

An Empirical Study of Employee Well-being Status and Improvement Strategies Based on Large Sample Survey

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Abstract. With the rapid development of the social economy, the main contradiction in our society at the present stage has been transformed into the contradiction between the people's ever-growing needs for a better life and unbalanced and inadequate development. The transformation of this principal contradiction has made the "well-being index" an important indicator to measure the development and progress of a country. In this study, 879 employees from 7 public institutions were selected as the research objects by means of questionnaire survey. The present situation of employees' well-being in three dimension of life well-being, workplace well-being and psychological well-being, and the well-being level of employees with different statistical variables were deeply understood. At the same time, through in-depth interviews, the paper further studies the specific influencing factors of employees' well-being of life, well-being of workplace and psychological well-being, and proposed improvement measures from the aspects of improving management consciousness, giving employees life care, improving employees' working environment, and improving democratic management level, so as to enlighten human resource management and improve employees' well-being level.

1 Introduction

In today's rapid economic development, people's material life has been greatly enriched, and attention to well-being is getting higher and higher. In 2011, "well-being" became the theme word of the "Two sessions" [1]. Nowadays, the importance of the word "well-being" is also increasing in the process of social development, so it is of great practical significance to study employee well-being. Employee well-being refers to a series of emotional experiences of pleasure and joy produced subjectively by human beings based on their own sense of security and satisfaction. Well-being is not only the perception of happiness, but also closely related to the development of individual potential and the realization of self-worth. The study of well-being originated from the exploration of happiness in philosophy, and there are many definitions of well-being at home and abroad. In Cihai, well-being is defined as the state of satisfaction and experience felt in the struggle to achieve ideal goals and personal values. The concept of well-being should not only include the evaluation of life satisfaction, but also include the realization of self-potential at the level of life value, which is a unified organic whole, a unity of rationality and sensibility, quality and quantity, individual and society, co-construction and sharing, and a moderate satisfaction of human survival

needs and a certain degree of development needs. And a pleasant state of general satisfaction with life resulting from the constant pursuit of further satisfaction [2]. It is a holistic and positive assessment of people's quality of life according to internalized social standards, and a comprehensive evaluation of people's satisfaction with life and its various aspects. On average, employees spend about one-third of their lives in the workplace [3]. Therefore, the workplace is an important factor affecting a person's well-being. As the pace of work accelerates, employees are spending more time in the workplace than they did a generation ago, and as a result, the workplace has an increasing influence on employee well-being. Domestic and foreign scholars have carried out a large number of studies on well-being. As of October 15, 2023, CNKI and google scholar have consulted relevant papers with the keyword "well-being", and the number is 7,984 and 5,280,000, respectively. Compared with foreign studies on well-being, there are fewer studies on well-being in China. Because, it is of great value to carry out well-being research based on Chinese sample. By understanding the current situation of employee well-being and aiming at the factors that affect the level of employee well-being, improving the level of employee well-being will help improve the sense of belonging and loyalty of employees [4], enhance the enthusiasm of employees, enhance the cohesion of employees

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[5], and promote the sustainable and healthy development of the organization.

2 Literature review

Research on employee well-being at home and abroad mainly focuses on the following three aspects.

2.1 Research on the Present Situation of Well-being

A certain category of people or a certain unit is taken as the research object, and a questionnaire survey was adopted to carry out current research. For example, the survey on the subjective well-being of medical students is conducted among 385 medical college students, and it is concluded that the subjective well-being of medical college students is relatively high, while gender and place of origin have little impact on the subjective well-being [6]. The research on the professional well-being of rural teachers in underdeveloped areas includes 3,059 primary school teachers, 650 junior middle school teachers and 185 senior high school teachers. According to the research, the professional well-being of teachers in counties and towns is lower than that of teachers in townships and villages, and the subjective well-being of rural teachers in underdeveloped areas mainly comes from "achievement students" [7].

2.2 Research on the Relationship between Well-being and Related variables

By exploring the relationship between well-being and one or more variables, the influencing mechanism of well-being is obtained. For example, the study on the impact of inclusive leadership style on the well-being of work of employees in the new era showed that inclusive leadership style had a positive impact on the well-being of work of employees in the new era. Inclusive leadership affected the developmental feedback of superiors, and then affected employees' sense of work vitality. Ultimately, it will affect employees' well-being at work [8]. Research on the impact of supportive human resource management on employees' well-being at work showed that supportive human resource management had a positive impact on employees' well-being at work [9]. The study on the impact of dual job requirements on employee well-being showed that challenging job requirements can effectively improve employee well-being, but obstructive job requirements inhibit employee well-being [10]. Research on employee well-being and organizational citizenship behavior showed that there was a significant positive correlation between two variables [11].

2.3 Research on Influencing Factors of Well-being

By studying the influencing factors of well-being s, the level of well-being can be improved. Shen conducted a study on the well-being of rural female teachers, and found through the investigation that the level of treatment, phys-

ical and mental health protection and reward and promotion mechanism are important factors affecting the well-being of rural female teachers. Therefore, it is necessary to improve the treatment level and social status of rural teachers, protect women's life and health rights, pay attention to their mental health, and provide opportunities for further study. Improve the rating and promotion system to improve the well-being of female teachers [12]. Zhao analyzed the factors affecting the subjective well-being of the elderly, and based on the social ecosystem theory, analyzed the factors affecting the subjective well-being of the elderly from three levels: micro, meso and macro [13]. Matud et al. found that gender is an influencing factor of well-being [14].

On the basis of literature review, this study will carry out employee well-being survey in 7 public institutions to understand the level of employee well-being, and put forward countermeasures and suggestions for the problems existing in the current research.

3 Method

3.1 Research Sample

In this study, a cluster sampling method was adopted in 7 public institutions in Shandong Province, and 879 employees were selected as research samples, aged between 23 and 56 years old.

3.2 Research Instruments

The highly recognized Employee Well-being Questionnaire [15] compiled by Zheng et al. (2015) has 18 items, 6 questions each for life well-being (LW), workplace well-being (WB) and psychological well-being(PW). For example, I am satisfied with my life. A 7-point Likert is adopted, ranging from "strongly disagree" to "strongly agree". A higher score indicates a higher level of employee well-being. Cronbach's α coefficient of employee well-being and each dimension ranged from 0.902 to 0.962, indicating high reliability of the scale, see Table 1.

Table 1. Cronbach's α coefficient of employee well-being and each dimension [owner-draw]

Num	Variable/dimension	Cronbach's α coefficient
1	well-being	0.962
2	life well-being	0.929
3	workplace well-being	0.942
4	psychological well-being	0.902

4 Result

4.1 Research on Employee Well-being Scale Verification

In order to test the structural validity of Employee Well-being Scale, AMOS17 was used for confirmatory factor

analysis, and it was verified that the scale model fit well, see Table 2 and Figure 1.

Table 2. Fitting indicators of Employee Well-being Scale [owner-draw]

Fitting indicators	χ^2 /df	NFI	TLI	CFI	GFI	SRMR	RMSEA
Index	5.816	0.947	0.948	0.955	0.907	0.038	0.074

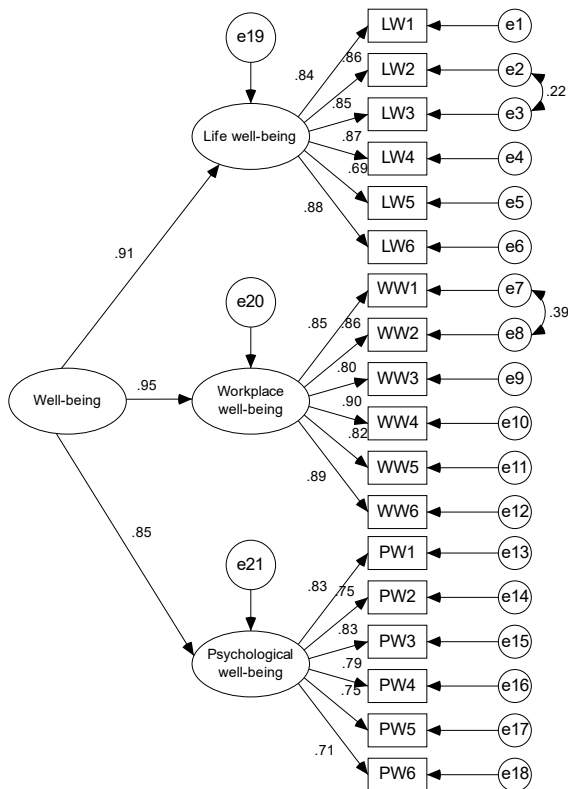


Fig. 1. Structural Equation Model of Employee Well-being Scale [owner-draw]

4.2 Employee Well-being Status

4.2.1 Overall situation of employee well-being level.

Employee well-being and the level of three dimensions of the seven public institutions are generally high, the average value of employee well-being is 5.11 (full score is 7), among which the average value of psychological well-being is the highest 5.52, followed by the average value of work well-being is 5.1, and the average value of life well-being is the lowest 4.71.

4.2.2 Life well-being level of employees.

As can be seen from the Table 3 below, of the six items concerning the life well-being surveyed by the questionnaire, the item with the highest average score is "I am satisfied with my life (M=5.11)", while the item with the lowest score is "If there is an afterlife, I would hardly change my current lifestyle (M=3.82)". From this, it can be seen

that the employees who participated in the survey have a high degree of satisfaction with their lives, and they felt truly happy and interesting most of the time, but if possible, some employees would still adjust their current lifestyle.

Through interviews, employees mentioned that the main factor affecting the life well-being is the unreasonable salary level, busy with work, unable to balance work and family.

Table 3. The level of employee life well-being [owner-draw]

The item of life well-being	Average	Order
Most aspects of my life are very close to my ideal	4.72	5
My life is very interesting	4.87	3
Most of the time I have moments of feeling truly happy	4.92	2
I am satisfied with my life	5.11	1
If there is an afterlife, I would hardly change my present lifestyle	3.82	6
My living situation is very good	4.81	4

4.2.3 Workplace well-being level of employees.

As can be seen from the following Table 4, among the six items concerning workplace well-being in the questionnaire survey, the item with the highest average score is "Work will be a meaningful experience for me (M=5.49)", while the item with the lowest score is "My work is very interesting (M=4.63)". It can be seen from this that employees who participated in the survey think work is a very meaningful experience, and employees can find ways to enrich their work, and feel basically satisfied with their work content, and can get a sense of accomplishment in the work. However, the interest of related work needs to be further improved.

Through interviews, employees mentioned that their workplace well-being was affected, which confirmed the contents of the questionnaire survey. Many employees mentioned that the work content was boring and lacked of interest. In addition, the incentive mechanism of work needs to be further strengthened and further improved.

Table 4. The level of employee workplace well-being [owner-draw]

The item of workplace well-being	Average	Order
My job is very interesting	4.63	6
On the whole, I am very satisfied with the work I have done	4.95	5
I always find ways to enrich my work	5.30	2
I am basically satisfied with my specific work content	5.11	3
For me, work will be a meaningful experience	5.49	1
I am generally satisfied with the sense of accomplishment I get from my present job	5.11	3

4.2.4 Psychological well-being level of employees.

As can be seen from the following Table 5, of the six items concerning the psychological well-being of the questionnaire survey, the item with the highest average score is "I feel that I have grown a lot as time goes by (M=5.85)", while the item with the lowest score is "I have handled many affairs well in daily life (M=5.14)". It can be seen that the employees participating in the survey have grown a lot through their daily work and life experiences, and they are willing to increase their understanding of each other through in-depth communication and exchanges with parents or friends. Through personal growth, employees have improved their sense of self-efficacy and confidence in themselves. But at work, individual need to be more flexible with their time, do all thier work efficiently, and handle all the things in their work as well as possible.

Through interviews, employees mentioned that the main factor affecting psychological well-being is the fear of unfamiliar new technology and new business, which leads to worries that they are not competent for their own work. Democratic management is a mere formality, and employees feel that they are not really involved in the long-term development of the organization, which reduces the sense of belonging of employees.

Table 5. The level of employee psychological well-being [owner-draw]

The item of psychological well-being	Average	Order
Overall, I am positive about myself and have confidence in myself	5.61	3
I like to have in-depth communication with my family or friends and get to know each other	5.65	2
I handle many things well in my daily life	5.14	6
People perceive me as giving and sharing my time with others	5.33	5
I am good at flexible scheduling so that I can get all my work done	5.54	4
As time goes by, I feel that I have grown a lo	5.85	1

4.3 Influencing Factors of Employee Well-being Level

4.3.1 Influencing factors of gender.

As can be seen from the following Table 6, in terms of employee gender, the average values of employee well-being, work well-being and psychological well-being are

slightly higher for male employees than for female employees, but the life well-being of female employees is slightly higher than that of male employees.

The independent sample T test shows that in terms of gender, $t_{WB}=0.06, p>0.05$; $t_{LW}=-0.64, p>0.05$; $t_{WW}=0.13, p>0.05$; $t_{PW}=0.89, p>0.05$. Therefore, there is no statistically significant difference between gender in employee well-being and its three dimensions.

Table 6. Employee well-being levels of different genders [owner-draw]

Variable	Sex	N	Mean	T
WB	male	661	5.11	0.06
	female	218	5.10	
LW	male	661	4.69	-0.64
	female	218	4.76	
WW	male	661	5.10	0.13
	female	218	5.09	
PW	male	661	5.53	0.89
	female	218	5.46	

4.3.2 Influencing Factors of Job Tenure.

As can be seen from the following Table 7, there are 664 employees who have been in the unit for more than 10 years, accounting for 75.54%. The employee well-being with different job tenure and the average value of three dimensions have great differences. However, the level of well-being and the three dimensions is the highest among employees with more than 2 years but less than 5 years, and the lowest among employees with more than 10 years and less than 20 years (including 10 years).

According to F test, in terms of job tenure, $F_{WB}=4.18^{**}, p<0.01$; $F_{LW}=5.29^{***}, p<0.001$; $F_{WW}=3.38^{**}, p<0.01$; $F_{PW}=2.93^*, p<0.05$. Therefore, statistically, employees with different job tenure showed significant differences in employee well-being and its three dimensional level.

According to the post test, the level of well-being, workplace well-being and psychological well-being with job tenure of more than 2 years but less than 5 years is significantly higher than that of employees with job tenure of more than 10 years and less than 20 years (including 10 years). The life well-being level of employees with less than 2 years of job tenure is significantly higher than that of employees with more than 10 years and less than 20 years (including 10 years). The life well-being level of employees with job tenure of more than 10 years and less than 20 years (including 10 years) is significantly lower than that of employees with 20 years and more.

Table 7. Employee well-being levels of with different job tenure [owner-draw]

Variable	Job tenure	N	Mean	F	Post test
WB	1.Less than 2 years	75	5.26	4.18**	2 > 4
	2.Two years to five years	33	5.67		
	3.More than 5 years less than 10 years (including 5 years)	107	5.16		
	4.More than 10 years less than 20 years (including 10 years)	296	4.92		
	5.20 years and above	368	5.17		
LW	1.Less than 2 years	75	5.04	5.29***	1 > 4; 4 < 5
	2.Two years to five years	33	5.24		

	3. More than 5 years less than 10 years (including 5 years)	107	4.72		
	4. More than 10 years less than 20 years (including 10 years)	296	4.42		
	5. 20 years and above	368	4.82		
	1. Less than 2 years	75	5.28		
	2. Two years to five years	33	5.73		
WW	3. More than 5 years less than 10 years (including 5 years)	107	5.22	3.38**	2 > 4
	4. More than 10 years less than 20 years (including 10 years)	296	4.92		
	5. 20 years and above	368	5.11		
	1. Less than 2 years	75	5.47		
	2. Two years to five years	33	6.05		
PW	3. More than 5 years less than 10 years (including 5 years)	107	5.54	2.93*	2 > 4
	4. More than 10 years less than 20 years (including 10 years)	296	5.41		
	5. 20 years and above	368	5.57		

4.3.3 Influencing Factors of age level.

As can be seen from the following Table 8, the majority of employees aged 25-45 are surveyed, accounting for 93.94%. The average values of well-being and life well-being of employees of different age levels have great differences, but there is a slight difference between work well-being and psychological well-being.

According to the F test, in different ages, $F_{WB}=2.81^{**}, p<0.05; F_{LW}=4.18^{**}, p<0.01; F_{WW}=2.31, p>0.0$

$5; F_{PW}=1.79, p>0.05$. Therefore, statistically, employees of different age levels show significant differences in the dimensions of employee well-being and life well-being. However, there was no significant difference in the dimensions of workplace well-being and psychological well-being.

According to the post-test, the employee well-being and life well-being level of the employees aged 36-45 are significantly lower than that of the employees aged over 50.

Table 8. Employee well-being levels of with different age level [owner-draw]

Variable	Age level	N	Mean	F	Post test
WB	Under 25 years old	35	5.22	2.81*	36-45 years old < Over 50 years old
	25-35 years old	224	5.22		
	36-45 years old	338	4.94		
	46-50 years old	81	5.12		
	Over 50 years old	201	5.24		
LW	Under 25 years old	35	5.10	4.18**	36-45 years old < Over 50 years old
	25-35 years old	224	4.77		
	36-45 years old	338	4.48		
	46-50 years old	81	4.73		
	Over 50 years old	201	4.96		
WW	Under 25 years old	35	5.22	2.31	----
	25-35 years old	224	5.27		
	36-45 years old	338	4.93		
	46-50 years old	81	4.73		
	Over 50 years old	201	5.18		
PW	Under 25 years old	35	5.34	1.79	----
	25-35 years old	224	5.63		
	36-45 years old	338	5.42		
	46-50 years old	81	5.53		
	Over 50 years old	201	5.60		

4.3.4 Influencing Factors of Monthly Income.

As can be seen from the following Table 9, employees with monthly income between 5001-8000 yuan account for 52.56% of the total number of respondents. In general, employees with a monthly income of more than 8,000

yuan have the highest level of well-being and three dimensions, followed by employees with an income of less than 3,000 yuan, and the lowest level of income between 3001-8,000 yuan.

According to F test, in terms of different monthly income, $F_{WB}=3.731^*, p<0.05; F_{LW}=4.73^{**}, p<0.01;$

$F_{WW}=3.60$, $p<0.05$; $F_{PW}=1.27$, $p>0.05$. Therefore, statistically, there are significant differences in employee well-being, life well-being and work well-being in terms of different monthly income, but no significant differences in psychological well-being.

According to the post-test, the level of well-being, life well-being and workplace well-being of employees with a monthly income of more than 8000 yuan is significantly higher than that of employees with a monthly income of 5001-8000 yuan.

Table 9. Employee well-being levels of with different monthly income [owner-draw]

NUM	Variable	Monthly income	N	Mean	F	Post test
1	WB	1001-3000 yuan	15	5.19	3.73*	5001-8000 yuan < More than 8,000 yuan
		3001-5000 yuan	213	5.05		
		5001-8000 yuan	462	5.03		
		More than 8,000 yuan	189	5.37		
2	LW	1001-3000 yuan	15	4.90	4.73**	5001-8000 yuan < More than 8,000 yuan
		3001-5000 yuan	213	4.66		
		5001-8000 yuan	462	4.58		
		More than 8,000 yuan	189	5.06		
3	WW	1001-3000 yuan	15	5.08	3.60*	5001-8000 yuan < More than 8,000 yuan
		3001-5000 yuan	213	5.03		
		5001-8000 yuan	462	5.01		
		More than 8,000 yuan	189	5.39		
4	PW	1001-3000 yuan	15	5.58	1.27	----
		3001-5000 yuan	213	5.46		
		5001-8000 yuan	462	5.49		
		More than 8,000 yuan	189	5.65		

5 Discussion

According to the problems found in the questionnaire survey and interview, under the guidance of the Hierarchy of Needs Theory and the Two-factor Theory, the study summarized and put forward countermeasures and suggestions on the well-being level of public institutions from the aspects of enhancing management consciousness, providing life care to employees, improving the working environment of employees, and improving the level of democratic management. The study provided inspiration for the follow-up human resource management work in order to provide reference for domestic public institutions to improve the level of employee well-being.

5.1 Improve Management Awareness and Pay More Attention to Employee well-being

5.1.1 Have a keen "problem awareness" ability.

As a manager, they should be good at finding problems, solving problems and preventing problems. As the post-90s and even post-00s join the organization, the age structure of employees is more diversified, and employees have a higher degree of pursuit of well-being. Managers should care more about and love each employee, be good at finding problems affecting employee well-being, and make up their minds to solve them after finding them, explore the root cause of the problems, pay attention to the details in the development process of things, and promote the development of things in a better direction, so as to improve employee well-being. Through this survey, it is found that the well-being level of employees who have worked for

more than 10 years or more than 20 years, aged 36-45 years, and monthly income between 5001-8000 yuan is relatively low. For the unit, this part of the people is the technical backbone of the work in the organization, and they are crucial for the work of the organization. Therefore, for managers, it is especially necessary to pay attention to improving the well-being level of this part of the employee.

5.1.2 Have a strong sense of implementation.

Employees should have a strong sense of responsibility and mission responsibility, and stimulate the enthusiasm and initiative of pursuing work excellence and creating first-class performance. Strictly perform the duties of a manager, strengthen the sense of responsibility, enterprising consciousness and service consciousness of the work, treat the issues of concern to the staff, be able to do a good job with high standards and high efficiency, resolutely overcome the tendency of "make do", resolutely overcome the flashy, vain work style.

5.2 Provide Life Care to Employees and Improve Life Quality

5.2.1 Establish a scientific and standardized salary and welfare system to protect the interests of employees.

According to Maslow's Hierarchy of Needs Theory, the basic life needs of employees must be met first. The proportion of basic performance pay and incentive performance pay should be adjusted, and a flexible and effective

salary distribution mechanism should be established by integrating factors such as position, contribution and efficiency. Set key posts, and the post coefficient is tilted toward front-line personnel and key posts.

5.2.2 Adhere to the act of love and give care for beyond 8 hours.

In line with the people-oriented principle, to provide employees with care beyond 8 hours, so that employees can work without worries. Equipped with a variety of cultural and sports facilities, so that employees' lives can be satisfied, employees' work fatigue can be alleviated, and employees' team spirit can be strengthened. In addition, support and respect the play of employees' personality, the use of May Day, Dragon Boat Festival, Mid-Autumn Festival and other holidays, establish a variety of recreational activities suitable for employees, organize a variety of cultural activities, not only improve the interest of employees, but also enhance the sense of belonging of employees.

5.2.3 Improving material life.

The dormitory should be equipped with beds, bedding and simple wardrobe, desk and necessary daily electrical appliances and fire equipment. Canteen management standards, according to the requirements of the independent establishment of the canteen, should be equipped with fire, disinfection, insect prevention and other equipment, cooking utensils should be clean and hygienic, cooking personnel should be standardized management.

5.3 Improve the Working Environment of Employees and Increase their Job Satisfaction

Improve employee efficiency through fixed work goals, daily workload and flexible adjustment of work styles. Provide a good working hardware environment, create a safe working environment and working conditions, and meet the needs of employees' safe ownership. Establish a harmonious, friendly and harmonious interpersonal software environment to meet the needs of employees' belonging and love. Regularly carry out various forms of training, tailor-made training courses for employees, improve the professional quality of employees.

5.4 Improve the Level of Democratic Management and Improve the Index of Psychological Well-being

5.4.1 Continuously strengthen the work of affairs disclosure.

The form of disclosure meets the principle of effective, convenient and practical, and needs to be strictly examined before disclosure to ensure the rationality of the disclosure content. After the public, actively solicit the opinions and suggestions of employees, timely feedback for the opinions and suggestions, to achieve two-way interaction. Finally, it is necessary to do a good job of supervision and

implementation after disclosure, and make secondary disclosure of the rectified situation to the employees to ensure that the openness of affairs plays a real role.

5.4.2 Enhance the ability of employee representatives to participate in democratic management.

Managements further improve the system of democratic evaluation of leading cadres by workers' congresses, and ensure that important matters are reviewed by workers' congresses, discussed and approved before they can be implemented. Give full play to the important role of the workers' congress, and better implement the workers' right to know, to decide, to evaluate and to supervise. At the same time, training of employee representatives is organized from time to time, so that employee representatives fully understand their rights, obligations and responsibilities, improve their "identity awareness" and the ability and level of participation in political and administrative discussions, and comprehensively improve the quality of workers' congresses.

5.4.3 Innovative management methods.

Horizontally, give full play to the role of the leading group, with the main leaders as the core, trade unions playing a assisting role, and functional departments participating, linking the task of openness in government affairs with the responsibilities of party and government leaders and functional departments, fully mobilizing the enthusiasm of the leading group and middle management personnel, so as to form horizontal synergies. Vertically, department tasks and employee tasks can be distinguished, and task implementation can be integrated into the comprehensive objective assessment. The establishment of incentive and restraint mechanism to encourage everyone to do their own things, to increase the pressure and motivation of all cadres and employees, which is in line with the incentive factors proposed by the Two-factor Theory. Provide employees with a clear career plan and promotion space. Under the action of sufficient external thrust, stimulate its internal power, meet the needs of employees for self-realization, let employees understand the goals and vision of the organization, clarify the important role of employees in the development of the organization, give full play to the sense of ownership of employees, and let employees truly integrate into the long-term development of the organization.

6 Conclusions

The surveyed employees have a high level of well-being, with the average value of employee well-being reaching 5.11, the highest value of psychological well-being reaching 5.52, and the lowest value of life well-being reaching 4.71, but there is still a certain gap from the full score of 7. According to interviews and surveys, a low level of employee well-being will affect the work efficiency of individual employees, even affect the work performance of the organization and the level of high-quality development of the organization, weaken the social competitiveness of the

organization and have a serious negative impact. Therefore, it is still necessary to pay more attention to employee well-being.

In terms of influencing factors of employee life well-being, the main reason is that there is still a gap between the actual salary level of employees and the ideal salary level, resulting in many differences between the actual life and the ideal life of employees. At the same time, due to the nature of work in the company, employees are busy at work, and they cannot balance work and family properly. The role conversion problem between employees and family members in the company leads to the conflict between work and family, which is also the main factor affecting the well-being of employees' life.

From the perspective of influencing factors of employee well-being at work, the work is busy, boring and lacking of interest. At the same time, the incentive and constraint mechanism is not perfect, and the endogenous motivation of employees is not sufficiently stimulated, which also becomes an important factor restricting the well-being of employees at work.

From the perspective of influencing factors of employee psychological well-being, the main reason is that employees aren't familiar with new technologies and new businesses, which leads to their lack of competence for their own work and poor sense of work efficacy; Democratic management is merely a formality, and employees feel that they are not really integrated into the long-term development of the unit, which reduces the sense of belonging of employees and affects the level of psychological employee well-being.

From the perspective of influencing factors of employee personal characteristics, job tenure, age level and monthly income all have an impact on employee well-being level. In particular, we should pay attention to employees with job tenure of more than 10 years and less than 20 years (including 10 years), 36-45 years old, and monthly income of 5001-8000 yuan.

In view of this, it is necessary to start from the factors affecting employee well-being, formulate policies to improve employee well-being level and implement practical and concrete measures according to the actual situation of employees in public institutions, so as to further improve employee well-being level, improve employee job satisfaction, reduce turnover rate and enhance the social competitiveness of public institutions.

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