

# Employee happiness work engagement and work performance: Basis for human resource development plan

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## Abstract

This study aims to determine the impact of employee well-being on work performance and to determine whether work engagement affects work performance. Specifically, to determine employee happiness from life well-being, workplace well-being psychological well-being; assess work engagement according to vitality, dedication, and absorption; to assess work performance from work achievement, observe time abide by the duties and work attitude. This study utilizes a combination of qualitative and quantitative research methods. Participants in this study were all teaching staff at private higher education institutions. The research instrument was administered through "Questionnaire Star" platform and conducted data collection using the collection data function brought with the questionnaire. All filled-out data were kept confidential. Using SPSS weighted mean, composite mean, rho-value, and p-value were presented, analyzed, and interpreted. Based on the findings of the study, the researcher came up with the following conclusions. There is moderate evidence of employee happiness in life well-being, workplace well-being, and psychological well-being. Demonstrate moderate participation in university work in vitality, dedication, and absorption. More so, there is moderate evidence of work performance in terms of work achievement, observe time, abide by the duties, and work attitude. The researcher able to propose a development plan for a positive and supportive work environment. Based on the conclusions of the study, the researcher came up with the following recommendations. Hence, the researcher propose human resources department plan for positive and supportive work environment may adopt by the human resource and teaching management.

**Keywords:** employee happiness, work engagement, work performance, human resource development plan

## **Employee happiness work engagement and work performance: Basis for human resource development plan**

### **1. Introduction**

Private higher education is an important part of higher education in China. In recent years, China's private universities have shown a rapid development trend with the support of national policies and have gradually become an important part of China's higher education system. The state uses social forces to establish higher education, which can not only make up for the problem of insufficient coverage of public universities in terms of quantity and scale, but also effectively supplement public universities in terms of professional layout and talent training, which has a positive effect on the diversified demand for talents in the process of Chinese market economic development, and also plays an important role in promoting the scale effect of China's higher education. After years of accumulation, most private universities have actively responded to the call of the state, have developed to a certain scale, and continue to increase investment in improving faculty and enhancing scientific research level.

In the ups and downs of the external environment, the development and growth of the organization is inseparable from the most important resource in the organization, that is, the employees. With the gradual advancement of China's education reform, human resource management has become an important part of the stable development of universities. With the proposal of the "double first-class" construction concept, the traditional human resource management model can no longer meet the development needs of current universities. The value of human resource management in universities has been further highlighted. (Meng Lingqi. 2022)

College education is the main position and main channel for talent training. Educators need to combine the new challenges and new needs of social and economic development in the new era, constantly adjust the "goals", "contents", "specifications" and "methods" of talent training and improve the quality of education serving society and serving the economy. Colleges and universities should take advantage of the advantages brought by the talent management mechanism to promote the development of colleges and universities in the education system, education mechanism and school-running model. At the same time, Chinese universities should pay more attention to human resource management and clarify the new trend and direction of human resource management. To lay a solid foundation for the modern development of college education, provide a strong help. (Huang Zhuting. 2022)

As the state pays more and more attention to the management of private education and requires more and more formal, private colleges and universities must pay attention to their own construction. At present, the competition in society is mainly the competition of talents, and having a high-quality human resources team and establishing a scientific and reasonable human resources system is an important weapon for the sustainable development of private universities.

With the development of the national economy, private colleges and universities should continue to strengthen management, improve the level of human resource management, and enable private universities to maintain a place in the market competition. To this end, private colleges and universities need to improve the human resource management model according to their own actual conditions, fully mobilize the enthusiasm, initiative, and creativity of university employees, and promote the realization of school-running goals, to achieve the sustainable development of private universities.

With the development of society and the advancement of science and technology, the status and importance of human resources for the development of any organization have reached an unprecedented height. However, there are still many problems in the human resource management of private universities.

Private colleges and universities have a heavy "enterprise model" in the process of operation and lack a deep understanding of human resource management. Some private colleges and universities are still following the traditional backward human resources management methods, ignoring the significance and functions of human resource management, which are mainly manifested in the lack of department and talent structure design, the lack of professionalism of employees, the unreasonable allocation of personnel and posts, and the unclear division of rights and responsibilities of departments and employees; Lack of attention to the improvement of employees' personal quality, scientific research ability, sustainable development ability, and welfare benefits; The implementation of one-way management between management and employees, lack of two-way communication, employees' sense of occupational safety and sense of belonging to colleges and universities are insufficient, etc. How to solve these problems is very necessary and urgent for the healthy development of private universities, in the actual practice, there are many gaps between private universities and public universities, such as the personal improvement space of teachers, salary supply level, welfare and other aspects. In this regard, the pressure of human resource management has gradually increased, and it is necessary to pay full attention to the establishment and continuous improvement of incentive mechanisms and adopt scientific and efficient methods to motivate teachers to improve steadily.

This paper takes private universities as the research object and analyzes employee happiness, work engagement and work performance from three perspectives. The current situation of human resources in private colleges and universities was discussed, and specific optimization measures were proposed based on the characteristics and management methods of private universities.

With the progress of the society and the development of science and technology, the private university assets and profit level, but the improvement of private university wealth leads to the marginal effect of wealth gradually reduced, the private university employees the pursuit of happiness in work, private universities began to attach great importance to the level of happiness. In the management revolution era after the industrial revolution and productivity revolution, the idea of people-oriented management and heart-oriented management requires enterprise organizations to attach importance to the personal value of employees and regard employees as important resources of enterprises. How to improve employee work performance and enterprise performance from the perspective of private employees' professional happiness has become one of the key issues of modern private enterprise managers. Therefore, the managers of private enterprises should gradually examine their management mode from the perspective of happiness, so as to improve the path and strategy of employee performance, so as to improve the enterprise performance most efficiently, better adapt to the new requirements of modern enterprise management and maintain the long-term development of private universities (Li et al., 2017)

In recent years, work input has become the center and hot spot in the field of human resource management and organizational behavior. It is found that there is little research on the work input of teachers in private universities. This paper systematically reviews the existing literature on work input at home and abroad, comprehensively sorts out the concept, latitude and measurement of university teachers, the influence of work input and the influence on work performance from the theoretical point of view and prospects the future development direction of the research related to work input. (Xu Dongdong, 2015)

In recent years, Chinese scholars have continuously discussed the assessment methods, influencing factors and the establishment of the assessment system of university teachers' work performance. These studies have exerted an important influence on guiding the current assessment of teachers' performance, improving teachers' performance and promoting the development of schools and teachers. However, it is still necessary to strengthen the comprehensive research on the performance appraisal of university teachers and the theoretical research on the performance appraisal, and to enhance the research on the feedback of the performance appraisal. This paper studies on private colleges and universities and plans to analyze the influencing factors of employees' work efficiency, hoping to help private colleges and universities to improve the work efficiency of employees. (Xiao, 2023)

**Objectives of the Study** - This study aims to determine the impact of employee well-being on work performance and to determine whether work engagement affects work performance. Specifically, to determine employee happiness from life well-being, workplace well-being psychological well-being; assess work engagement according to vitality, dedication, and absorption; to assess work performance from work achievement, observe time abide by the duties and work attitude; to test the significant relationship between employee happiness, work engagement and work performance; and to develop a human resource development plan for a positive and supportive work environment.

## 2. Methods

**Research Design** - This study utilizes a combination of qualitative and quantitative research methods. It establishes the theoretical foundation and research framework through literature analysis, followed by data collection through a questionnaire survey. Lou Wen & CAI Zhen (2021) proposed in their research that qualitative research is a research method that focuses on exploring and interpreting non-quantitative data such as phenomena, social behavior, human experiences, and language. Compared to quantitative research, qualitative research places more emphasis on gaining an in-depth understanding of the feelings, behaviors, and perspectives of the research subjects, as well as their explanations and interpretations of these experiences. Qualitative research often employs non-structured or semi-structured methods, such as interviews, focus group discussions, participant observations, document analysis, and case studies, to collect and analyze data. This method aims to discover new insights and explanations from the studied phenomena and gradually construct more profound and accurate theoretical models. Qualitative research is widely applied in various fields such as sociology, anthropology, education, and psychology.

In his study, Yin Hui (2020) proposed that quantitative research is a scientific research method that uses numerical, statistical, and quantitative data to verify or falsify hypotheses, investigate influencing factors, and describe and understand phenomena. It typically involves collecting and analyzing data using methods such as scales, questionnaires, and experiments, and analyzing and interpreting the results through statistical techniques to draw objective, replicable, and universally meaningful conclusions. Quantitative research is applied in various fields such as sociology, psychology, education, medicine, economics, and more.

In this research, quantitative research and qualitative research are two common research methods used, which complement and integrate with each other in the study. This research study used quantitative analysis and reasoning through surveys, experiments, and other methods with a large sample size, focusing mainly on collecting and analyzing numerical and statistical data on the variables of Employee Happiness, Work Engagement, and Work Performance. This is used to explore problems, test hypotheses, describe phenomena, and evaluate effects, providing universal and quantifiable conclusions. In the research, quantitative research uses probability sampling to ensure sample representativeness and employs statistical analysis methods to validate research hypotheses.

Whereas the unstructured data such as texts, images, and videos were collected and analyzed through methods such as observation, interviews, and literature analysis. The main objective was to uncover the underlying feelings, experiences, and other non-numerical information to generate information with rich descriptions and deep understanding. First, through the literature review method, the library database resources, and campus database resources are used to sort out the existing research in domestic and foreign literature in related fields such as university teacher happiness, work input and performance, and reference, study and summarize the merits and shortcomings of the past research. Put forward their own research content and significance. Integrate the research results, academic insights, and the latest progress in these fields, and conduct in-depth analysis, obtain the analysis results, and find the starting point, foothold, and breakthrough for the subsequent relevant research, to realize the research value of this paper. Secondly, reasonable, and scientific questionnaire. Questionnaire data collection was conducted through the online questionnaire platform Questionnaire Star, expected to obtain a larger range of data. For the initial set questionnaire survey, found the

deficiencies in the questionnaire, the reliability and validity of the questionnaire, for the survey found problems to adjust the questionnaire, in a formal survey, data collection, and then using statistical analysis to verify the relevant hypothesis, to obtain the expected results, to realize the research value of this paper.

Finally, the purpose of this design is to discover associations or relationships and differences among the three selected variables. The researcher seeks to gather information from the respondents by providing and distributing survey questionnaires. This type of research contributed to the efficient collection of data from respondents.

**Participants of the Study** - Participants in this study were all teaching staff at private higher education institutions. This research purposefully chooses private colleges and universities mainly in Anhui Province and considering multiple regions. To identify respondents from private colleges and universities, the authors sent a request letter to the relevant colleges, requesting the cooperation of teaching staff at the institution. The study was conducted in the form of a questionnaire, distributed via the Internet, and therefore crossed corporate and geographical limitations. The most representative of Anhui private universities is Anhui Xinhua University. The school has about 800 teachers. The school has been running for 23 years. The sample size of this study was 355 people, and the value of KMO was 0.964, which means that it is very suitable for factor analysis.

As of May 31, 2022, there are a total of 3,013 colleges and universities nationwide, of which 127 are in Anhui Province, accounting for 4.2%, higher than the average of 2.9% (a total of 34 provincial-level administrative regions in China). Since the author's region is Anhui Province, China, Anhui Province is one of the top ten education provinces in the country, and education ranks in the forefront of the country, and the research in this paper is typical and representative.

**Data Gathering Instrument** - This study was published through the "Questionnaire Star" platform and conducted data collection using the collection data function brought with the questionnaire. The Likert 4 scale was measured in the questionnaire. The questionnaire is divided into two main parts. The first part is the respondent's personal information. The second part is about the measurement of the three variables in the paper topic: employee happiness, work input, and work efficiency. The measurement of Employee Happiness, Work Engagement and Work Performance are all based on Likert scale. The number 1-4 indicates the respondents' consistency with the question items. The larger the number, the higher the consistency between the respondents' opinions and the content of the question. Specific Likert scale: 1 - strongly disagree, 2 - disagree, 3 - agree, 4 - strongly agree. Although this study adopts the scale of predecessors, due to the different specific situations of the scale, in order to make the investigated objects more clearly understand the main contents and questioning methods of the scale, the scale sentences are slightly modified, which is more suitable for the language expression habits of different places. The modified questionnaire was validated by experts and subjected to reliability test.

Employee Happiness is a three-factor model consisting of Life well-being (6 items) with Cronbach alpha of 0.866, Workplace well-being (6 items) with Cronbach alpha of 0.927, Psychological well-being (6 items) with Cronbach alpha of 0.824, having a total of 18 items. Employee Happiness applies on a four-point likert scale with verbal interpretation of 3.50 – 4.00 scale means strongly agree (with great evidence), 2.50 – 3.49 rate means agree (with moderate evidence), 1.50 – 2.49 scale means disagree (with little evidence) and, 1.00 – 1.49 rating means strongly disagree (without evidence).

Work Engagement applies a four-point Likert scale with verbal interpretation of 3.50 – 4.00 scale means strongly agree (highly committed), 2.50 – 3.49 rate means agree (moderate committed), 1.50 – 2.49 scale means disagree (slightly committed) and, 1.00 – 1.49 rating means strongly disagree (least committed). It is a 17-item questionnaire with three factors. Vitality (6 items) recorded the highest alpha reading of 0.888. Dedication (5 items) with alpha reading of 0.827. The third factor, Absorption (6 items) witnessed the alpha reading of 0.850.

Work Performance applies a four-point Likert scale with verbal interpretation of 3.50 – 4.00 scale means

strongly agree (with great evidence), 2.50 – 3.49 rate means agree (with moderate evidence), 1.50 – 2.49 scale means disagree (with little evidence) and, 1.00 – 1.49 rating means strongly disagree (without evidence). The questionnaire consists of 30 items that are divided into four dimensions, Work achievement, Observe Time, abide by the duties and Working attitude. Work achievement (11 items) with alpha reading of 0.827. Observe Time (6 items) with alpha reading of 0.820. Abide by the duties (5 items) with alpha reading of 0.839. The fourth factor, Working attitude (8 items) witnessed the alpha reading of 0.806

Cronbach's alpha was used by the authors to test the reliability of the adopted instrument. It is a convenient test used to evaluate the reliability or internal consistency of the composite score. It is used under the assumption that you have multiple items measuring the same underlying construct.

**Data Gathering Procedure** - Before collecting data, the survey questionnaire was approved by the supervisor, allowing for a great deal of research work. In the questionnaire, it is also emphasized that the information collected is confidential and will only be used for my own research. Through the combing of domestic and foreign literature and summarizing the theory of university teachers' happiness, work input and work performance, we establish the research framework of this paper, and put forward the relevant research assumptions. To further obtain a more comprehensive data analysis, the questionnaire was designed to interview the respondents. After the modification and improvement of the questionnaire under the guidance of the professor, the questionnaire was published online through the "Questionnaire Star". After the preliminary design of the questionnaire was completed, some experts were invited to pre-try the questionnaire, further improving the structure and language expression of the questionnaire to expect the good reliability of the scale.

**Ethical Considerations** - The study is based on academic ethics and is transparent to the research processes and findings. The questionnaire used was made by the researchers based on the study of existing academic works and research. During the course of the questionnaire, the participants participating in the questionnaire were reminded. All filled-out data will be kept confidential. In the questionnaire, sensitivity information such as the respondent's name and address were not designed. He also promised not to share information with others without the consent of the respondents.

**Data Analysis** - The study mainly used SPSS statistics to count, encode, and interpret the data. This includes a description of the measurement method, questionnaires, and data collection to provide a basis for subsequent data processing. The second is a descriptive statistical analysis of the recovered questionnaire and a reliability validity test of each scale to verify the validity and feasibility of the questionnaire. Third, with the help of SPSS and other tools to analyze and process the data. This includes weighted mean, Composite Mean, rho-value, and p-value, which are study-based targets. Finally, the research results are discussed, and reasonable suggestions are made.

### 3. Results and Discussion

**Table 1**

*Employee Happiness*

Key Result Areas	Composite Mean	VI	Rank
Life Well-being	2.79	Agree	3
Workplace Well-being	2.82	Agree	2
Psychological Well-being	2.94	Agree	1
Grand Composite Mean	2.85	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table summarizes the results of the respondents' happiness of employees. Among the indicators presented, Psychological Well-being had the greatest impact on employee happiness, ranking first with an average score of 2.94. This is much higher than the combined average of Workplace Well-being (2.82) and Life Well-being (2.79). It also shows that in employee happiness, psychological happiness has a greater impact on employee happiness.

Workplace Well-being came in second. Psychological well-being for teachers means that their work is recognized. In China, there are many famous sayings that praise teachers, such as: comparing teachers to candles, "burning oneself and illuminating others"; Comparing teachers to silkworms, there is a poem that says, "Spring silkworms are dead, and the wax torch begins to dry into gray tears."

The phrase "Teaching is the most glorious profession under the sun" was first proposed by the Czech educator Comenius. He is the founder of modern pedagogy and is known as the "father of pedagogy". His work "The Great Teaching Theory" is regarded as a classic work of pedagogy, emphasizing the importance and role of teachers. The Russian educator Olshansky also once said that "teachers are the engineers of the human soul." He emphasized the importance of teachers in nurturing talent. This research conclusion just shows that college teachers have a high psychological recognition of work. It can also be seen that teachers feel sincere happiness in their work. It just echoes the feeling of happiness at work.

Life Well-being had the lowest average with an average of 2.79. It shows that in the indicator of employee happiness, life happiness will have a certain impact on him, but it is not the most important one. This also shows that teachers have good rational thinking. In the process of putting into work, life happiness will have a certain degree of work happiness, but when life is not satisfactory, the impact on work will be less than Psychological Well-being and Workplace Well-being. Overall, the private college teachers I selected showed moderate Psychological Well-being, Workplace Well-being, and Life Well-being in the course of their work.

**Table 2**

*Work Engagement*

Key Result Areas	Composite Mean	VI	Rank
Vitality	2.79	Agree	2
Dedication	2.81	Agree	1
Absorption	2.75	Agree	3
Grand Composite Mean	2.78	Agree	

Legend:3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

The table summarizes the respondents' work commitment. Respondents rated their work commitment overall, with an average of 2.78. Among the metrics presented, Dedication had the greatest impact on work engagement, with an average score of 2.81, ranking first, followed by Vitality and finally Absorption. This also shows that Dedication has the most direct impact on teachers' commitment to their work. This is not surprising for private universities. (Liu 2022; Liang, 2023) pointed out that the level of dedication and work performance of university teachers affect the efficiency, quality, and sustainable development of higher education. According to the questionnaire survey, there was a significant impact on the work performance of college teachers, teaching age had a significant impact on the work performance level and career input of college teachers, professional titles had a significant impact on the professional identity of college teachers, the impact of different age groups on the professionalism level and work performance of college teachers was not significant, and the influence of gender on college career investment, professional identity and work performance was not significant. While supporting teachers' professional development, colleges and universities should also focus on their physical and mental state and give more humanistic care.

Absorption has the lowest value, ranking last, indicating that Absorption plays a role in influencing teachers' work engagement, but the impact is not as large as Dedication and Vitality. Dedicated teachers, obviously, will be good in terms of work commitment. If the teacher is not particularly attentive, it is not necessarily very engaged in work. Take Anhui Xinhua University as an example, this school is a private university with more than 1,000 teachers, but some teachers set themselves the task of completing teaching, and there is no clear goal in other aspects. Such teachers can also complete their work well when their concentration is not strong, and the overall work investment is still enough to complete the teaching work.

**Table 3***Work Performance*

Key Result Areas	Composite Mean	VI	Rank
Work Achievement	2.85	Agree	3.5
Observe Time	2.98	Agree	1
Abide by the Duties	2.85	Agree	3.5
Work Attitude	2.97	Agree	2
Grand Composite Mean	2.91	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table summarizes the respondents' job performance. Respondents rated job performance overall, with an average of 2.91. Among the metrics presented, Observe Time had the greatest impact on job performance, with an average score of 2.98, ranking first, followed by Work Attitude, followed by Work Achievement and Abide by the Duties. This also shows that respondents believe that time adherence is essential to improve work performance. Second, respondents believe that work attitude will determine productivity. Attitude refers to the tendency of the subject to react to a specific object after making a value judgment. Luo Le (2013) believes that employees who are satisfied with their work and have a positive attitude may be highly productive; And employees who are dissatisfied with their work and have a negative attitude may also be highly productive. From this conclusion, it can be seen that the relationship between work attitude and work efficiency is not so simple as a positive correlation. However, it is undeniable that work attitude is one of the influencing factors of work efficiency.

Xiao Jun, Zhang Jun (2023) proposed that the relationship between Work Achievement and job performance should be positively proportional. When a person feels a sense of accomplishment at work, they usually experience contentment, pride, confidence, positivity, self-improvement, job satisfaction, and a happy mood. This has a positive effect on improving work efficiency and quality of life. Xiao Jun (2023) pointed out that clarifying the work responsibilities of colleges and universities and improving the work efficiency of colleges and universities are worthy of in-depth understanding and research in the teaching management of colleges and universities in the new era, and their potential should be fully tapped, and their role should be fully exploited to create conditions for the standardized, scientific and efficient management of colleges and universities.

***Relationship Between Work Happiness and Work Performance***

As seen in the table, the computed rho-values ranging from 0.313 to 0.636 indicate a weak to strong positive relationship among the sub variables of work happiness and work performance. Thus, it shows a statistically significant relationship between work happiness and work performance since all the obtained p-values were less than 0.01. It can be seen from the data that Life Well-being's rho value for Work Performance ranges from 0.313 to 0.550. Workplace Well-being's rho value for Work Performance ranges from 0.368 to 0.631. Psychological Well-being's rho value range for Work Performance is 0.410—0.636. By comparison, it can be seen that the correction of Psychological Well-being affects job performance. Several findings support a highly significant impact of work happiness on productivity.

Work happiness is a psychological feeling of satisfaction brought to them by the work after being affected by various factors such as internal and external factors at work, which is a subjective evaluation. It is this psychological feeling that governs people's attitude towards work, with a positive attitude to work leading to high performance and a negative attitude to work leading to low performance. Through reviewing a large number of literatures, it is found that the focus of domestic and foreign scholars' research on the relationship between work happiness and work performance is mainly on the causal relationship between the two: Lawler shows through the results of a number of enterprises that the degree of work happiness of the surveyed employees directly leads to their work performance level. Wanous divides work happiness into intrinsic and extrinsic work happiness, noting that extrinsic work happiness determines job performance, which in turn has an impact on intrinsic work well-being. Brown's research on work engagement shows a significant positive correlation between employee performance and job happiness and organizational commitment. Petty points out



that there is a correlation between job happiness and job performance, but whether this relationship is causal or not needs more valid data to prove. Poter puts forward the idea that "job performance leads to job happiness", arguing that because employees' job earnings are determined by their job performance, different salary incomes determine how well people perceive happiness at work.

Zhang Shuang and Si Danyang (2022) pointed out that through the research on the theory of work happiness and work performance of employees in private universities, drawing on previous research results, from the final data show, the scores of all dimensions are not very high, indicating that private universities give employees higher work pressure, and do not make enough efforts in employee salary and welfare, corporate culture construction, employee care, etc., and enterprises have more requirements and demands for employees and pay less.

It shows that private colleges and universities only pay attention to the use of employees, lack of humanistic care for employees, do not pay attention to the construction of corporate culture, less consider the "maintenance" of employees, employees cannot have internalized emotions for the enterprise, only regard the enterprise as a platform to make money to support the family rather than to achieve life ideals and achieve a career, which may be one of the reasons for the high turnover rate of teachers in China's private universities.

### ***Relationship between Work Engagement and Work Performance***

As seen in the table, the computed rho-values ranging from 0.430 to 0.762 indicate a moderate to strong positive relationship among the sub variables of work engagement and work performance. Thus, it shows a statistically significant relationship between work engagement and work performance since all the obtained p-values were less than 0.01. It can be seen from the data that the rho value of Vitality for Work Performance ranges from 0.453 to 0.703. Dedication ranges from 0.430 to 0.678. Absorption's rho value range for Work Performance is 0.505-0.762. Absorption corrections affect job performance. Several findings support the highly significant impact of Work Engagement on productivity.

Theoretically, the more members of an organization put more input into their work, the better their job performance generally is, and as Kahn points out, there is a positive correlation between work engagement and job performance. In fact, some empirical studies also support the above view. Keller studied 532 employees across four industries and found a positive correlation between work engagement and job performance; Chen Xiaohua and Liu Baihao of National Donghua University, Taiwan, studied 300 employees of elderly service institutions and found that work engagement had a positive impact on work performance, and the correlation coefficient between the two reached 0.697. Domestic scholars Lu Chang'e and Du Xueyuan studied teachers in 18 kindergartens in Anhui Province and found that the correlation coefficient between work engagement and work performance reached 0.533. However, individual studies have found that work engagement does not directly affect job performance, such as Brown confirming that the correlation between work engagement and job performance is indirect and does not have a direct relationship; Salanova's research found that work engagement uses an intermediate variable of organizational climate to influence job performance.

Huang Yuezhou (2022) proposed through research that employees should cultivate a good working attitude. In human resource management, managers should focus on cultivating employees' work attitudes, as studies have found that positive work attitudes such as dedication and focus have a greater impact on job performance. Therefore, the improvement of employees' working attitudes can improve personal performance to a certain extent, but adjusting employees' working attitudes is not an easy task, and enterprises need to do the following: (1) Combine personal goals with organizational goals. When personal values are linked to the value of the organization, employees can be motivated to work hard for organizational development. (2) Pay attention to people-oriented management. When the enterprise is humanized in management, it will make employees have a sense of ownership, will enhance employees' sense of belonging to the enterprise, and employees will naturally actively work hard to create better work performance.

**Table 4***Proposed Human Resource Development Plan for a Positive and Supportive Work Environment*

Key Results Area	Findings	Strategies	Objectives	Persons Involved	Expected Outcome	Frequency/Timeline
<i>Burnout Level</i> Impact on the cognitive and emotional aspect of teachers	Teachers seldom experience burnout	The school must consider regular assessment of the level of burnout experienced by teachers. Utilize the Maslach Burnout Inventory Education Survey Instrument to measure the level of burnout of teachers.	To prevent the long-term effect of burnout on teachers	Teachers, Human Resource Department, Guidance Counseling Office	Better and energized faculty members, and also an improved social connection. Based on literature review, it is important to have a frequent conversation about job-related challenges and problems.	At the end of every semester
	The same findings as above	The school must provide regular monitoring on teachers to determine those experiencing mental health. Asking questions like "how are you feeling this whole semester", "what do you think are your biggest challenges" or "how can we help" creates a feeling of concerns from the Human resource Department and the Administration, as a whole.	To detect the early signs of mental health issues among teachers	Teachers, Human Resource Department	Positive mood and engaged faculty members. It has been discussed in the literature review that it helps when the administration have a conversation with teachers and offering assistance in times of needs.	At the end of every semester
	The same findings as above	The school must promote orientation on self-care including creating small social group	To promote the importance of exchanging ideas through small social group	Teachers, Human Resource Department	Creation of small social group. Based on literature review, it lowers teacher's anxiety and also a burnout coping strategy.	Once every month
<i>Work Engagement</i> High level of work engagement among teachers	Teachers sometimes experience work engagement	The school must offer opportunities for teachers to converse or reflect about their work, especially on emotionally draining tasks	To always ensure engagement of teachers	Teachers, Department Chair or Program Chair, Human Resource Department	Increased teacher satisfaction. This is because, engaged faculty members often experience positive emotions, including happiness, joy, and enthusiasm.	At the end of every semester
	The same findings as above	The school must promote diverse team building activity during midterm break	To recover from emotional and mental draining task after the end of the school year	Teachers, Human Resource Department	Better work life balance among teachers. This was explained by the social exchange theory.	Every midterm breaks
	The same findings as above	The school must regularly provide mental health break	To create balance between work and life of the teachers.	Teachers, Human Resource Department, School Administrator	Positive emotions of faculty members towards work. When faculty members believed that their university or school is concerned about them and cares about their wellbeing, they are likely to respond to fulfill their obligations by becoming more engaged, and that is according to the literature review.	At the middle of the semester or week 10 of the semestral calendar.
<i>Work Life Balance</i> Increased level of satisfaction	Teachers agree that work and personal life support	The school must consider flexible work schedule and work from home arrangement.	To promote balance between work and life among	Teachers, Deans, Human Resource Department	Increased level of motivation towards work and increased productivity in delivering instruction and performing other teacher's functions.	All throughout the school year

each other		teachers			
The same findings as above	The school must promote programs that will consider the welfare of the families of the teachers	To develop a program that will involve the families of the teachers	Teachers, Human Resource Department	Self-motivated teachers. According to the literature review a person who devotes considerable time on his family, and not only on his work, can feel the satisfaction on both.	Once a year, during midterm break

#### 4. Conclusions and Recommendations

Based on the findings of the study, the researcher came up with the following conclusions. There is moderate evidence of employee happiness in life well-being, workplace well-being, and psychological well-being. Demonstrate moderate participation in university work in vitality, dedication, and absorption. More so, there is moderate evidence of work performance in terms of work achievement, observe time, abide by the duties, and work attitude. Also, there is a highly significant relationship between Work Happiness, Work Engagement and Work Performance. The researcher able to propose a development plan for a positive and supportive work environment. Based on the conclusions of the study, the researcher came up with the following recommendations. The Human Resources department may provide teachers with a good working environment and conditions, offers reasonable compensation and benefits, and fosters a positive organizational culture. The Teaching Management department may plan the workload of teachers rationally, implements recognition and reward measures, and enhances teachers' sense of participation and belonging. While, the Administration department may strengthens communication and teamwork between teachers and students, and stimulates teachers' enthusiasm and creativity. Hence, the researcher propose human resources department plan for positive and supportive work environment may adopt by the human resource and teaching management. Lastly, future researchers may use other variables that could have similar effects on the good governance of private higher education institutions.

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