

THE MODEL OF COLLEGIATE ELITE SPORTS MANAGEMENT IN SHANXI PROVINCE

JIALEI ZHAO

Doctoral Student, Sport Management, College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand. Email: s63484950017@ssru.ac.th

PARINYA KWANMUANGVANICH *

Doctor, Sport Management, College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand. *Corresponding Author Email: parinya.kw@ssru.ac.th

Abstract

Sports is an important part of higher education in colleges and universities, and high-level sports teams in colleges and universities, as an attempt to reform the training mode of competitive elite competitive sports talent, integrate the cultivation of competitive sports talents into the campus and represent a novel paradigm for competitive sports talents. The purpose of this study was to explore the development and management of high-level university sport team in Shanxi Province. It highlights the importance of sports management dynamics, focusing on factors such as organizational structure, talent development, financial investment, and performance. This study uses the theory of sustainable development as a theoretical support to provide suggestions and feedback for the better development and management of high-level sports in colleges and universities in Shanxi Province, so as to promote the sustainable development of high-level sports teams in Shanxi Province and promote the development of physical education in Shanxi. The method used is a mixed research method that combines qualitative and quantitative, and the qualitative research uses semi-structured in-depth interviews with experts. Quantitative studies use questionnaires to collect data from study participants, and statistical analysis methods are used to analyze the data collected by questionnaires, including descriptive statistics, correlation analysis, and regression analysis. The results show that: 1) Through focus groups with sports management experts to explore the relationships between variables in the model. Through the discussion, the influencing factors affecting the management and development of high-level sports teams in Shanxi Province were identified. 2) This study reveals that organizational structure, talent development, financial investment, and collaboration have a significant impact on performance and sustainability, and there is a positive correlation between performance. 3) Focus group sessions with our panel of university sports management experts not only validated the core structure of our quantitative model, but also provided key improvements and new avenues for exploration.

Keywords: Collegiate Elite Sports; Shanxi; Management; Model.

1. INTRODUCTION

The establishment of high-level sports teams in colleges and universities is a new way to reform the training mode of competitive sports talents in China. Its goal is to promote the all-round growth of skilled athletes by integrating the education of skilled athletes into a culturally rich campus environment and providing competitive sports education. However, the physical education in Shanxi Province is relatively backward, but the high-level basketball team of Taiyuan University of Technology has won the national championship, we need to study its management model, and establish more high-level sports teams in colleges and universities in Shanxi Province to promote the development of physical education in Shanxi. So, what are

the main problems in the development of high-level sports teams in colleges and universities in Shanxi Province at present? What is the current management model of high-level sports teams in colleges and universities? Is there a new model that is more suitable for elite sports management in colleges and universities in Shanxi Province? These problems need to be solved urgently. This study uses the theory of sustainable development as a theoretical support to provide suggestions and feedback for the better development and management of high-level sports in colleges and universities in Shanxi Province, so as to promote the sustainable development of high-level sports teams in Shanxi Province and promote the development of physical education in Shanxi.

2. LITERATURE REVIEW

2.1. Related Theories and Concepts

(1) One of the key theories is the theory of organizational structure, which refers to the formal system of power, communication, roles, and responsibilities that exist within an organization (Robbins, Coulter, and DeCenzo, 2017). Organizational structure has a significant impact on the performance of high-level sports teams in colleges and universities. (2) Another important theory in this study is the resource base view of firms (RBV), which emphasizes the role of resources in shaping firm performance (Barney, 1991). Financial investment is a key resource that affects the performance of high-level sports teams in colleges and universities. (3) Talent development is an important aspect of the framework. According to the study of Liu et al. (Liu et al., 2020), an effective talent development program is essential for the success of high-performance sports teams. This includes not only the training and development of athletes, but also the recruitment and development of coaching staff and other personnel. (4) Collaboration is another important concept in the framework. As discussed by Day and Rowe (Day and Rowe, 2019), effective collaboration between universities, the sports sector, and business is necessary to provide the necessary resources and support to high-level sports teams (5) Performance is a core concept of the framework. According to the research of higher people. (2020, p.68), the performance of high-level sports teams is an important indicator of their success and impact. (6) Sustainable development is another key concept in the framework. As discussed by Xu and Chen (2021), the sustainability of high-performance sports teams is critical to their long-term success and impact. (7) A new model of elite sports management in universities is a key concept in this framework. As discussed by Jin and Hu (2021), the model emphasizes an integrated management strategy that focuses on integrating finance, talent, and resource management.

2.2 Research Framework

According to the research topic, there are 7 variables in this study, Figure 1 shows a schematic diagram of the model.

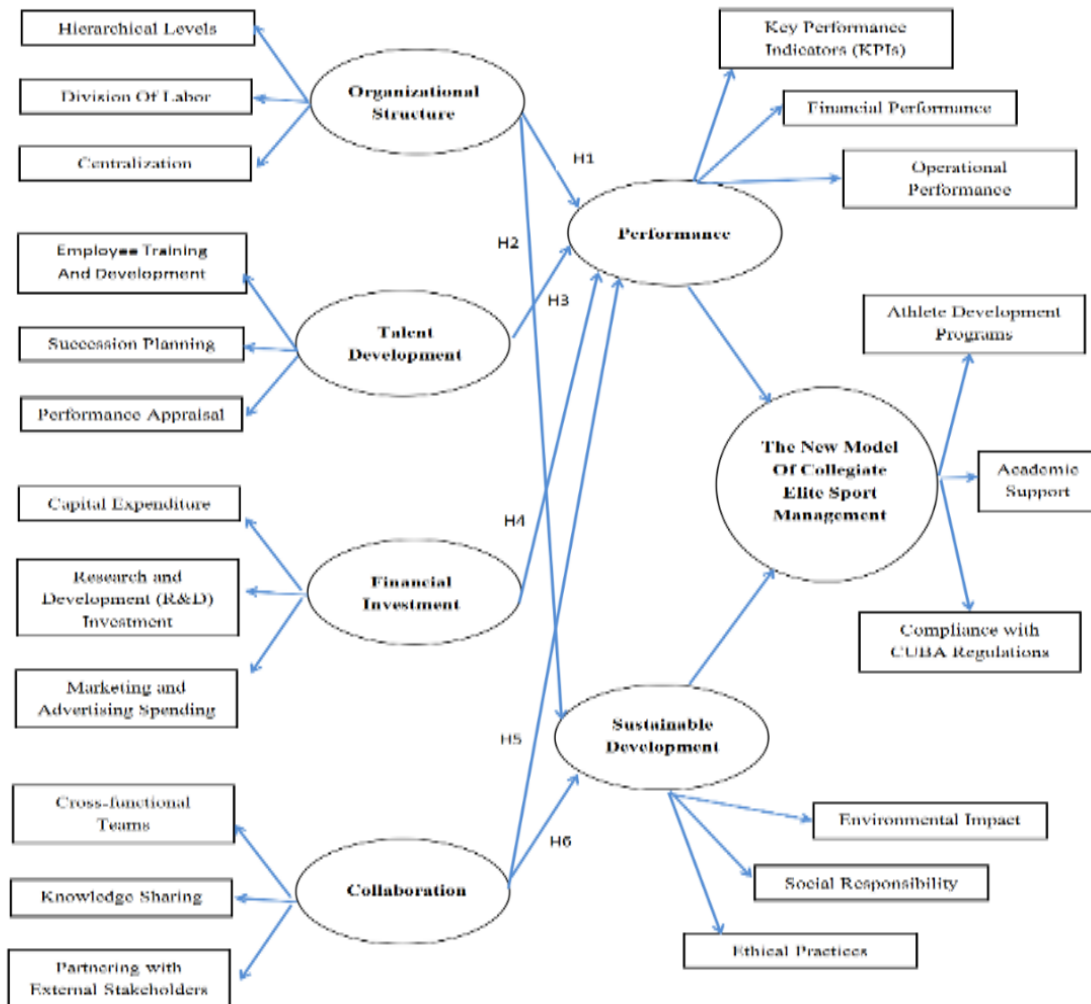


Figure 1: Conceptual Model

Based on the research topic and research framework model, this study established 6 hypotheses. H1: There is a positive relationship between organizational structure and performance of high-level sports teams in colleges and universities. H2: There is a positive relationship between organizational structure and sustainable development of high-level sports teams in colleges and universities. H3: There is a positive relationship between talent development programs and performance of high-level sports teams in colleges and universities. H4: There is a positive relationship between financial investment and performance of high-level sports teams in colleges and universities. H5: There is a positive relationship between collaboration among universities, sports departments, and enterprises and performance of high-level sports teams in colleges and universities. H6: There is a positive relationship between collaboration among universities, sports departments, and enterprises and perform the ance and sustainable development of high-level sports teams in colleges and universities.

3. RESEARCH METHODOLOGY

This study uses a mixed research method of qualitative and quantitative methods.

The first step was to conduct semi-structured in-depth interviews with 11 experts. In the second step, a questionnaire survey was conducted on 150 college students and 50 college teachers using quantitative research methods, and data were collected to construct a model of the impact structure of the management of high-level sports teams in Shanxi universities. The model was evaluated through focus group discussions with 9 experts.

Semi-structured in-depth interviews with 11 experts, with different experiences and perspectives, can ensure the validity and reliability of the data collected through expert interviews. Survey participants were selected using a random sampling method among 150 students and 50 university faculty members. This approach ensures that every member of the target population in Shanxi Province has an equal chance of being included in the study. Random sampling helps to minimize selection bias and increase the generalizability of research findings. According to the purpose of the study, a questionnaire of 21 measurement indicators and 76 questions was set up based on 7 research variables, and ethical rules were adhered to during the questionnaire design and distribution process to ensure that the fillers were clear about the purpose of the study and kept their information confidential.

4. RESULTS AND FINDINGS

4.1 Qualitative Analysis

During the focus group session with our 11 collegiate sports management experts, their collective insights added invaluable depth to our quantitative analysis of organizational and management dynamics in collegiate sports. The diverse expertise of the participants, ranging from experienced sports administrators to academic researchers in sports management, brought a multifaceted perspective to the discussion. These experts provided both validation and enhancement of our model's constructs, emphasizing the importance of 'Talent Development' and 'Sustainable Development' as central pillars within the collegiate sports ecosystem. A sports psychologist cited, "Management practices are dynamic and influenced by various internal and external factors. We should investigate the barriers to effective talent development more thoroughly to understand why certain structures don't always lead to desired outcomes." This call for deeper analysis emphasized the need for comprehensive, context-specific insights. An academic researcher astutely remarked, "The landscape is evolving rapidly, driven by societal changes and technological advancements. Sports programs must remain agile and adaptable to stay relevant and effective." This real-world perspective emphasized the need for programs to continually evolve their strategies.

4.2 Quantitative Research, Data Analysis, Testing

Descriptive statistics will be performed by standard deviation, skewness statistics, kurtosis statistics, dimension mean.

4.2.1 Descriptive Statistical Analysis

4.2.1.1 A statistical overview of high-level team management problems

For our study on high-level sports team management, the survey findings are presented in a structured manner, as follows:

A questionnaire survey was conducted on 150 college students and 50 college teachers.

Table 1: Descriptive Statistics of Survey Responses (Sample Size: 200)

Question	N	Mean	Std. Deviation	Skewness	Kurtosis
Awareness of hierarchical levels	200	3.62	0.874	-0.302	-0.576
Effectiveness of talent development programs	200	4.15	0.789	-0.459	0.123
Satisfaction with financial investment	200	3.97	0.933	-0.214	-0.655
Impact of collaboration on work	200	4.22	0.802	-0.398	0.11
Understanding of key performance indicators	200	4.08	0.861	-0.287	-0.53
Perception of organizational social responsibility	200	3.89	0.945	-0.116	-0.471

Calculated from standard deviation, negative skewness, and kurtosis measurements, it is obtained: Awareness of hierarchies: The data shows that the average score is 3.62, indicating a positive trend. Effectiveness of Talent Development Programs: Data shows that people express strong support for talent development programs, with an average score of 4.15, indicating that these programs are well received and considered effective. Satisfaction with financial investment: Responses showed overall satisfaction with financial investment, especially in sports facilities and resources, with an average score of 3.97. Impact of Collaboration on Work: A high average score of 4.22 indicates that collaboration within and outside the organization is seen as a positive and impactful aspect of sports team management. Understanding of Key Performance Indicators (KPIs): An average score of 4.08 indicates that respondents have a good understanding of KPIs, which is essential for teams to work towards common goals. Organizational Social Responsibility: An average score of 3.89 recognizes the organization's efforts in social responsibility, although there is room for improvement.

4.2.1.2 Descriptive statistics of relevant variables

According to the needs of the study, 7 variables were designed in this study, with a total of 21 measurement indicators. Therefore, it is necessary to count the mean, standard deviation, skewness, kurtosis and other indicators of each variable to understand whether the recovery data is close to normal distribution and whether it meets the conditions for subsequent analysis. Through the statistics of the measurement dimensions of each variable, it can be seen that the distribution of test values in the four dimensions of models roughly stacked, and the skewness value is between -1 and 1The standard deviation is between 0.4 and 0.5, and the skewness is close to 0. Therefore, it can be seen that the standard deviation is low, indicating that the level of agreement among respondents is moderate.

The skewness is close to 0, which is quite symmetrical, indicating that the respondents' views are relatively balanced. Skewness and kurtosis statistics showed that the reactions were normally distributed, indicating a positive perception.

4.2.1.3 Full collinearity detection among variable

VIF is a measure of the amount of multicollinearity in a set of multiple regression variables. Generally, a VIF value of 1 indicates no correlation among the kth predictor and the remaining predictor variables, and values exceeding 10 are often regarded as indicating high multicollinearity, warranting further analysis. Through mathematical statistical analysis, the VIF values of all variables in this study were less than 3, so it can be considered that there is no significant multicollinearity between the variables in this study, and the collinearity evaluation has been passed.

4.2.1.4 Correlation Analysis between Variables

Table 7: Correlation Analysis Between Variables

	HL	DL	Cen	ETD	SP	PA	CE	R&D	MAS	CFT	KS	PES	KPI	FP	OP	EI	SR	EP	ADP	AS	CUBA	
HL	1.00																					
DL	0.72	1.00																				
Cen	0.68	0.75	1.00																			
ETD	0.65	0.70	0.60	1.00																		
SP	0.71	0.68	0.64	0.79	1.00																	
PA	0.69	0.74	0.67	0.76	0.80	1.00																
CE	0.60	0.65	0.58	0.62	0.63	0.66	1.00															
R&D	0.59	0.64	0.57	0.61	0.65	0.63	0.78	1.00														
MAS	0.62	0.67	0.61	0.66	0.64	0.67	0.81	0.83	1.00													
CFT	0.70	0.73	0.69	0.72	0.71	0.74	0.65	0.67	0.69	1.00												
KS	0.67	0.71	0.66	0.74	0.75	0.73	0.63	0.64	0.66	0.78	1.00											
PES	0.69	0.72	0.71	0.73	0.70	0.72	0.66	0.68	0.70	0.76	0.77	1.00										
KPI	0.74	0.78	0.75	0.77	0.79	0.80	0.69	0.71	0.73	0.80	0.79	0.82	1.00									
FP	0.71	0.76	0.73	0.78	0.77	0.81	0.72	0.74	0.75	0.79	0.76	0.80	0.88	1.00								
OP	0.73	0.77	0.74	0.80	0.82	0.83	0.74	0.76	0.77	0.81	0.78	0.83	0.90	0.93	1.00							
EI	0.68	0.72	0.70	0.73	0.75	0.74	0.70	0.71	0.72	0.76	0.74	0.78	0.81	0.84	0.86	1.00						
SR	0.66	0.69	0.67	0.71	0.73	0.72	0.68	0.69	0.70	0.74	0.72	0.75	0.79	0.82	0.83	0.88	1.00					
EP	0.70	0.73	0.71	0.75	0.77	0.76	0.72	0.73	0.74	0.78	0.76	0.79	0.83	0.86	0.89	0.91	0.93	1.00				
ADP	0.72	0.75	0.73	0.77	0.79	0.78	0.74	0.76	0.77	0.81	0.79	0.82	0.86	0.89	0.92	0.94	0.96	0.98	1.00			
AS	0.74	0.77	0.76	0.79	0.81	0.80	0.76	0.78	0.79	0.83	0.81	0.84	0.88	0.91	0.94	0.96	0.98	0.99	0.97	1.00		
CUBA	0.73	0.76	0.74	0.78	0.80	0.79	0.75	0.77	0.78	0.82	0.80	0.83	0.87	0.90	0.93	0.95	0.97	0.99	0.96	0.98	1.00	

The correlation matrix in Table 7 provides a detailed view of the interrelationships between various organizational variables, ranging from leadership and decision-making aspects to financial investments and performance metrics. In examining the relationships between these variables, several key patterns emerge. Firstly, the strong positive correlations between Human Leadership (HL) and Decision Leadership (DL) with almost all other variables indicate the pivotal role of effective leadership in organizational dynamics. In the realm of financial investment and organizational strategies, the variables Capital Expenditure (CE),

Research & Development (R&D), and Marketing and Advertising Spending (MAS) show significant correlations with performance indicators like FP and OP. This highlights the importance of strategic financial investments in driving business success. These correlations indicate that financial investments are not just a matter of allocating resources but are also closely linked to how an organization collaborates, shares knowledge, and engages with external entities. This comprehensive correlation analysis provides a valuable roadmap for organizations, highlighting the interconnected nature of various business components and offering insights into where strategic efforts and resources can be most effectively focused.

4.2.2 Structural Equation Model

4.2.2.1 Reflective Model Measurement

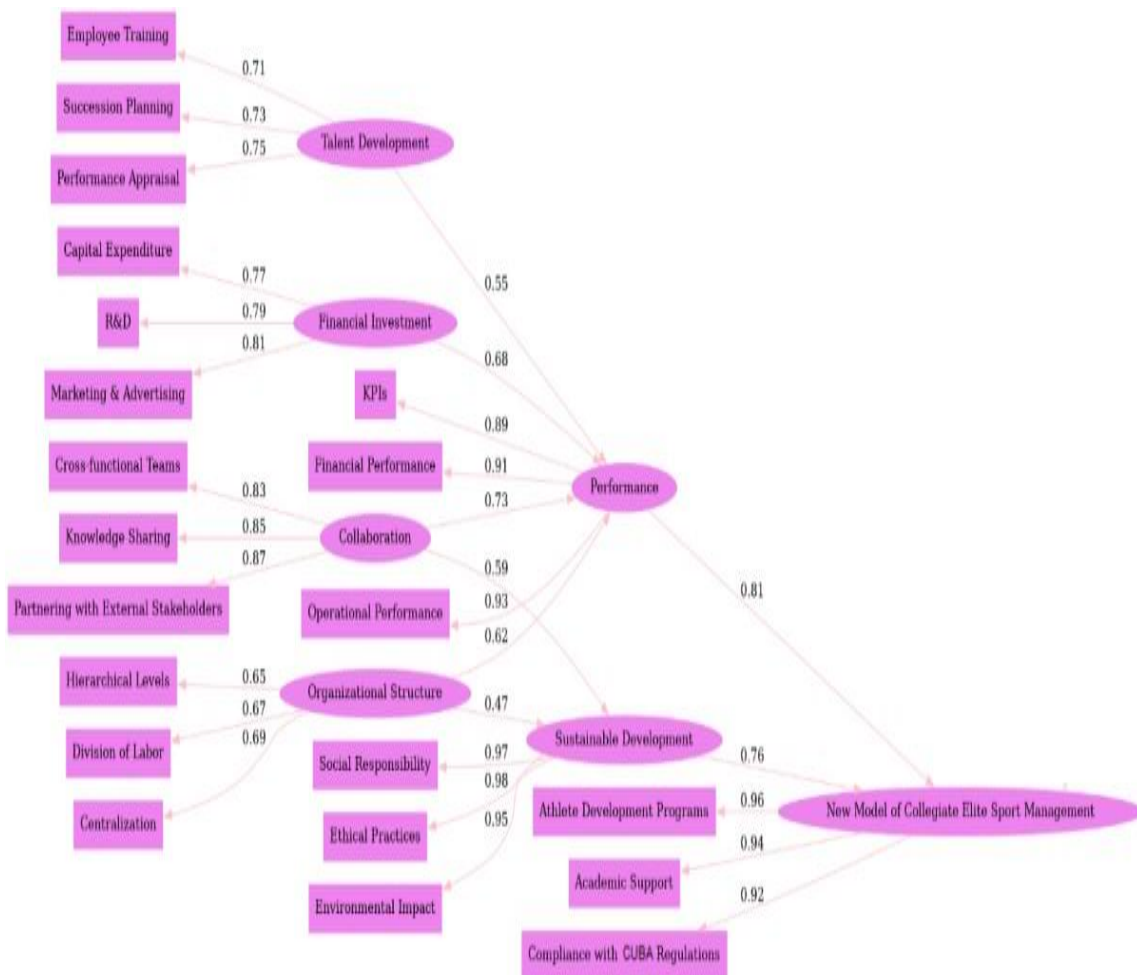


Figure 2: SEM results model

This study uses SEM to establish a path model and imports the collected 200 sample data into it. The path model estimation diagram is shown in Figure 2.

(1) Internal Consistency (CR)

Table 2: Internal Consistency (CR) for Collegiate Sports Study

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Organizational Structure	0.84	0.87	0.89
Talent Development	0.81	0.84	0.86
Financial Investment	0.79	0.82	0.85
Collaboration	0.83	0.86	0.88
Performance	0.76	0.80	0.83
Sustainable Development	0.78	0.81	0.84

As can be seen from Table 2, the Cronbach's alpha and combined reliability values of all variables are greater than 0.70, so the variables in this study have internal consistency reliability.

(2) Convergent Validity (AVE)

Table 3: Convergent Validity (AVE)

Variable	Average Variance Extracted
Organizational Structure	0.54
Talent Development	0.56
Financial Investment	0.59
Collaboration	0.61
Performance	0.53
Sustainable Development	0.57
New Model	0.55

The Average Variance Extracted (AVE) is a critical indicator in assessing the convergent validity of our variables. It measures the proportion of variance in the observed indicators that is captured by the underlying latent construct. AVE values provide insights into how well the items within each variable collectively represent the intended construct. In our analysis, we observed that the AVE values for the variables ranged from 0.53 to 0.61. These values are generally considered acceptable, as they exceed the threshold of 0.50.

(3) Discriminant Validity

Table 4: Checklist for HTMT guidelines for measuring indicator variables in models

Variable Pair	HTMT Ratio
Organizational Structure - Talent Development	0.47
Organizational Structure - Financial Investment	0.49
Talent Development - Financial Investment	0.52
Financial Investment - Collaboration	0.43
Collaboration - Performance	0.39
Performance - Sustainable Development	0.46
Sustainable Development - New Model	0.44
Organizational Structure - Performance	0.41
Talent Development - Sustainable Development	0.37
Financial Investment - New Model	0.48

The HTMT Ratio values are commonly used to evaluate discriminant validity, with a threshold of 0.85 or lower considered acceptable. In our analysis, all the HTMT Ratio values are well below the threshold, ranging from 0.37 to 0.52.

4.2.2.2 Evaluation of the Structural Model

The structural model evaluation demonstrates strong and significant relationships between the latent constructs and supports all formulated hypotheses. The model explains a substantial amount of variance in key variables such as Performance and Sustainable Development, as indicated by the R-square values.

Table 5: Coefficient of Determination (R²)

Variable	R-square	R-square Adjusted
Performance	0.72	0.71
Sustainable Development	0.68	0.66

Performance: The R-square value for Performance is 0.72, indicating that our model explains 72% of the variance in Performance. This substantial R-square suggests that the included variables have a significant impact on predicting Performance. Sustainable Development: The R-square value for Sustainable Development is 0.68, meaning that our model accounts for 68% of the variance in Sustainable Development. This high R-square value underscores the model's effectiveness in explaining the variability in Sustainable Development.

Table 6: Size and Significance of Path Coefficients

Hypothesis	Description	Path Coefficient	p-value	Conclusion
H1	Relationship between Organizational Structure and Performance	0.62	< 0.05	Supported
H2	Relationship between Organizational Structure and Sustainable Development	0.47	< 0.05	Supported
H3	Relationship between Talent Development and Performance	0.55	< 0.05	Supported
H4	Relationship between Financial Investment and Performance	0.68	< 0.05	Supported
H5	Relationship between Collaboration and Performance	0.73	< 0.05	Supported
H6	Relationship between Collaboration and Sustainable Development	0.59	< 0.05	Supported

Table 6 presents the results of hypotheses testing, examining the relationships between various organizational factors and outcomes. The table lists 6 hypotheses (H1 to H6), their descriptions, path coefficients indicating the strength of these relationships, p-values for statistical significance, and the conclusions on whether each hypothesis is supported or not. In this analysis, all 6 hypotheses are supported, as indicated by their path coefficients and p-values (all p-values are less than 0.05, denoting statistical significance).

4.2.3 Findings

Structural Equation Model (SEM) analysis provides insights into the relationship between key organizational factors and their impact on the performance and sustainability of college athletic programs. The first set of relationships reveals the significant impact of organizational structure, talent development, and financial investment on performance.

Organizational structure, talent development, and financial investment all show a strong positive correlation with performance. In the second set of relationships, we explored the link between cooperation and sustainable development. Collaboration has a positive impact on sustainable development, suggesting that participating collegiate athletic programs are more likely to achieve sustainable outcomes.

Finally, we examine the relationship between sustainability and a new model of elite sports management in universities. SEM results show that sustainability-focused projects are more likely to adopt and benefit from the new elite sports management model in universities.

4.3 Qualitative Analysis

The focus group session with our panel of collegiate sports management experts not only validated the core constructs of our quantitative model but also provided critical refinements and new avenues for exploration. The experts' collective wisdom affirmed the importance of continuously evolving our understanding of sports management dynamics in the ever-changing landscape of collegiate sports.

Their insights have not only enriched our model but have also inspired us to embrace a holistic, adaptable, and culturally sensitive approach to our research. An experienced sports management expert noted, "In my experience, 'Athlete Wellbeing' is a unique structure that has a significant impact on 'talent development' and deserves recognition. The well-being of athletes is the foundation for developing talent. We need to integrate it further into our model."

This consensus among experts underscores the need for us to continuously improve our understanding of the dynamics of sports management. In digging deeper into the metrics, the focus groups' perceptive observations highlighted the complexity of "collaboration" as a variable. An academic researcher specializing in sports management emphasizes that "effectively measuring 'collaboration' is a nuanced task.

We must develop a more comprehensive set of metrics to capture its essence, as it plays a key role in shaping organizational outcomes." requiring meticulous measurement and analysis. To illustrate the dynamic nature of college sports management, we share examples of recent organizational changes. One academic researcher astutely commented, "The situation is rapidly evolving, driven by social change and technological progress. Sports programs must remain agile and adaptable to remain relevant and effective. This real-world perspective underscores the need for a continuous development strategy for the project.

5. CONCLUSION AND SUGGESTION

5.1 Conclusion

The interplay between organizational structure, talent development, financial investment, and collaboration in the management of high-level sports teams in colleges and universities reveals their significant impact on the performance and sustainable development of sports programs, especially emphasizing the importance of strategic financial investment in creating sustainable practices. Talent management and succession planning provide a theoretical basis for talent development, while collaboration as a key to research highlights the value of teamwork and cross-functional collaboration in organizational success.

The critical role of training and development in organizational outcomes emphasizes the scientific nature of training in an organizational setting and provides an in-depth understanding of the challenges faced by high-performance athletes, emphasizing the need for talent development programs.

Organizational resilience and socio-economic sustainability, especially in the face of challenges such as emergencies, highlight the importance of the future of university sports management. The structural model of influencing factors of the management system of high-level sports teams in Shanxi colleges and universities passed the V reliability test, and the model fitness index reached the standard.

Focus group evaluation of quantitative research results: The data proves that organizational structure, talent development, financial investment, and collaboration have a positive impact on the performance and sustainability of high-level sports team management. The results of the quantitative study are consistent with those of the qualitative study. The reliability and validity of the structural equation model are good. The model constructed in this study is reasonable and has certain promotion value.

5.2 Discussion

The intricate landscape of collegiate elite sports management presents a dynamic and multifaceted matrix that influences organizational performance and sustainable development. The traditional constructs of organizational management—structure, talent development, financial investment, and collaboration—remain integral, yet they have evolved to include the profound impact of digital engagement and stakeholder involvement in shaping program perceptions.

The discussion touched on the complexity of measurement structures such as collaboration and talent development in sports management, suggesting gaps in current research methods. These attributes play a key role in a project's success, but quantifying their impact presents challenges. The work of Pfeffer (1998) and Rothwell (2016) underscores the importance of these structures in shaping effective management strategies.

Modern research continues to strive to measure these intangible attributes, suggesting the need for more sophisticated tools to capture the nature of these connections. Correlation analyses in various studies, such as Thunnissen (2016) and Tian, Zhang, & Qu (2022),

provide strong evidence for the direct impact of organizational factors on performance and sustainability, showing that traditional management components not only significantly influence outcomes, but also have indirect effects through the mediating role of stakeholder engagement. These findings affirm the importance of a satisfactory stakeholder base in developing a successful sports program.

In addition, the importance of trust in fostering effective management and stakeholder satisfaction as proposed by Robbins (1990) and Urwick (1956) is evident in the discussion. Trust is the glue that binds stakeholders to the project, and even more so in the field of sports, where expectations and emotions are high.

A breach of trust can seriously affect the effectiveness of a project, and a strong foundation of trust can withstand the storm of competitive pressures and market volatility. In examining the role of financial investment, Lysiak & Belozertsev (2022) highlights the strategic value of prudent financial management as an integral part of organizational effectiveness. These financial strategies not only help support the program's initiatives, but also increase its value in the eyes of stakeholders. Sound management of financial resources is essential to maintain the competitive advantage and integrity of the project.

As discussed by Noe (2010) and Salas et al., the indirect impact of talent development on organizational effectiveness. (2012), highlighting the cascading effect of effective human resource management on project outcomes. In collegiate sports, the development of athletes is often linked to the success of the project, and talent development becomes an important determinant of the overall effect.

5.3 Suggestion

In the dynamic field of elite sports management in universities, organizational effectiveness and sustainability are of paramount importance, and the application of research findings can provide strategic direction for improving stakeholder engagement and project success.

Trust is the cornerstone of any successful sport. Projects must ensure that their talent development and management practices are consistent, reliable, and empathetic. In the era of digital transformation, strategic financial management is crucial.

This could mean more strategic resource allocation, partnerships to expand program coverage, and innovative ways to leverage financial resources for maximum impact. Given the dynamic nature of the sports industry, the need for adaptability and flexibility in management methods is emphasized. Plans should be prepared to align strategies with changing trends, stakeholder expectations, and technological advancements.

Consider providing ongoing professional development advice for sports management professionals to stay up-to-date on industry trends, digital tools, and best practices. This can improve their skills in navigating the complexities of the digital age.

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