

## The influence of team management competencies on high-quality development of Chinese wellness sport enterprises

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**Abstract:** The high-quality development has become a new idea for the Chinese sports industry. High-quality development has become the main direction and theme of the development of China's sports industry. This research aims to study 1) Team Management Competencies and development level of High-Quality Development of Chinese Sport Enterprises. 2) To study mediating role of Culture communication between Team Management Competencies and High-Quality Development of Chinese Sport Enterprises and 3) To develop in the future team management of Chinese Sport Enterprises. The mixed research method of 532 valid data were obtained through the questionnaire survey, and the empirical test of the theoretical model was completed by using the method of structural equation model. The research shows that Personal quality (0.231), Cognitive ability (0.215), Self-development (0.312), Team management (0.161) and Cultural communication (0.156) has a significant positive impact on the high-quality development of enterprises. The Mediating roles of Cultural communication effected (0.161) on the personal quality, Self-development (0.196), characteristics of enterprise leadership (0.198) with high-quality development of enterprises. Sports enterprise training has a positive role in cognitive ability (0.416) and team management (0.222) on the high-quality development of sports enterprises. In view of the practical difficulties such as imperfect management team and shortage of management talents in China, we put forward the practical path of cultivating team management talents in the field of sports enterprises and accelerating the high-quality development of sports enterprises. Finally, the research results have theoretical and practical significance for the healthy and sustainable development of Chinese wellness sports enterprises.

**Keywords:** Chinese wellness sports enterprises, Healthy and sustainability, High-quality development, Team management competencies, Team management talents.

### 1. Introduction

China is in a period of rapid economic development, with consumption levels rising year after year and maintaining a good growth trend. (Global influential sports media, 2021). The average growth rate of the global sports industry in the past 3-5 years is 7.7%. It is expected that the growth rate of the global sports industry will drop to 7.0% in the next 3-5 years, and the growth of the sports industry will gradually stabilize. In terms of regions, the Asian market will become the most optimistic market in the future. This also confirms that China's sports industry, including sports competitions, sports entertainment, sports fitness, sports industry, and sports education, is bound to face a historic period of rapid growth. The development trend of the sports industry puts forward new requirements for sports hardware and software facilities. first, lifelong sports, and sports power" put forward the idea of making sports of great significance to the development of society, economy and culture at the macro level, and integrating the sports industry at the middle level Construction creates new opportunities and plays a constructive role in the development of people's body and mind at the micro level. As the main body of sports market activities, sports enterprises cannot improve their "quality" and "quantity" without professional human resources. Human resources in the sports industry are the core resources of the

sports industry. They are not only an important part of the development of my country's sports industry, but also a major driving force for the advancement of sports in the future. The dynamic evolution of the development logic of China's sports industry has officially moved to a higher level. High quality standards will gradually replace the original fundamental and key variables in the development of the sports industry. High quality development has become the main direction and theme of China's sports industry development.

China is in a period of rapid economic development, and the consumption level has been rising year after year and maintained a good growth trend. China has entered a well-off society and is actively striding forward to a well-off society. After that, the Chinese sports industry is bound to face a historic golden period (Dongtao & Wusheng, 2005). With the rapid and prosperous development of China's sports industry, as the main body of sports market activities, the number and quality of sports companies are constantly improving. The good operation of the sports industry organization is inseparable from the professional human resources that promote the operation of sports industry. The human resources of the sports industry are the core resources of the sports industry. They are not only an important part of the development of sports in China, but also promote the future of sports (Guoliang, 2013).

Since China is a large developing country, there is a huge imbalance in regional development and the increase in residents' income levels. Sports industrialization cannot be fully promoted in a short period of time. Because the initial conditions of China's sports industrialization system are a planned economy and career System, and because sports industry products are multi-type product groups with the nature of public products and private products, the process of industrialization and marketization can only be a gradual process (Jie et al., 2002). This has led to a shortage of professionals who are familiar with the sports industry and economic management and has greatly fettered the development of sports industrialization. To maintain its long-term survival and development, a sports industry organization needs to work tirelessly to strengthen its core technology and social operating functions to adapt to society flexibly and control pressure. The human resource development and management level of sports industry are also regarded as sport industry. An important symbol of the organization's sustainable development. Therefore, it is an inevitable way to adapt to the development of the golden age to scientifically explore many issues of human resource management in the organization and operation of sports industry in China.

Sports enterprises have not yet formed a systematic human resource management mechanism, which affects the development of enterprises. As one of the core resources of the sports industry, the human resources of sports enterprises are not only an important part of the development of sports in our country, but also the main driving force for the development of sports in our country. However, under the increasingly fierce external human resource competition environment, with the diversification of value orientation and personalized career development of sports enterprise employees, most sports enterprises in China have not yet formed a systematic human resource management mechanism, but rely on experience to recruit talents. Incentives and development lack both objectivity and guidance, leading to a sharp rise in the cost of human resource management, which in turn affects the healthy development of enterprises, thus forming a vicious circle between talents and enterprise development. Therefore, it will be a realistic and urgent problem in the development and management of human resources to solve the relationship between human resources and enterprise growth in sports enterprises and to promote the benign interactive development between enterprises and employees.

## 2. Research Objectives

The main purpose of this study is to understand the impact of team management on the high-quality development of Chinese sports enterprises, in order to enhance the high-quality development of Chinese Wellness sports enterprises.

- 1.To study Team Management Competencies on High-Quality Development of Chinese Wellness Sports Enterprises
- 2.To study development level of High-Quality Development of Chinese Wellness Sports Enterprises

3. To study mediating role of Culture communication between Team Management Competencies and High-Quality Development of Chinese Wellness Sports Enterprises
4. To develop Chinese Wellness Sports Enterprises' team management in the future

### 3. Literature Review

This research based on the Human Capital Theory, Theory of Learning and Development Scientific and systematic enterprise training, Total quality management Theory, Resource Based Theory, Cross Cultural Theory (Hofstede, 1993)

#### 3.1. Personal Quality, Cognitive Ability, Self-development, Leadership traits, and Team Management Related on High-Quality Development of Enterprises

Personal quality (P Burnard, 1998) is an individual attribute, characteristics, and traits, such as adaptability, resilience, and emotional intelligence, that impact an individual's effectiveness in personal and professional settings. Emotional intelligence has significantly contributed to the understanding of a crucial role of emotional and social skills in personal and professional success. It has underscored the importance of emotional intelligence in effective leadership, resilience, and fostering positive interpersonal relationships. The studies provided a framework for individuals and organizations to cultivate the essential qualities needed for high-quality personal and professional development (Daniel Goleman, 1995; Qi & Rattanapun, 2024). The psychology of achievement has been instrumental in highlighting the critical role of perseverance and passion for sustainable goals in achieving success. It has emphasized the significance of grit in driving individuals to overcome challenges, maintain focus, and achieve excellence, and has had a profound impact on understanding the attributes that contribute to high-quality performance and accomplishment (Duckworth, 2007).

Cognitive ability (Lohman, 2005) is the capacity of an individual to process information, learn, and solve problems, including skills such as reasoning, memory, attention, and perception. The relationship between cognitive ability and enterprise development continues to yield valuable insights. The latest studies suggest that cognitive ability plays a substantial role in driving high-quality business development across various industries. (Sternberg, 1980; Boyatzis, 1990; Latham, 1980), The triarchic theory of intelligence, that has significantly contributed to understanding the multiple facets of intelligence, shed light on the importance of practical problem-solving, creative thinking, and analytical skills, providing a more comprehensive understanding of cognitive abilities and their impact on individual and organizational performance.

Self-development (Saakvitne, Tennen, Affleck, 1998) is the process of acquiring new knowledge, enhancing skills, and nurturing personal growth through learning, reflection, and experiential development activities. Self-development as a crucial factor for the high-quality development of enterprises, there is substantial evidence indicating that personal and professional growth, including self-development, can positively impact organizational success. Research in the fields of leadership, organizational psychology, and human resource development consistently highlights the significance of continuous learning, self-improvement, and personal development for driving high-quality enterprise development. This is due to its indirect influence on leadership effectiveness, employee engagement, and organizational performance (Covey, 1989; Dweck, 2006; Rattanapun, Khantanapha, Piriyaikul, 2018), provides insightful perspectives on personal growth and self-development through proactive behaviors and principles. His influential concepts continue to shape discussions on self-improvement.

Leadership traits (Gibb, 1947; Bennis, 1989; Collins, 2001; Rattanapun, Khantanapha, Piriyaikul, 2022) is the specific characteristics, behaviors, and qualities exhibited by effective leaders, such as communication skills, vision, integrity, and the ability to motivate and inspire others. The key leadership traits identify to 5 level of leadership, disciplined action, and a culture of discipline as main factors in sustained excellence. Explores the impact of emotional intelligence on leadership effectiveness. It emphasizes the role of emotional intelligence in leaders' abilities to inspire and motivate others, build resonant relationships, and create a positive organizational climate. (Goleman, Boyatzis, and McKee, 2002; Kouzes and Posner, 1987; Sinek, 2014). The concept of servant leadership and the

importance of leaders prioritizing the well-being and success of their teams. It highlights the essential leadership traits of empathy, trust, and serving others, promoting a culture of safety and cooperation.

Team management (Nielsen, 2010) is the process of organizing and coordinating the efforts of a group of individuals to achieve common goals, including aspects such as goal setting, communication, conflict resolution, and performance evaluation. The valuable of effective team management was said in the study, emphasizing the importance of communication, goal setting, and conflict resolution in achieving high team performance, offering practical guidance for creating cohesive, high-performing teams. (Lencioni, 2002; Hackman, 2002), The factors that drive motivation and performance, highlighting the significance of autonomy, mastery, and purpose in promoting high engagement and productivity within teams and organizations.

*H<sub>1</sub>. Personal quality has a significant positive impact on the high-quality development of enterprises*

*H<sub>2</sub>. Cognitive ability has a significant positive impact on the high-quality development of enterprises*

*H<sub>3</sub>. Self-development has a significant positive impact on the high-quality development of enterprises*

*H<sub>4</sub>. Leadership traits have a significant positive impact on the high-quality development of enterprises*

*H<sub>5</sub>. Team management has a significant positive impact on the high-quality development of enterprises*

Cultural communication plays a mediating role in the personal quality, cognitive ability, self-development, leadership traits, team management and high-quality development of Chinese wellness sports enterprise

Cultural communication (Philipsen, 2002) is the exchange of information, ideas, and values between individuals or groups from different cultural backgrounds, involving verbal and non-verbal communication, understanding of cultural nuances, and intercultural competence. The cultural dimensions impact on communication and interactions in diverse workplaces, the cultural factors that influence communication styles, decision-making processes, and organizational behavior, providing valuable insights for navigating cross-cultural interactions and promoting effective communication in diverse workplaces (Hofstede, 2001; Wang Kang, 2019).

The economic development in the social transformation period provides a material basis for the development of enterprise sports. (Guo Qin, 2005). The formation of enterprise sports plays an important role in promoting the physical and mental health of employees, the production of the enterprise, the cohesion of the enterprise, the shaping of corporate image and the formation of a good corporate culture atmosphere. In the process of high-quality development of private economy, it has long been faced with chronic diseases such as traditional cultural cognition, weak innovation ability, and difficult and expensive financing loans. (Ji Shasha, 2023; Zhang Yuji, 2020). In the final analysis, the competition of enterprises is the competition of talents. If you want to promote the long-term development of enterprises, you must comprehensively and systematically manage talents. Human resource management is an important link in achieving enterprise development goals. It is highly systematic and long-term. nature.

The cultural dimension impact on communication and interactions in diverse workplaces, the cultural factors that influence communication styles, decision-making processes, and organizational behavior, providing valuable for navigating cross-cultural interactions and promoting effective communication in diverse workplaces. (Hofstede, 2001; Meyer, 2014). The valuable of cultural communication, providing practical guidance on navigating cross-cultural interactions in the context of high-quality enterprise development, emphasizes the importance of understanding and adapting to cultural differences, offering actionable strategies to improve communication and collaboration in culturally diverse business settings, ultimately contributing to organizational success and effective global business operations.

To propose and implement a corporate culture that aligns with the company's development strategy is a crucial issue that all entrepreneurs need to think carefully about. Alibaba, as the largest e-commerce company in China at present, has walked step by step from Jack Ma's entrepreneurship to going public, and its success it is impossible to leave his unique corporate culture. (Ding Yang, 2017; Shen bu, 2015). The ultimate goal of an enterprise is to obtain the maximum benefits, and if the enterprise wants to achieve good results, it is necessary to conduct reasonable and effective

management, and the important factor that determines the quality of enterprise management is the enterprise culture. From the overall perspective as the starting point, the social and economic organization is the form of existence of enterprises, and the formation and development of culture are closely related to the operation and management of enterprises. Enterprise culture permeates into every link of enterprise management, and serving enterprise management is the purpose of enterprise culture construction and development. (Wang Jiajin, 2016; Lin Yi, 2016).

Zhang Cuixia (2014) suggests in business management, the role of corporate culture cannot be underestimated. It can bring more benefits to the enterprise and have an important impact on the development of the enterprise. For the management of an enterprise, corporate culture can help them better carry out management work. At the same time, it is also an intangible asset that can help enterprises improve their competitiveness and management level. Wang Beichuang (2015) suggests corporate culture is an important decisive factor in the formation of a company's core competitiveness, and it is also a good reflection of the company's "soft power". It will undoubtedly create a better environment for the sustainable development of the company. Ge Mingliang. (2015) suggests the management of enterprises should not only focus on the quality and efficiency of projects, but also pay more attention to corporate culture so that enterprises can enhance their market competitiveness. Corporate culture can bring other benefits to the enterprise, which are different from the benefits obtained from a project. Therefore, corporate managers should pay attention to the soft power created by corporate culture. Corporate culture plays an important strategic role in corporate management and can help companies improve management efficiency and create more profits (Zheng Danling, 2010; Zhang Defang, 2017).

*H<sub>6</sub>: Cultural communication plays a mediating role in the personal quality, cognitive ability, self-development, leadership traits, team management and high-quality development of enterprises*

*H<sub>7</sub>: Cultural communication plays a mediating role in the cognitive ability and high-quality development of enterprises*

*H<sub>8</sub>: Cultural communication plays a mediating role in the self-development and high-quality development of enterprises*

*H<sub>9</sub>: Cultural communication plays a mediating role in the leadership traits and high-quality development of enterprises*

*H<sub>10</sub>: Cultural communication plays a mediating role in the team management and high-quality development of enterprises*

Sports enterprise training method has a positive moderating effect on cognitive ability and high-quality development of Chinese wellness sports enterprises

Sports enterprise training (Chelladurai, 2014) is the structured program designed to enhance the skills, knowledge, and capabilities of individuals working within the sports industry, encompassing areas such as coaching, management, marketing, and event planning. Geert Hofstede (2001), has significantly contributed to the understanding of cultural dimensions and their impact on communication and interactions in diverse workplaces, the cultural factors that influence communication styles, decision-making processes, and organizational behavior, providing valuable for navigating cross-cultural interactions and promoting effective communication in diverse workplaces. Paula Caligiuri (2019), the development of cultural agility, emphasizing the importance of this skill set in today's interconnected business landscape. The research provides practical frameworks and interventions for developing cultural intelligence and adaptability, enabling professionals to effectively navigate diverse cultural contexts and contribute to the success of global enterprises. Andy Molinsky (2013), the concept of global dexterity, detailing the challenges and opportunities of adapting behavior across diverse cultural settings. The research offers practical guidance and real-world examples to help individuals and organizations navigate cultural differences, communicate effectively, and thrive in international business environments, ultimately contributing to improved organizational performance and success in global markets.

*H<sub>11</sub>: Sports enterprise training has a positive moderating effect on cognitive ability and high-quality development of sports enterprises.*

Sport enterprise training method fully moderating effect via the high-quality development of the Chinese wellness sports enterprises in team management

Sports enterprise training (Chelladurai, 2014) is structured program designed to enhance the skills, knowledge, and capabilities of individuals working within the sports industry, encompassing areas such as coaching, management, marketing, and event planning. Angela Lumpkin and Sharon Kay Stoll (2018), the intersection of leadership, character development, and athletic performance have an impact of character-driven leadership on individual and team success in the sports arena, emphasizing the cultivation of ethical decision-making, resilience, and integrity in athletes. The research provides valuable insights into the correlation between character development, leadership effectiveness, and sports performance, offering practical implications for coaches, sports managers, and athletes aiming to achieve success on and off the field. Daniel W. Gould and Paige L. Williard (2020) to enhance performance within sports organizations, a comprehensive analysis of the factors that contribute to high-performing teams in the context of sports, emphasizing the importance of trust, communication, cohesion, and goal alignment. The research offers actionable recommendations for building and sustaining effective team dynamics, optimizing performance, and achieving success within sports enterprises. Michel Desbordes and Gashaw Abeza (2021) the latest innovations and best practices in strategic marketing within the sports industry, into topics such as fan engagement, digital marketing strategies, brand management, and sponsorship activation, were studied, it is offering the evolving landscape of sports marketing, provides practical guidance and case studies for sports enterprises seeking to develop and implement effective marketing strategies to enhance their competitiveness, visibility, and overall success in the dynamic sports market.

*H<sub>12</sub>: Sports enterprise training has a positive moderating effect on the high-quality development of sports enterprises in team management.*

## 4. Research Methodology

### 4.1. Population and Sample Size

According to Taro Yamane method (Taro Yamane, 1967) and combined with the total population, the sample size value was calculated to be 338, and a survey was conducted through random sampling. Considering that the sample size is usually 5 to 10 times the number of projects. 4,382 people from 14 sports companies in China were included in the study population. In order to obtain a sufficient and effective sample size, this study ultimately decided to distribute 600 survey questionnaires, using a sample size of 532.

### 4.2. The Reliability and Validity Analysis

The overall questionnaire KMO and Bartlett spherical test, KMO value of 0.882, more than 0.6 far beyond the threshold value, between the variables have common factors, variables suitable for principal component analysis, in a few dimensions to represent the majority of the explanatory volume. Meanwhile, the  $\chi^2$  value of Bartlett's spherical test is 13010.79, and the df value is 780, reaching the significant level of 0.01, indicating that there are common factors among the overall correlation matrix, which is suitable for factor analysis.

1) Internal consistency reliability was used as the test method to verify the reliability of the questionnaire, namely the Cronbach's  $\alpha$  coefficient. It is generally considered that questionnaire reliability is good at  $0.7 < \text{Cronbach's } \alpha < 0.8$ ; excellent reliability at  $\text{Cronbach's } \alpha > 0.8$ . The overall value of the Cronbach's  $\alpha$  coefficient of the questionnaire is 0.897.

2) This paper uses exploratory factor analysis to verify the validity of the questionnaire. Firstly, the correlation between the questionnaire items is judged by Bartlett spherical test. When  $\text{Bartlett} < 0.05$ , the correlation meets the factor analysis conditions; secondly, whether the questionnaire is suitable for factor analysis by KMO value, KMO greater than 0.7 is suitable for factor analysis. Results showed that the KMO value of  $> 0.8$  and the significance level of Bartlett spherical test was  $< 0.01$ , enabling factor analysis. The total KMO is 0.892

## 5. Research Results

**Table 1:**  
Basic Information (N = 532).

	Description	Frequency	List N %
Gender	Female	260	48.90%
	Male	272	51.10%
Age	18-25 years old	8	1.50%
	From 25 to 35 years old	197	37.00%
	From 35 to 45 years old	164	30.80%
	From 45-55 years old	151	28.40%
	Over 55 years old	12	2.30%
Education level	High school below	4	0.80%
	High school and junior college	249	46.80%
	Undergraduate course ; regular college course	255	47.90%
	Graduate student	24	4.50%
Working life	Less than 3 years	9	1.70%
	3-5 Years	114	21.40%
	5-10 Years	287	53.90%
	More than 10 years	122	22.90%
Position level	Ordinary employees	367	69.00%
	Backbone management personnel	67	12.60%
	Managerial staff	68	12.80%
	Manager or deputy manager	30	5.60%

## 6. Structural Equation Model

This research establishes the eight-element model of high quality development of sports enterprises, personal quality, personal cognitive ability, self-development of sports enterprises, leadership characteristics in sports enterprises, team management of sports enterprises, cultural communication and enterprise training.

**Table 2:**  
Confirmatory factor load value.

Variable	Question item	Estimate	CR	AVE
Quality	Q1.1 You are able to focus on detail, pursue excellence and be responsibility for your work	0.777	0.8212	0.6055
	Q1.2 You can take risks and try new things, and actively seek for innovation and change	0.706		
	Q1.3 You can objectively and fairly evaluate the people and things around you	0.793		
	Q1.4 You can see things from a collective and holistic perspective	0.837		
	Q1.5 You have a strong sense of time	0.743		
	Q1.6 You focus on the customer's needs and interests	0.751		
Cognitive	Q2.1 You extract the main information from a lot of information and identify the main problems	0.778	0.8375	0.6322
	Q2.2 You make an preliminary assessment of the potential	0.728		

	problems and trends in development			
	Q2.3 You can systematically analyze the complex causal relationships in each link of the problem, and make a systematic plan	0.760		
	Q2.4 You can accept new ideas from others and incorporate your own ideas	0.807		
	Q2.5 You know your current position in the market and your competitors	0.800		
	Q2.6 You know the organization structure, management patterns, and decision-making processes of your enterprise	0.716		
Self-development	Q3.1 Your company is good at effectively using external resources, including Zijin, technology, personnel, etc.	0.748	0.8295	0.6186
	Q3.2 Your company has a relatively harmonious relationship with the external market environment	0.759		
	Q3.3 Your company is very sensitive to the development and the market	0.766		
	Q3.4 Your company can actively seek cooperation for a win-win situation	0.728		
	Q3.5 Your company will often reform and adjust itself internally	0.789		
	Q3.6 Your company is very innovative, including the innovation of technology process management mode	0.801		
	Q3.7 Your company focuses on the cultivation of internal staff	0.763		
	Q3.8 Your company will adjust the business scope and organizational structure according to the market environment	0.795		
Leadership	Q4.1 Your leaders are good at sharing information and listening to their subordinates	0.822	0.8563	0.6658
	Q4.2 The leaders of your company can express their views clearly and vividly on various occasions	0.771		
	Q4.3 The leaders of your company can reasonably allocate work tasks and effectively allocate various resources	0.776		
	Q4.4 The leaders of your company can consider various resources and develop specific and feasible actions for specific goals	0.880		
	Q4.5 The leaders of your company can give timely and reasonable feedback to the work of their subordinates	0.788		
Management	Q5.1 Your enterprise's team has effective time and resource management capabilities	0.799	0.8561	0.6654
	Q5.2 Your business team members can help each other solve their difficulties	0.759		
	Q5.3 Your team has a very good tacit understanding and cooperation	0.869		
	Q5.4 Your company will lead the company to timely adjust the management priorities	0.807		
	Q5.5 Your company has perfect rules and regulations and implement them carefully	0.768		

Cultural	Q6.1 Most of the audience have heard of your company	0.812	0.8742	0.6986
	Q6.2 The audience is willing to share the events organized by your company with other people	0.850		
	Q6.3 Viewers often mention your business	0.845		
	Q6.4 The audience is very concerned about the events of your company	0.833		
Training	Q7.1 Your company will conduct different training programs for its employees	0.829	0.8567	0.6659
	Q7.2 Your company will design the training courses carefully	0.811		
	Q7.3 Your company focuses on the ability to combine employee theory and practice	0.808		
Development	Q8.1 Your company can constantly receive a variety of events	0.724	0.823	0.6085
	Q8.2 The customer is very satisfied with the activities organized by your company	0.821		
	Q8.3 Your company will also develop more potential customers in the future	0.792		

**Table 3.**  
Differentiation validity table.

	Quality	Cognitive	Self-development	Leadership	Management	Cultural	Training	Development
Quality	0.78							
Cognitive	0.03	0.80						
Self-development	0.37	0.13	0.79					
Leadership	0.34	0.11	0.36	0.82				
Management	0.12	0.32	0.12	0.12	0.82			
Cultural	0.31	0.14	0.34	0.34	0.13	0.84		
Training	-0.07	-0.06	-0.34	-0.04	-0.06	-0.06	0.82	
Development	0.43	0.32	0.50	0.39	0.31	0.37	-0.29	0.78

The model goodness test uses the goodness of fit index to test the fit of the theoretical model constructed in this paper to the empirical data. Principle of fitting index selection: CFA performs parameter estimation and significance testing by maximum likelihood estimation method. P 0.01 was considered for statistical significance. Evaluation model from three aspects: the first is the chi square it used together with the degree of freedom can illustrate the probability of model correctness, CMIN / DF is a direct test between the sample covariance matrix and the estimated covariance matrix statistics, its theoretical expected value is 1, the closer 1 CMIN / DF means the covariance matrix and the estimated covariance matrix similarity, the fit of the model is better. Secondly, there are two commonly used fitting indices: comparing the fitting index (GFI, AGFI) and the root mean square error approximation (RMSEA), in which CFI and AGFI > 0.8 are a good fit, CFI and AGFI > 0.9, indicating that the model fit is excellent, and RMSEA 0.05 indicates a good fit. The model fit index of this study are as follows:

**Table 4.**  
Validation factor model goodness.

Quota	CMIN/DF	GFI	AGFI	RMSE	IFI	TLI	CFI	NFI
Acceptability	<5	>0.7	>0.7		>0.7	>0.7	>0.7	>0.7
Good	<3	>0.8	>0.8	<0.1	>0.8	>0.8	>0.8	>0.8
Up to the hammer	<3	>0.9	>0.9	<0.5	>0.9	>0.9	>0.9	>0.9
Model score	1.698	0.901	0.886	0.036	0.961	0.957	0.961	0.91

According to the results from the table, the ratio of chi-square to degree of freedom CMIN / DF is 1.698, and the evaluation standard is less than 3, so the CMIN / DF of the structural equation model meets the standard. IFI, CFI, AGF, GFI, NFI, and TLI were all above or close to the standard 0.9, and RMSEA <0.05, so the overall model fit was considered to be good.

### 6.1. Pathway Model Analysis

In order to study the relationship between the influencing factors of high-quality development of sports. The fit degree indexes of the pathway study model are as follows:

**Table 5.**  
Pathway model goodness.

Quota	CMIN/DF	GFI	AGFI	RMSE	IFI	TLI	CFI	NFI
Acceptability	<5	>0.7	>0.7		>0.7	>0.7	>0.7	>0.7
Good	<3	>0.8	>0.8	<0.1	>0.8	>0.8	>0.8	>0.8
up to the hammer	<3	>0.9	>0.9	<0.5	>0.9	>0.9	>0.9	>0.9
Model score	2.042	0.906	0.9	0.044	0.952	0.947	0.952	0.91

Standard is less than 3, so the CMIN / DF of the structural equation model meets the standard. IFI, CFI, AGF, GFI, NFI, and TLI were all above or close to the standard 0.9, and RMSEA <0.05, so the overall model fit was considered to be good. Using the path analysis of structural equation model, the standardized path coefficient between latent variables is calculated. The specific coefficient results are as follows:

**Table 6.**  
Pathway model coefficient table.

Dependent variable	Path points to	Independent variable	Estimate	S.E.	C.R.	P
Development	<---	Quality	0.231	0.049	4.829	***
Development	<---	Cognitive	0.215	0.049	4.705	***
Development	<---	Self-development	0.312	0.049	6.383	***
Development	<---	Leadership	0.161	0.046	3.470	***
Development	<---	Management	0.156	0.046	3.498	***

The standardized path coefficient of individual quality on high quality development of enterprises is 0.231,  $P < 0.001$ ; Therefore, assume that personal quality has a significant positive influence on high quality development of enterprises. The standardized path coefficient of self-cognition on the high-quality development of sports enterprises is 0.215,  $P < 0.001$ ; therefore, hypothesis 2 cognitive ability has a significant positive impact on the high-quality development of sports enterprises, and the competitive environment of sports enterprises is increasingly complex and changeable. The standardized path coefficient of self-development on high-quality development of sports enterprises is 0.312,  $P < 0.001$ ; hypothesis 3 self-development has a significant positive impact on high-quality development of sports enterprises, and the self-development of sports enterprises is mainly reflected in technological innovation, brand building, talent training and other aspects. The standardized path

coefficient of leadership qualification on the high-quality development of enterprises is 0.161,  $P < 0.001$ ; hypothesis 4 Leadership characteristics have a significant positive impact on the high-quality development of enterprises. The standardized path coefficient of team management for the high-quality development of enterprises is 0.156,  $P < 0.001$ ; hypothesis 5 team management has a significant positive impact on the high-quality development of enterprises, team management in sports enterprises is the process of achieving team goals through effective cooperation and communication among team members.

6.2. Analysis of the Mediation Model

In order to further whether cultural communication has intermediary effect in the self-development, personal quality, corporate cognitive ability, enterprise self-development, enterpriseteam management with high-quality development of enterprises, this paper puts forward the intermediary hypothesis. To this end, the following mediation model diagram is established:

Figure 7. Mediator model diagram

The degree of fit is as follows:

**Table 7:**  
Mediation pathway model goodness.

Quota	CMIN/DF	GFI	AGFI	RMSE	IFI	TLI	CFI	NFI
Acceptability	<5	>0.7	>0.7		>0.7	>0.7	>0.7	>0.7
Good	<3	>0.8	>0.8	<0.1	>0.8	>0.8	>0.8	>0.8
Up to the hammer	<3	>0.9	>0.9	<0.5	>0.9	>0.9	>0.9	>0.9
Model score	1.876	0.962	0.948	0.041	0.984	0.98	0.983	0.965

We can see from the table, the ratio of chi-square to degree of freedom CMIN / DF is 1.876, and the evaluation standard is less than 3, so the CMIN / DF of the structural equation model meets the standard. IFI, CFI, AGF, GFI, NFI, and TLI were all greater than or close to the standard 0.9, and RMSEA <0.05, so the overall model fit was considered good.

The fit of this model is good. Using the Bootstrap mediation analysis of the structural equation model, we calculate the standardized path coefficient of the mediation model and the specific effect value of the mediation model. The specific coefficient results are as follows:

**Table 8:**  
The mediation model path coefficient.

		Estimate	S.E.	C.R.	P
Cultural	<--- Quality	0.161	0.051	3.204	0.001
Cultural	<--- Cognitive	0.08	0.051	1.674	0.094
Cultural	<--- Self-development	0.196	0.05	3.894	***
Cultural	<--- Leadership	0.198	0.049	3.979	***
Cultural	<--- Management	0.041	0.048	0.86	0.39
Development	<--- Quality	0.214	0.049	4.461	***
Development	<--- Cognitive	0.206	0.048	4.54	***
Development	<--- Self-Development	0.291	0.049	5.923	***
Development	<--- Leadership	0.139	0.046	2.97	0.003
Development	<--- Management	0.152	0.045	3.424	***
Development	<--- Cultural	0.109	0.046	2.36	0.018

The above table reveals that under a single path, The relationship between the various variables, On the basis of the previous path analysis, We further analyzed the path coefficient and significance degree of the self-development on the intermediary variable, From the table above, Besides the insignificant self-perception and team management for cultural communication, All of the other pathways were significant, In particular, the intermediary variable cultural communication is significant to the high-quality development of enterprises, It indicates that the mediation effect of the mediation variable culture transmission exists between the independent and dependent variables, For this further analysis by specific mediation effect values, The path of the enterprise self-development to the cultural transmission of the intermediary variable is marked as a, The direct path of self-development of independent variable enterprise to high-quality development of dependent variable is c, The path of the mediation variable culture communication for high-quality development is b, To calculate the mediation effect, Definition direct effects as DE using c path values, Define IE as the indirect effector value using a \* b, TE is the sum of the total effect value, namely, direct effects and indirect effects. The specific results are as follows:

**Table 9:**  
Mediation model effect values.

Effect type	Independent Variable	Intermediary quantity	Dependent variable	Parameter	Estimate	Lower	Upper	P
Indigo effect	Personal quality	Cultural diffusion	High-quality development	IE1	0.018	0.004	0.048	0.009
Direct effect	Personal quality	Cultural diffusion	High-quality development	DE1	0.218	0.118	0.321	0.001
Gross effect	Personal quality	Cultural diffusion	High-quality development	TE1	0.236	0.144	0.342	0.001
Indigo effect	Cognitive ability	Cultural diffusion	High-quality development	IE2	0.009	0	0.039	0.05
Direct effect	Cognitive ability	Cultural diffusion	High-quality development	DE2	0.22	0.118	0.326	0.002
Gross effect	Cognitive ability	Cultural diffusion	High-quality development	TE2	0.229	0.13	0.339	0.002
Indigo effect	Self development	Cultural diffusion	High-quality development	IE3	0.021	0.003	0.055	0.014
Direct effect	Self development	Cultural diffusion	High-quality development	DE3	0.289	0.188	0.399	0.002
Gross effect	Self development	Cultural diffusion	High-quality development	TE3	0.311	0.207	0.413	0.002
Indigo effect	Leadership traits	Cultural diffusion	High-quality development	IE4	0.021	0.005	0.055	0.01
Direct effect	Leadership traits	Cultural diffusion	High-quality development	DE4	0.137	0.048	0.244	0.003
Gross effect	Leadership traits	Cultural diffusion	High-quality development	TE4	0.158	0.076	0.262	0.002
Indigo Effect	Team management	Cultural diffusion	High-quality development	IE5	0.005	-0.004	0.023	0.294
Direct effect	Team management	Cultural diffusion	High-quality development	DE5	0.156	0.063	0.25	0.002
Gross effect	Team management	Cultural diffusion	High-quality development	TE5	0.16	0.068	0.26	0.002

TE for the total effect, personal quality through cultural communication to the indirect effect of the development of high quality is 0.018, shows that personal quality may indeed through culture communication to enterprise high quality development, personal quality not only directly on the development of the enterprise, but also through the cultural spread the intermediary variables indirectly affect the development of the enterprise. According to the data in the table, the direct effect of personal quality on cultural communication is significant, while the indirect effect of cultural communication on high-quality development is also significant. This indicates that personal quality has a positive effect on high-quality development through cultural communication. The indirect effect of cognitive ability was 0.009, and this coefficient is small and not significant, and does not support the mediating role of cognitive ability on high-quality development through cultural transmission. The indirect effect of self-development was 0.021, and the coefficient was relatively large and significant, supporting the intermediary role of self-development on high-quality development through cultural communication. The indirect effect of leadership trait was 0.021, which is a large and significant coefficient, supporting the intermediary role of leadership trait on high-quality development through cultural communication. The indirect effect of team management was 0.005, and this coefficient is small and not significant, and does not support the intermediary role of team management on high-quality development through cultural communication.

## 9. Conclusion

Using the path analysis of structural equation model, the standardized path coefficient between latent variables is calculated. The specific coefficient results are as follows:

**Table 10:**

<b>Suppose content</b>	<b>Estimate</b>	<b>Results</b>
H1.1Personal quality has a significant positive impact on the high-quality development of enterprises	0.231	Supported
H1.2Cognitive ability has a significant positive impact on the high-quality development of enterprises	0.215	Supported
H1.3Self-development has a significant positive impact on the high-quality development of enterprises	0.312	Supported
H1.4Leadership characteristics have a significant positive impact on the high-quality development of enterprises	0.161	Supported
H1.5Team management has a significant positive impact on the high-quality development of enterprises	0.156	Supported
H2.1Cultural communication plays an intermediary role in the personal quality and high-quality development of enterprises	0.161	Supported
H2.2Cultural communication plays an intermediary role in enterprise cognitive ability and high-quality development	0.08	Not supported
H2.3Cultural communication plays an intermediary role in the self-development and high-quality development of enterprises	0.196	Supported
H2.4Cultural communication plays an intermediary role in the characteristics of enterprise leadership and the high-quality development of enterprises	0.198	Supported
H2.5Cultural communication plays an intermediary role in enterprise team management and high-quality enterprise development	0.04	Not supported
H3.1Sports enterprise training has a positive role in cognitive ability on the high-quality development of sports enterprises	0.416	supported
H3.2Sports enterprise training has a positive regulating role in team management on the high-quality development of sports enterprises	0.222	supported

## 10. Discussion

1. Personal quality has a significant positive impact on the high-quality development of enterprises. The personal quality of employees is one of the important factors. The personal qualities of employees include many aspects, such as professional ethics, professional quality, professional skills, etc. Employees with good personal quality in the high-quality development of sports enterprises can better adapt to the needs of enterprises and improve the production efficiency and service quality.

2. Personal quality and Cognitive ability has a significant positive impact on the high-quality development of enterprises. The standardized path coefficient of self-cognition on the high-quality development of sports enterprises is 0.215,  $P < 0.001$ , which indicates that cognitive ability has a significant positive impact on the high-quality development of wellness sports enterprises. In today's society, the competition of sports enterprises is not only the competition of products and prices, but also the competition of cognitive ability. Sports enterprises with strong cognitive ability can maintain a leading position in the increasingly fierce market competition and achieve high-quality development. Therefore, sports enterprises need to pay attention to improving their cognitive ability, and constantly strengthen the capacity building of market research, industry analysis, innovation, research and development, operation and management and other aspects, so as to adapt to the changing market environment and achieve sustainable and healthy development.

3. Self-development has a significant positive impact on the high-quality development of enterprises. The standardized path coefficient of self-development on high-quality development of wellness sports enterprises is 0.312,  $P < 0.001$ , which indicates that self-development has a significant positive impact on the high-quality development of sports enterprises. The self-development of sports enterprises is mainly reflected in technological innovation, brand building, talent training and other aspects. In the process of adapting to the market demand and the changing competitive environment, we can achieve sustainable development through continuous innovation, improvement and core competitiveness and market competitiveness.

4. Leadership traits have a significant positive impact on the high-quality development of enterprises. The standardized path coefficient of leadership qualification on the high-quality development of enterprises is 0.161,  $P < 0.001$ , which indicates that leadership traits have a significant positive impact on the high-quality development of enterprises. Leadership characteristics include leaders' innovation, decision-making ability, interpersonal skills, communication and coordination ability, learning and adaptability and other aspects. The innovation of leadership characteristics can lead sports enterprises to continuously innovate in products, services, management and other aspects in the market competition, improve the core competitiveness of enterprises, and achieve high-quality development. At the same time, the decision-making ability of the leadership characteristics can ensure that enterprises can make scientific and decisive decisions in the complex market environment, seize the development opportunities, and promote the rapid development of enterprises.

5. Team management has a significant positive impact on the high-quality development of enterprises. The standardized path coefficient of team management for the high-quality development of enterprises is 0.156,  $P < 0.001$ , which indicates that team management has a significant positive impact on the high-quality development of enterprises. In sports enterprises, team management plays an important role in the realization of enterprise goals, the improvement of organizational efficiency and the shaping of corporate image. First of all, team management can improve the realization efficiency of enterprise goals. Secondly, team management can improve the organizational efficiency of sports enterprises. Reasonable team management can optimize the organizational structure, improve organizational flexibility, enable enterprises to better adapt to the changes in market demand, and improve organizational efficiency. Finally, excellent team management can shape a good corporate image. A collaborative, efficient, and innovative team can often leave a good impression on external stakeholders, thus enhancing the image and reputation of the enterprise.

6. Cultural communication plays a mediating role in the self-development and high-quality development of enterprises. The specific effect value of cultural communication as the intermediary variable between enterprise self-development and high-quality development was 0.491, and it was found to be significant at the 1% level, which indicates that cultural communication plays a partial

intermediary role in enterprise self-development and high-quality development. Additionally, cultural communication within an organization serves as an important intermediary mechanism that transmits the positive effects of enterprise self-development initiatives on high-quality development outcomes.

7. Sports enterprise training did not support the hypothesis that sports enterprise training has a positive moderating effect on cognitive ability and high-quality development of sports enterprises. The analysis results show that sports enterprise training has a positive regulatory effect on cognitive ability in promoting high-quality development. The regression coefficient of the interaction term between sports enterprise training and cognitive ability was 0.13, which was significant at the 1% level. This indicates that sports enterprise training can strengthen the positive impact of employees' cognitive ability on the high-quality development of sports enterprises.

8. Sports enterprise training has a positive moderating effect on the high-quality development of sports enterprises in team management. The analysis results show that enterprise training has a positive regulatory role in team management on high-quality development. The regression coefficient of the interaction term between enterprise training and team management was 0.163, which was significant at the 1% level. This indicates that enterprise training can strengthen the positive impact of employee enterprise team management on the high-quality development of sports enterprises.

Overall, the research findings underscore the critical influence of personal quality factors, cognitive ability, self-development, leadership traits, team management, cultural communication, and enterprise training on the high-quality development of enterprises. Specifically, the study highlights the significant positive effects of personal attributes, cognitive skills, continuous learning, effective leadership, team management capabilities, cultural communication, and tailored training programs in driving organizational success and sustainable growth. These conclusions provide valuable insights for organizations to prioritize the development of these factors, thereby fostering a high-performing workforce, effective talent management, and overall high-quality development within enterprises.

## 11. Suggestion

The results highlight the vital role of enterprise training and development in actualizing the full potential of human capital. Sports organizations should make learning interventions a strategic priority rather than an ad-hoc activity. Formal training programs, coaching, and knowledge sharing forums should be institutionalized to constantly upgrade enterprise capabilities. 1) Training should aim to enhance skills, convey strategic context, promote collaboration, and prepare workers for change. 2) Training should focus on amplifying existing cognitive, teamwork, and leadership strengths. 3) Enterprise training works best when reinforced by supportive culture and incentives. 4) Sports organizations should consider training quality champions within teams and mentoring programs to enhance peer-to-peer learning.

## 12. Contribution

This research is based on many human resource issues in the current operation of my country's main sports enterprises, using a combination of qualitative and quantitative methods, combined with practical problems in the various links of human resource management in sports enterprises, to conduct systematic analysis and discussion, aiming to: (1) From a functional point of view, study the peculiar laws of human resource development and management in sports enterprises in China. (2) Seek the competency characteristics of senior managers of sports enterprises in the transition of my country's sports system. (3) Through a combination of theoretical research and empirical research, seek a rationalization plan for the development and management of human resources in Chinese sports enterprises. (4) Team management has a sustainable impact on the high-quality development of Chinese sports enterprises. (5) By conducting in-depth research on market, technology, policies, and other aspects, management teams can help sports enterprises allocate resources more reasonably and improve resource utilization efficiency. (6) The high-quality development of sports enterprises requires a large number of outstanding talents, which helps enterprises cultivate and attract high-quality talents.

In summary, research on team management has a significant impact on the high-quality development and sustainable development of Chinese sports enterprises. By strengthening research

team building, Chinese sports enterprises can make breakthroughs in innovation capabilities, resource allocation, management level, talent cultivation, and corporate social responsibility, laying a solid foundation for achieving high-quality and sustainable development.

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