

Analyzing the Correlation Between the Psychological Atmosphere and Sports Employees' Proactive Responsibility in the Sports Industry

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Abstract

With the advent of the new era of the employer economy, as the foundation of the enterprise operation, the sports enterprise staff has become an important resource for the long-term and stable development of the enterprise and the continuous acquisition of their own competitive advantages. How to mobilize the enthusiasm of employees, make employees take the initiative to take responsibility, enhance the sense of belonging to the sports enterprise has become an important proposition of the current enterprise organization and management. Based on this background, from the perspective of organizational advantage, this study explores how organizational advantage stimulates sports employees' responsible behavior by creating a positive psychological atmosphere. At the same time, combined with the questionnaire data of sports enterprises, this study quantitatively studies the influence of the psychological atmosphere on sports employees' responsibility behavior from the perspective of advantage. Finally, combined with the analysis results, feasible suggestions are put forward for managers to optimize their own enterprise organization and management, create a good psychological atmosphere, and stimulate sports employees' sense of duty performance and responsibility.

Keywords: Psychological atmosphere; sports Enterprise organization and management; Employee behavior; Theory of dominance

1. Introduction

With the deepening of organizational management research, sports enterprise organizational management theory has been fully extended and expanded, from a single study of management to a comprehensive research content including psychology, management, organizational behavior and other disciplines. In this context, exploring the influence of the psychological atmosphere on sports employees' active responsibility behavior from the perspective of advantages is helpful to build a more scientific and comprehensive management analysis system so as to effectively improve the internal efficiency of enterprise management. Before the analysis, this study first analyzes the special definition involved in the research.

The psychological atmosphere from the perspective of advantage is a concept that focuses on the characteristics of employees at the individual level and combines with the advantage theory. Specifically, it refers to sports employees' psychological perception that can effectively explore, exercise, use and evaluate their personal talents and individual advantages in various policy and system contents, work practices and process management in the sports enterprise organization (Kozan, Işık, & Blustein, 2019; Smith, Baranik, & Duffy, 2020).

The active responsibility behavior of employees mainly refers to the behaviors proposed by employees themselves to improve the performance efficiency of their posts and optimize the working mode of their units or sports enterprises. To be specific, from the perspective of sports enterprise business practice, employees spontaneously improve the existing work process, innovate specific technologies, improve work efficiency, and make up or correct the original (Saha et al., 2022). At the level of enterprise strategy, employees take the initiative to reform and challenge the existing sports enterprise management system and long-term working practices, proactively identify and cope with sports enterprise risks, and offer suggestions on long-term strategic management direction (Liu et al., 2022; Wang, Cui, & Cai, 2022). Its behavior is shown in Figure 1.

From the perspective of advantage theory, the specific channels and mechanisms of psychological atmosphere on sports employees' active responsibility behaviors are also the main questions discussed in this study. Based on the review of current studies, the specific influence channels can be divided into three categories: individual channels, internal team channels and unit organization channels (Achtziger et al., 2021; He et al., 2021). Individual channels can be subdivided into factors such as personal quality, values and

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emotional needs of employees. Internal team channels are mainly divided into leadership characteristics and internal team relations; The organization channel of the unit mainly

lies in the atmosphere management and human resources management strategy two aspects. The distribution of specific influence channels is shown in Figure 2.

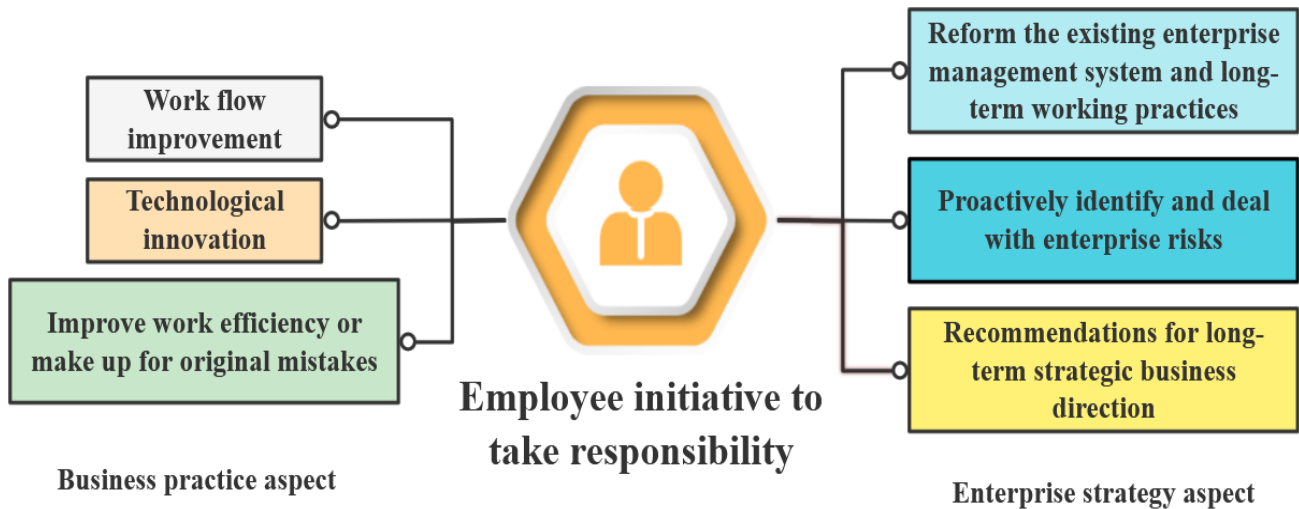


Figure 1. Content of sports employees' active responsibility behavior

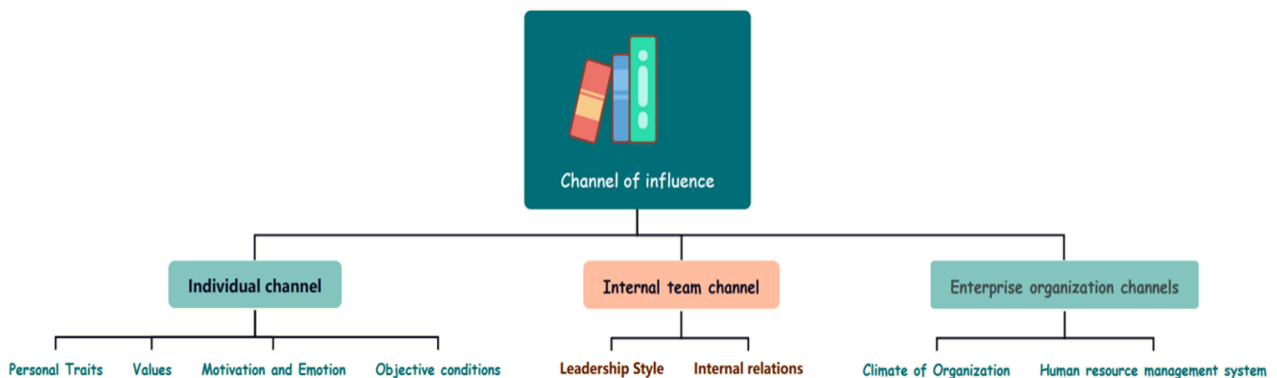


Figure 2. Channels of influence of psychological atmosphere on sports employees' proactive responsibility behavior

The possible contribution of this research is mainly embodied in two aspects: theory and practice. At the theoretical level, first of all, the research expands the existing factors that affect sports employees' active responsibility behavior. Most of the current studies focus on the influence of human resource management or personal traits on sports employees' behavior. This study expands the influencing factors based on the dominant psychological atmosphere, which can support or promote sports employees' active responsibility behavior. Secondly, this study sorted out in more detail how the dominant psychological atmosphere through specific channels to achieve the impact on sports employees' active responsibility behavior, and clarified its behavioral transmission logic route. Finally, the potential mediating or moderating effects of internal employee identity cognition and interpersonal reciprocity vigilance on the above mechanism were considered, which further enriched the connotation of the study. In practice, first of all, this study applies the advantage theory to the practice of

sports enterprise organization management, broadening the application scope of the advantage theory. At present, the advantage theory is rarely used in enterprise management. This study relies on the advantage theory to analyze its effective identification, evaluation and application of employee advantages, which brings practical guidance for sports enterprises to improve their own management strategies and effectively improve enterprise management efficiency. Secondly, from the analysis of psychological atmosphere to employee behavior, it explores a new management perspective for sports enterprise management, which is helpful for enterprise managers to grasp the effect of creating psychological atmosphere more clearly, and effectively adjust and improve the current situation that some employees are weak in initiative, unwilling to take responsibility and avoid responsibility through the advantage of psychological atmosphere, so as to build a more harmonious enterprise management organizational relationship.

Finally, it is helpful for sports enterprise managers to pay more attention to the advantages and characteristics of employees. The research demonstrates the internal connection between the advantage psychological atmosphere and sports employees' active responsibility behavior through theoretical and empirical means, and

provides a practical path for sports enterprise managers to create the advantage psychological atmosphere based on the development of sports employees' individual advantages, so as to promote the improvement of sports employees' work efficiency. The specific contribution of the article is shown in Figure 3.

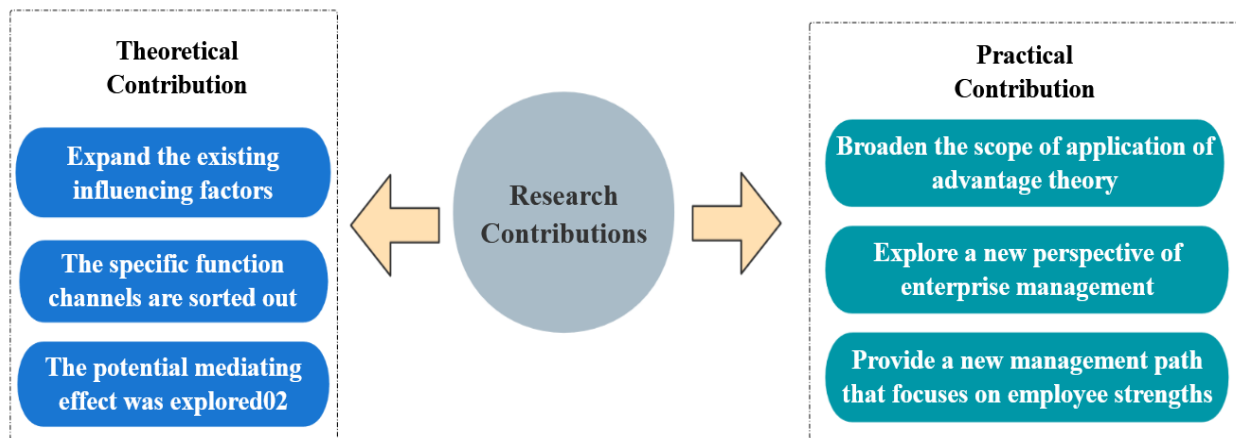


Figure 3. Research theory and practice contribution

2. Materials and Methods

After completing the analysis of the psychological atmosphere of the advantage perspective, the definition of the basic concept of sports employees' active responsibility behavior and the basic influence channels. This chapter will further combine the social exchange theory to analyze and demonstrate the influence mechanism of dominant psychological atmosphere on sports employees' active responsibility behavior, the intermediary mechanism of internal sports employees' identity cognition and the regulating mechanism of reciprocal vigilance among interpersonal relationships.

2.1 The mechanism of psychological atmosphere on sports employees' active responsibility behavior from the vantage point

Social exchange theory is one of the important theories to study the behavior of sports enterprises. It holds that there is a relationship of interest exchange and reciprocity between employees and enterprises, that is, individuals work for enterprises to get reasonable remuneration, and sports enterprises need employees to create value for them, which is the basis of the relationship between the two. Further, when the sports enterprise is willing to pay more than the original remuneration in the aspects of employee welfare, personal development and performance bonus, the employees will be more actively involved in the work and create more value for the enterprise (Eisenberger, Rhoades Shanock, & Wen, 2020; Zhang et al., 2018).

Specifically, in terms of the mechanism of action discussed in this study, advantage-based psychological atmosphere is actually a kind of excess remuneration provided by the enterprise organization. When employees perceive that the sports enterprise pays attention to, cultivates and utilizes their advantages, and are willing to provide corresponding resources for the exploitation of their advantages, the employees will generate the motivation based on reciprocity and social exchange, and provide corresponding returns for the sports enterprise. That is, the corresponding positive responsibility behavior is generated. Specifically, there are two kinds of means for enterprises to create advantageous psychological atmosphere. One is extrinsic means, that is, to provide corresponding ability training or resource inclination, so that employees can feel the material input from sports enterprises to their advantages (Kai, Zaixuan, & Yongxin, 2018). The other kind is intrinsic means, which enables employees to perceive the organization's attention, support, appreciation and attention, etc., so that employees can have a sense of belonging and happiness psychologically (Cao, Yan, & Dong, 2018). Under the combined action of internal and external means, it can create more psychological atmosphere that can make employees have a sense of belonging, support and security, and then stimulate the enthusiasm of employees to improve their self-efficacy, so as to spontaneously generate behavioral awareness that they are willing to take more responsibilities. The specific mechanism logic is shown in Figure 4.

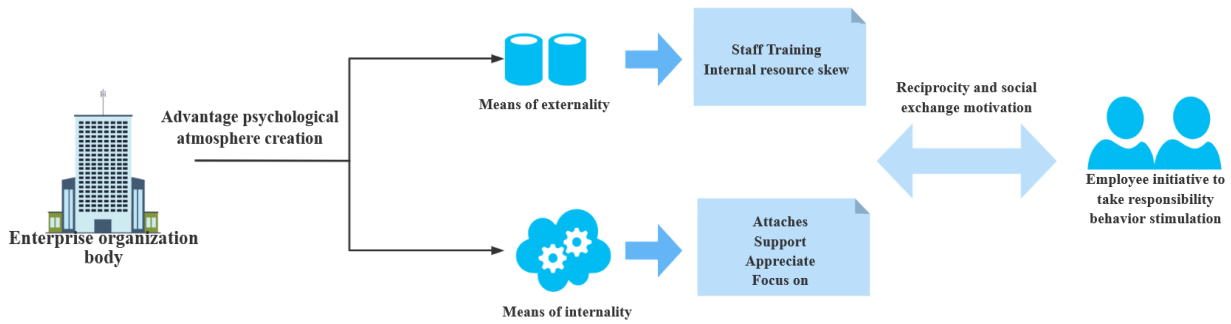


Figure 4. The mechanism of the dominant psychological atmosphere on sports employees' active responsibility behavior

2.2 Intermediary mechanism of internal employee identity cognition

In addition to the direct effect of the dominant psychological atmosphere on the active responsibility behavior of employees, the internal employee's identity cognition also plays a certain intermediary role in the transmission process. The overall transmission logic should be that the dominant psychological atmosphere affects the identity cognition of employees inside the enterprise, and the change of identity cognition affects the behavior of employees.

The influence of the dominant psychological atmosphere on the identity cognition of internal employees lies in that, due to the existence of the dominant psychological atmosphere, employees gain a certain sense of support and belonging in the enterprise organization. Under the influence of this kind of special organizational support, the "internal attraction" of the sports enterprise organization to employees will be potentially formed, that is, the motivation of external employees to join the enterprise organization will be generated. Employees will actively acquire the identity of an enterprise insider and consider themselves as such in their inner perception. They will spontaneously bind their own interests to the interests of the enterprise, and the relationship

between themselves and the sports enterprise will change from the original "employer-employed" relationship to the high-quality and mutually beneficial relationship of "internal partner" (Ebrahimi et al., 2020).

Further, the employee's active responsibility behavior generated by internal employee identity cognition lies in. After the formation of internal employee identity recognition, it means that employees are highly recognized and accepted by the enterprise organization. The sports enterprise will provide employees with higher remuneration, more resources and development opportunities, which will further increase the advantageous psychological atmosphere of employees and further enhance their sense of belonging to the sports enterprise. In my own work practice, I take the initiative to regard myself as a core employee in the enterprise and carry out business activities as an "internal employee". I will be more active in engaging in content beyond the scope of responsibilities of general job roles, and I will be more willing to "share benefits and risks" with the enterprise (Ogbonnia, 2021). To achieve a virtuous circle of "creating advantageous psychological atmosphere → enhancing internal identity cognition → increasing active responsibility behavior → further shaping advantageous psychological atmosphere". The specific mechanism is shown in Figure 5.

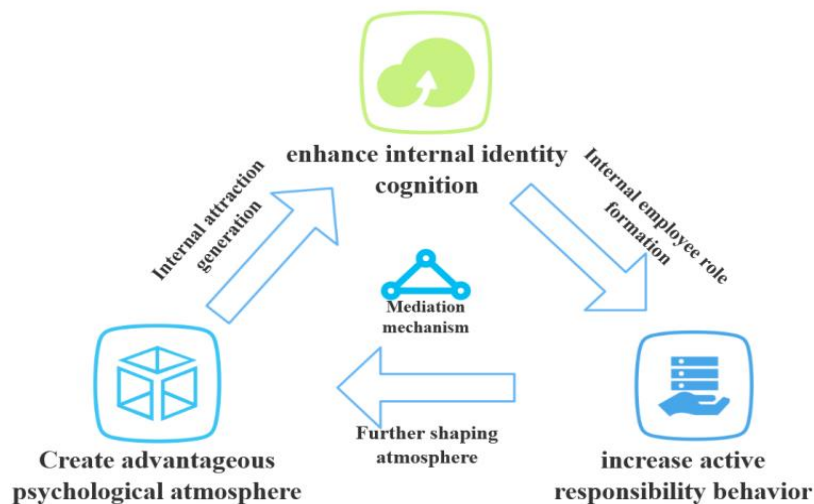


Figure 5. Mediating mechanism of internal employee identity cognition

2.3 The regulating mechanism of reciprocal vigilance in interpersonal relationships

In the real business management process, the behavior patterns of individuals and organizations will be more complex, so this study also considers the potential mechanism of reciprocity vigilance in interpersonal relationships.

What the so-called reciprocal vigilance among interpersonal relationships represents is that, in the mechanism analysis above, according to the view of social exchange theory, by exploring sports employees' advantages, enterprises can create feasible conditions and effective support for the development of sports employees' advantages, enabling employees to strengthen the sense of belonging to the enterprise organization and generate active responsibility behavior as feedback and return. However, in the real process of enterprise management, not all employees can give back the same amount in the face of the advantageous psychological atmosphere provided by the organization, and some employees may even be suspicious or alert to the advantageous atmosphere provided by the organization beyond their due, which is the "interpersonal reciprocity vigilance" proposed in this study (Che, Zhu, & Huang, 2022; Lyubykh et al., 2022). Therefore, due to the differences in psychological sensitivity of different employees to social exchange, individual differences will inevitably produce differentiated regulation on the original influence mechanism. The specific regulation mechanism can be divided into two parts, one is the influence and regulation of the direct mechanism of action, the other is the adjustment of the intermediary mechanism of sports employees' internal identity cognition.

In terms of regulating the direct mechanism of action, for individuals with high interpersonal reciprocity vigilance,

when the enterprise organization provides an advantageous psychological atmosphere, they will question the organizational motivation or worry that they will not get the expected report, which will reduce their own initiative to take responsibility behavior and work enthusiasm. It is manifested as evading responsibility or negatively coping with the influence of the advantageous psychological atmosphere (Hu, Chi, & Liu, 2018). At the same time, due to the existence of vigilance, employees cannot fully trust the enterprise and believe that the enterprise will damage their own rights and interests in other fields, resulting in low sense of belonging to the enterprise and weak sense of support. Enterprises cannot form effective trust with employees, and will aggravate sports employees' suspicion and sense of vigilance, leading to a vicious cycle.

In the mediation of the mechanism of action regulation. Reciprocity vigilance in interpersonal relationships also has an impact on the formation of sports employees' internal identity. As employees are highly aware of reciprocity in interpersonal relationships, they tend to carry out their work in the form of minimal reciprocity or visible equivalent exchange, that is, they will only ask for the corresponding rewards of their work content, and they will be more cautious and conservative in the return of excess advantages, although this is an important means for employees to avoid being trapped and exploited. However, the relationship between employees and enterprises will remain in the "employment-employed" relationship for a long time (Jung K G, 2019). In this relationship, employees cannot obtain the internal identity recognition of the enterprise, but also have the motivation to voluntarily reduce the active responsibility behavior or undertake risky and challenging work or behavior, which weakens the positive mediating effect of internal identity recognition to a certain extent. The specific mechanism is shown in Figure 6.

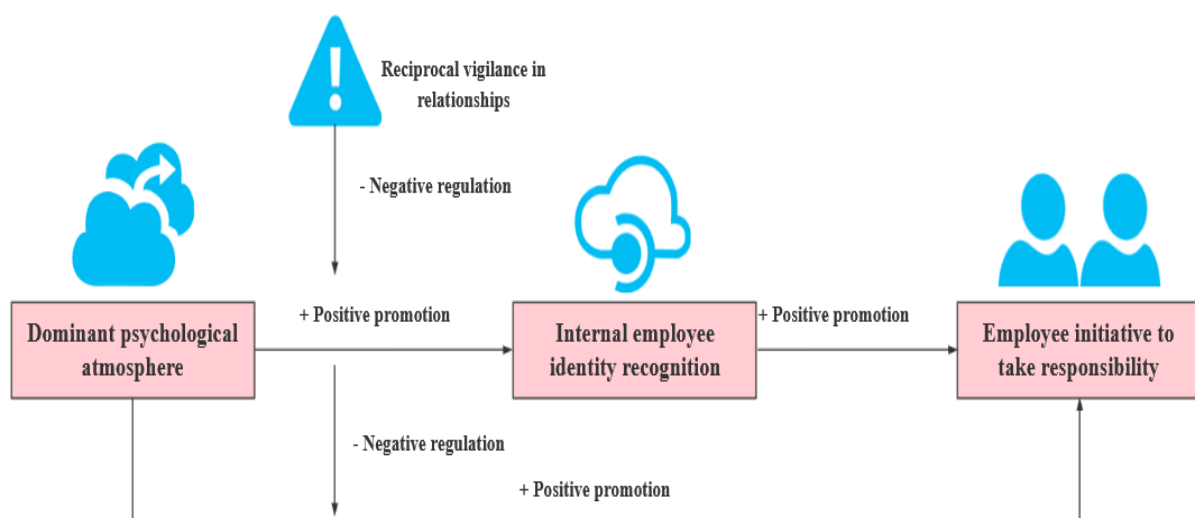


Figure 6. Regulatory mechanisms of reciprocal vigilance in interpersonal relationships

3. Result Analysis and Discussion

3.1 Research data design

In order to better test the active responsibility behavior of employees under the dominant psychological atmosphere, this study carried out data analysis and research on the basis of the theoretical mechanism analysis, and further explored the direct relationship between the two, the mediating effect and the moderating effect through the data relationship. In terms of data acquisition, this study is mainly carried out in the form of questionnaires. First, this study completes the preliminary design of questionnaires according to the theoretical mechanism analysis mentioned above. The questionnaire mainly obtains data needed for research through five parts.

The measure of dominant psychological atmosphere. The measurement of the psychological atmosphere of superiority is the key of this study. Therefore, 12 specific questions are selected to measure the psychological atmosphere of superiority in the organizational environment of the employees, including the performance of individual talent, the recognition and appreciation of individual advantage and the application of advantage (Veloso-Besio et al., 2019; Zhuang & Chen, 2020).

Measures of internal employee identity recognition. Internal employee identity cognition is an important intermediary factor in the research. This study sets 6 specific questions to measure sports employees' cognition of internal employee identity based on their own self-evaluation, and mainly examines the degree of sports employees' evaluation of positive or negative problems

related to the enterprise. In the design of options, the Richter scale is used to divide them into 1-5 levels.

Measurement of employee proactive accountability behavior. Active responsibility taking behavior is the behavioral motivation mainly studied in this research. This research sets 10 specific questions to evaluate whether employees will take the initiative to take responsibility in the work of specific enterprises, mainly involving the positive or negative behaviors taken by employees in the face of specific responsibility problems.

A measure of reciprocal vigilance in interpersonal relationships. The study on reciprocity vigilance measurement in interpersonal relationships sets up 8 questions, which mainly measure the positive or negative attitude that employees think when they are confronted with others' help, external incentives, extra remuneration and other situations in organizational work in the form of questions (Bajaba et al., 2021; Sarfo et al., 2022).

The measure of the fundamental problem. In addition to the issues discussed above, this study also collected the basic information of the subject, such as gender, age, enterprise size, working hours, position, education level, etc. At the same time, according to the research requirements, the options of such questions are set as type variables.

A total of 300 questionnaires were sent out to employees in different industries and enterprises, and 294 questionnaires were recovered in the final study, among which 13 were invalid. Therefore, 281 valid questionnaires were obtained in the end, with an effective rate of 93.67%. Specific information related to questionnaires is shown in Table 1.

Table 1

Data questionnaire content composition

Content of the Scale	Number of Scale questions	Type of question
Dominant psychological atmosphere	12	Structural formula
Internal employee identity recognition	6	Half structural formula
Employee initiative to take responsibility	10	Structural formula
Be aware of reciprocity in relationships	8	Half structural formula
Fundamental nature problem	6	Open plan

After obtaining relevant data, this study analyzed the reliability and validity of the questionnaire. Kronbach α reliability coefficient was selected for reliability analysis. The results showed that the reliability level of the questionnaire was 0.845, which was higher than 0.8 of the general discrimination standard, indicating that the reliability of the data was good and the data had high overall consistency and stability. The questions designed by the data questionnaire are all reasonable. KMO and

Bartlett sphericity test were selected for validity analysis. KMO value was 0.782, and the sphericity test result was significant at 1% significance level, indicating that the questionnaire had high validity and could reflect the expected issues discussed in the research more closely.

3.2 Data analysis results

After obtaining the corresponding data, this study uses regression analysis to quantitatively evaluate the

relationship between the dominant psychological atmosphere and sports employees' active responsibility behavior, and tests the effects of the three mechanisms mentioned above. First of all, it is the test of direct

relationship, where A is the case without considering the mediating effect, and B is the case considering the mediating effect. The specific results are shown in [Table 2](#).

Table 2

Test results of direct interaction relationship

Variable	Dependent variable: employee's active responsibility behavior			
	A		B	
	β	t	β	t
Dominant psychological atmosphere	0.472	7.99	0.392	4.57
Internal employee identity recognition			0.271	4.23
F	15.32		16.53	
R ²	0.631		0.652	

It can be seen from the results that the dominant psychological atmosphere has a significant positive relationship with sports employees' active responsibility taking. At the same time, the internal employee identity cognition also presents a significant positive correlation with sports employees' active

responsibility taking behavior. The two have a positive impact on sports employees' active responsibility taking. Further, the Bootstrap method was used to identify the weight of direct and intermediary effects in the positive influence, and the specific results are shown in [Table 3](#).

Table 3

Results of mediation mechanism test

Mechanism of action	Bootstrap	SE	95% confidence level
General mechanism	0.47	0.07	[0.38,0.53]
Direct mechanism of action :DPA→EIR	0.13	0.05	[0.08,0.24]
The mediating mechanism :DPA→IEI→EIR	0.34	0.03	[0.14,0.44]

In the above results, DPA is the Dominant psychological atmosphere, EIR is the Employee initiative to take responsibility, and IEI is the Internal employee identity recognition. It can be seen from the results that the estimated values of the three effects are significant, and the estimated value of the total mechanism of action is 0.47, which is composed of the direct mechanism of action and the intermediary mechanism of action, in which the direct mechanism of action accounts for 0.13 of the total mechanism of action, and the intermediary mechanism of action accounts for 0.34 of the total mechanism of action. This result also shows that among the influences of the dominant psychological atmosphere on sports employees'

active responsibility behaviors, more of the effect comes from the intermediary mechanism generated by internal sports employees' identity cognition. It is precisely because the dominant psychological atmosphere creates a regulation for the generation of internal sports employees' identity cognition, which enhances the emergence of sports employees' active responsibility behaviors under the effective drive of cognition.

Finally, the moderating effect of reciprocity vigilance in interpersonal relationships is discussed, and this variable is added to regression A and B in [Table 2](#) respectively to investigate its influence on regression results. The specific results are shown in [Table 4](#).

Table 4

The moderating effect of reciprocal vigilance in interpersonal relationships

Variable	Dependent variable: employee's active responsibility behavior			
	A		B	
	β	t	β	t
Dominant psychological atmosphere	0.441	8.02	0.371	4.63
Internal employee identity recognition			0.256	4.11
Be aware of reciprocity in relationships	-0.123	-8.33	-0.143	-9.23
F	16.28		17.06	
R ²	0.617		0.629	

It can be seen from the results that interpersonal reciprocity vigilance has a significant negative correlation with employees' active responsibility behavior, that is, high interpersonal reciprocity vigilance will reduce employees' active responsibility behavior. At the same time, due to the existence of this negative moderating effect, the positive effects of the corresponding dominant psychological atmosphere and internal employee cognition are decreased. The negative regulatory effect is also reflected in the inhibition of the original positive channels.

4 Conclusions

Based on the above analysis results, this study puts forward feasible suggestions from four aspects for enterprise managers to optimize their own organizational management, create a good psychological atmosphere, and stimulate employees' sense of duty performance and responsibility.

First, pay attention to the development of employees' advantages and stimulate the active responsibility behavior. Enterprises can specify corresponding internal systems or measures according to their own conditions to create advantageous psychological environment conducive to the development of employees. Specifically, it can be done from the following two aspects: on the one hand, it should strengthen the enterprise performance management content, establish an advantage-oriented enterprise performance evaluation system, conduct performance evaluation based on individual advantages, pay attention to the exploration and cultivation of individual advantages, and at the same time, it should also pay attention to the targeted incentive for employees' advantages when giving performance feedback. To better create performance in the advantageous psychological atmosphere, to form positive feedback in the performance evaluation process. On the other hand, strengthens training and has complementary advantages. Enterprises can train employees in different business scenarios or practice in real situations so that employees can recognize and improve their advantages. At the same time, we can also carry out activities such as internal business exchange and sharing or experience summary, so that the advantages can be transmitted internally.

The second is to strengthen personnel allocation based on advantages. In personnel allocation and management, enterprises should combine strengths theory and post competency theory to strengthen internal personnel allocation and realize organizational optimization. On the one hand, the position arrangement should be fully based on the characteristics of the post, and select the

advantageous talents matching the post content, which can not only improve the performance efficiency of the post, but also make the advantages of the relevant employees give full play to their positions and make them feel the promotion effect of the advantageous psychological atmosphere. On the other hand, the enterprise also needs to create different advantageous atmospheres according to its long-term strategic planning and choice for personnel allocation to meet its development needs in different periods. In addition, the advantage psychological atmosphere theory can also provide practical guidance and suggestions for the personnel allocation of enterprises. For example, many enterprises have carried out effective advantage intervention on the organizational structure of enterprises according to the classification standards provided by the advantage theory, so as to maximize the effect of personnel allocation in the current feasible range, and realize dynamic management according to the market development and job demand. Maintain the long-term efficiency of the organization.

Third, enhance the sense of belonging of the internal enterprise and strengthen the identity cognition of employees. With the development of the current corporate culture, employees' demands for the enterprise are not only to obtain material rewards, but also to gain recognition and become "insiders" of the enterprise. When an individual perceives himself as an "insider" of an enterprise, he will spontaneously perform his duties and take responsibility. Therefore, enterprises should take measures to enhance the sense of belonging inside enterprises. First of all, we should attach importance to employee motivation, and adopt the form of both material and spiritual motivation to release a positive attitude to employees. Secondly, to improve the "human touch" of organization management, in addition to work, to help and care for employees in other aspects of difficulties. Finally, strengthen the communication with the grassroots. When the enterprise makes major decisions or carries out business improvements, it should communicate with the grassroots employees more often and entrusts them with certain rights of suggestion, voting and management, so that the employees can have the ownership bar that they are also an important part of the enterprise and take the initiative to carry out beneficial behaviors that are helpful to the work or the enterprise.

Fourth, build trust and reduce reciprocity vigilance in interpersonal relationships. As can be seen from the above analysis, due to the existence of reciprocity vigilance in interpersonal relationships and corporate organizational relationships, the positive impact of positive psychological atmosphere and internal identity recognition is inevitably

suppressed or reduced. The root cause of such vigilance lies in the distrust of interpersonal relationship. Therefore, enterprises should take certain measures to build the trust relationship between enterprises and employees and eliminate employees' distrust or vigilance towards enterprises. For example, some supervision and management measures should be relaxed appropriately, management should be less authoritarian and more democratic, and more mutual benefit measures should be developed. Thus, the positive interaction between enterprises and employees will be formed to promote the long-term and stable development of enterprises.

In general, based on theory and data analysis, this study builds an analytical framework of the influence mechanism of the dominant psychological atmosphere on employees' active responsibility behavior, and discusses the intermediary mechanism and regulating mechanism of internal employees' identity cognition and interpersonal reciprocity vigilance. It has certain reference significance for

the current organizational management practice and provides certain solutions. In the follow-up study, this paper also makes two perspectives. On the one hand, the effects of other mediating mechanisms can be further discussed. This study mainly discusses the mediating mechanism generated by internal employee cognition, but in the dominant psychological atmosphere, such as common psychological factors such as employee self-efficacy and positive emotion may also have a certain mediating effect, which is worth analyzing in the follow-up research. On the other hand, the discussion on the influence of interpersonal relationship can further expand the boundary. This study mainly analyzes the influence of reciprocity vigilance, but in fact, in addition to the organizational system constructed by people, the relationship between employees, the relationship between leaders and employees, competition and cooperation are all the boundary factors of interpersonal relationship that are worth exploring and need to be further enriched by subsequent studies.

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