Influence of work pressure and psychological distance on innovation behavior of employees in the sports industry

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Abstract

This study examines the effects of work pressure and psychological distance on employees' innovative behavior in the sports industry. This study carried out a questionnaire survey to collect primary data. This paper systematically analyzed the influence mechanism and ways of job stress, goal orientation, and self-efficacy on employees' innovative behavior using a questionnaire survey. This relationship is analyzed by using primary data through a statistical tool. Results of the study highlighted that work pressure has a significant relationship with the innovation behavior of employees in the sports industry. Furthermore, it is found that psychological distance has a significant relationship with employees' innovative behavior in the sports industry. In enterprise management, managers should pay attention to the importance of innovation and build a cultural mechanism conducive to employee innovation; Improve the scientific management level of pressure, maintain appropriate work pressure and moderately exert challenging pressure; Guide employees to set work goals and pay attention to providing employees with a working atmosphere conducive to learning; Enhance employees' innovative self-efficacy to promote the long-term development of the enterprise.

Keywords: Working pressure; Psychological distance; Sports staff; Innovative behavior

Introduction

Schumpeter proposed in 1912 that innovation is a new production function generated by entrepreneurs through the recombination of existing production elements. The innovative behavior of employees in the sports industry is a complex process (Eskiler et al., 2016; Lin & Shin, 2021; Sayed Ameri et al., 2019), which includes the generation of innovative ideas, the promotion and implementation of innovative ideas, and the process elements involved are complex (Liu et al., 2021). Employees' innovative behavior is also affected by many factors. On the individual side, employees' knowledge, intelligence, emotion, thinking tendency, motivation, and personality characteristics will affect employees' innovative behavior. According to domestic and international research, the factors affecting employees' inventive behavior can be classified into three groups. : the first is the internal and external environment of the organization, the second is employees' factors, and the third is the interaction between the internal and external environment of the organization and employees' factors.

First, employees factors (Tan et al., 2021)

Early research scholars focused more on the individual factors of employees and believed that the factors of employees' knowledge, potential, intelligence, and way of thinking determined their innovation potential and ability to a great extent. The theory of adaptation innovator elucidates the influence of individual employees on innovation behavior through the heterogeneity of adaptation and innovator. This article compares and analyzes the results of innovation behavior using two distinct employee individual problem-solving methods, systematization and intuition, and concludes that the employee individual intuitive problem-solving method is more effective at promoting sexual innovation behavior generation (Shi et al., 2021). With the advancement of research, many scholars are attempting to transfer relatively stable individual characteristics to psychological attribute factors easily influenced by the external environment, such as individual motivation tendency, dynamic emotion, and innovation preference. This article advances the theory of the individual innovation component and explores the impact of internal and external motivation on employees' innovative behavior in a systematic manner (Rezaei, 2020). Recently, several experts have begun to examine how employees' moods and emotions affect their innovation behavior. Positive emotions have significantly improved employees' cognition and innovation behavior. There is no simple linear relationship between employee emotion and innovation behavior; instead, there is a "U" shaped curve between both; the relationship between emotion and innovation behavior is an inverted "U" curve. Extreme emotional state values frequently result in inflection moments in behavior.

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Second, the organization's internal and external environmental elements (Jena & Gupta, 2021)

Enterprises can effectively stimulate the creative motivation (Hong et al., 2014; Silvia et al., 2014) and innovation ability of employees in the sports industry only by creating a suitable environment for innovation. In addition to organizational considerations, the personal characteristics of individuals in the sports business might influence their innovative behavior. With the advancement of civilization, people's work rhythms have become increasingly frantic, and employees are frequently under extreme strain due to severe competition. Numerous experts have conducted extensive research on this subject. However, most of them focus on examining the causes, repercussions, and countermeasures of negative stress in terms of research on stress generation, mitigation tactics, etc.

Stress also includes a positive side, manifested in that a positive psychological state can enhance work motivation and promote employees' personal development. Considering that there are individual differences in the degree of stress, different stress levels may be very complicated for employees' innovative behavior. People's other behavior choices are closely related to their ability level and self-cognition, in which ability level affects an individual's goal orientation, and self-cognition affects their self-efficacy. Both will impact the individual's motivation to influence the behavioral choice of the individual. When employees have high levels of intrinsic motivation, they take risks and explore new cognitive channels that may depend on how they learn. There is a mutual promotion between learning goal orientation and internal motivation. It can be seen that learning goal orientation can positively affect employees' choice of innovative behavior. With the advancement of research, several researchers have examined employees' innovative behavior from management and sociological perspectives, arguing that employment itself has a significant effect on employees' inventive behavior. Although scholars have put forward many variables related to employees' innovation behavior from the existing literature at home and abroad, these factors are too general and vague to explain their impact on employees' innovation behavior knowledge. The current literature focuses more on the effects on employees' job performance and the coping styles of job stress and innovation behavior. What is the relationship between the work pressure brought by employees' factors and the internal and external environment of the organization and their innovative behavior? In fact, as an essential exogenous variable affecting employees' innovative behavior in the organization, job stress has not attracted the general attention of scholars, and so has self-cognition (Shao et al., 2020). In psychology, stress is tension in the environment caused by certain stimuli, producing positive and negative factors. When stress occurs, employees will produce physical and psychological changes, such as tension, anxiety, and excitement. This paper uses empirical research to verify the importance of challenging stressors to employees' innovative behavior. Moderate pressure can excite employees, enhance work motivation, promote them to work more effectively, and contribute to individual development.

Employees themselves can gain satisfaction and a sense of accomplishment from their work. If the pressure is too small, it will not bring a certain sense of crisis and urgency to the employees, so it cannot be effective. Therefore, managers should moderately increase challenging pressure in their work and understand whether the created position can help generate challenging pressure. They should make a people-oriented atmosphere and build a fair and just performance and compensation system to clarify employees' job responsibilities. Considering the differences in individual perceptions of stress levels, managers should observe the characteristics of employees' work and consider how to arrange and set work tasks to generate challenging pressure. Setting work tasks should vary from person to person and have specific challenges (Cui et al., 2021).

We can find that the factors affect employees' innovative behavior performance on multiple levels. The existing research is limited to a single perspective. There is a lack of a deeper probe into the influence mechanism of meantime and no scholar on job stress, goal orientation, and self-efficacy. The impact of these three variables on employee innovative behavior correlation research, Service innovation, and technology innovation are very different.

After systematically introducing the related research on work stress, goal orientation, self-efficacy, and innovative behavior, this paper takes employees in the sports industry as a survey sample, collects data through questionnaires, and then uses mathematical statistics to analyze the collected data. Further analysis revealed a relationship between work pressure, goal orientation, self-efficacy, and workers' inventive behavior, allowing the business to manage employees' work pressure and lead employees' goal orientation by developing employees' self-efficacy. Innovative behaviors make reasonable recommendations for firms to drive innovation successfully and stimulate employees' innovative behaviors to boost the development of innovative organizations and market competitiveness.

Research objectives

The research objectives of the thesis mainly include the following three: First, clarify the connotation, extension, and quantitative measurement methods of work pressure,

goal orientation, self-efficacy, employees' innovative behavior, and enrich the relevant theoretical content. Second, by constructing inter-variable models and hypotheses to study the effects of work stress, goal orientation, and self-efficacy on employees' innovative behavior and clarify the role of work stress and goal orientation subdivisions dimensions on employees' innovative behavior. Third, based on the empirical analysis results, put forward management suggestions to achieve a higher level of innovative behavior, provide corporate innovation performance, enhance the company's competitiveness and development capabilities, and provide some reference for the stimulation of innovative behavior of employees in related companies.

Research Meaning

Theoretical significance

The theoretical significance of the research of the thesis is mainly reflected in the following two aspects: (1) The theoretical department of employee innovation behavior research

The system is further improved and enriched, which provides an essential theoretical reference value for the impact of employee innovation behavior on individual behavior. In the past, the main focus of employee innovation behavior was on R&D personnel, but workers in the service industry were neglected, and research was lacking. However, in actual work, although the innovative behavior of service workers is far inferior to that of enterprise R&D personnel, they also have innovative behaviors, and their impact on customers and organizations is also huge. This paper examines the influence of job pressure, goal orientation, and self-efficacy on employees' innovative behavior. It provides empirical support for related ideas constructing the inner link between goal orientation and employee innovation behavior and expounding through empirical testing to determine which goal orientation itself has a more obvious driving force for innovation behavior and can better exert the initiative of innovation behavior independently. Businesses can foster employees' self-efficacy and, through goal-oriented mentoring, increase employees' awareness of innovative behavior to contribute to innovative organizations' development.

Practical significance

The practical significance of the thesis study can be summarized in two ways: (1) Additional research on employee work pressure and the relationship between innovative behaviors can fully mobilize employees' enthusiasm for working independently, effectively stimulate employees' innovation, and encourage employees to perform each job cheerfully, all of which can benefit the organization's development effect. Faced with increased competition, employees are compelled to develop a variety of work-related pressures. Handling workers' work pressures and increasing their enthusiasm for work is a critical issue that every enterprise management must address immediately. While previous research has examined the effect of stress on individual and organizational response behaviors, it has overlooked that strain possesses various inherent features. Thus, this paper's empirical examination of challenging and obstructive pressures can help individuals better comprehend the distinction between the two, and this research can successfully mitigate the detrimental influence of obstructive pressure on creative behavior.

It helps to play a positive role in challenging pressure so that employees' innovative behaviors can be better played, and promote employees to deal with stress positively and make them work healthily. ②Self-efficacy plays a vital role in an individual's innovative behavior. Combined with the impact of self-efficacy on employees' innovative behavior, an enterprise should provide employees with effective career growth incentives and stimulate employees' innovative behaviors. Combined with the data related to employees' innovative behavior, we will find two individual variables, goal orientation, and self-efficacy, and analyze the impact mechanism of individual factors on employees' innovative behavior. In the past, scholars paid less attention to the mediating role of self-efficacy among various influencing factors of employee innovation behavior and lacked research on its interaction with the enterprise level. Personal motivation, personal cognition, and personal psychology can impact self-efficacy, not only on individual behavior choices but also on unique performance, thus acting as a link between motivation and behavior. The research on the influence of employees' self-efficacy on employees' innovative behavior provides a basis for enterprises to motivate employees' willingness to work and develop innovative behaviors. It can provide a reference for enterprises to improve the effectiveness of human resource management as a whole and promote enterprises to improve innovation performance.

Research methods

Assumptions

According to the hypothetical model of the determinants of innovation behavior constructed by Scott and Bruce, this study believes that psychological empowerment is an essential mechanism for exchanging leadership members to affect employees' innovation behavior. A solid leader-member exchange relationship can provide subordinates

with increased autonomy, resource allocation, and decision-making space based on increased trust and respect. These powers and support can create the necessary conditions for employees to generate, advance, and develop innovative ideas. Second, a high-quality leader-member exchange connection recognizes subordinates' abilities, assigns them increasingly difficult jobs or tasks, and encourages risk-taking and tolerance for failure, thereby creating a climate conducive to employee creativity.

Finally, the encouragement and recognition given to subordinates by high-quality leadership membership can effectively play the role of social persuasion to improve employees' sense of self-efficacy. The higher the importance of self-efficacy, the stronger the employees' willingness and motivation to accept and complete risky and challenging innovation activities. Members who maintain a high-quality exchange relationship with leaders will obtain higher degrees of freedom or autonomy, have greater decision-making power and more organizational support than those with lower LMX relationship quality, and thus show a more vital willingness to engage in challenging work or tasks (Nolte et al., 2021). Based on the above analysis, this study proposes:

Hypothesis 1: The psychological distance of employees in the sports industry positively impacts employees' innovation behavior.

Hypothesis 2: The psychological distance of employees in the sports industry plays an intermediary role between the exchange of leaders and employees' innovative behavior.

Data source and collection

In the initial design of this study, we hoped to obtain the data needed for the research through the matching questionnaire of directors and subordinates in 3 to 5 sports industries, but we encountered many difficulties in the research stage. For example, the person in charge did not cooperate, the department heads and employees rejected the matching survey, and the number of samples was insufficient. Therefore, the field matching study with the paper questionnaire as the carrier had to be abandoned and finally changed to the electronic questionnaire filled and answered by all employees, significantly reducing the difficulty of data acquisition and ensuring sufficient sample size. Of course, the survey method may have defects, but the author reduces the negative impact of an off-site matching survey by controlling the questionnaire Title Design, questionnaire filling and answering guidance, and questionnaire distribution method (Pikovskoi et al., 2021).

Therefore, this study distributed an electronic questionnaire to 300 employees through the questionnaire star platform. The main procedures of data collection are as follows: first, identify the candidates who can help distribute the questionnaire among MBA students and employed students (including senior brothers and sisters); Secondly, explain the requirements for filling in and answering the questionnaire to those who are willing to help, that is, to control the quality of the questionnaire, it is not allowed to distribute the questionnaire through WeChat circle of friends and QQ space, but must be distributed separately in personal form; The distribution object must be regular employees who are still working in the enterprise when filling out the questionnaire; The distribution of each level should emphasize the basic requirements of questionnaire filling. After the screening, 269 valid questionnaires were obtained; that is, the questionnaire data with too short response time (less than 2 minutes) and abnormal response options were deleted, and the effective questionnaire recovery rate was about 89.67%. In addition, the following procedural methods were used to control the standard method deviation: protect the subjects' privacy, such as anonymous answering; Explain in detail the use of survey data to reduce the subjects' guess of the purpose of measurement; In the scoring of each part, it is emphasized that the evaluation should be consistent with the actual situation. For example, it is explained in measuring employees' innovative behavior - the description in the following topics refers to what happened in the last month, rather than what you hope or strive to achieve. To ensure the authenticity of the data, please do not "overestimate" or "underestimate" your innovative behavior (O'Donnell et al., 2021).

Research and analysis

The connotation of work pressure

Work pressure is typical within an organization. To better manage the pressure in the organization, the organization often consumes many resources and increases a lot of unnecessary management costs. In fact, before implementing stress management, it is necessary to understand the mechanism of stress on people's physical and mental health, work performance, attitude, and behavior. Some studies have shown that pressure within an organization will negatively affect individuals physically and mentally. However, some scholars object to this view, saying that different individuals will have different perceptions of pressure, and the existence of "special" pressure will have no adverse effects and stimulate employees' work motivation and innovation potential. For the first time, psychologists have defined stress and stressors and believe that anxiety may be classified into two sorts based on its nature, namely positive and negative pressure. The former can enhance work motivation and enable individuals to progress and develop, while the latter usually cannot. The work of language will bring a sense of urgency and crisis to the

individual. Whether or when the individual is, it is challenging to get utterly rid of the pressure. The pressure will bring different adverse effects, whether it is too high or too low. Based on previous views, work stress is divided into challenging anxiety and obstructive stress according to its nature. The former is the pressure that people feel at work that promotes ability progress and career development, which is a positive pressure source, while the latter is a pressure source that brings adverse effects to individuals and organizations, so different types of pressure are different. The effect is also different. It can be seen from this that the research on the influence of work pressure on employees' innovative behavior should not only consider the source and type of pressure but also fully consider the inherent nature of pressure to understand the intrinsic influence of work pressure on employees' innovative behavior mechanism for a more in-depth analysis.

Dimensions and measures of self-efficacy

Self-efficacy is a highly complicated psychological construct (Ardi et al., 2019). According to some, it is a multidimensional notion encompassing self-efficacy's degree, intensity, and breadth. Self-efficacy measures people's belief in their ability to do tasks of varying difficulty and complexity. The strength of self-efficacy relates to individuals' confidence in their abilities to complete different challenging and complex activities. In contrast, the breadth of self-efficacy refers to how changes in individual self-efficacy can be transferred to other similar behaviors or situations. Nowadays, most self-efficacy analysis is based on measuring a single dimension, primarily self-efficacy strength, because self-efficacy strength is more relevant in corporate management decision-making. The single-dimensional self-efficacy scale includes 20 items and is widely used in various cultural backgrounds. Later, they revised the scale, and only 10 items were left, and the reliability and validity of the optimized scale were acceptable. The scale has been translated into more than 20 languages and is universal. Wang Caikang and others translated the self-efficacy scale into Chinese in the empirical analysis and chose the Likert 5-point scoring method to explore the self-efficacy of the research subjects based on the Chinese cultural background. Low scores represent a lower self-efficacy, high scores represent higher self-efficacy, and relatively good reliability and validity support.

Confirmatory factor analysis of psychological empowerment

The first round of confirmatory factor analysis (CFA) showed that although the normalized factor loadings for IB1 to IB5 were all above 0.8, the fit of the model was low, with only CFI (0.932) and SRMR (0.038) as expected. So, the deletion factor loadings were the lowest (0.806) and IB4, which has a high correlation with IB1, IB2, and IB3. The second round of CFA shows that the normalized factor loading of each item remains above 0.8 after IB4 is deleted, and the model fitting index meets expectations.

Factor analysis methods mainly include Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). This study primarily uses CFA to test and analyze the properties of the latent variable measurement model (Hair et al., 2021; Joe F Hair Jr et al., 2020; Joseph F Hair Jr et al., 2021; Purwanto & Sudargini, 2021), including the factor of the entry. Loading, model correction information, model goodness of fit, and model reliability and validity.

(1) High-order factor analysis. Similar to the situation of LMX, although the PE scale adopted in this study has a strict second-order structure, that is, the concept of PE includes four dimensions: work significance, self-efficacy, autonomy, and self influence, it is still necessary to conduct a high-order factor test on the PE measurement model to determine whether the "second-order structure" of the PE model is still valid under the sample of this study. The specific operation procedures are as follows:

In the first step, the PE measurement model is regarded as a first-order factor model for the CFA test, and the correlation coefficient between each factor is obtained. The correlation coefficients of F1 and F2 are 0.538, F1 and F3 are 0.516, F1 and F4 are 0.502, F2 and F3 are 0.533, F2 and F4 are 0.359, F3 and F4 are 0.585, and the correlation coefficients are significant at the level of $P < 0.001$, that is, there is a collinearity problem between the first-order factors. There are higher common factors among these four, which lays a foundation for subsequent second-order factor analysis. In the second step, the PE measurement model is regarded as the second-order factor model for the CFA test. It is found that the load of F1 is 0.710, the load of F2 is 0.654, the load of F3 is 0.794, and the load of F4 is 0.687, which are significant at the level of $P < 0.001$; that is, there is a strong relationship between the first-order factor and the second-order factor. Third, the simplification process from "first-order" to "second-order" will "sacrifice" the fitting quality of the model to a certain extent. Therefore, calculating the sacrifice can determine whether to use the second-order model. The above CFA can obtain that the first-order related $\chi 2$ value is 78.586, the second-order $\chi 2$ value is 88.559, and the target coefficient $T = 78.586 / 88.559 \approx 0.896$ 0.887 is very close to 1, which represents that the loss of the second-order model is acceptable. In conclusion, the second-order model can replace the first-order model to simplify the subsequent structural equation model, consistent with the expectation.

The second-order model of PE will be used in this study.

(2) Model modification and fitting evaluation. After determining the two-dimensional structure of the PE measurement model, the CFA results (Table 1) show that the standardization factor loads of the title and dimension are higher than 0.70, and the fitting indexes of the second-order measurement model reach the recommended value, indicating that the fitting degree of the LMX second-order measurement model is high. In conclusion, this study does not modify the PE measurement model; all the questions and the original structure of the LMX scale are retained. The reliability and validity analysis of this scale is shown below.

Table 1

Fit evaluation of psychological empowerment measurement model

Fitting index	First-order model value	Second-order model value
X2/df	78.586/48=1.637	88.559/50=1.771
RMSEA	0.054	0.059
CFI	0.984	0.980
TLI	0.978	0.973
SRMR	0.041	0.052

Confirmatory factor analysis of power distance

According to the subject standardization factor load, model fitting information, and model correction suggestions of multiple rounds of CFA and each round of analysis report (obtained through Mplus's modincies instruction), delete the subjects with low factor load and high correlation and finally retain the three subjects PD4, PD5 and pd7 to form the final PD measurement model. The specific correction process is as follows: in the first round of CFA, it is found that the model fitting index is far from the recommended value of the basic requirements, and the standardization factor load of PD2 is only 0.371, far lower than 0.6. In addition, the model modification indexes suggest deleting PD2 to reduce the Chi-square value of the model. Based on the above judgment criteria, this round of CFA deletes topic PD2. The second round of CFA shows that after excluding PD2, all fitting indexes of the model are significantly improved. For example, CFI (0.893) and TLI (0.839) exceed 0.8, and even SRMR has reached 0.061, lower than 0.08. However, the standardization factor load of PD3 is only 0.327. In addition to the correction information, it is suggested to delete PD3 to reduce the chi-square value of the model. Therefore, PD3 is deleted in this round. The third round of CFA shows that the degree of model fitting is significantly improved, for example, $\chi 2/DF = 22.006/9 \approx 2.445$, within the recommended threshold 3; In addition, CFI (0.956), TLI (0.927), and SRMR (0.041) all reach the standard value and RMSEA reaches 0.081 close to the standard value of 0.08, but the standardization factor load of PD6 is too low, only 0.5. Therefore, topic PD6 is deleted in this round. Similarly, delete titles pd8 and pd7 in turn. The model correction proposal gives the chi-square unit that can be reduced under the condition of residual correlation between observation variables (such as Title A and title b); that is, if the residual of some two observation variables is "correlated," the expansion of "chi-square value" can be reduced, to improve the fitting degree of the model. However, if only based on the correction information without a solid theoretical basis and feasible logical reasoning, the residual of observation variables cannot be set as "correlation" (Bentler & Chou, 1987). Therefore, this paper mainly deletes the unqualified problems according to the standardization factor load, and the model correction information is only used as a reference. Finally, the PD measurement model retains the three topics of PD1, PD4, and PD5, so the saturation model is obtained. The CFA results are shown in Table 2, and the reliability and validity analysis of the scale are shown below.

Table 2

Fitting evaluation of power distance measurement model

Fitting index	Model values
X2/df	0.000/0=0.000
RMSEA	0.000
CFI	1.000
TLI	1.000
SRMR	0.000

Confirmatory factor analysis of innovation behavior

Work stress is the stress that employees experience while performing their jobs, and its primary affecting elements are workload, job obligations, and complex interpersonal connections. While work pressure has certain negative aspects, it also has some favorable aspects. On the plus side, the development of specific pressures at work can aid in employee development and is a significant motivator for boosting employee performance. On the other hand, job pressure has a negative influence that is detrimental to the healthy growth of employees' work. Prior research on work stress has consistently identified work stress as the primary predictor of innovative employee behavior. There is no consensus on the relationship between the two, which can be roughly divided into three viewpoints: (1) Work stress and innovation. The behavior is negatively correlated: employees' innovative behavior will lower and lower with the increase of work pressure; ② the relationship between the two is positively correlated: that is, the innovative

behavior will increase with the growth of work pressure. ③ The relationship between the two is an inverted U-shaped relationship: that is, when employees are in a state of high pressure, their innovative behavior is relatively low, and if the work pressure is in a medium position, employees' innovative behavior can reach a relatively low level, ideal state. The above research results are not the same, which shows that work stress and employees' innovative behavior have a very complex relationship, and more scholars need to conduct more in-depth research. The inconsistent conclusions of previous studies indicate that the relationship between work stress and employees' innovative behavior is very complex and needs further investigation.

Similar to the CFA process of the PD measurement model, the first round of CFA shows that although the standardized factor loads of IB1 to IB5 are above 0.8, the fitting degree of the model is low, and only CFI (0.932) and SRMR (0.038) meet the expectations. Therefore, IB4 with the lowest factor load (0.806) and high correlation with IB1, IB2, and IB3 is deleted; The second round of CFA shows (Table 3 and Figure 1) that after deleting ib4, the standardized factor load of each topic remains above 0.8, and the model fitting index meets the expectation. Finally, an IB measurement model including IB1, IB2, IB3, and IB5 is formed. The reliability and validity analysis of the scale is shown below.

Table 3

Fit evaluation of employee innovation behavior measurement model

Fitting index	Model values
X2/df	5.189/2=2.595
RMSEA	0.085
CFI	0.992
TLI	0.977
SRMR	0.016

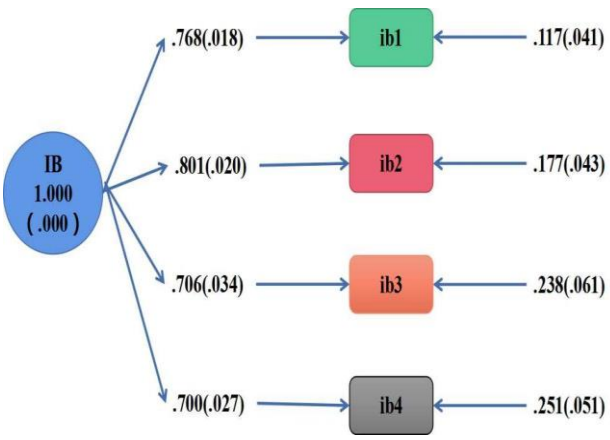

Figure 1. First order confirmatory factor analysis of employee innovation behavior measurement model

The interactive effect of self-perception on work stress: We found a negative correlation between self-knowledge and job stress perception; the higher the employee's self-knowledge (including self-examination and self-control), the less work stress they feel. On the other hand, the perception of work stress also adjusts the employees' self-cognition; in an environment of solid work pressure, employees will constantly change their self-cognition. Therefore, we believe a significant interaction effect between self-cognition and work pressure. Individual employees can continuously interact with the environment to improve their ability to cope with pressure at work, and they can also continually improve their self-awareness under work pressure levels, realizing the energy interaction between the two (Gopinath et al., 2021).

Conclusion

Based on 269 valid questionnaire survey data of enterprise employees, the measurement tools and theoretical assumptions of this study are tested by using the latent variable modeling software Mplus and its related cutting-edge technologies such as confirmatory factor analysis (CFA), path analysis, structural equation model (SEM) and repeated sampling (Bootstrap). The results show that the sample data collected through the questionnaire are non-normal distribution. Although the skewness and kurtosis are not severe, it provides a reference for selecting data analysis methods. The employee innovation behavior measurement model (IB) discovered that several goodnesses of fit indicators did not meet the expected value at the first CF, so ib4 was deleted because it was highly related to or similar to other topics. At the same time, the retained IB1, IB2, IB3, and IB5 have adequate factor loading and model fitting. Following five rounds of CFA, the power distance measurement model (PD) deletes PD2, PD3, PD6, pd7, and pd8 with low factor load and poor model fitting, while retaining PD1, PD4, and PD5. Psychological empowerment plays an intermediary role between leader-member exchange and employees' innovative behavior; that is, the leader-member exchange can affect employees' innovative behavior through psychological empowerment. Future research needs to expand the geographical area further and sample size, reduce the bias of the research results as much as possible, reduce the influence of the uneven distribution of demographic characteristics on the research results, and strengthen the persuasiveness and objectivity of the research. Alternatively, the object of the study can be set as a specific group of people to understand the personality characteristics of this group profoundly and then, through relevant empirical analysis, explore the relationship between work stress and employees' innovative behavior.

Implications of the Study

In any industry, the innovative behavior of employees always has central importance. Several other studies consider employees' innovative behavior, but it is not comprehensively considered in the sports industry. Therefore, this study highlighted employees' innovative behavior in the sports industry. Most importantly, this study added valuable insights to the body of knowledge by considering the role of work pressure. Work pressure in the sports industry is less investigated in other studies. Additionally, psychological distance is a unique factor that is considered by this study concerning the employee's innovative behavior. Hence, this study examined a special relationship between innovative employee behavior, work pressure, and psychological distance in the sports industry, which was not explored previously. The management of sports companies can enhance employees' innovative behavior by considering the work pressure and psychological distance. This study provided several insights which could be used to make strategies for innovation improvement in the sports industry.

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