# Influence of the Features of Online Learning Platform, Learning Environment and Learning Style to Learner Satisfaction of Students in a Vocational College in China

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**Abstract**

The objectives of this study were 1) to examine the current state of the impact on employees' innovative work behavior in the Chinese telecommunications industry. 2) Investigate psychological contracts, employee satisfaction, work-life balance, and employee engagement's impact on innovative work behavior. 3). Explore how employee satisfaction and employee engagement play mediating roles impacts among psychological contracts, work-life balance, and innovative work behavior. Research and development methodology by mixed methodology was carried out by qualitative research methodology, including in-depth interviews of 10 key informants at the Chinese telecommunication executives' factory, and quantitative methodology was the main. Data were collected from communication technology executives' factories via a dental random sampling of 406 respondents. The research instruments were questionnaires. Computer software packages, then analyzed the data and statistical treatments were frequency, percentage, means, standard deviation, ranking, Pearson Correlation, and SEM at a statistical significance level of .05. The research results were as follows: 1) Current situation of impact on employees'

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innovative work behavior in the Chinese telecommunication industry, at present, in enterprises and organizations, there are some problems in managing talents and cultivating employees, 2) psychological contract, employee satisfaction, work-life balance, and employee engagement, had a positive impact on innovative work behavior, 3) employee satisfaction and employee engagement play mediating role impacts between among psychological contract, work-life balance, and innovative work behavior.
**Keywords:** Psychological contract, employee satisfaction, work life balance, employee engagement influencing innovative work behavior

## Introduction

In October 2022, China reaffirmed its commitment to innovation-driven development as a central pillar of its modernization strategy. The report delivered at the 20th National Congress emphasized that science and technology are the primary productive forces, talent is the first resource, and innovation is the key driving force for national development. In line with this vision, enterprises are expected to achieve high-quality development through all-round innovation, adapting to global trends and digital transformation. However, current organizational practices face challenges such as: Ineffective talent management and skill alignment, Limited employee engagement in innovation and Imbalances in talent utilization A lack of innovative capacity among personnel, As intelligent technologies reshape the workforce, innovative work behavior (IWB) has become a critical requirement. Organizations must foster environments where creativity thrives, yet traditional management methods no longer suffice in motivating self-actualized employees. The employer-employee dynamic is shifting, with increased focus on equality, fulfillment, and co-creation of value. Despite extensive literature on IWB and sustainable organizational performance (SOP), there remains a research gap in understanding the interrelationship between these two variables. Moreover, four perceived organizational factors—psychological contract, employee satisfaction, work-life balance, and employee dedication—are

rarely studied in an integrated and synchronized manner, even though they collectively influence innovative behavior in real-world contexts.

This study aims to address this gap by constructing a theoretical model that: Examines how IWB mediates the impact of the four organizational perception variables on SOP. Investigates the mechanisms through which organizations can stimulate innovation at the employee level. Provides practical implications for talent management and long-term competitive sustainability, Given the rise of the digital economy and post-COVID transformations, this research contributes significantly to both theory and practice by offering a new perspective on how employee innovation behavior can drive sustainable performance in China's telecommunication sector.

**Research Objectives**

1. To study current situation of impact employees' innovative work behavior in Chinese telecommunication industry.

2 To investigate psychological contract, employee satisfaction, work life balance, and employee engagement, impact on innovative work behavior.

3. To explore employee satisfaction, and work life balance mediating play role impacts between g psychological contract, employee engagement, on innovative work behavior.

Research Hypothesis

H1: Psychological contract has a positive impact on innovative work behavior.

H2 Psychological contract has a positive impact on employee engagement.

H3: Psychological contract has a positive impact on Employee satisfaction.

H4: Work life balance has a positive impact on innovative work behavior.

H5: Work life balance has a positive impact on employee engagement.

H6 Work life balance has a positive impact on employee satisfaction.

H7: Employee engagement has a positive impact on innovative work behavior.

H8: Employee satisfaction has a positive impact on innovative work behavior.

H9: Employee satisfaction play mediating role impact between psychological contract and innovative work behavior.

H10: Employee satisfaction play mediating role impact between Work life Balance and innovative work behavior.

H11: Employee engagement play mediating role impact between psychological contract and innovative work behavior.

H112: Employee engagement play mediating role impact between Work life Balance and innovative work behavior.

**Conceptual Framework**

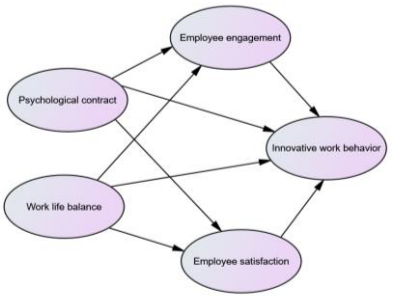


Figure 1: Conceptual Framework

**Literature Review**

In the context of increasingly competitive and dynamic business environments, particularly within the Chinese telecommunications industry, enterprises are placing greater emphasis on fostering employee innovative work behavior (IWB) as a strategic driver of organizational sustainability and innovation performance. Previous research has identified a range of psychological and organizational factors—namely psychological contract, employee satisfaction, work-life balance, and employee engagement—that contribute significantly to stimulating innovative behavior among employees. This literature review synthesizes the conceptual foundations and empirical findings related to each of these constructs and their interplay with innovative work behavior, grounded in Social Exchange Theory (SET), Self-Determination Theory (SDT), and Sustainable Development Theory.

Psychological Contract and Innovative Work Behavior: The psychological contract, originally introduced by Argyris (1960), refers to an individual's belief in the reciprocal obligations between themselves and their organization. Rousseau (1990) further conceptualized it as a set of subjective expectations concerning the mutual responsibilities within the employment relationship. Contemporary studies (Chen Linan, 2023; Hou Xin, 2023) highlight that psychological contracts are dynamic, shaped by organizational culture, leadership behaviors, and personal experiences.

Numerous empirical studies have shown that a fulfilled psychological contract fosters trust, commitment, and proactive behavior (Rousseau & Tijoriwala, 1996). Employees who perceive their organization as fair and supportive are more likely to reciprocate by engaging in discretionary behaviors, including idea generation and problem-solving, thus contributing to innovation (Chakraborty & Pandey, 2023). Conversely, breaches in the psychological contract can lead to withdrawal behaviors and reduced innovation (Mu Xinyan, 2022).

Employee Satisfaction as a Driver of Innovation: Employee satisfaction, often interchangeable with job satisfaction, is a multidimensional construct encompassing cognitive, affective, and behavioral components (Locke, 1969). It reflects the degree to which individuals feel content with various aspects of their work, such as remuneration, interpersonal relationships, and personal growth opportunities (Wang Haiwen & Zhang Shuhua, 2018). Scholars have long emphasized its role in enhancing motivation, reducing turnover, and fostering a positive climate for innovation (Herzberg et al., 1959; Hoppock, 1935). Research by Hao Yu et al. (2019) and Huang Jingfeng (2021) has identified that employees who experience high satisfaction are more likely to engage in knowledge sharing, collaborative efforts, and problem-solving, all of which are essential components of IWB. Additionally, satisfaction contributes to psychological safety, which encourages risk-taking and experimentation—hallmarks of innovation.

Work-Life Balance and Its Effect on Creativity and Engagement: Work-life balance (WLB) has evolved from a focus on conflict (Greenhaus & Beutell,

1985) to a broader view of equilibrium between professional and personal domains (Kalliath & Brough, 2008). Studies indicate that employees who perceive a high degree of work-life balance exhibit reduced stress levels and greater job involvement, which directly influence cognitive and affective resources necessary for innovation (Valcour, 2007; Smeltzer et al., 2016). Wu Xiaolong (2016) and Tao Yang (2018) have empirically validated that WLB contributes to higher organizational commitment, lower burnout, and increased intention to remain with the company. Importantly, work-life balance acts as a buffer against emotional exhaustion and facilitates positive affect—an antecedent to creativity and IWB (Gribben & Semple, 2021; Hendriana et al., 2023).

Employee Engagement as a Catalyst for Innovative Behavior: Employee engagement, first conceptualized by Kahn (1990), encompasses cognitive, emotional, and behavioral investment in work roles. It has since become a critical predictor of productivity, retention, and innovation. According to the UWES model (Schaufeli & Bakker, 2003), engagement includes vigor, dedication, and absorption—all of which correlate positively with innovative behavior. The 3S Model (Say, Stay, Strive) proposed by Hewitt further explains engagement as the willingness to advocate for the organization, remain loyal, and exert extra effort. Liu Li (2022) and Guan Ce (2022) have reinforced that engaged employees are more likely to demonstrate initiative, propose novel ideas, and implement improvements—activities central to IWB.

Employee Innovative Work Behavior: Definition and Measurement: IWB is broadly defined as the intentional generation, promotion, and realization of novel ideas within a work role (Scott & Bruce, 1994). It consists of multiple stages: idea generation, idea promotion, and idea implementation. Janssen (2000) expanded this into a nine-item scale, while Kleysen & Street (2001) proposed a five-stage process. Scholars such as Amabile (1996), West & Farr (1990), and Woodman et al. (1993) agree that IWB is influenced by both individual-level traits (e.g., intrinsic motivation, psychological capital) and organizational-level factors (e.g., leadership style, climate for innovation). In this study, the six-item scale

of Scott & Bruce (1994), known for its reliability ($\alpha$ = .89), is employed due to its robust theoretical underpinnings and widespread adoption.

Integrated View and Research Gap: Drawing on SET and SDT, the interplay among psychological contract, employee satisfaction, work-life balance, and engagement is understood as a cycle of reciprocal reinforcement: organizations that invest in employee well-being and fulfillment stimulate employees to reciprocate through heightened innovation and discretionary efforts. However, existing literature exhibits notable gaps: Contextual Limitation: Most studies focus on Western or R&D-intensive settings. There is limited empirical exploration in fast-evolving digital industries like telecommunications in China. Lack of Integrated Frameworks: Few studies integrate all four variables as antecedents of IWB. Limited Focus on Mediation: While individual factors have been linked to IWB, the mediating roles of satisfaction and work-life balance remain underexplored. This study seeks to fill these gaps by proposing a comprehensive model that examines how psychological contract and engagement influence IWB directly and indirectly via satisfaction and WLB, thereby enhancing sustainable organizational performance.

Research Methodology

The This study employed an explanatory sequential mixed-methods design. Initially, a quantitative phase was conducted using a structured questionnaire to measure the constructs of interest. This was followed by a qualitative phase, where semi-structured interviews were used to further explore the mechanisms and perceptions underlying the observed statistical relationships. The combination of these methods allowed for triangulation and validation of findings. The main objectives of the study are: To investigate the impact of psychological contract, employee satisfaction, work-life balance, and employee engagement on innovative work behavior. To examine the mediating role of employee satisfaction and engagement. To develop recommendations for enhancing innovative work behavior through organizational practices. Based on these objectives, the following hypotheses were tested (H1–H12 as previously described). Population and Sampling: The target population includes employees and

executives in the communication service and internet industry in Guangdong Province, China. Sampling Method: A non-probability convenience sampling method was employed for both quantitative and qualitative phases. Quantitative sample: 454 respondents participated in the survey. Qualitative sample: 20 key informants were selected for in-depth interviews based on their experience and willingness. The questionnaire included items related to: Psychological contract (transactional, relational, developmental) Employee satisfaction, Work-life balance, Employee engagement (stay, strive, publicity) and Innovative work behavior All items were measured using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire was adapted from validated scales used in previous studies and translated into Chinese. Interview Guide Semi-structured interviews were guided by five key questions, These addressed perceptions of psychological contract, satisfaction, balance, and engagement in relation to innovative behavior.

**Research Instrument**

This study utilized a mixed-methods approach, incorporating both quantitative and qualitative instruments to ensure a comprehensive understanding of the research problem. The instruments used were as follows:

Quantitative Instrument: Questionnaire

The primary quantitative tool used in this research was a structured questionnaire designed to measure the relationship between psychological contract, employee satisfaction, work-life balance, employee engagement, and innovative work behavior. The questionnaire was structured using a five-point Likert scale, where responses ranged from 1 = Strongly Disagree to 5 = Strongly Agree.

The questionnaire was developed based on well-established constructs and previously validated instruments from the literature. It included the following components:

- Psychological Contract (15 items)
- Employee Satisfaction (6 items)

- Work-Life Balance (5 items)
- Employee Engagement (6 items)
- Innovative Work Behavior (6 items)

Before the full-scale data collection, a pilot study was conducted with 67 participants from the telecommunications industry in economically developed areas of China (e.g., Beijing and Shanghai). The results of the pilot study indicated acceptable reliability and validity, with Cronbach's Alpha values for all constructs exceeding the threshold of 0.7.

The data obtained from the questionnaire were analyzed using SmartPLS 4.0.92, applying Structural Equation Modeling (SEM) to test both the measurement model and the structural model.

Qualitative Instrument: Semi-Structured Interview Guide

To complement the quantitative findings, a semi-structured interview was conducted with 20 key informants, including executives and employees from communication service and Internet enterprises in Guangdong Province, China.

The interview guide consisted of open-ended questions designed to explore the participants' experiences and perspectives on:

Innovative work behavior, psychological contract, Employee satisfaction, Work-life balance and Employee engagement

The interviews were conducted in a flexible manner, allowing follow-up questions to probe deeper into relevant themes. Each interview was transcribed and analyzed using content analysis, word cloud visualization, and semantic network analysis to extract meaningful insights.

**Result**

The findings derived from both quantitative and qualitative analyses, structured to answer the research questions and test the hypotheses related to the influence of psychological contract, employee satisfaction, work-life balance, and employee engagement on innovative work behavior among employees in China's telecommunications and internet sectors.

1 Quantitative Results

1.1 Descriptive Statistics

A total of 454 valid responses were collected.

The majority of respondents were male (62.78%), aged between 26–35 years (33.92%), with an undergraduate degree (53.52%).

Most held the position of engineer (35.9%) and had 3–5 years of work experience (26.43%).

All research variables (IWB, PC, ES, WLB, EE) had mean scores above 4, indicating generally positive perceptions among respondents regarding innovation-related factors in their organizations.

1.2 Reliability and Validity Analysis

Cronbach's Alpha for all first-order constructs exceeded 0.7, indicating high internal consistency.

Composite Reliability (CR) and Average Variance Extracted (AVE) also met acceptable thresholds (CR > 0.7; AVE > 0.5).

Discriminant validity was confirmed through Fornell–Larcker and cross-loading criteria.

1.3 Structural Equation Modeling (SEM)

Using SmartPLS 4.0.92, the model showed good fit:

SRMR = 0.060, CFI = 0.908, RMSEA = 0.060

$R^2$ for Innovative Work Behavior = 0.724, indicating that 72.4% of its variance is explained by the independent variables.

Direct Effects (Significant Paths)

| Hypothesis | Path Relationship | Beta | T-value | P-value | Result |
|---|---|---|---|---|---|
| H1 | Psychological Contract ⟶ IWB | 0.294 | 4.638 | 0.000 | Supported |
| H2 | Psychological Contract ⟶ EE | 0.218 | 3.027 | 0.002 | Supported |

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|---|---|---|---|---|---|
| H3 | Psychological Contract ⟶ ES | 0.217 | 3.025 | 0.002 | Supported |
| H4 | Work-Life Balance ⟶ IWB | 0.183 | 2.578 | 0.010 | Supported |
| H5 | Work-Life Balance ⟶ EE | 0.732 | 33.056 | 0.000 | Supported |
| H6 | Work-Life Balance ⟶ ES | 0.688 | 12.015 | 0.000 | Supported |
| H7 | EE ⟶ IWB | 0.701 | 8.017 | 0.000 | Supported |
| H8 | ES ⟶ IWB | 0.671 | 6.079 | 0.000 | Supported |

Indirect Effects (Mediation)

| Hypothesis | Mediated Path | Beta | T-value | P-value | Result |
|---|---|---|---|---|---|
| H9 | PC ⟶ ES ⟶ IWB | 0.183 | 5.127 | 0.000 | Supported |
| H10 | WLB ⟶ ES ⟶ IWB | 0.106 | 2.016 | 0.001 | Supported |
| H11 | PC ⟶ EE ⟶ IWB | 0.169 | 4.113 | 0.000 | Supported |
| H12 | WLB ⟶ EE ⟶ IWB | 0.174 | 4.967 | 0.000 | Supported |

Collinearity Diagnostics (VIF)

All VIF values were < 5, indicating no multicollinearity concerns.

2. Qualitative Results

From the 20 semi-structured interviews, five major themes emerged:

Psychological Contract and IWB

Employees perceived that trust, fairness, and support from the organization encouraged risk-taking and idea-sharing, which stimulated innovation.

Employee Satisfaction and IWB

High satisfaction was linked to positive energy, motivation, and a willingness to improve existing processes and offer new ideas.

Work-Life Balance and IWB

Balance in personal and professional life contributed to emotional well-being, enabling employees to invest energy in creative tasks.

Employee Engagement and IWB

Engagement, particularly through "stay," "strive," and "publicity" dimensions, reinforced commitment and effort toward innovation goals.

Cognition of IWB

Participants consistently identified key attributes of IWB, including proposing new ideas, improving workflows, and pursuing continuous learning.

The quantitative data confirm that psychological contract, employee satisfaction, work-life balance, and employee engagement significantly influence innovative work behavior.

Both employee engagement and satisfaction act as mediators, amplifying the effect of psychological contract and work-life balance on innovation.

The qualitative findings enrich the quantitative results by revealing the subjective experiences and interpretations of employees toward innovation-enabling factors.

## Discussion

This chapter discusses the findings of the study considering existing literature, theoretical frameworks, and the original research objectives. The purpose is to interpret the results and explain their implications for organizational practice and academic understanding. This study aimed to investigate the relationships between psychological contract, employee satisfaction, work-life balance, and employee engagement on innovative work behavior in China’s telecommunication and internet sectors, using a

mixed-methods approach. It also sought to determine the mediating roles of satisfaction and engagement and their contribution to sustainable organizational performance.

Discussion of Main Hypotheses

H1–H4: Direct Effects

The results support all four direct hypotheses:

Psychological Contract ⟶ Innovative Work Behavior: ($\beta$ = 0.294, $p < 0.001$)

This relationship confirms previous findings (e.g., Si Xiaopeng et al., 2023), demonstrating that mutual trust and fulfillment of expectations enhance employees' willingness to propose and implement new ideas.

Work-Life Balance ⟶ Innovative Work Behavior: ($\beta$ = 0.183, $p = 0.010$)

As supported by Badr et al. (2023), employees who feel balanced and less stressed are more inclined to be creative and proactive in their work roles.

Employee Satisfaction ⟶ Innovative Work Behavior: ($\beta$ = 0.671, $p < 0.001$)

Echoing Tan et al. (2021), satisfied employees show greater dedication to process improvement and idea generation.

Employee Engagement ⟶ Innovative Work Behavior: ($\beta$ = 0.701, $p < 0.001$)

Engagement was found to be the strongest predictor, suggesting that passionate, involved employees are significantly more likely to demonstrate innovative behaviors.

These findings align well with Social Exchange Theory, where mutual value exchange between employer and employee fosters constructive behaviors, and Self-Determination Theory, emphasizing intrinsic motivation as a driver for innovation.

H5–H8: Indirect Effects (Mediation)

The study confirmed the mediating roles of satisfaction and engagement in four pathways:

Psychological Contract ⟶ Satisfaction ⟶ IWB ($\beta$ = 0.183)

Psychological Contract ⟶ Engagement ⟶ IWB ($\beta$ = 0.169)

WLB ⟶ Satisfaction ⟶ IWB ($\beta$ = 0.106)

WLB ⟶ Engagement ⟶ IWB ($\beta$ = 0.174)

These results highlight that indirect paths also carry significant weight. They reinforce the view that affective and motivational mechanisms mediate the link between organizational support and innovation, as highlighted by Liu Yuchen (2022) and Al Darmaki et al. (2020).

Interpretation of Qualitative Results

The interviews with 20 key informants revealed five core insights: Psychological Contract: A well-maintained contract fosters trust and empowers employees to take creative risks. Employee Satisfaction: Employees satisfied with management, culture, and work conditions are more likely to recommend innovations. Work-Life Balance: Sufficient time and mental space allow for reflective thinking and ideation. Employee Engagement: “Strive,” “Stay,” and “Publicity” dimensions correlated with long-term innovative commitment. Cognitive Understanding of Innovation: Participants understood innovation beyond product creation—it included processes, designs, and work improvement. These findings enriched the quantitative data by illustrating the mechanisms and emotions behind statistical relationships.

Theoretical Contributions

This study contributes to theory in several ways: Model Synthesis: Integrates Social Exchange Theory and Self-Determination Theory into a holistic framework linking psychological and affective variables to innovation. Contextual Relevance: Offers rare empirical evidence from China’s telecommunications industry, an under-researched context for innovation studies. Mixed-Methods Approach: Combines PLS-SEM with thematic content analysis, offering both statistical precision and contextual depth.

Practical Implications: Managers should strengthen psychological contracts through fairness, recognition, and clear communication. Promoting work-life balance can be a strategic tool for enhancing innovation, particularly post-pandemic. Regular engagement programs (e.g., feedback loops, internal innovation contests) could be implemented to stimulate

continuous innovation. Organizational culture should reward not just outcomes but also creative effort and risk-taking.

Limitations and Future Research: Sample Scope: Limited to specific regions in China; future research could include other industries and cultural settings. Cross-sectional Data: Limits causal inference. A longitudinal design would provide deeper insights into behavioral change over time. Additional Mediators: Future studies may include organizational support, learning orientation, or psychological safety as additional mediators or moderators.

**Suggestion**

Cultivating Psychological Contracts

Organizations should invest in strengthening transactional, relational, and developmental contracts with employees. Managers can do so by clarifying roles, offering fair compensation, providing professional growth opportunities, and maintaining open communication. Improving Employee Satisfaction Companies should assess and continuously improve working conditions, recognition programs, leadership styles, and internal communication to enhance employee satisfaction. This will lead to stronger motivation to engage in innovative activities. Balancing Work and Life Employers should offer flexible schedules, mental health support, family leave policies, and recreational programs to maintain employee well-being.

**Recommendations for Future Research**

1. Expand to Other Industries

The current study focuses on telecommunications and internet sectors. Future studies should validate the model in sectors such as manufacturing, finance, education, or healthcare.

2. Longitudinal Studies

To better assess causality, future research should apply longitudinal designs to track changes in employee behavior and perceptions over time.

3. Include Additional Variables

Future research can incorporate mediating or moderating variables such as leadership style, organizational culture, or psychological safety to deepen understanding of what drives IWB.

4. Cross-Cultural Comparison

Studies across different countries or cultural contexts may yield insights into how national culture influences the mechanisms linking psychological contract and innovation.

5. Policy Alignment

Researchers should explore how national or regional innovation policies (e.g., China's "Innovation-Driven Development Strategy") affect enterprise behavior in fostering innovation internally.

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