

The Effects of Work-family Conflict, Emotional Exhaustion, Job Performance on Job Satisfaction and (Emotional) Affective Commitment among Small Business in China

Wen Zhao^{1*}, Chompu Nuangjammong²

¹Master of Business Administration, Graduate School of Business and Advanced Technology Management, Assumption University of Thailand. Email: 821166819@qq.com

²Graduate School of Business and Advanced Technology Management, Assumption University of Thailand.

Abstract

Purpose – This study aims to analyze the effects of work-family conflict, emotional exhaustion, and job performance on job satisfaction and affective commitment. **Design/Methodology/Approach** – Through the use of archival study methodology and secondary data analysis, this research will investigate the variables that influence work satisfaction and emotional commitment. To develop a new conceptual framework, this study combined four theories from earlier investigations. **Findings** – It was discovered that emotional exhaustion and work-family conflict were associated. The ability to perform at work is impacted by emotional exhaustion. Second, job satisfaction is impacted by both emotional exhaustion and job performance. Finally, there is a high correlation between emotional commitment and job satisfaction when it comes to work-family conflict. **Research Limitations/Implications** – Investigations on the variables influencing job satisfaction and affective commitment among Chinese small businesses are constrained by a number of considerations. Firstly, this study is limited by sample size and data collection method. Secondly, many people are changing the way they work as a result of the pandemic, so there may be more factors affecting job satisfaction and emotional commitment than the ones suggested by the researchers. **Originality/value** – In this study, the significant influencing factors that have an impact on work satisfaction and emotional commitment are discussed.

Keywords – emotional exhaustion, work-family conflict (WFC), job performance, job satisfaction, and affective (emotional) commitment

1. Introduction

1.1 Background of the study

This research studies the affective factors influencing work satisfaction and emotional commitment of workers in Chinese small business. In Today's China, more than 30 million small enterprises are booming, small business is gradually becoming the pillar of China's economic development. Small business absorbs labor and employment for the rapid development of China's social economy, inject vitality into the market

economy, and are an important force to promote economic development. Small business has the characteristics of large number, wide distribution of industries, flexible production and management. This requires the managers of small business to have a strong comprehensive ability; the enterprise should have a flexible employment mechanism and personnel management mode, enterprise managers need to understand the psychological state, work performance and various needs of employees as much as possible. However, it is often difficult for

small business in the current Chinese market to match the above requirements. The problems of these small business in human resource management includes managers have serious centralization, regard employees as simple tools to grab economic benefits, lack of training for employees, humanistic care of enterprises, imperfect performance appraisal system, unfair salary and welfare system, imperfect incentive mechanism, and ignore the contradiction between employees' job and family life, etc. Through the study of a series of influencing factors, this paper fully expounds the relationship between each factor on employees' job satisfaction and affective commitment, and then provides help for enterprises to find solutions to the problems.

Firstly, the first element is the tension between family and job, it relates to "a form of inter-role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities" (Netemeyer et al., 1996). Competing interaction among various functions in each employee's work and family is shown in work-family conflict. Work-family conflict can be triggered by long hours, irregular and inflexible work schedules, excessive workload, or other forms of job stress. This can take the form of employees spending time and energy caring for young children, health care for the elderly, interpersonal conflicts within the family or lack of understanding and support from family members. That is the so-called time conflict, pressure conflict, behavioral conflict. When work-family conflict problem cannot be effectively solved, it will further aggravate the emotional exhaustion of employees, affect their job satisfaction, and then reduce their emotional commitment to the organization. On the contrary, if the organization is committed to work-life balance, attaches importance to helping employees solve work-family conflict problems, and provides a better working environment and corporate culture, it can attract and retain excellent employees, improve their work performance, job satisfaction and organizational identity.

Emotional exhaustion is a physical manifestation of excessive fatigue, but also a psychological state of

emotional burnout. For example, Front-line workers who perceive conflicts between work-related obligations and social or family commitments may feel overburdened by their workload and exhibit heightened levels of emotional weariness (Hyman et al., 2003). In this situation, the individual experiences anxiety, tension, depression, and other negative emotions. If it is not alleviated over a long period, it will affect employees' performance and reduce their work satisfaction and the emotional commitment to the organization. In the meanwhile, emotional exhaustion is an important cause of job burnout.

The definition of job performance is "the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes" (Babin & Boles, 1998). Through the evaluation of performance at work of employees, we can know whether the employees are able to meet the expectations of the organization and bear the responsibilities of their positions. The factors that affect employee's work performance mainly include employee's motivation, skills, environment and opportunity, among which the first two items belong to the subjective factors of employees, and the last two items are objective factors. For small companies, the number of employees is limited. If employees cannot be guided to play a higher performance, it will bring great economic losses to the company. This necessitates that the company's managers completely comprehend how well the workers execute at their jobs, meanwhile know what forms of support the organization needs to provide when completing each task, and to give incentives and praise to the employees in response to the excellent completion of the task.

Locke (1969) stated that work satisfaction is "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". Numerous elements influence employees' job satisfaction, including the job itself, salary, promotion opportunities, communication with superiors, communication with colleagues, personal work needs, values, etc. When employees' various needs

and personal values are highly satisfied in work and organization, the level of job satisfaction is significantly improved. For small business to find or cultivate an excellent employee needs to pay a large amount of time and money costs, if the outstanding employee resignation will often bring a great impact on the company's production and operation?

Affective commitment is the tendency of employees to stay with a company because of their emotional attachment to it. Understanding the affective commitment component can help a business or organizational psychologist to better serve employees who are uncertain about their future, hesitant about new opportunities or frustrated with their current position in the company. (Allen & Meyer, 1990) argued that affective commitment refers to the emotional attachment, identification and involvement of employees in the organization and its goals. It comes about as a result of and is motivated by the alignment of organizational and personal ideals. People that have a high level of affective commitment will stay employed by a company.

As COVID-19 has spread across the globe, it has seriously affected the development of the international community and economy, resulting in an imbalance between supply and demand across the globe. As a country with a large population and land area, China has also been hit hard by the pandemic. Domestic enterprises production and operation, raw material procurement, product production, product sales and other links have been affected to varying degrees. Some industries and enterprises are even facing bankruptcy. With the intensified efforts of the Chinese government to control the epidemic, China's market is gradually recovering, but the original production and operation environment has undergone drastic changes under the impact of the epidemic. For example, many enterprises mainly engaged in offline physical sales turn to offline production and online sales mode. In accordance with the requirements of epidemic prevention and control, some enterprises have adopted home-office mode for some special posts. These changes of external environment bring new challenges to human resource management of small enterprises. How can

companies effectively evaluate the performance of home-based employees and enhance their emotional commitment to the organization? For employees who go to work, many enterprises choose to provide them with accommodation nearby to facilitate epidemic control and reduce the risk of shutdown caused by the spread of the epidemic. However, how to solve the problem of work-family conflict of these employees and how to reduce their emotional exhaustion? If enterprises fail to find and solve these problems in a timely and effective manner, it will have a great impact on employees' job performance, job satisfaction and affective commitment.

1.2 Objectives of the study

As mentioned earlier, several factors influence work satisfaction and emotional commitment. The independent variable, work-family conflict can affect the dependent variables, emotional exhaustion, work satisfaction, and affective commitment. In addition, emotional exhaustion as independent variable to affect the dependent variables, job satisfaction and job performance. Furthermore, job satisfaction (independent variable) has impact affective commitment (dependent variable). Finally, job performance is an independent variable, it impacts dependent variables (job satisfaction and affective commitment). Accordingly, the goal of this study is to precisely analyze the relationships between the variables that affect job satisfaction and affective commitment.

1. To study the effect of work-family conflict and emotional exhaustion.
2. To determine the effect of work-family conflict and job satisfaction.
3. To explain the effect of work-family conflict and affective commitment.
4. To describe the effect of emotional exhaustion and job satisfaction.
5. To investigate the effect of job satisfaction and affective commitment.
6. To research the effect of emotional exhaustion and job performance.
7. To ascertain the impact of job performance and job satisfaction.

8. To explicate the effect of job performance and affective commitment.

These objectives have aligned with research questions as detailed below

1. Does work-family conflict have a significant effect on emotional exhaustion?
2. Does work-family conflict have a significant effect on job satisfaction?
3. Does work-family conflict have a significant effect on affective commitment?
4. Does emotional exhaustion have a significant effect on job satisfaction?
5. Does job satisfaction have a significant effect on affective commitment?
6. Does emotional exhaustion have a significant effect on job performance?
7. Does job performance have a significant effect on job satisfaction?
8. Does job performance have a significant effect on affective commitment?

Any company's survival and development are inseparable from the company's most basic element "people". Especially for small business, in the process of their development, personnel management directly affects the teamwork efficiency, the effective operation of the organization, the company's earnings. In addition, under certain conditions, it is crucial in determining the company's survival. Among them, job satisfaction and affective commitment are critical organizational factors., which affect whether employees can serve in the company for a long time and provide a high level of work performance, which in a certain sense determines the survival and development of the company. So, we conducted this study to clarify what factors affect employees' job satisfaction and emotional commitment.

First of all, small business management can be applied in this study and relevant variables to help them build their own leadership style, is advantageous for the company to establish good communication between higher and lower environment, is advantageous for the managers to better assess the employee's work performance,

understand the needs of employees, realize the rational allocation of human resources, fully arouse the enthusiasm of the employees' work. At the same time, it will help the company to establish a more humanistic corporate culture, improve employees' work satisfaction and commitment by the company, and thus help company to better retain excellent talents.

Secondly, this study will help the human resource department of the company to understand and evaluate the effectiveness and rationality of the current human resource policy. According to the development stage of the company and the external competitive environment, the human resource manager can consciously promote the satisfaction of employees' needs, relieve their pressure, enhance their emotional commitment to the organization, and improve their collaboration ability and work efficiency through certain means. Assist human resource department to establish reasonable training standards, labor compensation and fair internal motivation methods for employees.

Thirdly, this study helps organizations had better understand which factors affect employees' job satisfaction and affective commitment. Organizations can make use of the research results to formulate and improve organizational management system and improve its rationality and flexibility. Connect the organization closely with employees to fully meet the needs of employees. Help the organization to form a good corporate culture, to achieve market competition.

2. Literature Review

2.1 Theories of Each Variable

2.1.1 Work-Family conflict

Work and family conflict, based on prior research by Greenhaus and Beutell (1985), is an inter-role conflict in which the demands of the roles from the work and family domains are irreconcilable. With development of economy, the present study (Odriozola & Baraibar-Diez, 2018) stated that the change of labor population structure, such as the increase of the female labor force participation rate, and recently, the conflict between work and family

has become a significant study issue. Work-family conflict is concern about work family interference. Work family interference refers to an interference that prevents the family from participating in the work field (Tummers & Babette, 2014). At the same time, according to Billing et al. (2014), cultural differences in various nations have an impact on the type and level of the conflict on work and family. Conflict between staff and their family may affect a company both directly and indirectly. The latter indirect implications include poorer degree of work satisfaction and organizational commitment, meanwhile worsening employer and employee relations, while the former direct effects incorporate involvement and belonging (such as: turnover, strikes, and delayed progress) and industrial accidents (Quick, 2013). Especially in some small business frontline employees, there is no family support environment, resulting in work-family conflict (Magnini, 2009).

2.1.2 Emotional exhaustion

Over the past decade, emotional exhaustion (Jaramillo et al., 2006) has become more prominent in literature on sales and marketing. Increased work stress can lead to emotional tiredness, which is a depletion of one's energy and emotional reserves (Boles et al., 2000). As an emotional response to the organization, employees show psychological comfort or discomfort. An employee who feels comfortable may have a desire to stay, while an employee who feels uncomfortable may have a desire to leave the organization or show a desire to resign. According to Maertz and Campion (2004), when employees are emotionally exhausted, they show a lack of enthusiasm for their work, a lack of motivation and the impression that their emotional reserves are depleted. Emotional exhaustion can cause employees to feel no sense of belonging to an organization because they discover that the business culture does not match their personal ideals or professional aspirations. Like this circumstance, they are likely to show signs of tardiness, absenteeism or intent to quit their work (Lee et al., 2004; Holtom et al., 2012).

2.1.3 Job performance

The outcomes and procedures of work completed in a scheduled manner at the time and location designated by the individual and the organization are referred to as performance (Caillier, 2014). Job performance has been a hot topic in a lot of academic researches. However, a majority of these researches have carried out tangible operational results on job performance (Jankingthong & Rurkkhum, 2012). In the study of Chaudhary and Sharma (2012), job performance is defined as a corporate goal that affects employee behavior. Enhancing organizational effectiveness greatly depends on raising work performance and decreasing intention to leave jobs (Reb et al., 2017). Efficiency, knowledge management, quality elements, financing, and development are all intimately tied to work performance (Platis, 2015).

2.1.4 Job satisfaction

Job satisfaction is one of the main elements affecting employee efficiency and turnover (Djastuti, 2015; Wang et al., 2020). Therefore, identifying the factors that contribute to work satisfaction might help businesses address this problem (Koon & Pun, 2018; Vickovic & Morrow, 2020). Job satisfaction refers to the difference between a person's expectations, needs or values for their job and what their company has to offer. In addition, job satisfaction reflects employees' feelings towards the organization from different perspectives. In an organization, job satisfaction is essential since it directly affects workers' individual performance and is one of the main determinants of whether or not they stay with the company. Employees with higher job satisfaction typically have fewer turnover intentions and are more productive at work than those with lower job satisfaction (Halkos & Bousinakis, 2010).

2.1.5 Affective commitment

An individual's or an organization's role-specific affective commitment, which can affect an individual's satisfaction or cause stress. Instead of the hedonic result of connecting with the object,

commitment represents a values-based assessment of a person. When one is dedicated to their work, it is considered as fulfilling their morals, which should motivate them to keep up their performance at work. Arfat and Riyaz (2013) believe that affective commitment is the value consistency between individuals and organizations, which is manifested by employees' belief and acceptance of organizational goals and values. As a result of emotional commitment, the employees want to maintain their relationship to the enterprise (Meyer & Allen, 1997). As a result, affective commitment describes an employees' positive attitude toward the company, which is demonstrated by their desire to see the company succeed and their sense of pride in the company (Cohen, 2003). Strongly committed employees always continue to work for the company out of a sense of duty and eagerness; they not only need the work, but also desire it Meyer et al. (1993). Positive work experiences including job satisfaction, consistency in values, and organizational fairness are the major sources from which affective commitment grows and evolves (Wasti, 2002).

2.2 Related Literature Review

2.2.1 Work-Family conflict and Emotional exhaustion

Giebels and Janssen (2005) discovered which among Dutch social care workers, conflict at work and family is positively correlated with emotional exhaustion. At same year, Foley et al. (2005) had similar findings in a research of clergy in China Hong Kong. According to some research, an increased degree of work and family conflict is related to more emotional burnout at work (AlAzzam et al., 2017; Baeriswyl et al., 2016; Asbari et al., 2020). Further, Yavas et al. (2008) found that emotional tiredness among some front-line hotel staff was worsened by contradiction between work and family, as well as between family and work.

2.2.2 Work-Family conflict and Job satisfaction

The association between work-family conflict and job satisfaction has been empirically supported in a number of marketing literatures utilizing a sampling

of front-line personnel. For instance, Boles and Babin (1996) demonstrated that work and family contradiction had a negative impact on employees' job satisfaction. Subsequently, another study revealed that employee work outcomes, such as job satisfaction, have been proven to be negatively connected with work-family conflict (Kossek et al., 2011; Choi & Kim 2012). Moreover, many studies have found that support from managers for employees' ability to manage work and home life directly affects how satisfied they are at work (Charoensukmongkol et al., 2016; Hwang & Ramadoss, 2017; Qureshi et al., 2018).

2.2.3 Work-Family conflict and Affective commitment

Individual empirical investigations on the relationship between job and family conflict and affective organizational commitment have produced contradictory findings, according to an analysis of the data (Allen et al., 2000). Qureshi et al. (2019) found that work-family conflict has negatively relationship with affective commitment. Moreover studies (Karatepe & Kilic, 2007; Rathi & Barath, 2013) discovered a poor correlation between job and family conflict and commitment from employees. Another article (Agarwal et al., 1999) indicated that this association was null significant, whereas some researchers.

2.2.4 Emotional exhaustion and Job satisfaction

As emotional exhaustion is directly related to the increase in turnover intention of employees, it has become a major concern of enterprises. Employee turnover could increase if emotional tiredness is not addressed (Schiffinger & Braun, 2020), the organization will suffer because of the expense and knowledge loss. Furthermore, employees' levels of work satisfaction are negatively impacted by emotional exhaustion (Lee et al., 2019; Khan et al., 2019; Richards et al., 2019). Therefore, the higher level of emotional exhaustion of employees, it can directly reduce employees' job satisfaction. Babakus et al. (1999) demonstrated that emotional exhaustion

experienced by some front-line employees, such as salespeople, reduces their job satisfaction.

2.2.5 Job satisfaction and Affective commitment

Adey and Bahari (2010) studied about job satisfaction and affective commitment are interrelated in an organization. Behavioral experts Sinem and Baris (2011), Daneshfard and Ekvaniyan (2012) demonstrated that employee work satisfaction and emotional commitment are positively and significantly correlated. Based on the research of Eslami and Gharakhani (2012), they believed that in order for employees to achieve a higher level of affective commitment, managers needed to actively improve job satisfaction. Despite the many studies with found significant relationship between job satisfaction and affective; however, several researches have not established a substantial connection between organizational commitment and job happiness. For instance, Ismail (2012) found that there was no connection between affective commitment and career enjoyment.

2.2.6 Emotional exhaustion and Job performance

Wright and Bonett (1997) showed that emotional tiredness has a negative impact on work performance. Subsequently, Babakus et al. (1999) confirmed that increased degrees of emotional tiredness result in poor work performance. However, in the current literature, there are conflicting results about the link between emotional tiredness and productivity at work. Advani et al. (2005) shown, for instance, emotional tiredness had a positive significant impact on employees' work performance in a survey of Indian software professionals. On the other side, emotional tiredness has been linked to lower job performance (Karatepe, 2011; Cropanzano et al., 2003). Front-line workers who are emotionally spent perform worse because they are unable to meet the diverse needs and demands of customers.

2.2.7 Job performance and Job satisfaction

In the marketing literature, the relationship between job performance and job happiness has gotten a lot of empirical research (Brown & Peterson, 1993). Despite the fact that the amount of research

examined the association between work satisfaction and performance, MacKenzie et al. (1998) found that job performance had a significant causal impact on job satisfaction. Researchers discovered a strong correlation between individual job performance and job satisfaction (Yvonne et al., 2014). Front-line workers who are productive at work have a high level of job satisfaction (Babakus et al., 1999). Then, Karatepe and Tekinkus (2006) used trial to show that work performance has a considerable favorable impact on the work enjoyment of front-line personnel.

2.2.8 Job performance and Affective commitment

Several previous researches have shown affective commitment as a predictor of job performance (Boshoff & Mels, 1995). However, MacKenzie et al. (1998) make a compelling case that one of the precursors to organizational commitment is job performance. High levels of sales force performance can result in higher degree of emotional commitment to firm Low et al. (2001). High affective commitment to experience is attained through great job performance, according to a study by Brashear et al. (2003), job quality significantly influenced front-line workers' affective commitment (Karatepe & Tekinkus, 2006).

2.3 Conceptual framework

The first theoretical framework is from "Managerial support, work-family conflict and employee outcomes: an Australian study" by Tran et al. (2020). This study offers information among W/F Conflict, affective commitment, and job satisfaction. According to the findings, management assistance for work-family issues should grow. This should reduce work-family friction and, as a result, increase employee commitment and job satisfaction. The second theoretical framework is form Ahmad (2018) "The relationship among job characteristics organizational commitment and employee turnover intentions". This research revealed affective commitment is strongly correlated with satisfying jobs, satisfying work environments, organizational justice, and organizational commitment. Moreover,

this research can give the information between job satisfaction and affective commitment. The third theoretical framework from Karatepe (2013) in “The effects of work overload and work-family conflict on job embeddedness and job performance”. This study determined that job overload, work and family conflict, and family and work conflict all had an absolutely negligible impact on work embedding and performance. Workers who are overworked and can’t to juggle their tasks at work, at home, and both are emotionally spent. In addition, this research gives the information among work-family conflict, emotional exhaustion, and job performance. The last theoretical framework is Karatepe and Tekinkus (2006) studied about “The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees”. The conclusion about this study that work-family conflict makes people feel more emotionally spent and lowers their job satisfaction.

Emotional weariness is significantly impacted negatively by intrinsic motivation. Job satisfaction is significantly impacted negatively by emotional tiredness. Emotional exhaustion, job performance, job satisfaction, and affective commitment these four variables can get from this study.

Based on the theoretical framework, researchers conduct the conceptual framework. Work-family conflict as an independent variable on dependent variables (emotional exhaustion, job satisfaction, and affective commitment). As an independent variable, emotional exhaustion has a direct impact on dependent variables (job satisfaction and job performance). Job performance as an independent variable, which has an impact on dependent variables: job satisfaction and affective commitment. As an independent variable, job satisfaction has an impact on dependent variable affective commitment. The conceptual framework is shown in Figure 1.

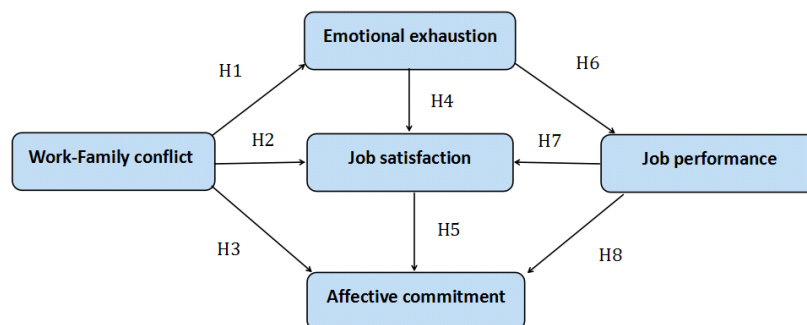


Figure 1. The conceptual framework

Based on the proposed conceptual framework, the researchers composed eight hypotheses to investigate the effect of work and family conflict, emotional exhaustion, job satisfaction, job performance, and emotional commitment. The hypotheses are as follows:

Hypotheses 1 (H1): Work-family conflict has a positive effect on emotional exhaustion.

Hypotheses 2 (H2): Work-family conflict has a positive effect on job satisfaction.

Hypotheses 3 (H3): Work-family conflict has a positive effect on affective commitment.

Hypotheses 4 (H4): Emotional exhaustion has a positive effect on job satisfaction.

Hypotheses 5 (H5): Job satisfaction has a positive effect on affective commitment.

Hypotheses 6 (H6): Emotional exhaustion has a positive effect on job performance.

Hypotheses 7 (H7): Job performance has a positive effect on job satisfaction.

Hypotheses 8 (H8): Job performance has a positive effect on affective commitment.

3. Research Methodology

The research purpose to determine the factors

affecting employees' job satisfaction and affective commitment which related to work-family conflict, emotional exhaustion, and job performance at small business in China. In addition, this study also researches the level of impact for each variable that affects work satisfaction and emotional commitment. Because this research is a quantitative one, it includes many different forms of analysis, including Descriptive Data Research, Multiple Linear Regression, and Cronbach's Alpha. The questionnaire consists of three parts, with a total of 28 questions, involving 5 variables of the research model, 3 questions involving screening, 19 questions involving measurement variables, and 6 questions involving demographic information. The researchers adopted project objective Consistency index (IOC) to screen the project quality of each question in the questionnaire. Researchers have three experts to determine content validity scores. For the IOC value, the result is 0.965. Since the results were greater than 0.5, all the questions were suitable for distribution to respondents. Researchers used Cronbach's Alpha scale to test the questionnaires' reliability and whether there was any inconsistency in the measurement questions in the survey. In the pilot test, 70 samples were used to verify the reliability of the questionnaire and check whether there was confusion in the measurement questions in the questionnaire. Researchers used Interval Scale Likert (1-5) to evaluate interviewees' attitude and agreement to each variable. The statistical level is set to 1 for "strongly disagree" and 5 for "strongly agree". The researchers used quadratic multiple linear regression (MLR) to analyze the factors affecting employees' work satisfaction and affective commitment, which are Work-family conflict, emotional exhaustion, and job performance. The researchers also used simple linear regression (SLR)

to analyze what's the level about work and family conflict affected emotional exhaustion and how emotional exhaustion affected job performance.

In this research, the target people in China who are working in small business. According to the Worldometer (the latest United Nations data), the population of China is 1,450,110,422 (as of Tuesday, June 7, 2022). However, the authors could not ensure the target population of people in China that are working in small business. In this study, the researcher adapted Cochran (1977) method to determine the respondents' sample size. The formula is used to determine sample sizes when the researcher is unsure of the total number of respondents. Using 95% confidence degree, a 50 percent standard deviation, and a 5 percent margin of error, calculate the required survey sample size for an unknown population. Researcher adjust sample size from 385 to 404.

Based on the convenience and convenience of data collection, non-probabilistic sampling method and non-random selection method were adopted in this study. In this study, the researcher chose a convenient sampling method to collect information. Table 1 shows that the researcher uses Cronbach's Alpha to measure the scale of reliability using the statistic program to determine how closely related each item are as one group. The result showed the overall variables of the factors that impact affective commitment have 5 items ($\alpha = 0.876$). The result shown that the Cronbach's alpha for work-family conflict of 4 items is 0.912, the 4 items of emotional exhaustion is 0.871, the 4 items of job performance is 0.870, the 3 items of job satisfaction is 0.853, and the 4 items of affective commitment is 0.875. All factors that impact employees' affective commitment are above 0.6, this means questions are reliable.

Table 1. Result from Pilot Test – Cronbach's Alpha (n=70)

Variables	Cronbach's Alpha	Number of Items	Strength of Association
Work-family Conflict	0.912	4	Excellent
Emotional	0.871	4	Good

Exhaustion			
Job Performance	0.870	4	Good
Job Satisfaction	0.853	3	Good
Affective Commitment	0.875	4	Good

4. Results

The researchers continued to conduct validity tests on the questionnaire results of 404 respondents in order to find inconsistent or incorrect variables. The reliability of the questionnaire is evaluated and analyzed by Cronbach's Alpha test. The results as table 2 shown that five variables ($\alpha = .916$) affected

the affective commitment of employees. The results show that 4 items of work-family conflict are .926, Emotional exhaustion is .890 in 4 items, job performance is .891 in 4 items, and job satisfaction is .880 in 3 items. Affective Commitment 4 items is .892. All factors are over 0.8, indicating strong consistency and effectiveness.

Table 2. Result from 404 respondents - Cronbach's Alpha (n=404)

Variables	Cronbach's Alpha	Number of Items	Strength of Association
Work-family Conflict	0.926	4	Excellent
Emotional Exhaustion	0.890	4	Good
Job Performance	0.891	4	Good
Job Satisfaction	0.880	3	Good
Affective Commitment	0.892	4	Good

4.1 Descriptive Analysis of Demographic Data

Researcher used SPSS descriptive analysis method to analyze the demographic information of the people who were currently working in small business in China. The researcher analyzed the characteristics of the respondents participating in the survey from six aspects including gender, age, marital status, education level, job level and Income per month. Table 3 shown the summary of the frequency distribution and proportion based on total 404 respondents.

Gender: All 404 respondents, the result showed 204 respondents are male (50.5%), and 195 are female, accounting is 49.5%. **Age:** Among the 404 respondents, 177 are aged between 26 and 35, accounting for 43.8%. This was followed by 173 respondents aged 36-45, accounting for 42.8 percent. Then there are 47 respondents, aged between 46 and

55, accounting for 11.6%. Finally, there are 7 respondents aged 19-25, accounting for 1.7%. **Marital status:** From the 404 respondents, 133 were single, accounting for 32.9% of the total, while 271 were married, accounting for 67.1% of the total. **Education level:** For the 404 respondents, 296 (73.3%) had a bachelor's degree. 90 (22.3%) respondents have a master's degree. 13 (3.2%) of respondents have a high school education. 5 (1.2 percent) have less than high school. **Job level:** Among 404 respondents, 205 are staff, accounting for 50.7% of the total number. The rest are managers, with 199 employees, accounting for 49.3%. **Income per month:** Of the respondents, 147 (36.4%) have a monthly income of 5,001-7,000 yuan. It was followed by 121 respondents with monthly income between 7,001 and 10,000 yuan, accounting for 30%. There are 81 respondents, accounting for 20%, whose monthly income exceeds 10,000 yuan. There

are 48 respondents with monthly income between 1.7%, earn less than 3,000 yuan a month. 3,001-5,000 yuan, accounting for 11.9%. Seven, or

Table 3. The analysis of demographic information using the frequency distribution and percentage (n=404)

Demographic Factors	Frequency	Percent
Gender		
Male	204	50.5
Female	200	49.5
Total	404	100
Age		
19-25 years old	7	1.7
26-35 years old	177	43.8
36-45 years old	173	42.8
46-55 years old	47	11.6
Total	404	100
Marital Status		
Single	133	32.9
Married	271	67.1
Total	404	100
Education Level		
Lower than high school	5	1.2
High school	13	3.2
Bachelor degree	296	73.3
Master degree	90	22.3
Total	404	100
Job Level		
Staff	205	50.7
Manager	199	49.3
Total	404	100
Income per month		
Less than 3,000 CNY	7	1.7
3,001-5,000 CNY	48	11.9
5,001-7,000 CNY	147	36.4
7,001-10,000 CNY	121	30.0
Over 10,001 CNY	81	20.0
Total	404	100

4.2 Descriptive Analysis with Mean and Standard Deviation

The researchers summarized and analyzed the mean and standard deviation of the five variables of work-family conflict, emotional exhaustion, job performance, job satisfaction and emotional commitment as Table 4 shown.

Table 4 showed that the highest mean of work-family conflict is “WFC2: My work left me exhausted and unable to interact emotionally with my family.” which result is 4.57. Compared with the lowest mean

is “WFC3: The pressure brought by my family makes me unable to devote myself fully to my work, which affects my work performance.” which is 3.14. For the standard deviation, the highest is “WFC3: The pressure brought by my family makes me unable to devote myself fully to my work, which affects my work performance.” which is .805. However, the lowest is “WFC2: My work left me exhausted and unable to interact emotionally with my family.” which is .731.

Table 4 showed that the highest mean of emotional

exhaustion is “EE2: I feel fatigued when I get up in the morning and have to face another day on the job.” which result is 4.57. On the contrary, the lowest mean is “EE3: Working with people all day is really a strain for me.” which is 3.92. For the standard deviation, the highest is “EE4: I feel used up at the end of the workday.” which is .718. However, the lowest is “EE2: I feel fatigued when I get up in the morning and have to face another day on the job.” which is .636.

Table 4 showed that the highest mean of job performance is “JP2: I tend to put extra effort to get better performance on my job.” which result is 4.55. On the contrary, the lowest mean is “JP4: Company often provide adequate training and related courses with the job to increase my performance and capability.” which is 3.96. For the standard deviation, the highest is “JP4: Company often provide adequate training and related courses with the job to increase my performance and capability.” which is .766. However, the lowest is “JP3: Encouragement and affirmation from my boss can improve my performance at work.” which is .606.

Table 4 showed that the highest mean of job

satisfaction is “JS1: I am willing to put in a great deal of effort beyond that normally expected in order to help my organization be successful.” which is 4.48. On the contrary, the lowest mean is “JS3: I am proud to tell others that I am part of my organization.” which is 4.34. For the standard deviation, the highest is “JS3: I am proud to tell others that I am part of my organization.” which is .706. However, the lowest is “JS1: I am willing to put in a great deal of effort beyond that normally expected in order to help my organization be successful.” which is .620.

Table 4 showed that the highest mean of affective commitment is “AC4: When I talk about my organization, I say ‘our organization’ instead of ‘that organization’.” which is 4.53. On the contrary, lowest average is “AC3: I consider the success of my organization and the work I participate in to be my success” which is 4.23. For the standard deviation, the highest is “AC4: When I talk about my organization, I say ‘our organization’ instead of ‘that organization’.” which is .619. However, the lowest is “AC3: I consider the success of my organization and the work I participate in to be my success.” which is .557.

Table 4. The result of Mean and Standard Deviation of scale items for each variable

	N	Mean	Std. Deviation
Work-family conflict (WFC)			
WFC1: I have to cut back on my time with my family because of my job.	404	4.50	0.734
WFC2: My work left me exhausted and unable to interact emotionally with my family.	404	4.57	0.731
WFC3: The pressure brought by my family makes me unable to devote myself fully to my work, which affects my work performance.	404	3.14	0.805
WFC4: Due to work-related duties, I have to make changes to my plans for family activities.	404	4.46	0.733
Emotional Exhaustion (EE)			
EE1: I feel emotionally drained from my work.	404	4.41	0.707
EE2: I feel fatigued when I get up in the morning and have to face another day on the job.	404	4.57	0.636
EE3: Working with people all day is really a strain for me.	404	3.92	0.717
EE4: I feel used up at the end of the workday.	404	4.38	0.718
Job Performance (JP)			
JP1: I am a top 10 performer in my company.	404	4.47	0.666
JP2: I tend to put extra effort to get better performance on my	404	4.55	0.618

job.			
JP3: Encouragement and affirmation from my boss can improve my performance at work.	404	4.37	0.606
JP4: Company often provide adequate training and related courses with the job to increase my performance and capability.	404	3.96	0.766
Job Satisfaction (JS)			
JS1: I am willing to put in a great deal of effort beyond that normally expected in order to help my organization be successful.	404	4.48	0.620
JS2: I really care about the fate of my organization.	404	4.39	0.634
JS3: I am proud to tell others that I am part of my organization.	404	4.34	0.706
Affective Commitment (AC)			
AC1: When someone compliments your organization or the projects you have worked on, you feel it is a compliment too.	404	4.43	0.616
AC2: I care about what people think of my organization and the work I do.	404	4.45	0.618
AC3: I consider the success of my organization and the work I participate in to be my success.	404	4.23	0.557
AC4: When I talk about my organization, I say "our organization" instead of "that organization."	404	4.53	0.619

4.3 Hypothesis Testing Results

4.3.1 Summary of Multiple Linear Regression for H2, H4, and H7

The results shown in Table 5, multiple linear regression to determine whether work-family conflict, emotional exhaustion, and job performance significantly predict job satisfaction. The results of hypothesis 2, 4, and 7 show that all independent variables used to determine the impact of job satisfaction do not overlap, and since VIF is less than 5 Akinwande et al. (2015), there is no multicollinearity problem. The result of the VIF value of work-family conflict is 1.724, emotional exhaustion is 2.633, and job satisfaction is 2.249. The results shown that R-square was 0.727 at 95% of confidence level. It means that the independent variables (work-family conflict, emotional exhaustion, and job performance) can justify dependent variables (job satisfaction) by approximately 72.7%. Results show that 72.7% of the variance in three factors may be used to predict work satisfaction, collectively $F(3,400) = 354.632, p < 0.05$. By examining the individual contributions of each predictor, the result shows that work-family conflict ($\beta = -0.067, p > .05$) has null significant to job satisfaction. Emotional exhaustion ($\beta = 0.492, p < 0.05$) and job performance ($\beta = 0.466, p < 0.05$) have

significant effect on job satisfaction.

Statistical Hypotheses

Hypothesis 2

H2_o: Work-Family conflict has no significant effect on job satisfaction.

H2_a: Work-Family conflict has a significant effect on job satisfaction.

Table 5 shows the significant level was at 0.053, which was greater than 0.05. So null hypothesis was failed to rejected. In conclude, job satisfaction has null significant affected by work-family conflict. When job satisfaction increases 1%, then work-family conflict will decrease 6.7%.

Hypothesis 4

H4_o: Emotional exhaustion has no significant effect on job satisfaction.

H4_a: Emotional exhaustion has a significant effect on job satisfaction.

The significant value, as shown in Table 5, was at 0.000, which was less than 0.05. The null hypothesis was rejected. In conclude, job satisfaction has been affected by emotional exhaustion. Moreover, emotional exhaustion has a standardized coefficient of 0.492. It is claimed that a 1% rise in emotional exhaustion can result in a 49.2% increase in job satisfaction.

Hypothesis 7

H7o: Job performance has no significant effect on job satisfaction.

H7a: Job performance has a significant effect on job satisfaction.

The significant value, as shown in Table 5, was

at 0.000, which was less than 0.05. The null hypothesis was rejected. In conclude, job satisfaction has been affected by job performance. Moreover, job performance has a standardized coefficient of 0.466. It is claimed that a 1% rise in job performance can result in a 46.6% increase in job satisfaction.

Table 5 Summary of Multiple Linear Regression Analysis for Hypotheses 2, 4, and 7

Variables	B	SE B	B	t	Sig.	VIF
(Constant)	0.549	0.152		3.614	0.000	
Work-family conflict	-0.088	0.046	-0.067	-1.939	0.053	1.724
Emotional exhaustion	0.497	0.043	0.492	11.604	0.000*	2.633
Job performance	0.478	0.040	0.466	11.898	0.000*	2.249

Note. R²= .727, Adjusted R²= .725, *p< 0.05. Dependent Variable =Job Satisfaction

4.3.2 Summary of Multiple Linear Regression for H3, H5, and H8

The results in Table 6 show multiple linear regression to determine whether work-family conflict, emotional exhaustion, and job performance significantly predict job satisfaction. The results of hypothesis 3, 5 and 8 show that all independent variables used to determine the impact of job satisfaction do not overlap, and since VIF is less than 5, there is no multicollinearity problem. The result of the VIF value of work-family conflict is 1.462, emotional exhaustion is 2.738, and job satisfaction is 2.934. Moreover, R-square was .782 at 95% of confidence level. It implies that independent variables (work-family conflict, job satisfaction, and job performance) can justify dependent variables (affective commitment) by approximately 78.2%. Three factors may explain 78.2 percent of the variance in work satisfaction, collectively F(3,400) = 477.417, p < 0.05. By examining the unique contributions made by each predictor, the result shows that work-family conflict (β= 0.204, p< .05) and job satisfaction (β= 0.736, p< 0 .05) have positively significant to affective commitment. Job performance (β = 0.033, p> 0.05) has null significant to affective commitment.

Statistical Hypotheses

Hypothesis 3

H3o: Work-Family conflict has no significant effect on affective commitment.

H3a: Work-Family conflict has a significant effect on affective commitment.

The significant value, as shown in Table 6, was at 0.000, which is less than 0.05. So null hypothesis was rejected. As a result, affective commitment has been affected by work-family conflict. Moreover, work-family conflict has a standardized coefficient of 0.204. It is claimed that a 1% rise in work-family conflict can result in a 20.4% increase in affective commitment.

Hypothesis 5

H5o: Job satisfaction has no significant effect on affective commitment.

H5a: Job satisfaction has a significant effect on affective commitment.

The significant value, as shown in Table 6, was at 0.000, which is less than 0.05. So null hypothesis was rejected. As a result, affective commitment has been affected by job satisfaction. Moreover, job satisfaction has a standardized coefficient of 0.736. It is claimed that a 1% rise in job satisfaction can result in 73.6% in affective commitment.

Hypothesis 8

H8o: Job performance has no significant effect on affective commitment.

H8a: Job performance has a significant effect on

affective commitment.

The significance value, as shown in Table 6, was at 0.407, which is higher than 0.05. The null

hypothesis was failed to rejected. As a result, affective commitment has null significant affected by job performance.

Table 6 Summary of Multiple Linear Regression Analysis for Hypotheses 3, 5, and 8

Variables	B	SE B	β	t	Sig.	VIF
(Constant)	0.839	0.109		7.712	0.000	
Work-family conflict	0.214	0.030	0.204	7.220	0.000*	1.462
Job satisfaction	0.582	0.031	0.736	19.036	0.000*	2.738
Job performance	0.027	0.032	0.033	0.830	0.407	2.934

Note. $R^2 = .782$, Adjusted $R^2 = .780$, $*p < .05$. Dependent Variable = Affective Commitment

4.3.3 Summary of Simple Linear Regression for H1

The results in Table 7 show simple linear regression to determine whether work-family conflict significantly predict emotional exhaustion. The results of hypothesis 1 showed that the null hypothesis is rejected. Moreover, in conclude that the model has 40.6% of variance and the model was significant, $F(1,402) = 274.220$, $p < .05$ with an R^2 of .406 at 95% of confidence level. The result shows that work-family conflict ($\beta = .637$, $p < .05$) has significant on emotional exhaustion.

Statistical Hypothesis

Table 7 Summary of Simple Linear Regression Analysis for Hypotheses 1

Variables	B	SE B	B	t	Sig.	VIF
(Constant)	.833	.212		3.935	.000	
Work-family conflict	.836	.051	.637	16.560	.000*	1.000

Note. $R^2 = .406$, Adjusted $R^2 = .404$, $*p < .05$. Dependent Variable = Emotional Exhaustion

4.3.4 Summary of Simple Linear Regression for H6

The results in Table 8 show simple linear regression to determine whether emotional exhaustion significantly predict job performance. The results of hypothesis 6 showed that the null hypothesis is rejected. Moreover, the result indicated that the model has 54.4% of variance and the model was significant, $F(1,402) = 479.824$, $p < 0.05$ with an R^2

of 0.544 at 95% of confidence level. The result shows that emotional exhaustion ($\beta = .738$, $p < 0.05$) has significant on job performance.

Statistical Hypothesis

Hypothesis 6

H6o: Emotional exhaustion has no significant effect on job performance.

H6a: Emotional exhaustion has a significant

effect on job performance.

The significant value, as shown in Table 8, was at 0.000, which is less than 0.05. So null hypothesis was rejected. In conclude, emotional exhaustion has been affected by job performance. Moreover,

emotional exhaustion has a standardized coefficient of 0.738. It is claimed that a 1% rise in emotional tiredness can result in a 73.8% boost in job performance.

Table 8 Summary of Simple Linear Regression Analysis for Hypotheses 6

Variables	B	SE B	β	T	Sig.	VIF
(Constant)	1.197	0.145		8.274	0.000	
Emotional Exhaustion	0.727	0.033	0.738	21.905	0.000*	1.000

Note. $R^2 = .544$, Adjusted $R^2 = .543$, * $p < .05$. Dependent Variable = Job Performance

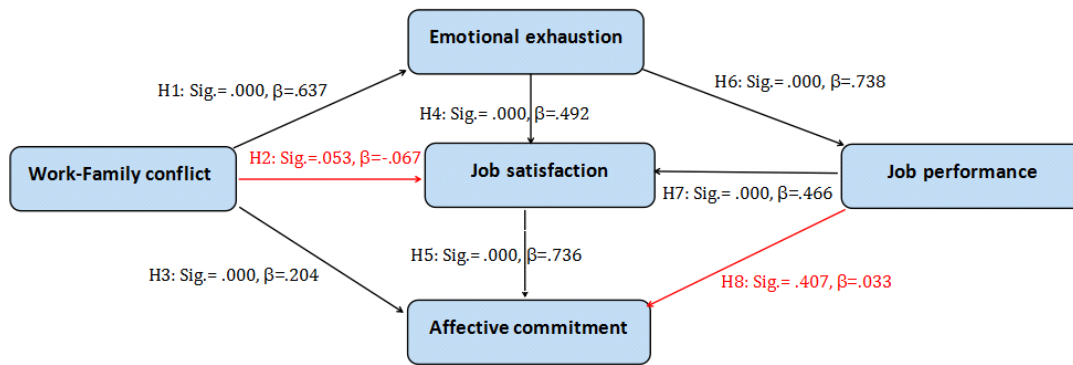


Figure 2. The result of structural model

5. Conclusion and Recommendation

5.1 Summary of the study

The summary of this study is based on a research objective to accurately examine how work-family conflict, emotional exhaustion, and job performance affect job satisfaction and emotional commitment. The research questions of this study are: 1. Does the work-family conflict have a significant effect on emotional exhaustion? 2. Does the work-family conflict have a significant effect on job satisfaction? 3. Does the work-family conflict have a significant effect on affective commitment? 4. Does the emotional exhaustion have a significant effect on job satisfaction? 5. Does the job satisfaction have a significant effect on affective commitment? 6. Does the emotional exhaustion have a significant effect on job performance? 7. Does the job performance have a significant effect on job satisfaction? 8. Does the job performance have a significant effect on affective

commitment? The study involved people working for small companies in China. The sample size of the study was initially unclear. The researchers used Cochran (1997) formula to calculate the sample size. The author conducted a questionnaire survey among 404 respondents and collected the questionnaire data by means of convenient sampling and snowball sampling.

In order to consist the consistency and reliability of the survey questions, the author adopted closed questions in the questionnaire, converted the collected data into original data, analyzed the data with SPSS software, and presented the analysis results in charts. Descriptive statistical methods of frequency, mean and standard deviation were used to analyze the data. At last, the method of correlation reasoning and regression analysis is used in the test of variables.

Both multiple linear regression and basic linear regression analysis were used to evaluate the hypothesis. The strength of the link between work-family conflict and emotional tiredness was assessed by the authors using simple linear regression. Using straightforward linear regression, the link between emotional tiredness and work performance was also examined. To calculate job happiness, multiple

linear regression was utilized (work-family conflict, emotional exhaustion, and job performance). Using multiple linear regression, the impact of emotional commitment (three variables: work-family conflict, job satisfaction, and job performance) was also examined. Table 9 is the findings of the hypothesis test.

Table 9 Summary results from the hypotheses testing

Hypotheses	Significant value	Standardized coefficient	Decision
H1o: Work-Family conflict has no significant effect on emotional exhaustion.	0.000*	0.637	Rejected
H2o: Work-Family conflict has no significant effect on job satisfaction.	0.53	-0.067	Fail to Rejected
H3o: Work-Family conflict has no significant effect on affective commitment.	0.000*	0.204	Rejected
H4o: Emotional exhaustion has no significant effect on job satisfaction.	0.000*	0.492	Rejected
H5o: Job satisfaction has no significant effect on affective commitment.	0.000*	0.736	Rejected
H6o: Emotional exhaustion has no significant effect on job performance.	0.000*	0.738	Rejected
H7o: Job performance has no significant effect on job satisfaction.	0.000*	0.466	Rejected
H8o: Job performance has no significant effect on affective commitment.	0.407	0.033	Fail to Rejected

Note: *P-value < 0.05

The hypothesis testing results of multiple linear regression and simple linear regression show that the factors affecting job satisfaction and emotional commitment variables have their own advantages. The results show that the most significant factor affecting job satisfaction is emotional exhaustion, and the most important factor affecting emotional commitment is job satisfaction. The sorting results of hypothesis testing are summarized in the following table.

The results in Table 10 show the rank from high to low of the influence degree of each independent variable that affects job satisfaction. The connection between independent and dependent variables is measured by beta. The results show that emotional exhaustion is most closely related to job satisfaction, with a value of 0.492, meaning that every 1 unit increase in emotional exhaustion will increase job satisfaction by 0.492. In addition, job performance has a significant impact on job satisfaction, with a Beta value of 0.466.

Table 10. Strengths of factor influence of variable to Job Satisfaction

Rank	Independent Variable	Beta
1 st	Emotional Exhaustion	0.492
2 nd	Job Performance	0.466

The results in Table 11 show the rank from high to low of the influence degree of each independent variable that affects affective commitment. The connection between independent and dependent variables is measured by beta. The results show that job satisfaction is most closely related to job

satisfaction, with a value of 0.736, meaning that every 1 unit increase in emotional exhaustion will increase affective commitment by 0.736. Moreover, work-family conflict has a significant impact on affective commitment, with a Beta value of 0.204.

Table 11. Strengths of factor influence of variable to Affective Commitment

Rank	Independent Variable	Beta
1 st	Job Satisfaction	0.736
2 nd	Work-Family Conflict	0.204

5.2 Discussion and Conclusion

Hypothesis testing results show that work-family conflict has significant effect on emotional exhaustion. Emotional exhaustion has significant effect on job performance. Moreover, there are two variables that affect job satisfaction: emotional exhaustion and job performance. Work-family conflict and job satisfaction have significant effects on emotional commitment.

5.2.1 Work-family Conflict and Emotional Exhaustion

According to the research, there is a positive meaningful relationship between work-family conflict and emotional exhaustion. The significant value of work-family conflict and emotional exhaustion is 0.000. The results confirm previous findings (Asbari et al., 2020) that higher levels of work-family conflict are associated with greater emotional exhaustion at work. In addition, Yavas et al. (2008) also believes work-family conflict can increase employees' levels of emotional exhaustion. After descriptive analysis of the results of a four questions questionnaire on work-family conflict, the mean value of work-family conflict was 4.17. Of all the problems, the lowest average was: "The pressure brought by my family makes me unable to devote myself fully to my work, which affects my work performance." It's 3.14, which is below average. In addition, this question had the highest standard deviation of 0.805. As the standard deviation results show, the score of respondents is spread out, Companies should pay more attention to how to help

employees coordinate work-family conflict to improve their work performance and maintain consistency in test scores.

5.2.2 Work-family Conflict and Affective Commitment

According to the research, there is a favorable substantial impact of work-family conflict on emotional commitment. The significant value of work-family conflict and affective commitment is 0.000. Previous studies have also confirmed this view. Qureshi et al. (2019) also believes that work-family conflict is related to emotional commitment and plays a very important role.

After descriptive analysis of the results of four questions questionnaire on work-family conflict, the mean value of work-family conflict was 4.17. Of all the questions, the lowest average was: "The pressure brought by my family makes me unable to devote myself fully to my work, which affects my work performance." It's 3.14, which is below average. In addition, this question had the highest standard deviation of 0.805. As the standard deviation results show, the score of respondents is spread out, companies should pay more attention to how to help employees coordinate work-family conflict to improve their work performance and maintain consistency in test scores.

5.2.3 Emotional Exhaustion and Job Satisfaction

According to the research, emotional exhaustion significantly improves job satisfaction. The significant value of emotional exhaustion and job

satisfaction is 0.000. This is consistent with previous research results that the degree of emotional exhaustion of employees has a direct impact on employees' job satisfaction (Richards et al., 2019). When employees have good pay, prestige, and high job satisfaction, they cope well with emotional burnout (Bovier et al., 2009).

After descriptive analysis of the results of four questions questionnaire on emotional exhaustion, the mean value of emotional exhaustion was 4.32. Of all the questions, the lowest average was: "Working with people all day is really a strain for me." It's 3.92, which is below average. However, the highest standard deviation question is "I feel used up at the end of the workday." It has 0.718. As the standard deviation results show, the score of respondents is spread out, companies should pay more attention to how to help employees deal with emotional exhaustion after a long day at work and maintain consistency in test scores.

5.2.4 Job Satisfaction and Affective Commitment

According to the research, emotional commitment is positively and significantly impacted by job satisfaction. The significant value of emotional exhaustion and job satisfaction is 0.000. The study of (Sinem and Baris, 2011) shows that emotional commitment and employee work satisfaction are significantly positively correlated. Eslami and Gharakhani (2012) believe that companies need to take the initiative to improve job satisfaction so that employees can realize a higher level of emotional commitment.

After descriptive analysis of the results of three questions questionnaire on job satisfaction, the mean value of job satisfaction was 4.4. Of all the questions, the lowest average was: "I'm proud to tell others that I am part of my organization." It's 4.34, which is below average. However, this question has the highest standard deviation question is 0.0706. As the standard deviation results show, the score of respondents is spread out, companies should pay more attention to how to improve employees' sense of identity to the enterprise to improve employees'

emotional commitment and maintain consistency in test scores.

5.2.5 Emotional Exhaustion and Job Performance

According to the research, emotional exhaustion greatly improves one's ability to perform at work. The significant value of emotional exhaustion and job performance is 0.000. Advani et al. (2005) also agreed with this point of view. They held the opinion that emotional exhaustion significantly improved one's ability to accomplish one's work.

After descriptive analysis of the results of four questions questionnaire on emotional exhaustion, the mean value of emotional exhaustion was 4.32. Of all the questions, the lowest average was: "Working with people all day is really a strain for me." It's 3.92, which is below average. However, the highest standard deviation question is "I feel used up at the end of the workday." It has 0.718. As the standard deviation results show, the score of respondents is spread out, companies should pay more attention to the daily working status of employees to avoid excessive fatigue and maintain consistency in test scores.

5.2.6 Job Performance and Job Satisfaction

According to the research, work satisfaction is positively and significantly impacted by job performance. The significant value of job performance and job satisfaction is 0.000. (MacKenzie et al., 1998) also agreed with this conclusion, and they proved through experiments that job performance has a significant impact on job satisfaction. Researchers found a significant positive correlation between job satisfaction and individual job performance (Yvonne et al., 2014).

After descriptive analysis of the results of four questions questionnaire on job performance, the mean value of job performance was 4.34. Of all the questions, the lowest average was: "Company often provide adequate training and related courses with the job to increase my performance and capability." It's 3.96, which is below average. However, this question has the highest standard deviation 0.766. As the standard deviation results show, the score of

respondents is spread out, companies should pay more attention to the employees training and maintain consistency in test scores.

5.3 Recommendations

The results of this study suggest that there is a relationship between variables that ultimately affect job satisfaction and organizational emotional commitment. Among the two factors affecting job satisfaction, emotional exhaustion has a more significant effect on job satisfaction than job performance. Among the two factors that affect organizational emotional commitment, job satisfaction is more significant than work-family conflict. Moreover, emotional exhaustion also has a significant effect on job satisfaction, while work-family conflict also has a significant influence on emotional exhaustion.

Therefore, for small companies in China, the factor of emotional exhaustion is the main aspect that affects employees' job satisfaction. As the leader of the company, he should pay attention to the daily work status of each employee, and if he finds that the employee's work status is not good, he should ask the manager of HR department to talk to the employee and communicate with him in time to understand what factors make the employee feel very tired in facing the work. If it is because the work task is too heavy, the work content of the employees should be adjusted in time. Even if the employee is very accomplished after a day of work, and also satisfied with his or her work performance, but excessive emotional consumption will make the future work with hidden problems, which may lead to the employee's future work is not active, or excessive overtime physical overwork. Secondly, good job performance can be more enthusiastic about the work of employees, and for employees of small companies, job performance is recognized, so that the job satisfaction of employees will greatly increase, which will greatly improve the cohesion between employees and the company.

The influence of job satisfaction is much greater than the variable of work-family conflict in terms of the factors that influence the emotional commitment of

the organization. Employees will be more motivated by their satisfaction with their work by their leaders or the organization, and this proactive motivation can sometimes be more useful than external stimuli. Every company, in order to enhance the emotional commitment while for each employee the conflict between family and work, must help employees to solve the problems they encounter in their lives if they want to contribute to the development of the company wholeheartedly. For example, you can set up a children's area in the office with a supervisor, so that employees with children can bring them to the office during their holidays. Initiatives like this can be a good way to help employees solve these problems and better devote their energy to their work.

However, in the face of high degree of work-family conflict that can trigger high levels of emotional exhaustion in employees, as leaders of small companies, companies want to expand the scale of development, development, requiring many workers to work overtime, the company can, in addition to the normal overtime allowance to employees, appropriate company reunion activities, for example, weekend excursions. The reunion activities can be arranged for employees to bring their families, so that employees and their families can have time to communicate with each other, but also to reflect the company's concern for employees.

Finally, when a small company is faced with expanding the scale, employees will feel tired of going to work due to their hard work, causing too much emotional exhaustion, which may lead to poor physical condition and the possibility of leaving the company even if the work performance is good in the end.

5.4 Further Study

According to the results of the study, among the factors affecting employee satisfaction and affective commitment in small enterprises in China, work-family conflict and job satisfaction have no significant impact on job performance and affective commitment. Due to the impact of the epidemic, data were collected by online questionnaire survey. First

of all, due to the limitations of time and sample size, the author could not collect more information to study the influencing factors of employee satisfaction and emotional commitment under the impact of the epidemic. There are many uncertain factors that affect people's work state and work mood. In the future, the researchers can use offline interview way to access more staff, so that we can have a better understanding of the staff is the most real idea, this study may not represent all Chinese thoughts and attitude of employees in small businesses, so future researchers will further affect employee job satisfaction and organizational affective commitment of the other factors.

References

1. Adey, N. H., & Bahari, F. H. (2010). Hubungan antara kecerdasan emosi, kepuasan kerja dan komitmen terhadap organisasi. *Jurnal Kemanusiaan*, 16, 250–275. <https://doi.org/10.1007/BF01668429>
2. Advani, J.Y., Jagdale, S.C., Garg, A.K. and Kumar, R. (2005), “Antecedents and consequences of ‘burnout’ in services personnel: a case of Indian software professionals”, *South Asian Journal of Management*, Vol. 12 No. 3, 21-34.
3. Ahmad, A. (2018). The relationship among job characteristics organizational commitment and employee turnover intentions. *Journal of Work-Applied Management*, 10 (1), 74-92
4. Akinwande M O, Dikko H G, Samson A. Variance inflation factor: as a condition for the inclusion of suppressor variable (s) in regression analysis[J]. *Open Journal of Statistics*, 2015, 5(07): 754.
5. AlAzzam, M., AbuAlRub, R.F. and Nazzal, A.H. (2017), “The relationship between work–family conflict and job satisfaction among hospital nurses”, *Nursing Forum*, Vol. 52 No. 4, pp. 278-288
6. Allen, N.J. and Meyer, J.P. (1990), “The measurement and antecedents of affective, continuance and normative commitment to the organization”, *Journal of Occupational Psychology*, Vol. 63 No. 1, pp. 1-18.
7. Allen, T.D., Herst, D.E.L., Bruck, C.S. and Sutton, M. (2000), “Consequences associated with work-to-family conflict: a review and agenda for future research”, *Journal of Occupational Health Psychology*, Vol. 5 No. 2, pp. 278-308.
8. Arfat, A. and Riyaz, A.R. (2013), “Arfat Ahmad and Riyaz Ahmad Rainayee: exploring a common theme of organizational commitment: a way to consensus”, *Pacific Business Review International*, Vol. 6 No. 1, pp. 65-71.
9. Asbari, I.B., RudyPramono, A.P., DylmoonHidayat, A., VirzaUtamaAlamsyah, P.S. and MiyvFayzhall, M. (2020), “The effect of work-family conflict on job satisfaction and performance: a study of Indonesian female employees”, *International Journal of Advanced Science and Technology*, Vol. 29 No. 3, pp. 6724-6748.
10. Atif, A., Kashif-ur-Rehman1, Ijaz-Ur-Rehman, Khan, M.A. and Humayoun, A.A. (2011). Impact of organizational commitment on job satisfaction and employee retention in pharmaceutical industry, *African Journal of Business Management*, Vol. 5(17), 7316-7324,
11. Babakus, E., Cravens, D.W., Johnston, M. and Moncrief, W.C. (1999), “The role of emotional exhaustion in sales force attitude and behavior relationships”, *Journal of the Academy Marketing Science*, Vol. 27 No. 1, pp. 58-70.
12. Babin, B.J. and Boles, J.S. (1998), “Employee behavior in a service environment: a model and test of potential differences between men and women”, *Journal of Marketing*, Vol. 62, pp. 77-91.
13. Baeriswyl, S., Krause, A. and Schwaninger, A. (2016), “Emotional exhaustion and job satisfaction in airport security officers–work–family conflict as mediator in the job

- demands–resources model”, *Frontiers in Psychology*, Vol. 7, p. 663
14. Benligray, S. and Sonmez, H. (2012), “Analysis of organizational commitment and work–family conflict in view of doctors and nurses”, *The International Journal of Human Resource Management*, Vol. 23 No. 18, pp. 3890-3905.
 15. Billing, T.K., Bhagat, R., Babakus, E., Srivastava, B.N., Shin, M. and Brew, F. (2014), “Work–family conflict in four national contexts: a closer look at the role of individualism–collectivism”, *International Journal of Cross Cultural Management*, Sage Publications Sage UK: London, Vol. 14 No. 2, pp. 139-159.
 16. Boles, J.S. and Babin, B.J. (1996), “On the front lines: stress, conflict, and the customer service provider”, *Journal of Business Research*, Vol. 37, pp. 41-50.
 17. Boles, J.S., Dean, D.H., Ricks, J.M., Short, J.C. and Wang, G. (2000), “The dimensionality of the Maslach Burnout Inventory across small business owners and educators”, *Journal of Vocational Behavior*, Vol. 56 No. 1, pp. 12-34.
 18. Bovier, P. A., Arigoni, F., Martin Schneider, M., Gallacchi, M. B. (2009). Relationships between work satisfaction, emotional exhaustion and mental health among Swiss primary care physicians, *European Journal of Public Health*, Vol. 19, No. 6, 611–617
 19. Brashear, T.G., Lepkowska-White, E. and Chelariu, C. (2003), “An empirical test of antecedents and consequences of salesperson job satisfaction among Polish retail salespeople”, *Journal of Business Research*, Vol. 56, pp. 971-8.
 20. Brown, S.P. and Peterson, R.A. (1993), “Antecedents and consequences of salesperson job satisfaction: meta-analysis and assessment of causal effects”, *Journal of Marketing Research*, Vol. 30, February, pp. 63-77.
 21. Caillier, J. G. (2014). Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance: A preliminary study. *Public Personnel Management*, 43(2), 218–239.
 22. Chambel, M., Carvalho, V., Cesario, F. and Lopes, S. (2017). The work-to-life conflict mediation between job characteristics and well-being at work Part-time vs full-time employees, *Career Development International*, Vol. 22 No. 2, 142-164
 23. Charoensukmongkol, P., Moqbel, M. and Gutierrez-Wirsching, S. (2016), “The role of co-worker and supervisor support on job burnout and job satisfaction”, *Journal of Advances in Management Research*, Vol. 13 No. 1, pp. 4-22.
 24. Chaudhary, N., & Sharma, B. (2012). Impact of employee motivation on performance (productivity) private organization. *International Journal of Business Trends and Technology*, 2, 29-35.
 25. Choi, J.H. and Kim, T.Y. (2012), “Work-family conflict, work-family facilitation, and job outcomes in the Korean hotel industry”, *International Journal of Contemporary Hospitality Management*, Vol. 24 No. 7, pp. 1011-1028.
 26. Cronbach, (1951). Coefficient alpha and the internal structure of tests. *Psychometrika* 16, 297–334.
<https://doi.org/10.1007/BF02310555>
 27. Cochran, W.G. (1977) *Sampling Techniques*. 3rd Edition, John Wiley & Sons, New York.
 28. Cohen, A. (2003). *Multiple commitments in the workplace*. Mahwah, NJ: Lawrence Erlbaum
 29. Cropanzano, R., Rupp, D.E. and Byrne, Z.S. (2003), “The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors”, *Journal of Applied Psychology*, Vol. 88 No. 1, pp. 160-9.

30. Daneshfard, C. & Ekvaniyan, K. E. (2012). Organizational commitment and job satisfaction in Islamic Azad University. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 168-181
31. Djastuti, I. (2015), "The influence of job characteristics on job satisfaction, organizational commitment and managerial performance a study on construction companies in Central Java", *International Research Journal of Business Studies*, Vol. 3 No. 2, pp. 145-166.
32. Dodanwala, T. C., and Pooja Shrestha, P. (2021). Work-family conflict and job satisfaction among construction professionals: the mediating role of emotional exhaustion, *ON THE HORIZON*, Page 62, VOL. 29 NO. 2, 62-75,
33. Eslami, J., and Gharakhani, D.(2012). Organizational Commitment and Job Satisfaction. *ARPN Journal of Science and Technology*, VOL. 2, NO. 2,2225-7217
34. Foley, S., Hang-Yue, N. and Lui, S. (2005), "The effects of work stressors, perceived organizational support and gender on work-family conflict in Hong Kong", *Asia Pacific Journal of Management*, Vol. 22 No. 3, pp. 237-56.
35. Giebels, E. and Janssen, O. (2005), "Conflict stress and reduced well-being at work: the buffering effect of third-party help", *European Journal of Work and Organizational Psychology*, Vol. 14 No. 2, pp. 137-55.
36. Greenhaus, J. and Beutell, N. (1985), "Sources of conflict between work and family roles", *The Academy of Management Review*, Vol. 10 No. 1, pp. 76-88.
37. Halkos, G. and Bousinakis, D. (2010), "The effect of stress and satisfaction on productivity", *International Journal of Productivity and Performance Management*, Vol. 59 No. 5, pp. 415-431
38. Hamwi, G. A., Rutherford, B. N., and Boles, F. S. (2011). Reducing emotional exhaustion and increasing organizational support, *Journal of Business & Industrial Marketing*, 26/1, 4-13
39. Holtom, B.C., Burton, J.P. and Crossley, C.D. (2012), "How negative affectivity moderates the relationship between shocks, embeddedness and worker behaviors", *Journal of Vocational Behavior*, Vol. 80 No. 2, pp. 434-443.
40. Hwang, W. and Ramadoss, K. (2017), "The job demands-control-support model and job satisfaction across gender: the mediating role of work-family conflict", *Journal of Family Issues*, Vol. 38 No. 1, pp. 52-72.
41. Hyman, J., Baldry, C., Scholarios, D. and Bunzel, D. (2003), "Work-life imbalance in call centers and software development", *British Journal of Industrial Relations*, Vol. 41 No. 2, pp. 215-39.
42. Jankingthong, K. and Rurkkhum, S. (2012), "Factors affecting job performance: a review of literature", *Humanities, Arts and Social Sciences Studies, Former name Silpakorn University Journal of Social Sciences, Humanities, and Arts*, Vol. 12 No. 2, pp. 115-128.
43. Jaramillo, F., Mulki, J.P. and Solomon, P. (2006), "The role of ethical climate on salespersons' role stress, job attitudes, turnover intentions and job performance", *Journal of Personal Selling and Sales Management*, Vol. 26 No. 3, pp. 271-82.
44. Karatepe, O.M. (2011), "Core self-evaluations, exhaustion, and job outcomes: a study of frontline hotel employees in Iran", *Tourism and Hospitality Research*, Vol. 11 No. 4, pp. 248-257.
45. Karatepe, O.M. and Kilic, H. (2007), "Relationships of supervisor support and conflicts in the work-family interface with the selected job outcomes of frontline employees", *Tourism Management*, Vol. 28 No. 1, pp. 238-252.
46. Karatepe, O.M. (2013). The effects of work overload and work-family conflict on job

- embeddedness and job performance, *International Journal of Contemporary Hospitality Management*, 25(4), 614-634
47. Khan, N.Z.A., Imran, A. and Anwar, A. (2019), "Destructive leadership and job stress: causal effect of emotional exhaustion on job satisfaction of employees in call centers", *International Journal of Information, Business and Management, Educational Research Multimedia & Publications*, Vol. 11 No. 1, pp. 135-144.
48. Koon, V.-Y. and Pun, P.-Y. (2018), "The mediating role of emotional exhaustion and job satisfaction on the relationship between job demands and instigated workplace incivility", *The Journal of Applied Behavioral Science*, Vol. 54 No. 2, pp. 187-207
49. Kossek, E., Pichler, S., Bodner, T. and Hammer, L. (2011), "Workplace social support and work-family conflict: a meta-analysis clarifying the influence of general and work-family-specific supervisor and organizational support", *Personnel Psychology*, Vol. 64 No. 2, pp. 289-313.
50. Lee, T.W., Mitchell, T.R., Sablinski, C.J., Burton, J.P. and Holtom, B.C. (2004), "The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover", *Academy of Management Journal*, Vol. 47 No. 5, pp. 711-722.
51. Lee, Y.H., Kwon, H.H. and Richards, K.A. (2019), "Emotional intelligence, unpleasant emotions, emotional exhaustion, and job satisfaction in physical education teaching", *Journal of Teaching in Physical Education*, Vol. 38 No. 3, 1-31
52. Locke, E.A. (1969), "What is job satisfaction?", *Organizational Behavior and Human Performance*, Vol. 4, April, pp. 309-36.
53. Low, G.S., Cravens, D.W., Grant, K. and Moncrief, W.C. (2001), "Antecedents and consequences of salesperson burnout", *European Journal of Marketing*, Vol. 35 Nos 5/6, pp. 587-611.
54. MacKenzie, S.B., Podsakoff, P.M. and Ahearne, M. (1998), "Some possible antecedents and consequences of in-role and extra-role salesperson performance", *Journal of Marketing*, Vol. 62, July, pp. 87-98.
55. MacKenzie, S. B., Podsakoff, P. M., & Ahearne, M. (1998). Some possible antecedents of in-role and extra-role salesperson performance. *Journal of Marketing*, 62, 87-98.
56. Maertz, C.P. Jr and Campion, M.A. (2004), "Profiles in quitting: integrating process and content turnover theory", *Academy of Management Journal*, Vol. 47 No. 4, pp. 566-582.
57. Magnini, V.P. (2009), "Understanding and reducing work-family conflict in the hospitality industry", *Journal of Human Resources in Hospitality and Tourism*, Vol. 8 No. 2, pp. 119-136.
58. Meyer, J.P. & Allen, N.J. 1997. Commitment in the workplace: Theory, research, and application. Thousand Oaks, CA.: Sage Publishing, Inc.
59. Meyer, J.P., Allen, N.J. & Smith, C.A. (1993). Commitment to organisations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538-551.
60. Netemeyer, R.G., Boles, J.S. and McMurrian, R. (1996), "Development and validation of work-family conflict and family-work conflict scales", *Journal of Applied Psychology*, Vol. 81 No. 4, pp. 400-10.
61. Odriozola, M. and Baraibar-Diez, E. (2018), "Do work-life balance practices mediate in the relationship between female participation and financial performance?", *European Journal of Management and Business Economics*, Vol. 27 No. 3, pp. 249-265.
62. Panda, A., Jain, N. K., and Nambudiri, R. (2021). Work-family conflict, affective commitment, leadership and job satisfaction:

- a moderated mediation analysis, *International Journal of Productivity and Performance Management*, Vol. 71 No. 4, 1469-1489
63. Pascucci, T. (2022). Being stressed in the family or married with work? A literature review and clustering of work-family conflict, *European Journal of Management and Business Economics*, Vol. 31 No. 2, 239-265
64. Peter, J.P. (1979). Reliability: A Review of Psychometric Basics and. Recent Marketing Practices. *Journal of Marketing Research*. Vol. XVI, 6-17
65. Platis C, Reklitis P, and Zimeras S. (2015), Relation between job satisfaction and job performance in healthcare services. *Proceedings of the 3rd International Conference on Strategic Innovative Marketing*, 175:480-487.
66. Quick, J. (2013), Preventive Stress Management in Organizations, 2nd ed., American Psychological Association, Washington, DC.
67. Qureshi, H., Lambert, E.G. and Frank, J. (2019), "When domains spill over: the relationships of work– family conflict with Indian police affective and continuance commitment", *International Journal of Offender Therapy and Comparative Criminology*, Vol. 63 No. 14, pp. 2501-2525.
68. Qureshi, M.A., Bin Ab Hamid, K., Jeihony, P., Ali, R., Brohi, N.A., Magsi, R. and Shah, S.M.M. (2018), "Is supervisor support matter in job satisfaction? A moderating role of fairness perception among nurses in Pakistan", *Academy of Strategic Management Journal*, Vol. 17 No. 6, pp. 1-10.
69. Rathi, N. and Barath, M. (2013), "Work-family conflict and job and family satisfaction: moderating effect of social support among police personnel", *Equality, Diversity and Inclusion: An International Journal*, Vol. 32 No. 4, pp. 438-454.
70. Reb J, Narayanan J, Chaturvedi S, and Ekkirala S. (2017), The mediating role of emotional exhaustion in the relationship of mindfulness with turnover intentions and job performance. *Mindfulness*. 8(3):707-716.
71. Richards, K.A.R., Washburn, N.S. and Hemphill, M.A. (2019), "Exploring the influence of perceived mattering, role stress, and emotional exhaustion on physical education teacher/coach job satisfaction", *European Physical Education Review*, Vol. 25 No. 2, pp. 389-408
72. Schiffinger, M. and Braun, S.M. (2020), "The impact of social and temporal job demands and resources on emotional exhaustion and turnover intention among flight attendants", *Journal of Human Resources in Hospitality & Tourism*, Vol. 19 No. 2, pp. 196-219,
73. Sinem, A. and Baris, A. (2011), "An empirical study of the relationship among job satisfaction, organizational commitment and turnover intention", *International Review of Management and Marketing*, Vol. 1 No. 3, pp. 43-53.
74. Tran, P. A., Mansoor, S., and Ali, M. (2020). Managerial support, work–family conflict and employee outcomes: an Australian study. *European Journal of Management and Business Economics*, 2444-8494
75. Tummers, L.G. and Bronkhorst, B. (2014), "The impact of leader-member exchange (LMX) on work family interference and work–family facilitation", *Personnel Review*, Vol. 43 No. 4, pp. 573-591.
76. Vickovic, S.G. and Morrow, W.J. (2020), "Examining the influence of work–family conflict on job stress, job satisfaction, and organizational commitment among correctional officers", *Criminal Justice Review*, Vol. 45 No. 1, pp. 5-25
77. Wang, Y., Hu, N., Zuo, J. and Rameezdeen, R. (2020), "Project management personnel turnover in public sector construction organizations in China", *Journal of*

Management in Engineering, Vol. 36 No. 2,
p. 05019009

78. Wasti, Arzu S., 2002. Affective and continuance commitment to the organization: test of an integrated model in the Turkish context, *International Journal of Intercultural Relations*, Vol.26, No.5, 525-550.
79. Wright, T.A. and Bonett, D.G. (1997), “The contribution of burnout to work performance”, *Journal of Organizational Behavior*, Vol. 18, pp. 491-9.
80. Yavas, U., Babakus, E. and Karatepe, O.M. (2008), “Attitudinal and behavioral consequences of work-family conflict and family-work conflict: does gender matter?”, *International Journal of Service Industry Management*, Vol. 19 No. 1, pp. 7-31.
81. Yvonne, W., Rahman, R.H.A. and Long, C.S. (2014), “Employee job satisfaction and job performance: a case study in a franchised retail-chain organization”, *Research Journal of Applied Sciences, Engineering and Technology, Maxwell Science Publishing*, Vol. 8 No. 17, pp. 1875-1883.

© Copyright: The Author(s)

This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License

(<http://creativecommons.org/licenses/by-nc/4.0/>) which permits unrestricted noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.