

THE INFLUENCE OF ORGANIZATIONAL INNOVATION CLIMATE, CORPORATE CULTURE AND TEAM SYNERGY ON THE INNOVATIVE LEADERSHIP OF SPORTS COACHES IN CHINESE UNIVERSITY

Zhonghua Xia^{*}, Chayanan Kerdpitak^{}**

Suan Sunandha Rajabhat University, 1-U-Thong Nok, Dusit, Bangkok, Thailand,

E-Mail: chayanan.ke@ssru.ac.th

ABSTRACT

Abstract—The reform and development of competitive sports in Chinese colleges and universities should adhere to the national system and explore a sports development model with Chinese characteristics. Active innovation has emerged as an efficient method for businesses to improve their performance and bolster their advantages over their rivals. Organizations need to pay attention to the role of knowledge reciprocity and social networks in influencing the innovative behavior of individual coaches. Young coaches need experience and education to develop desirable mental traits and focus on innovation. Coaches should be good at learning and gaining empirical knowledge from others' mistakes and successes and develop stable emotions, strong wills, and strong resilience in their work. Transparent teams use resources, collaborate, and produce. Leaders must promote teamwork to maximize results. A "culture of innovation" refers to an organization's shared assumptions, conventions, and beliefs, which contribute to a greater proclivity to seek out new knowledge, develop new skills, and create inventive solutions to issues. Team synergy can be promoted in five ways: competitiveness, team culture creation, team vision and goals, self-determination, and recognizing team triumphs. A risk-taking culture in the workplace helps employees perform better, so encouraging team culture and self-determination can foster an environment in which employees feel comfortable taking risks. Celebrating team successes can strengthen the bond between team members and increase their motivation to work towards common goals. It is critical for institutions to foster a climate that stimulates creativity and supports their coaches, leading to the creation of a creative and innovative culture within the university.

Keywords— Organizational innovation climate, Team synergy, Innovation leadership of sport coach

INTRODUCTION

The reform and development of competitive sports in Chinese colleges and universities should adhere to the national system and explore a sports development model with Chinese characteristics. This will ensure the continued expansion of competitive college sports over the long term. Active innovation has emerged as an efficient method for businesses to improve their performance and bolster their advantages over their rivals. The organization needs to explore how to promote the coaches so that they can better fulfill their responsibilities in light of the increasingly complicated and rapidly changing internal and external environments, as well as the increasing modernization of collegiate competitive sports. Coaches need to be able to consistently learn about the most cutting-edge training theories and methods from around the world and incorporate these ideas into their athletes' practice and competition routines. Organizations need to pay attention to the role of knowledge reciprocity and social networks in influencing the innovative behavior of individual coaches. Sports training is at the center of coaches' creative processes, and their innovations are aimed at inspiring their trainees to push themselves to the limit (Cai Duanwei, 2015).

Young coaches need experience and education to develop desirable mental traits and focus on innovation. China's growth has led to a shift from reform to innovation, but lack of focus on innovation is a major problem. Coaches' creativity is essential for competitive sports performance, and a positive environment and attitude of

tolerance are necessary to promote or carry out innovation. Coaches should be good at learning and kindness empirical knowledge from others' mistakes and successes, and develop stable emotions, strong wills, and strong resilience in their work (Cai Duanwei, 2015). Transparent teams use resources, collaborate, and produce. Collaboration requires organization, decision-making, and problem-solving. Teamwork includes communication, listening, and conflict resolution. Leaders must promote teamwork to maximize results.

Competent leaders can help synergistic teams prosper, but lack of synergy can cause conflict, high turnover, low performance, and increasing unhappiness. Team synergy is affected by human differences such as priorities, talents, interests, ego, habits, strengths, and weaknesses, poor communication, management, coordination, strategy, and leadership and followership. Leadership development helps people build skills to better lead companies. This paper aims to guide the impact of sports management, the innovative behaviors in the development of competitive sports, particularly in the context of the gradual reform of the competitive sports system in Chinese universities. It demonstrates and evaluates the training environment and innovation atmosphere of coaches in Shanghai Province, as well as the learning ability, work motivation, and innovative leadership of coaches. The goal is to enhance the training environment and innovative atmosphere of coaches, as well as find ways to improve the learning ability and motivation of coaches in colleges and universities (Abdullrazak, S. H., & Alyamani, A. A., 2019).

This paper found that coaches' creativity is crucial, its components matter, and their training and qualifications may affect their innovation potential. This study uses organizational behavior research to evaluate the relationship between Organizational innovation climate and the inventive behavior of college coaches from the perspective of intrinsic work motivation and learning ability. The globalization of the economy has facilitated the institutionalization of competitive sports in colleges and universities, and the development of professional sports has also promoted the professionalization of college sports. To maintain coaches' innovation motivation, it is important to focus on satisfying the intrinsic work needs of coaches and reflecting the value orientation of "people-oriented" organizations.

LITERATURE & THEORY

2.1 Concepts of Organizational innovation climate

The concept of an "innovation climate" in an organisation is derived from the more general notion of "organizational climate." This study defines the organisational innovation climate as existing within the school. There are three levels of awareness that are generally recognised as constituting the definition of an internal innovation climate. An innovative organisational culture is a cultural form that is conducive to innovation, which can be defined as taking innovation as the goal of the enterprise and integrating the innovation-led organisational culture into the actual strategic activities of the enterprise. It is able to respond quickly to shifting conditions and contributes to the organization's overall innovation efforts by helping to generate creative ideas, behaviours, and activities. It needs to satisfy four criteria in order to be considered successful: accepting responsibility, taking chances, encouraging innovation, and encouraging full involvement (Alsolami, H. A., Guan Cheng, K. T., & M. Ibn Twalh, A. A., 2016).

The most important details in this text are the definition of "innovation climate" and the TCI scale. According to the climate model of creativity and innovation, a clear visionary goal, participation in decision making, and being supportive of positive expressions and effective responses are necessary for a team to be innovative. Organisational culture is a reflection of its members' shared values and beliefs about the world, as well as its long-standing customs and informal norms. This article reviews the literature on the antecedents and outcomes of innovation climate at the team and organisational levels, and examines the ways in which it has been used as a moderator. The review provides an essential addition by providing a roadmap for future research. Theories like trait activation theory, attraction-selection-attrition theory, and situational strength theory can help us understand how work develops and influences outcomes. According to Alexander Newman, Heather Round, Shuanglong Wang, and Matthew Mount (2021), the atmosphere of innovation is an essential component that is necessary for the process of fostering and growing invention. Mutual-service enterprises should be based on an open-service innovation perspective and should seek and attract innovative resources.

Organizational learning is a notion that has become increasingly important due to the advancement of science and technology. It involves four secondary processes: receiving knowledge from external sources, acquiring knowledge from internal sources, generalizing the knowledge, and encrypting and developing the knowledge (Atena Aghakhani, 2016). Organizational members can contribute to overall learning by sharing their thoughts, information, experiences, and mental models with one another. The goal of organizational learning is to reduce organizational behavior deviance. Coaches play an increasingly important role in training and face rising demands. According to Rabia Imran, Tahir Saeed, M. Anis-ul-Haq, and Afsheen Fatima (2019), innovation involves the development of new brands, goods, services, and processes. Innovation involves the development new brands, goods, services, and processes. Motivation and creativity are linked, with intrinsic motivation driven by a person's sense of competence and self-determination. Work motivation is mediated by autonomy, relationship, and competence needs. Self-determination theory has been studied in education, health care, and physical fitness to help people internalize external incentive.

2.2 Concepts of Corporate Culture

Corporate Culture: Definition and Types

The set of values, attitudes, practices, and beliefs that define an organization and its members is known as corporate culture. Taylor was the first to define it, and it is viewed as a spiritual resource by international scholars. Corporate culture plays a crucial role in shaping the behavior and decision-making of employees within an organization. It is often used as a tool for attracting and retaining top talent, as well as promoting innovation and growth. Organizational culture is defined as a set of normative characteristics that draw people's attention and influence their attitudes and behaviors (Spasojevi, Tomi, Brki, Dondur, & Josipovi, 2019). Scholars have researched corporate culture from a variety of perspectives, and integration necessitates long-term planning. Transnational corporations integrate culture to increase cultural competitiveness and highlight their capabilities. The most significant aspects of cultural integration are to deepen the understanding of the local corporate culture, clarify the similarities and contrasts between the two cultures, capitalize on the benefits of both sides, allocate cultural resources, and establish a firm. Cultural integration also allows transnational corporations to establish stronger relationships with local communities and stakeholders, leading to increased trust and reputation. Additionally, it can help companies navigate cultural differences and avoid potential misunderstandings or conflicts.

The Relationship between Corporate Culture and Other Factors

Corporate cultures that are strong improve business performance by facilitating internal behavioral uniformity. However, in contexts prone to volatility, the benefits of strong cultures on reliability are lost. Research has found that corporate culture promotion has a negative association with a company's market value, a positive link with the output of inventions, and no substantial relationship with a company's financial performance. Sari Maya, et. al (2018) measured four variables: organizational culture, internal control, corporate governance, and corporate performance. This project used survey methodologies to collect data on Indonesian state-owned enterprises. The results showed that there is a significant relationship between organizational culture and corporate governance, as well as between organizational culture and corporate performance, corporate governance and its influence on corporate performance, and internal corporate governance controls. The test results show that the direct influence of internal control on corporate performance has no appreciable impact. Corporate governance is a component that influences both internal control and business performance, and corporate culture has a significant impact on how businesses and their employees behave. There are two types of innovation: main innovation and incremental innovation, and leaders should contribute to the creation of settings that foster primary innovation. Organizational culture and leadership define the actions and behaviors that the organization believes its employees should engage in in order to establish a positive environment and contribute to the company's overall success. Innovative work behavior (IWB) aids in the development and implementation of fresh and creative ideas. Companies discover that 80% of ideas are generated by employees and only 20% are the outcome of planned innovation initiatives. Shared impressions of policies, practices, and procedures define the organizational atmosphere. The notion of sustainable development is that a business should set long-term goals and instill in

every employee the concept of long-term development. Employee autonomy refers to the ability of employees to self-manage and control their work. Companies in behavioral mode promote employees to actively participate in innovation and improvement activities, as well as guide them to bring forward new recommendations. Corporate culture has an impact on how corporations approach innovation, as it influences team synergy and innovation. People play an important role as the link between the two. Organizational culture is more than just the workforce, and should focus on human factors and the intellectual (Lecturer, I. (2018). Management and "people-oriented" thinking are given great significance as a result of the management system's values. Advocacy for an innovation culture refers to those who support or have a say in the company's attempts to build an innovation culture. Creative thinking is essential in many aspects of the process, and team leaders should encourage a culture of continuous learning and provide opportunities for professional development. This can lead to increased creativity and innovation within the company (Rabia Imran, Tahir Saeed, M. Anis-ul-Haq, and Afsheen Fatima, 2019; Naranjo-Valencia JC, Jimenez-Jimenez D, Sanz-Valle R., 2016; Liu, J.H., Gao, C.C., & Yu, C.H. (2022).

2.3 Concepts of Team Synergy

Concept of Synergy

Synergy is an approach to producing outstanding outcomes through excellent collaboration. It can be beneficial to an organization in many ways, such as cost reductions, improved use of assets, and improved sales, marketing, research, and development. Team synergy is the concept that the result of a well-functioning team should be better than the sum of its individual members. Management choices can have an effect on the construction of a superb team that is able to carry out its responsibilities flawlessly and generate results. A team study found that one of the most important leadership skills is the ability to develop synergy and use the combined influence of the group in an intelligent manner (Ren, 2016).

To cooperate, everyone in a team must be on the same page when it comes to goals and objectives. Communication that is open is key to creating a mindful atmosphere in which people can connect and develop. When a company participates in mergers and acquisitions (M&A), it is doing so to improve its financial performance for the benefit of its shareholders. A synergy merger is when two companies effectively integrate their operations in order to generate greater economies of scale or efficiency. Shareholders benefit if the post-merger share price is greater than it was before the merger due to the synergistic impact of the agreement (Ren, 2016; Moran, Abramson, & Moran, 2014). Synergy is achieved through increased revenues, integrated employees and technology, and cost savings. Companies can build synergy by merging, combining product lines, or doing both. Negative synergy is possible if the combined companies have a lower value than they would have if they operated alone. Synergies can reduce sales expenditures, improve profit margins, and produce greater cash flows from present assets. In most cases, synergy has positive consequences (Federer, D., 2013).

Synergy in the workplace refers to people working together to increase productivity. Professor H. Hagen is credited with being the originator of synergetic theory, which studies the spontaneous energy exchange between an open system and the outside world, followed by the spontaneous production of an ordered state through collaboration (Cui, 2020). The goal of synergetic theory is to achieve the orderly development of spacetime and functions under the effects of adjustment, remodeling, collaboration, and innovation (Moran, Abramson, & Moran, 2014; Julia Martins, 2022).

The Importance of Team Synergy

Team synergy is the combined activity that occurs when diverse people work for a similar purpose and better outcomes via the exchange of perspectives, thoughts, and information. It is essential for organizations to increase productivity and innovation, gain a competitive advantage, and boost employee performance. Team synergy is the combined activity that occurs when diverse people work for a similar purpose and better outcomes via the exchange of perspectives, thoughts, and information. Leaders who foster a culture of synergy can facilitate cooperation and enhance performance. High-performance work teams are becoming an absolute necessity in today's business world. These teams can achieve greater results than individuals working alone, and leaders who prioritize synergy can create an environment where collaboration and innovation thrive. By encouraging

teamwork and leveraging the strengths of each team member, organizations can stay competitive and adapt to changing market conditions (Michelle Bennett, 2021).

Teams must take into account individual diversity, growth stage, conflict resolution, communication, and the willingness to take risks in order to achieve success. Teams must have open and honest systems, have the necessary mix of ability to do specified work, be devoted to a meaningful purpose, and have realistic performance objectives. Internal features of cooperation include coordinating efforts, maintaining structure, reaching decisions, and finding solutions to problems. Members of the team need to be socially competent in addition to being brilliant in the role for which they are responsible. Team members must be willing to share data, make concessions, and cooperate in order to solve problems (Moran, Abramson, & Moran, 2014). Social competence is essential for building trust and fostering effective communication within the team. It enables team members to understand each other's perspectives, resolve conflicts, and work towards common goals.

Building Team Synergy

Building team synergy requires time and effort, but with little effort, people can communicate their needs and wants to their team members. To foster synergy, managers should establish clear goals and expectations, check in with team members regularly, and encourage open communication and collaboration through team-building activities or brainstorming sessions. This will help ensure team members have the resources and support they need (Julia Martins (2022).

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2.4 Concepts of Innovative Leadership

Concepts of Leadership

Leadership models can be tailored to a given workplace, sector, or team objective. These models include authoritarian, laissez-faire, and democratic. Authoritarian leadership maintains complete and total control over their group, while laissez-faire leadership is hands-off and concentrates on ensuring the quality of the components and putting together the project. Democratic leadership requires feedback from team members regarding workflows and options, while authoritarian leadership is hands-off and concentrates on ensuring the quality of the components and putting together the project. The democratic leadership paradigm promotes open communication and equal participation. On the other hand, authoritarian leadership can be effective in situations where quick decision-making is required and the leader has expertise in the subject matter. However, it can also lead to a lack of creativity and motivation among team members. On the other hand, authoritarian leadership is often effective in situations where time is of the essence and quick decision-making is required. However, it can lead to low morale and a lack of creativity among team members (Lamm, Kevan W.; Carter, Hannah S.; Lamm, Alexa J. 2016). According to Goleman (2000), there are six distinct types of leaders: coercive, authoritarian, affiliation-based, democratic, pacesetter, and coaching leaders. This study investigated the connections between leadership and emotional intelligence, the atmosphere of an organization, and performance. Results showed that leaders who adopted methods that had a constructive effect on the atmosphere were able to secure higher financial performance for their organizations. The study also found that leaders who exhibited higher levels of emotional intelligence were more likely to create a positive atmosphere within their organizations, which in turn led to better performance outcomes. Overall, the study highlights the importance of emotional intelligence for effective leadership and organizational success. Leaders need to be able to draw from a repertoire of at least six different styles and understand when and how to apply each one (Utin Nina Hermina and Sri Yanthy Yosepha, 2019; Khalili, A., 2016).

Concept of Innovation Leadership

The concept of innovation leadership is essential for leaders to function effectively in difficult and uncertain environments. To foster innovation, it is necessary to maintain equilibrium, consistency, and aim on human capital and organizational culture. To foster innovation, an organization must have an understanding of the organizational goals and strategies, be committed to driving and deploying innovation, have environmental factors such as confidence in all levels of leadership, effective communication, teamwork, and the willingness to take risks, and have an organizational culture that can facilitate the innovative organization concept. Innovative leadership is the ability of leaders or management to inspire people to generate or adopt new ideas or ways in their profession that more effectively address and solve real-world problems (Davis, M. W., 2019; Rawani, M.M., & Modi, P. (2021).). It leads to a greater number of inventions within a firm, which ultimately results in an increase in the value of the organization (Abdullrazak, S. H., & Alyamani, A. A., 2019). There is no single model of leadership that can be universally applied to all types of leadership, and only leadership theories and innovation theories are utilized to characterize this type of leadership. (Jack Zenger and Joseph Folkman; 2014).

Creative leadership is essential for businesses to develop cutting-edge products and services. Good creative leaders develop leadership styles, perceptions, understanding of different cultures, individual and team motivations, interpersonal skills, levels of creativity, the ability to manage change, communication styles, listening abilities, decision-making skills, and personal ethics. These leaders also encourage a culture of innovation, risk-taking, and experimentation within their organizations. They understand that creativity is not just about generating new ideas but also about implementing them effectively to achieve business success (Qiu Feiyun, and Liu Bing, 2018).

2.5 Concept of Sport Instructors in Chinese University

Coach innovation

Coaches must innovate to maintain a competitive edge and advance as a coach, combining creative talent with theoretical sports knowledge and actual sports experience to discover, analyze, and solve novel sports training challenges. Individual creativity is the driving force behind innovation at both the corporate and individual levels (Lamm, Carter, and Lamm, 2016). This study aims to explain the literature on high-level coaches' creative behavior based on the interaction between individual and situational aspects in three categories: ability, motivation, and opportunity. Creative leadership is a pivot that helps failing businesses adopt new perspectives and promotes creativity, honesty, and global thinking (Gyzel Pialat, 2020).

University sport instructors in China

Job training for coaches should focus on innovation and competence orientation, mobilize coaches to actively innovate, and continuously improve their ability to guide training, command competitions, and manage teams. This can lead to better performance outcomes for athletes and teams, as well as increased job satisfaction and retention for coaches. More research is needed to understand how a supportive organizational environment affects coaches' innovative behaviors. The British Journal of Sports Psychology (BJSA) released a review and analysis of the study on coaches' innovative behaviors, as well as what contributions and insights previous studies have provided for the exploration of this issue. This study investigates the theoretical and empirical flaws in research on coaches' innovative leadership.

It can help identify the gaps in the current research and provide a more comprehensive understanding of coaches' innovative leadership. The findings of empirical research on individual innovation leadership reveal inconsistencies between East and West as well as disparities in organizational contexts. Shanghai is home to 534,800 students, accounting for 3.66% of China's total student population. Shanghai University of Sport is a Chinese state university and is consistently ranked first in China among universities specializing in sports. There are 553,700 students studying in Shanghai, with 26,100 of them being overseas students (ShanghaiRanking's Global Ranking of Sport Science Schools and Departments, 2022; Jia C., 2017).

Shanghai is also known for its iconic landmarks, such as the Oriental Pearl Tower and the Bund. Shanghai is a must-visit destination for those seeking a truly immersive travel experience. It has three private universities: the International Business School of China and Europe, the Shanghai Jian Qiao Institution, and Shanghai Xingwei College. The China Europe International Business School offers master's degrees in business and related subjects, while the Shanghai Jian Qiao Institution offers undergraduate programs in business, engineering, art design, and communication. Shanghai has three private universities: China Europe International Business School, Shanghai Jian Qiao University, and Shanghai Xingwei College ("ShanghaiRanking's Global Ranking of Sport Science Schools and Departments", 2022).

THE RESEARCH RELATED

From the analysis of content related to the context of corporate culture and sports management, as well as leadership innovation, there have been a great number of studies in the last five years focusing on the following:

Utin Nina Hermina and Sri Yanthy Yosepha (2019) investigated the employee performance model used at PT. Trakindo Utama Pontianak as well as the influence of different leadership, incentive, and work discipline approaches. Workplace discipline is the most crucial factor affecting employee performance, followed by motivation and leadership style. It is important for the chairman to adopt a transformative leadership style and motivate employees with monetary benefits. Employee contentment is the most important factor in employee engagement and output, and businesses should prioritize employee happiness, rigorous management standards, and ongoing training opportunities. Cultural norms are as essential to success as stated values. By creating a positive work environment and fostering a culture of trust and respect, employees are more likely to feel valued and motivated to contribute to the success of the company. In addition, aligning cultural norms with stated values can help ensure that employees understand and embody the company's mission and goals.

Rabia Imran, Tahir Saeed, M. Anis-ul-Haq, and Afsheen Fatima (2019) studied organizational climate as a predictor of innovative work behavior and found that both the open system model and the rational goal model have a significant positive impact on IWB. Their study highlights the importance of creating an organizational culture that supports innovation and aligns with the company's goals, as this can positively impact employees' innovative work behavior. Additionally, fostering an open system model and a rational goal model can further enhance employees' ability to innovate within the organization. Asmita Abhijit Dani (2017) used a mixed-methods approach to design a model for academic leadership in higher education in India. Qualitative and quantitative data were gathered, and the Priority Need Index technique was used to determine the criticality and urgency of each issue. The model for academic leadership in India is a mixed-methods approach to addressing the problem from a more in-depth perspective, using quantitative and qualitative research. The study aimed to identify the most pressing issues in academic leadership in India and provide a comprehensive framework for

addressing them. The findings revealed that the top priorities were improving communication, enhancing professional development opportunities, and promoting a culture of innovation and collaboration.

The climate for innovation in a business can have a positive impact on employees' ability to learn and progress as professionals (Wang, X.H., & Li, J.S., 2021). Innovative abilities are what set high-level competitive sports innovators apart. Coaches can only exhale the old and adjust to changes in organizational conditions through learning. This article has primarily organized the research findings into four categories. The fundamental notions of relevant variables are defined, as are the influential antecedents and result variables of relevant study aspects.

CONCLUSION

A "culture of innovation" refers to an organization's members' shared assumptions, conventions, and beliefs, which contribute to a greater proclivity to seek out new knowledge, develop new skills, and create inventive solutions to issues. Team synergy can be promoted in five ways: competitiveness, team culture creation, team vision and goals, self-determination, and recognizing team triumphs. A risk-taking culture in the workplace helps employees perform better (Naranjo-Valencia J.C., Jimenez-Jimenez D., Sanz-Valle R., 2017). As a result, encouraging team culture and self-determination can foster an environment in which employees feel comfortable taking risks, resulting in greater performance and, ultimately, contributing to team synergy. Furthermore, celebrating team successes can strengthen the bond between team members and increase their motivation to work toward common goals. The perceptions of university coaches regarding innovation direction, traits, and support are referred to as the university innovation atmosphere. As a result, it is critical for institutions to foster a climate that stimulates creativity and supports their coaches. This can lead to the creation of a creative and innovative culture within the university.

Sports technology is revolutionizing the research industry, and innovation is necessary for success. Coaching leadership combines mindsets and actions to create the most effective kind of leadership. Sports managers need to be aware of multiple outcomes and be responsible financial managers to use it as a platform to expand their business. A good coach should be positive, motivated, supportive, goal-oriented, focused, knowledgeable, observant, respectful, patient, and clear in their communication. In addition, a good coach should also be able to adapt their coaching style to meet the individual needs of each athlete and provide constructive feedback to help them improve. They should also prioritize the safety and well-being of their athletes. Positive psychology can help athletes develop a strong sense of sportsmanship and resilience. By focusing on positive emotions, thoughts, and behaviors, athletes can improve their mental toughness and cope with the challenges of competition. Coaches can also use positive psychology techniques to create a supportive and empowering team culture. Leadership is an important factor in sports teams, and team synergy can lead to higher productivity, better decision-making, and improved morale. Coaches who prioritize positive psychology techniques can help their athletes develop a growth mindset, which can lead to increased resilience and a willingness to take risks. By fostering a supportive team culture, coaches can also promote open communication and collaboration among team members, which can enhance overall performance. Building a coaching culture involves changing unwritten rules, values, norms, behaviors, and practices.

Innovation is key to economic growth and prosperity, leading to increased efficiency, cost savings, and a competitive advantage. Sport has become a big business, and students need to learn about the unique aspects of sports and its related industries. Sports managers must be aware of multiple organizational outcomes and be responsible financial managers. Fans have a high degree of product or

brand loyalty, making it difficult to guarantee quality in the marketplace. Sports has a unique appeal due to its limited number of games and season-long schedule. Companies can use it as a platform to expand their business into new markets, and effective marketing strategies that appeal to fans' emotions and values are essential for building and maintaining a strong brand image. Sports managers must strike a delicate balance between maintaining competitive balance and ensuring financial stability, and sports sponsorship is an effective marketing tool. Sports organizations must continuously innovate and adapt to changing consumer preferences and market trends.

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