

Here's No Fear When You're Having Fun, Evaluating the Influence of Recreational Activities on Employees' Well-Being

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Abstract

The role of cultural and recreational activities has been underestimated. Purpose of this paper is to investigate the effect of cultural and recreational activities on employee's well-being, and the mediating role of Psychological contract based on the conservation of resource theory. A questionnaire, designed as a self-reported survey, was distributed to full-time employees working in 35 firms (manufacturing sectors) in Pakistan. Data were collected from 400 employee-supervisor dyads. The hypotheses were tested using structural equation modeling. Recreational activities predicted employee's well-being while psychological contract remained mediator. The research conclusions not only enrich the theoretical research in the field of trade unions but also provide theoretical support for strengthening trade union-enterprise cooperation and building harmonious labor relations.

Keywords: Recreational activities, trade unions, psychological contract, work well-being, physical and mental health.

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Introduction

An important part of the work of trade unions, the role of cultural and recreational activities has been underestimated and even considered to be the performance of union inaction. For example, Brookes, (2017) pointed out that the trade unions in the surface form does not bring real benefits to employees, and cannot solve the serious problem of current labor relations. However, as the demand for human welfare is increasing, the focus of labor-management disputes is no longer limited to traditional “visible” rights such as wages and working hours. People are beginning to realize that trade union entertainment activities are protecting employees "not seen" has a certain effect on their interests. The practice community has found that trade union entertainment activities are conducive to enhancing the happiness of employees. For example, the trade union of China Railway Construction Group Co., Ltd. organized various forms of cultural and recreational activities such as basketball, tug-of-war, and quiz to celebrate the Mid-Autumn Festival of the National Day, which enhanced the collaboration and understanding between employees, and made employees feel the care of the company and enhance the employees. The sense of well-being. At the same time, the theoretical community has also begun a preliminary exploration of the relationship between the cultural and recreational activities of the trade unions and the well-being of employees. Cultural and recreational activities organized by the trade unions show the concern for the well-being of employees (Pencavel, 2009). This kind of humanistic care can help improve the emotional stability of employees and avoid the occurrence of abnormal behaviors of employees. However, the existing research pays more attention to the direct influence of the cultural and recreational activities of the trade unions on the welfare of employees. Few scholars explore the mechanism of action, which is not conducive to the systematic and extensible research and hinders the further improvement of employee welfare.

The theory of resource conservation believes that people will try to obtain or maintain certain resources. When employees realize that resource loss has become a reality, they feel that resource loss will pose a threat, existing resources cannot meet their own needs, and the return of investment in these resources will not be achieved. At the expected level, there will be a cognitive psychological contract breakdown, which will have a negative impact on physical and mental conditions and work-life feelings. In view of this, based on the theory of resource preservation, this paper constructs a theoretical model based on psychological contract from the perspectives of cognition and emotion, trying to reveal the “black box” of the role of union entertainment activities in employee welfare. It will change the stereotypes that people useless for the cultural and recreational activities of the trade unions, promote the multi-faceted cooperation between trade unions and enterprises, and provide a new management approach for enterprises to better meet the welfare needs of employees.

Theoretical background and research hypothesis

Trade union entertainment and leisure activities and employee welfare

Trade unions provide employees with amateur entertainment and can improve the mental state of employees (Perline & Lorenz, 1970). Based on this, this paper believes

that the cultural and recreational activities of the trade unions are a series of activities organized by the trade unions to enrich the employees' spiritual culture, which is entertaining and leisure, including cultural and artistic activities, hobbies, fun competitions, team building activities, interpersonal activities. Communication activities, physical exercise activities, activities to invite relatives and friends to participate in and other aspects. Well-being is an assessment of people's work and life, reflecting an ideal state of life. Work well-being, job satisfaction, and physical and mental health are important connotations of employee well-being (Di Fabio, 2017). This paper believes that trade union entertainment activities can effectively promote employees' work well-being, job satisfaction, and physical and mental health, and enhance employee welfare.

Trade union entertainment and leisure activities and work well-being.

Work well-being refers to the positive and negative cognitive evaluation and emotional experience of employees. "Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization. The aim of measures for workplace well-being is to complement OSH measures to make sure workers are safe, healthy, satisfied and engaged at work" workplace well-being (2019, June 15). The employees assess the happiness of work by judging the degree of achievement and satisfaction of self-worth, interpersonal relationship, self-growth (Livi, Pica, Carrus, Rullo, & Gentile, 2018). The sports activities and hobbies organized by the trade unions are conducive to alleviating the negative emotions brought by the work and enhancing the positive emotional experience of the employees in the workplace. The trade unions provide employees with spiritual care by organizing activities that enrich the employees' spiritual culture. Employees' positive cognition and evaluation of work; activities organized by trade unions can alleviate the high-pressure status and negative emotions of employees; the trade unions can fully utilize the personal talents of employees by organizing photography and innovation competitions to help employees achieve self-worth (Deci & Ryan, 2000; Gowan, Riordan, & Gatewood, 1999). Therefore, trade union entertainment activities can improve employees' work well-being by improving their cognitive evaluation and emotional experience of the work environment.

Trade union entertainment and leisure activities and job satisfaction.

Job satisfaction refers to the employee's subjective feelings about the work environment, external factors such as interpersonal relationships, working hours, and other work characteristics. There are close links between internal rewards such as growth opportunities and job remuneration (Watson, Storey, Wynarczyk, Keasey, & Short, 1996). The cultural activities organized by the trade unions can significantly improve the subjective feelings of employees in the working environment. From the perspective of external factors, social activities such as networking of trade unions can not only meet the social and affiliation needs of employees, but also alleviate the tension in the workplace, and enable employees to be in a harmonious and relaxed working environment and improve their job satisfaction. (Gowan et al., 1999); From the perspective of internal factors, trade union entertainment activities are a kind of welfare. The source can make up for the unmet needs of employees at work, so that employees feel the support from the

organization and the organization attaches importance to themselves, thus enhancing job satisfaction (Grant, 2012).

Trade union entertainment activities and employees' physical and mental health.

Physical and mental health refers to the overall physical and psychological feelings of employees in the work environment, and has an important impact on employees' work attitudes and behaviors, when employees are in high-load work for a long time, they will be physically and mentally exhausted and even tired, resulting in reduced work efficiency (Evers, Frese, & Cooper, 2000). Physical health activities organized by trade unions, such as fitness activities and sports games, can effectively alleviate the physical exhaustion of employees under long-term work stress and improve the health of employees. Spiritual performances such as cultural performances, famous lectures, and art exhibitions can be reduced. The level of anxiety and depression of employees improves the psychological feelings of employees; social activities such as networking and group building can also meet the interpersonal needs of employees. Therefore, the cultural and recreational activities of the trade union can greatly meet the needs of employees for physical and spiritual life, and benefit the physical and mental health of employees. Based on the above analysis, this paper proposes the following Hypothesis:

H1a: *Trade union entertainment activities have a significant positive impact on work well-being.*

H1b: *Trade union entertainment activities have a significant positive impact on employee job satisfaction.*

H1c: *Trade union entertainment activities have a significant positive impact on the physical and mental health of employees.*

Mediating role of psychological contract

Psychological contract is the cognition of employees' responsibility and obligation to themselves and the organization in the process of interaction with the organization. When the employee's psychological contract is satisfied, the work attitude and work experience will be significantly improved (Conway & Coyle-Shapiro, 2012). Based on this, this paper believes that trade union entertainment activities can promote employee well-being by satisfying employees' psychological contracts.

First of all, trade union entertainment activities can enhance employees' work well-being by enhancing psychological contracts. The cultural care activities organized by the trade unions, such as literary condolence performances, psychological counseling lectures, and cultural relic's exhibitions, met the spiritual requirements of employees, and made employees feel the care and respect from the organization and enhanced the psychological contract of employees. When the employee's psychological contract is met, it will show more positive emotions (Parzefall & Hakanen, 2010). more positive emotions help to improve employee well-being (Thoits & Hewitt, 2001). Therefore, trade union

entertainment activities can enhance employees' work well-being by enhancing their psychological contracts.

Secondly, trade union entertainment activities can enhance employee job satisfaction by enhancing psychological contracts. Good interpersonal relationships within organizations have a significant impact on employee psychological contracts (Hui, Lee, & Rousseau, 2004). The team building activities such as the interest groups organized by the trade unions and other activities such as interpersonal activities and outreach training provide employees with a good interpersonal communication path and promote the psychological contract of employees. Morf, Arnold, & Staffelbach, (2014) pointed out that there is a significant positive correlation between employee perception of psychological contract achievement and job satisfaction. Therefore, when the cultural and recreational activities of the union realize the expectation that the employees provide welfare and care to the organization, the psychological contract between the employees and the organization will be enhanced, thereby promoting the improvement of job satisfaction.

Finally, trade union entertainment activities can promote the physical and mental health of employees through the strengthening of psychological contracts. Activities such as physical exercise, mental health care and leisure and entertainment organized by trade unions are important manifestations of emotional support. According to the theory of resource conservation, when an individual perceives that a supporting resource is obtained, the psychological contract will be enhanced. As emotional support, trade union entertainment activities are an effective supplement to employee resources and can enhance the psychological contract between employees and organizations. (Richard, McMillan-Capehart, Bhuian, & Taylor, 2009) pointed out that when employees' psychological contracts are met, they will work more confidently, maintain emotional stability, and achieve physical and mental health. Therefore, trade union entertainment activities can enhance the physical and mental health of employees by enhancing the psychological contract between employees and organizations. Based on the above analysis, this paper proposes the following Hypothesis:

H2a: *The psychological contract plays a mediating role between the cultural and recreational activities of the trade unions and work well-being.*

H2b: The psychological contract plays a mediating role between the cultural and recreational activities of the trade unions and the job satisfaction of employees.

H2c: *The psychological contract plays a mediating role between the cultural and recreational activities of the trade unions and the physical and mental health of the employees.*

In summary, the conceptual model constructed in this paper is shown in Figure 1.

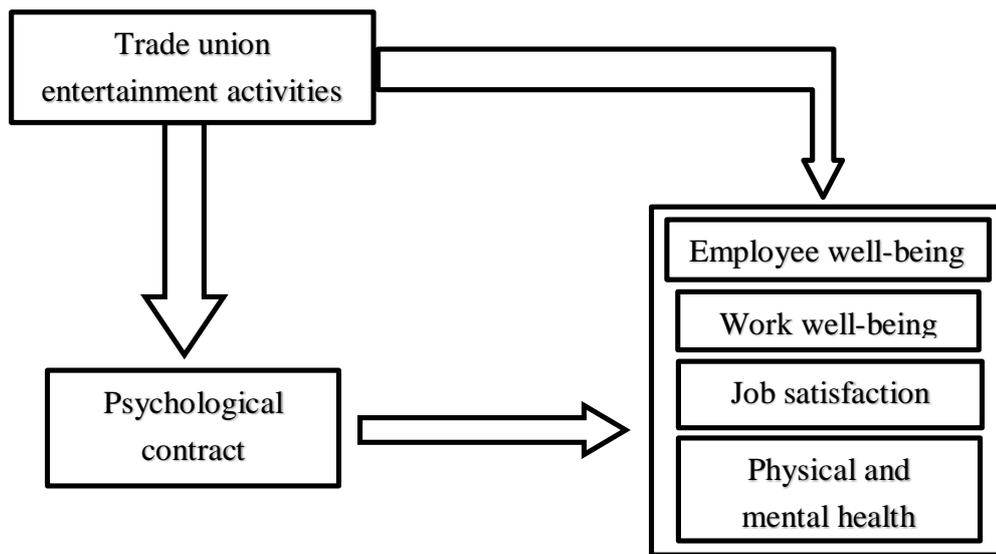


Figure 1: Theoretical model

Research methods

Measuring tools

The cultural and recreational activities of the trade unions use the scale by (Ford, McLaughlin, & Newstrom, 2003) which are based on frequency of practices ranging from “not at all” to “Extensively” three items such as “Public celebrations of professional achievements (e.g., award banquets, recognition for outstanding results, naming an employee of the month””, internal The consistency reliability coefficient is 0.714. Data on work well-being, job satisfaction, physical and mental health, and psychological contracts are collected simultaneously with trade union recreational activities. Using the Likert 5-point measurement, the scoring method counts from 1 to 5 points from “strongly disagree” to “strongly agree”, and all questionnaires are filled out by the participants themselves. the work well-being adopts the scale developed by (Zheng, Zhu, Zhao, & Zhang, 2015), a total of 6 items, such as “I find real enjoyment in my work”, internal The consistency reliability coefficient is 0.866; Job satisfaction scale was adopted from (Netemeyer, Maxham, & Lichtenstein, 2010), a total of three items, such as "All in all, I am satisfied with my present job", the internal consistency reliability coefficient is 0.710; Physical and mental health using the scale compiled by (Goldberg & Hillier, 1979), a total of 16 items, such as "I am not interested in everything or activities", the internal consistency reliability coefficient is 0.824 The psychological contract uses the scale (Conway, Briner, & Rousseau, 2012) a total of 26 items, such as "Accept new and different performance demands" the internal consistency reliability coefficient is 0.947.

Results

Measurement

The measurement model was assessed based on items reliabilities, convergent validity and discriminant validity, internal consistency reliabilities for all the reflective constructs (i.e., performance appraisal and organizational performance). Whereas, formative constructs (ethical climate) was evaluated based on variance inflated factor (VIF), tolerance, outer weights, outer loadings, and t-values.

Table 1 above shows factor loading results, composite reliability and AVE calculations of all the reflective constructs (PA, OP) under study. As revealed in Table 1, the AVE values that range from 0.631 to 0.53, with consistent composite reliability which are ranging between 0.90-0.85.

Table 1: Factor loading, composite reliability and convergent validity analysis

Constructs	Items	Loadings	CR	AVE
Trade union entertainment activities	TUE1	0.807	0.84	0.637
	TUE2	0.823		
	TUE3	0.762		
Psychological contract	PC1	0.734	0.952	0.51
	PC2	0.686		
	PC3	0.635		
	PC4	0.576		
	PC5	0.657		
	PC6	0.599		
	PC7	0.666		
	PC8	0.655		
	PC9	0.651		
	PC10	0.665		
	PC11	0.658		
	PC12	0.758		
	PC13	0.857		
	PC14	0.752		
	PC15	0.843		
	PC16	0.654		
	PC17	0.852		
	PC18	0.65		
	PC19	0.757		
	PC20	0.852		
	PC21	0.842		
	PC22	0.858		
	PC23	0.855		
	PC24	0.853		

	PC25	0.872		
	PC26	0.858		
Work well-being	WWB1	0.827	0.9	0.6
	WWB2	0.818		
	WWB3	0.718		
	WWB4	0.71		
	WWB5	0.709		
	WWB6	0.71		
Job satisfaction	JS1	0.737	0.828	0.618
	JS2	0.774		
	JS3	0.743		
Physical and mental health	PMH1	0.764	0.81	0.62
	PMH2	0.732		
	PMH3	0.785		
	PMH4	0.741		
	PMH5	0.77		
	PMH6	0.778		
	PMH7	0.661		
	PMH8	0.649		
	PMH9	0.648		
	PMH10	0.617		
	PMH11	0.616		
	PMH12	0.692		
	PMH13	0.623		
	PMH14	0.69		
	PMH15	0.619		
	PMH16	0.566		

Discriminant Validity

AVE's square root must be greater than the correlation of each of the constructs literature subjects (Fornell & Larcker, 1981; Hair, Ringle, & Sarstedt, 2013) Which is obviating from the table 2 that clearly indicates adequacy of discriminant validity

Table 2: Discriminant validity (Fornell-Lacker criterion)

Constructs	JS	PC	PMH	RC
JS	0.786			
PC	0.228	0.762		
PMH	0.498	0.755	0.715	
RC	0.262	0.657	0.474	
WWB	0.076	0.373	0.407	0.774

Hypotheses testing

Direct Effect

Table 4 shown all the three direct relationships hypotheses and confirmed significant. Hence, Trade union entertainment activities and work well-being prove significant relationship with a value of $\beta = 0.34$ also a p-value of which is less than 0.05. Also, the interaction between Trade union entertainment activities and Job satisfaction revealed a significant relationship with a β value = 0.219 and a p-value of 0.002. Finally, the speculated relationship between the Trade union entertainment activities and Physical and mental health is also supported with value of $\beta = 0.33$ also the p-value which is less than 0.05.

Table 3: Results of direct effect

Hypotheses	Relations	Beta	SE	P-value
H1a	RC -> WWB	0.34	0.06	0.000
H1b	RC -> JS	0.21	0.09	0.002
H1c	RC -> PMH	0.33	0.06	0.000

Mediation

The mediation model was tested based on bootstrap confidence intervals. Bootstrapping is a nonparametric procedure applied to test the statistical significance of the indirect effect in mediation models (Koopman, Howe, Hollenbeck, & Sin, 2015). We relied on this statistical procedure to test our mediation model because it has sufficient statistical power compared to classical approach developed by (Sobel, 1982). Furthermore, several mediation models have been successfully tested using bootstrap confidence intervals, especially in the realm of human resource management research (Ennis, Gong, & Okpozo, 2018; Kura, Shamsudin, & Chauhan, 2016). Following the recommendations of (Preacher & Hayes, 2004), as well as (Carrión, Nitzl, & Roldán, 2017). According to (Zhao, Lynch, & Chen, 2010), a mediation is established if the confidence interval is not significantly different from zero. Table 5 details the results of results of mediation analysis. As expected, our results showed that psychological contract mediated the relationship between Trade union entertainment activities and Employee well-being. Hence, hypothesis 2a, b, c are supported.

Table 4: Path co-efficient

Hypothesis	Relation	Beta	SE	P-value	95 %Confidence interval		Decision
					LL	UP	
H2a	RC->PC->WWB	0.33	0.06	0.002	0.051	0.155	Supported
H2b	RC->PC->JS	0.23	0.05	0	0.255	0.500	Supported
H2c	Rc->PC->PMH	0.32	0.06	0	0.032	0.200	Supported

Discussion and Conclusion

Conclusion

Based on the theory of resource conservation, this paper proposes and tests the theoretical model of the influence of trade union entertainment activities on employee welfare. Through the analysis of 400 sample data, it is found that the trade unions perceive more by organizing cultural and artistic activities, hobbies, fun competitions, physical exercise activities, interpersonal activities, team building activities and other cultural and recreational activities. Organizational support resources, through the enhancement of employees' psychological contract, enhance employees' job well-being, job satisfaction and physical and mental health, and effectively improve employee well-being. The research by (Fan, Dong, Hu, & Luo, 2018) also proves that under the multi-objective orientation, the interests of the trade unions are often inconsistent with the needs of employees, and the protection of the employees' emotional expression needs to be further strengthened.

Theoretical contribution

The focus of research has often been limited to the role of trade unions in safeguarding rights, and research on the important work content of trade union entertainment activities is still rare. With the further development of the economy and society, the voice of employees for the well-being of humanities has been continuously improved, and the academic community has begun to pay attention to the role played by trade unions in promoting employee well-being. Through empirical research, this paper tests the promotion effect of trade union entertainment activities on employee welfare, provides theoretical support for the usefulness of trade union entertainment activities, and also enriches and improves the influencing factors of employee welfare from the perspective of labor relations.

Secondly, the existing research on the relationship between cultural and recreational activities of the trade unions and the well-being of employees has stayed on the surface. There are few studies to explore the mechanism of the influence of trade union entertainment activities on the welfare of employees. Based on the theory of resource conservation, this paper finds that psychological contract is an important psychological cognition of employees in the workplace, and plays an important intermediary role between the cultural and recreational activities of the trade unions and the well-being of employees. This discovery not only unveiled the "black box" of the cultural and recreational activities of trade unions on the welfare of employees, but also tested the applicability of the theory of resource conservation in explaining the relationship between organizational management practices and employees' work psychology and job perception.

Implications to Managers

Addition to the contributions made in the theory, within this article we also provide important insights for management practices. First of all, with the increase of social-economic environment instability, uncertainty, complexity and ambiguity, how to

maintain employees, motivate employees to build corporate responsibility, and promote human capital appreciation has become the focus of managers. This paper provides a new path for the promotion of employee welfare and the full initiative of employees' initiative, creativity and responsibility by confirming the promotion of the cultural and recreational activities of the union to the well-being of employees. Secondly, when formulating management policies, enterprise managers should reasonably incorporate and affirm the value of trade unions' recreational activities, give support to trade unions to organize these activities, and enable trade union entertainment activities to better enhance employee welfare and strengthen cooperation with trade unions, effectively improve labor relations

Limitations and future research

Although this paper has made certain theoretical and practical contributions, there are still some shortcomings, and further research is needed to make a more in-depth discussion. Firstly, in the process of research data processing, this paper regards employee-aware trade union leisure activities as the influencing factors of employee welfare. However, the construction of trade union entertainment activities belongs to the organizational level, and it is included in the individual level for research. Limitations. Therefore, future research can consider incorporating trade union entertainment activities into the organizational level for cross-level research. In addition, this paper uses a single point in time and the employee to fill out the questionnaire to collect data, there may be a common method bias problem. Although the Harman single factor test method proves that the single factor model fits poorly, it indicates that the common method bias problem is not serious, but it is still necessary to use better data collection methods, such as multi-stage and mutual evaluation procedures, in future research.

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