



# Development Strategy of Leisure Sports to Improve Physical Fitness for Employees of the Small and Medium Enterprises in Fuzhou City

Xuanmin Zhu<sup>1</sup>, Wanwisa Bungmark<sup>2</sup> and Kanit Kheovicha<sup>3</sup>

<sup>1</sup>Ph.D. Student, Faculty of Education, Silpakorn University, Thailand

<sup>2</sup>Asst. Professor, Faculty of Education, Silpakorn University, Thailand

<sup>3</sup>Professor, Faculty of Education, Silpakorn University, Thailand

E-mail: 623536423@qq.com, ORCID ID: <https://orcid.org/0009-0006-7163-3798>

E-mail: BUNGMARK\_W@SU.AC.TH, ORCID ID: <https://orcid.org/0009-0008-7115-6818>

E-mail: KHEOVICHAI\_K@SU.AC.TH, ORCID ID: <https://orcid.org/0009-0007-2817-8731>

Received 05/11/2024

Revised 18/11/2024

Accepted 18/12/2024

## Abstract

**Background and Aim:** In China, with the importance attached to public health, economic development, and social integration, more importance is accorded to the field of leisure sports. National policy initiatives include "Healthy China 2030" in creating conditions for easy access to physical fitness activities and implementation of projects on improving employee health in various industries, with particular emphasis on SMEs. The research aims of this paper are (1) to study the current situation of physical fitness of employees in small and medium enterprises (SMEs) in Fuzhou City. (2) to develop a strategy of leisure sports to improve physical fitness for employees of small and medium enterprises (SMEs) in Fuzhou city. (3) to evaluate the feasibility of the leisure sport strategy aiming at improving the physical fitness of employees in SMEs in Fuzhou city, to find the shortcomings in the strategy and to further improve the strategy.

**Materials and Methods:** This study adopts the R&D research method. A mixed-method approach was adopted, involving 400 SME employees and 10 leaders in Fuzhou City. Data collection was done through document analysis, surveys, and interviews, while there was a two-month experimental program for 54 participants. From the quantitative and qualitative data analysis, strategic interventions were developed by using the SWOT and TOWS frameworks.

**Results:** The results of this study found that: (1) The current state of employee leisure sports in Fuzhou City's small and medium-sized enterprises (SMEs) reveals 8 strengths, 6 weaknesses, 10 opportunities, and 5 threats. These findings highlight that while SMEs offer supportive policies and access to sports facilities, areas such as equipment funding, professional guidance, and dedicated sports venues still need improvement; (2) In response to the analysis of employee leisure sports participation in Fuzhou SMEs, this study proposes 4 SO strategies, 4 ST strategies, 4 WO strategies, and 4 WT strategies. These strategies focus on enhancing health management, securing sponsorships, expanding employee access to sports facilities, improving feedback systems, and providing necessary equipment and guidance; (3) After experimenting, the data from the t-test found that these strategies are very feasible and meet current needs, but some strategies need to be further integrated. The final recommendations include 3 priority SO strategies, 3 ST strategies, 2 WO strategies, and 3 WT strategies, which aim to increase employee engagement, reduce self-financing expenses, optimize resource allocation, and strengthen safety measures.

**Conclusion:** In general, Fuzhou City's small and medium-sized enterprises possess strong potential for promoting employee leisure sports, with supportive policies and accessible sports resources. However, these resources have not yet been fully optimized or utilized to their full potential. If the development strategies proposed in this study are implemented, they are expected to enhance employee engagement in leisure sports, improve overall physical fitness, and contribute to the sustainable development of workplace health and wellness programs in Fuzhou's SMEs.

**Keywords:** Leisure Sports; Physical Fitness; Employee Health; SMEs; SWOT Analysis; TOWS Matrix; Strategic Initiatives

## Introduction

As a manifestation of social progress and national modernization, recreational sports are receiving increasing attention in China. The government has introduced several policies to promote its development, emphasizing the importance of improving public health and national fitness. Since the State Council issued the "Several Opinions on Accelerating the Development of the Sports Industry and Promoting Sports Consumption" in 2014, it has proposed to upgrade national fitness to a national strategy, encourage social capital to participate in the construction of sports facilities, and provide the public with more convenient fitness conditions. The implementation of these policies has provided support for the promotion of recreational sports activities in small and medium-sized enterprises, helping to improve the physical fitness of employees and the efficiency of enterprises (Council, 2014). The 2016 "Healthy China 2030 Planning



Programme" further proposed the goal of national fitness, with recreational sports as an important part of improving public health. With the development of urban recreational sports, the demand for employees in small and medium-sized enterprises for health and social interaction is increasing, and participation in recreational sports has become an important way for them to improve their physical fitness and relieve stress. Recreational sports have a positive effect on promoting the physical and mental health of employees, promoting urban harmony and social progress (Council, 2016).

However, despite the increased enthusiasm for participation in recreational sports, the forms of participation in recreational sports among employees of small and medium-sized enterprises are still relatively single-dimensional, and overall satisfaction is relatively low, unable to meet diverse needs. Limited by factors such as income, leisure time, and sports skills, the role of leisure sports in promoting employee health has not been fully utilized. Therefore, we must analyze the crux of the problem from a macroscopic perspective of society, city, and culture, as well as a microscopic perspective of enterprises, organizations, and employees of SMEs themselves. Relevant strategies are proposed to improve the situation. If the physical fitness of employees of SMEs is improved after using the strategies in this study, the number of sick leaves in the enterprise will be greatly reduced, which will greatly improve the efficiency of the enterprise.

## Research Objectives

1. To study the current situation of physical fitness of employees in small and medium enterprises (SMEs) in Fuzhou City.
2. To develop the strategy of leisure sports to improve physical fitness for employees of the small and medium enterprises (SMEs) in Fuzhou city.
3. To evaluate the feasibility of the leisure sport strategy aiming at improving the physical fitness of employees in SMEs in Fuzhou city, to find the shortcomings in the strategy, and to further improve the strategy.

## Literature review

### 1. Theory of leisure sports

These are the sports activities that one undertakes non-competitively with others during free time based on recreation, physical fitness, and assurance of socialization (Council, 2014; Päivärinne et al., 2019). Unlike competitive sports, leisure sports are based on voluntariness and pleasure. Such sports activities might include swimming, jogging, cycling, health, and joy. The intensity of the activities may also range from low intensity, involving such things as walking and yoga, to medium intensity, involving running and badminton, to high intensity, involving marathon running. They do, however, indicate that socioeconomic status, facilities, cultural influences, and personal preference are the most influential determinants of participation. These participation-determining factors influence the individual, social-environmental, and policy levels of influence (Lu et al., 2006). Leisure sports such as indoor gyms, outdoor hiking, and water sports contribute to health, flexibility, and inclusiveness, developing physical and mental well-being.

The underlying theories in sport and leisure participation include the Self-Determination Theory and the Social Cognitive Theory. The Self-Determination Theory, as advanced by Deci and Ryan (Deci & Ryan, 2012), posits that people are motivated to participate in activities that satisfy their needs for autonomy, competence, and relatedness. According to this theory, creating activity environments that support the three innate psychological needs mentioned will facilitate motivation and continued participation in leisure sports.

The Social Cognitive Theory by Bandura emanates from the interaction of personal, behavioral, and environmental influences (Bandura, 1986). These introduce the aspect of self-efficacy, which is believed to be an individual's belief in the performance of a particular task. High self-efficacy promotes greater involvement in physical activities because individuals are more assured and thus undertake those behaviors that they feel capable of performing.

### 2. Health Demand Theory and Theories Related to Physical

[660]

Citation



Zhu, X., Bungmark, W., & Kheovicha, K. (2025). Development Strategy of Leisure Sports to Improve Physical Fitness for Employees of the Small and Medium Enterprises in Fuzhou City. International Journal of Sociologies and Anthropologies Science Reviews, 5 (3), 659-668; DOI: <https://doi.org/10.60027/ijasr.2025.6039>



According to Maslow (2003), socioeconomic status, cultural norms, health dangers, and healthcare access are factors that shape health needs. It is suggested that these needs change to personal and social situations, hence the development of relevant leisure sports programs (Maslow, 2003). Health needs within the realm of leisure sports encompass physical, mental, and social manifestations that involve cardiovascular fitness, strength, and flexibility. For instance, Wang Xiangsheng mentioned that through exercises, goals such as stress reduction can be met and improvement of self-concept attained while the group activities improve social well-being and community.

Theories on fitness explain the motives for exercise: the Health Belief Model emphasizes perceived health risks, the Theory of Planned Behavior links exercise intentions to attitudes and social norms, and the Social Cognitive Theory stresses self-efficacy as one of the key drivers in participation. These also help guide the design of programs in trying to overcome barriers and give people confidence.

As a rule, in rural Fuzhou SMEs, leisure sports organization often suffers due to budgetary problems, logistic issues, and poor facilities. Productivity dividends are understood, but activities being informal do not allow for more than a limited budgets to be spent on such options. Tailor-made programs could help improve wellness and productivity in line with the needs of employees, which should make integration worthwhile to analyze for SMEs by offering.

#### 3.4M Theory

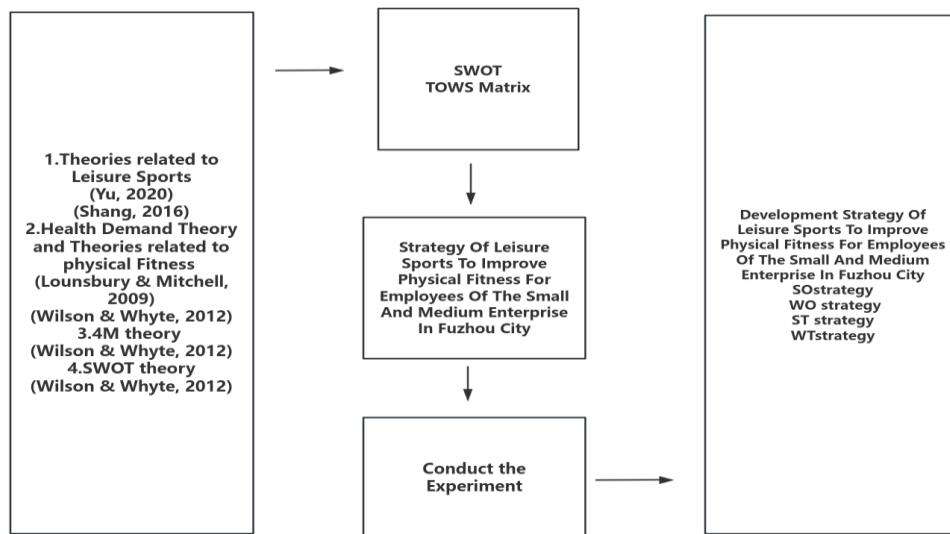
Saethow et al., in their discussion on the 4M management theory (Man, Money, Material, Management), emphasize its origins in production management and its critical role in organizational success (Saethow et al., 2020). The theory categorizes four key components: people as core resources, materials for procurement and quality control, money as the operational lifeline, and management for decision-making and execution. Effective management of these elements ensures cost control, productivity, and flexibility in adapting to changes. Future research is encouraged to explore each sub-area and validate its application across different industries and cultures.

#### 4. SWOT Theory

Nyarku & Agyapong explore the history and strategic use of SWOT analysis, a tool developed by Albert Humphreys in the 1960s, used to assess strengths, weaknesses, opportunities, and threats. Although widely used, it has faced criticism for lacking systematic support (Nyarku & Agyapong, 2011). Helms & Nixon highlight its practicality in strategic planning due to its simplicity and flexibility, allowing it to be applied across various fields, including business and education (Helms & Nixon, 2010). Leong & Leach apply SWOT to counseling psychology, demonstrating its use in internationalizing the field (Leong & Leach, 2007). Overall, SWOT remains a valuable tool for strategy development and decision-making across industries.



## Conceptual Framework



**Figure 1** Conceptual Framework

## Methodology

This study uses the research methodology of R&D.

R1: Research data was obtained by creating a questionnaire through literature review, distributing the questionnaire and interviewing the leadership of small and medium-sized enterprises, studying the current relationship between small and medium-sized enterprise employees' participation in recreational sports activities and physical fitness, and conducting a SWOT analysis of all the collected materials.

Among them, literature analysis is mainly used to study the policies related to Fuzhou enterprises and the current situation and problems of employees' participation in leisure sports in small and medium-sized enterprises. For the data collected by questionnaire surveys, statistical methods are mainly used for analysis. Questionnaire analysis is mainly used to understand the current situation and content of employees' participation in leisure sports in small and medium-sized enterprises in Fuzhou, identify problems, and formulate countermeasures. (The questionnaire is based on Krejci and Morgan's table; the sample size was estimated to be 443 SME employees through random sampling.) The data collected through the interview form was mainly analyzed using content analysis to understand the content of policy formulation (the interview selected 10 leaders based on the snowball sampling method).

D1: Propose a preliminary strategy for recreational sports participation through the TOWS Matrix to improve the physical fitness of employees of small and medium-sized enterprises in Fuzhou.

R2: Apply the strategy proposed in D1 to Fuzhou New World United Group Co., Ltd. (medium-sized, 37 people) and Zhongxing Certified Public Accountants Co., Ltd. (small, 17 people), and implement it experimentally. The content before and after the test is the BMI of men and women, the 50-meter run of men and women, the sit-and-reach of men and women, the standing long jump of men and women, the vital capacity of men and women, the pull-ups of men, the sit-ups of women, the 1000-meter run of men and the 800-meter endurance run of women.

D2: Evaluate, summarise the advantages and disadvantages, and optimize the strategy.

## Results

1. Results of a SWOT Analysis current situation of leisure sports participation among employees of small and medium-sized enterprises in Fuzhou



Survey data shows that the gender distribution of employees is relatively balanced, with a slightly higher proportion of men than women. The majority of employees are aged 36 or above. In terms of educational attainment, those with a college degree or above account for the highest proportion, and most employees earn between 5,001 and 10,000 yuan per month. In terms of leisure and sports preferences, running and swimming are the most popular activities among employees, reflecting the diverse preferences of employees for sports participation. More employees exercise more than three times a week. Outdoor parks are the most popular place to exercise, and more employees prefer sports with moderate intensity. Although employees generally have a positive attitude towards recreational sports and most are willing to participate, many are unwilling to invest in equipment or participate at their own expense. In addition, although most employees believe that recreational sports can improve their mood and bring a sense of accomplishment, they also hope that the company can provide better support, such as providing dedicated venues and professional guidance.

#### (1) Strengths

Currently, the main advantages of employee participation in recreational sports activities in small and medium-sized enterprises in Fuzhou are S1: The company provides free recreational sports activities. S2: Recreational sports activities provide a new channel to improve physical fitness. S3: The company's policies support recreational sports activities. S4: Provide technical support for colleagues to participate in recreational sports activities. S5: Achieve a sense of accomplishment by completing recreational sports activities. S6: Voluntarily help the company organize recreational sports activities. S7: Seek financial support. S8: Support the company's policy.

#### (2) Weaknesses

The disadvantages of employees participating in recreational sports activities at present are W1: The budget for purchasing equipment needs to be increased. W2: The budget for recreational sports activities needs to be raised. W3: Self-funded participation in recreational sports. W4: The budget allocation for recreational sports needs improvement. W5: The current physical condition affects participation in sports. W6: I hope the company will provide dedicated venues for sports.

#### (3) Opportunities

Currently, employees have the opportunity to participate in recreational sports activities, (5) Threats of recreational tourism O1: Willingness to participate in recreational sports activities. O2: Recreational sports activities improve mood. O3: Providing feedback on the company's recreational sports policies. O4: Feeling better about participating in recreational sports activities. O5: Promoting the company's recreational sports policies to colleagues. O6: Willingness to participate in recreational sports activities. O7: Satisfaction with personal recreational sports activities. O8: Providing suggestions to the company for the development of recreational sports activities. O9: Participating in popular recreational sports activities. O10: Encouraging colleagues to participate in recreational sports activities together.

#### (4) Threats

Current threats to employee participation in recreational sports activities. T1: Overcoming obstacles to participate in recreational sports activities. T2: Participation in recreational sports is a challenge to physical health. T3: Need for professional equipment to assist in recreational sports activities. T4: Need for professional guidance to assist in recreational sports activities. T5: Accepting the risk of injuries caused by participating in recreational sports activities.

2. Formulate strategies for employees' participation in recreational sports to improve their physical fitness

Using the TOWS matrix technique, the researchers combined theory with practice to propose strategies for employees' participation in recreational sports to improve their physical fitness. These strategies include 4 SO strategies, 4 ST strategies, 4 WO strategies, and 4 WT strategies. They are as follows:



	Strengths (S)	Weaknesses (W)
<b>Opportunities (O)</b>	<p>SO1: By providing free projects and a sense of accomplishment, stimulate employees' willingness and enthusiasm to participate while maintaining a happy mood. Encourage employees to provide feedback and improve project content. Promote the smooth progress of activities through voluntary company organization and colleague encouragement.</p> <p>SO2: Use technical support and popular recreational sports to enrich activity content and improve employees' physical fitness. Enhance employees' willingness to participate through colleague encouragement and policy support, promoting the smooth progress of activities.</p> <p>SO3: Combine the company's publicity policies and promote free projects to attract more employees to participate. Continuously optimize project content through financial support and satisfaction surveys. Provide financial support to enhance employees' physical fitness and willingness to participate.</p> <p>SO4: Leverage company promotion to encourage employees to provide feedback and improve project content. Optimize projects through a voluntary company organization. Enhance employees' willingness to participate in the company and promotion, attracting more employees to participate.</p>	<p>WO1: Enhance employees' willingness and satisfaction to participate, reduce the burden of self-funded expenses, and improve physical condition through personalized health management. Combine popular recreational sports and colleague encouragement to enhance employee participation and enthusiasm.</p> <p>WO2: Utilize popular recreational sports and promotional policies to provide more free activities, optimize site coverage and resources, and improve activity diversity and attractiveness. Enhance employees' willingness and safety to participate through a sense of accomplishment and technical support.</p> <p>WO3: Increase budget support through internal and external sponsorship, optimize expenditure, and improve activity quality and cost-effectiveness. Ensure the sustainable development of activities through technical support and a sense of accomplishment.</p> <p>WO4: Collect employee feedback to improve satisfaction, optimize management processes, increase activity participation and effectiveness, reduce self-funded costs, and optimize site utilization. Enhance management effectiveness and employee participation enthusiasm through popular recreational sports and colleague encouragement.</p>
<b>Threats (T)</b>	<p>ST1: Provide a sense of accomplishment and technical support to help employees overcome participation obstacles and challenge themselves, solving technical problems through training and support. Enhance employees' confidence in overcoming obstacles through company policies and colleague encouragement.</p> <p>ST2: Use company policies and technical support to make up for the lack of equipment and guidance, providing safety protection measures. Ensure safety through equipment</p>	<p>WT1: Provide personalized health management and training to help employees improve their physical condition, reduce sports injuries, and ensure safety. Enhance employees' health management effectiveness through technical support and a sense of accomplishment.</p> <p>WT2: Provide internal training or online guidance to make up for the lack of equipment and guidance, improving safety and optimizing site utilization. Enhance employees' willingness and safety to participate through popular</p>



Strengths (S)	Weaknesses (W)
<p>maintenance and online training.</p> <p>Enhance employee safety and participation enthusiasm through a sense of accomplishment and technical support.</p> <p>ST3: Ensure sufficient project funds through company policies and financial support, providing protective equipment and training to reduce sports injury risks. Enhance employee participation, enthusiasm, and ensure the smooth progress of the project through a sense of accomplishment and technical support.</p> <p>ST4: Optimize management processes, improving activity organization efficiency through policies and management measures to ensure employee safety and encourage active participation. Enhance management effectiveness and employee safety through technical support and a sense of accomplishment.</p>	<p>recreational sports and a sense of accomplishment.</p> <p>WT3: Reduce self-funded expenses through company or external sponsorship, ensuring sufficient funds, reducing sports injury risks, and alleviating the burden of self-funded expenses. Improve project effectiveness and employee safety through external sponsorship or internal resources.</p> <p>WT4: Improving activity organization efficiency, designing activities suitable for different physical conditions to encourage employees to challenge themselves, and optimizing site utilization. Enhance management effectiveness and employee participation enthusiasm through popular recreational sports and colleague encouragement.</p>

### 3. Results of the strategy evaluation

First, the researcher designed the experiment plan. Based on my research content, I chose the following strategies as the basis for the design: SO1, SO2, SO4, ST2, ST3, ST4, WO1, WO4, WT2, WT3, and WT4. Eliminating strategies SO3, ST1, WO2, WO3, and WT1 can reduce the consumption of resources and energy, thereby focusing on more feasible, manageable, and easier-to-implement strategies to ensure effective implementation and achieve the desired goals. This will help the company use its resources more effectively and increase employee participation in and satisfaction with physical activity.

Therefore, researchers have ultimately selected the following strategies as the basis for the design: SO1, SO2, SO4, ST2, ST3, ST4, WO1, WO4, WT2, WT3, and WT4.

Specific strategies emphasize employee participation in sports leisure activities, support mechanisms, and incentives. SO strategies will increase enthusiasm and satisfaction by providing free projects, technical support by encouragement, and feedback. Strategies, such as Rewarding Healthy Behaviors, Providing Tea, and Rest Time, contribute to pleasantness, while technical support furthers physical fitness. ST strategies rely on policies and funds for ensuring safety, providing equipment, and training employees to enable easy participation and minimize risks. The WO strategies focus on personalized health management, health education, and collecting feedback to better participate and increase satisfaction. These include the establishment of health management systems and holding training in support of employees' physical well-being. Last but not least, WT strategies ensure the best use of resources by reducing self-paid expenses through sponsorship and designing activities that could fit people with different levels of fitness. Such measures include training, site optimization, and sponsorship, which nicely help in cost reduction and increase organizational efficiency.

The results of the experiment carried out with 54 employees from the two companies were as follows:

### Comparison of the results of the physical fitness test before and after the experiment, Male (N=32) and Female (N=22)

[665]



Test Item	Male (N=32)	Male (N=32)	Male		Female (N=22)	Female (N=22)		
	Pretest	Posttest	Male t	Male p	Pretest	Posttest	Female t	Female p
BMI	23.7 4.4	23.2 ± 4.3	15.1	0.000*	21.7 ± 4.6	21.3 ± 4.6	10.8	0.000*
Vital Capacity (ml)	3750.4 ± 3761.8 602.9	598.9	± -3.9	0.001*	2355.5 468.7	2356.2 468.9	± -3.8	0.001*
50m Run (s)	9.1 ± 0.7	8.9 ± 0.7	3.8	0.001*	10.1 ± 0.7	9.9 ± 0.8	3.2	0.004*
Sitting Forward Flexion (cm)	3.2 ± 1.5	3.3 ± 1.5	-3.5	0.001*	18.1 ± 3.2	18.8 ± 3.1	-2.9	0.008*
Standing Long Jump (cm)	206.3 ± 208.6 14.3	14.4	± -3.4	0.002*	141.6 10.4	143.5 10.0	± -4.1	0.001*
Pull-up (times)	3.5 ± 1.1	3.8 ± 1.2	-2.9	0.006*	-	-	-	-
Sit-ups (times)	-	-	-	-	19.1 ± 5.6	20.6 ± 5.4	-2.8	0.011*
1000m Run (s)	294.6 ± 283.8 42.6	46.2	± 2.3	0.030*	-	-	-	-
800m Run (s)	-	-	-	-	295.3 22.7	292.0 23.2	± 3.5	0.002*
Total Score	51.3 12.8	63.4 ± 8.3	-12.8	0.000*	53.4 ± 13.1	66.4 ± 9.7	-13.4	0.000*

The T-test results showed significant improvements in the physical fitness of both male and female participants. For male employees, there were notable enhancements in BMI, vital capacity, 50m running speed, flexibility (sit-and-reach), lower limb strength (standing long jump), upper body strength (pull-ups), and endurance (1000m run). The average post-test score for males increased from 51.3 to 63.4. Similarly, female employees demonstrated improvements in BMI, vital capacity, speed (50m run), flexibility, strength (standing long jump, sit-ups), and endurance (800m run), with their post-test scores rising from 53.4 to 66.4. These results indicate a significant overall improvement in physical fitness for both groups.

Based on the satisfaction survey of 54 participants, the following insights were gathered:

**Satisfaction with the Event Venue:** Participants were highly satisfied with the venue, achieving an average score of 4.65 out of 5. The majority strongly agreed that the venue met their expectations.

**Satisfaction with the Project:** The project received very positive feedback, with an average satisfaction score of 4.76. Most participants strongly agreed that they were satisfied with the project's content and execution.

**Satisfaction with the Frequency of Activities:** While overall satisfaction remained high, this aspect had a slightly lower average score of 4.31. This indicates that some participants felt the frequency of activities could be improved.

**Satisfaction with the Final Results:** Participants expressed high satisfaction with the outcomes of the activities, with an impressive average score of 4.83. This suggests that the activities met or exceeded participant expectations.

**Satisfaction with the Coaches:** The coaches received the highest praise, with an average score of 4.93. Nearly all participants strongly agreed that the coaches contributed positively to their experience.

**Satisfaction with the Equipment:** Satisfaction with the equipment provided was also high, averaging 4.61. Participants generally felt that the equipment met their needs during the activities.



The survey results indicate a high level of satisfaction across all evaluated areas, especially regarding the coaches and the final results of the activities. While the frequency of activities received slightly lower satisfaction scores compared to other areas, the overall feedback was still positive. These insights highlight the success of the event and identify potential areas for future improvements, such as increasing the frequency of activities to enhance participant satisfaction even further.

The overall results from the T-test and satisfaction survey demonstrate that the implemented strategies for the employee fitness program were highly successful. Significant improvements were observed in key physical fitness metrics for both male and female participants, showcasing the effectiveness of the training. Additionally, the high satisfaction scores across various aspects of the program, particularly the design, coaching quality, and overall outcomes, confirm that the program not only improved physical fitness but also met participant expectations. This indicates that the strategies employed were well-received and achieved their intended objectives of enhancing employee fitness and engagement.

## Discussion

**SO Strategy (Leveraging Strengths to Maximize Opportunities):** Increased motivation and participation of the employees: free activities involving a sense of achievement should be provided, maintaining a positive atmosphere. Get employee feedback actively to help improve the content of the program. Smooth development of activities: events organized by the company, encouragement from colleagues. As Yu (2020) says, leisure sports increase participation by the satisfaction of the participant's need for achievement and pleasure, helping to promote physical and mental health(Yu, 2020).

**WO Strategy (Addressing Weaknesses to Exploit Opportunities):** The strategy would be to address those weaknesses to leverage opportunities by offering personalized health management that could reduce self-funded expenses while improving physical health. These include favorite recreational sports, and adding a component of co-worker encouragement to raise participation enthusiasm and overall satisfaction. This is supported by Zhu & Lan (2017, where a personalized health management strategy is much more effective in considerably enhancing the motivation of employees and hence their overall physical health (Zhu & Lan, 2017).

**ST Strategy (Utilizing Strengths to Mitigate Threats):** The shortage in equipment and guidance is offset by implementing company policies and technical support for safety, frequent maintenance of equipment, and online training. Such a setup improves safety and participation for employees, which is in line with Shang Wei's statement that "policy support and safety measures boost the use in recreational sports activities(Shang, 2016).

**WT Strategy (Mitigating Weaknesses and Defending Against Threats):** Lower percent of self-funded expenditures through sponsorships or internal resources to secure good funding, minimizing the chances of injury, and therefore reducing the financial burden on employees. Offer activities that are inclusive and accommodate all physical abilities, consequently ensuring safety features are put in place while maximizing the use of facilities. Indeed, Ren 2019 affirms that finding outside resources and sponsorships does in effect lower costs, upgrade safety, and improve program effectiveness (Ren, 2019).

## Conclusion

Overall, increasing leisure sports participation among employees of small and medium-sized enterprises can significantly improve their physical fitness. However, the existing support and resources have not yet reached the expected level, and more systematic planning and development strategies are urgently needed. Based on the analysis, this study proposes a series of diversified strategies, especially innovative explorations in terms of increasing employee participation, optimizing company support, and improving the efficiency of facility use. These strategies not only focus on improving employee health and motivation to participate in sports but also promote long-term participation and physical fitness improvement by optimizing company policies, increasing facility investment, and providing professional guidance. More importantly, the research emphasizes the key role of company policy support and employee



feedback mechanisms in project implementation. The implementation of these strategies will not only improve employee health but also promote overall corporate efficiency and employee satisfaction, providing a valuable reference for employee health management in other similar enterprises.

## Recommendation

In the future, the sample size can be expanded to study the physical fitness and leisure sports participation of employees in small and medium-sized enterprises, enriching the research on the physical fitness and leisure sports participation of employees in small and medium-sized enterprises.

Follow-up studies can introduce blank control groups to test the differences in physical fitness test scores between employees who participate in different experimental projects and those who do not.

In the future, research can be done targeting large enterprises.

## References

Bandura, A. (1986). *Social Foundations of Thought and Action: A Social Cognitive Theory*. Englewood Cliffs, NJ: Prentice Hall.

Deci, E. L., & Ryan, R. M. (2012). Self-determination theory. *Handbook of theories of social psychology*, 1(20), 416-436.

Helms, M. M., & Nixon, J. (2010). Exploring SWOT analysis—where are we now? A review of academic research from the last decade. *Journal of strategy and management*, 3(3), 215-251.

Leong, F. T., & Leach, M. M. (2007). Internationalizing counseling psychology in the United States: A SWOT analysis. *Applied Psychology*, 56(1), 165-181.

Lu, F., Liu, X., & Wen, X. (2006). Classification study of Leisure Sports. *Journal of Wuhan Institute of Physical Education*, 40(12), 59-61.

Maslow, A. H. (2003). *Realizing the value of life*. Hohhot, CH: Inner Mongolia People's Publishing House.

Nyarku, K., & Agyapong, G. (2011). Rediscovering SWOT analysis: The extended version. *Academic Leadership: The Online Journal*, 9(2), 28-34.

Päivärinne, V., Kautiainen, H., Heinonen, A., & Kiviranta, I. (2019). Relationships of leisure-time physical activity and work ability between different occupational physical demands in adult working men. *International archives of occupational and environmental health*, 92, 739-746.

Ren, Y. Y. (2019). *The Influence of Employee-Organization Relationship on Employee Loyalty in Private Small and Medium-sized Enterprises—From the Perspective of Psychological Contract*. Master's degree thesis, Northeast Normal University.

Saethow, P., Kanjanawanawan, S., & Tongkaw, A. (2020). Management strategy (4M) of the ancient Chinese Chak-new community market by first-order confirmatory factor analysis. *Dusit Thani College Journal*, 14(3), 295-309.

Shang, H. W. (2016). Research on Influencing Factors and Countermeasures of College Students' Recreational Sports. *Qingdao Huanghai College*. 2016, 94-95. <https://doi.org/10.16730/j.cnki.61-1019/g8.2016.09.049>

The State Council. (2014) *Several Opinions on Accelerating the Development of the Sports Industry and Promoting Sports Consumption*. Retrieved from: [http://www.gov.cn/zhengce/content/2014-10/20/content\\_9152.htm](http://www.gov.cn/zhengce/content/2014-10/20/content_9152.htm)

The State Council. (2016). *Healthy China 2030 Planning Outline*. Retrieved from: [https://www.gov.cn/xinwen/2016-10/25/content\\_5124174.htm](https://www.gov.cn/xinwen/2016-10/25/content_5124174.htm)

Yu, F. (2020). *Leisure sports*. Tianjin Science and Technology Press.

Zhu, Z., & Lan, L. (2017). The Influence of Physical Fitness, Leisure Constraints, and Leisure Participation of Urban Residents: An Empirical Analysis of Fuzhou. *Tourism Tribune*, 12, 115-116.