

# The Impact of the Sense of Work Gain on Employee Work Engagement: the Mediating Role of Work Well-being

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## ABSTRACT

The sense of work gain, as a comprehensive feeling or evaluation of employees' actual remuneration and value realization in their work, is closely related to employees' work engagement. However, there are few relevant studies on its impact on work engagement. Based on positive psychology and social exchange theory, this study introduces work well-being as an intermediary variable to systematically explore how the sense of work gain affects employees' work engagement. Taking the employees of the enterprise as the research object, the required data are collected by questionnaire survey, and 249 valid questionnaires are collected. SPSS25.0 and AMOS24.0 software are used to verify the relationship between these three variables through descriptive statistical analysis, reliability and validity analysis, correlation analysis and regression analysis. The following conclusions are drawn: (1) The sense of work gain has a significant positive predictive effect on work engagement; (2) The sense of work gain has a significant positive predictive effect on work well-being; (3) Work well-being has a significant positive predictive effect on work engagement; (4) Work well-being plays a mediating role between the sense of work gain and work engagement. Based on the results of this research and the actual situation, some management suggestions are put forward for enterprise managers. One is to "put people first" to improve employees' sense of work gain; The second is to pay attention to employees' work experience and improve their work well-being; The third is to create a good organizational atmosphere and establish a mutually beneficial partnership with employees.

**Keywords:** *The sense of work gain, Work well-being, Work engagement.*

## 1. INTRODUCTION

The rapid development of the information age and economic globalization makes market competition more intense. How to keep the advantage in the fierce competition has become a realistic problem that every enterprise has to face. In today's society, if an enterprise wants to occupy a leading position in a complex and diverse market, it is impossible to rely solely on traditional material resources. Employees are the source of sustainable development of an enterprise, and their attitude and behavior toward work will affect the management and development of an enterprise, thus affecting the core competitiveness of an enterprise. Therefore, managers expect employees to devote themselves to their work and bring the greatest benefits to the

enterprise. In addition, it is not only modern enterprises that are concerned about how to improve employee engagement, but many researchers in academia are also paying close attention to this issue.

Work engagement is a concept first proposed by Kahn in 1990 [1]. In the current research, scholars pay great attention to the relationship between individual, organization, family and other factors and employees' work engagement. There are abundant studies on the antecedent variables of work engagement in the existing literature. However, from the perspective of employees' work experience, the sense of work gain, as a comprehensive feeling or evaluation of employees' actual remuneration and value realization of their

work [2], is closely related to employee work engagement, there are few researches on its influence on work engagement.

The dynamic process of employees' efforts and rewards at work will produce a sense of work gain. However, how much influence does the employee's sense of work gain have on the employee's work engagement in the organization and its position? How can enterprises improve employees' work engagement by influencing the sense of work gain? There is a lack of effective empirical research on these issues, and the potential intermediary mechanism between the sense of work gain and work engagement is still unclear. Work well-being is a research category of positive psychology, which refers to the overall quality of employees' experience and effectiveness at work [3]. Studies have found that a sense of work gain can positively promote happiness at work, and happiness at work can trigger the occurrence of positive work behaviors. Meanwhile, according to the social exchange theory, the more employees gain at work, the higher their work mood will be, and they are willing to spend more time and energy on their work. Therefore, this study believes that work well-being is the link between the sense of work gain and work engagement, and introduces work well-being as an intermediary variable in the study to systematically explore how the sense of work gain affects employees' work engagement. This study is conducive to clarifying the influence of the sense of work gain on employees' work engagement, exploring the intermediary mechanism of work well-being, further enriching the theoretical system of work engagement, and providing a reliable theoretical basis for enterprises' internal management and strategic countermeasures.

## **2. THEORETICAL BASIS AND RESEARCH HYPOTHESIS**

This paper explores the variables to be studied, clarifies the existing research status, and proposes several hypotheses based on the scholars' research and related theories.

### **2.1 *The Sense of Work Gain and Work Engagement***

The sense of work gain refers to the overall feeling and evaluation of employees on their actual returns and value realization in work[2]. Through literature research, it is found that scholars have few studies on the outcome variables of the sense of

work gain, and the existing research results mainly focus on employees' work attitude and work behavior: The research of Kang and Zhang shows that employees' sense of gain has a positive effect on their job satisfaction, sense of work meaning and work performance, and can effectively reduce the turnover rate of employees [4]. Some studies have pointed out that a high sense of work gain will make employees more creative and thus drive their innovative behavior[5]. Zhang's research results on prison police show that both material gain, such as law enforcement security, and spiritual gain, such as fairness, have a negative impact on turnover intention. The higher the sense of work gain, the lower the turnover intention[6]. Wan and other scholars pointed out that there is a positive correlation between the sense of work gain and employees' job performance, and positive work experience makes employees more willing to assume job responsibilities, thus improving job performance [7].

In recent years, more and more scholars have studied human behavior from the perspective of positive psychology, and work engagement as a positive personal work behavior has attracted more attention. Schaufeli divided work engagement into three aspects: vitality is to maintain a positive mental state in work; dedication is to be willing to pay for work and take the initiative to get involved in work; and concentration is to concentrate on work without being disturbed by other things [8]. By combing the relevant literature, it is found that the influencing factors of work engagement can be divided into three categories: individual related, work related and family related. Among them, individual factors mainly include demographic variables [9] and personality traits[10], etc. For example, occupational identity and core self-evaluation both have a positive impact on work engagement [11]. Work factors mainly include organizational culture [12], leadership style [13], job characteristics[14], etc. For example, the better the relationship between superiors and subordinates, the higher the level of individual work engagement[15], and abusive management has a significant negative predictive effect on employee work engagement[16]. There are relatively few studies on family factors, which mainly include the degree of happiness in family life and the degree of work engagement of partners.

From the above related studies, it can be preliminarily predicted that there is a certain relationship between the sense of work gain and work engagement. Further combing the relevant

literature, it is found that many scholars have explored the relationship between the two in their research. Chen's research points out that the sense of work gain has a significant positive impact on work initiative [17], that is, when employees have a higher level of work gain, they will be more active in their work. Zhang and Chen have studied teachers' sense of gain, and they believe that taking active measures to enhance teachers' sense of gain is more conducive to their work initiative [18]. Other studies have also revealed the positive correlation between the sense of work gain and work engagement: the material and spiritual satisfaction of employees and the realization of self-worth in work will prompt them to work more actively and improve work engagement, thus improving organizational performance. In addition, from the perspective of social exchange theory, when employees have a positive emotional experience at work and truly feel the harvest brought by work, they will give back with positive work attitude and hard work behavior. Based on the above analysis, this study proposes the following hypotheses:

H1: The sense of work gain has a significant positive predictive effect on work engagement.

## **2.2 The Sense of Work Gain and Work Well-being**

In 1987, Warr proposed the concept of work well-being for the first time: that is, employees' comprehensive evaluation of their own work, which includes not only their emotional experience at work, but also their cognition of work experience, responsibilities, and their own work ability [19]. In terms of the structure of work well-being, different scholars have proposed different ways to divide it based on their own research contents and perspectives: Kooij divides work well-being into three dimensions: job satisfaction, organizational commitment and perceived organizational justice[20]. Huang proposes that work well-being is a four-dimensional structure, including cognitive happiness, occupational happiness, emotional happiness and social happiness[3]. There are many factors that affect happiness at work, and many scholars have studied and discussed this issue. Individual factors[21], job characteristics[22], leadership style and interpersonal relationships[23] are mentioned by many scholars. By reviewing the existing literature, it is found that compared with the antecedent variables of work well-being, there are far fewer studies on its outcome variables. In

the current studies, the outcome variables mentioned by scholars mainly include innovation performance [24], organizational commitment, job performance[25], turnover intention[26] and so on.

Many scholars have pointed out in their research that the sense of gain is the basis of well-being, and the improvement of the sense of gain will enhance people's well-being. Zhu and other scholars mentioned in their studies that the sense of work gain has a significant positive impact on work well-being[27]. When studying the connotation of sense of gain, Ren and other scholars pointed out that the formation of subjective well-being is closely related to individual sense of gain, and in general, the improvement of individual sense of gain will promote the improvement of well-being [28]. Well-being is the ultimate goal that people pursue, and most activities are carried out for the purpose of improving well-being. From this perspective, we can think that the ultimate goal of improving the sense of work gain is to obtain work well-being. Therefore, the following hypothesis is proposed in this study:

H2: The sense of work gain has a significant positive predictive effect on work well-being.

## **2.3 The Mediating Role of Work Well-being**

From the relevant literature, we can know that there are two research directions on the relationship between work engagement and work well-being. One is to study the impact of work engagement on work well-being, and the other is to study the impact of work well-being on work engagement in reverse. This study mainly discusses the influence of work well-being on work engagement. Some scholars have investigated the relevant situation of police in their research, and the research results show that work well-being can have a positive impact on work engagement. By studying scientific and technological talents, Li et al. found that there is a positive correlation between work well-being and work engagement. More specifically, as an intermediary variable, work well-being affects the process of role stress on work engagement [29]. The research results of Liang and other scholars show that nurses with positive personality traits can experience a sense of accomplishment and happiness in work, so the level of work engagement is relatively high[30]. Fredrickson also believes that employees' positive emotions can help improve their work enthusiasm and work engagement [31]. Based on the above views and the first two

assumptions, this study makes the following assumptions:

H3: Work well-being has a significant positive predictive effect on work engagement.

H4: Work well-being plays an intermediary role between the sense of work gain and work engagement.

Based on the above research hypotheses, the relationship model of the sense of work gain, work well-being and work engagement is constructed here, as shown in "Figure 1":

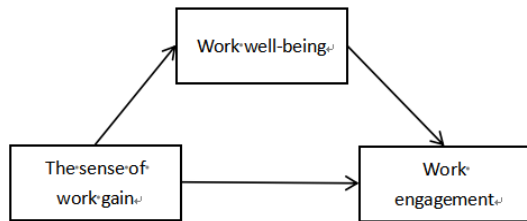


Figure 1 Research hypothesis model.

### 3. VARIABLE MEASUREMENT AND DATA COLLECTION

In order to verify the research hypothesis, this study selected the maturity scale of each variable for questionnaire design, and used the questionnaire star platform to collect the required data.

#### 3.1 Variable Measurement

In order to ensure the quality of the research and improve the reliability and effectiveness of the measurement, the scales selected in this paper are all scales used by other scholars and have been tested to have good reliability and validity. After combining the actual situation of Chinese enterprises, a questionnaire consisting of four parts is finally formed, with a total of 35 items. The first part is the work engagement scale, a total of 5 questions; The second part is the scale of the sense of work gain, a total of 6 questions; The third part is the work well-being scale, a total of 15 questions; The fourth part is the basic situation investigation, a total of 9 questions. The first three parts of the questionnaire were scored using Likert's 6-point scale (1 being very inconsistent, 6 being very consistent) and were scored in a positive way.

##### 3.1.1 Work Engagement Scale

The revised Chinese version of the Utrecht Work Engagement Scale (UWES) compiled by

scholars Zhang and Gan was used to measure work engagement [32]. The scale was composed of three subscales: vitality, concentration and dedication, and the Cronbach's coefficients were 0.767 (vitality), 0.753 (concentration) and 0.735 (dedication), with a total of 17 items. Since employee dedication is very important to the enterprise and the completion of any work cannot be separated from the dedication spirit, this study chooses the dedication dimension of this scale to measure the employee's work engagement. ("Table 1")

Table 1. Work engagement measurement items

Items	Source
I feel the work I do is purposeful and meaningful	
I am passionate about my work	Zhang & Gan (2005)[32]
Work inspires me	
I take pride in the work I do	
For me, my job is challenging	

##### 3.1.2 The Sense of Work Gain Scale

The sense of work gain scale developed by Wang was selected to measure the sense of work gain[33]. Physiological gain, psychological gain and material gain are three dimensions of the scale, with a total of 25 items. Among them, there were originally 7 items in the psychological acquisition subscale. ("Table 2") After removing one item that did not meet the measurement standard, the Cronbach 'a coefficient was 0.882. This paper focuses on the study of employees' psychological feelings, so only the psychological gain subscale is used to measure employees' work gain.

Table 2. The sense of work gain measurement items

Items	Source
Work gives me a sense of accomplishment	
After working, I feel like a part of the company	
Work gives me a sense of belonging	Wang (2019)[33]
Work gives me identity and status	
Work gives me a chance to realize my dream	
My work earned me a promotion	

### 3.1.3 Work Well-being Scale

Work well-being is measured by using the work happiness scale developed by Shi et al.[34], which has a total of 18 items, including two dimensions of cognitive happiness and emotional happiness, and several sub-dimensions are divided under the two dimensions respectively. Among them, cognitive happiness includes independent work, learning and growth, competent work and work meaning. Emotional happiness includes positive emotional

experiences and negative emotional experiences, and the Cronbach 'a coefficient of each sub-dimension is higher than 0.70, which has a good reliability level. Since positive emotion and negative emotion are two opposite emotional experiences, the measurement results of the other dimension can be derived if one dimension is measured for the same object. Therefore, this study selected items from five dimensions other than negative emotional experience to measure employees' work well-being.

Table 3. Work well-being measurement items

Items	Source
I can decide for myself how to go about my work	Shi et al. (2020)[34]
I can arrange the work in my own way	
At work, I am free to express any opinions that differ from others	
At work, I can try some new things and actively explore my potential	
My current job promotes my learning and growth	
Through the work, my knowledge and skills are gradually improving	
I am confident that I can perform all my duties effectively	
I think I'm good at what I do	
I can solve problems at work effectively	
For me, my job is challenging	
Work inspires me	
I'm proud of the work I do	
At work, I usually feel excited	
At work, I usually feel happy	
At work, I usually feel full of energy	

### 3.1.4 Control Variables

It can be seen from the relevant literature that the basic situation of employees, such as gender, age, education, employment form and job nature, may also have a certain impact on their work well-being and work engagement. Therefore, this study also controls these demographic variables of individuals.

### 3.2 Data Collection

The research samples of this study were mainly enterprise employees from Fujian, Hunan, Sichuan and other provinces. A total of 306 complete questionnaires were collected. Some invalid questionnaires were deleted according to the length and regularity of filling in the questionnaires, and the outliers in the remaining questionnaires were removed. Finally, 249 valid questionnaires were obtained with an effective recovery rate of 81%. According to the sample, female employees are more than male employees, reaching 68.3%; The

age group was 25 years old and below, accounting for 54.2% of the sample. In terms of educational background, about 54.6% of the sample were undergraduates; In terms of employment forms, contract workers with fixed terms account for the largest proportion, about 38.2%; In terms of the nature of jobs, the proportion of workers is the smallest, accounting for only 5.2%, while other jobs not listed account for a larger proportion, reaching 35.3%. In terms of company attributes, the proportions of state-owned enterprises and private enterprises are close, which are 20.9% and 25.3% respectively. From the perspective of working years, mainly concentrated in 1 year or less, reaching 39.8%; In terms of take-home pay, 3000-5000 yuan is the largest number, accounting for 37.3%; In terms of marital status, the number of unmarried people is much larger than the number of married and single people with a marriage history, reaching 62.2%. Details are shown in "Table 4".

Table 4. Demographics characteristics of samples (N=249)

Items	Categories	Frequency	Effective percentage (%)
Gender	male	79	31.7
	female	170	68.3
Age	Age 25 and under	135	54.2
	26-30 years old	30	12.0
	31-35 years old	18	7.2
	36-40 years old	12	4.8
	41-45 years old	26	10.4
	46-50 years old	15	6.0
	51-55 years old	7	2.8
	Age 56 and older	6	2.4
Highest degree	Junior high school and below	15	6.0
	High school (vocational high school, technical secondary school)	45	18.1
	Junior college	30	12.0
	Undergraduate course	136	54.6
	Master degree or above	23	9.2
Employment form	Contract worker (with fixed term)	95	38.2
	Contract worker (no fixed term)	32	12.9
	Labor dispatch	23	9.2
	Part-time employment	10	4.0
	other	89	35.7
Job nature	Operating position (worker)	13	5.2
	Technical/R&D position	41	16.5
	Sales/purchasing position	17	6.8
	Management/operation position	64	25.7
	Service/logistics post	26	10.4
	other	88	35.3
Corporate attributes	State-owned (holding) enterprises	52	20.9
	Private (holding) enterprise	63	25.3
	Wholly foreign-owned enterprise	9	3.6
	Joint venture	9	3.6
	other	116	46.6
Working years	1 year or less	99	39.8
	2-4 years	68	27.3
	5-7 years	17	6.8
	8-10 years	11	4.4
	11 years and above	54	21.7
Take-home pay	Less than 3000 yuan	56	22.5
	3000-5000 yuan	93	37.3
	5000-8000 yuan	60	24.1
	Over 8000 yuan	40	16.1
Marital status	unmarried	155	62.2
	married	90	36.1
	Having a marriage history and currently single	4	1.6

#### 4. RESULT ANALYSIS

In this study, SPSS25.0 was first used to conduct reliability analysis on the scale of employees' sense of work gain, work engagement and work well-being to evaluate the quality of the scale. Cronbach's coefficients of each scale were 0.901, 0.895 and 0.931, respectively, reaching a relatively high reliability level. This indicates that the scale of the formal questionnaire has a high internal consistency and can be analyzed in the next step. Secondly, KMO and Bartlett sphericity tests were conducted on the three variables. The KMO values of work engagement, the sense of work gain and work well-being were 0.879, 0.880 and 0.918, respectively, all of which were greater than 0.8. The significance level of Bartlett sphericity test was less

than 0.001, indicating that there was a significant correlation between the three variables. The survey data are suitable for factor analysis.

##### 4.1 Confirmatory Factor Analysis

In this study, AMOS24.0 was used to build a structural equation model for confirmatory factor analysis of the three variables. The results are shown in "Table 5". It can be seen from the table that the three-factor model has the best fit ( $\chi^2/df=4.237$ , RMSEA=0.114, CFI=0.799, NFI=0.754, TLI=0.780, IFI=0.801), and the data result is superior to the two-factor model and the single factor model, which indicates that the research model adopted in this study is reasonable.

Table 5. Results of confirmatory factor analysis (N=249)

Models	$\chi^2$	df	$\chi^2/df$	RMSEA	CFI	NFI	TLI	IFI
Three-factor model	1254.162	296	4.237	0.114	0.799	0.754	0.780	0.801
Two-factor model	1382.474	298	4.639	0.121	0.773	0.729	0.752	0.774
Single factor model	1604.627	299	5.367	0.133	0.727	0.685	0.703	0.728

a Note: The three-factor model includes the sense of work gain, work engagement, and work well-being; The two-factor model includes the sense of work gain with work well-being as a combined factor and work engagement; The single-factor model combines the sense of work gain, work engagement, and work well-being as the combined factors.

##### 4.2 Correlation Analysis

In this study, SPSS25.0 was used to calculate the mean and standard deviation of each variable, and correlation analysis was conducted. The results are shown in "Table 6". It can be seen that the mean values of the three variables are all greater than 4, and there is a significant positive correlation between the sense of work gain and work well-

being ( $r=0.775$ ,  $p<0.01$ ) and work engagement ( $r=0.655$ ,  $p<0.01$ ), and there is a significant positive correlation between work well-being and work engagement ( $r=0.727$ ,  $p<0.01$ ). It can be seen that there is a significant pairwise correlation between these three variables, and the research hypothesis has been preliminarily verified, which can be analyzed in the next step.

Table 6. Mean, standard deviation, and correlation coefficient of research variables (N=249)

	Mean value	Standard deviation	The sense of work gain	Work well-being	Work engagement
The sense of work gain	4.541	0.877	1		
Work well-being	4.499	0.720	0.775**	1	
Work engagement	4.710	0.855	0.655**	0.727**	1

a Note:\*\* means  $p<0.01$ ,\* means  $p<0.05$ .

### 4.3 Hypothesis Testing

The correlation between the sense of work gain, work well-being and work engagement has been verified through correlation analysis. Next, in order

to test whether there is a linear regression relationship between the variables in the path of "the sense of work gain, work well-being and work engagement", Model 1-Model 6 is constructed for verification.

Table 7. Regression analysis test from independent variable to intermediate variable and from intermediate variable to dependent variable

	Work well-being		Work engagement			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Gender	0.036	-0.023	0.000	-0.047	-0.025	-0.035
Age	0.001	-0.094	0.033	-0.045	0.032	0.007
Highest degree	-0.065	0.031	-0.171	-0.092	-0.124	-0.109
Employment form	0.065	-0.002	0.098	0.043	0.052	0.044
Job nature	-0.031	0.017	-0.012	0.027	0.010	0.018
Company attributes	-0.054	0.032	0.009	0.079	0.047	0.061
Working years	0.003	-0.022	0.010	-0.011	0.008	0.002
Take-home pay	0.142	0.093	0.134	0.094	0.034	0.043
Marital status	0.129	0.092	0.055	0.025	-0.037	-0.026
The sense of work gain		0.781***		0.638***		0.206**
Work well-being					0.708***	0.553***
<i>F</i>	1.671	37.839	2.551	20.052	30.221	29.179
<i>R</i> <sup>2</sup>	0.059	0.614	0.088	0.457	0.559	0.575
Adjusted <i>R</i> <sup>2</sup>	0.024	0.598	0.053	0.434	0.541	0.556

a Note : \*p<0.05,\*\*p<0.01, \*\*\*p<0.001.

The intermediate effect test method used in this study was Kenny and Baron's stepwise regression method. It can be seen from "Table 7" that the regression equation in model 1 takes control variables as independent variables and work well-being as dependent variables. The test concludes that there is no significant linear regression relationship between each control variable and work well-being, that is, differences such as gender, age and educational background will not directly affect employees' work well-being. Model 2, based on model 1, puts the sense of work gain into the model as an independent variable. The results show that the sense of work gain is positively correlated with work well-being ( $\beta=0.730$ ,  $p<0.001$ ). In other words, the stronger work gain is, the stronger work well-being is, so  $H_2$  is verified. In model 3, the control variables were set as independent variables and the work engagement was set as dependent variables and put into the regression equation, and it was found that there was no significant linear correlation between the control variables and the work engagement, that is, variables such as gender, age and education background would not have much effect on the work engagement. On the basis of model 3, model 4 adds the independent variable of the sense of work gain into the model. The results show that work gain is positively correlated with work engagement ( $\beta=0.635$ ,  $p<0.001$ ), that is,

the stronger the sense of work gain, the higher the level of work engagement. Therefore,  $H_1$  is verified. Model 5 is also based on model 3. By adding work well-being as an independent variable to model 3, the conclusion that work well-being has a significant impact on work engagement is drawn ( $\beta=0.754$ ,  $p<0.001$ ), indicating that the intensity of work well-being directly affects the level of work engagement. The stronger the sense of work well-being, the higher the degree of work engagement, so  $H_3$  is verified. On the basis of model 5, model 6 puts the sense of work gain as an independent variable into model 5. The results show that work well-being has a significant impact on work engagement ( $\beta=0.631$ ,  $p<0.001$ ), and the sense of work gain has a significant impact on work engagement ( $\beta=0.174$ ,  $p<0.01$ ). The influence of the sense of work gain is weakened by the existence of work well-being. From the verification of these hypotheses, we can see that the three conditions for testing the mediating effect are all valid. Therefore, it can be considered that work well-being plays a partial mediating role between the sense of work gain and work engagement, which proves that  $H_4$  is valid.



#### 4.4 Summary of Empirical Results

Taking the sense of gain as the independent variable, work engagement as the dependent variable, and work well-being as the mediating variable, this paper puts forward a total of four hypotheses, and uses regression analysis to test the

research hypotheses, drawing a conclusion that the sense of work gain has a positive impact on work engagement, and clarifying the mediating effect of work well-being between the two. The verification results of all research hypotheses are shown in “Table 8”.

Table 8. Summary of hypothesis test results

Hypothesis	Hypothetical contents	Verification results
H1	The sense of work gain has a significant positive predictive effect on work engagement	Support
H2	The sense of work gain has a significant positive predictive effect on work well-being	Support
H3	Work well-being has a significant positive predictive effect on work engagement	Support
H4	Work well-being plays a mediating role between the sense of work gain and work engagement	Partial mediation

## 5. CONCLUSIONS AND SUGGESTIONS

Based on the analysis of the above empirical results, this study draws the following conclusions, and puts forward the corresponding management suggestions for enterprises.

### 5.1 Research Conclusions

The above empirical results prove that all the four hypotheses made in this study are valid, from which we can draw the following conclusions.

#### 5.1.1 The Sense of Work Gain Has a Significant Positive Predictive Effect on Work Engagement

Through empirical research, this paper finds that the sense of work gain is positively correlated with work engagement, which is consistent with the research results of Chen and other scholars[17], indicating that employees with a high sense of work gain are enthusiastic about their work and willing to devote themselves to their work because of the actual rewards they get in the work.

#### 5.1.2 The Sense of Work Gain Has a Significant Positive Predictive Effect on Work Well-being

Through empirical research, this paper finds that there is a positive correlation between the sense of work gain and work well-being, which is

consistent with the views of Wang[33], that is, the higher an employee's sense of work gain, the higher his cognitive evaluation of his job will be, the more pleasant he will feel in work, and the more potential he can constantly exert to achieve work goals.

#### 5.1.3 Work Well-being Has a Significant Positive Predictive Effect on Work Engagement

Through empirical research, this paper finds that work well-being is positively correlated with work engagement, which is consistent with the research conclusions of Li and other scholars[29]. When work provides employees with positive emotional experiences and satisfies their work needs, employees will be more willing to complete their work and actively participate in work, so as to realize their self-value in work.

#### 5.1.4 Work Well-being Plays a Mediating Role Between the Sense of Work Gain and Work Engagement

By using hierarchical regression analysis to analyze 249 questionnaires, this study made it clear that work well-being plays a partial intermediary role between the sense of work gain and work engagement, and the sense of work gain positively affects employees' work well-being, and then affects their work engagement level.

## 5.2 Management Suggestions

Employees' work engagement has always been a close concern of all enterprises and their managers. Employees with a high level of work engagement can, to a certain extent, promote the surrounding working atmosphere, improve the quality and performance of work, and bring benefits to the enterprise. Therefore, in today's fierce market competition, how to improve employees' work engagement deserves our attention and consideration. Based on the results of this study and the actual situation, the following are management suggestions for enterprise managers:

### 5.2.1 "Putting People First" to Improve Employees' Sense of Work Gain

Since the sense of work gain can positively affect the work engagement of employees, enterprises must pay more attention to the sense of work gain of employees, establish a "people-oriented" management idea, and strive to solve the problems of employees, while giving employees material returns matching with the work effort, to help employees realize self-value in the work and obtain spiritual returns. When employees gain more in their work, they will be more actively involved in their work, so as to achieve a win-win benefit for employees and the organization.

### 5.2.2 Paying Attention to Employees' Work Experience and Improving Their Work Well-being

Enterprise managers should attach importance to the role of happiness at work, pay attention to the emotional experience of employees at work, take positive psychology as the basis, understand the work content that makes employees feel happy psychologically, and take practical actions to create a happy working environment for employees by giving employees certain autonomy to work, providing opportunities and challenges, employing talents, and allowing employees to work in the fields they are good at. Improve employees' job satisfaction, so that they can have a positive emotional experience at work, continue to play their strengths and create value for the company.

### 5.2.3 Creating a Good Organizational Atmosphere and Establishing a Mutually Beneficial Partnership with Employees

Managers can encourage and support employees based on their work feelings and experiences. On the one hand, they should care about the career development of employees, understand their work needs and daily life, and make use of company resources to help employees achieve self-growth. On the other hand, encourage employees to offer suggestions, work innovation, and communicate with employees to feedback their shortcomings. As a result, the two sides form a good partnership, and employees will give back to the company with hard work.

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