Correlation Between Leader-Subordinate Value Matching and Workplace Well-Being from the Perspective of Sports Enterprise Innovative Development

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Abstract

In an organization, the attitudes and behaviors of leaders and subordinates are shaped by their interactions under various circumstances. Examining the impact of leader-subordinate value matching (LSVM) on subordinates' workplace happiness is of immense academic and practical importance (WWB). There are currently few reports on the link between LSVM and subordinate WWB. Therefore, this research examines the relationship between LSVM and WWB from the standpoint of creative sports enterprise development. In particular, the authors conducted a lag test on the relationship between the two factors, assessed the influence of LSVM on subordinates' WWB, and analyzed the coordination between the two components. Grey relational analysis (GRA) and multiple logistic regression were used to determine the correlation between the two variables (MLR). Experiments were conducted to determine the association between dependent and control variables. The samples were gathered from several businesses in the province of Hebei in northern China. LSVM and the improvement of subordinates' WWB in an enterprise are of similar importance; LSVM supports the advancement of subordinates' WWB; Strong leader support amplifies the favorable effect of LSVM on subordinates' WWB in comparison to weak leader support. To improve subordinates' WWB, businesses should increase leader support for LSVM.

Keywords: sports enterprise innovative development; leader-subordinate value matching (LSVM); workplace well-being (WWB)

1. Introduction

The globalization of the economy poses a significant obstacle to the sustainable development of businesses. This difficulty affects even sports businesses (Boscoianu, Prelipcean, & Lupan, 2018; Chofreh, Goni, & Klemeš, 2017, 2018; Shang & Chen, 2021; Silva et al., 2021; Skorobogatova, 2019; Tan, 2017; Tutaj, Rutkowska, & Bartoszczuk, 2021; Yang et al., 2022; Zhang et al., 2021a). To overcome present constraints on development and acquire a competitive advantage over rivals in the same industry, businesses require the innovative product. This requires the participation and collaboration of superiors and subordinates (Gao & Ma, 2021; Gedifew & Lakew, 2022; Kristijono, Pramono, & Supratikno, 2022; Luo et al., 2022; Ying et al., 2022; Zhang, 2022; Zheng, Han, & Yang, 2021). In addition to executing their responsibilities, leaders and subordinates should create new development plans and ideas for their organization (Ahmad & Jasimuddin, 2021; Cui, 2022; Jiang & Cao, 2020; Ma & Guo, 2020; Zhang et al., 2021a; Zhang et al., 2021b; Zhang & Hu, 2021). In this situation, the contact between superiors and subordinates in various scenarios influences the attitude and behavior of both sides. When leaders' values align with those of subordinates, subordinates are extremely satisfied with their work, take initiative, and are more inclined to offer advice and suggestions. Then, the enterprise's inventive development cycle will be significantly shortened. Therefore, it is of great theoretical and practical importance to examine the impact of leader-subordinate value matching (LSVM) on subordinates' workplace happiness (WWB).

The LSVM refers to the consistency between the values of leaders and those of subordinates. In contrast, subordinates' WWB encompasses all aspects of working life, from the quality and safety of the physical environment to how workers feel about their work, their working environment, and work organization. As the source of corporate value creation, employees are increasingly aware of the significance of self-management and paying more attention to their health and happiness in the workplace. The existing studies mostly explore the formation mechanism of WWB from a single, static angle, failing to provide an excellent explanation of the difference

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in individual attitudes. Focusing on the service industry in Malaysia, Konte, Xiaohui, and Younas (2020) explored the relationship between communication satisfaction of full-time employees, the practice of human resource management (HRM), person-organization fit (POI), and affective commitment. The partial least squares (PLS) structure equation model was utilized to determine the impact of HRM practice and POI on communication and exchange satisfaction for 195 full-time employees. Saether (2019) analyzed the effects of corporate social responsibility cognition on employees' organizational commitment from the novel perspective of potential mechanism, emphasizing that the latter element can be predicted based on psychological characteristics. They proposed a model containing both mediator and moderator variables and demonstrated that restrictive conditions could better explain the influence of corporate social responsibility on organizational commitment.

Ma and Guo (2020) carried out a questionnaire survey on 316 employees in Beijing, Tianjin, Jiangsu, Zhejiang, and Shanghai, examined the influence of POI over employees' innovation behavior, and discussed the mediating effect of the innovative self-efficacy between the two factors. The results indicate that employees' innovative self-efficacy and innovation behavior improve with increasing POI. In addition, inventive self-efficacy influences the association between POI and employee innovation activity. Afsar, Badir, and Khan (2015) investigated two personality-environment fit (PEF) situations, namely personality-job fit (PJT) and POI, and examined the effect of innovative trust on innovative work behavior. The results of an experiment indicate that innovative work behavior correlates positively with employee job success. The impression of PJT and POI by employees encourages innovative work behavior. Innovative trust governs the boosting impact. The existing studies investigate the factors affecting subordinates' WWB from the perspective of leaders or subordinates. But few scholars have studied the relationship between LSVM and subordinates' WWB. Therefore, the authors are interested in identifying the correlation between LSVM and subordinates' WWB, especially among sports enterprises. Using sports firms as an example, this article examines the relationship between LSVM and WWB from enterprise innovative development. The main contents are as follows: (1) Testing the lag in the relationship between LSVM and subordinates' WWB; (2) Analyzing the influence of LSVM over subordinates' WWB; (3) Measuring the coordination between LSVM and subordinates' WWB; (4) Determining the correlation between LSVM and subordinates' WWB by grey relational analysis (GRA) and multiple logistic

regression (MLR); and (5) Obtaining the experimental results on the correlation between dependent variable and control variables. Among the various research objectives, the authors mainly focused on clarifying the relationship between LSVM and subordinates' WWB, which makes up a significant gap in existing research. The significance of this study lies in discovering the promoting effect of LSVM on subordinates' WWB, the enhancement of solid leader support to that effect, and providing policy recommendations for enterprises to enhance subordinates' WWB.

2. Methodology

2.1 Lag test

Zhang and Hu (2021) emphasized that the innovative development of enterprises almost covers every aspect of the corporate system, such as management, technology, and sales. An enterprise's survival and sustainable development depend on the innovation projects decided by leaders. For example, suppose a sports enterprise implements a strategy to enhance the competitiveness of its sports products. In that case, the decision-making should focus on increasing the economies of scale for the manufacturing of sports products and improving the market competitiveness of the products. It is essential to clarify that the innovative development of the enterprise pursues the benefits brought by the sales of sports products rather than the blind expansion of the manufacturing scale of such products.

Therefore, the enterprise decisions on innovative development should prioritize the improvement of enterprise benefits. The expansion of production scale should come second. In general, the top management makes enterprise decisions on innovative development, including predicting innovation opportunities, finding the breakthroughs for innovative development, and enhancing market competitiveness through innovation, thereby ensuring the market shares of products. The invention enables the enterprise to maintain LSVM, the premise of an excellent organizational form. In this way, the best incentive mechanism can be established to boost subordinates' WWB and formulate innovative management decisions that inject vitality into the enterprise.

There is a correlation between LSVM and subordinates' WWB. Specifically, LSVM encourages the improvement of subordinates' WWB. During the inventive development of a sports enterprise, LSVM lags in improving subordinates' WWB. The phrase sports innovative enterprise development refers to the development of sports enterprises driven by the innovation of sports products and services. The latency in the LSVM's effect on subordinates' WWB must be precisely measured. Otherwise, it would be difficult to improve the WWB of subordinates in sports enterprises. Therefore, this

article first conducts a lag test to optimize the lag period for the lag of LSVM relative to subordinates' WWB and then develops a fixed-effects model to examine the impact of LSVM on subordinates' WWB. The GRA was conducted to determine the relationship between LSVM and subordinates' WWB.
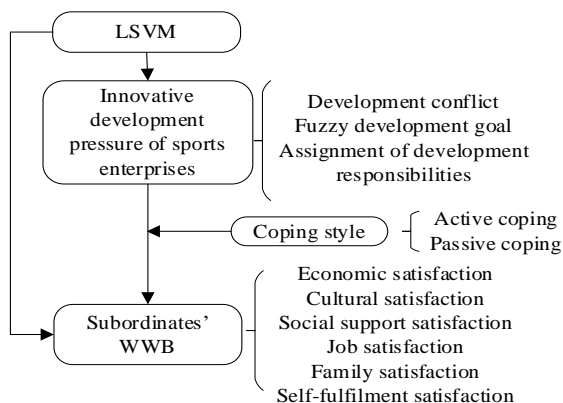

Figure 1. Model of the relationship between LSVM and subordinates' WWB

Figure 1 shows the model of the relationship between LSVM and subordinates' WWB. The job pressure of subordinates is jointly affected by the pressure source of sports enterprise innovative development, the coping mechanism to the pressure, and subordinates' personality. The above model considers the personal coping styles of subordinates.

During sports enterprise innovative development, there is a lag in the interaction between LSVM and the improvement of subordinates' WWB. Under the effect of the difference in leader support, the variation in the psychological attitude of subordinates does not immediately influence the advancement of subordinates' WWB. It takes time for subordinates to experience and positively evaluate the work domain. Before exploring the relationship between LSVM and subordinates' WWB, it is necessary to determine the optimal lag period of LSVM relative to subordinates' WWB.

This paper defines the optimal lag order by the minimum information criterion (MIC).

The MIC can characterize the goodness-of-fit of statistical models. It is assumed that the errors of a statistical model obey the normal distribution. Let l be the number of parameters; SR be the likelihood function. Then, the MIC can be expressed as:

$$MIC = 2l - 2ln(SR) \tag{1}$$

Formula (1) shows that the MIC values of m candidate statistical models can be calculated all at once. The statistical model with the smallest MIC value was chosen for subsequent analysis.

2.2 Influence of LSVM over subordinates' WWB

For sports enterprises, innovation is a significant determinant of the enterprise's development direction, scale, and speed. It manifests in every enterprise department and every production detail of each sports product.

The innovation of sports companies must target several challenges, including sports capital structure, sports cultural planning, corporate organizational status, corporate culture planning, corporate development strategy, corporate business environment, and corporate social responsibility. The creativity of these topics is highly connected with the innovation values of leaders and subordinates.

Figure 2 depicts the theoretical model for the influence of LSVM on subordinates' WWB during the inventive development of a sports enterprise. Until now, most correlation analyses have followed the mode of fixed effects. Zhang et al. (2021b) examined panel data that can be mined from the perspectives of time and profile but only considered the impact of an independent entity. Nonetheless, the analysis results are highly skewed because of the substantial connection between the residuals of distinct objects in different phases. This research simultaneously considers the independent person effect and the time effect to answer the problem.
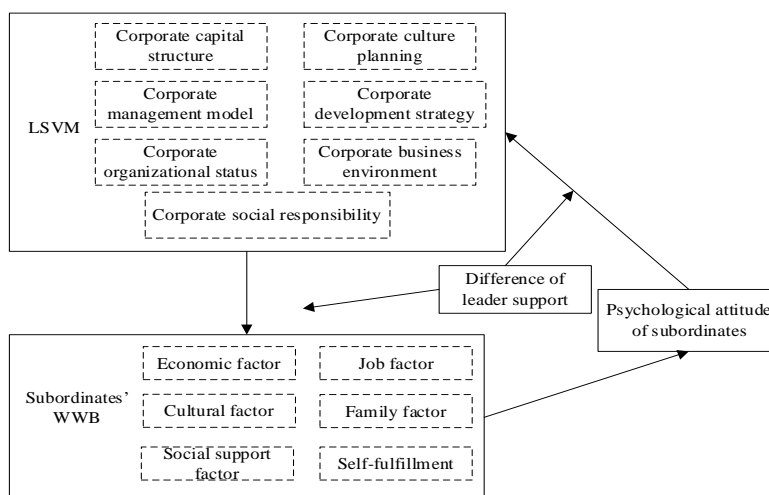

Figure 2. The theoretical model for the influence of LSVM over subordinates' WWB

In light of the above, this paper establishes two fixed-effects models to examine the influence of LSVM on the improvement of subordinates' WWB during sports enterprise innovative development:

$$ln(b_p) = \phi_0 = l\,ln(a_{p-1}) + \gamma ln(C_p) + \delta_p + \tau_p \qquad (2)$$
$$ln(b_{ip}) = \sigma_0 = l_1 ln(a_{p-1}) + \mu ln(C_p) + \delta_p + \tau_p \qquad (3)$$

Drawing on the existing correlation analysis models, the relevant parameters were defined as follows: b_p is the composite index of subordinates' WWB in year p; b_{ip} is the composite index of subordinates' WWB in dimension i in year p, which includes economic factor, cultural factor, social support factor, job factor, family factor, and self-fulfillment; a_{p-1} is the composite index of LSVM in year p-1 with a one-phase lag; $Z_t C_p$ is the control variables, namely, corporate capital structure, corporate management model, corporate organizational status, corporate culture planning, corporate development strategy, corporate business environment, and corporate social responsibility; δ_p is the unobservable independent individual effect; τ_p is the separate identically distributed error term.

2.3 Coordination between LSVM and subordinates' WWB

This section captures the differences in coordination between LSVM and subordinates' WWB during innovative sports enterprise development. The authors established a coordination model between LSVM and subordinates' WWB improvement in the previous literature. The term coordination refers to the benign correlation between the two factors. The elements of the two factors are harmonious, consistent, and cooperate appropriately. Coordination is crucial to the benign development of every element of LSVM and subordinates' WWB. A good LSVM and a high subordinates' WWB are the manifestations of coordination.

Let $V(a)$ be the degree of LSVM; $V(b)$ be subordinates' WWB. Drawing on the above definition of coordination, the coordination between $V(a)$ and $V(b)$ is negatively correlated with the variation coefficient. Let R be the standard deviation. Then, the coefficient of variation Ψ can be calculated by:

$$\Psi = \frac{R}{\frac{1}{2}[V(a)+V(b)]} = \sqrt{2\left\{1 - \frac{V(a)\times V(b)}{\left[\frac{V(a)+V(b)}{2}\right]^2}\right\}} \qquad (4)$$

To minimize Ψ, the necessary and sufficient condition is to maximize the following derivative:

$$\Psi' = \frac{V(a)\times V(b)}{\left[\frac{V(a)+V(b)}{2}\right]^2} \qquad (5)$$

To sum up, this paper constructs the following evaluation model for coordinating LSVM and improving subordinates' WWB. Let $V(a_i)$ and $V(b_i)$ be the LSVM

index and the subordinates' WWB index of enterprise i, respectively. Then, the coordination $QG_i \in [0, 1]$ between LSVM and the improvement of subordinates' WWB in enterprise i can be calculated by:

$$QG_i = \left\{\frac{V(a_i)\times V(b_i)}{\left(\frac{V(a_i)+V(b_i)}{2}\right)^2}\right\}^2 \qquad (6)$$

As shown in formula (6), if either of $V(a_i)$ and $V(b_i)$ is zero, QG_i is minimized at zero. If $V(a_i)$ equals $V(b_i)$, QG_i is maximized at one. The greater the QG_i, the better the coordination between LSVM and the improved subordinates' WWB of enterprise i.

To measure the said coordination more reasonably and accurately, a coordination index Φ can be established:

$$\Phi = \sqrt{QG \times OM}, OM = \phi V(a) + \gamma V(b) \qquad (7)$$

where OM is the composite evaluation index of LSVM and the improvement of subordinates' WWB; φ and γ ($\varphi+\gamma=1$) are the weights to be determined.

The greater the Φ value, the better the coordination between LSVM and the improvement of subordinates' WWB is. This paper holds that the LSVM, and subordinates' WWB improvement of an enterprise is equally important.

2.4. Correlation analysis

2.4.1 GRA

The empirical section of this work aims to examine the relationship between LSVM and the improvement of subordinates' WWB throughout the innovative development of a sports enterprise. The GRA is based on small samples exempt from fixed distribution regulations. This approach has several notable advantages, including low computational load, a straightforward procedure, and outstanding reliability. Using the GRA, it is simply necessary to compute the gray correlation between the time series of the dynamic indices for LSVM and those for subordinates' WWB and then conduct additional quantitative comparisons. Referring to the procedure of existing GRAs, the steps of our method were as follows:

Step 1. The reference time series of the dynamic indices for LSVM are denoted by $A'_0 = (a'_0(1), a'_0(2), ..., a'_0(n))^T$, and the comparative time series of the dynamic indices for subordinates' WWB are denoted by $A'_i = (a'_i(1), a'_i(2), ..., a'_i(n))^T$, where $l=1,2,...,n$, and $i=1,2,...,m$.

Step 2. The rationality of quantitative analysis may be undermined by the dimensionality difference between the data on the dynamic indices. This paper processes all the data on the dynamic indices in the time series by the extreme value method to solve the problem. The processed data can be expressed as:

$$(A_0, A_1, \ldots, A_m) = \begin{bmatrix} a_0(1) & a_1(1) & \cdots & a_m(1) \\ a_0(2) & a_1(2) & \cdots & a_m(2) \\ \vdots & \vdots & \vdots & \vdots \\ a_0(n) & a_1(1) & \cdots & a_m(n) \end{bmatrix} \quad 8)$$

where, $A_i = (a_i(1), a_i(2), \ldots, a_i(n))^T$.

Step 3. The absolute difference between $A'_0 = (a'_0(1), a'_0(2), \ldots, a'_0(n))^T$ and $A'_i = (a'_i(1), a'_i(2), \ldots, a'_i(n))^T$ is calculated layer by layer. The minimum and maximum differences between two layers can be respectively expressed as:

$$\underset{i}{\overset{m}{min}}\,\underset{l}{\overset{n}{min}}|a_0(l) - a_i(l)| \quad (9)$$

$$\underset{i}{\overset{m}{max}}\,\underset{l}{\overset{n}{max}}|a_0(l) - a_i(l)| \quad (10)$$

Step 4. Let ε be the identification coefficient capable of enhancing the salient difference between correlation coefficients, which falls in the value range of $[0, 1]$. Then, the correlation coefficient between $A'_0 = (a'_0(1), a'_0(2), \ldots, a'_0(n))^T$ and $A'_i = (a'_i(1), a'_i(2), \ldots, a'_i(n))^T$ can be calculated by:

$$\eta_i(l) = \frac{\underset{i}{min}\underset{l}{min}|a_0(l) - a_i(l)| + \rho\,\underset{i}{max}\underset{l}{max}|a_0(l) - a_i(l)|}{|a_0(l) - a_i(l)| + \varepsilon\,\underset{i}{max}\underset{l}{max}|a_0(l) - a_i(l)|} \quad (11)$$

Step 5. The gray correlation, i.e., the mean correlation coefficient between the reference and comparative time series in different phases, can be solved by:

$$s_{0i} = \frac{1}{n} \sum_{l=i}^{n} \eta_i(l) \quad (12)$$

2.4.2 MLA

During sports enterprise innovative development, if the dependent variable LSVM is not linearly correlated with the control variables of subordinates' WWB improvement, the relationship between the probability of the dependent variable to take a value and the corresponding control variable or composite index can be illustrated by the MLA model.

Here, the dependent variable LSVM b and the corresponding control variable a of subordinates' WWB improvement are both triples: b includes economic factor (1), cultural factor (2), social support factor (3), job factor (4), family factor (5), and self-fulfillment (6); a covers a_1, a_2, a_3, a_4, a_5, a_6, and a_7, which stand for corporate capital structure, corporate management model, corporate organizational status, corporate culture planning, corporate development strategy, corporate business environment, and corporate social responsibility, respectively.

Taking any of the six dependent variables (a_1, a_2, a_3, a_4, a_5, a_6, and a_7) as the main class, a regression was performed between the main class and the remaining five classes. Let $\varphi_1 \sim \varphi_6$ be constant; $\gamma_i (i=1,2,3,4,5,6,7)$ be regression coefficients. Suppose the probabilities $CH_1 \sim CH_7$ of independent variables taking different values

satisfy the equation $CH_1 + CH_2 + CH_3 + CH_4 + CH_5 + CH_6 + CH_7 = 1$. Then, the logistic regression model can be established as:

$$\begin{cases} CH_1 = CH(b=1) = \frac{exp(\phi_1 + \Omega)}{1 + exp(\phi_1 + \Omega)} \\ CH_2 = CH(b=2) = \frac{exp(\phi_2 + \Omega)}{1 + exp(\phi_2 + \Omega)} \\ CH_3 = CH(b=3) = \frac{exp(\phi_2 + \Omega)}{1 + exp(\phi_2 + \Omega)} \\ CH_4 = CH(b=4) = \frac{exp(\phi_4 + \Omega)}{1 + exp(\phi_4 + \Omega)} \\ CH_5 = CH(b=5) = \frac{exp(\phi_5 + \Omega)}{1 + exp(\phi_5 + \Omega)} \\ CH_6 = CH(b=6) = \frac{exp(\phi_6 + \Omega)}{1 + exp(\phi_6 + \Omega)} \end{cases} \quad (13)$$

where,

$$\Omega = \gamma_1 x_1 + \gamma_2 x_2 + \gamma_3 x_3 + \gamma_4 x_4 + \gamma_5 x_5 + \gamma_6 x_6 + \gamma_7 x_7 \quad (14)$$

The probability $CH_i (i=1,2,3,4,5,6,7)$ obtained by formula (13) is subjected to Logit transform:

$$LC(CH_i) = ln\left(\frac{CH_i}{1 - CH_i}\right); i = 1,2,3 \quad (15)$$

Let CH_i be the cumulative probability of the first i bs. With $LC(CH_i)$ as the dependent variable and a as the independent variable, the model can be described as a linear function:

$$LC(CH_i) = ln\left(\frac{CH_i}{1 - CH_i}\right)$$
$$= \phi_i + \gamma_1 a_1 + \gamma_2 a_2 + \gamma_3 a_3 + \gamma_4 x_4 + \gamma_5 x_5 + \gamma_6 x_6 + \gamma_7 x_7$$
$$= \phi_i + \Omega \quad (16)$$

The CH_i can be calculated by:

$$CH_i = \begin{cases} CH(b=i) = \frac{exp(\phi_i + \Omega)}{1 + exp(\phi_i + \Omega)}; 1 \leq i \leq 6 \\ 1; i = 7 \end{cases} \quad (17)$$

By the above formulas, the MLA model with one economic factor (1), cultural factor (2), social support factor (3), job factor (4), family factor (5), and self-fulfillment (6) as the main class can be solved. Then, it is possible to derive the correlation between LSVM and each control variable for subordinates' WWB improvement.

3. Results Analysis

The authors tested 600 employees in different regions and industries because our surveyors are competent. Before the survey, an extensive publicity campaign was held to improve the respondents' willingness to cooperate, and the employees chosen for the tests all had sufficient time. Finally, 600 copies of the test results were recovered. Excluding the 30 invalid and out-of-scope copies, 570 effective samples were obtained. The effective recovery rate was as high as 95%.

Table 1

Reliability test results of six dependent variables

Serial number of dependent variables	1	2	3	4	5	6
Consistency coefficient	0.917	0.984	0.925	0.97	0.952	0.902
Number of items	8	2	6	4	7	3
Cronbach's Alpha	0.952	0.918	0.47	0.936	0.915	0.906
Scale items	12	5	13	18	11	19

Table 2

Reliability test results of seven control variables

Serial number of control variables	a_1	a_2	a_3	a_4	a_5	a_6	a_7
Consistency coefficient	0.958	0.962	0.931	0.915	0.968	0.924	0.937
Number of items	8	5	9	3	6	1	8
Cronbach's Alpha	0.851	0.716	0.795	0.728	0.625	0.428	0.748
Scale items	0.958	0.962	0.931	0.915	0.968	0.924	12

Before the experiments, samples were collected randomly from several businesses in the Hebei Province of northern China. Cronbach's Alpha directly represents the reliability of the six dependent variables and seven control variables selected in Sections 2 and 3. The results of the reliability tests for the dependent and control variables are shown in Tables 1 and 2, respectively. As its name suggests, the reliability test was conducted to evaluate the dependability of the model's variables. Both LSVM and subordinates' WWB improvement reached the optimal level of high dependability, as their reliabilities were 0.972 and 0.954, respectively. The consistency coefficients of the six dependent variables and seven control variables were more than 0.9, indicating high reliability. Referring to the results of reliability tests from other sources, it can be seen that our dependent and control variables have a pretty high level of dependability and thus meet all the requirements for further investigation.

Table 3

Overall regression effects

Variable		a_1	a_2	a_3	a_4	a_5	a_6	a_7
R		0.415	0.537	0.486	0.561	0.447	0.437	0.495
R-squared		0.216	0.374	0.162	0.392	0.125	0.264	0.356
Adjusted R-squared		0.274	0.309	0.195	0.315	0.177	0.649	0.294
Standard error of estimate		0.418	0.371	0.437	0.483	0.443	0.721	0.558
	Modified R-squared	0.362	0.319	0.108	0.174	0.128	0.169	0.492
	Modified F	58.418	82.37	39.48	85.12	47.48	57.47	42.68
Modified statistics	df1	2	1	3	2	3	1	2
	df2	15.8	17.2	14.9	17.8	12.9	15.2	14.6
	Modified Sir. F	0.014	0.032	0.015	0.036	0.012	0.022	0.011
Durbin Watson (DW) statistic		1.629	1.925	1.392	1.928	1.162	1.621	1.643

Table 3 displays the global regression impact of LSVM relative to the WWB improvement control variables. The regression coefficients of LSVM relative to the WWB improvement of subordinates were more than zero, and the p-values were less than 0.001, indicating significance. Thus, LSVM encourages the enhancement of subordinates' WWB. To further explore the direct regulating effect and indirect promoting effect of LSVM on subordinates' WWB improvement, this paper takes the standard deviation of high leader support and that of low leader support as benchmarks and plots the different regulating effects of different LSVM degrees on subordinates' WWB improvement (Figure 3). It can be observed that strong leader support enhanced the positive impact of LSVM on subordinates' WWB compared to weak leader support. When the leaders provide vital support, it is easier for the enterprise to implement LSVM more effectively, making the subordinates more satisfied with their work. Hence, strong leadership support is crucial to the innovative development of sports enterprises.
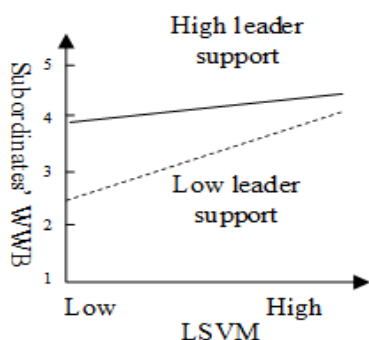
Figure 3. Regulating the effect of LSVM on subordinates'
WWB improvement

Table 4

Reference estimates of the six dependent variables

Serial number of dependent variables	Significance	Dominance ratio
1	0.261	7.18
2	0.328	8.91
3	0.015	102.22
4	0.068	1.26
5	0.049	1.36
6	0.057	2.31

Table 5

Tested correlations between dependent and control variables

Control variables / Dependent variables	a_1	a_2	a_3	a_4	a_5	a_6	a_7
1	Large	Medium	Large	Small	Small	Medium	Small
2	Small	Large	Large	Medium	Medium	Large	Large
3	Medium	Small	Medium	Medium	Medium	Small	Medium
4	Large	Large	Large	Large	Large	Medium	Large
5	Small	Small	Large	Small	Large	Small	Medium
6	Large	Medium	Small	Large	Medium	Medium	Small

Table 4 provides the reference estimates for the six dependent variables. The significance of the six dependent variables were 0.261, 0.328, 0.015, 0.068, 0.049, and 0.057, all smaller than 0.05. Thus, the six dependent variables of LSVM in our model all affect the improvement of subordinates' WWB. When subordinates' WWB increases by 1 unit, the generation probabilities of the six dependent variables of LSVM would grow by 7.18, 8.91, 102.22, 1.26, 1.36, and 2.31 times.

Using the published test techniques for dependent and control variables, the correlation test results on the two categories of variables were categorized, and a comparison table was generated (Table 5). Note that large, medium and small represent the relative magnitude of the correlation between economic factor (1), cultural factor (2), social support factor (3), job factor (4), family factor (5), and self-fulfillment (6), and a_1, a_2, a_3, a_4, a_5, a_6, and a_7. As can be seen from the table, the tested correlations were consistent with our model results. Job factor (4) has the most significant correlation with the different control variables of subordinates' WWB, while family factor (5) has the weakest correlation with the latter variables. For clarity, the description of all variables is presented in Table 6.

Table 6

Description of all variables

Name	Category
Subordinates' WWB	Independent variable
LSVM	Dependent variable
Economic factor	A dimension of LSVM
Cultural factor	A dimension of LSVM
Social support factor	A dimension of LSVM
Job factor	A dimension of LSVM
Family factor	A dimension of LSVM
Self-fulfillment	A dimension of LSVM
Corporate capital structure	Control variable
Corporate management model	Control variable
Corporate organizational status	Control variable
Corporate culture planning	Control variable
Corporate development strategy	Control variable
Corporate business environment	Control variable
Corporate social responsibility	Control variable

4. Conclusions

This article examines the relationship between LSVM and WWB from the standpoint of creative sports enterprise growth. Initially, the lag of LSVM relative to subordinates' WWB was evaluated, and the impact of LSVM on

subordinates' WWB was analyzed. The results indicate that LSVM has a beneficial influence on subordinates' WWB, thereby achieving the primary purpose of this study. In addition, the synchronization between LSVM and subordinates' WWB was examined. The correlation between them was then analyzed using GRA and MLR. According to the experiment results, the consistency between the six dependent variables and the seven control variables was always more than 0.90, indicating high dependability. Then, the global regression impacts of LSVM relative to the control variables of subordinates' WWB improvement were detected, and the varied regulating effects of different LSVM degrees on progress were shown. The findings indicate that high leader support significantly boosts the motivating impact of LSVM on subordinates' WWB. Experiments were

conducted to determine the correlations between dependent and control variables. Based on the research findings, two recommendations were made for relevant policymakers: First, sports companies must strengthen LSVM in pursuit of innovative development. Second, strong leadership support is required to amplify the positive impact of LSVM on subordinates' WWB. Future research will investigate additional variables that may influence the relationship between LSVM and subordinates' WWB, including the regulatory environment and the market scenario.

Acknowledgment

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