INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT ON THE WORK LIFE QUALITY OF EMPLOYEES IN BEIJING KEHAI ZHINENG TECHNOLOGY CO., LTD.

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ABSTRACT
This study has the purpose to determine influence of perceived organizational support on the work life quality of employees in Beijing Kehai Zhineng Technology Co., Ltd. The target population lived in Beijing, China, which the exact size was unknown. The sample of the study was a total of 150 people purposively drawn from the population. The instrument used for data collection was a set of questionnaires. The research hypothesis was tested with the Enter method of multiple regression analysis, as well descriptive statistical analysis for frequency, percentage, mean, standard deviation, t-test, F-test, and multiple regression analysis. The level of statistical significance was set at 0.05 level. The findings revealed that the majority of the employees had the highest opinions on the organizational justice, followed by trust and support from management, and the organizational rewards, job conditions and the quality of work life at the least mean scores respectively. It could be concluded that most employees had overall view on the perceived organizational support their work life quality at a high level. The employees had the quality of working life with statistical significance at 0.01 level with a forecasting power of 71.20%. The findings could provide recommendation to the company based on the perceived organizational support of employees' work life quality.
Keywords: Personal Factors, Perceived Organizational Support, Work Life Quality

INTRODUCTION

With the rapid change in technology, people who are business employees are affected by the change directly. The organization also has to adapt to keep up with those changes. Both public and private organizations need to develop new skills and knowledge to work proactively, and technology is used as a medium to achieve efficiency and effectiveness in work inevitably. Change factors allows organizations to assign personnel to have more responsibilities and more pressure. As a result, personnel are prone to encounter stress caused by change. This may make happiness at work to decrease. That is, work life quality of employees could become a big problem. Therefore, in the digital age human resource management of business enterprises is about creating satisfaction and a good quality of life for personnel in the organization. Factors in creating happiness at work and work-life balance have been studied continuously. Many studies have shown findings regarding the happiness of different organizations, such as the organization of good health (Healthy organization), the spirit of the organization, spirituality organization quality of life well-being, stress management, employee engagement, job satisfaction, flexible organization, and work-life balance (Irawanto, Novianti & Roz, 2021).

Work is significant to human life. It can be said that work is a more practical part of life than any activity, especially in industrial societies. Therefore, it is a group of people that the public and private sectors focus on, not only developing their potential but also their good quality of life. As a result, most people are immersed in working life quality; such as cause of physical and mental fatigue, especially the mental state which is often affected by problems in work, such as work itself and colleagues and boss (Health Information System Development Agency, 2018).

Li, Bonn and Ye (2019) state that employees show increased performance, innovation, and carefulness in performing their job responsibilities for the organization when they perceive a higher level of organizational support. Empirical studies found motivation as a mediator in performance relationships and other variables, including encouraging employees to take breaks, walk, or even work in an entirely different part of the office. Sometimes team chatter and phones can be overwhelming, therefore it is healthy for them to have a short break (Labrague & Santos, 2020). This kind of support can help staff feel valued, leading to greater productivity and loyalty. Helping employees outline a potential career path within the organization to visualize their future at the company can boost a better feeling for them. Aslan and Morsunbul (2018) state that organizing and planning help some employees get their work done accurately, avoiding costly mistakes. Organizing work and planning helps them be more efficient and productive. Being well-organized and developing effective plans also allows business organizations to achieve important goals and objectives.

Quality work allows an individual to save, build the security and confidence that allows one to plan for the future, and feel appreciated as a member in a quality employment (Wang, Yang, Reisner & Liu, 2019). Gordon (2022) states that modern technology has gained such a presence in our lives that is easy to become addicted to social media and smartphone use. New technology has been gone far to the state that it starts impacting people's relaxation and sleep. This causes even more stress to build up throughout the day, resulting in a cycle of stress accumulation. Beijing Kehai Zhineng Technology Co., Ltd. is one of growing companies in China and the quality of work for employees is a mission-intensive for the company. It is considered one of the key factors affecting the influenced by perceived organizational support over the quality of work life of employees, meaning that all employs need a good quality of life and health, not sick from work. The personnel's quality of work life is there crucial concern for the company. Employees' satisfaction can result in the continuity of work, which can make the organization in its stability and loyalty.

LITERATURE REVIEW
Concept and theories of perceived organizational support
Perceived Organizational Support (POS) is operationally defined as the extent to which an employee believes that his or her company cares about them and appreciates his or her contributions to the company as well as the employee's perception concerning the extent to which the organization values their contribution and cares about their well-being. POS has been found to have important consequences for employee's performance and well-being (Afsar and Badir, 2017). Chen and Eyoun (2021) state that organizational justice refers to employee perceptions of fairness in the workplace. These perceptions can be classified into four categories; distributive, procedural, informational, and interactional. Supervisor support is defined as the extent to which leaders value their employees' contributions and care about their well-being. Organizational rewards and job conditions are administered externally—that is someone else (Usually management). Examples of extrinsic rewards include wages and salary, fringe benefits, promotions, and recognition and praise from others are the factors of work life quality. Trust and support from management are included in a leadership context; trust means that employees expect their leaders to treat them well and are comfortable being open with their leaders.

Concept and theories of work life quality
Adequate and fair compensation is a fair and reasonable amount of money or some other form of payment given to a person to make up for a loss or an injury; a fair and reasonable amount of money or other forms of payment given in return for work, as well as compensation, refers to a reward paid to an employee for the work they do for an organization. Hu, Liu, Zhang and Dong (2020) state that a fair and reasonable amount of money or some other form of payment given to a person to make up for a loss or an injury; a fair and reasonable amount of money or other forms of payment given in return for work. Gordon (2022) states that safe and healthy working conditions, which is a safe work environment, are about more than just preventing injuries or the spread of disease. It is about making employee well-being a priority. Cui, Li and Zheng (2020) state most generic terms that working conditions cover a broad horizon of issues from working time, including hours of work, rest periods and work schedules, salary scales, and the physical and mental pressures-a considerable part of the workplace environment. Growth and security for an employee is the continuous process of efforts for professional improvement among the members of a company. Lo (2021) states that employers should help employees feel physically safe by taking sexual harassment and threats seriously and having policies to deal with potential violence. Employees must also feel that their jobs are secure. Work-life balance refers to a condition that a person who chooses to prioritize their personal and professional obligations equally. Khateeb (2021) states that work-life balance is the accomplishment of role-related expectations negotiated and shared between an individual and his or her role-related patterns in the work and life domains. Social integration is a multidimensional construct that can be defined as the extent to which individuals participate in various social relationships, including engagement in social activities or relationships and a sense of commonality and identification with one's social roles.

For this reason, the researcher was interested in conducting a study on factors related to the work life quality of employees who were the personnel working in Beijing Kehai Zhineng Technology Co., Ltd. The findings may be used as a guideline for improving and enhancing the happiness of employees of the company. The research aimed to determine how much difference in personal status and perceived organizational support affect the work life quality of the employees. The defined factors consisted of the perceived organizational support including organizational justice, supervisor support, organizational rewards and job conditions and trust, and support from management for work life quality of employees in Beijing Kehai Zhineng Technology Co., Ltd. In additions, the influence of perceived organizational support

on the work life quality of employees, including adequate and fair compensation, safe and healthy working condition, growth and security, work-life balance, and social integration in the company.

Hypothesis 1: Different personal factors affect the work life quality of employees in Beijing Kehai Zhineng Technology Co., Ltd.

Hypothesis 2: Perceived organizational support has influence on work life quality of the employees in Beijing Kehai Zhineng Technology Co., Ltd.

Conceptual Framework
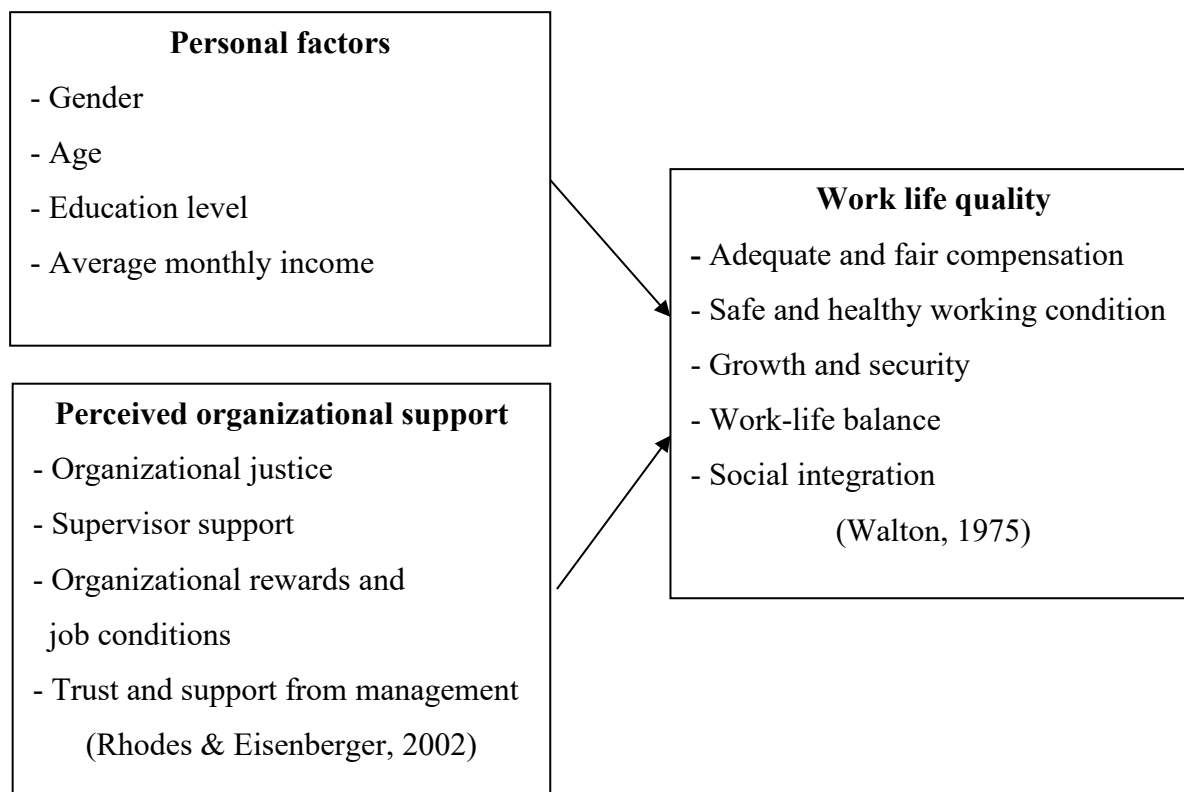**Independent variables**   **Dependent variables**

Figure 1 the conceptual framework of the study

RESEARCH METHODOLOGY

The population in this research was personnel working at Beijing Kehai Zhineng Technology Co., Ltd, one of the growing companies in the Beijing area. The sample was the total of 150 employers purposively selected from the company from the employees who were considered lacking quality of work and it affected their work life quality.

Research instrument was a questionnaire created after studying and researching concepts and theories to obtain information related to the influence of perceived organizational support on the work life quality of employees. The questionnaire is divided into four sections; 1) demographic of respondents, 2) questions about perceived organizational support, 3) opinions on the work life quality, and 4) open comment section. The questionnaire was programmed on an online format that allowed to answer via the internet.

The data analysis consisted of descriptive statistics of frequency distribution, percentage, mean, and standard deviation to describe basic information of the sample group. And the inferential statistical analysis was used to test the hypotheses with statistical significance at the 0.05 level with t-test, F-test, and the Enter method of multiple regression analysis.

RESULTS

The results of the general analysis of the respondents show that the majority of respondents were female (52%), age 31-40 years old (34%), obtaining a bachelor's degree (64.67%), and having a median monthly income of 4,001- 6,000 yuan (32.67%) as shown in the table 1 below.

Table 1 the average and standard deviation of the responders

Perceived organizational support	$\bar{X}$	SD	Level of opinion
Organizational justice	3.93	0.42	High
Supervisor support	3.85	0.27	High
Organizational rewards and job conditions	3.82	0.29	High
Trust and support from management	3.85	0.22	High
Work life quality	$\bar{X}$	SD	Level of opinion
Adequate and fair compensation	3.86	0.26	High
Safe and healthy working condition	3.68	0.28	High
Growth and security	3.98	0.36	High
Work-life balance	3.77	0.37	High
Social integration	4.00	0.21	High

Table 2 the test results of personal factors on the work life quality

Personal factors	Statistics	Statistical values	p-value
- Gender	t-test	0.546	0.586
- Age	F-test	0.756	0.556
- Education level	F-test	0.469	0.129
- Income	F-test	0.964	0.429

* Statistically significant at the .05 level

According to table 2, the statistical analysis shows no significant difference in personal factors affecting the work life quality in the company.

Table 3 the results of the hypothesis testing on perceived organizational support affecting the work life quality.

Perceived organizational support	b	Std. Error	β	t	p-value
Constant	3.967	0.165		24.043	0.000***
Organizational justice	0.178	0.018	0.552	10.131	0.000***
Supervisor support	0.017	0.029	0.034	0.569	0.570
Organizational rewards and job conditions	0.049	0.023	0.108	2.129	0.035*
Trust and support from management	0.276	0.043	0.448	6.431	0.000***

$R = 0.848$, $R^2 = 0.719$, Adjusted $R^2 = 0.712$, $SE_{EST} = 0.072$, $F = 92.883$, p-value = 0.000***

* Statistically significant at the .05 level
** Statistically significant at the .01 level
*** Statistically significant at the .001 level

According to table 3, the organizational support including organizational justice, supervisor support, organizational rewards, job conditions, and trust and support from management affected the employees' working life quality in the social integration aspect with statistical significance at .01 level, with a forecasting power of 71.9%.

CONCLUSION AND DISCUSSION

The influence of perceived organizational support affected the work life quality of employees working in the company significantly at .05 level. When testing each aspect of their organizational perception, the contributions and promotion were viewed at a high level for their welfare. Purwanto (2020) states that under organizational justice, the employees perceived fairness in the workplace at a high level. These perceptions can be classified into four categories: distributive, procedural, informational, and interactional. Therefore, it is important to explain to all employees why the redundancies are occurring and laid off was undertaken with dignity and fair treatment. The perceived organizational support was directly affected the work life quality of the employees.

Organizational rewards and job conditions were the driving agents for the management systems to organize helps to motivate and retain employees at work, which is an important element of human resource management. A well-designed reward system could lead an organization towards higher productivity and employees' satisfaction. The reward systems are significant factors that create employee satisfaction. Reward systems addresses the needs of workers, strengthens the relationship between the employee and the employer. Employees are valuable assets in any organization and expect to get reward for the job well-done. Moreover, trust and support from management were approachable and friendly people trust leaders they like, who had championing authenticity, empathy, and humanity. Showing of support for team members, even when they make mistakes and admitted what they have made was crucial. In addition, balancing the needs resulted in boosting behavior of being considerable of others and their feelings. Csilla (2019) states that both employers and employees benefit when there is a feeling of trust at work. Not only can trust help to build and maintain strong working relationships, but it can also set a good precedent for many aspects of a work day --from teamwork and collaboration to employee performance.

From the hypothesis test results on the work life quality, it shows a statistical significance at .05 level because work life quality is based upon extending jobs and working conditions that are outstanding for employees, as well as economic strength of the organization. Kurt (2019) states that generally an employee feels all dimensions of work; including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships, and its intrinsic meaning in a person's life. Thus, adequate and fair compensation is important for boosting work life quality. When employees are adequately compensated, they feel motivated to come to work. Their morale remains high, and their job satisfaction levels increase.

On the other hand, safe and healthy working condition are based on safe work environment which is not only about preventing injuries or the spread of disease, but also about making employee's well-being with a top priority. A safe workplace is one of conditions that employees feel secure and enjoyable, maintaining the company values, and a positive co-working environment can also encourage respect for everyone. Brauer (2022) states that healthy workplace is the thing that employees thrive about in their work projects and feel fulfilled while staying healthy physically and mentally. Productive support can lead to reduced absenteeism caused by illness, conflict, and ultimately turnover.

Growth and security in the workplace keep the employees and physical offices safe from harm. The company's workplace security strategy should defend its own business's critical data and information from hackers and other cyber security threats. It also keeps the employees compliant with updated laws and regulations in the country or region. Chan (2019) states that today's modern workplace has a lot to protect, and not everything is visible to the eye or easy to spot. Security in the workplace includes both physical security and digital security. Digital security refers to the protection of data, information, compliance, and systems. Bataineh (2019) states that when productivity is higher absenteeism is lower and physical and mental health improves with a higher commitment and motivation to work. Personal relationships can also

benefit from achieving this balance. In additions, social integration is a multidimensional construct that can be clear as the extent to which individuals participate in a variety of social relationships, including engagement in social activities, or relationships, and a sense of communality and identification with one's social roles. Lambert (2020) states that the process of creating unity must include inclusion and participation at all levels of society within the diversity of personal attributes so that every person is free to be the person she wants to be.

Organizational rewards and job conditions management of reward systems in an organization helps to motivate and retain employees at work, which is an important element of human resource management. A well-designed reward system leads an organization towards higher productivity and employee satisfaction. The reward systems are significant factors for employee satisfaction. Reward systems addresses the needs of workers, strengthens the relationship between the employee and the employer. Employees are valuable assets in any organization and expect to get rewarded for the job well-done. Basit (2019) states that rewarding and recognizing employees leads to greater employee engagement, which then increases retention and helps create a more positive overall workplace. Incorporating a rewards and recognition program helps increase employee engagement, leading to many benefits for the company, like increased productivity and retention. Showing support for employee team members, even when they make mistakes, balancing the need with being considerate of others and their feelings. Csilla (2019) states that both employers and employees benefit when there is a feeling of trust at work. Not only can trust help to build and maintain strong working relationships, but also it can set a good precedent for many aspects of a work day--from teamwork and collaboration to employee performance.

From this study, it can be concluded that the work life quality of most of the employees at Beijing Kehai Zhineng Technology Co., Ltd, had been satisficed significantly, which resulted in extending their jobs in the company, which provides outstanding working conditions for employees and in return created economic strength of the organization. Kurt (2019) states that personal feelings are related to dimension of work, including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships, and its intrinsic meaning in a person's life. Thus, adequate and fair compensation should provide to the employees to make them feel motivated to work. Ruhana (2019) states that highly motivated and engaged employees are also less likely to look for opportunities outside of their current work, and this leads them to stay at the job in a longer period of time. Compensation and benefits can come in a various element; such as salary, hourly wages, bonuses, and commission, time off, healthcare, and well-being policies.

On the other hand, safe and healthy working condition, and safe working environment can prevent injuries or the spread of disease, a priority of well-being. A safe workplace is one where employees feel secure and enjoy, as well as company values, and a positive co-working environment that encourages respect for everyone. Brauer (2022) states that a healthy workplace is one where employees thrive in their work and feel fulfilled, making their physical and mental healthy. Productive support can reduce absenteeism, illness, conflict, and turnover. Growth and security in the workplace keep employees and offices safe from harm. Chan (2019) states that there's a lot to protect for today's modern workplace. Security in the workplace includes both physical security and digital security. On the other hand, work-life balance should be flexible provision; such as work arrangements, care for dependent family members, employee-friendly absence or vacation policy, imparting education or training, and promoting fitness and healthy living. Creating fun committees are some of the more common work-life balance examples today. Bataineh (2019) states that productivity work-life balance commitments to motivation and personal relationships. Lambert (2020) states that creating unity, inclusion and participation at all levels within the diversity of personal attributes in the company achievement.

Suggestions

Perceived organizational support is important because employees perform in their work more effectively when they receive appreciation. The company needs to develop the employees' positive feeling and attitude towards the company's society. Loyalty within a company is crucial factor that can help a business persist through challenging circumstances. There are many ways managers to implement the perceived organizational support systems within their work life quality, whether in individual departments or the entire business, such as listening to employee feedback, management surveys, and employee incentives.

Future Research

1) It is important to research and promote strong social networks. Begin organizational support initially at the start of employment. The eight HR tactics presented in this research findings would encourage employees to perceive the organization values and then embrace their contributions and well-being cares for the company's sustainable growth.

2) Future research should examine how life quality, work-life balance, encouragement and engagement employees should have for turning the company to soar to highly success while the business competition is high in today's more advanced digital technology is ready globally.

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