

The Correlation between Interpersonal Harmony and Employee Voice Behavior: The Mediating Role of Employee Well-being

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Abstract. As an important organizational citizenship behavior, voice has attracted the attention of many organizational management scholars. Based on the survey data of 375 employees, this paper studies the influence of interpersonal harmony on employees' voice behavior and the mediating effect of hedonic well-being and eudaimonic well-being. The results show that interpersonal harmony has a significant positive impact on employee voice behavior; hedonic well-being plays a mediating effect between interpersonal harmony and employee voice behavior; eudaimonic well-being plays a mediating effect between interpersonal harmony and employee voice behavior. The results of this study have certain reference value for improving employee voice behavior.

Keywords: Interpersonal Harmony; Employee Voice Behavior; Mediating Effect; Hedonic Well-being; Eudaimonic Well-being.

1. Introduction

The development of economic globalization and the deepening of China's market economic system reform have provided a lot of development opportunities for the development of enterprises. At the same time, it also brings more intense market competition pressure. Employees are the most important resources of enterprises, and the degree and effect of human resource investment obviously affect the competitiveness of enterprises. As one of the groups most closely related to the interests of the enterprise, the value of employees reflects the completion of their own work. In addition, it is also reflected in providing reasonable improvement suggestions for various problems existing in the business development of enterprises, that is, voice behavior[1]. Hui Jing pointed out that voice behavior refers to the process in which employees find problems in their work, actively point out problems to the organization and make reasonable suggestions for improvement. This is also an important origin of enterprise change and innovation[1]. A large number of studies have also shown that appropriate employee voice behavior can have a positive impact on corporate development. However, in real life, employees do not easily express their suggestions because of various factors. Therefore, scholars pay more attention to how to better promote employee voice behavior.

According to the *Modern Chinese Dictionary*, "Harmony" means to fit properly and proportionately, so harmony can be understood as a state in which people and things fit properly with each other[2]. According to Juan Chen, interpersonal harmony is the process of people achieving their psychological balance in the process of interaction within the organization. People can regulate and improve their mutual emotional relationships through solidarity, equality and amicable friendship[3].

It can be seen that a harmonious internal environment is the key to the sustainable development of enterprises, and interpersonal harmony is an important factor influencing employees' voice behavior. However, domestic and foreign scholars' research on interpersonal harmony mainly focuses on theoretical studies on interpersonal cognition, interaction motivation, needs and other issues, and the research objects are mainly focused on students. Most of the studies on interpersonal harmony of employees in enterprises are qualitative studies, lacking empirical studies as support. Therefore, this paper explores the correlation between interpersonal harmony and employees' voice behavior through empirical research. At the same time, this paper introduces employee happiness as a mediating variable to explore the driving mechanism of employees' voice behavior in the Chinese cultural context.

2. Theory and Research Hypothesis

2.1 Interpersonal Harmony and Employee Voice Behavior

Interpersonal harmony is the process of people achieving their psychological balance in the process of interaction within the organization. People can regulate and improve their mutual emotional relationships through solidarity, equality and amicable friendship[3]. Healthy and harmonious interpersonal relationship can promote effective communication among enterprise members and enable employees to achieve positive interaction at work. In addition, this can effectively eliminate corporate internal conflicts, thus improving internal cohesion.

The term voice was introduced by Hirschman and gained widespread attention with the rise of research on extra-role behaviors such as organizational citizenship behavior and peripheral performance[4]. Lepine and Van Dyne argue voice requires individuals to support overarching system-level goals, allocate cognitive resources to develop suggestions for change aimed at overcoming obstacles to system-level goals, and take initiative in expressing suggestions[5]. According to Van Dyne and Botero, voice behavior is the expression of ideas, information and opinions about work based on collaborative motivation. It is an innovation-oriented organizational citizenship behavior[6]. Detert and Burris argue that voice behavior is a spontaneous and proactive behavior of employees to provide advice to managers in order to improve organizational performance[7]. According to Morrison, voice is the act of freely expressing one's suggestions and concerns about issues related to one's organization with the aim of improving the efficiency of the organization or unit's operations[8].

Social cognitive theory points out that individual cognitive factors play an important role in behavioral decision-making in organizations. The formation and maintenance of individual behavior is the result of continuous interaction between individual behavior and environment. Individual behavior is determined by both internal cognition and external environment^[1]. In other words, employee voice behavior in an organization is the result of the joint action of internal cognitive factors and external environmental factors. When employees are in a harmonious organization, they will have a higher value identity and a more positive attitude, and then they will show positive voice behavior. Otherwise, they will have lower value recognition and more negative mentality, and show negative voice behavior. Accordingly, we expected that

Hypothesis 1: Interpersonal harmony will have a significant positive effect on employee voice behavior.

2.2 The Mediating Effect of Hedonic Well-being and Eudaimonic Well-being

Employee voice behavior is an experiential process, characterized by the experience of publishing suggestions to the company[9]. Schmitt proposed an experience-happiness model based on a psychological perspective, stating that experience leads to hedonic well-being and eudaimonic well-being[10]. Yingya Jia and Jie Li demonstrated that the experience of facilitative voice behavior had a positive effect on employees' work happiness[11]. Although the effect of authenticity on the well-being of the constructors has not been mentioned in the study, existing research suggests that online authenticity in social networks has a significant positive effect on people's social well-being[12]. Work authenticity has a significant positive effect on employee happiness[13]. Authentic self-presentation increases personal mental health and well-being[14]. Existing studies have shown that work happiness has an effective predictive effect on employee corporate loyalty. For example, Zhaohua Li demonstrates that corporate employees' work happiness has a significant effect on corporate loyalty[15]. In recent years, several scholars represented by Filep proposed the necessity of studying issues from the perspective of eudaimonic well-being[16]. This paper will study the mediating effect of hedonic well-being and eudaimonic well-being on the correlation between interpersonal harmony and employee voice behavior.

According to Waterman, happiness is a kind of total commitment of people. One is hedonic well-being, in which physical or psychological needs are satisfied and pleasure is felt. The other is

eudaimonic well-being, in which the individual's potential is fully realized and self-actualization occurs[17].

Hedonic well-being refers to the individual's focus on the happiness at the end of the pursuit, rather than the meaning and final result of the event itself[18]. In the process of voice behavior, individuals experience simple pleasure caused by such behavior. This is the temporary happiness generated by employees' voice behavior itself in a short period of time, which does not include the happiness of inner meaning and self-worth realization. Eudaimonic well-being refers to the degree to which individuals identify and utilize their own potential to improve and perfect their life meaning[19]. The contemporary eudaimonic well-being is based on the theory of self-actualization with self-determination theory and self-purpose theory, integrating subjective well-being and psychological well-being[20]. Through employee voice behavior, the individual's self-worth is realized to some extent. For example, employees experience a sense of psychological well-being due to the sense of responsibility carried by the voice behavior. Accordingly, we hypothesized that

Hypothesis 2: Interpersonal harmony positively affects hedonic well-being.

Hypothesis 3: Interpersonal harmony positively affects eudaimonic well-being.

Hypothesis 4: Hedonic well-being plays a mediating effect between the influence of interpersonal harmony on employee voice behavior.

Hypothesis 5: Eudaimonic well-being plays a mediating effect between the influence of interpersonal harmony on employee voice behavior.

3. Research Methodology and Research Design

3.1 Sample and Data Collection

The samples came from 20 provincial-level administrative regions, including Beijing, Shaanxi, Jiangsu, Sichuan, Jiangxi, Guangdong and so on. Questionnaires were distributed and collected from 383 corporate staff (employees, basic management, middle management or top management). The questionnaire survey mainly investigated the basic information of the subjects, the mediator variables, and survey dependent variables. A total of 400 questionnaires were sent out, 383 were returned, and 375 remained after excluding invalid questionnaires, with a valid questionnaire return rate of 97.91%.

3.2 Variables Measurement

The variables involved in this study were measured using scales that were validated in the Chinese cultural context, the scale was scored on a 7-point Likert scale from 1-7, ranging from "totally disagree" to "totally agree".

Interpersonal harmony was measured using the Harmony Scale developed by Leung[21]. According to the original question, there are five questions designed to measure "promoting harmony" in this study. Typical entries such as "Maintaining harmonious relationships is an important goal in life", "Maintaining harmonious relationships with others broadens one's worldview", etc. The alpha of the Harmony Scale in the study was 0.843.

Employee voice behavior was measured using the Psychological Scale of advice and silence proposed by Liang[22]. According to the original question, there are five questions designed to measure "Employee Suggestions" in this study. Typical entries such as "Proactive suggestions on issues that may affect the unit", "Proactive suggestions to improve the workflow of the unit", etc. The alpha of the Psychological Scale in the study was 0.864.

Hedonic well-being was measured using the Hedonic Well-being Scale developed by Chen Ruixia[23]. According to the original question, there are five questions designed to measure "Work and Psychological Feelings" in this study. Typical entries such as "I don't feel nervous at work", "I enjoy my work", etc. The alpha of the Hedonic Well-being Scale in the study was 0.860.

Eudaimonic well-being was measured using the Eudaimonic Well-being Scale developed by Chen Ruixia[23]. According to the original question, there are five questions designed to measure "Work and Self-Achievement" in this study. Typical entries such as "I can feel a sense of accomplishment

in my work”, “The content of my work makes me feel meaningful”, etc. The alpha of the Eudaimonic Well-being Scale in the study was 0.815.

In this paper, gender, age, highest education, and years of work experience are used as control variables, and the scales of measurement are set as follows: Gender (1=male, 2=female), Age (1=25 years and below, 2=26~25 years, 3=36~45 years, 4=45 years and above), Highest Education (1=high school/secondary school and below, 2=college, 3=bachelor’s degree, 4=master’s degree and above), Years of Experience (1=3 years and below, 2=4~6 years, 3=7~9 years, 4=10 years and above).

4. Data Analysis and Results

4.1 Reliability Analysis

The reliability analysis used the Cronbach’s Alpha coefficient to check the degree of consistency of the study variables of the questionnaire across the measured questions. It is generally accepted in academia that a Cronbach’s Alpha coefficient greater than 0.7 is evidence of good reliability of the variable.

There are four factors in this study, namely, interpersonal harmony, hedonic well-being, eudaimonic well-being, and employee voice behavior. The following reliability analyses were conducted for each variable individually, and the measurement results are shown in Table 1.

Table 1. Reliability Analysis

Dimensionality	Title Item	CITC	Cronbach’s Alpha after Item Removal	Cronbach’s Alpha
Interpersonal Harmony	IH1	0.696	0.797	0.843
	IH2	0.604	0.822	
	IH3	0.632	0.815	
	IH4	0.649	0.81	
	IH5	0.658	0.808	
Hedonic Well-being	HH1	0.674	0.832	0.86
	HH2	0.643	0.84	
	HH3	0.684	0.83	
	HH4	0.68	0.831	
	HH5	0.709	0.824	
Eudaimonic Well-being	RASOH1	0.673	0.751	0.815
	RASOH2	0.584	0.792	
	RASOH3	0.631	0.77	
	RASOH4	0.654	0.759	
Employee Voice Behavior	EVB1	0.669	0.839	0.864
	EVB2	0.669	0.839	
	EVB3	0.652	0.843	
	EVB4	0.69	0.834	
	EVB5	0.741	0.821	

From the above table, it can be seen that the Cronbach’s Alpha coefficients of interpersonal harmony, hedonic well-being, eudaimonic well-being, and employee voice behavior are all greater than the standard of 0.7, and this indicates that the variables have good internal consistency reliability. CITC are greater than 0.5 standard, and this indicates that the measurement question item meets the study requirements. From the value of “Cronbach’s alpha after item removal”, the removal of any question did not cause an increase in Cronbach’s alpha value, which also indicates that the variable has good reliability.

4.2 Exploratory Factor Analysis

Exploratory factor analysis was performed using SPSS 23.0 to conduct KMO and Bartlett’s spherical tests on the scales, and the results are presented in Table 2.

Table 2. KMO and Bartlett’s Spherical Tests

Kaiser-Meyer-Olkin Metric for Sampling Adequacy		0.928
Bartlett’s Spherical Test	Approximate Cardinality	3379.083
	df	171
	Sig.	.000

It can be obtained from the above table that KMO=0.928, greater than 0.7, and the Bartlett’s sphericity test value is significant (Sig.<0.001), indicating that the questionnaire data meet the prerequisite requirements of factor analysis. Therefore, for further analysis, principal component analysis was used for factor extraction, and the common factor was extracted with the eigenroot greater than 1. Factor rotation was used for factor analysis with maximum variance orthogonal rotation. The analysis results are shown in Table 3.

Table 3. Factor Analysis Results

Title Item	Ingredient			
	Hedonic Well-being	Interpersonal Harmony	Employee Voice Behavior	Eudaimonic Well-being
HH5	0.783	0.091	0.179	0.161
HH4	0.78	0.114	0.124	0.144
HH1	0.777	-0.006	0.254	0.011
HH3	0.728	0.118	0.278	0.152
HH2	0.721	0.234	0.128	0.176
IH1	0.191	0.769	0.106	0.246
IH4	0.145	0.761	0.157	0.09
IH5	0.13	0.754	0.189	0.096
IH3	0.051	0.723	0.206	0.141
IH2	0.013	0.698	0.162	0.202
EVB5	0.285	0.227	0.742	0.206
EVB2	0.203	0.155	0.721	0.237
EVB4	0.192	0.197	0.71	0.277
EVB1	0.284	0.234	0.689	0.156
EVB3	0.175	0.228	0.642	0.324
RASOH1	0.159	0.171	0.22	0.773
RASOH3	0.084	0.202	0.196	0.761
RASOH4	0.2	0.112	0.326	0.71
RASOH2	0.168	0.264	0.225	0.645
Eigenvalue	3.324	3.212	3.051	2.64
Variance Proportion	17.494	16.907	16.06	13.894
Accumulation %	17.494	34.401	50.461	64.354

From the above table, we can see that the results of the factor analysis yielded a total of 4 factors with a total explanatory power of 64.354%, which is greater than 50%, indicating that the 4 factors screened are well represented. Factor loading factors are shown in the table above. The factor loadings

for each measurement question were greater than 0.5 and the cross-loadings were all less than 0.4, with each question falling into the corresponding factor, indicating that the scale has good construct validity.

4.3 Confirmatory Factor Analysis

In this study, there are 4 dimensions containing a total of 19 measurement topics, and after performing the confirmatory factor analysis, the following Figure 1 and Table 4 were obtained.

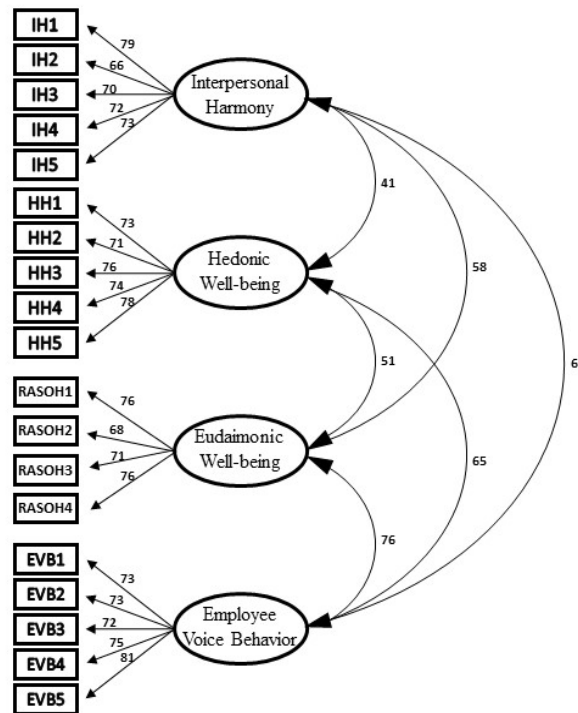


Fig 1. CFA Model Diagram

Table 4. Confirmatory Factor Model Fitting Degree

Model Fitting Metrics	Optimum Standard Value	Statistical Values	Fitting Situation
CMIN	—	224.476	—
DF	—	146	—
CMIN/DF	<3	1.538	Good
SRMR	<0.08	0.039	Good
GFI	>0.9	0.942	Good
AGFI	>0.9	0.925	Good
NFI	>0.9	0.935	Good
IFI	>0.9	0.976	Good
TLI	>0.9	0.972	Good
CFI	>0.9	0.976	Good
RMSEA	<0.08	0.038	Good

From the above table, we can see that CMIN/DF is 1.538, which is less than the criterion below 3. GFI, AGFI, NFI, IFI, TLI, and CFI all reach the criterion above 0.9, SRMR is 0.039, which is less than 0.08, and RMSEA is 0.038 which is less than 0.08. Each fitting index meets the general research criteria, so it can be considered that this model consists of good the fit degree. The details are shown in Table 5.

Table 5. Results of confirmatory factor analysis

Variable	Title Item	Factor Loading	CR	AVE
Interpersonal Harmony	IH1	0.787	0.843	0.519
	IH2	0.663		
	IH3	0.699		
	IH4	0.718		
	IH5	0.729		
Hedonic Well-being	HH1	0.73	0.861	0.553
	HH2	0.708		
	HH3	0.765		
	HH4	0.738		
	HH5	0.776		
Eudaimonic Well-being	RASOH1	0.758	0.817	0.529
	RASOH2	0.681		
	RASOH3	0.707		
	RASOH4	0.758		
Employee Voice Behavior	EVB1	0.731	0.865	0.562
	EVB2	0.73		
	EVB3	0.723		
	EVB4	0.75		
	EVB5	0.81		

As can be seen from the above table, the standardized factor loadings for each measure of interpersonal harmony, hedonic well-being, Eudaimonic Well-being, and Employee Voice Behavior are greater than 0.6 or more, the compositional reliability (CR) is greater than 0.7, and the average variance extraction (AVE) is greater than 0.5, indicating that each variable has good convergent validity.

4.4 Discriminant Validity Analysis

In this study, the more rigorous AVE method was used to assess the discriminant validity, Fornell and Larcker demonstrated that the AVE root number of each factor must be greater than the correlation coefficient of each paired variable to indicate discriminant validity between factors[24]. Each factor AVE open root number is greater than the standardized correlation coefficient outside the diagonal, therefore, this study has differential validity and the diagonal lower triangle is the correlation coefficient. For details, see Table 6.

Table 6. Discriminant Validity

	Interpersonal Harmony	Hedonic Well-being	Eudaimonic Well-being	Employee Voice Behavior
Interpersonal Harmony	0.720			
Hedonic Well-being	.341**	0.744		
Eudaimonic Well-being	.489**	.428**	0.727	
Employee Voice Behavior	.520**	.559**	.641**	0.750

Note: **, P<0.01 Black bolded values are AVE open square root

4.5 Mediating Effect Test

In this study, Bootstrapping was used to verify the mediating effect. It was shown that bootstrap confidence intervals that do not contain 0 correspond to the presence of indirect, direct or total effects.

The Bootstrap method was run 5000 times in AMOS 23.0 using the Bootstrap method to derive the level values of Bias-Corrected at the 95% confidence level as shown in Table 7 below.

Table 7. Intermediary Test

	Standardized Effect Value	Bias-Corrected		Percentile	
		95%CI		95%CI	
		Lower	Upper	Lower	Upper
Gross Effect					
Interpersonal Harmony on Employee Voice Behavior	0.643	0.52	0.763	0.519	0.763
Indirect Effect					
Interpersonal Harmony - Hedonic Well-being - Employee Voice Behavior	0.161	0.103	0.238	0.099	0.231
Interpersonal Harmony - Eudaimonic Well-being - Employee Voice Behavior	0.297	0.201	0.432	0.197	0.423
Direct Effect					
Interpersonal Harmony on Employee Voice Behavior	0.185	0.019	0.336	0.02	0.337

From the above table, it can be obtained that in the gross effect, the value of the gross effect of interpersonal harmony on employee voice behavior is 0.643, which does not contain 0 within the value interval of Lower and Upper of Bias-Corrected and Percentile 95% CI, indicating that the gross effect is significant.

In the direct effect, the value of the direct effect of interpersonal harmony on employee voice behavior is 0.185, which does not contain 0 within the value interval of both Lower and Upper of Bias-Corrected and Percentile 95% CI, indicating the limitation of the direct effect.

Among the indirect effects, the indirect effect of interpersonal harmony through hedonic well-being on employees voice behaviors is 0.161, which does not contain 0 within the value interval of Lower and Upper of Bias-Corrected and Percentile95% CI, indicating the existence of indirect effects; the indirect effect of interpersonal harmony through Eudaimonic well-being on employees voice behaviors is 0.297, which does not contain 0 within the value interval of Lower and Upper of Bias-Corrected and Percentile95% CI, indicating the existence of indirect effects. The value of indirect effect of interpersonal harmony on employees voice behavior through achieving happiness is 0.297, which does not contain 0 within the value interval of Lower and Upper of Bias-Corrected and Percentile 95% CI, indicating a significant indirect effect.

4.6 Structural Equation Model

The calculations were executed using AMOS 23.0 and estimated using the maximum likelihood estimation, and the results are shown in Figure 2 below.

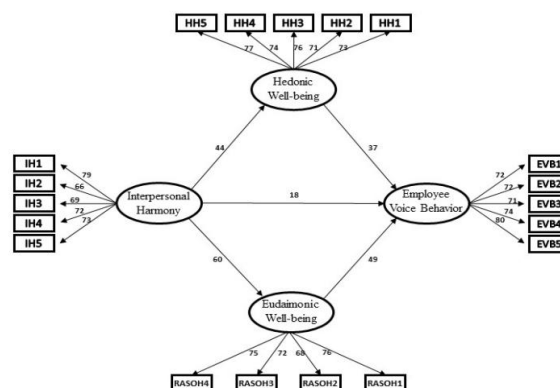


Fig 2. SEM path coefficient model diagram

4.6.1 Model Fit Test

From the following table, we can see that CMIN/DF is 1.738, which is less than the criterion below 3. GFI, AGFI, NFI, IFI, TLI, and CFI all reach the criterion above 0.9, SRMR is 0.062, which is less than 0.08, and RMSEA is 0.044, which is less than 0.08. Each fitting index meets the general research criteria, so it can be considered that this model consists of good matching fitness. The details are shown in Table 8.

Table 8. Model Fit Test Results

Model Fitting Index	Optimal Standard Value	Statistical Values	Fitting Situation
CMIN	—	255.512	—
DF	—	147	—
CMIN/DF	<3	1.738	Good
SRMR	<0.08	0.062	Good
GFI	>0.9	0.936	Good
AGFI	>0.9	0.917	Good
NFI	>0.9	0.926	Good
IFI	>0.9	0.967	Good
TLI	>0.9	0.961	Good
CFI	>0.9	0.967	Good
RMSEA	<0.08	0.044	Good

4.6.2 Hypothesis Testing

Table 9. Path Coefficient

Path		Standardized Coefficient	S.E.	C.R.	P	Hypothesis	
Interpersonal Harmony	→	Hedonic Well-being	0.439	0.057	7.031	***	Valid
Interpersonal Harmony	→	Eudaimonic Well-being	0.604	0.061	9.349	***	Valid
Interpersonal Harmony	→	Employee Voice Behavior	0.185	0.057	2.86	0.004	Valid
Hedonic Well-being	→	Employee Voice Behavior	0.368	0.052	6.783	***	Valid
Eudaimonic Well-being	→	Employee Voice Behavior	0.491	0.063	7.256	***	Valid

From the table below, we can get that interpersonal harmony has a significant positive effect on hedonic well-being ($\beta=0.439$, $p<0.05$), and the hypothesis “interpersonal harmony positively affects hedonic well-being” holds; interpersonal harmony has a significant positive effect on eudaimonic well-being ($\beta=0.604$, $p<0.05$), and the hypothesis “interpersonal harmony positively affects eudaimonic well-being” holds; interpersonal harmony has a significant positive effect on employee voice behavior ($\beta=0.185$, $p<0.05$), and the hypothesis “interpersonal harmony will have a significant positive effect on employee voice behavior” holds; hedonic well-being has a significant positive effect on employee voice behavior ($\beta=0.368$, $p<0.05$) has a significant positive effect, and the hypothesis that “hedonic well-being plays a mediating effect between the influence of interpersonal harmony on employee voice behavior” holds; eudaimonic well-being has a significant positive effect on employee voice behavior ($\beta=0.491$, $p<0.05$), and the hypothesis that “eudaimonic well-being plays a mediating effect between the influence of interpersonal harmony on employee voice behavior” holds. The details are shown in Table 9.

5. Discussion

5.1 Conclusion

The purpose of this paper is to investigate the mechanism of interpersonal harmony on employee voice behavior and to investigate the mediating role of hedonic well-being and eudaimonic well-being in it. The results of the study show that interpersonal harmony has a significant positive effect on employee voice behavior; the mediating role of hedonic well-being and eudaimonic well-being is also verified.

5.2 Theoretical Value

On the one hand, research has found the effect of interpersonal harmony on employee voice behavior. The study by Xiaojuan Liu et al. demonstrated that interpersonal harmony mediates the role between regulatory orientation and constructive behavior[25]. However, previous studies have not been validated in terms of the mediating role of interpersonal harmony and employee voice behavior. In this paper, we chose employee well-being to study its mediating role and demonstrated that interpersonal harmony plays an indirect role on employee voice behavior through well-being, and interpersonal harmony has a significant positive effect on employee voice behavior. It not only enriches the research on the influence of employee voice behavior from a well-being perspective, but also establishes a new research path for well-being to influence employee voice behavior through interpersonal harmony, and also advances the research on the three types of constructive behavior proposed by Dyne et al. in Chinese management scenarios[26].

On the other hand, this study reveals the mediating role of employee well-being between interpersonal harmony and employee voice behavior. Yingya Jia et al. demonstrated that member facilitative constructs mediated between entrepreneurial systemic cognition and member work well-being[11], but neglected the specific effects of hedonic well-being and eudaimonic well-being. This study demonstrated that hedonic well-being and eudaimonic well-being in interpersonal relationships have a significant positive effect on employee voice behavior, which expands the perception of the boundary of the influence of interpersonal harmony on employee voice behavior.

5.3 Practical Significance

First, based on the influence of interpersonal harmony on employees voice behavior, this study finds that when employees are in a work environment with interpersonal harmony, employees will show efficient constructive behavior. Therefore, in practice, companies can improve the quality of interpersonal interactions and create a harmonious work atmosphere to promote employees to engage in constructive behavior, which in turn brings about corporate development and innovation.

Second, based on the mediating role of hedonic well-being, the practice can influence the employees voice-proposing behavior by improving their hedonic well-being. Companies can strengthen the cultural atmosphere and enhance the educational, entertaining and aesthetic aspects of the workplace. Through these methods, employees feel relaxed, hedonic and happy to improve their positive emotions and thus their hedonic well-being. At the same time, companies can also raise employees' awareness of the importance of voice a speech through training, so that employees can generate happiness due to the act of voice a speech itself, thus promoting employees' behavior for the organization.

Third, based on the eudaimonic well-being, practice can influence employees voice behavior by improving the feeling of individual realistic happiness. Managers can improve employee happiness in four ways: personal, colleague, leadership, and organizational. First, hire and select employees with positive and proactive personalities and a sense of responsibility; Second, improve the level of trust of colleagues to reduce employee rejection in the workplace; Third, adopt more leadership types that are conducive to the generation of suggestions to improve team cohesion and a sense of belonging, thereby enhancing the eudaimonic well-being when suggestions are made; Fourth, promote the construction of a high commitment human resource management system. Management should make

full use of all kinds of tangible objects and intangible experiences to immerse employee voice behavior, so that employees can realize the significance of their suggestions and ultimately feel freedom and self-growth, and enhance their sense of well-being.

5.4 Deficiencies and Prospects

The deficiencies of this paper are mainly reflected in the fact that this study only confirmed the mediating role of hedonic well-being and eudaimonic well-being, and future studies can further investigate the mediating mechanism between interpersonal harmony and employee voice relationship based on multiple perspectives. In addition, there are many other factors influencing employee constructs, such as cultural variables and social relationships, which are not addressed or controlled in this study, which may have an impact on the purity of the findings.

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