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THE IMPACT OF LEADERSHIP ON ESPORT TEAM PERFORMANCE

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Abstract:

This study explores the impact of leadership on team performance in competitive game situations. The purpose of the study is to understand the importance of effective leadership strategies to maximise team performance and team success. The study uses a combination of literature review and use SMARTPLS as measuring tools. Research results show that effective leadership has a positive impact on team performance in esports. The study concludes that leadership has a significant impact on esports team performance. An effective leadership style that focuses on psychological factors and the role of the coach contributes to better team cohesion, better communication, and better execution of strategy. This paper highlights the importance of customised leadership strategies that consider the unique challenges and characteristics of the esports industry.

Keywords:

Leadership, Esport, Team Performance

Introduction

Managing an esports team has become a critical factor in today's rapidly growing esports industry. In an ever-changing competitive environment, effective leadership is essential to team success. Effective team performance is significantly influenced by good leadership in addition to individual success. The problems associated with running a sports team are closely related

to team management. Esports team managers must understand and be able to manage industry-specific challenges such as the pace of technological change, cultural differences, diverse team dynamics, and intense competitive pressures.

A burgeoning global industry, esports faces hurdles to success. The areas ripe for improvement include leadership and teamwork. Specifically, esports suffers from a leadership deficit, as many young players with little professional experience find themselves at the helm of a team. This challenge leads to communication breakdowns and conflicts, as well as suboptimal decision-making. Meanwhile, there remains a lack of gender and minority representation at leadership levels, perpetuating imbalances and a lack of diversity. Tackling these problems is essential to foster esports' continued advancement and inclusivity.

In this context, it is important for educators, researchers, and practitioners to understand existing problems and find appropriate solutions to improve the management of sports teams. One of the biggest challenges in running a sports team is building and maintaining strong relationships between managers and team members. Leaders must be able to inspire, motivate, and guide team members to achieve common goals. In a competitive and stressful environment, it is important for managers to create a healthy work atmosphere and look after the mental and emotional health of their team members. Effective leadership also includes the ability to manage internal conflicts among team members. Esports are team sports involving players from diverse cultural, linguistic and experiential backgrounds. Conflicts between team members can affect teamwork and overall team performance. Leaders must therefore be able to identify the sources of conflict, foster constructive dialogue, and create an environment in which differences are respected and wisely managed. Sports team management must face technical and strategic issues in addition to interpersonal challenges. A team manager needs a deep understanding of game dynamics, team strategy, metagame shifts, and the evolution of his esports tech. In this context, effective management requires the ability to make quick and accurate decisions, manage resources, and adapt quickly to changes in the competitive environment.

Literature Review

Definition of Esport

According to Hamari and Sjoblom (2017), esports is the term used to describe competitive video gaming at both the professional and amateur levels that is structured and organized through online platforms and offline competitions. Its distinct feature from general video game play lies in the competitive aspect, where individuals compete against each other (Pizzo et al., 2022). Esports combines aspects of sport, culture, and entertainment by utilizing internet technology (Sjoblom et al., 2020). According to several studies (Cranmer et al., 2021; Hong, 2022; Macey and Hamari, 2022; Seo et al., 2019), esports are significant beyond entertainment because they draw the interest of a youthful digital audience inside developing communities. This helps to highlight the societal effects of technology progress. Insights into the customs and dynamics of gaming communities are also provided (Scaraboto et al., 2020). However, there is still disagreement about the validity of esports, particularly in relation to whether or not it should be considered a conventional sport (Funk et al., 2018). Questions like legitimacy, governance, and institutionalization are becoming more important as esports grow more prevalent in global youth culture, sometimes surpassing conventional sports (Kelly et al., 2022; Witkowski, 2023).

Esports is currently transforming into a rapidly growing industry throughout the world, and Indonesia is no exception. As the esports industry grows, it is important for sports managers and coaches to understand the many factors that affect team performance. One of them is leadership. Effective leadership can have a positive impact on team performance, while poor leadership can lead to poor morale and performance. Therefore, this study has a goal that is to investigate how leadership affects the success of eSports teams.

Effective leadership is one of the most crucial elements for determining team goals. Leadership plays a key role in an Esport team's performance by setting clear objectives for the group and inspiring team members to collaborate for the sake of accomplishing those objectives (hamari and sjblom, 2017).

In sports, leaders and coaches may use different leadership styles to influence and motivate teams. A popular leadership theory that can be applied. in eSports, is a theory of transformational leadership that emphasizes a leader's ability to inspire and motivate their team members to reach their full potential. Another theory that prevails in sports is situation management theory, which states that the effectiveness of a leadership style depends on the situation. This theory suggests that leaders must adapt their leadership style to the level of competence and commitment of their team members (Hersey & Blanchard, 1969). Overall, effective leadership is critical to the success of a sports team. Managers and coaches must consider the situation and use the appropriate leadership style to motivate and inspire their team members to do their best.

Furthermore, effective leadership can positively impact team performance in a number of ways, such as creating a supportive and positive team environment, setting clear expectations for team members, facilitating communication and collaboration among team members, and motivating team members to achieve their goals. In contrast, poor leadership can lead to low morale, decreased motivation, and decreased team performance.

Therefore, this study seeks to provide valuable insights into the impact of leadership on team performance in esports, with a focus on gamers community teams that located in Bandung, by understanding the importance of leadership and its impact on team performance, esports managers and coaches can develop effective leadership strategies that can help their teams achieve success in the competitive esports industry

Esports, or electronic sports, is a form of competitive video gaming that has become increasingly popular over the past decade. Esports tournaments and leagues offer substantial prize pools and attract millions of viewers from around the world. In Indonesia, esports has gained significant traction in recent years, with the industry projected to grow at a rapid pace in the coming years. Esports requires teams to have high levels of coordination, communication, and cooperation among team members, as well as effective leadership. Therefore, understanding the impact of leadership on team performance in esports is critical for the success of esports teams and organisations.

Esports, also known as electronic sports, is a form of competitive video gaming that has gained widespread popularity in recent years. In this sport, professional players compete against each other in various video games, often in organized tournaments or leagues. Esports has gained significant recognition and is now considered a legitimate sport by many people worldwide. Esports involves various genres of video games, including first-person shooters, multiplayer

online battle arenas, and real-time strategy games. These games require a high level of skill, strategic thinking, and hand-eye coordination. Players often form teams and participate in tournaments or leagues, which can have significant prize pools and attract millions of viewers worldwide.

The popularity of esports has been growing rapidly in recent years, with millions of people tuning in to watch professional players compete. This has led to the formation of various esports organizations and teams that provide training, support, and resources to players. Esports has also attracted the attention of traditional sports teams, such as the Philadelphia 76ers and the Miami Heat, who have formed their esports teams. One of the significant advantages of esports is that it provides opportunities for players from all over the world to compete against each other. The internet has made it possible for players to connect and compete from different parts of the world, breaking down barriers and promoting cultural exchange. Esports has also provided an avenue for individuals who may not have had the opportunity to participate in traditional sports due to physical limitations.

Esports has also had a significant impact on the video gaming industry. The popularity of esports has led to the development of new games specifically designed for competitive play. Game developers have also been working to make games more accessible and user-friendly for players, resulting in an increase in the number of people who play video games. The rise of esports has also opened up new career opportunities for people interested in the video game industry. Esports organizations require professionals in various fields, such as marketing, event management, and content creation. The growth of esports has led to the creation of new jobs, and the industry is expected to continue expanding.

There are a variety of indigenous and non-indigenous stakeholders in the eSports ecosystem. Professional teams, players, game creators, and tournament organizers are a few of those that have already been highlighted. However, further research is required to create a deeper knowledge of the entire ecosystem.

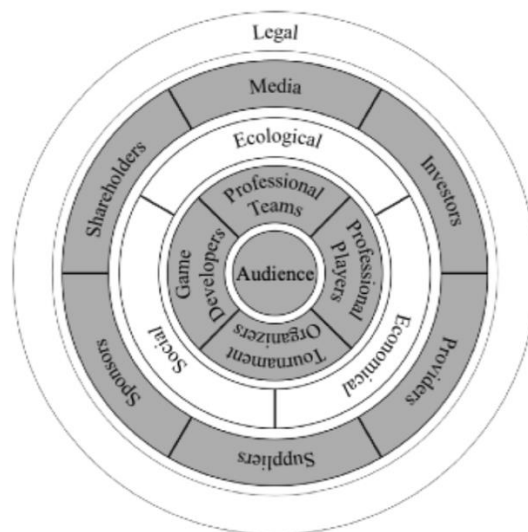


Figure 1
Esports Ecosystem (Dynamic Capabilities in Professional eSports Teams By Lisa Völkel)

The numerous entities that make up the eSports ecosystem (seen in figure 1) may be divided into major and secondary stakeholders. All parties involved are inescapably interdependent. For instance, in order to put up events, the tournament organizers rely on professional teams and video games (Scholz, 2019). The viability of the overall ecosystem ultimately depends on how well the stakeholders exploit their interdependencies (Jalonon, 2019). According to McCauley et al. (2020), the main stakeholders are those who "directly contribute to the value chain and interact directly with the audience". The audience is the primary stakeholder who is the focus of everyone else's attention, as this definition suggests. The audience that actively engages in the ecosystem is targeted for monetization, particularly by the key stakeholders (professional teams, professional players, tournament organizers, and game developers) (Scholz, 2019). Through a variety of means, the audience generates income for the stakeholders, mostly through purchasing goods, participating in live events, or making donations (Besombes, 2019).

Leadership

A leader's actions used to persuade others is referred to as their leadership style. There are four different path-goal leadership philosophies, including prescriptive, supporting, participatory, and task-oriented leadership. A manager may influence and encourage employees to increase their performance at work by utilizing a variety of leadership philosophies. Esports industry has grown rapidly over the past five years, particularly in Indonesia. In many aspects, this growth is reflected in market size, the amount of money circulating, game variations, and supporting demographics. Various parties are racing to invest in this sector, especially after realizing the huge potential that continues to grow. Specifically, the last five years have been a significant period, as total global sports investment alone reached over \$4.5 billion in that year alone. The number is remarkable, but there is actually something more important than the amount. The momentum of esports investment over the last five years shows that this sector is here to stay. Esports has the power to endure and become a mature industry, not just a passing trend that will burst and then disappear. Scholars have studied leadership for ages since it is a complicated and multidimensional topic. There is no commonly agreed definition of leadership, but in general, leadership is considered as a method of influencing others to achieve common goals.

There are some leadership theories and techniques. The theory of traits, the theory of behavior, and contingency theory are some of the most favored theories. Transformational leadership has been increasing in influence in recent years. Transformational leaders inspire and motivate their people to accomplish great things. They may also develop a strong team spirit and generate a common vision for the future.

Leadership is an essential component of success in any industry, and esports is no exception. With the growth of the esports industry in recent years, the role of leadership has become increasingly important. In this essay, we will explore the importance of leadership in the esports industry, the qualities of effective esports leaders, and how leadership is evolving in this dynamic industry. The esports industry is highly competitive, with millions of players around the world competing for prizes and recognition. Effective leadership is crucial in this environment, as it can help to create a positive team culture, foster teamwork and communication, and provide guidance and direction to players.

Effective esports leaders possess several key qualities. One of the most important qualities is the ability to communicate effectively. Esports teams are often remote, with players from

different countries and cultures. Leaders who can communicate clearly and effectively through digital channels can help to build a sense of team cohesion and trust. Another important quality of effective esports leaders is a deep understanding of the game and the industry. Leaders who understand the nuances of the game, the mechanics of the esports industry, and the psychology of players can provide valuable guidance and direction to their teams.

In addition, effective esports leaders are strategic thinkers who can develop long-term plans for their teams. They understand the importance of setting goals, developing strategies, and adapting to changing circumstances. Leadership in the esports industry is evolving rapidly. As the industry grows, new challenges arise, and effective leaders must adapt to these challenges. One of the most significant challenges facing esports leaders today is the need to balance the demands of competition with the well-being of players.

Many esports players are young and inexperienced, and effective leaders must take a proactive approach to ensure that their players are not overworked or burned out. This may involve providing mental health support, scheduling regular breaks, and encouraging players to engage in healthy habits such as exercise and proper nutrition.

Another challenge facing esports leaders is the need to navigate the complex legal and financial landscape of the industry. Effective leaders must be familiar with the regulations governing esports, negotiate contracts, and manage finances. Leadership is a crucial component of success in the esports industry. Effective leaders can create a positive team culture, foster teamwork and communication, and provide guidance and direction to players. Effective esports leaders possess several key qualities, including effective communication skills, a deep understanding of the game and the industry, and strategic thinking. As the esports industry evolves, effective leaders must adapt to new challenges and balance the demands of competition with the well-being of players.

Performance

According to the data from the game, team performance is strongly linked to how familiar team members are with their assigned roles, and that this relationship is particularly strong when team members' roles are well-matched. Meanwhile, for individual performance, it correlated with the likelihood of players choosing roles that complement their team versus roles they are better at. (Reitman, J. G., et al. 2020). Individual player performance may also be attained and maintained by consistently training to optimize their skills and talents. (Nagorsky E & Wiemeyer J. 2020). Other variables related to game performance in esports that are seen as better are kill/death ratios and scores obtained in practice during the lead-up to competition. (Pluss, M. A. et al. 2021). E-Sports games require fast and accurate responses to complex visual stimuli for optimal performance. (Dykstra, R. et al. 2021). Participants recognized that proper nutrition, adequate sleep, and regular physical activity are essential for optimal health and exercise performance. (Baumann, A. et al. 2022). Membership competencies, member relationships, and member knowledge sharing have a significant impact on the innovation performance of esports industry knowledge alliances. (Yue, L. et al. 2022).

Esports Team Formation and Coordination requires players to adapt to their positions and increase their compatibility with others. A stable, compatible, and high-performing online team was the result of such a combination. (Freeman, G., & Wohn, D. Y. 2017). Social congruence, mutual trust, and shared objectives are the main elements that promote knowledge sharing and

team effectiveness in virtual teams. (Zhang, W. et al. 2022). The player is the first component, followed by the budget, which is primarily derived from personal funds. It is also necessary to have funding that enables Esport athletes to thrive in all areas on a par with players at the highest international levels. Additionally, the marketing component depends on being one of the primary methods for letting people know about Esport. (Noriya, W., et al. 2021). In eSport, cooperation takes place in a virtual setting that is highly competitive. Its effective operation depends on covert collaboration and quick team decision-making. (Ye, J. N., et al. 2021). Performance is built on consumption that is competitive and esports-focused. The desire to interact with people is the second motivator. (Kovacs, J., M. et al. 2022). The significance of cognitive capacity for the performance of a comprehensive esports team can increase the cognitive abilities of players to gain an advantage. (Toth, A. J. et al. 2020). One of the elements that esports players believe can enhance performance is being physically fit, coupled with eating a healthy diet and getting enough sleep. (Pekel, A. et al. 2022). Coordination in a team is a process of interaction that unifies a group of interconnected activities, behaviours, and information and enables people to actualize a group's performance and accomplish goals. (Freeman, G. et al. 2018).

A good leadership style can have a positive impact on the esports team's performance. Innovation, information sharing, and transformative leadership all had a favorable direct influence. Additionally, it was shown that information exchange acted as a bridge between transformative leadership and creativity. (Yue, L. et al. 2022). Working in teams, whether in person or virtually, requires strong leadership. Therefore, when a team is made up of members with different backgrounds, leadership can be difficult to use his skills. (Nuangjumnong, T. 2015). Satisfaction and viability, two components of leadership function and team effectiveness, are the behavioural processes of surveillance and protection that play a mediating role in this relationship, and the overall mediation is coordinated by the involvement of teamwork. (Zanin, N. 2018). Also popular in esports is the democratic leadership style, in which the leader collaborates with his or her teammates in some way, whether it be to devise strategies or provide and receive feedback, with the goal of strengthening the team's cohesiveness and increasing their chances of success. (Szilágyi, G. J. 2022).

An Esports organization's performance suffers as a result of bad leadership, weak player motivation, and weak communication. A leader's lack of charisma prevents followers from having faith in them to solve problems, which is more precisely what is meant by the "bad leadership style" mentioned above. (Syahar, I. 2021). Motivation can be initially defined as the propensity of individuals to act in pursuit of a goal. Players that compete professionally in esports are motivated by a variety of motives, including the desire to win, the thrill of a new challenge, the camaraderie of their teammates, and the opportunity to better themselves. (Ramirez, F. G. et al. 2022).

Research Method

In collecting data in the field, the appropriate and accountable method and technique of data collection are those that are accurate, targeted, and in line with the research needs. The data collection technique used in this research is through the use of questionnaires or surveys, and a closed questionnaire is used to gather information on each variable to determine the influence. This research employs the simple linear regression method, which aims to determine the influence of one variable on another. In regression analysis, the independent variable is also called the explanatory variable or the predictor variable, while the dependent variable is referred to as the response variable. The data will be processed using the SmartPLS program.

Result and Discussion

There are 1.823 gamers (Gamers community) and several Esport team in Bandung - West Java. By the data given, researcher using Slovin formula to calculate the minimum sample size. This research using structural equation modelling (SEM) to analyse the results, by using 5% margin of error, the minimum sample size was 328. In the process researcher have collected 463 samples.

The Slovin formula is :

$$n = N / (1 + N * e^2)$$

Where: n = minimum sample size

N = population size

e = margin of error (in decimal form)

$$n = 1,823 / (1 + 1,823 * 0.05^2)$$

$$n = 1,823 / (1 + 1,823 * 0.0025)$$

$$n = 1,823 / (1 + 4.5575)$$

$$n = 1,823 / 5.5575 \quad n \approx 328.04$$

Table 1: Value of The Loading Factor

	Average Variance Extracted (AVE)
Performance	0.756
Leadership	0.608

This study based on relationship assessment model, that Leadership has correlation of Performance. This quantitative study using SEM to analyse the results

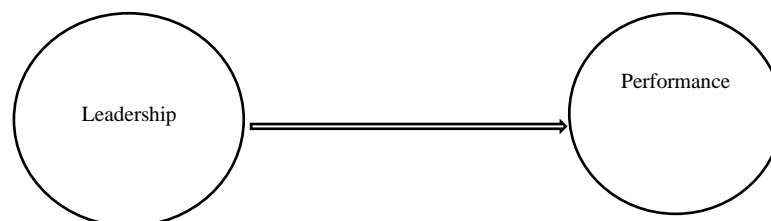


Table 2: Cross Loading

	Performance	Leadership
K1	0.909	0.605
K2	0.896	0.604
K3	0.809	0.630
K4	0.858	0.632
K5	0.872	0.595
L1	0.482	0.752
L2	0.576	0.816
L3	0.542	0.772
L4	0.642	0.834
L5	0.480	0.814

The cross loading value for every construct given on Table 2, found that there is no issue appeared. Results for this test indicate that all variables/ construct are valid, because all the

value are greater than 0.7 and every item on the construct has a bigger value than its cross-loading.

Table 3: Composite Reliability Value

Composite Reliability	
Performance	0.919
Leadership	0.845

The composite reliability must be measured in order to complete the outer model test. For a value to be considered dependable, it must be at least 0.8. According to the data in Table 3, no variable has a composite reliability < 0.8. Performance scores 0.919, whereas Leadership have values of 0.845. According to the aforementioned results, the study was valid.

Table 4: Cronbach's Alpha

Cronbach's Alpha	
Performance	0.919
Leadership	0.837

The Cronbach's Alpha values for Performance 0.92, whereas Leadership has a score that is somewhat lower than the latter (0.83). According to those findings, all of the variables employed are reliable.

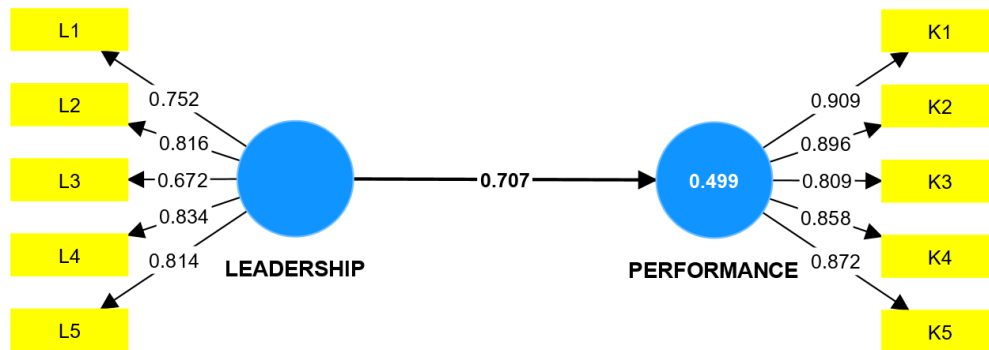
Table 5: R-Square

R-Square	
Performance	0.499

As mention on table 5, According to R-Square above, 49% of performance is impacted by leadership. On the other hand, this study excluded 51% of the factors that may have influenced the results.

Conclusion

This study trying to analyse the correlation of Leadership to Performance on Esport Team. Then based on the findings, the researcher has some conclusion



- 1) There is a positive correlation between Leadership to Performance. It means that increasing the leadership role will have a significant impact on the performance of an Esport team
- 2) There are many other factors that can affect the performance of an Esport team that were not investigated by the author.

From the results of this study it can be said that leadership has a very important role in developing the performance of an esport team. managers or trainers in an esport team need to understand that with good leadership, effective communication, coordination between team members can make the goals in the esport team well achieved. The Esport industry is currently experiencing rapid progress, many competitions are being held at both national and international levels, making professional team management expected to be able to increase the team's participation in various competition events. Furthermore, from the results of this study, effective leadership can significantly improve the performance of an esport team.

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I would like to thank everyone who has helped and supported me in completing this writing. I also indebted to the academic community and experts in the field of esport and leadership for their guidance and mentorship throughout the research process. Their expertise and feedback were invaluable in shaping the direction and quality of this article. I am very grateful to Mr. Yoel Yosaphat (IESPA Jabar – Indonesia Esport Association, West Java), who has provided such an advice and criticism that are very valuable for the development of this writing. Finally i would like to express my appreciation to all parties who have helped me directly or indirectly in completing this writing. I realize that this writing still has many shortcomings and limitation, so I accept any constructive criticism and suggestion for improvement in the future. I hope this writing can benefit the development of esport industry in Indonesia.

Best Regard,
Ronny Trian Surbakti
(Parahyangan Catholic University)
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