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The relationship between leisure and entertainment cultural aesthetics and organisational identification: the role of healing effects

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Abstract: This study aimed to explore the relationship between organisational members' leisure and entertainment cultural aesthetics, healing effects, and organisational identification. The respondents were those with experience in organisational work and activities. A total of 361 valid questionnaires were collected. By factor analysis, leisure and entertainment cultural aesthetics are divided into two categories: expressive leisure and artistic leisure; healing effects are divided into the perception of happiness and positive healing; organisational identification is divided into only one main factor, named organisational identification. The findings showed that organisational members' leisure and entertainment cultural aesthetics have a significant positive correlation with organisational identification; healing effects also showed a significant positive correlation with organisational identification; healing effects have no moderating effects on the relationship between leisure and entertainment cultural aesthetics and the organisation identification; healing effects have partial mediating effects on the relationship between leisure and entertainment cultural aesthetics and organisational identification.

Keywords: leisure; entertainment; cultural aesthetics; healing effects; organisational identification; performance.

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1 Introduction

Aesthetic Value is a concept that affects business behaviour and personal value (Michalski, 2015). Under the trend of the aesthetic economy, how to improve employees' sense of identification from the perspective of aesthetics and make them exert greater work efficiency has become know-how for enterprises to learn. In the meanwhile, the life pace in modern societies is fast, and the economic environment is changing rapidly. Leisure and entertainment activities can not only relieve stress but also improve the quality of life and meet higher-level physical and psychological needs (Hu et al., 2018). With the improvement of public education, economy, and living standards, work is no longer equal to life, and work is to become a small part of life. Today's enterprises no longer take salary and remuneration as the main direction of management strategy but focus more on strengthening the level of organisational activities, and employee participation in organisational activities enhances the sense of identification with organisational culture and improves work efficiency (Amah, 2012). Although salary and welfare are the motivation of employees, salary and welfare no longer influence organisational identification and work engagement among employees (Liu et al., 2020).

At the level of organisational management, the relief of employee stress has become one of the issues that managers need to pay attention to. The advocacy of leisure activities within the organisation has improved employees' physical and mental health, stress release, work efficiency, and work engagement while leisure participation has a positive impact on employee well-being and job performance (Lin et al., 2014). Previous studies pointed out that increasing the organisational leisure participation of knowledge workers can help relieve work stress and improve well-being. Beauty is invisible competitiveness (Zhang, 2017). If competitiveness is evaluated from an aesthetic point of view, data will not be the only measure of performance. Therefore, by this concept, the Cultural Aesthetics brought about by the activities among people are further extended. Cultural Aesthetics has also been gradually incorporated into one of the important directions of business development.

From the perspective of cultural aesthetics, this study aimed to explore the impact of organisational members' participation in organisational leisure and entertainment activities on organisational identification, to provide a clear development direction for organisational members' leisure and entertainment cultural aesthetics. In addition to the fact that the content and mode of activities may be the influencing factors, and thus to explore the cultural aesthetics of organisation members' leisure and entertainment, this study also added the healing effect as a moderating and mediating variable to study the relationship between organisational members' leisure and entertainment cultural aesthetics, healing effects, and organisational identification. The study helps enterprise management to improve employees' recognition of the organisation, thereby increasing organisational members' work engagement and work performance and facilitating the direction of effective leisure and entertainment activities and management policies within the organisation in the future.

1.1 Research purpose

Even though the term "aesthetics" has been widely used in various fields in the past, there is still no uniform standard due to the different nature of the research objects. Based on the aforementioned research background and motivation, this research takes the people

who have participated in the work and activities of the organisation as the target population and explores the relationship between organisational members' leisure and entertainment cultural aesthetics and organisational identification. The study takes the healing effect as the moderating and mediating variable to further understand the interactions among these variables. Therefore, the research purpose is:

- 1 the relationship between leisure and entertainment cultural aesthetics and organisational identification;
- 2 the relationship between the healing effect and organisational identification
- 3 whether or not the healing effect has a moderating effect on the relationship between leisure and entertainment cultural aesthetics and organisational identification
- 4 whether or not the healing effect has a mediating effect on the relationship between leisure and entertainment cultural aesthetics and organisational identification.

2 Theoretical background

2.1 Leisure and entertainment cultural aesthetics and organisational identification

Leisure and entertainment activities are divided into casual leisure or passive leisure (casual leisure) and serious leisure or active leisure (serious leisure) (Stebbins, 2018). Social needs including the needs for friendship, friendship, and affiliation are important (McLeod, 2007). In an organisation, when the social needs of employees become the main source of motivation, the work environment, and job content will be regarded as opportunities to find and build warm and harmonious interpersonal relationships. Therefore, occupations that can provide opportunities for social interaction among colleagues will be valued, and thus "organisational leisure and entertainment activities" has emerged in employee welfare. Previous studies indicated that leisure and recreational activities can have a significant positive impact on students and employees (Lee et al., 2018).

Cultural aesthetics extends from the relationship between people to the relationship between people and everything in the world (Che et al., 2018). So far, it is not limited to the application of tangible objects, but also the development of organisational management (Hancock and Tyler, 2007). The application of organisational management aesthetics may have an impact on employee work performance and the level of employees' work engagement has a moderating effect on the perception of organisational aesthetics (Amah, 2012). In recent years, related research has been extended to the application of enterprise organisational management. In the rigid corporate organisational culture, the elements of flexibility are injected into the organisation, creating a comfortable working atmosphere for organisational members, and can also improve organisational performance.

Organisational identification is approached from the perspective of value and social identity. Organisational identification comes from the members' attractiveness to the organisation's beliefs or values, so that members' basic needs such as belonging,

security, and self-growth are satisfied (Pratt, 1998). Organisations can also understand and improve employees' organisational behaviour through the mastery of members' organisational identification (Blader et al., 2017).

Participation in organisational leisure and entertainment activities also has many effects on organisational members, such as satisfaction of accomplishment, entertainment, social functions, and health improvement. Participation in organisational leisure activities will positively affect the job satisfaction of enterprise employees (Lin et al., 2014). Leisure activities in the organisation, regardless of the scope of activities, in the context of shared goals and employee participation, for both positive and negative employees, intrinsic motivation is more influential than extrinsic motivation (Shkunova et al., 2017).

For an organisation, the mutual support among members and the centripetal force of members to the organisation can have a positive impact on the organisation (Huettermann and Bruch, 2019). Support among organisational members has a significant effect on members with low participation in leisure activities. By encouraging employees to increase their participation in organisational leisure and entertainment, happiness and work performance can be improved, and work engagement has a partial mediating effect on the relationship between organisational identification and work performance (Blader et al., 2017; Kavitha and Gopinath, 2021). Besides, organisational identification affects job performance through job engagement. Therefore, the participation of members in leisure and entertainment helps to have a positive relationship with social functioning, physical and mental health, stress relief, and work engagement, thereby enhancing organisational identification.

H1: There is a significant positive relationship between leisure and entertainment cultural aesthetics and organisational identification.

2.2 Healing effects and organisational identification

The healing effect refers to a psychological feeling of happiness, comfort, pleasure, and relaxation, and has a soothing effect on emotions (Burns, 2005). Therefore, this study also reviews the literature with factors related to psychological and emotional feelings such as happiness and pleasure (Argyle and Martin, 1991; Haybron, 2001). Previous studies highlighted that there is a significant correlation between negative emotions, organisational identification, and the performance of employees. The findings showed that stressors (negative emotions) are significantly negatively correlated with organisational identification, and organisational identification has a mediating effect on the relationship between stressors (negative emotions) and performance (Conroy et al., 2017). Besides, past studies found that there is a significant positive correlation between well-being and organisational identification (Harris and Cameron, 2005).

Healing effects such as employees' positive emotions and well-being will positively affect members' organisational citizenship behaviour and organisational identification (Davila and Finkelstein, 2013). However, the scope of the organisation is not limited to physical organisations, such as corporate organisations, and school community organisations. In today's lifestyle, people are spending more and more time in virtual organisations. The correlation between user identity, well-being, and organisational

citizenship behaviour in online communities. The study pointed out that the online organisation's sense of identity has a positive impact on happiness, and the user's sense of happiness in using online communities will bring about the feedback effect of organisational citizenship behaviour (Chiu et al., 2015).

H2: There is a significant positive correlation between healing effect and organisational identification.

2.3 Moderating and mediating effects of healing effects

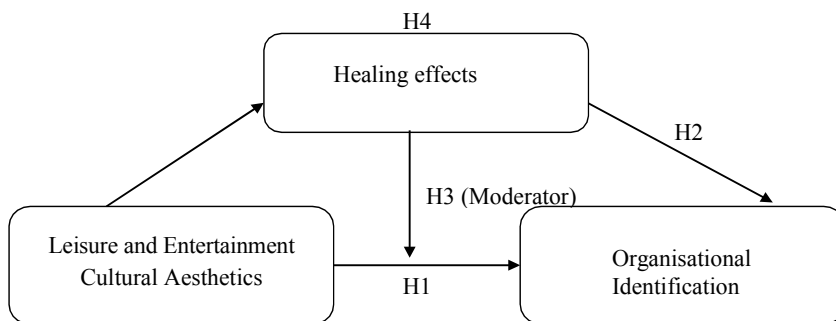
Psycho-emotional variables related to healing effects play the role of moderating and mediating variables in many studies. For example, the emotional competence of front-line service personnel has a moderating effect on the relationship between emotional labour and service quality (Lee et al., 2019). The previous findings also indicated that horticultural therapy has a moderating effect on the relationship between work stress and subjective well-being, but no significant moderating effect on the relationship between emotional labour and subjective well-being (Söderback et al., 2004). Besides, employee well-being has a significant moderating effect on supervisor leadership style and organisational commitment (Jain et al., 2019).

In terms of mediating effects, well-being positively affects organisational citizenship behaviour, and well-being has a mediating effect on the relationship between psychological capital and organisational citizenship behaviour (Alshahrani and Iqbal, 2021). Moreover, well-being has a mediating effect on emotional intelligence and job performance among employees (Devonish, 2016). Other findings showed that team climate positively affects organisational identification, and well-being (company well-being and personal well-being) has a mediating effect on the relationship between team climate and organisational identification (van Dick, 2016) (Figure 1).

H3: Healing effects moderate the relationship between leisure and entertainment cultural aesthetics and organisational identification.

H4: Healing effects mediate the relationship between leisure and entertainment cultural aesthetics and organisational identification.

Figure 1 Conceptual model



3 Method

3.1 Participants and procedures

This study focuses on the people who have participated in organisational work and activities. We collected different genders, education levels, age groups, organisational seniority, and occupation, and tried to understand the influence of leisure and entertainment cultural aesthetics on organisational identification when the respondents participated in organisational entertainment activities. This study also included the healing effects as an external factor. The questionnaires were collected by convenient and intentional sampling, and the data was collected by physical questionnaires from October to December of 2021. A total of 380 physical questionnaires were delivered, and they were screened after being collected. After deducting invalid questionnaires, 361 valid questionnaires were obtained, with an effective recovery rate of 95%. The demographic statistics are as follows (Table 1):

Table 1 Demographic statistics

<i>Control variables</i>	<i>Categories</i>	<i>Number of participants</i>	<i>Percentage</i>
Gender	Male	143	39.6
	Female	218	69.4
Educational level	Junior College University	1	0.3
	Graduate and above	273	75.6
		87	24.1
Age	Under 20	53	14.7
	21–30	279	77.3
	31–40	20	5.5
	41–50	8	2.2
	over 51	1	0.3
Years of working experience	0–5 years	318	88.1
	6–10 years	20	5.5
	11–15 years	11	3.0
	16–20 years	5	1.4
	21 years	7	1.9
Occupations	Employees	346	95.8
	Soldiers	3	10.8
	Others	12	27.3

Gender: Male: 143 (39.6%), Female: 218 (69.4%).

Educational level: Junior College: 1 (0.3%), University: 273 (75.6%), Graduate and above: 87 (24.1%).

Age: Under 20: 53 (14.7%), 21–30: 279 (77.3%), 31–40: 20 (5.5%), 41–50: 8 (2.2%), over 51: 1 (0.3%).

Years of working experience: 0–5 years: 318 (88.1%), 6–10 years: 20 (5.5%), 11–15 years: 11 (3.0%), 16–20 years: 5 (1.4%), 21 years: 7 (1.9%).

Occupations: Employees: 346 (95.8%), soldiers: (10.8%), others: 12 (27.3%).

3.2 Measures

Leisure and entertainment cultural aesthetics: The Leisure and Entertainment Cultural Aesthetics Scale refers to the connotation from previous studies (Cho, 2021; Lee et al., 2018). The questionnaire is compiled after discussions with people who have experience in planning leisure activities in organisations. Besides, in the process of answering, the respondents confirmed their understanding of the items. The scale has a total of 13 items.

Healing effects: The scale of Healing effects refers to the connotation of previous studies (Conroy et al., 2017; Haybron, 2001). The questionnaire is compiled and adjusted to be suitable for the study. The scale has a total of 12 items.

Organisational identification: The scale of organisational identification refers to the connotations by Pratt (1998) in their research on the nature of organisational identification. The questionnaire was adjusted to be suitable for the study. The scale has a total of 12 items.

3.3 Control variables

In terms of organisational identification, the higher the employee's organisational identification, the higher their job satisfaction, and the age and position of employees have significant differences in organisational identification (Tuna et al., 2018). As for leisure and entertainment activities, women's preference type of leisure activities is related to social achievement, including education level, occupation, and daily working time (Gerold and Nocker, 2018). Longitudinal data analysis of leisure activities among people between the ages of 50 and 65 showed that religious activities can improve the mental health of bereaved middle-aged and older adults (Hu et al., 2018). Besides, in non-profit organisations, seniority is significantly correlated with organisational identification, and the higher the seniority, the higher the organisational identification. There are also significant differences in organisational identification with different genders, and the organisational identification of males is higher than that of females. Likewise, male employees in the leisure sports industry have more self- and team-organisation identification than female employees. In addition, employees of low and high age (under 28, over 45), and low and high organisational seniority are more self-identification and organisational identification. Therefore, five demographic variables, including gender, education level, age, seniority, and occupation, were used as control variables in this study.

This study used SPSS 20.0, and PROCESS for statistical analysis. The research scale refers to the construction steps suggested by Hinkin (1998) and DeVellis and Thorpe (2021) to develop the scale in the order of establishing items, issuing the questionnaire, deleting items, confirming factor analysis, establishing convergence, and discriminant validity. This study adopted a conscious and convenient sampling survey method to deliver questionnaires. The opinions and thoughts of the respondents were collected simultaneously through paper questionnaires. Respondents were asked to answer based

on their most profound experience using an online community. The 7-point Likert scale was used as the measurement standard of the questionnaire, in which 1 is “strongly disagree” and 7 is “strongly agree”.

4 Results

4.1 Item analysis

Multiple quantitative indicators are used to verify the suitability of the items by DeVellis and Thorpe (2021), including the extreme group comparison test and the homogeneity verification, and other indicators.

Cronbach's alpha value of the leisure and entertainment cultural aesthetics scale is 0.896 (Table 2), which is a high-reliability level, indicating that the scale has a high degree of consistency. In addition, the CR value of the extreme group comparison of each item, the correlation between the item and the total score all reached a significant level, and the correlation between the corrected item and the total score was higher than 0.4. Besides, the α coefficient after item deletion shows that after deleting an item, the Cronbach's α value of all items in the scale is lower than the total reliability (Spector, 1992). Therefore, no item should be deleted.

Table 2 Scale item analysis of leisure and entertainment cultural aesthetics

			Homogeneity test		
			Items related to the total score	Corrected items related to the total score	Alpha coefficient after items deleted
	Items	Extreme Group Comparison CR Values			
CA1	Going to the movies with my colleagues makes me feel comfortable	17.194***	0.723***	0.667	0.886
CA2	Reading books and newspapers with colleagues makes me feel comfortable	13.687***	0.663***	0.590	0.889
CA3	Going to sing with my colleagues makes me feel comfortable	16.529***	0.706***	0.639	0.887
CA4	Having a meal and chatting with my colleagues makes me feel comfortable	13.461***	0.666***	0.613	0.889
CA5	I feel comfortable playing online games (mobile or computer) with colleagues	13.741***	0.622***	0.530	0.893
CA6	Going to a bar for a drink with my colleagues makes me feel comfortable	9.942***	0.540***	0.435	0.894
CA7	I feel comfortable exercising with my colleagues	15.555***	0.717***	0.661	0.886
CA8	Camping with colleagues makes me comfortable	17.206***	0.740***	0.675	0.885

Table 2 Scale item analysis of leisure and entertainment cultural aesthetics (conitnued)

	<i>Items</i>	<i>Extreme Group Comparison CR Values</i>	<i>Homogeneity test</i>		
			<i>Items related to the total score</i>	<i>Corrected items related to the total score</i>	<i>Alpha coefficient after items deleted</i>
CA9	Enjoying a musical with my colleagues makes me feel comfortable	15.187***	0.705***	0.634	0.887
CA10	Travelling with colleagues makes me feel comfortable	16.688***	0.760***	0.714	0.884
CA11	Going shopping with my colleagues makes me feel comfortable	14.791***	0.674***	0.608	0.888
CA12	It makes me feel comfortable participating in artistic creation activities with my colleagues	12.659***	0.638***	0.557	0.891
CA13	Going to board games with colleagues makes me feel comfortable	11.66***	0.627***	0.547	0.891

Overall reliability: 0.896.

Cronbach's alpha value of the healing effect scale is 0.935 (Table 3), which is a high-reliability level, indicating that the scale has a high degree of consistency. In addition, the CR value of the extreme group comparison of each item, the correlation between the item and the total score all reached a significant level, and the correlation between the corrected item and the total score was higher than 0.6. Besides, the α coefficient after item deletion shows that after deleting an item, the Cronbach's α value of all items in the scale is lower than the total reliability (Spector, 1992). Therefore, no item should be deleted.

Table 3 Scale item analysis of healing effects

	<i>Items</i>	<i>Extreme Group Comparison CR Values</i>	<i>Homogeneity test</i>		
			<i>Items related to the total score</i>	<i>Corrected items related to the total score</i>	<i>Alpha coefficient after items deleted</i>
HE1	I think leisure and entertainment can help me get rid of my blues	15.237***	0.799***	0.760	0.929
HE2	I feel that recreational activities help me forget unpleasant things	18.69***	0.813***	0.773	0.928
HE3	I think recreational activities keep me from getting bored	14.65***	0.743***	0.695	0.931
HE4	I feel that recreational activities help me relieve stress	18.403***	0.820***	0.787	0.928

Table 3 Scale item analysis of healing effects (continued)

<i>Items</i>		<i>Extreme Group Comparison CR Values</i>	<i>Homogeneity test</i>		
			<i>Items related to the total score</i>	<i>Corrected items related to the total score</i>	<i>Alpha coefficient after items deleted</i>
HE5	I think leisure and entertainment activities can make me optimistic	19.68***	0.797***	0.749	0.929
HE6	I feel that recreational activities make me feel cared for by others	18.925***	0.716***	0.644	0.933
HE7	I feel that recreational activities help me find myself	19.368***	0.722***	0.650	0.933
HE8	I feel that recreational activities can get me starting again	18.772***	0.741***	0.676	0.932
HE9	I feel that recreational activities make me happy	19.749***	0.822***	0.788	0.928
HE10	I feel that recreational activities make me feel physically and mentally comfortable	20.766***	0.840***	0.808	0.927
HE11	I feel that recreational activities divert my attention	16.121***	0.776***	0.730	0.929
HE12	I feel grateful that recreational activities allow people to be together	15.424***	0.714***	0.647	0.933

Overall reliability: 0.935.

Cronbach's alpha value of the organisational member's leisure and entertainment cultural aesthetics scale is 0.853 (Table 4), which is a high-reliability level, indicating that the scale has a high degree of consistency. Except for item 5, the CR values of the extreme groups of the other items and the correlation between the items and the total score all reached a significant level. In addition to items 5 and 8, the correlation between the other items and the total score all reached a significant level. Besides, the alpha coefficients of item 5 and item 8 after deletion are both higher than the total reliability of 0.853 (Spector, 1992). Therefore, items 5 and 8 should be deleted.

4.2 KMO analysis and Bartlett spherical test

In this study, KMO and Bartlett's sphere test were used to test the Kaiser-Meyer-Olkin sampling appropriateness measure for partial correlation among variables. The KMO values of Leisure and entertainment cultural aesthetics, Healing effects, and Organisational identification are 0.902, 0.925, and 0.926, respectively (>0.5) (Table 5). Besides, the significance of the three-dimensional Bartlett spherical test is $p\text{-value} = 0.000$, which has reached a significant level (Kaiser, 1974). Therefore, all the items all have enough common factors to meet the requirements for factor analysis.

Table 4 Scale item analysis of organisational identification

	<i>Items</i>	<i>Extreme Group Comparison CR Values</i>	<i>Homogeneity test</i>		
			<i>Items related to the total score</i>	<i>Corrected items related to the total score</i>	<i>Alpha coefficient after items deleted</i>
OI1	I like my organisation	19.65***	0.790***	0.737	0.828
OI2	I agree with the benefits of organised recreation	16.866***	0.746***	0.688	0.833
OI3	I often participate in the leisure and entertainment activities organised by the organisation	19.814***	0.757***	0.686	0.830
OI4	I am proud of my organisation	20.205***	0.752***	0.682	0.830
OI5	I don't take the initiative to tell friends about the advantages of my organisation	1.811	0.185***	0.008	0.888
OI6	I will take the initiative to help colleagues within the organisation	15.234***	0.614***	0.537	0.842
OI7	I will be willing to strengthen the interaction with the organisation through the exchange of information	18.546***	0.705***	0.636	0.835
OI8	I don't stand up for the organisation when others criticise it	2.402**	0.240***	0.065	0.883
OI9	I agree with the goals of the organisation	19.722***	0.783***	0.729	0.829
OI10	I identify with the role I play within the organisation	22.893***	0.776***	0.723	0.830
OI11	I identify with the culture of the organisation	18.919***	0.790***	0.737	0.828
OI12	My inner thoughts are often close to what the organisation does	17.305***	0.722***	0.646	0.833

Overall reliability: 0.853.

Table 5 KMO and Bartlett spherical test

	<i>Leisure and entertainment cultural aesthetics</i>	<i>Healing effects</i>	<i>Organisational identification</i>
KMO	0.902	0.925	0.910
Significance of Bartlett's Sphere Test	0.000	0.000	0.000

Factor analysis and naming.

The study adopts Principal Component Analysis to extract factors and convert multiple indicators into a few indicators. The factor loading that is lower than 0.6 will be deleted (Dunia et al., 1996). After deleting the scale items less than 0.6, the reliability and validity of the three dimensions were calculated, and then the factors were summarised and named according to the content correlation of the items to form the scale of this study (Table 6).

Table 6 Factor loadings of each dimension of leisure and entertainment cultural aesthetics

		<i>Names of factors</i>	
	<i>PEB</i>	<i>Expressive leisure</i>	<i>Artistic leisure</i>
CA1	Going to the movies with my colleagues makes me feel comfortable	0.705	0.304
CA3	Going to sing with my colleagues makes me feel comfortable	0.753	0.206
CA4	Having a meal and chatting with my colleagues makes me feel comfortable	0.819	0.111
CA5	I feel comfortable playing online games (mobile or computer) with colleagues	0.522	0.301
CA6	Going to a bar for a drink with my colleagues makes me feel comfortable	0.590	0.095
CA7	I feel comfortable exercising with my colleagues	0.624	0.395
CA10	Travelling with colleagues makes me feel comfortable	0.720	0.366
CA2	Reading books and newspapers with colleagues makes me feel comfortable	0.325	0.652
CA8	Camping with colleagues makes me comfortable	0.493	0.572
CA9	Enjoying a musical with my colleagues makes me feel comfortable	0.210	0.840
CA11	Going shopping with my colleagues makes me feel comfortable	0.469	0.506
CA12	It makes me feel comfortable to participate in artistic creation activities with my colleagues	0.081	0.881
Eigenvalues		3.883	3.025
% variance explained		32.362	25.211
% of the total explained variance		32.362	57.573
Reliability		0.839	0.825
Number		7	5

Deleted item: 13.

The factor loading of item 13 is less than 0.5, and cannot be classified into any factor. Thus, item 13 should be deleted.

The factor loading of item 12 is less than 0.5, and cannot be classified into any factor. Thus, item 12 should be deleted (Table 7).

Table 7 Factor loadings of each dimension of healing effects

		<i>Names of factors</i>	
	<i>Healing effects</i>	<i>Perception of happiness</i>	<i>Positive healing</i>
HE1	I think leisure and entertainment can help me get rid of my blues	0.839	0.237
HE2	I feel that recreational activities help me forget unpleasant things	0.809	0.309
HE3	I think recreational activities keep me from getting bored	0.827	0.159

Table 7 Factor loadings of each dimension of healing effects (continued)

<i>Healing effects</i>		<i>Names of factors</i>	
		<i>Perception of happiness</i>	<i>Positive healing</i>
HE4	I feel that recreational activities help me relieve stress	0.845	0.267
HE5	I think leisure and entertainment activities can make me optimistic.	0.625	0.482
HE9	I feel that recreational activities make me happy.	0.728	0.429
HE10	I feel that recreational activities make me feel physically and mentally comfortable	0.761	0.412
HE11	I feel that recreational activities divert my attention.	0.739	0.306
HE6	I feel that recreational activities make me feel cared for by others.	0.315	0.732
HE7	I feel that recreational activities help me find myself.	0.212	0.900
HE8	I feel that recreational activities can get me starting again.	0.302	0.827
Eigenvalues		5.036	2.957
% variance explained		45.782	26.878
% of the total explained variance		45.782	72.660
Reliability		0.938	0.842
Number		8	3

Deleted item: 12.

The factor loadings of all the items are higher than 0.6. Thus, no items should be deleted (Table 8).

Table 8 Factor loadings of each dimension of organisational identification

<i>Organisational Identification</i>		<i>Names of factors</i>
		<i>Organisational identification</i>
OI1	I like my organisation	0.818
OI2	I agree with the benefits of organised recreation	0.777
OI3	I often participate in the leisure and entertainment activities organised by the organisation	0.798
OI4	I am proud of my organisation	0.768
OI6	I will take the initiative to help colleagues within the organisation	0.650
OI7	I will be willing to strengthen the interaction with the organisation through the exchange of information	0.717
OI9	I agree with the goals of the organisation	0.838
OI10	I identify with the role I play within the organisation	0.814

Table 8 Factor loadings of each dimension of organisational identification (continued)

<i>Organisational Identification</i>		<i>Names of factors</i>
		<i>Organisational identification</i>
OII1	I identify with the culture of the organisation	0.838
OII2	My inner thoughts are often close to what the organisation does	0.777
Eigenvalues		6.106
% variance explained		61.059
% of the total explained variance		61.059
Reliability		0.928
Number		10

4.3 Composite reliability and construct validity

According to Bagozzi and Yi (1988), the composite reliability should be greater than 0.6, and the CR value of each variable in this study is greater than 0.6, indicating that the internal consistency of each aspect of this study is consistent. Besides, Fornell and Larcker (1981) suggested that the standard value of AVE should be greater than 0.5. The AVE value of each variable in this study is greater than 0.5, indicating that it has convergent validity (Table 9). If the AVE square root values of the factors are all greater than the correlation coefficient between the construct and other constructs, it means that each construct has good discriminant validity (Fornell and Larcker, 1981; Hair, 2009). Therefore, the composition of the following correlation coefficients (Table 9) shows that the scales in this study have good composited reliability and construct validity.

Table 9 Correlation coefficient, construct reliability, and validity among constructs

	<i>Expressive leisure</i>	<i>Artistic leisure</i>	<i>Perception of happiness</i>	<i>Positive healing</i>	<i>Organisational identification</i>
Expressive leisure	0.680				
Artistic leisure	0.675***	0.704			
Perception of happiness	0.522***	0.414***	0.813		
Positive healing	0.418***	0.443***	0.654***	0.813	
Organisational identification	0.559***	0.447***	0.608***	0.512***	0.754
Mean	3.178	3.142	4.056	3.503	3.361
Standard deviation	1.354	1.644	1.330	1.377	1.346
CR	0.943	0.958	0.859	0.785	0.920
AVE	0.651	0.852	0.552	0.551	0.701
Reliability	0.94	0.958	0.857	0.781	0.917

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.000$.

Bold: Square root of AVE.

4.4 Structural model fit

First, we analyse the single factor individually and then conduct factor analysis for the above six dimensions. Five-factor analysis was performed. Using five factors are more ideal than single factors (Table 9), because the explanatory power and fit of five factors are higher than that of single factors (Xiong Chen and Aryee, 2007). Besides, the fit of each dimension is within the acceptable range (Table 10).

Table 10 Structural model fit

	<i>Single-factor</i>	<i>Five factors</i>
df	495	488
χ^2	3642.89	1622.87
χ^2/df	7.359	3.326
RMSEA	0.133	0.08
GFI	0.5	0.772

4.5 Collinear analysis

The indicators examined in this study are Variation Inflation Factor (VIF), Tolerance, Condition indices (CI), and Eigenvalue to determine whether there is collinearity between dimensions. The tolerance values are between 0.4 and 0.6, all higher than 0.1, and the expansion coefficients are between 1 and 3, all lower than 10 (Table 11). Therefore, there is no obvious collinearity in the items. Table 11 also indicates that the correlation coefficients between the variables are all lower than 0.8, indicating that there is no multicollinearity in this study (Hinkin, 1998).

Table 11 Reliability and validity

<i>Dimensions</i>		<i>GFI</i>	<i>SRMR</i>	<i>t-value range</i>
Leisure and entertainment	Expressive leisure			8.762–14.255
Cultural aesthetics	Artistic leisure	0.9	0.042	10.354–12.354
Healing effects	Perception of happiness			16.294–20.675
	Positive healing	0.95	0.044	14.145–14.366
Organisational identification	Organisational identification	0.97	0.026	11.823–17.529
				8.762–14.255

Furthermore, to avoid research bias, this study adopts the method of anonymising the interviewed information to answer the questionnaire, and reduces the complexity of the question items, to avoid misunderstanding or doubt of the respondents when answering. The maximum amount of variation that can be explained by a single factor is 41.647% (Tables 12 and 13), which is lower than 50% (Podsakoff and Organ, 1986).

Table 12 Collinear analysis

<i>Collinearity test</i>					
	<i>Constant</i>	<i>Expressive leisure</i>	<i>Artistic leisure</i>	<i>Perception of happiness</i>	<i>Positive healing</i>
Tolerance		0.472	0.511	0.496	0.536
VIF		2.119	1.955	2.015	1.864
Eigenvalues	4.941	0.025	0.019	0.009	0.005
CI	1.000	14.078	16.233	23.067	29.213

Table 13 Exploratory factor analysis

	<i>Total</i>	<i>Explanation of variance %</i>	<i>Cumulative explanation %</i>
1	13.509	38.596	38.596
2	2.890	8.258	46.855
3	2.455	7.016	53.870
4	1.845	5.272	59.142
5	1.228	3.509	62.651
6	1.130	3.230	65.880

4.6 Hierarchical regression analysis

To verify the correlation between independent variables and dependent variables, hierarchical regression analysis will be used. Hypotheses 1 and 2 of this study were verified by general linear regression, and the moderating effect of Hypothesis 3 was verified by hierarchical regression analysis. According to Baron and Kenny (1986), control variables, independent variables, moderator variables, and interaction were added in turn. In this study, to avoid excessive correlation between variables in the regression model, the independent variables and moderator variables were first decentralised and then multiplied, to avoid the problem of multi-collinearity and affect the final results (Aiken et al., 1991). Since TW has a single dimension, this study will conduct a hierarchical regression analysis with TW as a dependent variable (Table 14).

The regression results with organisational identification as a dependent variable in Model 1 showed that the regression coefficients of the five control variables do not reach the significant standard. Then, we added independent variables—expressing leisure and artistic leisure to Model 2 to explore the relationship between organisational members' leisure and entertainment cultural aesthetics and organisational identification. The results showed that expressive leisure ($\beta = 0.476$, $p < 0.001$) has a significant and high correlation with organisational identification, while artistic leisure ($\beta = 0.129$, $p < 0.05$) also has a significant level of organisational identification, indicating that leisure and entertainment cultural aesthetics have a significant positive impact on organisational identification. Thus, H1 is supported.

Further, we added the moderating variable – healing effects to Model 3. The analysis results indicated that the perception of happiness ($\beta = 0.341$, $p < 0.001$) and the positive healing effect ($\beta = 0.148$, $p < 0.01$) both reached a significant level, and the perception of

happiness reached a higher level of correlation. Thus, healing effects also have a significant positive impact on organisational identification. H2 is supported.

Table 14 Hierarchical regression of PEB on TW

<i>Variables</i>	<i>Tendency to withdraw</i>			
	<i>Demographics (Model 1)</i>	<i>Independent variable A (Model 2)</i>	<i>Moderator B (Model 3)</i>	<i>Interaction of A*B (Model 4)</i>
Control variables				
Gender	−0.090	0.008	0.010	0.009
Education	0.024 –	0.014	0.005	−0.001
Age	0.030	0.034	0.013	0.016
Years of working experience	−0.036	−0.034	−0.025	−0.022
Occupation	−0.033	0.013	0.014	−0.004
Independent-A				
Expressive Leisure A1		0.476***	0.291***	0.509
Artistic Leisure A2	0.129*		0.045	−0.740
Moderator-B				
Perception of Happiness B1			0.341***	−0.278
Positive Healing B2			0.148**	0.634
Interaction-AB				
A1*B1				0.366
A1*B2				−0.821
A2*B1				0.972
A2*B2				0.100
R 2	0.011	0.323	0.465	0.474
Adj- R^2	−0.003	0.309	0.452	0.454
F-value	0.778	24.007***	33.928***	24.011***
R squared change		0.312	0.143	0.008
F change		81.201***	46.831***	1.373

$N = 483$; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

Finally, the multiplication of the leisure and entertainment cultural aesthetics and the healing effects is added to Model 4 to further explore the correlation between interaction and organisational identification. The results showed that all the multiplications have no statistically significant correlation. Therefore, in terms of organisational identification and leisure and entertainment cultural aesthetics, the healing effects do not have moderating effects. Therefore, Hypothesis 3 is not supported.

4.7 Mediating effects

This study used PROCESS v3.0 to confirm whether healing effects have direct or indirect effects on the leisure and entertainment cultural aesthetics and organisational identification.

The confidence interval for the indirect effect of leisure and entertainment cultural aesthetics –expressive leisure on organisational identification is between 0.154 and 0.299, and the interval result does not include 0 (Table 15), which represents a significant level, indicating that there is an indirect effect of leisure and entertainment cultural aesthetics-expressive leisure on organisational identification (Hayes, 2017). In addition, the confidence interval for the direct effect of leisure and entertainment cultural aesthetics-expressive leisure on organisational identification is between 0.236 and 0.412, excluding 0, and reaching a significant level ($p < 0.001$), indicating that there is a direct effect of leisure and entertainment cultural aesthetics-expressive leisure on organisational identification (Hayes, 2017). Therefore, both indirect effects and direct effects exist, so healing effects – perception of happiness has a mediating effect in this model.

Table 15 Direct and indirect effects of leisure and entertainment cultural aesthetics on organisational identification (1)

<i>The direct effect of expressive leisure on organisational identification</i>					
<i>Effect</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
0.324	0.045	7.228	0.000	0.236	0.412
<i>The indirect effect of Expressive Leisure on Organisational Identification</i>					
Healing effects – Perception of Happiness	<i>Effect</i>	<i>Boot SE</i>	<i>BootLLCI</i>	<i>BootULCI</i>	
	0.221	0.037	0.154	0.299	

The confidence interval for the indirect effect of leisure and entertainment cultural aesthetics –expressive leisure on organisational identification is between 0.087 and 0.194, and the interval result does not include 0 (Table 16), which represents a significant level, indicating that there is an indirect effect of leisure and entertainment cultural aesthetics-expressive leisure on organisational identification (Hayes, 2017). In addition, the confidence interval for the direct effect of leisure and entertainment cultural aesthetics-expressive leisure on organisational identification is between 0.322 and 0.493, excluding 0, and reaching a significant level ($p < 0.001$), indicating that there is a direct effect of leisure and entertainment cultural aesthetics-expressive leisure on organisational identification (Hayes, 2017). Therefore, both indirect effects and direct effects exist, so healing effects – positive healing has a mediating effect in this model.

The confidence interval for the indirect effect of leisure and entertainment cultural aesthetics –artistic leisure on organisational identification is between 0.124 and 0.242, and the interval result does not include 0 (Table 17), which represents a significant level, indicating that there is an indirect effect of leisure and entertainment cultural aesthetics-artistic leisure on organisational identification (Hayes, 2017). In addition, the confidence interval for the direct effect of leisure and entertainment cultural aesthetics-artistic leisure on organisational identification is between 0.126 and 0.274, excluding 0, and reaching a significant level ($p < 0.001$), indicating that there is a direct effect of leisure and entertainment cultural aesthetics-artistic leisure on organisational identification

(Hayes, 2017). Therefore, both indirect effects and direct effects exist, so healing effects – perception of happiness has a mediating effect in this model.

Table 16 Direct and indirect effects of leisure and entertainment cultural aesthetics on organisational identification (2)

<i>The direct effect of expressive leisure on organisational identification</i>					
<i>Effect</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
0.407	0.044	9.334	0.000	0.322	0.493
<i>The indirect effect of expressive leisure on organisational identification</i>					
Healing effects – Positive Healing	<i>Effect</i>	<i>Boot SE</i>	<i>BootLLCI</i>	<i>BootULCI</i>	
	0.137	0.027	0.087	0.194	

Table 17 Direct and indirect effects of leisure and entertainment cultural aesthetics on organisational identification (3)

<i>The direct effect of artistic leisure on organisational identification</i>					
<i>Effect</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
0.200	0.038	5.317	0.000	0.126	0.274
<i>The indirect effect of artistic leisure on organisational identification</i>					
Healing effects – Perception of Happiness	<i>Effect</i>	<i>Boot SE</i>	<i>BootLLCI</i>	<i>BootULCI</i>	
	0.179	0.03	0.124	0.242	

The confidence interval for the indirect effect of leisure and entertainment cultural aesthetics –artistic leisure on organisational identification is between 0.098 and 0.203, and the interval result does not include 0 (Table 18), which represents a significant level, indicating that there is an indirect effect of leisure and entertainment cultural aesthetics-artistic leisure on organisational identification (Hayes, 2017). In addition, the confidence interval for the direct effect of leisure and entertainment cultural aesthetics-artistic leisure on organisational identification is between 0.152 and 0.314, excluding 0, and reaching a significant level ($p < 0.001$), indicating that there is a direct effect of leisure and entertainment cultural aesthetics-artistic leisure on organisational identification (Hayes, 2017). Therefore, both indirect effects and direct effects exist, so healing effects – positive healing has a mediating effect in this model.

Table 18 Direct and indirect effects of leisure and entertainment cultural aesthetics on organisational identification (4)

<i>The direct effect of artistic leisure on organisational identification</i>					
<i>Effect</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
0.233	0.041	5.657	0.000	0.152	0.314
<i>The indirect effect of artistic leisure on organisational identification</i>					
Healing effects – Positive Healing	<i>Effect</i>	<i>Boot SE</i>	<i>BootLLCI</i>	<i>BootULCI</i>	
	0.147	0.027	0.098	0.203	

5 Conclusions

Cultural aesthetics emphasises the results of the relationship between people's activities, but there is no uniform standard for cultural aesthetics, so it has not been widely used in practice. In the field of organisational management and human resources management, most organisations still focus on whether the performance of members meets the standards set by the organisation, and use salary incentives to promote members to improve work efficiency and improve organisational performance. However, the key to "beauty" lies in the "people" who provide labour and services. Nowadays, more and more attention is paid to the aesthetic economy, and the cultural aesthetics of members participating in the organisation of leisure and entertainment activities gradually needs to be paid attention to. To let the members of the organisation feel the intention of the organisation, it is necessary to cultivate an aesthetic atmosphere within the organisation, so that every member of the organisation has a certain understanding of cultural aesthetics. Only in this way can this organisational culture be conveyed to members through participation in leisure activities, so that they can identify with the organisation. After analysing the empirical results, the study will summarise the recommendations for the organisation managers and the organisation activity planners, which will be used as a further in-depth discussion and practical application in the future and the direction for enhancing "organisational identification" through "healing effects".

5.1 *Managers in organisations*

Individuals' psychological relationship with an organisational culture deeply affects members' identification with the organisation and is further related to work engagement and organisational performance. Therefore, in addition to the provision of economic benefits, recreational welfare planning may also become an important factor affecting organisational identification. The research results divide organisational members' leisure and entertainment cultural aesthetics into expressive leisure and artistic leisure. It can be seen from the conclusion analysis that whether it is a more dynamic expressive leisure or a static activity of art and leisure, it will affect the identification of members of the organisation to the organisation. Healing effects – perception of happiness and healing effect and positive healing both affect organisational identification. Based on the above results, this study makes the following suggestions for organisational managers:

- 1 Listen to the feedback and suggestions of organisational members on the work process: According to the suggestions and feedback of the members, they will study the most suitable work process, and adjust the work mode of each person in time, such as working hours, process, cooperative team members, etc.
- 2 Care about the physical and psychological changes of members: Appropriate work pressure is one of the factors that drives efficiency and performance improvement, but the accumulation of excessive pressure and the subsequent negative emotions will have a negative impact, so timely care should avoid problems.
- 3 Pay equal attention to performance and recreational activities: While emphasising organisational performance, managers should also plan activities to help members relieve stress. Participation in leisure and entertainment activities not only allows the

outlet of emotions, but also improves the cohesion among the members in the process of getting along with each other, and creates a sense of identity with the organisational culture.

5.2 Event planners in organisations

According to the analysis of the conclusions, whether healing effects-perception of well-being or positive healing both have a mediating effect on the relationship between expressive leisure and organisational identification. Healing effects – perception of happiness and healing effect and positive healing will also have some explanatory power for the positive relationship between artistic leisure and organisational identification. Therefore, this study provides the following suggestions for organisational activity planners:

- 1 Provide the choice of leisure activities for employees. Different types of leisure and entertainment activities will make employees feel happy and have positive emotions. Diversified options help members find the most suitable activities for them, and improve the benefits of organising leisure and entertainment activities for members.
- 2 Improve the willingness to participate in organisational activities. In response to the comments and feedback of members of the organisation, improving the process and mode of activities, in addition, to accurately conveying the core value of leisure and entertainment activities to each member, can also increase the participation rate of members.
- 3 Established member's leisure preference database. Using the database for data analysis, regular analysis, and review, to find out the trend of members' preference for leisure activities, and to understand the members' feelings will more effectively design leisure and entertainment activities that meet the needs of members.

6 Limitations and future research

The leisure and entertainment cultural aesthetics of organisational members is still preliminary research. Although we strived to be rigorous in the research process, this research still has shortcomings that should be addressed in future research. First, the Cultural Aesthetics Scale is rarely discussed in the literature in previous studies, and there is no set of standard principles. Therefore, the leisure and entertainment cultural aesthetics scale for organisational members needs to be improved in future studies. Second, this research only conducts a preliminary analysis based on the behavioural feelings of organisational members on leisure and entertainment activities. If a more comprehensive study can be carried out from the perspective of organisational managers in the future, combining different viewpoints, it will help to improve the efficiency of management practice and activity planning. Third, the sample structure in this study is too concentrated, there will be some errors in the research results. Thus, the subjects of the questionnaire should be spread to other ethnic groups with higher seniority and sub-sectors. Cross-analysis research can be conducted to understand the differences, make the research results more comprehensive, and reduce the error of the research.

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