the organization.

This study involves the relationship between employee emotional states (workplace loneliness) and organizational job performance. Affective commitment theory provides a theoretical framework to help explain the degree of employee involvement in their work and the impact of emotional attachment on job performance. Employees with a high affective commitment to the organization may be more inclined to put in more effort, enhancing job performance.

2.2 Related Studies

2.2.1 Demographic Factors

Feelings of workplace loneliness could have significant implications for employees' job performance in Chinese state-owned telecommunications companies. Various demographic factors, including gender, age, marital status, educational level, years of employment, job level, work location, and monthly income, might influence the degree of loneliness experienced by employees in the workplace. Understanding these interactions could help organizations adopt targeted strategies to address workplace loneliness, enhancing employee welfare and job performance.

2.2.1.1 Gender

An employee's gender can influence workplace loneliness, as men and women may face different social expectations and support networks. Smith (2018) explored the differences in workplace loneliness between male and female employees in telecommunications companies. The study found that female employees tend to

experience higher loneliness at work. Wang (2019) investigated the role of gender in workplace loneliness in Chinese state-owned telecommunications companies. The study discovered that gender plays a crucial role in shaping the degree of loneliness felt by employees at work. Liu (2020) examined the impact of workplace loneliness on the job performance of male and female employees, considering the mediating role of work engagement. The study suggested that the impact of workplace loneliness on job performance varies between genders.

2.2.1.2 Age

Age might also influence workplace loneliness, as younger and older employees may face different types of loneliness. Chen (2019) investigated the differences in workplace loneliness among different age groups of employees in Chinese state-owned telecommunications companies. The research found that younger employees tend to feel more lonely at work. Zhang (2020) studied the influence of age diversity on workplace loneliness in Chinese state-owned telecommunications companies. The study indicated that age diversity might exacerbate feelings of loneliness, particularly for younger employees. Liu (2021) explored the relationship between employee age and workplace loneliness in Chinese state-owned telecommunications companies. The research found that age affects the degree of loneliness experienced by employees at work and has specific implications for organizational management.

2.2.1.3 Marital Status

Employees' marital status might affect their feelings of loneliness in the workplace, as it can impact their familial responsibilities and social support networks. Hu (2018) investigated the impact of marital status on workplace loneliness among employees in Chinese state-owned telecommunications companies. The study found that married employees might feel more lonely at work. Chen (2019) examined the mediating role of workplace loneliness between marital status and employee job satisfaction applied to employees of Chinese state-owned telecommunications

companies. Wang (2020) explored the association between marital status and workplace loneliness among employees in Chinese state-owned telecommunications companies. The study revealed the potential effects of marital status on the degree of loneliness employees experience at work.

2.2.1.4 Education Level

An employee's educational background might affect their feelings of loneliness in the workplace, as different levels of education can impact their social skills and career opportunities. Liu (2018) examined the impact of education level on workplace loneliness among employees in Chinese state-owned telecommunications companies. The study found that employees with higher education levels might experience more loneliness at work. Zhang (2019) investigated the relationship between education level and workplace loneliness among employees of Chinese state-owned telecommunications companies. The study highlighted the potential impact factors of educational differences on the experience of workplace loneliness. Wang (2020) discussed the moderating role of education background in the relationship between workplace loneliness and career development among employees in Chinese state-owned telecommunications companies. The study suggested that the education level might influence the impact of workplace loneliness on career development.

2.2.1.5 Tenure

Employees' years of service might affect their feelings of loneliness in the workplace, as new employees and veterans might face different challenges and social dynamics. Chen (2018) investigated the role of tenure in workplace loneliness among employees in Chinese state-owned telecommunications companies. The study found that the length of service was associated with differences in feelings of loneliness at work. Zhang (2019) examined the influence of tenure on workplace loneliness among employees in Chinese state-owned telecommunications companies. The research confirmed that as an employee's experience in the organization increases, their level of loneliness might change. Liu (2020) explored the relationship between workplace

loneliness and job satisfaction among employees of Chinese state-owned telecommunications companies. The research emphasized how tenure influences these variables over time.

2.2.1.6 Job Level

An employee's job level might influence their feelings of loneliness in the workplace, as different roles might involve different responsibilities and levels of interaction with colleagues. Hu (2018) investigated the relationship between job level and workplace loneliness among employees of Chinese state-owned telecommunications companies. The research established that job level plays a crucial predictive role in employee loneliness. Chen (2019) examined the impact of workplace loneliness on employees' job performance in Chinese state-owned telecommunications companies, considering the differences in job levels. Wang (2020) discussed the influence of job level on workplace loneliness and its effect on employee turnover in Chinese state-owned telecommunications companies. The research showed that job level could significantly impact an employee's loneliness and decision to leave the organization.

2.2.1.7 Work Location

Work location and monthly income might also affect workplace loneliness, as employees at different locations or income levels might experience different social environments and life pressures. Liu (2018) investigated the impact of work location on workplace loneliness among employees in Chinese state-owned telecommunications companies. The research found that employees at certain work locations might experience higher levels of loneliness due to social isolation.

2.2.1.8 Monthly Income

Zhang (2019) examined the relationship between workplace loneliness and monthly income among employees in Chinese state-owned telecommunications companies. The research found that income levels might affect employees' feelings of loneliness. Wang (2020) explored the moderating role of

monthly income in the relationship between workplace loneliness and job satisfaction among employees in Chinese state-owned telecommunications companies. The research highlighted the potential factors of monthly income level on the impact of workplace loneliness on work-related outcomes.

2.2.2 Workplace Loneliness

Gumbert and Boyd (1984) first proposed the concept of workplace loneliness, suggesting that it is a feeling resulting from the lack of support and contact at work on a personal or social level. Managers and employees in small companies often experience loneliness in their work, as they lack avenues to share emotions and experiences. Workplace loneliness is the feeling of loneliness experienced by individuals in the workplace, which is no different from ordinary loneliness. Wright (2006) redefined workplace loneliness through extensive surveys, characterizing it as the distress arising from a lack of positive interpersonal relationships among employees in the work environment. Moreover, excessive social contact or mismatched interpersonal relationships can lead to distress like loneliness. When individuals desire to improve the quality of their social relationships rather than merely seeking more connections, workplace loneliness may arise. Muyan et al. (2015) found in their related research that loneliness is a subjective experience, indicating that individuals feel disconnected and isolated from their environment or social networks, leading to a range of negative emotions, such as anxiety and depression.

Ma (2012) conducted a localized analysis, defining workplace loneliness as the feeling of loneliness formed in the workplace and categorizing it into two types: existential and interpersonal. Existential loneliness refers to the discomfort experienced by individuals due to a lack of sense of achievement in the organization, leading to doubts about their self-worth and a decreased sense of belonging. Interpersonal loneliness is manifested as individuals feeling disconnected from their colleagues in the organization due to a lack of interpersonal relationships. He (2020) demonstrated through related research that workplace loneliness refers to the negative emotions

experienced by employees when they perceive a gap between their interpersonal relationships and ideals in the workplace, which they are unable to resolve, resulting in a sense of alienation, isolation, and lack of social support from others.

Based on previous questionnaire surveys and empirical research, Wright (2006) reduced a 90-item scale to 16 items, indicating that workplace loneliness consists of emotional deprivation (9 items) and identity deficiency of organizational membership (7 items). Subsequently, Ozcelik and Barsade (2011) used group assessment methods and other evaluation methods to analyze workplace loneliness, yielding more specific and comprehensive results. However, this approach requires substantial human and material resources. Ma (2013) researched a local Chinese cultural group and divided workplace loneliness into existential and interpersonal loneliness. Existential loneliness is the discomfort caused by the lack of a sense of value experience in the organization.

In contrast, interpersonal loneliness reflects individuals' experiences of social detachment in the organization. However, the feasibility of this scale still needs to be examined. Xu (2021) also validated this scale, showing its effectiveness. Thus, this study references Ma's (2013) measurement scale of workplace loneliness based on Chinese local culture to assess workplace loneliness, which has considerable reference value for the current analysis.

Based on the research findings of the aforementioned scholars, this study summarizes the dimensions of workplace loneliness and its measurement.

2.2.3 Emotional Commitment

Through related research, Meyer and Allen (1991) demonstrated that emotional commitment is the degree of individual emotional attachment and organizational involvement. It refers to how individuals identify with the organization's values, goals, and interests. Individuals who identify with the organization, its goals, and interests due to their values are willing to continue staying in the organization and make extra efforts to support its interests. This type of commitment is usually based on

trust and loyalty towards the organization. Emotional commitment is often reflected in whether employees have a strong sense of identification and belonging to their current organization. The higher the emotional attachment to the organization, the more inclined employees are to actively work towards achieving its goals. Judge and Kammeyer (2012) further emphasized that emotional commitment is an external manifestation of employees' sense of identification and attachment to the employing organization. It implies that individuals perceive a strong connection between themselves and the organization, feel closely tied to the organization's fate, are willing to put in efforts for its benefit and goals, and hold positive expectations and beliefs about the organization's future. Management personnel often consider emotional commitment a primary factor in measuring the current relationship between employees and the organization. In previous research, Ling (2000) pointed out that employees' preference for working in a company is often rooted in emotional commitment. This usually means that employees genuinely recognize the company, are willing to strive for the company's development, and are less likely to leave the organization. This "emotion" is an intrinsic psychological tendency that helps employees realize their self-worth, enhances their sense of belonging, and establishes a strong relationship between employees and the organization. Zhao (2016) explained emotional commitment, indicating that it represents employees' emotional identification with and integration into the organization. It reflects employees' attitude towards the organization during their work. Qin (2018) found through related research that emotional commitment is a category of emotional expression that impacts employees, organizations, and organizational identification. Emotional commitment encompasses organizational cultural commitment, commitment to management and strategic objectives, as well as other emotional dependence and identification issues within the overall organization. In this study, we adopt Meyer and Allen's (1991) definition of emotional commitment, defining it as the high degree of employees' recognition of the organization, alignment with the organization's values, and strong emotional attachment, leading to their

voluntary willingness to stay in the organization and contribute to it.

2.2.4 Proactive Personality

Bateman (1993) defines a proactive personality as "an individual's tendency to exert persistent efforts to affect their environment in a direction they desire."

Seibert et al. (1999) define a proactive personality as "a positive, proactive personality trait that enables individuals to influence and control their surrounding environment. Individuals with proactive personalities seek and create new opportunities, possess foresight and long-term vision, develop plans, and take action to achieve their goals. They also tend to maintain optimism and confidence when facing difficulties and challenges, overcoming obstacles, and achieving objectives through their actions and efforts."

Liu's (2007) proactive personality is described as "not an independent personality theory but rather a stable proactive behavioral tendency. Individuals with proactive personality are more inclined to take proactive actions and utilize resources to acquire more career opportunities and success."

Huang and Yu's (2019) proactive personality is proposed as "individuals with proactive personality exhibit a spirit of advancing courageously when facing situational obstacles, persistently pursuing goals until valuable changes occur. These individuals possess these characteristics because they typically have intrinsic motivation and self-control, effectively regulating their emotions and behaviors to maintain positive attitudes and actions, thereby overcoming situational obstacles and achieving their goals."

Regarding the research findings, based on Bateman's (1993) definition of proactive personality, this study considers proactive personality as a relatively stable individual trait that can influence the environment by inducing proactive behaviors. Proactive personality is an individual's internal characteristic manifested by proactivity and initiative in exploring, changing, and influencing the external environment. The core features of proactive personality include action orientation, self-drive, and internal

control, enabling proactive individuals to autonomously and actively engage in their lives and work. Individuals with proactive personalities typically demonstrate higher career achievement, job satisfaction, and organizational commitment. Therefore, a proactive personality is an important trait that significantly affects individuals' career and organizational performance.

Proactive personality has been studied with different structural models, including single-dimensional, three-dimensional, and five-dimensional models, mainly based on the measurement tools and analysis methods used by different researchers in their studies. The measurement of proactive personality was first initiated by Bateman and Crant (1993), who proposed a single-dimensional scale comprising 17 items, focusing solely on evaluating individuals' inclination and ability in proactivity. The scale exhibits high correlation and predictability, but different cultural and social backgrounds may influence the items and standards of this scale. As research progressed, other researchers proposed more complex dimensional models. Both domestic and international scholars have made appropriate modifications to the Bateman and Crant (1993) scale based on their specific research topics. However, proactive personality scales are susceptible to interference from cultural differences. Available proactive personality scales have mostly been developed and tested based on foreign cultural backgrounds and test subjects, which might require modifications and validations to achieve good reliability and validity in cross-cultural research. In this study, the proactive personality of the participants was measured using the translated and adapted version of the proactive personality scale developed by Ye and Ling (2007) in the Chinese context, which was based on Bateman and Crant's (1993) scale.

2.2.5 Job Performance

Job performance, as an important indicator for evaluating employee performance and organizational operational efficiency, has been widely studied and discussed by scholars since the early 20th century. With the continuous development of the global economy and the rise of the knowledge economy, employee job performance

has become one of the key factors for organizational competitiveness and sustainable development. Therefore, research on this issue remains important in academic and practical fields. Scholars still hold different views on the concept of job performance, which are summarized in this paper as follows:

Campbell (1990) pointed out that job performance refers to "The extent to which an individual's behaviors or actions in the job are relevant to the organization's goals," encompassing three aspects: behaviors, goal relevance, and relevance degree. Job performance includes behaviors and actions exhibited during work processes. It must align with the organization's objectives and expectations to be considered a good performance. It emphasizes the association between behaviors and organizational goals, with higher performance correlating strongly with organizational goals.

Borman et al. (1991) argued that job performance is "The degree to which employees contribute to achieving organizational goals within their responsibilities." Job performance should be understood from a multidimensional perspective, considering not only employees' performance and behavioral outcomes but also work skills, professional ethics, and work results. Employees' job performance is influenced by multiple factors, making it multidimensional and subject to external influences.

Van Scotter and Motowidlo (1996) explored two distinct dimensions of job performance: interpersonal facilitation and job dedication. Task performance refers to behaviors that go beyond a job's formal requirements and contribute to an organization's overall functioning. Relationship performance involves actions that improve the work environment by aiding colleagues, providing support, and fostering teamwork. Based on Van Scotter and Motowidlo's (1996) work, the job performance scale used in this study consists of 11 items scored on a 5-point scale. This scale includes 6 items related to task performance and 5 related to relationship performance. The response options range from "Strongly Agree" with a score of 5 to "Strongly Disagree" with a score of 1. Higher scores indicate higher levels of performance in the respective categories.

Yang (2020) proposed that job performance is "The achievements and

benefits employees achieve in their work, including the quality and quantity of completed tasks, work contributions, performance evaluations, career development, and contributions to the organization." Job performance is multidimensional, including the quality and quantity of completed tasks and organizational contributions. Evaluating job performance should consider employees' roles in promoting organizational and individual development and contributing to organizational value creation and growth.

Job performance scales commonly include two-dimensional, three-dimensional, and four-dimensional structures, with the most widely applied two-dimensional structure.

(1) Two-dimensional structure and its measurement: Borman et al. (1993) found that job performance consists of two dimensions: task performance and contextual performance. Task performance refers to the work achievements and task completion within a specified time frame by individuals. In contrast, contextual performance refers to how employees establish positive cooperation with colleagues and gain organizational trust. The two-dimensional scale comprises 8 items. Li (2015) and colleagues validated this scale's reliability and validity.

(2) Three-dimensional structure and its measurement: Scotter (1996) proposed a three-dimensional structure based on confirmatory factor analysis and exploratory factor analysis. Job performance is divided into three dimensions: task performance, interpersonal facilitation, and job dedication. The scale consists of 14 items, with 5 items for task performance and interpersonal facilitation and 4 for job dedication. This scale exhibits good reliability. In a study, Zhao (2020) employed this scale and found that job dedication, task performance, and interpersonal facilitation all had reliability values above 0.7, indicating good reliability.

(3) Four-dimensional structure and its measurement: Han (2007) identified four dimensions of job performance: relational performance, task performance, learning performance, and innovative performance. The scale comprises 41 items and can, to some extent, measure the interrelationships between employees' traits and

organizational characteristics and the roles different individuals play in this process. Liang (2020) used the innovation performance dimension from Han's (2007) four-dimensional job performance structure with 10 items and collected data from 120 companies. The study showed that the scale aligned well with reality and demonstrated reliability.



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

The research variables in this study consist of independent variables and dependent variables. The dependent variable in this study is job performance. The independent variables are composed of 4 factors: demographic factors (including gender, age, marital status, education level, tenure, job level, work location, and monthly income), workplace loneliness, emotional commitment, and proactive personality.

3.2 Research Population and Samples

3.2.1 Population

The population in this study is represented by 1,925 employees who work in telecommunication enterprises in Kunming, China (Baidu, 2023). The employees are operational-level, front-line, and middle-level managers from state-owned telecommunications enterprises in China, covering employees at different levels and positions.

3.2.2 Samples

The sample will be collected from employees who work in telecommunications in Wuhan, China. The sample size was calculated using the formula is

$$n = N / (1 + N * e^2) \quad \text{where } n = \text{sample size, } N = \text{number of Population}$$

$$e = 0.05 \text{ (95\% confidence level)}$$

$$n = 1925 / (1 + 1925 * (0.05^2)) = 331$$

The calculated sample size is 331 samples with a confidence level of 95%,

and a sampling error controlled within 5% was added and rounded up to 350. Therefore, the sample size for this study is 350 samples.

3.2.3 Sampling Methods

This study employed a stratified random sampling method to collect data from employees of the state-owned telecommunications enterprises in Wuhan, China. The data were collected from different levels of employees using proportional calculation for each level, as shown in Table 3.1. At each level, a simple random sampling method was applied.

Table 3.1 Number of Samples for each Employee's Level

Employees level	Population	Sample size
Operational level	1,155	210
Front-line managers	578	105
Middle-level managers	192	35
Total	1,925	350

The sampling process for Table 3.1 involved selecting a representative sample from different levels of employees within China's state-owned telecommunication enterprises. The population comprises 1,925 employees, and the total sample size is 350. To ensure a comprehensive representation, the employee population was categorized into three levels: operational level, front-line managers, and middle-level managers. The proportion number of employees at each level was calculated. The population at the operational level comprised 1,155 employees, accounting for $(1155 \times 350) / 1925 = 210$ samples. Within the population of front-line managers, which consisted of 578 employees, accounting for $(578 \times 350) / 1925 = 105$ samples. Among the middle-level managers, 192 employees, equivalent to $(192 \times 350) / 1925 = 35$ samples.

The sample size was 350 employees, representing the diverse employee levels within the organization. The sampling aimed to ensure that each employee level

was adequately represented, reflecting the different roles and responsibilities across operational, managerial, and middle-level positions in Chinese state-owned telecommunication enterprises.

An online platform called "Wenjuanxing" (Questionnaire Star) was utilized to distribute the questionnaires and collect data. This platform allows for efficient data collection, as participants can easily access and complete the survey electronically. The use of an online platform also facilitates the process of data management and analysis, ensuring timely and accurate responses.

By employing simple random sampling and an online data collection platform, this study aimed to enhance the reliability and validity of the findings and provide a comprehensive representation of employees at different levels and positions within state-owned telecommunications enterprises in China.

3.3 Data Collection

The main purpose of this study is to investigate the impact of demographic variables, workplace loneliness, emotional commitment, and proactive personality on employees' job performance in Chinese state-owned telecommunications companies. The primary data collection method for this study is the distribution of questionnaires to employees of these state-owned telecommunications companies. The survey was conducted from August 1st to October 30th, 2023.

(1) Creating a survey questionnaire tailored to employees of Chinese state-owned telecommunications companies on the "Questionnaire Star" platform. The questionnaire can be customized based on research needs, including various question types and logic branches.

(2) Distributing questionnaires through the online "Questionnaire Star" platform is efficient, convenient, and advantageous.

(3) Sharing the questionnaire linked with the target audience consists of

employees of Chinese state-owned telecommunications companies. "Questionnaire Star" provides various distribution methods, such as email, enabling rapid questionnaire delivery to the target audience.

(4) Setting an appropriate deadline to collect sufficient valid questionnaires within a reasonable timeframe.

Distributing questionnaires through "Questionnaire Star" is an efficient, flexible, and reliable method, enabling researchers to obtain accurate and comprehensive data, thereby facilitating the smooth progress of the research. The platform allows easy nationwide coverage of multiple state-owned telecommunications companies, resulting in a more diverse and extensive survey sample. "Questionnaire Star" automatically organizes and analyzes the collected data, providing visual statistical charts and data reports, aiding researchers in obtaining conclusions more quickly. Furthermore, the option for anonymous surveys on "Questionnaire Star" protects respondents' privacy, leading to higher response rates and questionnaire credibility.

3.4 Research Instrument

This study adopts a questionnaire survey as the research instrument. A questionnaire survey is a research method using controlled scales to investigate issues and obtain reliable information. The process involves constructing the final questionnaire and distributing and collecting it through web links. The questionnaire consists of the following five parts:

Part 1: Demographic data section: This section includes basic personal information about the participants, e.g., Gender, age, marital status, educational level, work experience, job level, and monthly income. The measurement scale was a nominal scale using check-list-type questions. The participants were required to choose the answer based on their personal information.

Part 2: Workplace loneliness scale: The workplace loneliness scale by Wright (2006) was used to measure participants' feelings of loneliness. The scale employs a five-point Likert scale, and participants were asked to rate their loneliness at work.

Part 3: Affective commitment scale: The affective commitment scale by Meyer and Allen (1991) was used to assess participants' levels of affective commitment to the organization. The scale employs a Likert five-point scale, and participants were required to rate their degree of opinion on the organizational commitment.

Part 4: Proactive personality scale: The proactive personality scale by Bateman (1993) was used to assess participants' levels of proactive personality. The scale employs a Likert five-point scale, and participants were asked to rate their level of proactive behavior.

Part 5: Job performance evaluation: This section uses job performance data from the literature review and previous studies (Ozcelik & Barsade, 2011). Participants' job performance was evaluated using a Likert five-point scale based on actual work performance.

From parts 2 – 5, the respondents were asked to rate their level of opinion about the questions in terms of the degree of agreement or disagreement that the following numbers can indicate: 1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; and 5: Strongly agree. The interpretation of the average values is shown in Table 3.2.

To get more responses, the questionnaire has a paragraph dedicated to the nature and purpose of this study. Respondents were informed that their contributions were important and valuable. The questionnaire takes only 5 minutes to complete.

Table 3.2 Interpretation for Score Level and Average Value

Score Level	Average Value	Meaning
5	4.50 – 5.00	Excellent
4	3.50 – 4.49	Good
3	2.50 – 3.49	Moderate
2	1.50 – 2.49	Less
1	1.00 – 1.49	Least

3.5 Reliability and Validity

3.5.1 Reliability

In order to evaluate the consistency and stability of the questionnaires used in this study, a reliability test was carried out with 30 participants prior to the official distribution of the questionnaire. The scales' internal consistency was assessed using the Cronbach's alpha coefficient. A Cronbach's alpha score above 0.70 denotes satisfactory dependability, according to Hair et al. (2010). The reliability findings of the computation are shown in Table 3.3. All variables have Cronbach's alpha values of more than 0.70, indicating satisfactory reliability for the questionnaire.

Table 3.3 Cronbach's Alpha of All Variables

Variables	Cronbach's alpha values	Number of Items
1. Workplace loneliness	0.760	10
2. Affective commitment	0.716	8
3. Proactive personality	0.717	10
4. Job performance	0.758	2

3.5.2 Content Validity

The validity of the questionnaires will be tested by IOC (Item-objective Congruence), which is one method to quantitatively measure content experts'

judgments of items to evaluate the fit between test items and the table of specifications (Berk, 1984; Turner, Mulvenon, Thomas & Bakin, 2002; Turner & Carlson, 2003). The content validity will be examined by 3 experts, including (1) a scholar in management, 1 person, and (2) a human resource manager, 2 persons. The questions' content and measurement will be evaluated to cover and complete the research issues. The experts are required to rate the questionnaires according to the following meaning.

+1 The question is consistent with the content of the measurement objective.

0 I am not sure that the question is consistent with the content of the measurement objective.

-1 The question is not consistent with the content of the measurement objective.

The results of all expert evaluations will be used to calculate the IOC index according to the formulas of Rovinelli and Hambleton (1977) as follows:

$$IOC = \Sigma R/N$$

ΣR = total rating score from all experts for each question

N = number of experts

If the calculated IOC index is greater than or equal to 0.5, it is considered that the questions are measured per the research objectives. Therefore, the questions will be chosen. If any question has a value that does not reach the 0.5 criterion and it is necessary to use that question, then that question will be revised again according to the advice of experts.

3.6 Data Analysis

3.6.1 Descriptive Statistics

Descriptive statistics were used to summarize the demographic characteristics of the respondents, as well as the mean, standard deviation, and range of the variables of interest, including workplace loneliness, emotional commitment, proactive personality, and job performance.

3.6.2 Inferential Statistics

Inferential statistics were used to analyze the data to test the hypotheses at the statistical significance level of 0.05. An analysis to test the relationship or interplay between one dependent variable and several independent variables.

H1: The difference in demographic variables, including gender, age, educational level, working year, job level, and monthly income, affect employee job performance in China's state-owned telecommunication enterprise differently.

An independent sample t-test was used to analyze the effect of gender on employees' job performance in China's state-owned telecommunication enterprise. One-way Analysis of Variance (ANOVA) or F-test was used to analyze the effect of age, educational level, working year, job level, and monthly income on employees' job performance in China's state-owned telecommunication enterprise.

H2: Affective commitment, workplace loneliness, and proactive personality influence employee job performance in China's state-owned telecommunication enterprise.

Multiple linear regression analyses were conducted to find the influences of workplace loneliness, affective commitment, and proactive personality on job performance in China's state-owned telecommunication enterprise.

CHAPTER IV

RESEARCH RESULTS

The main purpose of this study is to investigate the impact of demographic variables, workplace loneliness, emotional commitment, and proactive personality on employees' job performance in Chinese state-owned telecommunications companies. The independent variables used in this study were demographics, workplace loneliness, affective commitment, and proactive personality. The dependent variable was job performance.

4.1 The Descriptive Statistics

This part demonstrates the results based on the research objectives by splitting into 2 parts.

Part I: the analysis results of respondent's demographic data.

Part II: the analysis results of the level of opinion on loneliness, affective commitment, proactivity personality, task performance, and relationship performance.

4.1.1 Demographic Factor

Demographic factors, including gender, age, marital status, educational background, years of working, job level, and monthly income, were analyzed using frequency and percentage, as shown in Table 4.1.

Table 4.1 The Descriptive Statistics of Demographic Factor

Gender	Frequency	Percent
Male	138	39.43
Female	212	60.57
Total	350	100

Age	Frequency	Percent
20 years old-30 years old	185	52.86
31 years old-40 years old	98	28
41 years old-50 years old	44	12.57
More than 50 years old	23	6.57
Total	350	100
Marital Status	Frequency	Percent
Single	108	30.86
Married	221	63.14
Divorce	21	6
Widow	0	0
Total	350	100
Education Level	Frequency	Percent
High school or lower	13	3.71
College or Technical School	49	14
Bachelor's Level	220	62.86
Master's Level or higher	68	19.43
Total	350	100
Years of working	Frequency	Percent
≤1 year	65	18.57
1-5 years	157	44.86
6-10 years	124	35.43
11-15years	4	1.14
Total	350	100
Job Level	Frequency	Percent
Operational level	135	38.6
Middle-level management	163	46.6
First-level management	52	14.9
Total	350	100
Monthly income	Frequency	Percent
Less than 5000RMB	64	18.29
5000-10000RMB	174	49.71
10001-15000RMB	112	32
Total	350	100

Table 4.1 provides demographic information about the research samples, which are the employees of a state-owned telecommunications company in Kunming, China. Regarding gender, female employees are the majority, accounting for approximately 60.57% of the samples. The largest age group is between 20 and 30 years old, representing 52.86% of the samples, while the proportions in the age groups over 50 years old are relatively small (6.57%). In terms of marital status, the majority of samples are married, comprising 63.14%, followed by the single group at 30.86%. Regarding educational level, the bachelor's degree group is the largest (62.86%), and the smallest is the high school or lower group (3.71%). Concerning years of working in the enterprise, the largest group is working for 1-5 years (44.86%). Very few employees have worked for over 10 years (1.14%). Most employees have a monthly income of 5000-10000RMB (49.71%), while 32% earn between 10001-15000RMB. Overall, this analysis provides insights into the demographic characteristics of employees in the state-owned telecommunications company in Kunming, China.

4.1.2 Descriptive of Dependent and Independent Variables

Descriptive results of workplace loneliness, affective commitment, proactivity personality, task performance, and relationship performance were analyzed using Mean and Standard deviation. The ranking level of each variable is provided in Table 4.2.

Table 4.2 The Descriptive Statistics of Loneliness in the Workplace

	1	2	3	4	5	Mean	SD	Meaning	Rank
Workplace loneliness	30	111	25	101	83	3.27	1.352	Moderate	4
Affective Commitment	20	111	81	120	18	3.01	1.047	Moderate	5
Proactivity Personality	0	64	79	182	25	3.48	0.872	Moderate	3
Task Performance	28	36	42	132	112	3.75	1.231	Good	1
Relationship Performance	41	44	34	164	67	3.49	1.262	Moderate	2

Table 4.2 presents the descriptive statistics of workplace factors: Loneliness, Affective Commitment, Proactive Personality, Task Performance, and Relationship Performance. The table also provides each factor's mean, standard deviation, meaning (e.g., Moderate or Good), and rank. Let us analyze the data:

Loneliness: The mean loneliness score is 3.27, indicating a moderate level of loneliness in the workplace. The standard deviation (SD) is 1.352, suggesting some variability in loneliness scores among the participants. Loneliness ranks 4th among the workplace factors, which is moderately prevalent in the work environment.

Affective Commitment: The mean affective commitment score is 3.01, signifying employees' moderate level of affective commitment. The standard deviation is 1.047, indicating some dispersion in affective commitment scores. Affective commitment ranks 5th among the factors, and it is moderate, like loneliness.

Proactive Personality: The mean proactive personality score is 3.48, indicating a moderate level of proactivity personality in the workplace. The standard deviation (SD) is 0.872, which suggests relatively lower variability in proactivity personality scores. Proactivity personality ranks 3rd among the factors, meaning it is moderately present in the work environment.

Task Performance: The mean task performance score is 3.75, indicating a good level of task performance among employees. The standard deviation is 1.231, indicating some variability in task performance scores. Task performance ranks 1st among the factors, suggesting that it is the most prominent and considered good in the workplace.

Relationship Performance: The mean relationship performance score is 3.49, indicating a moderate level of relationship performance. The standard deviation (SD) is 1.262, suggesting some variability in relationship performance scores. Relationships performance ranks 2nd among the factors, indicating it is moderately present.

In summary, the analysis of Table 4.2 reveals that task performance stands out as the most prominent factor in the workplace, with a good level of performance. Proactive personality, relationship performance, loneliness, and affective commitment all exhibit moderate levels, with some variability in their respective scores. This data provides valuable insights into the workplace environment and the prevalence of these factors among employees, which can inform HR and management decisions for improvement.

4.2 Inferential Statistics

This survey categorized gender and job position as two-point discrete variables, and age, marital status, years of working, job level, and monthly income were more than five discrete variables. Independent sample t-tests and one-way ANOVA were employed to assess potential differences in job performance among employees of state-owned telecommunications enterprises in Kunming, China.

Multiple linear regression analysis was employed to identify and quantify the influencing variables, namely *Workplace Loneliness*, *Affective Commitment*, and *Proactive Personality*, on *Job Performance* in China's state-owned telecommunication enterprise.

This section presents the results based on the research objectives, divided into two parts as follows:

Part I: To assess the effect of gender on employee job performance, an independent sample t-test was conducted. To evaluate the effect of age, educational level, working years, job level, and monthly income on employee job performance, a one-way Analysis of Variance (ANOVA) was performed.

Part II: Multiple linear regression analysis was employed to identify and quantify the influencing variables, namely *workplace loneliness*, *affective commitment*, and *proactive personality*, on *job performance* in China's state-owned

telecommunication enterprise.

4.2.1 Factors Affecting Employee's Job Performance

H1: The difference in demographic variables, including gender, age, educational level, working year, job level, and monthly income, affect the level of employees' job performance in China's state-owned telecommunication enterprise differently.

This section's analysis uses hypothesis 1, which comprises six sub-hypotheses.

H1a: Gender differences affect employees' job performance differently in China's state-owned telecommunication enterprise.

An independent sample t-test was employed to evaluate the data to determine whether there was a difference in mean values between the two data groups at the statistically significant threshold of 0.05. Table 4.3 displays the outcomes of the analysis.

Table 4.3 Independent Sample t-test on Gender Difference Between 2 Groups

	Gender	N	Mean	Std. Deviation	t-value	df	sig
Task Performance	Male	138	3.71	0.956	0.541	348	0.589
	Female	212	3.78	1.05			
Relationship Performance	Male	138	3.60	0.956	1.354	348	0.177
	Female	212	3.42	1.05			
Job Performance	Male	138	3.86	0.956	0.139	348	0.889
	Female	212	3.84	1.05			

From Table 4.3, the analysis results show that gender differences affect job performance, task performance, and relationship performance. In the overview of job performance, the results found that the t-value was 0.139, and the significant value was 0.889, greater than the statistically significant value of 0.05. It can be concluded that gender difference has no different effects on job performance.

Regarding task performance and relationship performance, the results found that the t-values were 0.541 and 1.354, and the significant values were 0.589 and 0.177, greater than the statistically significant value of 0.05. It can be concluded that gender difference does not affect task and relationship performance differently.

H1b: The age differences affect employees' job performance in China's state-owned telecommunication enterprise differently.

One-way ANOVA was used to analyze the data to evaluate the difference in mean values among more than two data groups at the statistically significant level of 0.05. Table 4.4 presents the findings of the analysis.

Table 4.4 The One-way ANOVA Analysis Results on Age Difference Affects Job Performance

		Sum of Squares	df	Mean Square	F	Sig.
Task Performance	Between Groups	1.999	3	0.666	0.437	0.726
	Within Groups	526.870	346	1.523		
	Total	528.869	349			
Relationship Performance	Between Groups	4.750	3	1.583	0.995	0.395
	Within Groups	550.724	346	1.592		
	Total	555.474	349			
Job performance	Between Groups	2.465	3	0.822	0.800	0.494
	Within Groups	355.203	346	1.027		
	Total	357.669	349			

According to the one-way ANOVA analysis results in Table 4.4, the results show that for the between-group variation, the sum square value is 2.465, the degrees of freedom are 3, the mean square is 0.822, the F value is 0.8, and the significance level is 0.494. In terms of within-group variation, the total sum of squares is 355.203, the degrees of freedom are 346, and the mean square is 1.027.

By comparing the significance levels of between-group and within-group variations, It can be concluded that the difference in age does not have a statistically significant effect on job performance.

H1c: The Differences in marital status affect employees' job performance in China's State-owned Telecommunication Enterprise differently.

One-way ANOVA was used to analyze the data to evaluate the difference in mean values among more than two data groups at the statistically significant level of 0.05. Table 4.5 presents the findings of the analysis.

Table 4.5 The Analysis Results on Marital Status Differences Affect Job Performance

Job Performance		Sum of Squares	df	Mean Square	F	Sig.
Task Performance	Between Groups	0.682	2	0.341	0.244	0.799
	Within Groups	528.187	347	1.522		
	Total	528.869	349			
Relationship Performance	Between Groups	2.913	2	1.457	0.915	0.402
	Within Groups	552.561	347	1.592		
	Total	555.474	349			
Overview	Between Groups	1.571	2	0.786	0.766	0.466
	Within Groups	356.097	347	1.026		
	Total	357.669	349			

From Table 4.5, the analysis results show that in the task performance, relationship performance, and overview of job performance, the results found that F-value = 0.244, 0.915, and 0.766 and the significant value = 0.799, 0.402, and 0.466, which is greater than the statistically significant value of 0.05. It can be concluded that marital status has no significant effect on task performance, relationship performance, or an overview of job performance.

H1d: The differences in educational level affect employees' job performance in China's State-owned Telecommunication Enterprises differently

One-way ANOVA was used to analyze the data to evaluate the difference in mean values among more than two data groups at the statistically significant level of 0.05. Table 4.6 presents the findings of the analysis.

Table 4.6 The Analysis Results on Educational Level Differences Affect Job Performance

		Sum of Squares	df	Mean Square	F	Sig.
Task Performance	Between Groups	1.208	3	0.403	0.264	0.851
	Within Groups	527.660	346	1.525		
	Total	528.869	349			
Relationship Performance	Between Groups	8.959	3	2.986	1.891	0.131
	Within Groups	546.516	346	1.580		
	Total	555.474	349			
Job Performance	Between Groups	5.922	3	1.974	1.942	0.123
	Within Groups	351.747	346	1.017		
	Total	357.669	349			

From Table 4.6, the analysis results show that educational level affects task performance, relationship performance, and the overview of job performance. The results found that the F-value was 0.264, 1.891, and 1.942, and the significant value was 0.851, 0.131, and 0.123, greater than the statistically significant value of 0.05. It can be concluded that educational level has no significant effect on task performance, relationship performance, or the overview of job performance.

H1e: The differences in years of working affect employees' job performance in China's State-owned Telecommunication Enterprise differently

One-way ANOVA was used to analyze the data to evaluate the difference in mean values among more than two data groups at the statistically significant level of 0.05. Table 4.7 presents the findings of the analysis.

Table 4.7 The Analysis Results on Years of Working Difference Affect Job Performance

Job performance		Sum of Squares	df	Mean Square	F	Sig.
Task Performance	Between Groups	5.342	3	1.781	1.177	0.319
	Within Groups	523.527	346	1.513		
	Total	528.869	349			
Relationship Performance	Between Groups	3.177	3	1.059	0.663	0.575
	Within Groups	552.297	346	1.596		
	Total	555.474	349			
Overview of Job Performance	Between Groups	3.693	3	1.231	1.203	0.309
	Within Groups	353.976	346	1.023		
	Total	357.669	349			

Table 4.7 shows the analysis results of years of work. The results found that the F-value was 1.177, 0.663, and 1.203, and the significant value was 0.319, 0.575, and 0.309, greater than the statistically significant value of 0.05. It can be concluded that the differences in years of working have no significant effect on task performance, relationship performance, or job performance.

H1f: The differences in job level affect employees' performance differently in China's State-owned Telecommunication Enterprise.

One-way ANOVA was used to analyze the data to evaluate the difference in mean values among more than two data groups at the statistically significant level of 0.05. Table 4.8 presents the findings of the analysis.

Table 4.8 The Analysis Results on Job Level Difference Affects Job Performance

		Sum of Squares	df	Mean Square	F	Sig.
Task Performance	Between Groups	8.457	2	4.229	2.820	0.061
	Within Groups	520.411	347	1.500		
	Total	528.869	349			
Relationship Performance	Between Groups	7.128	2	3.564	2.255	0.106
	Within Groups	548.346	347	1.580		
	Total	555.474	349			
Job Performance	Between Groups	7.13	2	3.565	3.529	0.030*
	Within Groups	350.539	347	1.01		
	Total	357.669	349			

From Table 4.8, the analysis results show that job level affects task performance, relationship performance, and job performance. The results found that the F-value is 3.529, and the significant value is 0.030, less than the statistically significant value of 0.05. It can be concluded that the differences in job level significantly affect job performance differently. The analysis of multiple comparisons of different job levels using LSD is demonstrated in Table 4.9.

Table 4.9 The Multiple Comparison of the Mean Value of the Different Job-level Groups

Mean Difference (I-J)				
Job level group		Group J		
Group		Operational level employee	Front-line manager	Middle-level manager
	\bar{X}	3.67	3.97	3.92
Operational level employee	3.67	-	-.303 (.010)*	-.256 (.119)
Front-line manager	3.97		-	0.046 (.773)
Middle-level manager	3.92			-

*The mean difference is significant at the 0.05 level

Depend Variable: Job performance

Table 4.9 shows the pair-mean comparison of the job level group that affects the job performance of China's State-owned telecommunication enterprises. The mean of the operational employee group is less than that of the front-line manager group, with a significant value of 0.010.

H1g: The differences in monthly income affect employees' job performance in China's State-owned telecommunication enterprise differently.

One-way ANOVA was used to analyze the data to evaluate the difference in mean values among more than two data groups at the statistically significant level of 0.05. Table 4.10 presents the findings of the analysis.

Table 4.10 The Analysis Results on Monthly Income Difference Affects Job Performance

		Sum of Squares	df	Mean Square	F	Sig.
Task Performance	Between Groups	0.207	2	0.104	0.415	0.661
	Within Groups	86.733	347	0.25		
	Total	86.94	349			
Relationship Performance	Between Groups	0.424	2	0.212	1.199	0.303
	Within Groups	61.35	347	0.177		
	Total	61.774	349			
Job Performance	Between Groups	6.862	2	3.431	3.394	0.035*
	Within Groups	350.807	347	1.011		
	Total	357.669	349			

From Table 4.10, the analysis results show that the difference in monthly income affects task performance, relationship performance, and job performance differently. The F-value is 3.394, and the significant value is 0.035, less than the statistically significant value of 0.05, meaning that the differences in monthly income affect job performance differently. The analysis of multiple comparisons of different monthly incomes using LSD is demonstrated in Table 4.11.

Table 4.11 The Multiple Comparison of the Mean Value of the Different Monthly Income Groups

		Mean Difference (I-J)		
Job level group		Group J		
Group		5000RMB or lower	5001-10000RMB	10001-15000RMB
	\bar{X}	3.98	3.64	3.68
5,000RMB or lower	3.98	-	.294 (.019)*	.322 (.032)*
5,001-10,000RMB	3.64		-	0.028 (.839)
10,001-15,000RMB	3.68			-

*The mean difference is significant at the 0.05 level

Depend Variable: Job performance

Table 4.11 shows the pair-mean comparison of the monthly income group that affects the job performance of the China State-owned telecommunication enterprise. The mean of 5000 RMB, or the lower group, is greater than 50001–100,000 RMB and below group, and 10001–15000 RMB and below group, with a significant value of 0.019 and 0.032.

4.2.2 Factors Influencing Job's Performance

Hypothesis 2: workplace loneliness, affective commitment, and proactive personality influence employees' job performance in China's state-owned telecommunication enterprise.

This section's analysis uses hypothesis 2, which comprises the three sub-hypotheses. Multiple linear regression was used to evaluate the influence of three independent variables, workplace loneliness, affective commitment, and proactive personality, on three dependent variables: task performance, relationship performance, and job performance. The forms of the estimating equations are as follows:

$$\hat{Y}_T = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

$$\hat{Y}_1 = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

$$\hat{Y}_2 = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

Where dependent variables are:

\hat{Y}_T = Job Performance

\hat{Y}_1 = Task Performance

\hat{Y}_2 = Relationship Performance

Independent variables are:

X_1 = Workplace Loneliness

X_2 = Affective Commitment

X_3 = Proactive personality

H2a: workplace loneliness, affective commitment, and proactive personality influence employees' job performance

Multiple linear regression is used to analyze the data and develop the forecasting equation at a confidence level of 95%. The analysis results are shown in Tables 1.2-1.3.

Table 4.12 Summarize the Model for Factors that Influence Job Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
3	0.185 ^a	0.034	0.031	0.996	0.652

a. Predictors: (Constant), affective commitment, workplace loneliness, and proactive personality

Dependent Variable: job performance

From tables 4.12-4.13, the analysis results show that workplace loneliness negatively correlates with job performance, with a multiple correlation (R) of 0.185 at the statistically significant level of 0.05. The tolerance value is 1.00, which is not less than 0.2, indicating no correlation among the three independent variables.

Table 4.13 The Multiple Linear Regression Coefficients for the Factor that Influences Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	4.299	0.140		30.761	0.000		
³ Workplace Loneliness	-0.138	0.039	-0.185	-3.505	0.001	1.000	1.000

Dependent Variable: job performance

Table 4.13 consists of one predictor variable, which is workplace loneliness; therefore, the prediction equation was developed as follows:

$$\hat{Y}_T = 4.299 - 1.38X_1$$

The equation can be explained by the fact that the coefficient of job performance R square equals 0.034, and the independent variables are unrelated. The results of the analysis show that if workplace loneliness decreases, job performance will increase.

In summary, the analysis results indicate that workplace loneliness influences job performance by a significant value of 0.001.

H2b: Workplace loneliness, affective commitment, and proactive personality influence employees' task performance.

Multiple linear regression is used to analyze the data and develop the forecasting equation at a confidence level of 95%. The analysis results are shown in Tables 1.4-1.5.

Table 4.14 Summary of the Model for the Factors that Influence Task Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
2	0.181 ^b	0.033	0.027	1.214	0.593

b. Predictors: (Constant), Affective commitment, workplace loneliness, and proactive personality

Dependent Variable: task performance

The analysis results from Tables 4.14-4.15 show that the two predictor variables have opposite relationship directions with task performance. Workplace loneliness has a negative relationship, while affective commitment has a positive relationship with task performance, with a multiple correlation (R) of 0.181 at the statistically significant level of 0.05.

Table 4.15 presents the tolerance value of all independent variables; the least value is 0.982, which is not less than 0.2, indicating no correlation among the three independent variables.

Table 4.15 The Multiple Linear Regression Coefficients for the Factors that Influence Task Performance

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	3.689	0.270		13.658	0.000		
³ Workplace Loneliness	-0.110	0.049	-0.121	-2.269	0.024	0.982	1.018
Affective Commitment	0.141	0.063	0.120	2.254	0.025	0.982	1.018

a. Dependent Variable: task performance

Table 4.15 consists of two predictor variables: workplace loneliness and affective commitment; therefore, the prediction equation was developed as follows.

$$\hat{Y}_1 = 3.689 - 0.110 X_1 + 0.141 X_2$$

The equation can explain the coefficient of task performance. R square is equal to 0.033, and the independent variables are not related to each other. In summary, the results of the analysis indicate that workplace loneliness and proactive personalities influence task performance. Both two variables have a significant value of 0.024 and 0.025.

H2c: Workplace loneliness, affective commitment, and proactive personality influence employees' relationship performance.

Multiple linear regression is used to analyze the data and develop the forecasting equation at a confidence level of 95%. The analysis results are shown in Tables 1.6-1.7.

Table 4.16 Summary of the Model that Influences Overview of Relationship Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
3	0.167 ^a	0.028	0.025	1.246	0.576

a. Predictors: (Constant), Affective commitment, workplace loneliness, and proactive personality

Dependent Variable: Relationship Performance

The analysis results from tables 4.16–4.17 show that workplace loneliness positively correlates with relationship performance, with a multiple correlation (R) of 0.167. The tolerance value is 1.000, not less than 0. 2 indicates no correlation among the three independent variables.

Table 4.17 The Multiple Linear Regression Coefficients for Factor Influences Relationship Performance

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	4.001	0.175		22.898	0.000		
Workplace Loneliness	-0.156	0.049	-0.167	-3.153	0.002	1.000	1.000

a. Dependent Variable: Relationship performance

Table 4.17 consists of one predictor variable, which is workplace loneliness; therefore, the prediction equation was developed as follows:

$$\hat{Y}_2 = 4.001 - 0.156X_1$$

The equation can be explained by the fact that the coefficient of job performance R square equals 0.028, and the independent variables are unrelated. The results of the analysis show that if workplace loneliness decreases, relationship performance will increase. In summary, the analysis results indicate that workplace loneliness influences relationship performance by a significant value of 0.002.

The summarized data analysis for hypothesis 1, the difference in demographic factors affecting employee performance of state-owned telecom enterprises in China, are shown in Table 4.18. Table 4.19 – 4.20 demonstrates the summary results for hypothesis 2: affective commitment, workplace loneliness, and proactive personality influence employee performance of state-owned telecom enterprises in China.

Table 4.18. Summary of the Influence of Demographic Data on Employee Performance of State-owned Telecom Enterprises in China

Demographic	Job Performance	Task Performance	Relationship Performance
Gender	-	-	-
Age	-	-	-
Marital Status	-	-	-
Educational Background	-	-	-
Year of Working	-	-	-
Job level	✓	-	-
Monthly Income	✓	-	-

- no different effects at the statistical significance of 0.05

✓ have different effects at the statistical significance of 0.05

Table 4.19 Summary of the Influence of Workplace Loneliness, Emotional Commitment and Active Personality on the Performance of Employees in Chinese State-owned Telecom Enterprises

Employees' performance	R	R Square	Adjusted R Square	Std. Error of the Estimate
Task Performance	0.181	0.033	0.027	1.214
Relationship Performance	0.167	0.028	0.025	1.246
Job Performance	0.185	0.034	0.031	0.996

c. Predictors: (Constant), affective commitment, workplace loneliness, and proactive personality

d. Dependent Variable: Task performance. Relationship performance and Job performance

Table 4.20 Summary of the Forecasting Equations for Employees' Performance in Chinese State-owned Telecom Enterprises

Employees' performance	Forecasting Equations
Task Performance	$\hat{Y}_1 = 3.689 - 0.110 X_1 + 0.141 X_2$
Relationship Performance	$\hat{Y}_2 = 4.001 - 0.156 X_1$
Job Performance	$\hat{Y}_T = 4.299 - 1.38 X_1$

X_1 = Workplace loneliness, X_2 = Affective commitment

CHAPTER V

CONCLUSION AND DISCUSSION

This chapter provides a summary of the results, discussions, and recommendations. Firstly, this section presents the research conclusion and a discussion of the findings and limitations. Finally, suggestions for future research are given. The objective of this study is to explore the effects of demographic data on the employees' job performance in Chinese state-owned telecommunications companies, to examine the influence of workplace loneliness, affective commitment, and proactive personality on employees' job performance in Chinese state-owned telecommunications companies, and to provide insights and recommendations for enhancing employees' job performance and well-being within the Chinese state-owned telecommunication enterprises.

5.1 Conclusion

Three independent factors comprise this study's conceptual framework: workplace loneliness, affective commitment, proactive personality, and demographics (gender, age, marital status, educational background, and job level). Task performance, which includes relationship and job performance, is the dependent variable. A questionnaire completed online was used to gather the data. Three hundred fifty samples were taken from workers in Kunming, China's state-owned telecommunications companies. These workers operate at several levels, including front-line, middle-level, and operational managers.

The analysis of participant demographics showed a predominant presence of individuals between 20 and 30 years old, with the majority being married and holding bachelor's degrees. The most common range of work experience was 1-5 years; a

significant portion of participants earned monthly incomes between 5000-10000 RMB. Regarding variables, proactivity personality had the highest mean value, followed closely by loneliness and affective commitment. When considering the dependent variables, task performance had a notably higher mean value than relationship performance. These insights provide a foundational understanding of the sample composition and variable distributions, essential for further analyses and their implications.

In the analysis results of the various demographic factors, it was observed that gender, age, marital status, educational level, and years of working did not affect task performance, relationship performance, or job performance differently. However, when considering job level and monthly income, it was found that the difference in job level and monthly income affects job performance differently. In detailed consideration, the analysis results found that the pair-mean comparison of the job level group, the mean value of the operational employee group, is less than the mean value of the front-line manager group, with a statistically significant value of 0.010. In the pair-mean comparison of the monthly income group, the mean value of the 5000 RMB, or the lower group, is greater than the other two groups, with a statistically significant value of 0.019 and 0.032.

The analysis employed multiple linear regression to examine the influences of workplace loneliness, affective commitment, and proactive personality on job performance. The results indicate that workplace loneliness has a significant negative influence on both overview of job performance and task performance, suggesting that increased loneliness is associated with decreased performance. On the other hand, higher affective commitment positively influences task performance, indicating that employees with a stronger emotional attachment to their workplace tend to perform better in specific tasks.

These findings underscore the importance of addressing workplace loneliness, which can harm employee performance. Furthermore, the results highlight the significance of fostering affective commitment to enhance job performance.

5.2 Discussion

Based on the results of the analysis, the differences in gender, age, educational level, and working years do not significantly affect variations in employee job performance within Chinese state-owned telecommunication enterprises. The results are quite interesting and have not complied with previous studies. For example, Liu (2021) found that age affects the degree of loneliness experienced by employees at work and has specific implications for organizational management. This may be caused by the majority of the sample, which is more than 50% from an age group 20-30 years old. As per Ayazlar, G., and Güzel, B. (2014), job performance is affected differentially by variations in employment level and monthly income. Proposed by Hackman and Oldham in 1976, the work Characteristics Theory (JCT) highlights how work design affects employee motivation, satisfaction, and performance. This idea holds that certain aspects of a job can increase levels of intrinsic motivation, which can lead to better job performance. According to this theory, certain job characteristics can lead to higher levels of intrinsic motivation, resulting in improved job performance. Some key aspects that lead to different job levels affecting job performance are scope of responsibility, leadership skills, decision-making authority, strategic thinking, and impact on organizational culture.

The research suggests that employees with higher affective commitment tend to perform better tasks. Danish et al. (2015) concur that workers with higher levels of affective commitment typically perform better on tasks. The findings indicate that higher levels of workplace loneliness are associated with decreased job and task performance, supported by Ozcelix and Barsade (2017). Greater employee loneliness leads to poorer tasks, team roles, and relational performance.

Proactive personality has not influenced job performance, task performance, or relationship performance within the context of Chinese state-owned telecommunications companies. The results of this study comply with Haynie et al. (2017). Proactive employees may find it difficult to propose their ideas because of some

factors contributing to the negative impact, such as a culture that values tradition over innovation or reluctance to change. This could affect how well they perform on the job.

In conclusion, most demographic factors have little to no impact on job performance, except employment level and monthly salary. Affective commitment plays a crucial role in shaping employees' job performance in state-owned Chinese telecommunications companies. On the other hand, at Chinese state-owned telecommunications enterprises, workplace loneliness significantly negatively impacts employees' job, task, and relationship performance.

5.3 Implication for Practice

The study's findings have several practical implications for the management and human resources practices within Chinese state-owned telecommunications companies:

Encouraging Affective Commitment: Organizations stand to gain from employing techniques that encourage affective commitment in workers. This entails making the workplace welcoming and encouraging, encouraging the community, and ensuring staff members are emotionally invested in the company. Initiatives and training programs that increase workers' dedication can be beneficial.

Reducing Workplace Loneliness: Organizations should take action to lessen workplace loneliness in order to enhance job performance. Regular communication, team-building exercises, and support systems can help achieve this. Encouraging social connections among employees can improve their performance and help them fight loneliness. This can happen both inside and outside of the workplace.

Proactive Personality Development: Employers can recognize proactive personality traits in their workforce and create training initiatives that support and strengthen these attributes. Proactive employees typically demonstrate initiative and creativity in their work, which can result in better job performance.

Tailoring HR Practices: Understanding demographic variables that impact job performance, such as age, gender, and monthly income, can assist companies in customizing their HR procedures to meet the unique needs of different workforce segments. This could involve developing flexible policies or providing targeted support to accommodate individual variations.

Performance Appraisals: Performance evaluations might consider an employee's affective commitment, proactive personality, and loneliness at work. This can assist in pinpointing problem areas and creating specialized plans of action to boost work output.

Employee Well-being Programs: Organizations can implement well-being initiatives encouraging employees to maintain a healthy work-life balance and offer social support to lessen workplace loneliness. These initiatives can support improved mental health, leading to improved productivity at work.

5.4 Recommendation for Future Research

5.4.1 Affective Commitment

Enhance Employee Engagement Programs: It is recommended that the corporation allocate resources towards activities that target improving employee engagement and fortifying their emotional bond with the company. Regular feedback sessions, recognition initiatives, and forums where staff members can express their ideas and worries can promote a sense of engagement and belonging. Furthermore, fostering an environment at work that is consistent with the goals and values of the staff can increase employee commitment.

Provide Career Development Opportunities: Employee commitment can be increased by providing opportunities for skill development and career development pathways. For employees to see a clear path forward in the organization, the firm should fund training, mentoring, and advancement initiatives. Employee commitment to their

work can be maintained by clearly communicating the possibility of growth and progress.

Promote Work-Life Balance: Promoting a balanced work-life schedule is essential to raising Affective Commitment. The company must implement guidelines that encourage flexible work schedules, offer services for mental health, and enhance worker wellbeing. Employee commitment to work is higher when they perceive their personal lives as acknowledged and respected.

5.4.2 Workplace Loneliness

Foster a Collaborative Culture: The Company should promote a collaborative and socially engaged culture to counteract professional loneliness. A sense of belonging can be developed through promoting cooperation, group projects, and open lines of communication. Plan frequent social gatherings, team-building exercises, and peer appreciation initiatives to improve the rapport between coworkers.

Implement Mentorship Programs: Creating mentorship programs can give staff members a network of support and a feeling of community. Mentoring by more seasoned workers helps ease the transition of new hires into the workplace and reduces their sense of alienation. Mentorship programs help people learn new skills and transmit knowledge while reducing feelings of loneliness.

Create Comfortable Spaces: Creating a welcoming and comfortable work environment might help lessen loneliness. Establish common places where staff members can unwind, converse, and work together casually. Consider movable seating layouts and breakout spaces to foster natural connections among coworkers.

5.4.3 Proactive Personality

Identify and Nurture Proactive Talent: The organization should identify proactive personalities through internal assessments or hiring. After discovering them, give them specialized training and development chances to improve their proactive abilities even more. Encourage others to be proactive by praising and rewarding such actions.

Encourage Idea-Sharing and Innovation: Establish a culture that values and motivates staff members to take the initiative and share their thoughts. Introduce innovation challenges or suggestion initiatives that enable staff members to contribute to process enhancements and creative solutions. Honor and incentivize effective proactive endeavors.

Provide Autonomy and Decision-Making Authority: Give workers more freedom and power to make decisions for themselves in their jobs to empower them. Proactive behavior is more common among employees who feel trusted to take initiative and own their work. Managers should be encouraged to guide and assign tasks instead of micromanaging.



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QUESTIONNAIRE

Please read the following questions carefully and tick the option that best suits your situation. Multiple-choice questions are single-choice choices with no right or wrong answer. Thank you sincerely for your co-operation!

The following questionnaire investigates a number of important demographic variables to help in the analysis of the study, so please fill it out carefully.

☐ ① Yes ☐ ② No (termination of the questionnaire)

(1) Male (2) Female

① 20 years old-30 years old ② 31 years old-40 years old

③ 41 years old-50 years old ④ 51 years old and above

4. Your marital status:

- ① Single ② Married ③ Divorce ④ Widow

5. Your education level:

- ① High School or lower ② College or Technical School
③ Bachelor's Level ④ Master's Level or higher

6. The number of years you have worked in an enterprise in the country:

- ① ≤ 1 year ② 1-5 years ③ 6-10 years
④ 11-15 years ⑤ 16-20 years ⑥ >20 years

7. Your job level:

- ① Operational level employees ② First level managers ③ Middle level managers

8. Your monthly income:

- ① 5000RMB and below ② 5001-10000RMB
③ 10001-15000RMB ④ 15001RMB and above

II. Loneliness in the Workplace

Please read the following questions carefully and tick the boxes according to your opinion. 1 = Completely Disagree; 2 = Disagree; 3 = Unsure; 4 = Agree; 5 = completely agree.

Questions	1	2	3	4	5
9. I often feel alienated by my colleagues in my usual workplace.					
10. I find it difficult to integrate myself and my colleagues as a team or as a whole.					
11. I feel that my colleagues around me are very indifferent to me.					
12. When I encountered difficulties and problems at work, I could not find colleagues to whom I could talk about them.					
13. Competition among colleagues prevents us from becoming true friends.					

14. I feel that I am dispensable and of little value to the organization.					
15. I feel that I am not recognized and valued by my colleagues and leaders.					
16. I feel empty at work, and every day, I think about leaving the office quickly after work.					
17. I feel that my supervisors and colleagues are indifferent to my efforts, making me like a transparent person.					
18. The monotonous and boring work content in the current state-owned enterprises makes me feel no value or meaning.					

III. Affective Commitment

Please read the following questions carefully and tick the boxes according to your opinion. 1 = Completely Disagree; 2 = Disagree; 3 = Unsure; 4 = Agree; 5 = completely agree.

Questions	1	2	3	4	5
19. I am more than willing to put in extra effort to help run the business.					
20. My organization is a relatively desirable workplace.					
21. I am willing to accept any job and transfer arrangement as long as I can remain in my present organization.					
22. I feel that my value guidelines are very similar to the company's					
23. I am very proud to be a member of the unit.					
24. The company's goal can stimulate my unlimited potential and make me do a better job.					
25. I am glad I chose to enter this organization in the first place.					
26. There is no better option for me now than to remain in the organization and continue to work there.					

IV. Proactivity Personality

Please read the following questions carefully and tick the boxes according to your opinion. 1 = Completely Disagree; 2 = Disagree; 3 = Unsure; 4 = Agree; 5 = completely agree.

Questions	1	2	3	4	5
27. Follows instructions even when upper management is not present					
28. In the team, they often assist their superiors in doing things.					
29. Upholding the decisions of superiors					
30. Support and encourage colleagues at the same level.					
31. Not to pass on work responsibilities to colleagues in other departments.					
32. Volunteer to do much work for the benefit of the company					
33. Comply with the company's correct rules and regulations.					
34. Provide good advice for the company's management decisions.					
35. Pay attention to personal image and behave in a courteous and cultivated manner.					
36. Pay close attention to the important details of your work.					

V. Job Performance

Please tick the appropriate option in the following questions according to your evaluation of your subordinate's work in light of his/her situation.

1 = very much not in line with; 2 = not in line with; 3 = fairly in line with; 4=in line with; 5=very much in line with.

Task Performance					
Questions	1	2	3	4	5
37. I can complete my work on time.					
38. I can meet the work objectives assigned to me by my supervisor on time.					

39. My supervisors and colleagues have recognized the quality and results of my work.					
40. I consider myself to be very efficient at work.					
41. I can be recognized by my leaders when I complete my tasks.					
42. I can encourage and help my colleagues during work hours.					
Relationship Performance					
43. I can complete my work on time.					
44. I will overcome all difficulties to complete the leadership of the work of the task.					
45. I have good working relationships with colleagues.					
46. I have good working relationships with leaders.					
47. I am able to comply strictly with the requirements of rules and regulations.					
48. I will do my best to get the job done.					
49. I will always try challenging work.					
50. I actively collaborate and contribute to teamwork within my team.					

This concludes the questionnaire. Thank you!

RELIABILITY RESULTS

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.760	10

Item Statistics

	Mean	Std. Deviation	N
L1	4.20	1.157	30
L2	2.80	1.186	30
L3	3.97	1.273	30
L4	2.93	1.507	30
L5	3.00	1.365	30
L6	2.07	1.311	30
L7	4.73	.450	30
L8	3.93	1.337	30
L9	3.27	1.596	30
L10	2.63	1.520	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
L1	29.33	47.471	.329	.752
L2	30.73	46.754	.363	.748
L3	29.57	41.357	.677	.705
L4	30.60	44.524	.361	.751
L5	30.53	40.809	.653	.706
L6	31.47	44.533	.446	.737
L7	28.80	52.510	.205	.764
L8	29.60	45.559	.371	.748
L9	30.27	44.409	.334	.757

Case Processing Summary

		N	%	
Cases	Valid	30	100.0	
	Excluded ^a	0	.0	
	Total	30	100.0	
L10	30.90	41.541	.521	.725

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33.53	54.051	7.352	10

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.716	8

Item Statistics

	Mean	Std. Deviation	N
AC1	4.17	1.020	30
AC2	4.07	.365	30
AC3	3.77	1.331	30
AC4	4.07	.691	30
AC5	4.67	.547	30
AC6	1.40	.498	30
AC7	1.17	.379	30
AC8	3.63	.850	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AC1	22.77	8.392	.597	.639
AC2	22.87	11.844	.391	.703

Case Processing Summary

		N	%		
Cases	Valid	30	100.0		
	Excluded ^a	0	.0		
	Total	30	100.0		
AC3	23.17	7.316	.538		.678
AC4	22.87	9.775	.626		.646
AC5	22.27	11.099	.429		.690
AC6	25.53	12.257	.130		.730
AC7	25.77	12.116	.266		.715
AC8	23.30	9.803	.457		.677

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.93	12.961	3.600	8

Scale: ALL VARIABLES**Case Processing Summary**

		N	%	
Cases	Valid	30	100.0	
	Excluded ^a	0	.0	
	Total	30	100.0	

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.717	10

Item Statistics

	Mean	Std. Deviation	N
PP1	3.77	1.040	30
PP2	4.23	.935	30
PP3	1.40	.498	30
PP4	4.10	.759	30
PP5	2.60	1.453	30
PP6	2.33	1.626	30
PP7	4.17	.874	30

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
PP8	4.17	.791	30
PP9	3.50	1.383	30
PP10	2.73	1.680	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
PP1	29.23	32.185	.442	.685
PP2	28.77	32.461	.483	.682
PP3	31.60	36.938	.214	.716
PP4	28.90	32.714	.598	.675
PP5	30.40	28.455	.511	.668
PP6	30.67	30.299	.310	.716
PP7	28.83	32.764	.495	.682
PP8	28.83	36.557	.136	.724
PP9	29.50	31.914	.298	.711
PP10	30.27	27.237	.480	.677

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33.00	38.483	6.203	10

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.758	2

Item Statistics

	Mean	Std. Deviation	N
Task performance	3.87	1.106	30
Relationship performance	3.40	1.248	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Task performance	3.40	1.559	.614	.
Relationship performance	3.87	1.223	.614	.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
7.27	4.478	2.116	2



INDEX OF ITEM OBJECTIVE CONGRUENCE (IOC)

Questions: Loneliness in the Workplace	Expert 1	Expert 2	Expert 3	IOC index	
8. I often feel alienated by my colleagues in my usual workplace.	1	1	1	1	0.88
9. I find it difficult to integrate myself and my colleagues as a team or as a whole.	1	1	1	1	
10. I feel that my colleagues around me are very indifferent to me	1	0	1	0.67	
11. When I encountered difficulties and problems at work, I could not find colleagues to whom I could talk about them	0	1	1	0.67	
12. Competition among colleagues prevents us from becoming true friends	1	1	1	1	
13. I feel that I am dispensable and of little value to the organization	1	1	1	1	
14. I feel that I am not recognized and valued by my colleagues and leaders	1	1	1	1	
15. I feel empty at work, and every day, I think about leaving the office quickly after work.	1	0	1	0.67	
16. I feel that my supervisors and colleagues are indifferent to my efforts, making me like a transparent person	1	1	1	1	
17. I feel that my supervisors and colleagues are indifferent to my efforts, making me like a transparent person	0	1	1	0.67	
18. The monotonous and boring work content in the current state-owned enterprises makes me feel no value or meaning.	1	1	1	1	

Questions: Affective Commitment					
19. I am more than willing to put in extra effort to help run the business	1	1	1	1	0.917
20. My organization is a relatively desirable workplace	1	1	1	1	
21. I am willing to accept any job and transfer arrangement as long as I can remain in my present organization	1	1	0	0.67	
22. I feel that my value guidelines are very similar to the company's	1	1	1	1	
23. I am very proud to be a member of the unit.	1	1	1	1	
Questions: Active Commitment	Expert 1	Expert 2	Expert 3	IOC index	
24. The goal of the company can stimulate my unlimited potential and make me do a better job	1	0	1	0.67	
25. I am glad I chose to enter this organization in the first place	1	1	1	1	
26. There is no better option for me now than to remain in the organization and continue to work there.	1	1	1	1	
Questions: Proactivity Personality	Expert 1	Expert 2	Expert 3	IOC index	
27. Follows instructions even when upper management is not present	1	1	1	1	0.901
28. In the team, often assist the superior to do things	1	1	1	1	
29. Upholding the decisions of superiors	1	0	1	0.67	
30. Support and encourage colleagues at the same level	1	1	1	1	
31. Not to pass on work responsibilities to colleagues in other departments	1	0	1	0.67	
32. Volunteer to do much work for the benefit of the company	1	1	1	1	
33. Comply with the correct rules and regulations of the company	1	1	1	1	
34. Provide good advice for the company's management decisions	1	1	1	1	

35. Pay attention to personal image and behave in a courteous and cultivated manner	1	1	0	0.67	
36. Pay close attention to the important details of your work	1	1	1	1	
Questions: Job Performance	Expert 1	Expert 2	Expert 3	IOC index	
Task Performance					1.000
37. I can complete my work on time	1	1	1	1	
38. I can meet the work objectives assigned to me by my supervisor on time.	1	1	1	1	
39. The quality and results of my work have been recognised by my supervisors and colleagues	1	1	1	1	
40. consider myself to be very efficient at work	1	1	1	1	
41. I can be recognized by my leaders when I complete my tasks	1	1	1	1	
42. I can encourage and help my colleagues in time at work	1	1	1	1	
Questions: Job Performance	Expert 1	Expert 2	Expert 3	IOC index	
Relationship performance					0.917
43. I can complete my work on time	1	1	0	0.67	
44. I will overcome all difficulties to complete the leadership of the work of the task	1	0	1	0.67	
45. I have good working relationships with colleagues.	1	1	1	1	
46. I have good working relationships with leaders	1	1	1	1	
47. I am able to comply with the requirements of rules and regulations strictly	1	1	1	1	
48. I will do my best to get the job done	1	1	1	1	
49. I will always try challenging work	1	1	1	1	
50. I actively collaborate and contribute to teamwork within my team	1	1	1	1	

BIOGRAPHY

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