

AN EMPIRICAL STUDY ON THE HUMAN RESOURCE MANAGEMENT MODEL OF TENNIS COMPETITIONS IN YUNNAN PROVINCE

UM ESTUDO EMPÍRICO SOBRE O MODELO DE GESTÃO DE RECURSOS HUMANOS EM COMPETIÇÕES DE TÊNIS NA PROVÍNCIA DE YUNNAN

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The authors declare that there is no conflict of interest

Abstract

The purpose of this study is to: (1) study the current status of human resource management model of tennis events in Yunnan Province. (2) identify and analyze the influencing factors of human resource management model of tennis events in Yunnan Province. (3) take human resource management of tennis events in Yunnan Province as the research object. This study adopts a mixed research method that combines quantitative and qualitative research methods. Through literature review, theoretical concepts and data analysis were conducted on a sample of 316 relevant research papers. The research results show that: (1) The current status of human resource management in tennis events in Yunnan Province reflects the actual situation of the influencing factors of human resource management in tennis events in Yunnan Province. The improvement of human resource management capabilities in tennis events in Yunnan Province can promote the professional and sustainable development of human resource management in tennis events in Yunnan Province. Through a comprehensive analysis of the influencing factors, the level of human resource management in tennis events in Yunnan Province can be further improved. The influencing factors of the human resource management model of tennis events in Yunnan Province are explored. The feasibility of the human resource management model of tennis events in Yunnan Province is evaluated. (2) Organizational structure, performance management, employee training, and collaboration factors have a significant positive impact on the human resource management of tennis events in Yunnan Province. (3) It can be seen that the analysis of the current status survey

Resumo

O objetivo deste estudo é: (1) analisar a situação atual do modelo de gestão de recursos humanos em eventos de tênis na província de Yunnan; (2) identificar e analisar os fatores que influenciam o modelo de gestão de recursos humanos em eventos de tênis na província de Yunnan; (3) tomar como objeto de pesquisa a gestão de recursos humanos em eventos de tênis na província de Yunnan. Este estudo adota um método de pesquisa misto que combina métodos quantitativos e qualitativos. Por meio de revisão da literatura, foram realizados conceitos teóricos e análise de dados em uma amostra de 316 artigos de pesquisa relevantes. Os resultados da pesquisa mostram que: (1) A situação atual da gestão de recursos humanos em eventos de tênis na província de Yunnan reflete a situação real dos fatores que influenciam a gestão de recursos humanos em eventos de tênis na província de Yunnan. A melhoria das capacidades de gestão de recursos humanos em eventos de tênis na província de Yunnan pode promover o desenvolvimento profissional e sustentável da gestão de recursos humanos nesses eventos. Por meio de uma análise abrangente dos fatores de influência, o nível de gestão de recursos humanos em eventos de tênis na província de Yunnan pode ser ainda mais aprimorado. São explorados os fatores de influência do modelo de gestão de recursos humanos de eventos de tênis na província de Yunnan. A viabilidade do modelo de gestão de recursos humanos dos eventos de tênis na província de Yunnan é avaliada. (2) A estrutura organizacional, a gestão de desempenho, o treinamento de funcionários e os fatores de colaboração têm um impacto positivo significativo na gestão de recursos humanos dos



information and research data of human resource management of tennis events in Yunnan Province in this study has been unanimously approved. The quantitative research results are all interpretable to a certain extent, and the structural equation model has good credibility and validity, and has certain promotion value.

Keywords: Tennis Events. Human Resource Management.

eventos de tênis na província de Yunnan. (3) Pode-se observar que a análise das informações da pesquisa de status atual e dos dados de pesquisa sobre a gestão de recursos humanos dos eventos de tênis na província de Yunnan neste estudo foi aprovada por unanimidade. Os resultados da pesquisa quantitativa são, em certa medida, interpretáveis, e o modelo de equações estruturais apresenta boa credibilidade e validade, além de ter certo valor promocional.

Palavras-chave: Eventos de Tênis. Gestão de Recursos Humanos.

1 INTRODUCTION

In recent years, the number of tennis events in Yunnan Province has gradually increased, and the event system has become increasingly perfect, from campus promotion to professional training. However, Yunnan Province still faces many challenges in the human resource management of tennis events, which restricts the improvement of event quality and the long-term development of tennis. Therefore, optimizing the human resource management model of tennis events in Yunnan Province and improving the efficiency and professional level of event organization have become important tasks to promote the development of tennis. Optimizing the human resource management of tennis events in Yunnan Province through in-depth research on the relevant theories and practical experience of event human resource management will not only help improve the professionalism and organizational efficiency of the events, but also promote the popularization and development of tennis throughout the province. Through a scientific human resource management model, tennis events in Yunnan Province will move to a higher level in the future and help the development of China's tennis industry.

2 RESEARCH OBJECTIVES

1. To analyze the current situation of human resource management in the Yunnan Tennis Tournaments.
2. To identify the factors influencing the human resource management model of the Yunnan Tennis Tournaments.

3. To evaluate the feasibility of the human resource management model for the Yunnan Tennis Tournaments.

3 LITERATURE REVIEW

3.1 The relationship between human resource management and organizational structure of tennis events in Yunnan Province

Shi (2022) The organizational structure is the foundation of enterprise management, the overall framework of the enterprise management system, the carrier and means for the enterprise to achieve strategic goals, and the implementation of various processes in the enterprise operation process. The types of organizational structures mainly include linear system, functional system, linear and functional system, division system, matrix system, parent-subsidiary system, etc. Xia (2023) An effective organizational structure is the basis for an enterprise to achieve its strategic goals. A flexible, simple, and fully functional organizational structure can help an enterprise achieve its strategic goals quickly. Wang (2018) Organizing bodies are the organizers of sports events. They not only have to plan how to carry out sports events, but also have to manage materials and allocate personnel for sports events.

3.2 The relationship between human resource management and performance management in tennis events in Yunnan Province

Wang (2024) Optimizing employee performance management can improve work efficiency, optimize organizational structure, enhance corporate competitiveness, and increase employee satisfaction and cultural influence. Liu (2024) Performance management is the foundation for the long-term development of an enterprise. A good performance management system can enable the enterprise and its various departments and employees to reach a consensus on performance goals and how to achieve them, thereby achieving the ultimate goal of the enterprise. Xu (2024) Enterprises should continuously optimize and improve the organizational performance management system, do a good job in daily supervision and effective implementation. At the same time, performance appraisal management should be linked with various human resources work

such as enterprise recruitment, training, and talent cultivation, play a coordinated role, mobilize employees' enthusiasm and initiative, improve the quality and efficiency of enterprise operations, and promote high-quality development of enterprises.

3.3 The relationship between human resource management and staff training in tennis events in Yunnan Province

Lazzara (2021) An organization's human capital is one of its most important assets. Excellent employees can help improve productivity. Investing in employee training and career development provides them with a competitive advantage and is a way to retain talent. In order to truly gain the benefits of training, organizations must invest resources to effectively design, deliver and evaluate training. In addition, organizations must ensure the continuity of employee training and acquisition of capabilities so that employees can retain and skillfully use the knowledge, skills and attitudes they have been trained for a long time at work to eliminate decline. Shi (2023) Employee training can improve employee performance and capabilities; promote organizational innovation and competitiveness; enhance employee satisfaction and loyalty; convey and strengthen the organization's values and culture, enhance teamwork and collaboration capabilities; and improve the adaptability of existing employees so that they can adapt to organizational changes and new job requirements; therefore, organizations should attach importance to and invest sufficient resources and energy to carry out effective employee training. Yu and Dai(2013)As the initial link in the supply of event elements, the value created by the training of specialized talents in the sports industry is crucial to the level of the entire event. It is necessary to improve the relevant professional standards and qualification assessment system, as well as a reasonable and efficient employment and selection mechanism, and absorb talents from different professional fields to participate in the operation of the event, so as to provide human resources support for the sustainable development of the event.

3.4 The relationship between human resource management and cooperation in tennis events in Yunnan Province

Gagnon Mark A (2014) On the basis of summarizing the research results of previous researchers, it is emphasized that the essence of employee relationship management emphasizes the relationship management among employees, company management, company development and government management agencies. Gu (2021) Employee relationship management plays an important role in human resource management. Reasonable organizational design is very important for the management of employee relations. Therefore, enterprises should organize according to their own business needs and work objectives, allocate the work reasonably, and divide the responsibilities of the staff. Only in this way can the enthusiasm of the staff be brought into play, the performance of the enterprise be improved, and the future development of the enterprise be better and better. Yi (2023) From the perspective of enterprises, employee relationship is the overall process of employees' labor after entering the enterprise, which is bound by the labor contract signed by enterprises and employees. If the employee relationship is bad, it will lead to low work efficiency, and the company's revenue cannot reach the maximization goal. Therefore, from the perspective of enterprise development, it is necessary to strengthen the interpersonal relationship between employees, and apply employee relationship management to the human resource management of enterprises, so as to build a good internal environment in the development of enterprises, enhance the teamwork among employees, and strengthen the construction of enterprise culture.

4 RESEARCH METHODOLOGY

The first step is to study the current status of human resource management of tennis events in Yunnan Province.

The second step is to collect data using the China Online Questionnaire Platform, process and analyze the data using SPSS and SmartPLS4.0 software, and construct the human resource management of tennis events in Yunnan Province.

The third step is to use the focus group discussion method to test and confirm the influencing factors and structural equation model of human resource management of

tennis events in Yunnan Province. The sample data of this study comes from the China Tennis Tour Anning Station (CTA1000) event, and the sample is the participants of the Anning Station (CTA1000) event.

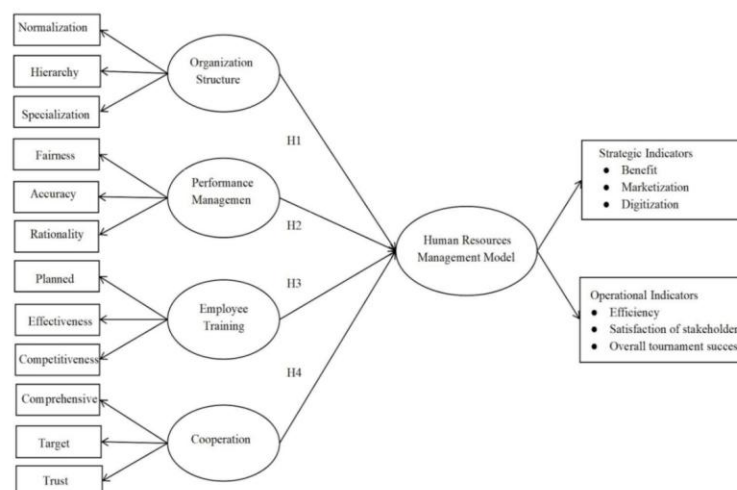
Hair *et al.* (2010) proposed an empirical sample size estimation guideline when discussing multivariate statistical techniques such as structural equation modeling (SEM): each observed variable should be matched with approximately 20 to 25 samples to ensure the stability and statistical power of model estimation. Stevens (2012) does discuss the relationship between sample size and the number of variables in his work and provides some guidelines. The author recommends that the ratio of sample size to the number of variables should be 20:1 when conducting discriminant analysis to ensure the stability of the coefficients and the reliability of the results. This means that for each independent variable, it is recommended to have at least 20 samples.

This study includes 4 independent variables and 1 dependent variable, totaling 18 observed variables. According to the empirical rules of the structural equation model, the minimum sample size required for the study of 18 latent variables is $20 \times 18 = 360$. Therefore, this paper finally collected 400 valid questionnaires, and the sample size met the basic requirements of the structural equation model analysis and had good statistical validity and analytical reliability.

5 CONCEPTUAL FRAMEWORK

Figure 1

Conceptual Framework



The conceptual model provides the basic hypothetical relationship between organizational structure, performance management, employee training, collaboration and human resource management of tennis events in Yunnan Province. The hypotheses are as follows:

H1: The organizational structure has a significant and positive effect on the efficiency and effectiveness of the human resource management model in the Yunnan Tennis Tournaments.

H2: Performance management practices significantly and positively influence the functionality and outcomes of the human resource management model in the Yunnan Tennis Tournaments.

H3: Employee training programs have a significant and positive impact on the capability and adaptability of the human resource management model in the Yunnan Tennis Tournaments.

H4: Cooperative practices among stakeholders significantly enhance the operational effectiveness and cohesion within the human resource management model in the Yunnan Tennis Tournaments.

6 RESEARCH RESULTS

Research on human resource management of tennis events in Yunnan Province. This paper adopts a mixed method of qualitative and quantitative research.

6.1 The current situation of human resource management in tennis events in Yunnan Province

This section studies the current status of human resource management in tennis events in Yunnan Province. This is a qualitative study conducted by researchers, setting an interview outline based on textbooks, literature, concepts, theories, and related domestic and foreign research content. Together with 5 experts, check the quality and effectiveness of the content, such as the correctness of the use of language, the matching, appropriateness, and consistency of the content. Improve the language idioms used in the structured interview format by looking for the International Olympic Committee Index (Objective Index of Consistency: IOC) (Rovinelli, & Hamblton, 1977, pp. 49-60),

considering the IOC value greater than 0.5, to see if it is appropriate and correct. After being rated by 5 experts, all questions scored higher than 0.5 points, indicating that the questionnaire has strong construct validity. Structured interviews can be either quantitative research or qualitative research. If the questions used in a structured interview are closed-ended, meaning that the answers are pre-determined, then this type of interview belongs to quantitative research. If the questions used in a structured interview are open-ended, meaning that there are no pre-determined answers and the answers vary from person to person, then this type of interview belongs to qualitative research. Structured interviews, also known as standardized interviews, typically use pre-designed and structured questionnaires to ensure a highly standardized interview process.

The human resource management of tennis events in Yunnan Province is generally in the development stage. In recent years, tennis has developed rapidly, and event activities have become increasingly frequent, covering a variety of types such as youth, amateur and professional. The organizers include the government, sports associations and market-oriented institutions. However, in the process of event development, there are still many problems in human resource management. At present, most event organizations adopt a temporary project team model, with unstable personnel composition and a shortage of professional talents, especially high-level referees and event operators. In addition, although there are sufficient volunteers, the training mechanism is not sound, there is a lack of systematic management, and the service quality is uneven. At the same time, events mostly rely on external personnel to fill technical positions, which increases costs and organizational difficulties. In terms of recruitment and training, most events adopt temporary recruitment methods, lack long-term planning and reserves, and have weak incentive mechanisms, low staff enthusiasm and high mobility. The guarantee system is also imperfect, such as inadequate insurance, accommodation and transportation support, which affects the overall event experience.

6.2 Analysis of factors affecting human resource management in tennis events in Yunnan Province

6.2.1 Descriptive statistical analysis

This study organized and analyzed the basic information of the respondents, and

described the overall distribution of the sample in terms of gender, age, and years of involvement in tennis

6.2.2 Reliability analysis

Table 1

Reliability testing

Variables	I	Cronb	Cronb	Total
Normalization	4	0.908		
Hierarchy	4	0.949	0.912	
Specialization	4	0.969		
Fairness	4	0.894		
Accuracy	4	0.955	0.901	
Rationality	4	0.975		
Planned	4	0.903		
Effectiveness	4	0.941	0.878	
Competitiveness	4	0.967		0.958
Comprehensive	4	0.902		
Target	4	0.950	0.865	
Trust	4	0.951		
Benefit	4	0.945		
Marketization	4	0.893		
Digitization	4	0.949	0.903	
Efficiency	4	0.874		
Satisfaction of stakeholders	4	0.976		
Overall tournament success	4	0.970		

This paper uses Cronbach's Alpha coefficient to test the reliability of the collected data, and uses SPSS25.0 version of statistical software to analyze the reliability of the scale. Regarding the reliability test standard, the academic community believes that the minimum standard of the reliability coefficient is 0.7. Table 1 shows that the Cronbach's coefficient of each measurement variable is between 0.874 and 0.970, and the overall Cronbach's coefficient of this scale is 0.958, indicating that the scale has good internal consistency, which to a certain extent reflects the reliability of the measurement scale of this study and provides a strong guarantee for the validity of subsequent research results.

6.2.3 Validity analysis

Table 2

Validation Factor AVE and CR Index Values

Validity	Loading	AVE	CR
Accuracy	0.885	0.881	0.955
Benefit	0.865	0.858	0.945
Competitiveness	0.912	0.909	0.966
Comprehensive	0.779	0.772	0.902
Digitization	0.874	0.868	0.949
Effectiveness	0.856	0.850	0.941
Efficiency	0.736	0.726	0.876
Fairness	0.775	0.758	0.894
Hierarchy	0.872	0.868	0.95
Marketization	0.772	0.758	0.895
Normalization	0.800	0.785	0.909
Tournament	0.919	0.774	0.969
Planned	0.790	0.930	0.903
Rationality	0.932	0.932	0.975
Satisfaction	0.933	0.916	0.976
Specialization	0.919	0.870	0.97
Target	0.877	0.916	0.95
Trust	0.877	0.871	0.951

The results of the comprehensive validity test show that the combined reliability CR of the six variables and their dimensions in this survey are all above 0.7, and the average variance extracted (AVE) is higher than 0.5, indicating that the variables and dimensions have strong aggregation.

Table 3

Heterotrait-Monotrait Ratio (HTMT)

	Organization Structure	Performance Management	Employee Training	Cooperation	Human Resources Management Model
Organization Structure					

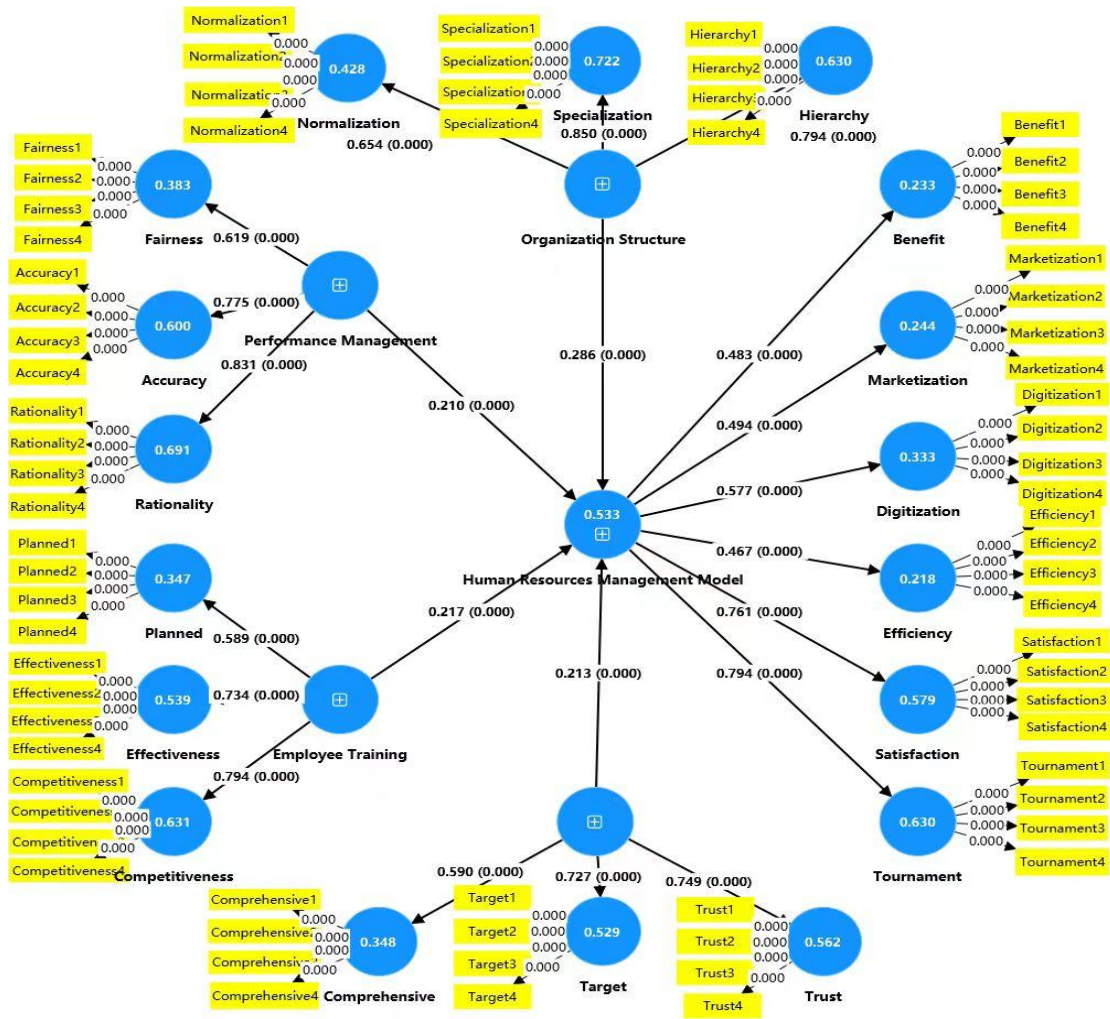
Performance Management	0.610			
Employee Training	0.600	0.571		
Cooperation	0.521	0.473	0.451	
Human Resources Management Model	0.661	0.620	0.602	0.571

According to the data in the table, the Heterotrait-Monotrait Ratio (HTMT) values show the discriminant validity between different variables. All HTMT values are lower than 0.85, which indicates good discriminant validity between the variables, that is, there is not much overlap or high correlation between these latent variables. Specifically, the HTMT values between "Human Resources Management Model" and other variables (such as "Organization Structure", "Performance Management", etc.) are generally high, but still do not exceed the threshold of 0.85, which further supports the good discriminant validity of the model. Therefore, it can be considered that these variables are relatively independent in terms of constructs and can effectively represent different concepts.

6.2.4 Structural equation model

This study uses SmartPLS4.0 to build a path model and imports the collected 400 sample data into it. The path model estimation diagram is shown in Figure 2.

Figure 2
Schematic diagram of the structural mode



Source: Constructed by the researcher

Table 4
Variable Interpretation Rate

Variables	R2	调整后的R2
Accuracy	0.600	0.599
Benefit	0.233	0.232
Competitiveness	0.631	0.630
Comprehensive	0.348	0.346
Digitization	0.333	0.331
Effectiveness	0.539	0.538
Efficiency	0.218	0.216
Fairness	0.383	0.382
Hierarchy	0.630	0.629

Human Resources Management Model	0.533	0.529
Marketization	0.244	0.242
Normalization	0.428	0.427
Planned	0.347	0.345
Rationality	0.691	0.690
Satisfaction	0.579	0.578
Specialization	0.722	0.722
Target	0.529	0.528
Tournament	0.630	0.630

According to the data in Table 4, overall, the R^2 value and adjusted R^2 value of the structural equation model indicate that the model has good explanatory power for most variables and can effectively explain the variability of its related constructs. Most variables have high R^2 values, indicating that the model has a good fit in these aspects, can stably capture the relationship between the variables, and has strong predictive ability and overall robustness.

Table 5

Variable prediction determination coefficient

Regression path	f-square	Result
Cooperation -> Human Resources Management Model	0.071	medium
Employee Training -> Human Resources Management Model	0.062	medium
Organization Structure -> Human Resources Management Model	0.098	medium
Performance Management -> Human Resources Management Model	0.056	medium

According to the data in Table 5, the f-square values of all regression paths are in the medium range ($0.02 < f^2 < 0.15$), which indicates that the predictive power of these paths for the human resource management model is at a medium level. Specifically, the impact of "organizational structure", "employee training" and "cooperation" on the human resource management model is relatively close, while the impact of "performance management" on the model is slightly lower, but still within the medium effect range. This shows that each variable has a certain effect on the explanation of the human resource management model.

Table 6*Correlation value analysis of predictive ability*

Variables	SSO	SSE	Q ² (=1-SSE/SSO)	Result
Cooperation	4800	3252.42	0.322	medium
Employee Training	4800	3077.165	0.359	medium
Organization Structure	4800	2647.589	0.448	medium
Performance Management	4800	2791.793	0.418	medium

According to the data in Table 6, the Q² values of all variables are in the medium range ($0.02 < Q^2 < 0.35$), indicating that the predictive ability of each variable shows a certain effect in the model. Specifically, "Organizational Structure" has a strong predictive ability for the model, with a Q² value of 0.448, showing its good predictive performance; other variables such as "Employee Training" and "Performance Management" also show strong medium-level predictive ability. These medium-level Q² values indicate that the predictive ability of each variable in the model is relatively stable, which can provide effective predictive support for the model, further enhancing the robustness and effectiveness of the overall model.

Table 7*Hypothesis Testing*

Regression path	β	SE	T value	P value	95% Lower	95% Upper	Decide
Cooperation -> Human Resources Management Model	0.213	0.042	5.033	0.000	0.132	0.299	Supported
Employee Training -> Human Resources Management Model	0.217	0.043	5.041	0.000	0.134	0.300	Supported
Organization Structure -> Human Resources Management Model	0.286	0.044	6.512	0.000	0.196	0.368	Supported
Performance Management -> Human Resources Management Model	0.210	0.046	4.550	0.000	0.118	0.298	Supported

(1) Organization Structure -> Human Resources Management Model, the β value of this path is 0.286, the T value is 6.512, and the P value is 0.000, which shows that the

organizational structure has a significant impact on the human resource management model, That is, the null hypothesis H1 is true.

(2) Performance Management -> Human Resources Management Model, the β value of the "performance management" path is 0.210, the T value is 4.550, and the P value is 0.000, indicating that performance management has a significant positive impact on the human resource management model, That is, the null hypothesis H2 is true.

(3) Employee Training -> Human Resources Management Model, Regarding the impact of "employee training" on the human resource management model, the β value is 0.217, the T value is 5.041, and the P value is 0.000, which shows that employee training also has a significant positive impact on the human resource management model, That is, the null hypothesis H3 is true.

(4) Cooperation -> Human Resources Management Model, the β value of this path is 0.213, the T value is 5.033, and the P value is 0.000, indicating that cooperation has a significant positive impact on the human resource management model. That is, the null hypothesis H4 is true.

6.3 Review and confirm the human resource management model of tennis events in Yunnan Province through focus groups

This study convened a panel of 11 industry stakeholders to summarize and validate previous research. The panel discussion was held with: (1) 2 experts in event operation management. (2) 2 experts in event organization management. (3) 2 experts and scholars in the field of university event management. (4) 2 sponsors of the competition. (5) 3 referees at or above the national level. Through purposeful random sampling, a total of 15 people were collected. First, the researcher reported the results of the previous research and asked the panel members individually. Second, the panel members confirmed the findings and provided opinions according to the focus group. Finally, the researcher collected the opinions of the panel members on the results of the meeting discussion.

This study analyzed the current situation of human resource management in tennis events in Yunnan Province and the research data, which was unanimously approved. The quantitative research results are all interpretable to a certain extent, and the structural

equation model has good credibility and validity, and has certain promotion value.

7 DISCUSS

The results of the impact of effective organizational structure and system management on the results of human resource management in tennis events are consistent, and the important theoretical support of collaborative research is particularly emphasized.

1. The organization is the core of the event operation. Whether it is a large-scale international event or a small-scale competition at the community level, a professional organization is needed to plan, execute and manage all aspects.

2. Performance management has a dual meaning in event human resource management. On the one hand, it helps identify excellent coaches, referees and managers to improve the overall level of competition; on the other hand, through regular evaluation and feedback, it ensures that every employee can give full play to their potential.

3. Staff training. Whether it is coaches, referees or logistics support staff, they need to constantly learn and improve their skills to cope with the ever-changing event environment and technological development. Regular staff training is an important means to ensure the success of the event.

4. Collaboration is the most critical link among the above four variables. In the process of event organization, multi-party collaboration is usually required, such as cooperation between organizers, sponsors, referee teams and player representatives. Good collaboration can ensure that information is smooth among departments, resources are reasonably allocated, and problems that arise can be quickly resolved.

These four variables interact with each other to ensure the efficient operation of tennis events. The organization provides structural support, performance management optimizes the quality of the event, staff training improves professional capabilities, and collaboration runs through it to ensure the smooth operation and successful hosting of the event.

8 SUGGESTION

8.1 Optimize the organizational structure and improve the efficiency of event management

Establish a flat and efficient event management structure, reduce levels, and improve decision-making speed. Adopt an intelligent management system to optimize event scheduling, volunteer management, and resource allocation. Clarify the responsibilities of each department, improve the cross-departmental communication mechanism, and ensure that all aspects of the event are closely connected.

8.2 Strengthen performance management and improve event quality and service level

Introduce KPI system to conduct quantitative assessment of referees, public relations, logistics and other positions. Based on the feedback from players, spectators and partners, continuously optimize the event organization and service quality. Establish incentive mechanisms, such as bonus system and promotion channels, to enhance the enthusiasm of the event team.

8.3 Strengthen staff training and improve the professional capabilities of the event team

Develop standardized training plans for referees, event staff and volunteers to ensure job professionalism. Introduce international event management experience and combine technological means (such as Hawkeye system, data analysis) to improve skill levels. Establish a long-term learning mechanism and cooperate with universities and sports organizations to cultivate high-quality event management talents.

8.4 Enhance the collaboration mechanism and optimize the overall operation of the event

Strengthen the internal collaboration of the event management team, set up cross-

departmental coordination meetings, and improve the efficiency of information sharing. Deepen cooperation with the government, sponsors, media, players and fans to promote event brand building. Use digital platforms (such as social media, event management systems) to improve communication and collaboration efficiency and optimize the event experience.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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