

The influence of sports on the psychological state of employees from the perspective of the corporate culture

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Abstract

This research is conducted to determine, from the perspective of corporate culture, the effect of sports on the psychological state of employees. This study examined the employees of a business unit company, including frontline production personnel, office technicians, and company management personnel, to determine their health status and physical activity participation. The questionnaire was used to capture data for this study, and Smart PLS 3 was used to analyze the results. From the corporate culture perspective, the empirical findings supported sports' influence on employees' psychological state. This study presented novel conclusions regarding the impact of athletics on the psychological health of students. The research has contributed to expanding the corpus of knowledge with significant theoretical implications. The practical implications of this study are beneficial for enhancing the psychological well-being of employees within the corporate culture through athletics. Future studies are required to resolve the limitations of the current investigation.

Keywords: Employees; healthy; Physical exercise; Corporate culture vision

1. Introduction

Staff sports activities can enhance the staff's cultural life and interpersonal relationships. A workforce is a social group, and everyone has the need to be gregarious, the need to recognize, understand, respect, love, play, and assist others; the quality of interpersonal relationships influences work enthusiasm to a significant degree (Taylor, Huml, & Dixon, 2019). In the sports activities of employees, the sports field is sweating and battling while the field offers advice and cheering, encourages, exhorts, and works together to fight for honor (Cetin, 2020). In a relaxed and harmonious environment, the distance between the leaders and the populace is reduced, strengthening the relationship.

Work conflicts have been resolved, and positive interpersonal relationships have been established (Jeong et al., 2019). Many cultural activities with rich connotations and style of the time have contributed to the overall improvement of employee quality, provided the spiritual impetus and intellectual support for the development of enterprises, and coordinated the development of the two civilizations of enterprises. The various activities in Xuchang show that the staff sports satisfy the staff's different spiritual requirements, fostering human growth and potential exploration. It has reduced the mental strain and fatigue caused by an eight-hour workday and enriched the employees' leisure time and interpersonal relationships (Hindman & Walker, 2020).

The original definition of stress is "response to stimulation," which primarily refers to an individual's response to evaluating a stressful environment that transcends his ability to deal with emergencies and endangers his health (Ehnlold et al., 2020). There will be a stress response when there is an imbalance between an individual's perceived environmental requirements and self-ability. Physical exercise can reduce the stress response primarily because regular physical activity can reduce the number or sensitivity of adrenoceptors, heart rate, and blood pressure, thereby reducing the effect of specific stressors on physiology (Hong, Jeong, & Downward, 2019).

Arnold et al. (2019) found that regular participation in sports by young employees not only improves their attention, memory, reaction, reasoning, and imagination but also makes them more stable and cheerful. The function of sports activities in the intellectual development of young employees is reflected primarily in three aspects (Alam & Abdurraheem, 2023). Initially, sports activities can enhance the development and utilization of the human brain and the nervous system's function. Physical activity can improve the ability of the brain's excitation and inhibition processes to transform, thereby bolstering the stability of the nervous system, making people's response to external stimuli more rapid and accurate, and providing a material basis for the development of intelligence (Hammerschmidt et al., 2021). Regular participation in sports can significantly improve nervous system function. Secondly, physical activity can reduce the tension response and enhance mental performance.

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In many countries today, promoting sports activities is crucial to enhancing people's health and preventing chronic diseases (Hammerschmidt, Eggers, Kraus, Jones, & Filter, 2020). The primary motives are as follows. First, chronic diseases have emerged as the immediate threat to human health in the current disease spectrum. Many scientific studies have demonstrated that moderate exercise is beneficial for reducing chronic disease risk factors, increasing heart and lung function, enhancing endurance, reducing body fat, and enhancing mental health. This practical and adverse-effect-free measure will improve people's quality of life and health. The survival and development of a country and a nation depend on economic conditions while enhancing the economic level primarily depends on the industrial sector. China is a "developing country" whose social industries are dominated by agriculture. A significant characteristic of agricultural societies is the prevalence of "manual labor" and low intelligence levels. China will progressively complete the transition to a knowledge-based economy society as it enters the 21st century.

The proportion of mental labor in China's industrial structure is increasing significantly. As a result, the "labor style" of mental labor will confront additional issues, such as workers' pre-existing physical and psychological health conditions in developing countries. Understanding the current health status of employees in large enterprises has significant preventive medical value for revealing the logical relationship between hygiene in state-owned enterprises in China, as well as clear, practical significance for proposing new fitness recommendations from a macro perspective. This research is conducted to determine, from the perspective of corporate culture, the effect of sports on the psychological state of employees. This study examined

the employees of a business unit company, including frontline production personnel, office technicians, and company management personnel, to determine their health status and physical activity participation. The questionnaire was used to capture data for this study, and Smart PLS 3 was used to analyze the results.

2. Literature Review

Human health has become an essential indicator of a country's social progress in the modern era. People have long believed that the absence of malady constitutes health. The definition of health is "not getting sick" or "not being weak." With the rapid development of the social economy and medical models and the continuous enhancement of people's health needs, people have attained a higher level of understanding of health and a deeper comprehension of its connotation (Hammerschmidt et al., 2020). Health is a dynamic concept whose meaning evolves in tandem with the growth of society and the enhancement of human comprehension. In its 1948 charter, WHO proposed a new concept of health. This definition defined the meaning of health not only from the standpoint of physiology but also from psychology and sociology, encompassing three aspects: physical health, mental health, and effective social adaptation (Oakman et al., 2020; Vizheh et al., 2020). Physical health refers to the complete structure, normal function, and suitable regulatory mechanism of various organs and systems of the human body, as well as the capacity to maintain a harmonious balance with the external environment, be energetic, and have a high level of labor efficiency. However, mental health refers to maintaining excellent coordination and equilibrium between people and their living environment and a state of richness, fullness, harmony, and tranquility within an individual's inner world (Hamouche, 2020). Individuals must comprehend themselves and their surroundings accurately and adapt to environmental changes quickly.

Good social adaptation refers to the harmonious and intact state of social participation (i.e., in social relationships and social milieu). It has three meanings: everyone's abilities are fully utilized within the social system; each person performs a role consistent with their identity; and everyone's behavior conforms to social norms. In terms of lifestyle, it is embodied by multidimensional, systematic health concepts, such as regular physical activity, a healthy diet, the reduction of hazardous sexual behaviors, the maintenance of a positive emotional and mental state, and the maintenance of effective group adaptation. According to the theory of reasonable behavior, the belief of exercise participants in exercise outcomes is the primary factor

determining whether individuals engage in physical exercise and maintain physical exercise behavior (Firouzbakht, Hajian-Tilaki, & Bakhtiari, 2021). Sociology and preventive medicine-based research on health and physical activity has been conducted in relative depth in foreign nations. Using its advanced theories as a point of reference, we can investigate the health status and physical activity of state-owned enterprise employees in China based on the actual condition of Chinese society.

The health performance of an organization's employees can be enhanced by encouraging their participation in sports and regular labor. Working in sports significantly aids employees in achieving their objectives (Ahmed et al., 2020). Those not sufficiently motivated personnel to achieve their objectives should have psychological health. Employees' sports performance improves over time due to their participation in physical activities (Bravo, Won, & Chiu, 2019). Modern organizations should encourage employees to participate in athletics by providing corporate-level support. Employees who realize they are working can become more aesthetic (Hammerschmidt et al., 2020). The availability of a gym and sports facilities in the workplace encourages employees to enhance their work performance. Employees motivated by their organization's upper management perform significantly better. When employees have access to various situations, it is possible to strengthen the management of their work performance. Numerous organizations at the highest level are incentivizing their employees to improve their performance and psychological well-being (Ko'chimov & Mokhichekhra, 2022). The psychological well-being of employees plays a significant role in their organizational performance, but only if they receive adequate administrative support to enhance their learning (Mozolev et al., 2019). Better opportunities for employees can guarantee a better environment, which is necessary to enhance their psychological well-being to achieve reasonable work performance (Achen et al., 2019).

Hypothesis 1: *There is a relationship between sports and the psychological well-being of employees.*

Hypothesis 2: *There is a relationship between corporate culture and employees' participation in sports events.*

3. Methodology

According to the requirements of this study, the research population consists of all formal personnel of a business unit (more than 4,500 in total). Moreover, a questionnaire was developed, and four leaders of a business unit, including the chairman of the trade union, the director of the trade union, the trade union officer (the main person

in charge of sports and sports), and the secretary of the Youth League Committee, were surveyed separately to understand the health status of the employees in the company and the situation of participating in physical exercise during ordinary times; this provides a solid foundation for future research. Following the requirements of sports science research methods and sociological principles, the entire content of the design questionnaire was initially formulated. It was then reviewed, discussed, and revised by experts and relevant researchers of the business unit before being finalized. The questionnaire consists primarily of two sections: The first factor is the employees' health status, which comprises three components: physical health, mental health, and social adaptation. The second section, however, is the current state of physical exercise, designed after consulting with the pertinent leaders of a business unit and combining the research objective and the current state of this project. The author created the "Research Questionnaire on Health Status and Physical Exercise of Employees in a Business Unit" following Jebb, Ng, and Tay (2021) recommendations.

To ensure the study's validity, after the questionnaire was designed, six experts (three professors and three associate professors) from a college and the director of the trade union of a business unit were invited to test the validity of the questionnaire's structure and content. Based on the results of the tests, it can be concluded that the questionnaire used in this study is highly effective. Furthermore, the reliability of the questionnaire was evaluated using the "retest method"; the employees of a company (N=18) were retested at the end of May and in the middle of June 2022 after a 20-day interval; among the 18 employees selected, one was a senior manager, five were technical managers, and twelve were frontline operators. SPSS11.5 was used to analyze the results of the two questionnaires. The correlation coefficient of the two tests was calculated to be $R=0.857$, within the range of sociological research reliability, indicating high reliability.

3.1 Data Collection Method, Data Analysis Tool, and Population Demographics

The distribution of 450 questionnaires resulted in the recovery of 450 questionnaires, for a recovery rate of 100%. The effective recovery rate for the 445 valid questionnaires is 98.9%. The general trade union of a business unit distributes and collects a questionnaire that employs probability sampling (stratified sampling). This study used Smart PLS 3 to determine the results of the measurement model and structural model. The Youth League Committee is responsible for distributing to the youth group

employees (35 years old), of which there are 250. At the same time, the labor union is responsible for distributing to employees over 35, of which there are 200.

4. Data Analysis

This research's data analysis began with a description of data normality. Before the final analysis, it is essential to ascertain the normality of all research data. This study determined the normality of data using the skewness and

kurtosis tests. The skewness and kurtosis were determined by inserting the collated data into Smart PLS 3. The skewness and kurtosis values between -1 and 1 are acceptable for assessing the normality of data (Royston, 1992). This research has substantially determined the normality of data, as Table 1 demonstrates that the recommended thresholds for skewness and kurtosis are appropriately met. In addition, there are no missing values, which confirms that the data for this study are normally distributed and can be used for further analysis.

Table 1

Data Normality

Items	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
SP1	0	4.072	4	1	5	1.072	0.816	-1.169
SP2	0	3.578	4	1	5	1.149	-0.333	-0.572
SP3	0	3.957	4	1	5	1.054	-0.072	-0.788
SP4	0	3.949	4	1	5	1.022	0.152	-0.817
SP5	0	3.44	3	1	5	1.153	-0.490	-0.408
SP6	0	3.578	4	1	5	1.127	-0.441	-0.499
PWE1	0	3.606	4	1	5	1.184	-0.483	-0.565
PWE2	0	4.448	5	1	5	0.955	2.897	-1.852
PWE3	0	4.227	5	1	5	1.045	1.127	-1.344
PWE4	0	4.011	4	1	5	1.173	0.478	-1.142
PWE5	0	4.083	4	1	5	1.157	0.634	-1.216
PWE6	0	3.931	4	1	5	1.152	0.184	-0.976
PWE7	0	4.072	4	1	5	1.122	0.684	-1.192
CC1	0	4.126	4	1	5	1.089	0.920	-1.265
CC2	0	3.791	4	1	5	1.257	-0.375	-0.793
CC3	0	3.675	4	1	5	1.179	-0.439	-0.624
CC4	0	3.989	4	1	5	1.046	0.366	-0.930
CC5	0	4.061	4	1	5	0.998	0.480	-0.978
EPSE1	0	4.022	4	1	5	1.037	0.592	-1.020
EPSE2	0	4.054	4	1	5	1.051	0.628	-1.083
EPSE3	0	3.975	4	1	5	1.109	0.267	-0.971
EPSE4	0	3.791	4	1	5	1.104	-0.129	-0.725
EPSE5	0	3.892	4	1	5	1.109	0.186	-0.902
EPSE6	0	4.036	4	1	5	1.174	0.518	-1.161

SP = Sports, PWE = Psychological Wellbeing of Employees, CC = Corporate Culture, and EPSE = Employees' Participation in Sports Events

Second, the PLS Algorithm calculations used to determine convergent and discriminant validity were implemented in this investigation. In any research, the convergent validity test determines the reliability and validity of the collected data. Nonetheless, the discriminant validity test is used to ascertain the dispersion between data used to measure the results. In

addition, the concurrent validity findings from the initial stage of this research have been examined. The factor loadings are discussed at the onset. The factor loadings for each item used to measure the influence of any variable are determined to verify the individual-level dependability of measurement items. Shevlin and Miles (1998) suggest a cutoff value of 0.60

for factor loadings. However, according to the study's findings, the appropriate factor loadings are achieved. Similarly, the study determined the Cronbach alpha values for the validity of the items. [Tavakol and Dennick \(2011\)](#) suggest a cutoff value of 0.07 for Cronbach's alpha. In addition, the research has evaluated the findings of composite reliability for determining the products' reliability. [Raykov \(1997\)](#) recommends 0.70 as the

appropriate threshold for composite reliability. In addition, the extracted findings of average variance were tested to determine the conflict between the measurement items used in data collection. The recommended threshold for the extracted average variance is 0.50 ([Alarcón, Sánchez, & De Olavide, 2015](#)). The data presented in [Table 2](#) demonstrate that the research has attained convergent validity and that the data are reliable and valid.

Table 2

Convergent Validity

Variables	Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
CC	CC1	0.630	0.849	0.891	0.624
	CC2	0.738			
	CC3	0.823			
	CC4	0.862			
	CC5	0.871			
EPSE	EPSE1	0.847	0.929	0.944	0.739
	EPSE2	0.883			
	EPSE3	0.885			
	EPSE4	0.865			
	EPSE5	0.889			
	EPSE6	0.787			
PWE	PWE1	0.680	0.898	0.920	0.622
	PWE2	0.654			
	PWE3	0.834			
	PWE4	0.829			
	PWE5	0.826			
	PWE6	0.850			
	PWE7	0.825			
SP	SP1	0.653	0.846	0.887	0.568
	SP2	0.704			
	SP3	0.809			
	SP4	0.831			
	SP5	0.774			
	SP6	0.736			

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The research has determined the findings of discriminant validity to determine how the research's measurement items differ. The method of cross-loadings was used in the study to assess discriminant validity; this method serves to determine discriminant validity based on the individual items. The cross-loadings test determines the relationship

between any item's loading and correlated loadings. For significant discriminant validity, the values for one construct item must be greater than those for the other ([Barlat et al., 2013](#)). [Table 3's](#) cross-loading results demonstrate that the study has attained adequate discriminant validity.

Table 3

Discriminant Validity

Items	CC	EPSE	PWE	SP
CC1	0.630	0.414	0.554	0.511
CC2	0.738	0.576	0.735	0.611
CC3	0.823	0.701	0.509	0.511
CC4	0.862	0.800	0.495	0.455
CC5	0.871	0.768	0.555	0.503
EPSE1	0.755	0.847	0.495	0.484
EPSE2	0.785	0.883	0.548	0.533
EPSE3	0.721	0.885	0.549	0.540
EPSE4	0.694	0.865	0.537	0.540
EPSE5	0.736	0.889	0.537	0.541
EPSE6	0.678	0.787	0.493	0.413
PWE1	0.553	0.576	0.680	0.645
PWE2	0.331	0.222	0.654	0.413
PWE3	0.548	0.408	0.834	0.498
PWE4	0.552	0.449	0.829	0.521
PWE5	0.606	0.479	0.826	0.486
PWE6	0.676	0.565	0.850	0.618
PWE7	0.674	0.544	0.825	0.572
SP1	0.369	0.305	0.519	0.653
SP2	0.417	0.407	0.442	0.704
SP3	0.535	0.477	0.604	0.809
SP4	0.560	0.486	0.652	0.831
SP5	0.534	0.536	0.531	0.774
SP6	0.435	0.442	0.506	0.736

SP = Sports, PWE = Psychological Wellbeing of Employees, CC = Corporate Culture, and EPSE = Employees' Participation in Sports Events

The study has utilized the PLS Bootstrapping results for path findings. Using the structural equation modeling method, the investigation determined the path findings. The results of this study demonstrated a significant and positive correlation between sports

and the psychological health of employees. Moreover, the findings indicate a significant and positive correlation between corporate culture and employee participation in sporting events. The results are presented in Table 4.

Table 4

Structural Equation Model

Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
SP -> PWE	0.725	0.727	0.034	21.409	0
CC -> EPSE	0.793	0.798	0.035	22.936	0

Significant $t > 1.96$

SP = Sports, PWE = Psychological Wellbeing of Employees, CC = Corporate Culture, and EPSE = Employees' Participation in Sports Events

5. Discussion

The empirical findings of this study have supported the theoretical hypotheses developed for this study. According to the results of hypothesis 1, there is a significant and

positive association between sports and the psychological health of employees. Moreover, according to the effects of hypothesis 2, a substantial and positive relationship exists between corporate culture and employee participation in sporting events. These findings are consistent with those of

previously published studies. Subjective and objective factors influence employee participation in physical exercise. "lack of interest, lack of need for physical exercise, lack of fitness, and inertia" are subjective, whereas the remaining factors are objective. It can be seen that the primary factor that influences the employees of a business unit to participate in physical exercise is still the aim factor; however, the paucity of venue equipment has had a significant impact on the employees' motivation to participate actively in physical activity (Cetin, 2020). Employees give up exercise because of the time and energy spent at work. Therefore, employees should reasonably arrange their work and fitness time and practice to relieve their body and mind and reduce the stress and tension that work brings (Chiu, Won, & Bae, 2020). The essential thing is for employees to increase their fitness awareness, recognize the role of physical exercise in promoting physical health, overcome their inertia, and actively participate in team physical exercise.

Research on the motivation of sports activities demonstrates that merely healthy activities are frequently the primary reason many healthy individuals cannot continue exercising (Kim et al., 2019). Although the primary purpose of sports activities is to improve health, employees should pay more attention to the enjoyment brought by sports activities themselves. In this way, employees can begin to form the habit of exercising when they are healthy instead of contemplating physical exercise after losing their health. According to sports psychology, the motivation for sports participation can be induced by demands or environmental factors. Still, it is frequently the result of the interaction between internal and external circumstances (Escamilla-Fajardo, Núñez-Pomar, & Parra-Camacho, 2019). The internal condition revealed by the investigation into the motivation of employees of a business unit to engage in physical exercise is to maintain fitness, to maintain fitness, and to satisfy the human body's needs, such as interests and hobbies. The external conditions that attract employees to exercise are the company-provided stadiums and gyms, a decent exercise environment, excellent coach guidance, etc. (Taylor et al., 2019).

The most appropriate sports day for employees is walking, followed by badminton, table tennis, basketball, long-distance jogging, etc., primarily aerobic sports. The choice of items is conservative, lacking the selection of trendy and modern sports items (Jebb et al., 2021). However, few employees select aerobics, yoga, tennis, or golf, which is somewhat out of step with the younger generation (Hindman & Walker, 2020). Few people choose these events because they require high sports consumption and

a certain amount of free time. This indicates that China's economic development level is still relatively early and that people have not yet developed a strong sense of sports consumption and a high level of sports consumption. Coupled with busy work schedules, few individuals will take the initiative to choose some operational sports venues to study and exercise high-consumption sports (Ehnold et al., 2020). This also necessitates that our enterprise department provides appropriate equipment and venues for employees, creates favorable conditions for them to engage in sports activities, and directs them to develop a new conception of healthy sports consumption.

The age distribution of employees is younger, they possess a higher level of education, and their body shape is healthy. However, some employees suffer from lumbar spondylosis and obese liver due to their irregular diet and work environment (Hong et al., 2019). Even though the employees' mental health and social adaptability are excellent, they experience intense work strain and anxiety. Employees have a high level of knowledge about physical exercise and national fitness, and there are no significant gender differences in the level of expertise. Most employees have a good selection of physical exercise time, but male employees spend more time in physical exercise than female employees. Employees' physical training primarily aims to prevent disease and maintain fitness (Slemp et al., 2021).

Lack of space and apparatus, overwork, and inertia are the primary factors affecting employees' physical activity. The site facilities supplied by the enterprise trade union are utilized at a low rate. The majority of the items that employees choose for their sports are traditional and low-consumption aerobic activities, and there is a lack of trendy and diverse sports. Arnold et al. (2019) suggest that employees should increase their awareness of self-health care, abandon unhealthy behaviors, and cultivate healthy lifestyles and dietary practices. In addition, they comprehend their health status and physiological period entirely, do not suppress their emotions, and take prompt action to treat the disease if it is discovered. The enterprise's labor union should be diligent in its follow-up efforts after the examination, genuinely care about the health of its employees, use them as a foundation, and benefit the enterprise.

6. Conclusion

In summary, personnel should pay more attention to the health benefits of physical exercise promotion. Moreover, Enterprises may conduct regular interdepartmental sports and fitness activities and mass sports competitions,

encourage employees to actively engage in physical activity, and foster a positive fitness environment. Regular time can be scheduled to perform physical exercises, such as work-time exercises, to alleviate long-term fatigue and tension. Employers must establish sports and fitness associations, cultural centers, sports guidance stations, fitness organizations, etc., for various departments to accommodate each employee's diverse interests.

In addition, relevant enterprise departments should engage in more fashionable and diverse sports, such as quality development and field survival, and promote and introduce effective sports fitness and health activities via employee fitness networks. The trade union departments of Baosteel's branches can communicate with one another, enhance horizontal cooperation, and engage in collaboration and exchange in technology, management, capital, and other areas. Thus, it can improve the physical exercise conditions of the unit's employees, increase their interest in physical exercise, and strengthen the positive interpersonal relationships between employees, thereby promoting the enterprise's healthy and steady growth.

7. Theoretical and Practical Implications

This research has provided appropriate theoretical implications, as it has introduced two novel hypotheses that are empirically supported. First, this study has established a connection between sports and the psychological health of employees. In the meantime, the study contributed to the literature by establishing a correlation between corporate culture and employee participation in sporting events. According to this study, employees should increase their awareness of self-care, abandon unhealthy behaviors, and cultivate healthy lifestyles and dietary practices. In addition, employees must completely comprehend their health status and physiological period, not suppress their feelings, and take prompt action to treat any diseases discovered. An enterprise's labor union should do an excellent job of following up on any ailment after the examination, genuinely care about the health of its employees, view them as its foundation, and serve the enterprise's best interests. This study also found that female employees should emphasize the significance of physical activity for their physical health.

Moreover, businesses can conduct regular interdepartmental sports and fitness activities and mass sports competitions, encourage employees to actively engage in physical activity, and foster a positive fitness environment. Physical exercises

like workplace exercises can be performed regularly to alleviate long-term work fatigue and tension. The organizations must establish sports and fitness associations, cultural centers, sports guidance stations, fitness clubs, etc. for employees in different departments to accommodate as many diverse interests and hobbies as feasible.

In addition, this study suggests that the relevant departments of businesses should implement more trendy and diverse sports projects, such as quality development and outdoor survival projects, and promote and launch practical physical fitness and health activities via employee fitness networks. Furthermore, it enables the labor union departments of each branch to establish contacts, strengthen horizontal alliances, cooperate, and communicate on various fronts, including technology, management, funds, venues, and equipment, thereby capitalizing on one another's strengths and vulnerabilities. This can also improve the physical exercise conditions of the unit's employees, increase their interest in physical exercise, and foster good interpersonal relationships among employees, thereby facilitating the enterprise's growth more healthily and steadily.

8. Limitations and Future Directions

Nonetheless, this study has presented novel findings regarding the function of sports in students' psychological well-being. However, the research has improved the existing corpus of knowledge and has important theoretical implications. In addition, the practical implications of this research are beneficial for enhancing sports for the psychological well-being of employees within the corporate culture. However, the research has limitations that must be addressed in future research. This study has limitations because it collects data from only one region, which is insufficient for its conclusions. Thus, scholars must ascertain the findings by measuring the relationship with a population from a different area. This will significantly enhance the quality of the research's findings. In the meantime, the study's findings are limited because only direct relationships are examined. However, additional factors may influence these associations. Thus, future research should investigate the impact of health behavior as a moderator between employee sports participation and psychological well-being. In addition, future research should determine the function of employee self-efficacy in the relationship between employee well-being and psychological improvement.

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