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INTEGRATING PHYSICAL EXERCISES INTO ORGANIZATIONAL FRAMEWORKS AND THEIR IMPACT ON ORGANIZATIONAL PERFORMANCE

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Abstract

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Abstract

In the context of the current business environment, organizations are seeking innovative methods to promote a healthy organizational culture and improve employee performance. This research analyzes the potential impact of integrating physical exercise into the workplace in relation to organizational performance. By examining existing models and reviewing the specialized literature, the study highlights the benefits that physical activity can bring to employees' mental health, as well as to job satisfaction and productivity. Additionally, the barriers and challenges in implementing workplace physical activity programs are discussed. The analysis conducted in this paper emphasizes whether promoting an active lifestyle within organizations leads to the creation of a positive work environment and the improvement of overall performance. Through this research, we investigate this relationship by analyzing how employee satisfaction and team cohesion are influenced by organizational wellness initiatives. The present study is based on an interdisciplinary approach, combining perspectives from work psychology, organizational management, and occupational health, in order to highlight the real impact of an active lifestyle on organizational dynamics.

Keywords

Work quality; physical exercise; employee health; organizational performance; organizational culture

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I. Introduction

In the current context, characterized by accelerated changes, digitalization, intense competition, and increased pressure on human resources, organizations are

increasingly concerned with identifying sustainable solutions to support employee performance and well-being.

Physical activity is no longer seen as a secondary initiative but as an essential component of modern organizational culture.

Specialized studies indicate that regular physical exercise can significantly improve employee well-being, reduce symptoms associated with chronic stress, and contribute to the development of stronger interpersonal relationships in the workplace.

Moreover, organizations that encourage movement among employees often observe direct benefits in terms of productivity, engagement, and staff retention.

Exercise tends to support health, yet guidance on building it systematically into organizations is thin. Contributions often stop at description or pilots, leaving scalability and adaptation underexplored.

Despite indications that workplace activity helps, a unified, scalable model weaving behavior change, nature-based elements, and workspace design is still missing. Few comparable studies show multi-level programs shifting standardized pre/post-performance in ways that hold across cultures. This paper tackles that gap through the Integrative System of Adaptive Activation framework (ISAA) and a simple, practice-ready evaluation approach.

From here, three questions guide the study's scope and applied relevance:

- To what extent can workplace physical activity enhance both individual well-being and organizational performance?
- How can organizations integrate physical activity into existing frameworks with minimal disruption and cost?
- What barriers and contextual factors may limit the implementation of such initiatives?

By answering these questions, the paper aims not only to advance theoretical understanding but also to provide actionable insights. Designed to work in both small and large organizations, the framework is broadly usable. We test it using three practical questions tied to our interventions and pre – post measures.

Research question 1: How much do short “Booster Breaks” improve well – being and focus – immediately and across the workday?

Research question 2: Compared with similar indoor breaks, do nature-based (outdoor/green) activities lower perceived stress and strengthen team cohesion?

Research question 3: Do adaptive spaces boost engagement and ease exhaustion – and is perceived postural autonomy the pathway?

These questions map onto the three intervention models detailed in Section 3 – Booster Breaks, Green Exercise, and Adaptive Space – and to the evaluation indicators summarized in Table 2; a model – specific physiological rationale is outlined in Table 3.

We conceptualize an original model that supports healthy work ecosystems without sacrificing competitiveness.

II. Literature review and theoretical background

Specialized literature consistently supports the idea that physical activity is associated with physiological and psychological benefits that directly affect organizational performance. Employees with an active lifestyle tend to exhibit lower levels of stress, better cognitive capacity, improved concentration, and more stable affective states. All these elements synergistically contribute to increased productivity and sustained engagement in professional activity [4, 5].

Regular physical exercise is associated with a lower risk of chronic conditions that affect absenteeism and costs [13]. From an organizational-psychology perspective, physical activity supports mood, motivation, and engagement; physically active employees report higher well-being, stress resilience, adaptability, perceived fairness, and better teamwork, and are more likely to stay with the organization [7, 19]. In short, physical activity contributes to organizational performance.

Organizations that invest in physical-wellness programs signal care, health-oriented values, and responsible leadership; such initiatives can embed into culture and strengthen trust, support, and collaboration [23]. Implementations like active breaks or dedicated spaces are often linked to higher satisfaction, fewer conflicts, and stronger cohesion [3].

Another essential aspect is the prevention of the harmful effects of sedentarism and professional overexertion. Given that most office tasks require static positions for prolonged periods, disorders associated with “Office Syndrome” are increasingly common — characterized by muscle pain, chronic fatigue, impaired vision, and reduced concentration. Organizational ergonomics studies show that active breaks, stretching exercises, or simple posture changes significantly reduce the risks associated with this syndrome and contribute to maintaining postural and mental health [11, 18].

Beyond individual benefits, physical activity also plays a strategic role in positioning modern organizations. Companies that include physical wellness initiatives in their benefits packages are perceived as more attractive to employees and are better able to attract and retain valuable talent. A meta-analysis of workplace physical activity interventions shows that the most common strategies include providing on-site fitness facilities, supervised exercise programs, and motivational or educational sessions. These data illustrate the diversity of approaches organizations can adopt, suggesting that effectiveness depends not on a universal formula but on tailoring programs to specific organizational contexts. [16].

Recent empirical evidence further supports these findings: a 12-week workplace program for sedentary employees significantly improved general health, vitality, social functioning, and mental health [20]. A systematic review indicates that adherence to workplace physical-activity programs is shaped by motivation, personalization, baseline activity levels, and the quality of the work environment [18]. Evidence from the Romanian context further shows that physical and social features of the workplace, together with managerial support, significantly influence employee well-being [8].

Flexible workspaces encourage natural movement, reduce postural strain, and support a positive climate [14, 17].

Effectiveness depends on leadership support, culture, and available resources [15]. Small and medium-sized enterprises may face scalability and infrastructure constraints, and some employees may resist routines perceived as disruptive.

Empirical evidence illustrates both the opportunities and the challenges. For instance, a large multinational technology company reported a decrease in absenteeism and an increase in employee satisfaction after implementing structured wellness programs [2, 22]. However, such results cannot be assumed to apply universally; they must be adapted to the maturity, resources, and cultural context of each organization. These findings underline the importance of tailoring physical activity initiatives to organizational constraints while maintaining strategic alignment with long-term performance goals.

III. Conceptual model and implementation logic (ISAA)

Based on these theoretical foundations, the present research proposes integrating adapted conceptual models that illustrate different ways to incorporate physical activity into the professional setting: from short, structured breaks aimed at stress reduction to outdoor exercises or adaptable spaces that promote occupational health. These models are analyzed based on the impact they generate on the employee, the team, and the overall performance of the organization.

Integrating physical activity into organizational life is no longer merely a trend among innovative companies, but a necessity arising from current workplace realities. The rise in sedentary behavior, persistent occupational stress, the decline in authentic interactions, and increasing levels of professional disengagement are just some of the factors that shape the need for interventions targeting not only productivity, but also mental health, team cohesion, and overall workplace satisfaction [10].

What follows are three theoretical models offering complementary perspectives on how physical movement can be integrated into organizational culture.

The first model offers short, regularly scheduled breaks during the workday, in which employees engage in light physical exercises. Referred to as “Booster Breaks,”

these breaks are designed not only to reduce sedentarism but also to improve mood and maintain mental energy throughout the workday. [9]

Implementing this model requires a shift in how breaks are perceived in the organizational context – from being regarded as ‘lost time’ to being understood as a strategic investment in employee performance. The positive effects of this type of intervention are multiple: improved mood, reduced muscular tension, increased brain oxygenation, lower cortisol levels, and consequently, better focus on tasks. Studies show that employees who consistently participate in such programs report higher job satisfaction and a more positive attitude toward the organization [21].

The second model is based on the idea that nature has a strong restorative effect on the human mind, and therefore proposes outdoor physical exercises, in natural environments, combining the benefits of movement with those of contact with nature. Contact with nature has been associated in numerous studies with reduced mental fatigue, improved concentration, and decreased depressive symptoms [12].

Companies that actively promote outdoor exercise demonstrate commitment to employee well-being and enhance their public image. In this context, “green exercise” becomes not only a wellness intervention, but also may improve employer attractiveness and retention. The workspace is not neutral; it can directly influence professional behaviour by fostering positive attitudes or, conversely, by generating rigidity and psychological discomfort. Adaptive space involves the development of flexible work environments in which employees could adjust elements such as furniture position, lighting, temperature, or space configuration according to current needs. This flexibility is not a luxury, but a form of autonomy that enhances comfort and reduces the effects of organizational stress [11].

Organizations that adopt this model facilitate integrated movement: alternative working postures, walking meetings, and brief recovery areas. Studies in such spaces report higher engagement and work quality, better peer relations, reduced chronic fatigue, and higher satisfaction. In this context, physical exercise is associated with higher individual well-being and improved team functioning, and this balance is essential in a professional environment increasingly marked by burnout, declining loyalty, and emotional instability [18].

The models analyzed – Booster Break, Green Exercise, and Adaptive Space – demonstrate that movement in organizations is more than just a human resources benefit: it is a form of investment in the team’s psychosocial capital. While the active break model addresses basic behavioural needs (daily movement, cognitive disconnection, spontaneous socialization), the other two models go further, exploring the relationship between environment and professional identity.

Outdoor exercise has a dual effect: physiological and symbolic. Physiologically, because it reduces cortisol and reactivates mental resources; symbolically, because it conveys the idea that the organization can take the employee out of the

bureaucratic space and recognizing their fundamental human needs – movement, natural light, connection with the environment. [19]

Transforming the workspace into a factor that actively supports occupational health represents a major shift, as it changes the traditional view of the office as a static setting for work. In this sense, the workspace directly shapes employee behavior: it can encourage or limit movement, support comfort or, on the contrary, create constraints. Studies on active workspaces confirm that employees who can choose their place and posture of work (standing desk, relaxation area, indoor green space, etc.) report higher levels of professional satisfaction, engagement, and energy in creative tasks [14]

The following aspects are also important:

- Movement supports emotional balance and reduces stress. Short breaks lower accumulated tension, outdoor walks aid in cognitive restoration, and ergonomic spaces reduce the physical sources of emotional discomfort.
- Physical activity enhances social cohesion. Collective interventions, especially informal ones, contribute to building authentic relationships among colleagues, reduce latent conflicts, and strengthen the sense of belonging [21].
- In the context of today's competition for talent, an organizational brand focused on physical and mental well-being has a greater chance of attracting high-quality employees and retaining the existing valuable ones [12].

These models are not only a theoretical synthesis but also a practical perspective on how organizational performance can be redefined. From an interdisciplinary viewpoint, performance does not result solely from individual effort but from the balance between body, environment, and relationships. In work psychology, the "social energy" of teams is often discussed, and movement – especially in group formats – is associated with improved team climate and collaboration [13].

Organizational case reports describe improvements in absenteeism and satisfaction following structured wellness programs, yet effects vary by context and program design [17].

Exploring the three models analyzed in this paper allows for shaping an integrative perspective on how physical activity can be introduced and sustained within organizational frameworks, in a coherent manner tailored to the current needs of employees and the global socio-economic context.

The proposed models reflect different facets of the relationship between physical exercise and organizational performance, and through their complementarity, they open up a broad framework for action:

- Model 1 – Booster Break can be implemented without high costs, does not require complex infrastructure, and can be supported through a simple reorganization of the work schedule. It also introduces a strong social element: the short exercise session can become a pretext for informal interaction, group cohesion, and mutual support among colleagues. The benefits have been confirmed by

multiple studies showing that light physical activity performed regularly during work hours reduces cortisol levels and improves cognitive alertness;

- Model 2 – Green Exercise, through outdoor physical activities, has a dual impact: on one hand, it reduces accumulated mental fatigue; on the other hand, it stimulates feelings of freedom, vitality, and connection with one's body. Moreover, interaction with nature enhances intrinsic motivation and creativity, offering an ideal setting for reflection and clarification of strategic thinking;

- Model 3 – Adaptive Space [14] is built on the idea that space induces specific behavior – a notion confirmed by multiple studies in the fields of ergonomics, neuroarchitecture, and environmental psychology.

Additionally, this model sets the foundation for a cultural shift: from a static, results-driven organization to a dynamic one where process and well-being are valued just as highly as performance objectives.

Building on the analysis of the three models and the interdisciplinary perspective proposed in this paper, we support an original contribution in the form of an Integrative System of Adaptive Activation (ISAA) – a strategic framework that enables the progressive, tailored, and scalable implementation of physical exercise within organizations.

We consider the three models to be complementary:

- Booster Break is suitable for short-term daily activation;
- Green Exercise provides a higher level of restoration and creativity;
- Adaptive Space offers a continuous framework that supports healthy behaviour.

Ideally, these models should be combined into a coherent strategy tailored to the organizational profile.

In developing the ISAA model (Integrative System of Adaptive Activation), we found it necessary to incorporate the perspective of Eliyahu M. Goldratt and the Theory of Constraints (TOC), which provides a strong theoretical framework [6] and serves as a connective thread between the conceptual models analyzed and the integrative architecture of the ISAA.

Goldratt's perspective begins with the assumption that every system, regardless of its scale or complexity, operates under at least one key limitation that prevents it from reaching higher levels of performance. In other words, no matter how efficient or well-structured an organization may appear, there is always a weakest link that defines the boundaries of its overall capacity. Real improvement, therefore, does not come from making changes everywhere at once, but from carefully identifying that main constraint, using it as a leverage point, and restructuring processes around it. The classic sequence proposed in the Theory of Constraints – identify, exploit, subordinate, and elevate – offers a disciplined way to continuously push the limits of performance. When this logic is applied to workplace physical activation, the constraint may take many forms: chronic cognitive fatigue caused by long periods of sedentary work, declining motivation due to lack of variety in routines, or even

rigid workspace design that restricts movement and postural flexibility. By diagnosing such constraints, organizations can target their interventions more precisely. For example, short active breaks can be used to relieve mental strain, outdoor sessions can restore emotional energy and cohesion, and adaptive spaces can remove the structural rigidity that fuels exhaustion. In this sense, movement is no longer viewed as a simple wellness initiative, but as a strategic lever that addresses bottlenecks within the organizational system. The principle challenges managers to ask not just if physical activity is useful, but where exactly it can unlock blocked energy and how it can transform a limiting factor into a new source of growth and resilience [6]

ISAA is a strategy to progressively release bottlenecks by adding physical and mental energy where the system is stuck.

For example: Booster Breaks relieve cognitive strain from repetitive work; Green Exercise restores emotion and attention when indoor settings fall short; Adaptive Space removes spatial/postural limits. In short, movement is an active lever for unblocking organizational problems, not just a wellness add-on. ISAA turns this into a practical matrix: each level targets a specific constraint and enables a focused intervention to unblock the system. You don't fix everything at once – you act on the single constraint that causes the biggest loss (productivity, exhaustion, absenteeism, or morale). The model is modular for pragmatic rollout and strategic because it follows TOC logic: intervene where it hurts most.

The ISAA cycle structures our interventions and their pre-post evaluation, as shown in Figure 1.

ISAA is more than a method – it is an operational philosophy: introduce physical activation gradually, precisely and strategically. It runs a chain of adaptive interventions to remove hidden physical, psychological and organizational constraints.

The model adapts the activation path to your organisation's maturity, resources, and culture. If you're not ready to build adaptive spaces, begin with quick wins – small, low-cost pilots that you can measure and repeat. Track simple indicators like participation, frequency, and feedback so you know what's working. It is organised into three operational levels that match increasing depth of physical-activity integration.



Fig. 1. ISAA conceptual model and implementation logic

A. Behavioural Activation – the foundational level of conscious physical routine

- Promote brief, repeated micro-movements during the workday (5–10 min): short active breaks, quick stretches, app workouts, mini team challenges, or adding movement into tasks
- Goal: make movement habitual – a kind of behavioural “hygiene” that fights chronic sitting and keeps work energy up
- Main benefit: it’s highly accessible – works in any organisation, big or small, with minimal resources, so it’s perfect for teams piloting wellness initiatives

B. Environmental Activation – the stage of restoration and nature-based reconnection

- This level adds simple ways to reconnect people with nature – short outdoor walks, meetings outside, or green breaks – to capture the benefits of outdoor activity
- Goal: brief nature exposure to restore attention, reduce stress, and spark creativity – especially useful for high – pressure or cognitively demanding teams
- Needs more planning and manager support than level 1 but yields bigger team gains and strengthens the organization’s health-focused brand

C. Structural Activation – enabling environments for sustained movement

- The third ISAA level redesigns the workspace to support movement and postural choice – using adjustable furniture, mobile/standing stations, and quick exercise or recovery areas
 - Design space, micro-movements, and brief recovery breaks; clear norms and leadership make adoption easy
 - Make wellbeing strategic: fund it, assign owners, embed movement/green breaks/adaptive spaces, and track with quick pre/post checks
- ISAA applies Goldratt’s logic across three approaches to find the bottleneck and run fast design–test–scale cycles with pre/post checks.

The toolkit translates the ISAA framework into a set of concise, practical guides and small-scale pilots. Each pilot follows a simple logic: establish a clear baseline, test one focused intervention, measure its effects, and then decide whether to continue, expand, or discontinue it. Designed with limited budgets and time in mind, the toolkit helps organizations direct their efforts toward the main performance constraint identified in their system (as shown in Table 1).

Table 1. Structure of the ISAA model (Integrative System of Adaptive Activation)

Stages	Actions
1. „Identify the dominant organizational constraint” [1]	I. Behavioural: low movement II. Environmental: no recovery spaces III. Structural: limited mobility
2. „Exploit the constraint” [1]	Tactics used: If the issue is cognitive → Booster Breaks (guided active pauses) If it is emotional and relational → Green Exercise (outdoor activities) If it is spatial and postural → Adaptive Space (ergonomic reconfiguration)

3. „Subordinate the rest of the system” [1]	Align processes and workflows. Needs: change management; leadership buy-in; routine redesign; training & comms (the “why”).
4. „Elevate the constraint” [1]	After evaluation, practices are budgeted, validated by feedback/metrics, and moved from pilot to standard.
5. „Search for a new constraint” [1]	Each iteration of the ISAA model can reveal new opportunities: • A latent cultural barrier may emerge (e.g. change resistance) • It may be an equity issue in access to friendly movement spaces • Or a digital innovation opportunity may arise

D. Discussion

Unlike one-track models, ISAA unifies all three levels. It treats employees as bio-psycho-social and the organization as a system that can enable or hinder well-being.

What sets ISAA apart is its modular design. Each organization chooses an entry point—Booster Breaks, Green Exercise, or Adaptive Space—based on its dominant constraint and resources.

Steps can be added in stages, scaled when they work, or paused when they do not. Decisions are guided by pre–post evidence and local fit, not by a fixed sequence. In short, the system is adaptive rather than prescriptive.

Moreover, the model can be easily evaluated through specific indicators assigned to each level:

- At the behavioural level: participation rate, frequency of active breaks
- At the environmental level: emotional feedback, perceived stress, collective satisfaction
- At the structural level: use of dynamic spaces, perceived level of autonomy, retention rate

The ISAA model gives leaders a clear way to raise performance by building trust, autonomy, and care—not tighter control. It offers concrete options – Booster Breaks, Green Exercise, and Adaptive Space – and shows how to align routines, space, and norms around them.

Simple pre–post checks track results so teams can see what works and scale it. Managers pick the right entry point, adapt to context, and improve step by step.

We assess impact on three core outcomes – well – being, perceived stress, and motivation – because they are directly tied to day-to-day energy and performance. To do this, we use a short, repeatable questionnaire administered immediately before the pilot (baseline) and again right after it ends (post). Each item is rated on a 1–5 Likert scale and mapped to the corresponding indicator in Table 2, allowing

us to compute simple pre–post deltas and percentage change. Scores are summarized at both individual and team level (mean and distribution), and we flag movement toward the predefined targets (e.g., well-being +20%, stress –20%, motivation +15%).

For transparency and comparability across pilots, we use the same questionnaire and identical scoring rules every time, without altering item wording or scales. All responses are anonymous and reported only in aggregated form (team averages and distributions), which encourages honest feedback and protects individuals. We also keep a simple version log of the instrument and document any procedural notes (timing, sample size, response rate) so results can be read in context. Where nonresponses occur, we apply consistent handling (e.g., listwise deletion for scale scores) and note it alongside the summaries to maintain methodological clarity.

Table 2. Organizational performance evaluation test

Assessed Aspect	Question	Scale	Objective
Well being	How do you generally feel during your workday?	1–5	+20%
Perceived Stress	How stressed do you feel at work?	1–5	–20%
Motivation	How motivated do you feel for your daily tasks?	1–5	+15%
Team Cohesion	How would you rate your collaboration with colleagues?	1–5	+15%

In the pre–post evaluation process, differences can be expressed as a percentage relative to baseline scores. For example, if the average response regarding 'well-being' is 2.8 before the intervention and increases to 3.4 after implementing physical exercises, this results in an improvement of approximately 21%.

Thus, a reference threshold can be established — for example, a minimum improvement of 20% compared to the baseline value. Setting such a target allows a clear quantification of impact and provides a realistic benchmark for validating the intervention. This approach also aligns with recommendations from the specialized literature on evaluating organizational wellness programs.

Table 2 represents a brief Likert-type questionnaire (scale 1–5) that can be applied pre– and post-intervention to assess well-being, stress, motivation, and team cohesion. Although simplified, this tool may be complemented with validated instruments such as the Perceived Stress Scale (PSS-10) or the Job Satisfaction Survey (JSS). Validated instruments such as the PSS-10 [23] and recent studies on job satisfaction further support the indicators proposed in Table 2.

This evaluation is supported by a physiological explanation. Physical exercise activates hormones endorphins, dopamine, serotonin, and oxytocin – which positively influence mood, energy, and social interaction [19], see Table 3.

Table 3. Activated hormones and their impact

Model	Hormone(s)	Psychophysiological effect	Organizational impact
Booster Break	Endorphins, Dopamine	Stress reduction, increased vitality	Energy, focus
Green Exercise	Serotonin, Oxytocin	Relaxation, increased social bonding	Team unity, trust
Adaptive Space	Reduced Cortisol	Mental clarity, sense of autonomy	Less burnout, higher vigor

These interventions can be strategically applied according to the ISAA model. For example, if cognitive stress is predominant, Booster Breaks are introduced; if there is a lack of cohesion, Green Exercise is recommended; if the workspace is rigid, Adaptive Space becomes the solution. In all cases, the role of leadership is essential: the leader supports, normalizes, and amplifies the change. Thus, physical activity is not just a temporary intervention but an essential driver of organizational transformation.

Operational Steps of ISAA (summary):

1. Identify – run the quick – sheet now to get baseline scores for Well-being, Perceived Stress, Motivation, and Team Cohesion. Note the numbers and keep them as your “before” values. (Targets: Well-being +20%, Stress –20%, Motivation +15%, Cohesion +15%.)
2. Search – pick the team/place where the baseline looks weakest or where people are open to trying something small. Keep it simple: one team, one floor, or one shift.
3. Apply – run a short pilot with one low-friction tactic:
 - Booster Break → expect gains in energy/focus (tracks on Well-being, Motivation)
 - Green Exercise → expect more social ease (tracks on Team Cohesion, Well-being)
 - Adaptive Space → expect less burnout and clearer thinking (tracks on Perceived Stress, Motivation). Record the start quick – sheet just before the pilot
4. Subordinate – make it easy: add it to the calendar, set a short routine, tweak the space if needed, and tell people why you’re doing it. Don’t overcomplicate – one clear instruction is enough.
5. Elevate – repeat the quick – sheet immediately after the pilot and compare to baseline. If you see movement toward your targets (the % changes above), keep and scale; if not, drop it and try the next option. Then start again from step 1.

For each pilot, the process can be followed through a simple sequence of steps. The first step is to complete the baseline quick sheet, which provides an initial

picture of key indicators such as well-being, motivation, stress, and team cohesion. Once this reference point is established, a specific team, department, or workspace is selected to carry out the pilot – ideally a setting that is both representative and easy to manage. The pilot itself should then run for a short period of time, usually one to two weeks, with only one intervention introduced so that its effects can be observed clearly. At the end of this period, the quick sheet is completed again, and the results are compared with both the baseline and the predefined targets. If the intervention shows improvements, it can be kept and possibly expanded to other groups; if it does not bring meaningful change, it can be discontinued and replaced with a different approach. In this way, every pilot functions as a straightforward cycle of testing, feedback, and adjustment, helping the organization learn what works best in practice.

E. Limitations

Although the ISAA model offers a structured framework for integrating physical activity into organizations, several limitations should be acknowledged.

First, the model remains primarily conceptual. While supported by evidence from literature and selected examples, its feasibility still requires validation through larger empirical studies.

Second, successful implementation depends heavily on organizational culture and leadership support. In environments with low managerial commitment, wellness initiatives risk facing resistance or becoming symbolic rather than effective.

Third, some interventions – particularly adaptive workspaces or outdoor facilities – involve financial and infrastructural costs that may not be feasible for all organizations, especially small and medium-sized enterprises.

Finally, scalability represents a challenge. What works in large corporations with structured wellness budgets may not directly apply to smaller organizations.

Recognizing these limitations highlights the need for context-specific adaptation, incremental implementation, and ongoing evaluation of the ISAA model.

F. Future Research – Integrating the Chain Method

Future research could integrate the Chain Method into ISAA: originally for optimizing production flows, it can guide placement of active zones by mapping “links” (routes between work areas and activity spaces) so the most-used zones are central and easy to access.

Integrating this method would strengthen ISAA’s structural dimension by systematizing workspace design, making activity more accessible without disrupting work. Future studies should test its impact on accessibility, wellness-program participation, and overall performance.

IV. Conclusion

In today's dynamic context, where mental health, retention, and sustainable performance are priorities, integrating physical exercise at work is no longer a luxury but a necessity.

The research presented in this paper highlights not only the well-documented benefits of physical activity for individuals, but also how it can serve as a tool for transforming organizational culture.

We proposed the Integrative System of Adaptive Activation (ISAA), a modular model with three levels—behavioural, environmental, and structural. It provides a flexible, scalable framework for healthy work ecosystems, adaptable to each organization's resources and culture.

Integrating physical activity into the professional environment is no longer a marginal option, but a natural direction for sustainable development.

This paper is mainly conceptual and lacks field data. Results depend on culture, leadership, and resources, so effects should be validated through controlled pilots. Future work will test ISAA with pre-post and control designs, including cost analysis.

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