

การจัดการทุนมนุษย์เชิงกลยุทธ์เพื่อประสิทธิภาพขององค์กรในอุตสาหกรรมอีสปอร์ต

Strategic Human Capital Management for Efficiency of Organization in the Esports Industry

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บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษา 1.อิทธิพลของการบริหารจัดการทุนมนุษย์เชิงกลยุทธ์ต่อระดับประสิทธิภาพขององค์กรในอุตสาหกรรมอีสปอร์ต และ 2.อิทธิพลระหว่างความมุ่งมั่นในการทำงาน และประสิทธิภาพขององค์กรต่อระดับประสิทธิภาพขององค์กรในอุตสาหกรรมอีสปอร์ต กลุ่มตัวอย่าง คือ ผู้ประกอบการ และผู้บริหารระดับสูงจำนวน 273 คน ใช้วิธีการเลือกตัวอย่างแบบเจาะจง การวิเคราะห์ทางสถิติใช้โมเดลสมการโครงสร้าง (SEM)

ผลการวิจัยแสดงให้เห็นว่าการจัดการทุนมนุษย์เชิงกลยุทธ์ มีบทบาทสำคัญอย่างยิ่งในการสร้างความได้เปรียบทางการแข่งขันอย่างยั่งยืนในอุตสาหกรรมอีสปอร์ต องค์กรที่ให้ความสำคัญกับการพัฒนาบุคลากรอย่างรอบด้าน แสดงถึงประสิทธิภาพในการดำเนินงานที่ดีขึ้นอย่างมีนัยสำคัญ การพัฒนาบุคลากรอย่างครอบคลุมช่วยเสริมสร้างขวัญกำลังใจและผลการปฏิบัติงาน ของพนักงาน ซึ่งเน้นถึงความสำคัญของการสร้างสภาพแวดล้อมการทำงานที่สนับสนุนการเพิ่มผลผลิตภาพ ในองค์กร ยิ่งไปกว่านั้น การจัดการทุนมนุษย์เชิงกล

ยุทธศาสตร์เป็นปัจจัยสำคัญที่สุดในขับเคลื่อนประสิทธิภาพ ขององค์กรอย่างยั่งยืนในอุตสาหกรรมอีสปอร์ต ซึ่งสนับสนุนแนวคิดที่ว่าจัดการทุนมนุษย์เชิงกลยุทธ์ที่มีประสิทธิภาพมีส่วนสำคัญต่อความสำเร็จในระยะยาวขององค์กร

คำสำคัญ: การจัดการทุนมนุษย์เชิงกลยุทธ์ ประสิทธิภาพของการทำงาน ขวัญและกำลังใจของพนักงาน การจัดการกีฬา อุตสาหกรรมอีสปอร์ต

ABSTRACT

This study investigates to 1) the influence of strategic human capital management on organizational efficiency in the esports industry and 2) the impact of work commitment and organizational efficiency on the overall performance within this context. The sample group consisted of 273 entrepreneurs and senior executives, selected through purposive sampling. Structural equation modeling (SEM) was used for statistical analysis.

The findings underscore the critical role of strategic human capital management in fostering sustainable competitive advantages within the esports industry. Organizations that prioritized personnel development demonstrated significantly enhanced performance metrics. Comprehensive personnel development significantly enhances employee performance and morale, emphasizing the importance of supportive work environments in driving organizational productivity. Strategic human capital management emerged as a key driver of organizational efficiency and sustainable outcomes in the esports industry, reinforcing the notion that effective human capital management and strategies contribute significantly to an organization's long-term success.

Keywords: Strategic Human Capital Management, Workplace Productivity, Employee Morale, Sport Management, Esports Industry

1.Introduction

The Esports industry (Allal-Chérif, Guaita-Martínez, and Montesinos Sansaloni, 2024) has experienced rapid global growth, transforming from a niche entertainment sector into a billion-dollar industry. This growth has increased the popularity of competitive gaming while attracting substantial investments, sponsorships, and a global audience. As the Esports industry continues to evolve, organizations within this sector face the challenge of maintaining sustainable performance while navigating the highly competitive and fast-paced market (Babin, Chauhan, and Kistler, 2024).

Human capital management is pivotal to driving organizational success in the esports industry. By prioritizing the development and retention of skilled personnel, organizations can gain a sustainable competitive advantage. This is particularly important in an industry that relies heavily on talent, both in terms of players and support staff, including coaches, managers, and content creators. Strategic human capital management fosters high performance, innovation, and adaptability within organizations (Chen and Wu, 2024).

In addition to human capital management, strategies are essential for sustainable growth in esports. The industry's success depends on engaging audiences, building brand loyalty, and creating long-term partnerships with sponsors and investors. Strategic marketing initiatives, including digital marketing, social media engagement, and brand collaboration, are key components for attracting and retaining a global audience. This research examines the interplay between human capital management and strategic initiatives in the esports industry, with a focus on their collective contribution to sustainable organizational performance. By examining the strategies employed by leading esports organizations, this study aims to provide insights into how human capital and marketing efforts can be aligned to achieve long-term success in this dynamic industry (Jordan-Vallverdú, Plaza-Navas, Maria Raya, and Torres-Pruñonosa, 2024).

In the esports industry, human capital management (HCM) is essential for fostering organizational success and achieving sustainable growth. Esports, with its rapid evolution and global expansion, requires not only talented players but also skilled professionals in various roles such as coaches, managers, analysts, marketing personnel, and content creators. Effectively managing human capital within the Esports industry goes beyond traditional talent management, as it involves nurturing a diverse and dynamic workforce that is capable of adapting to the fast-paced, highly competitive environment (Ke and Wagner, 2024).

Human capital management (HCM) in esports focuses on attracting, developing, and retaining top talent by offering growth opportunities, training, and career advancement. A skilled and motivated workforce provides a competitive advantage on the global stage. Esports professionals need technical expertise, communication skills, and teamwork under pressure. Effective HCM ensures employees have the necessary skills to drive organizational objectives,

create value, and support sustainable growth. (López-Cabarcos, Caby, Lugilde, and Piñeiro-Chousa, 2024).

To enhance employee performance and foster a positive work environment, organizations should focus on retaining personnel through fair compensation, welfare benefits, and building morale (McLinton and Pascale, 2024). Loyalty reduces turnover and supports sustainability. Promoting equality, offering support, and creating a safe, collaborative environment further contribute to organizational success. Effective human capital management helps forecast workforce needs to adapt to future changes. Moreover, fostering a culture of innovation, inclusivity, and performance within esports organizations is vital for long-term success. Human capital management strategies that prioritize employee well-being, leadership development, and continuous learning can lead to enhanced organizational performance. Esports businesses must also focus on aligning their human capital strategies with industry trends, such as digital transformation, global partnerships, and the increasing influence of technology on both gameplay and business operations (Minami, Koyama, Watanabe, Saijo, and Kashino, 2024).

In the fast-growing Esports industry, strategies play a pivotal role in building brand awareness, engaging global audiences, and driving sustainable performance. With the rise of digital platforms, streaming services, and social media, esports organizations must implement innovative marketing approaches to capture the attention of diverse fan bases and create long-term relationships with sponsors and partners. Effective strategies in esports are essential for ensuring both competitive advantage and sustained growth. A key aspect of marketing in the Esports industry is leveraging digital platforms to maximize audience reach. Social media marketing (Kopaneli, 2014), live-streaming events, and content creation are integral to establishing brand presence. This research is important because it provides insights into how effective Human Capital Management (HCM) influences employee competency in the Esports industry. It highlights the connection between work commitment and Efficiency of Organizational, emphasizing the role of employee morale in enhancing performance. The findings can help esports organizations develop strategies for talent development, leading to sustainable competitive advantages. Additionally, this study contributes to the academic literature by addressing the limited research on HCM and organizational behavior within the esports context.

Efficiency of Organizational enhances productivity by streamlining processes and optimizing resource utilization. This enables employees to focus on core tasks, resulting in faster output, higher-quality work, and reduced operational costs through minimized waste and redundancies. This allows for better allocation of resources, leading to increased profitability and financial sustainability, differentiate a company from its rivals. Efficient operations facilitate quicker responses to market changes, foster innovations in service delivery, and enable organizations to capitalize on new opportunities. Additionally,

operational efficiency contributes to a more positive work environment for employees. Clear processes, reduced bottlenecks, and effective communication lead to less frustration and higher job satisfaction, which can further enhance employee morale and retention that operate efficiently are better positioned to meet customer needs promptly and effectively. This leads to higher customer satisfaction, repeat business, and a positive reputation in the market.

Research Objective

1. the influence of strategic human capital management on organizational efficiency in the esports industry
2. the impact of work commitment and organizational efficiency on the overall performance within this context

2. Literature Review

Organizational success has been studied extensively. Zhou, Kautonen, Dai, and Zhang (2021) discovered that innovation, excellence, human capital management, and strategic management led to organizational success. The study stressed employee behavior and learning to develop new information and share it within the business to complete tasks efficiently. (Dieste, Sauer, and Orzes, 2022) highlighted knowledge management, entrepreneurial inventiveness, and strength as success characteristics, enabling firms prevent future repercussions. (Zhou et al., 2021) stressed the need of corporate learning cultures, information sharing, and staff development for progressive businesses with smooth operations, good changes, and improved creativity. Zhou et al. (2021) also recommended developing employees' core competencies and technical abilities to improve performance, which impacts work morale and Efficiency of Organizational. These findings underscore the importance of examining how human capital management, employee morale, and staff competencies contribute to sustainable organizational efficiency. Understanding these linkages helps firms manage human capital, create a happy work environment, and improve staff capabilities to increase Efficiency of Organizational.

Human Capital Management and Employee Competency affect to Efficiency of Organizational

In the Esports industry, Human Capital Management (HCM) is essential for success. It starts with recruiting skilled individuals and providing them with ongoing development opportunities. Fair compensation and a collaborative work environment enhance employee morale and engagement, ultimately improving competencies (Minami, 2024). When employees feel valued and are given chances to grow, their skills and effectiveness increase, directly aligning with

H1: Human Capital Management has a positive impact on Employee Competency.

Human Capital Management and Morale of Work affect to Efficiency of Organizational

In the fast-paced Esports industry, effective Human Capital Management is essential for boosting employee morale. By prioritizing fair compensation, work-life balance, and professional development, esports organizations can create a positive work environment that fosters motivation and loyalty (Ke, 2024). Ensuring clear communication, employee recognition, and opportunities for career advancement enhances morale, leading to a more engaged and committed workforce. This strong sense of morale contributes to overall Efficiency of Organizational and long-term success (López, 2024).

H2: Human Capital Management has a positive impact on Morale of Work.

Human Capital Management affect to Efficiency of Organizational

To enhance Efficiency of Organizational in the Esports industry, improving employee competency is essential. Skilled and well-trained employees contribute to higher job quality and reduced errors, leading to more efficient operations. Leveraging modern technology further boosts efficiency and lowers costs (McLinton, 2024). As Karam et al. emphasize, ongoing training is crucial for adapting to industry changes and improving performance.

H3: Employee Competency has a positive impact on Efficiency of Organizational.

Morale of Work affect to Efficiency of Organizational

In the Esports industry, workplace morale is a critical driver of Efficiency of Organizational. Positive morale among employees fosters a supportive work environment, leading to enhanced performance, loyalty, and productivity. Factors such as effective leadership, supportive management policies, and a clear organizational vision significantly influence employee morale. Research indicates that high morale positively impacts work quality and operational efficiency, as engaged employees are more likely to collaborate, take accountability, and contribute effectively to organizational goals. According to Ahmed et al. (2022), a committed workforce is essential for achieving long-term success in esports, highlighting the importance of maintaining high morale to optimize efficiency. This research delves into these dynamics, demonstrating that enhancing morale can lead to greater organizational effectiveness and sustainable success in the industry (Dieste, 2022).

H4: Employee Morale of Work has a positive impact on Efficiency of Organizational.

Human Capital Management and Efficiency of Organizational

Human Capital Management plays a pivotal role in enhancing Efficiency of Organizational within the Esports industry. By effectively recruiting and developing skilled workers aligned with organizational goals, companies can significantly boost productivity and overall performance. Continuous skill development and targeted training not only improve critical

thinking and work-related knowledge but also ensure that employees are equipped to meet evolving challenges. Dieste (2022) emphasize the importance of core competencies and technical skills, noting that early career experiences contribute to greater efficiency. Strategic human capital management, combined with effective marketing practices, is essential for achieving sustainable competitive advantages and optimizing organizational performance (Jordan, 2024)

H5: Human Capital Management has a direct impact on Efficiency of Organizational.

Conceptual framework

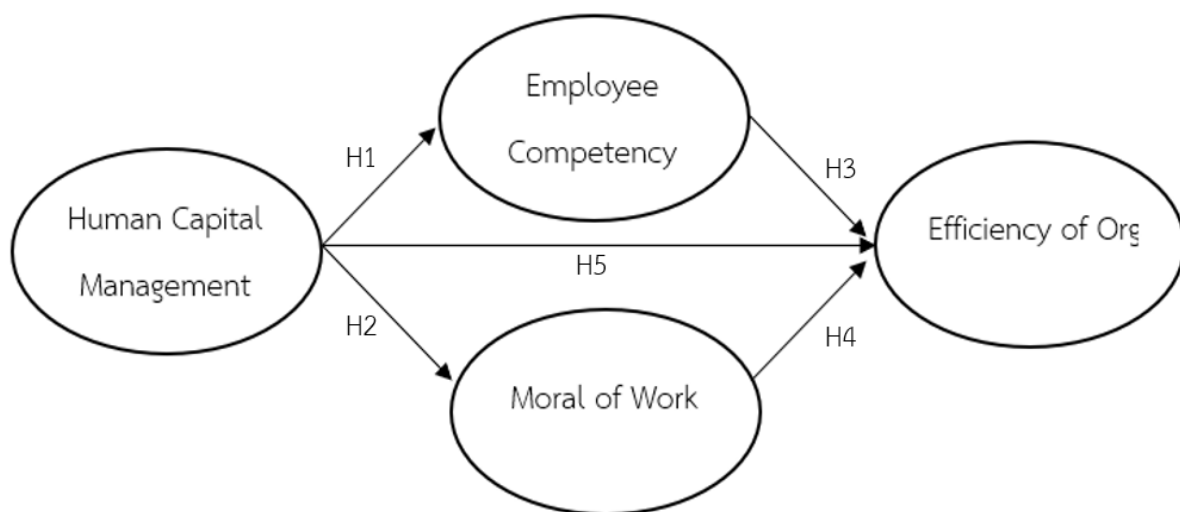


Figure 1 Research Conceptual Framework

Human Capital Management has a positive impact on Employee Competency. (H1): This relationship indicates that effective Human Capital Management practices, such as recruitment, training, and development, positively influence the competency levels of employees. When organizations invest in their human resources, they enhance employees' skills and knowledge, leading to better performance.

Human Capital Management has a positive impact on Morale of Work. (H2): This connection suggests that effective management of human capital can enhance employees' morale and commitment to their work. By fostering a supportive work environment and promoting employee engagement, organizations can improve job satisfaction, leading to higher motivation and dedication.

Employee Competency has a positive impact on Efficiency of Organizational. (H3): This relationship posits that higher levels of employee morale contribute to improved competency. When employees feel motivated and engaged, they are more likely to invest effort in their work, resulting in enhanced skills and performance.

Employee Morale of Work has a positive impact on Efficiency of Organizational. (H4): This connection implies that employee morale directly affects the overall efficiency of the organization. A motivated workforce is typically more productive, which translates into improved organizational performance and effectiveness.

Human Capital Management has a direct impact on Efficiency of Organizational. (H5): This relationship indicates that higher employee competency leads to greater Efficiency of Organizational. Skilled and knowledgeable employees are better equipped to perform their tasks effectively, ultimately enhancing the organization's overall operational success.

3. Research Methodology

Population and Sampling

The research focuses on a population of 320 businesses in the Esports industry, particularly those engaged in strategic human capital management and marketing. To determine the appropriate sample size, the Cochran's formula for sample size calculation was utilized. This formula is commonly used in research studies to obtain a representative sample from a larger population. A minimum sample size of 273 was established to ensure statistical validity. For sampling, purposive sampling was employed, targeting specific organizations that meet the criteria of being involved in strategic human capital management and marketing within the esports sector.

Data Collection

Data collection was conducted using 38 questions designed to assess strategic human capital management practices in the Esports industry. The target respondents for the questionnaire were individuals in key positions within each organization, such as HR managers, team leaders, and senior executives. Their roles provide valuable insights into the implementation and impact of human capital management strategies on organizational performance.

The questionnaire consisted of five sections:

Part 1: Collected demographic and business data.

Parts 2-5: Utilized Likert scales to evaluate variables, including Human Capital Management, work morale, employee performance, and Efficiency of Organizational.

Part 6: Included an open-ended section to gather additional qualitative insights from respondents.

Quality of the Instrument

The research instrument consisted of a total of 30 items across the five sections of the questionnaire, designed to thoroughly assess the various dimensions of human capital management and its effects on organizational outcomes. To ensure the quality and relevance

of the questionnaire, the Index of Consistency (IOC) was calculated, which evaluates the content validity of the items. The IOC was determined through assessments by three industry experts, who reviewed each item for relevance and clarity. The resulting IOC values ranged from 0.79 to 1.00, indicating a high level of content validity. Reliability of the instrument was confirmed through a pilot test conducted with a subset of the target population. The Cronbach's alpha values obtained from the pilot test ranged between 0.84 and 0.95, demonstrating high internal consistency among the items in the questionnaire. This ensures that the instrument effectively measures the constructs it is intended to assess, providing reliable data for the research.

4. Results and Discussion

The analysis of data collected from 273 respondents in the esports industry reveals valuable insights into their demographic characteristics such as gender, age, education level, and job positions. The majority of respondents were male (65%), with females comprising 30% and others or those who preferred not to disclose their gender at 5%. In terms of age distribution, 40% of the respondents fell within the 26-35 age range, followed by 25% aged 36-45, 20% aged 18-25, and 15% aged 46 and above, indicating a youthful workforce. Educational qualifications were predominantly high, with 55% holding a bachelor's degree, 30% possessing a master's degree, and 10% having only a high school diploma, while 5% had attained a doctorate. In terms of job positions, the sample included a diverse array of roles, with HR managers representing the largest group at 30%, followed by team leaders at 25%, and senior executives at 20%. This distribution highlights the involvement of key decision-makers in human capital management and strategic marketing within the esports sector. Overall, these demographic insights reveal a male-dominated workforce that is largely educated and youthful, providing a foundational understanding of how human capital management influences employee performance and Efficiency of Organizational in the rapidly growing Esports industry.

The analysis also assessed the significance of different components of human capital management in companies listed on the Stock Exchange of Thailand. The overall importance of human capital management was found to be high (\bar{x} = 4.01; SD = 0.51). When evaluating individual aspects, all components were considered highly important, ranked as follows. Human Capital Management (\bar{x} = 4.16; SD = 0.56), workplace morale (\bar{x} = 4.09; SD = 0.54), organizational effectiveness (\bar{x} = 4.07; SD = 0.58), and employee performance (\bar{x} = 3.97; SD = 0.58).

The results of the structural equation model analysis assessed the norms for sustainable human capital management in companies listed on the Stock Exchange of Thailand. The chi-square probability (CMIN/DF) was found to be 0.182, which is greater than 0.05, indicating that the model lacks statistical significance. However, the relative chi-square

value (CMIN/DF) is 1.156, which is less than 2.00, suggesting a good fit. The Goodness-of-Fit Index (GFI) is 0.9861, exceeding the recommended threshold of 0.90, and the root mean squared error of approximation (RMSEA) is 0.0511, which is below the cutoff of 0.08. These findings indicate that the model meets the evaluation criteria and aligns with empirical evidence. The following were the results.

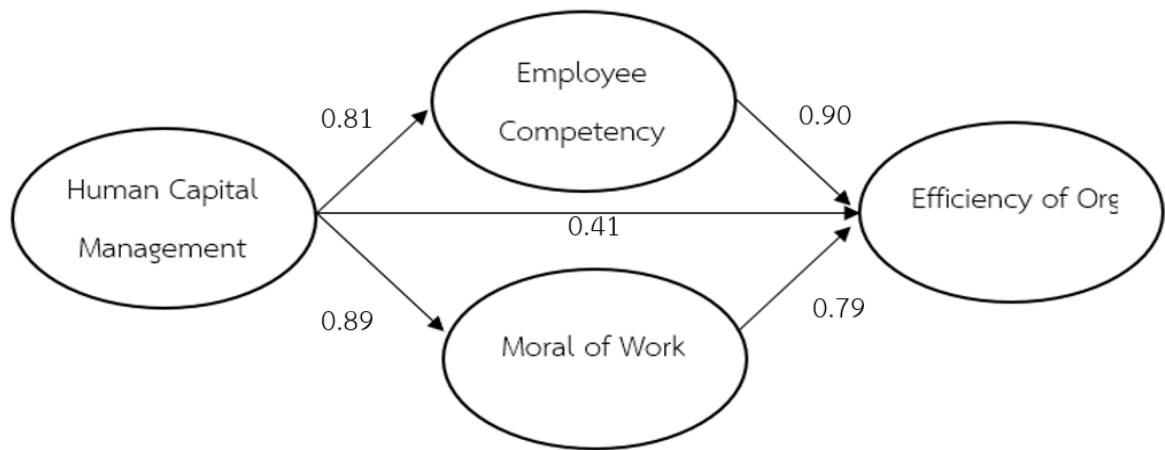


Figure 2 The structural equation model analysis

The structural equation model analysis of sustainable human capital management in companies listed on the Stock Exchange of Thailand indicates that Human Capital Management directly influences Employee Competency (0.81), Moral of Work (0.89), and Efficiency of Organization (0.41). Additionally, Employee Competency has a direct impact on Efficiency of Organization (0.90), while Moral of Work affects Efficiency of Organization with a value of (0.79). These findings suggest that Human Capital Management has a strong, positive impact on key components, enhancing both individual competencies and organizational effectiveness.

Moreover, the analysis reveals indirect effects of work morale and employee performance on efficiency of organization, with indirect effect values of 0.33 and 0.27, respectively. This implies that these factors contribute to the overall effectiveness of an organization by interacting with Human Capital Management. These insights highlight the significant role that Human Capital Management plays in shaping work morale, employee competency, and efficiency of organization in Thailand's publicly traded companies.

Table 1. Results of hypothesis testing

Research hypothesis	Test results
Hypothesis 1. Human Capital Management has a positive impact on Employee Competency.	Accept
Hypothesis 2. Human Capital Management has a positive impact on Morale of Work.	Accept
Hypothesis 3. Employee Competency has a positive impact on Efficiency of Organizational	Accept
Hypothesis 4. Morale of Work has a positive impact on Efficiency of Organizational	Accept
Hypothesis 5. Human Capital Management has a direct impact on Efficiency of Organizational.	Accept

5. Conclusion

The research findings affirm all five hypotheses, highlighting the critical role of strategic human capital management in driving sustainable success within the Esports industry in Figure 3

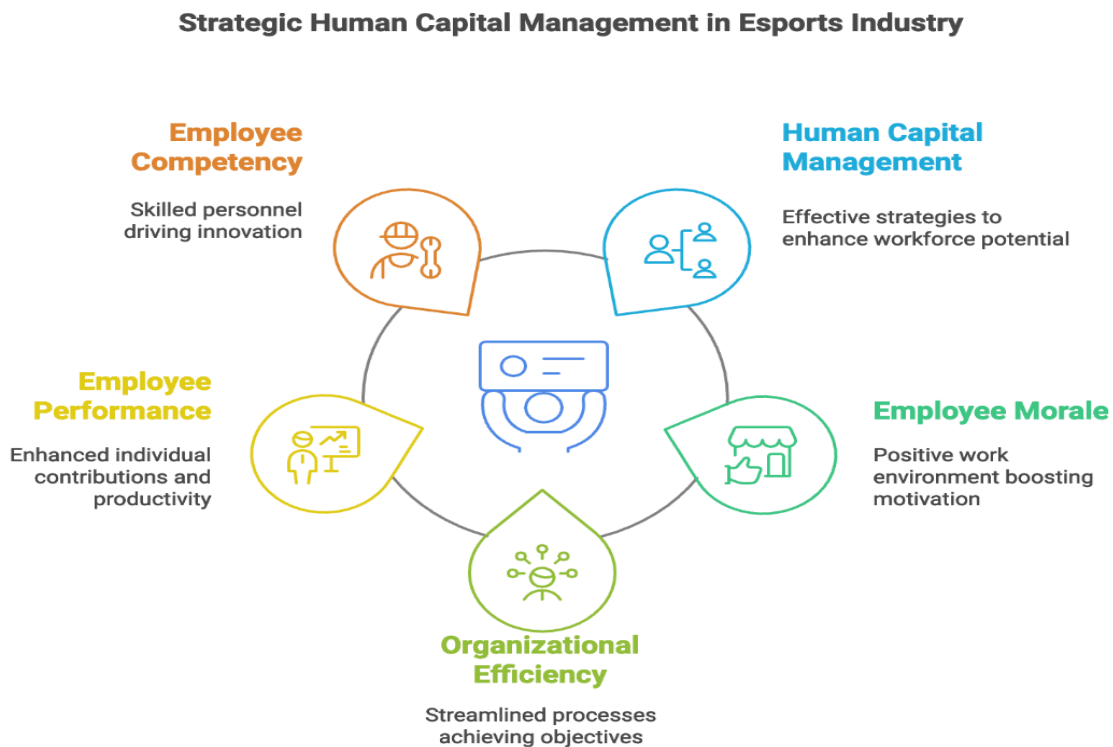


Figure 3 Strategic Human Capital Management in Esport Industry

1. Human Capital Management has a positive impact on Morale of Work. The positive acceptance of this hypothesis underscores that effective human capital strategies enhance employee morale, creating a motivated workforce essential for maintaining high performance and engagement in the dynamic esports environment, consistent with Agag and El-Masry (2016).

2. Human Capital Management has a direct impact on Efficiency of Organizational. This finding confirms that well-implemented human capital management practices significantly improve organizational effectiveness, enabling esports businesses to achieve their objectives and maintain a competitive edge according to Ambatali and Verspieren (2024).

3. Human Capital Management affects employee performance. The acceptance of this hypothesis illustrates that strategic Human Capital Management directly influences employee performance, suggesting that investing in talent development and support systems leads to superior individual contributions within organizations, consistent with Alo, Ali, Zahoor, Arslan, and Golgeci (2023).

4. Morale of Work has a positive impact on Efficiency of Organizational. The research validates that high work morale is directly linked to efficiency of organization, indicating that a positive work culture facilitates better collaboration and productivity, which are vital for thriving in the competitive esports sector (Dieste, 2022).

5. Employee Competency has a positive impact on Efficiency of Organizational. Lastly, the acceptance of this hypothesis emphasizes that enhanced employee competencies are crucial for efficiency of organization, reinforcing the idea that skilled personnel drive operational success and innovation in the Esports industry.

These findings collectively underscore the importance of integrating strategic human capital management as foundational elements for achieving sustainable success in the rapidly evolving esports landscape (Paiola and Gebauer, 2020) and Liu and Ossareh (2021) found that adequate remuneration for employee satisfaction can drive employees to alter their behavior or enable them to operate more effectively, resulting in the organization's long-term success.

Organizations in the Esports industry should prioritize investment in human capital by developing comprehensive training and development programs to enhance employee skills and adaptability in the rapidly evolving landscape. Establishing fair compensation practices is essential to boost employee satisfaction and motivation, as competitive remuneration can drive performance and contribute to long-term organizational success. Additionally, fostering employee engagement initiatives by creating channels for feedback and promoting a sense of ownership will ensure that employees feel valued, leading to improved morale and efficiency of organization. Implementing these strategies will enable esports companies to leverage their human capital effectively and achieve sustainable growth.

6. Suggestions

6.1 Suggestion for research

1. Employee Competency Development's Impact on Organizational Efficiency: With a high correlation coefficient of 0.90 between employee competency and organizational efficiency, future research should explore strategies for enhancing the skills and capabilities of employees in the Esports industry that significantly contribute to improving the organization's performance.

2. Enhancing Moral of Work to Boost Organizational Efficiency: The correlation coefficient of 0.79 between moral of work and organizational efficiency indicates that employee morale plays a crucial role in increasing organizational performance. Future research should focus on creating a work environment that supports and promotes employee morale within the Esports industry.

3. Role of Human Capital Management in Developing Employee Competency and Moral of Work: The correlation coefficients of 0.81 between Human Capital Management and employee competency, and 0.89 with moral of work, highlight the importance of effective Human Capital Management practices. Future studies should investigate the best strategies and approaches to Human Capital Management that can optimally develop and strengthen both employee competencies and morale in the Esports industry.

6.2 Future Research

1. Demographic Scope, include a diverse range of participants across different regions to capture cultural influences on human capital management.

2. Longitudinal Studies, conduct studies over time to assess the long-term effects of human capital management practices on organizational success.

3. Qualitative Methods, incorporate interviews or focus groups to gain deeper insights into the experiences and perspectives of employees and management

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