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Sports Management and Sociology

2nd Biennial International Congress on New Challenges of Sport Sciences and Health on the Silk Road
Iran- Tabriz 2024

20 and 21 February, 2024

کتابچه مقالات همایش

مدیریت و جامعه شناسی ورزشی

دومین همایش دوسالانه بین‌المللی چالش‌های نوین

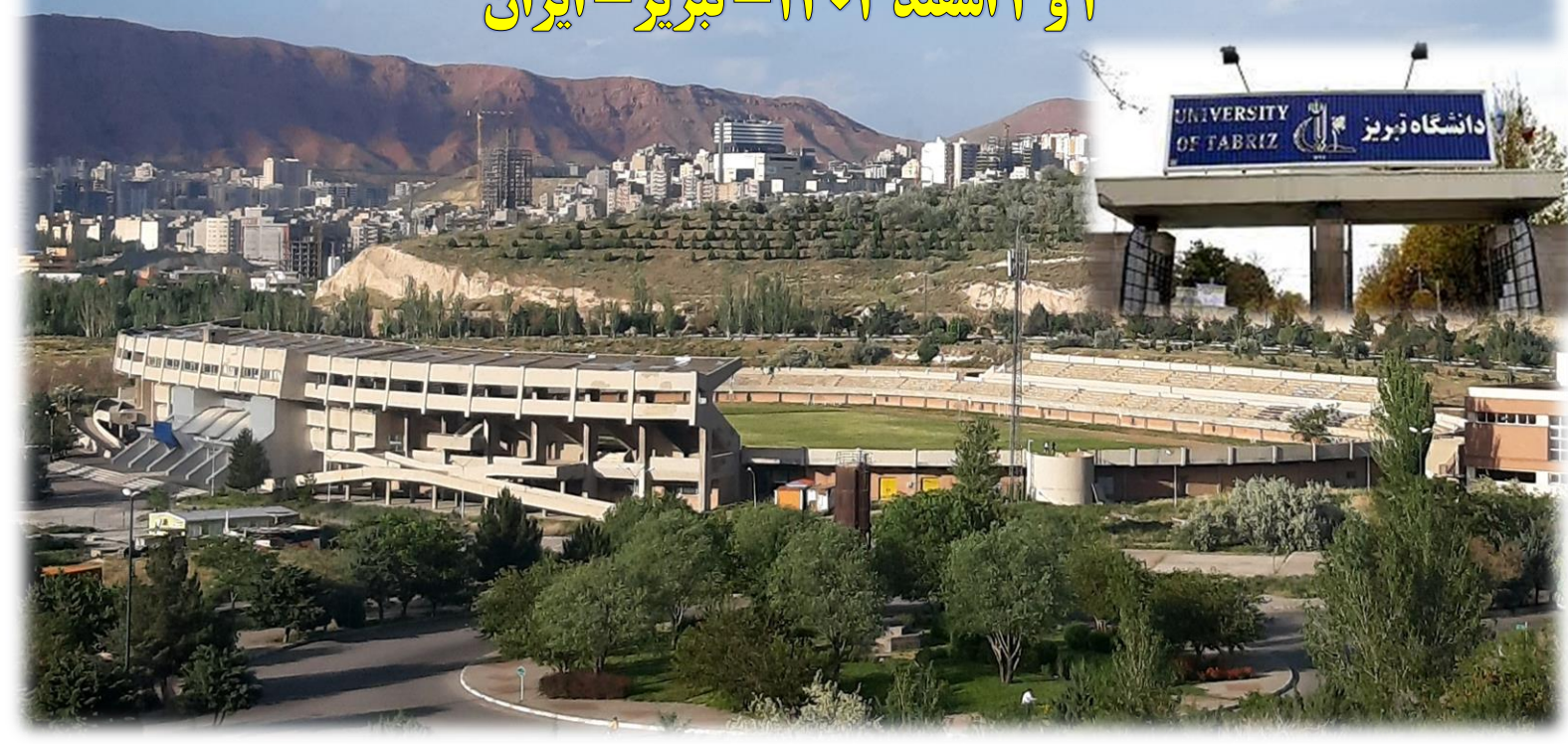علوم ورزشی و تندرستی در جاده ابریشم

۱ و ۱۲ اسفند ۱۴۰۲– تبریز–ایران

UNIVERSITY OF TABRIZ

دانشگاه تبریز

002231-77177

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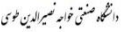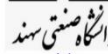
Conference Introduction

Dear Participant,

In the past, the Silk Road connected various commercial networks, symbolizing international exchanges in scientific, cultural, and commercial domains. Today, it remains a representation of global interactions and can play a significant role in scientific and sports diplomacy. In this conference, emphasis is placed on the role of our country, Iran, situated along the main route of the Silk Road, serving as a bridge between the East and the West. It can contribute to strengthening international relations, particularly in the field of sports. Nowadays, the role of sports in individual and societal life is prominent, and what our country needs is a scientific and practical approach in various sports sciences. In this regard, presenting the latest scientific achievements and implementing them can lead to sustainable development in this field.

The *2nd Biennial International Congress on New Challenges of Sport Sciences and Health on the Silk Road* aims to bring together academics, students, executive managers, athletes, and all enthusiasts for collaborative thinking, exchanging the latest fundamental, developmental, and applied achievements. The focus is on moving towards meeting the health needs of society, with an emphasis on sports sciences and national and international development. The conference is organized by the Faculty of Physical Education and Sports Sciences at the University of Tabriz, Tabriz of Iran, with the participation of prominent domestic and foreign scientists and researchers. The first edition was held virtually on February 27 and 28, 2022, and this year, we are honored to organize the second edition on February 20 and 21, 2024.

This conference provides a valuable opportunity for scientific exchanges and sharing research findings to enhance the scientific and practical level in the field of sports sciences and related disciplines. Side sessions, in the form of specialized scientific workshops, addressed challenges and perspectives in sports sciences, creating a suitable and efficient space for the active participation of sports science specialists to enhance scientific collaboration. It is hoped that the results of this conference will effectively contribute to formulating scientific programs and increasing public participation in sports, ultimately achieving high goals in sports and health for various segments of society.

Scientific Secretary of the Conference,

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مسئولیت محتوای مقالات چاپ شده بر عهده نویسندگان است.

The 2nd Biennial Internatinal Congress

of New Challenges of Sport Sciences and Health

on the SILK ROAD

Congress topics:

Exercise physiology and nutrition

Sports management and sociology

Motor behavior and sports psychology

Sports biomechanics, pathology and corrective exercise

Organizer: University of Tabriz   Congress will be held **virtually**

Venue: faculty of physical education and sports sciences

Date of the congress: 20 and 21 February 2024

Deadline for sending abstracts of the articles: 9 February 2024

The deadline for registration in the congress: February 9, 2024

EXTENDED

Communication ways:

Secretariat address: Faculty of physical education and sports science, University of Tabriz, 29th Bahman boulevard, Tabriz, Iran

Phone: 984133393251   **Fax:** 984133356008

Instagram: Tabrizu.pe.sport   **Email:** srsc@tabrizu.ac.ir

Congress website: srsc.tabrizu.ac.ir

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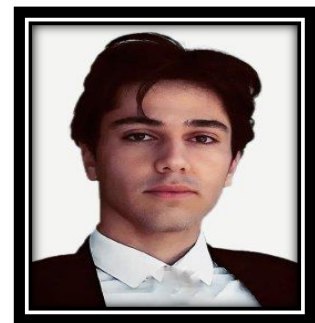

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همایش دوسالانه بین المللـی چالش‌های
نوین علوم ورزشی و تندرستی در جاده
ابریشم، ایران- تبریز – ۱۴۰۲

Keynote Speakers & Workshop

Sports management and sociology

سخنرانان کلیدی

,

مدرس کارگاه

مدیریت و جامعه شناسی ورزشی

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Faculty Of Sports Sciences, Istanbul University-Cerrahpasa, Turkey

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Dr. Kadir Yildiz
Manisa Celal Bayar University, Faculty of Sports Sciences, Celal Bayar University, Turkey

Title: **Outdoor Education and Experiential Learning**

Dr. Hamid Gasemi
Payam Noor University of Tehran, Tehran, Iran

Title: **Sociology of Sport**

Dr. Vajiheh Javani
University of Tabriz, Tabriz, Iran

Title: **Digital marketing in sports**

Dr. Fatemeh Abdavi
University of Tabriz, Tabriz, Iran

Workshop title: **Familiarity with new types of research and new challenges in sports management**

Oral Presentations

Sports management and sociology

مقالات سخنرانی

مدیریت و جامعه شناسی ورزش

Modeling the role of sustainable supply chain management dimensions on operational performance Tehran sports complexes

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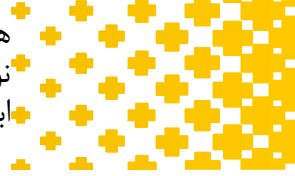*navabakhsh@srbiau.ac.ir*

Abstract:

Introduction: Supply chain management is the management and coordination of a complex network of activities involved in providing the final product to the customer. The purpose of this study is to model the role of sustainable supply chain management dimensions on the operational performance of sports complexes in Tehran. The current research will be a descriptive-correlation research, which is practical in terms of implementation and contemporary in terms of time. The statistical population of this research was all the employees using sports complexes in Tehran. The sampling method in this research was stratified cluster. Using geographic regions, the big sports complexes of Tehran were divided into 5 regions: East, West, North, South, and Center. By referring to these sports complexes, the researcher gave the questionnaire to 5 personnel from each complex, and finally the analysis was done on 385 questionnaires. The research tool was a questionnaire. The aforementioned questionnaire was reported to have a reliability higher than 0.7 by Cronbach's alpha retesting method, which is acceptable, and its face and content validity was confirmed by 12 sports management professors. Kolmograph-Smirnov test, t-test, Pearson correlation, linear regression and structural equation modeling were used to check research hypotheses. Data were analyzed with SPSS version 22 and Smart PLS version 3 software. The findings showed that there is a positive and significant relationship between supply chain management and its dimensions with operational performance, as well as between operational performance and its dimensions with sustainable supply chain management; The findings of the structural equation modeling test showed that the research model has a good fit, and the indicators have adequate validity and reliability, and all paths were positive and significant. Considering the limited resources available in the country, the sustainable supply chain is one of the suitable options for using more and better resources and improving the biological and financial performance for sports clubs. Also, the sustainable supply chain is a suitable tool for long-term profitability and improving financial performance in the long term for organizations, therefore, in developing countries such as Iran, suitable infrastructures can be established for the establishment and use of sustainable supply chains for Service and production companies should be considered.

Key word: Modeling- sustainable supply chain management- sports complexes- operational performance

Introduction

In the existing competitive market, economic and production enterprises, in addition to dealing with the organization and internal resources, find themselves in need of managing and monitoring related resources and elements outside the organization. The reason for this issue is actually achieving a competitive advantage or advantages with the aim of gaining more market share (Arabi et al., 2023).

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Many business regulations and regulations have examined the relationship between production and operational operations of companies and sustainable performance. Sustainable human re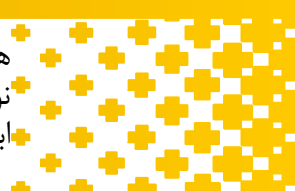source management and sustainable development goals are related through the usual components of human factors, because the tendencies, behavior and consumption of human resources have a direct effect on the social and biological actions of humans (Chams and Garcia-Blanden, 2019). However, carrying out actions and methods related to sustainability is not achieved only by some factors in the company and requires the long-term cooperation of all shareholders, employees and factors in the supply chain, which includes suppliers, retailers, service providers and it becomes customers to whom goods and services are offered. Therefore, a complete understanding of the effects of sustainability practices and methods on the behavior and purchase tendencies of travelers requires the investigation of sustainability practices of all members of the supply chain in environmental, social and economic dimensions (Zhou and Gursoy, 2015). Operational performance is also one of the most important concepts discussed in management researches, and it is undoubtedly the most important measure of success in commercial companies. Today, including the concept of sustainability in the design of the supply chain network, considering The effects of the growing world population and as a result the increase of human activities have become an important issue for organizations, governments and people, especially those who love the environment (Arabi et al., 2023). In this regard, sports facilities as a Sports organizations are guided by organizational staff in all aspects of sports and have environmental effects. Therefore, all aspects of sports are intertwined with environmental issues. In the last three decades, there have been significant changes in sports organizations and these organizations have turned from a beginner organization to a business organization. This growth and development has also increased managerial expectations (Khaksar and Soleimani, 1991). By using this tool (sustainable supply chain management), the organization will be able to develop its business relationships by optimizing the exchange of information with business partners such as raw material suppliers, product distributors, and cargo transportation contractors. In this way, the economic enterprise will be able to market its product in much less time and reduce the production time and wasted costs. The supply chain is a dynamic entity that contains product and financial information flows. The term supply chain refers to the flow of materials and products, information and money that flows from customers to retailers, then to distributors/wholesalers, then to the final product manufacturer, and then to suppliers and vice versa. Also, in the supply chain, there can be more than one unit at each stage, which is why using the term supply network will be more suitable for it (Khaksar and Soleimani, 2022). It includes the work and the result of that activity, in fact, the performance is the result of the action. Operational performance refers to how the organization achieves market goals as well as financial goals. Performance in the word means the state or quality of operation, so operational performance is a general structure that refers to how organizational operations are performed. Also, the operational performance is the measurable results, decisions and organizational actions that show the degree of success in the achievements. The success of the strategies of any group or company is reflected in its performance, the performance of this group or companies is the degree of success of the company in creating value for different parts of the market. Finally, the performance of the group and company to achieve business goals is determined through their different units (Habibpour, 2019). Supply chain management operations have a direct and positive effect on the level of performance of wooden furniture companies, also in the dimension of sustainable supply chain, dimensions of delay time, product cost and design and compatibility with the environment were prioritized first to third. In the performance dimension, the dimensions of quick response to the changes proposed by customers in the product volume, investment return and customers' preference for buying from top brands were in the first to third priority (Arabi et al., 2023). The condition of overcoming the business environmental conditions is the use of concepts and the combined models of the supply chain are the synergistic effects of the characteristics of the components of the combined model and maximizing the efficiency of the supply chain (Najafi et al.,

2022). Demand forecast sharing using cost function-based forecast markets leads to improvements in partners' profits compared to alternatives to direct forecast sharing. In addition, they showed that this improvement is uniform according to the accuracy of supply chain partners' forecast (Kirimi et al., 2022). Supply chain management can directly affect the effectiveness and comprehensive quality management of employees. Also, the results of the Sobel test (9/18) confirmed the mediating role of total quality management. The result of the VAF test meant that the total quality management variable can explain 0.42 of the effects of supply chain management on organizational effectiveness. According to this result, it is suggested to the managers of Star Wire and Cable Company of Yazd to create strategies in supply chain management to influence comprehensive quality management so that they can ultimately increase the organizational effectiveness of their employees (Sheshebari and Shojaei, 2021).

Method

The current research was a descriptive-correlational research, which is practical in terms of implementation and contemporary in terms of time. The statistical population of this research was all the employees using sports complexes in Tehran, who must have at least two years of experience in the sports complex. Have. The sampling method in this research was stratified cluster. Using geographic regions, the big sports complexes of Tehran were divided into 5 regions: East, West, North, South, and Center. By referring to these sports complexes, the researcher gave the questionnaire to 5 personnel from each complex and finally 412 questionnaires were completed, after removing some defective questionnaires or those with outlier data, analysis was performed on 385 questionnaires. Considering the approximate size of more than 1000 employees of sports complexes in Tehran, according to Cochran's formula, the number of 385 questionnaires is sufficient. The research tool was two questionnaires. First, the standard questionnaire of sustainable supply chain management is Lin (2014). This questionnaire has goals related to all four dimensions of sustainable development, including economic, social, environmental and operational dimensions. Which includes 17 questions that were evaluated on a 5-point Likert scale. The economic dimension included 3 questions, the social dimension included 4 questions, the environmental dimension included 4 questions, and the operational dimension included 6 questions. To evaluate operational performance, the operational performance evaluation questionnaire that was designed and developed by Rasi et al. This questionnaire has 17 items and dimensions of quality, cost, transformation and flexibility. The method of this research is descriptive correlation and to test the hypotheses, t-tests, correlation coefficient, linear regression and structural equation modeling were used. From the structural equation modeling method, the dimensions of the sustainable supply chain including four economic, social, environmental and operational dimensions were tested as hidden variables and their indicators as observed variables. To test the hypotheses, one-sample t-tests, correlation coefficient, linear regression and structural equation modeling were used. From the structural equation modeling method, the dimensions of the sustainable supply chain including four economic, social, environmental and operational dimensions were tested as hidden variables and their indicators as observed variables. The Kolmogorov-Smirnov test was used to check whether the data distribution was normal or not. The data was analyzed with SPSS version 22 and Smart PLS version 3 software.

Result

Table 1. Factor load of the research subjects

Factor	questions	The values of significant coefficients t(t)	(Standard coefficients load β
Economic dimension	Q1	50/55	0/964
	Q2	5/781	0/819
	Q3	9/949	0/936
Social dimension	Q4	6/031	0/827
	Q5	7/726	0/905
	Q6	53/25	0/953
	Q7	11/18	0/863
Environmental dimension	Q8	10/17	0/837
	Q9	15/55	0/922
	Q10	11/90	0/896
	Q11	48/46	0/961
dimension Operational	Q12	21/75	0/960
	Q13	16/93	0/942
	Q14	11/31	0/877
	Q15	134/32	0/985
	Q16	10/85	0/866
	Q17	134/42	0/985
Quality	Q18	20/65	0/946
	Q19	24/59	0/949
	Q20	22/28	0/949
	Q21	26/26	0/903
Evolution	Q22	19/83	0/927
	Q23	18/80	0/919
	Q24	23/94	0/954
	Q25	23/45	0/944
	Q26	108/30	0/982
flexibility	Q27	19/55	0/903
	Q28	28/45	0/940
	Q29	28/69	0/941
	Q30	24/13	0/940
Cost	Q31	79/70	0/972
	Q32	19/61	0/952
	Q33	24/91	0/932
	Q34	18/10	0/922

In this section, the reliability of the model was evaluated with three indicators: Cronbach's alpha coefficient, combined reliability and extracted variance square. Then, convergent validity was analyzed using the average variance extracted, and divergent validity was also analyzed using the Fornell-Larker method.
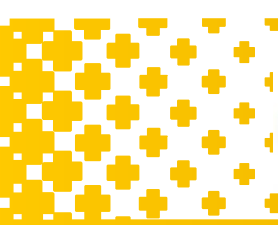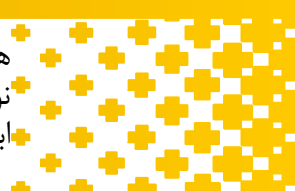
Table 2. Examining validity and reliability indicators of the research structure

Structure	The square of the extracted variance AVE	Composite reliability	Cronbach's alpha
Cost	0/88	0/96	0/95
Economic	0/82	0/93	0/89
Evolution	0/89	0/97	0/97
Quality	0/87	0/97	0/95
Supply Chain Management	0/84	0/96	0/96
environmental	0/81	0/94	0/92
flexibility	0/86	0/96	0/94
operational	0/88	0/97	0/97
operational performance	0/90	0/89	0/89
social	0/78	0/93	0/91

According to the test results in the table above, Cronbach's alpha is higher than 0.7, which shows the high internal stability of the questionnaire. Dillon-Goldstein coefficient or composite reliability (index of internal consistency of the measurement model) is the constructs. This criterion is a more modern criterion that PLS reports to evaluate the reliability of the model, during which the reliability of the structure is calculated not in absolute terms but according to the correlation of the structures with each other, which should be more than 0.7. The values obtained for these indicators also indicate the acceptable reliability of the current research model. Also, the Average Variance Extracted Index (AVE) was used to check the convergent validity. Values above 0.5 are acceptable in this section. According to the model test results in the table above, the convergent validity of the measurement model was acceptable. Two common methods for measuring discriminant or differential validity in SmartPLS version 3 software are: 1) interpretation of Fornell and Larcker matrix. It is worth mentioning that another indicator is discriminant or differential validity based on Fornell and Larcker matrix. The interpretation of this matrix is that the mean square of a structure must be greater than the square of that structure with other structures. The values located in the main diameter of each column must be greater than their lower values and, if any, if the desired variable is not in the first column, it must be greater than its left values. Therefore, in such a case, we can claim that the fit of the structural model is provided in terms of the differential validity index. Cross-factor loadings: discriminant validity is checked through another matrix, and it is cross-factor loadings; That is, when we look at the output table of the software, the correlation value of the objects of a structure should be higher than the correlation value of the objects of that structure with other structures. But according to numerous articles, reporting the values of the Fornell and Larcker matrix is sufficient for differential validity.

Table 3. Fornell-Larker test results

social	operational performance	operational	flexibility	environmental	Supply Chain Management	Quality	Evolution	Economic	Cost	Structure
									0/93	Cost
								0/90	0/57	Economic
							0/94	0/58	o/84	Evolution
						0/93	0/90	0/68	0/77	Quality
					0/91	0/87	0/93	0/56	0/92	Supply Chain

										Management
		0/90	0/69	0/85	0/72	0/76	0/57			environmental
		0/93	0/65	0/82	0/82	0/88	0/57	0/91		flexibility
	0/93	0/73	0/83	0/76	0/91	0/80	0/72	0/66		operational
0/94	0/73	0/72	0/65	0/87	0/80	0/78	0/53	0/83		operational performance
0/88	0/66	0/86	0/66	0/71	0/68	0/82	0/71	0/80	0/62	social

HTMT index is one of the outputs of SMRATPLS 3 software. In this section, the calculation of this index is shown in SMARTPLS3 software. The appropriate limit of HTMT index is equal to 0.9. If the numbers in the HTMT index matrix are less than 0.9, it means that the divergent validity of the instrument is appropriate**.**

Table 4. HTMT index results

social	operational performance	operational	flexibility	environmental	Supply Chain Management	Quality	Evolution	Economic	Cost	Structure
										Cost
									0/61	Economic
								0/62	0/88	Evolution
							0/83	0/73	0/81	Quality
						0/81	0/85	0/59	0/86	Supply Chain Management
					0/72	0/89	0/75	0/83	0/61	environmental
				0/69	0/87	0/87	0/82	0/61	0/87	flexibility
			0/76	0/83	0/79	0/87	0/82	0/76	0/69	operational
		0/78	0/89	0/71	0/83	0/87	0/84	0/85	0/89	operational performance
	0/71	0/80	0/70	0/87	0/72	0/88	0/74	0/88	0/67	social

To evaluate the internal model or the structural model, there are several indicators, among which the coefficient of determination (R2), (F2) and path coefficients can be mentioned. The coefficient of determination is a basic criterion for evaluating endogenous variables. R2 values equal to 0.18 and 0.52 in PLS path models are described as weak and significant, respectively. The effect size index (F SQUARE) shows the significant effect an independent hidden variable has on the dependent variable. The effect size (F2) is a ratio of changes (R2) to a part of the variance of the endogenous variable that remains unexplained in the model. Effect size, which was also called Cohen's index (F2). According to Cohen (1988), the value of this index is 0.02 (weak), 0.15 (moderate) and 0.35 (strong), respectively. If this index is between 0.02 and 0.15, it has low predictive power. If the value of the effect size index is between 0.15 and 0.35, it has moderate predictive power. Finally, if the effect size index is more than 0.35, it has high predictive power. Based on the results in the table below, the coefficient of determination for all endogenous variables is an acceptable value, which shows the quality of the structural model.
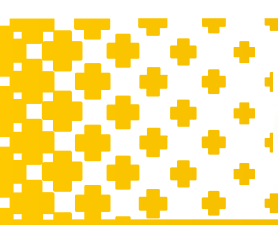
Table 5. Determination coefficient of endogenous research variables

Endogenous variables	R SQUARE
Cost	0/69
Economic	0/31
Evolution	0/61
Quality	0/64
Supply Chain Management	0/48
environmental	0/67
flexibility	0/59
operational performance	0/75
social	0/46

Table 6. Cohen's index value (F2) for exogenous research variables

social	operational performance	operational	flexibility	environmental	Supply Chain Management	Quality	Evolution	Economic	Cost	Structure
0/883	3/156	1/145		0/924				0/457		**Supply Chain Management**
			2/122			1/186	1/611		2/297	**operational performance**

Regarding the path coefficient, which is equivalent to the standardized beta in the regression, values less than 0.3 are interpreted as weak, between 0.3 and 0.6 as moderate, and from 0.6 above as good. The significance of the path coefficient is determined by the BT method and by examining the t index, so that t values higher than 1.96 are considered significant. In Table 17-4, the coefficients of the direct path were reported.

Model fit indices SRMR and NFI indices were used to check the fit of the research model. The residual mean square root index is calculated using the formula $\sqrt{R^2-1}$. The closer this criterion is to zero, the better the model fits. The SRMR standardized residual root mean square index was proposed in more recent studies. If the value of this index is less than 0.05, it is suitable. NFI index, which is also called Bentler-Bonnet index. For values above 0.9, it is acceptable and a sign of model suitability.

Table 7. Checking the fit of the model

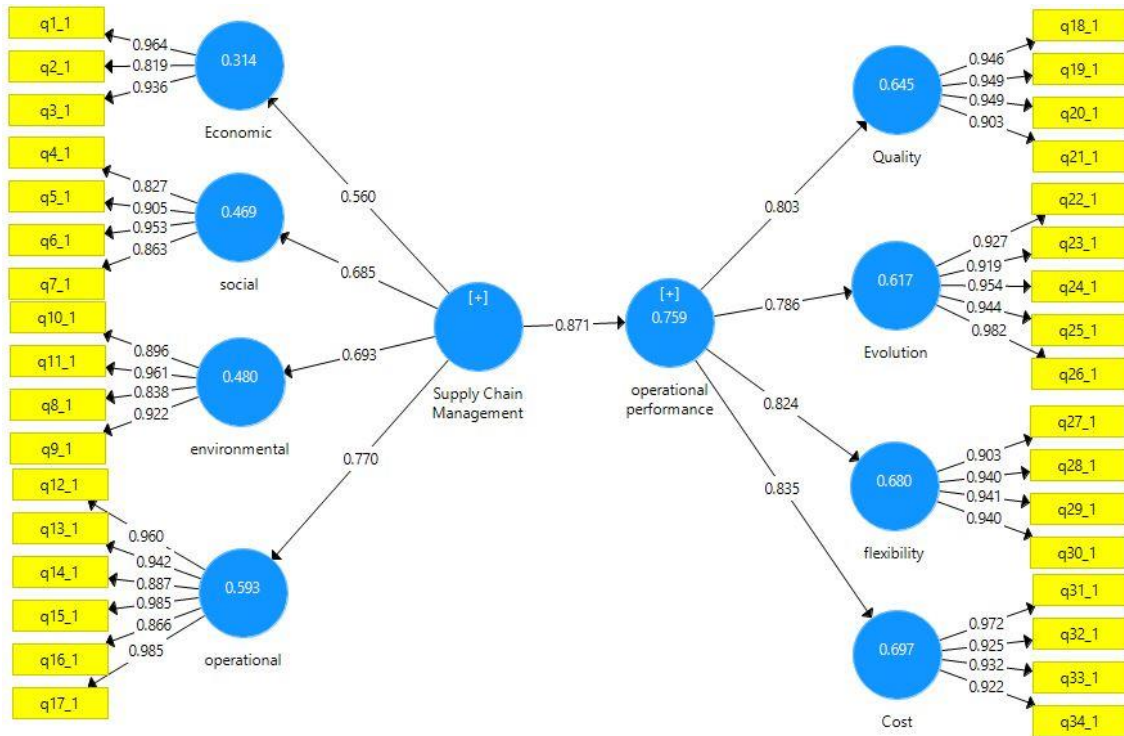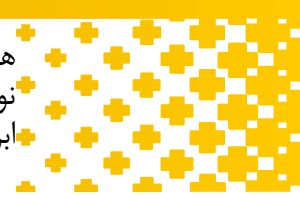| Estimation model	Saturation model	
0/048	0/045	**SRMR**
0/93	0/92	**NFI**

Figure 1. Research model in standard estimation mode

Discussion

In order to meet external pressures and people's demands for sports and adapt to environmental laws, sports complexes should strive to improve the sustainability performance of their organization. The concept of sustainability in most industries is a concept that is developing day by day and most countries prioritize it. have put their work. The concern of the sustainable supply chain in the sports industry and how important it is to observe sustainable management in its supply chain can attract the attention of customers has been one of the necessities of choosing this topic by the researcher. The results of the KMO test showed that the available data can be used for analysis. In other words, the desired amount of data is suitable for factor analysis. The results of the Kolmogorov Smirnov test showed that the data distribution is normal and the significance level obtained is higher than 0.05 and parametric statistical tests can be used. The results of the sample T-Tech test to determine the status of sustainable supply chain management in sports complexes in Tehran showed that the average score of sustainable supply chain management, economic, social and operational dimensions is different from the standard score and is higher than the standard score. It is in a favorable situation, but there was no significant difference in the environmental component with the standard score. The results of the sample T-Tech test to determine the status of operational performance dimensions in sports complexes in Tehran showed that the average score of operational performance, quality and cost is different from the standard score. It is higher than the criterion score and is in a favorable situation, but there was no significant difference with the criterion score in the components of transformation and flexibility. The results of the Pearson correlation test showed that the significance level obtained is less than 0.05. As a result, between supply chain management and its dimensions have a positive and significant relationship with operational performance. The results of the linear regression test showed that the significance level obtained is less than 0.05. As a result, sustainable supply chain management has been able to predict operational performance and its dimensions. The findings of the structural equation modeling test showed that the research model has a good fit, and the validity

and reliability indicators were appropriate, and all paths were positive and significant. Considering the limited resources available in the country, the sustainable supply chain is one of the suitable options for using more and better resources and improving the biological and financial performance for companies. Also, the sustainable supply chain is a suitable tool for long-term profitability and improving financial performance in the long term for organizations, so in developing countries such as Iran, suitable infrastructures can be established for the establishment and use of sustainable supply chain for companies. Be considered a product. By doing this, both the use of resources is saved and the protection of natural and biological resources is increased. Considering that the sustainable supply chain leads to the improvement of the economic performance and to some extent the environmental performance, it can be suggested that the managers of the sustainable supply chain replace their traditional supply chain. Limited resources, sustainable supply chain is one of the suitable options to exploit more and better resources and improve biological and financial performance for organizations. Also, the sustainable supply chain is a suitable tool for long-term profitability and improving economic performance in the long-term for organizations, so it is suggested that sports clubs have suitable infrastructures for the establishment and use of a sustainable supply chain for their collection. It is considered that with this work both the use of resources is saved and the protection of natural and biological resources is increased. Also, nowadays, due to the increasing desire of consumers and producers to use products that are more compatible with the environment, it is suggested to sports managers to improve their financial and environmental performance by implementing sustainable supply chain mechanisms, while increasing their competitive power in the market. to improve Paying attention to the positive effects of supply chain sustainability on the organization's performance (economic and environmental), it is suggested that managers design their organizational activities and programs in such a way as to provide the necessary facilities for creating and implementing sustainability at the level of organizations. It exists and all members of the supply chain are encouraged to benefit from the economic and environmental benefits of this process. Therefore, compliance with environmental principles causes processes and activities to be revised in such a way that the performance of the processes is in such a way that environmental principles are followed, these revisions cause work activities to be done more quickly and accurately. Supply chain management activities can improve the performance of wind clubs in the field of social obligations, which is useful for the whole community, as a result, it draws people's attention to the group's activities and increases customer-centricity, according to the studies conducted. Sustainable supply chain management has a positive effect on economic performance because in the long term it can improve the economic situation by creating more added value.

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Analysis of the environmental situation and the facilities and facilities of multi-purpose sports complexes in Mashhad city

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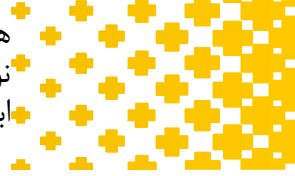Q00989303068494N@gmail.com

Abstract

Introduction: Since sport is a valuable therapeutic, recreational and psychological factor and tool, therefore, adapting and applying some arrangements and creating some equipment and facilities in sports and recreational spaces and places in order to standardize and update these places. The important and dangerous duties of community officials and sports experts. The aim of the present study is to analyze the environmental situation and the facilities of sports facilities in Mashhad city. **Method:** The statistical sample is indoor and outdoor space in Mashhad city. The research tool is the standard checklist of the Environmental Protection Organization. The Klomogrove Smirnov test was used to check the normal distribution of the data and the independent sample t test was used to compare the research variables with the data standards. All analyzes were performed by SPSS version 20 statistical software at a significance level of 5%. **Results:** The results showed that the characteristics of the sports spaces were compared with the standards and the findings showed that the sports spaces do not comply with the standards in terms of environmental management and saving water and energy. The general results of the research show that although today there are significant changes in sports management. **Conclusion:** The country has been established, but we have a long way to go to reach global standards. Therefore, sports facilities need to be planned both quantitatively and qualitatively

Keywords: environmental condition - sports spaces - saving - energy sources.

Introduction

In the first step, the Olympic Movement has paid attention to the environment as a side of the Olympian triangle, along with sports and culture, and by creating the Environment Commission; it has compiled the provision of space and environment free of any dangerous pollution for people's activities in sports arenas [3]. Sports environments are located in natural environments, and existing gaps become an obstacle for exercising. Designing a vision document to preserve the environment needs to examine things such as: the size of the environment - the importance of the environment - the consequences of the limitations of the environment - the definition of sports - sports and the environment - the natural environment - the physical activity of citizens [2]. Also, sports offers healthy options to the society instead of harmful activities such as drug addiction and committing or participating in the commission of various crimes. The results of various researches have shown that people who engage in physical activities regularly are healthier and more ready to do daily tasks in terms of physical strength. Sports activities should be carried out in an environment that is in a favorable state in terms of environmental factors. The air of indoor halls may be polluted due to

smoking, use of harmful colors, unfavorable ventilation and dust, and the air of outdoor places may also be polluted. The reason for the surrounding air pollution is unhealthy. During intense physical activity, the amount of air consumed by the athlete can increase 0 to 60 times and introduce suspended particles, smoke and heavy metals into the body, which in the following years will cause dangerous chronic diseases such as asthma [5].If the human body is healthy, then the body's devices also work well. As a result of health and vitality, a person can use the blessings of life more and benefit from the blessings of life towards higher goals. From the point of view of Islam, man is a noble being, and therefore he cares about his health, hygiene and physical strength. Exercise strengthens the cardio-respiratory systems, regulates blood circulation, digestive system, and nervous system, strengthens muscles, bones, regulates body metabolism, removes toxins and body waste, reduces blood cholesterol, anxiety and stress, and beauty of the body and thousands there are other benefits [7]. The increase in social awareness about the effects of sports activities in maintaining and improving health and the attention of different strata of people, including young people, to a fit and balanced body, has caused a change in people's sports behavior. In this field, the approach the created individualism has made various sports activities more attractive. This procedure has changed the views of sports service providers, and for this reason, future sports activities will be performed in much more diverse places and facilities than traditional places and facilities. Because the type of sports and the time to enjoy them, especially in leisure time, require high quality and luxury spaces [9]. Sports facilities are considered as the most basic hardware part of sports and a part of human facilities and organizations, and a large part of the effects related to sports on society and the environment are affected by it. In addition to that, in the new era, the role of sports and subsequently sports facilities is considered as a basic factor for attracting tourists and also for spending the free time of citizens. Another positive effect of sports on a society is its social effects. It can include increasing the health of the soul, body, excitement, motivation, hope and vitality and even the promotion of national pride in the society. However, in addition to many positive effects, sports have adverse effects such as environmental problems and issues, cultural and social problems[11] Undoubtedly, environmental management innovations such as pollution prevention, cleaner production and sustainable development are inherently multi-purpose processes that require joint industrial environmental reviews; It has economic and social criteria in all decision-making stages [12]Sports facilities are considered as the most basic hardware part of sports and a part of human facilities and organizations, and a large part of the effects related to sports on society and the environment are affected by it. Destruction of the natural and human environment as a result of population growth, industrialization and development of cities has now become a big challenge for cities, especially metropolises, and has turned cities into the focus of environmental policies. Considering that the metropolis of Mashhad suffers from all kinds of pollution and environmental problems, the beginning of any prudent action to organize this situation and solve them, goes through the recognition of the visible and hidden triggers that create this situation and their effective mechanism. The results show that the expansion of urbanization, urban population growth, migration and marginalization, industrial growth and development; lifestyle and tendency towards greater prosperity; rapid growth of technology; Climate change and the lack of integrated urban and environmental management are the most important driving forces that have led to the process of pressure, situation, effect and finally responses in a series of cause-and-effect relationships (10). Designing the HSE management model of sports clubs (6 categories)., strategies (6 categories) were placed in three individual, intermediate and macro levels, background conditions (3 categories), intervening or mediating conditions (6 categories), and consequences (5 categories) were placed in three individual, intermediate and macro levels. Antecedents and results of the development of the HSE management model of sports clubs can be useful and practical [3]. 13 factors affecting customer satisfaction, 6 factors in male customers and 7 factors in women in the low priority area, 6 factors in male customers and 2 factors in female customers were placed in the focus area, 1 factor in male customers and 4 factors in women were placed in the performance maintenance area.
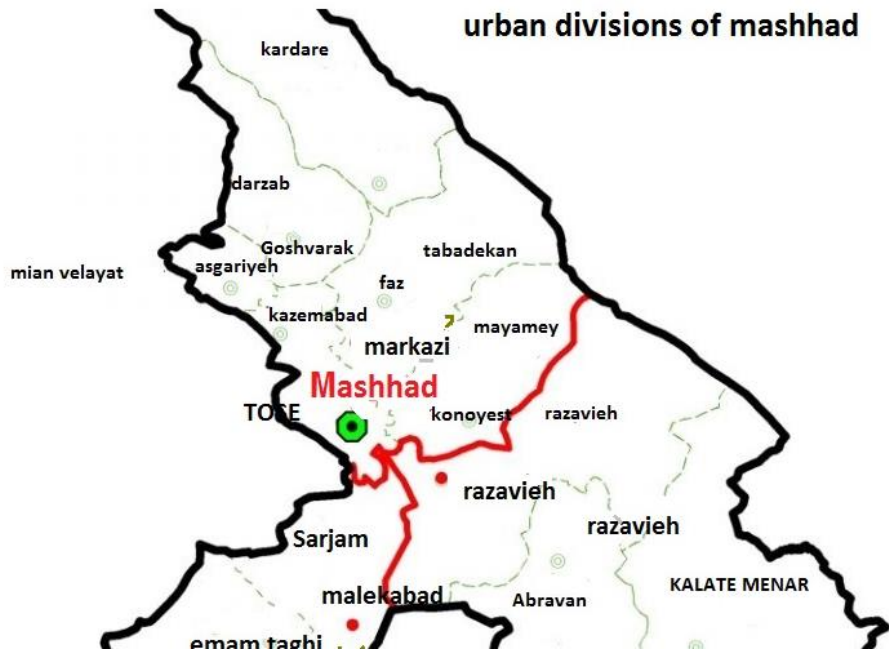
Figure 1. Urban divisions of Mashhad (source: Mohaghegh, 1402)

The research tools are: Research sheet, standard checklist of the Environmental Protection Organization for measuring the environmental condition of sports spaces Environmental checklist: 55 questions of the standard checklist compiled by the Environmental Protection Organization are used to measure and compare the environmental status of sports complexes. The alpha of the research tool is: 1- The alpha of the standard environmental survey list by the environmental organization, α = 0.83 (Bahmanpour, 2018). Its validity was conducted in a study by professors specializing in physical education management. After consulting with the supervisors and advisors, the necessary changes were made. became The Klomogrove Smirnov test was used to check the normal distribution of the data and the independent sample t test was used to compare the research variables with the data standards. All analyzes were performed by SPSS version 20 statistical software at a significance level of 5%.
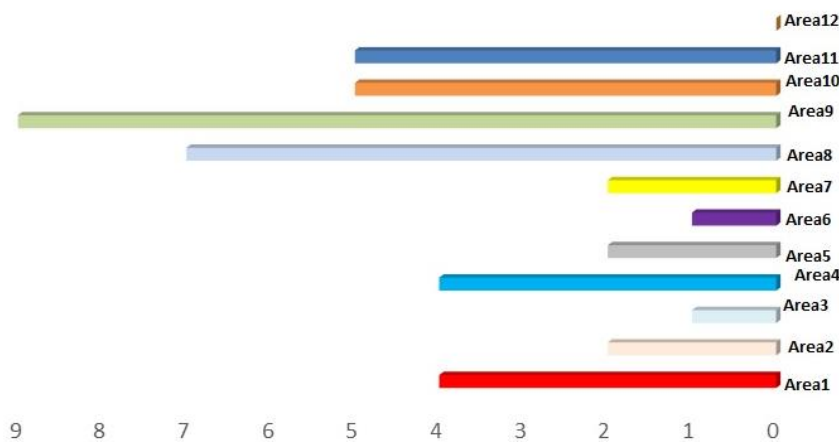

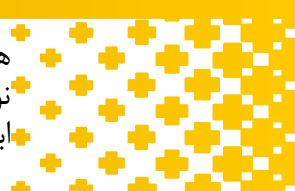**Figure 2. Sports spaces of Mashhad city**

Figure 2. Mashhad city has a total of 42 sports complexes. District 9 has the largest number of indoor sports complexes, and District 12 has no multi-purpose sports hall.

Table 1. Characteristics of sports facilities, places and spaces in Mashhad city

N	Criterion	α	df	t	The average score percentage in the standard
1	Spectator position	0/001	41	15/62	35/26
2	entrance and exit	0/001	41	13/91	57/6
3	The condition of the guards	0/001	41	8/11	50/37
4	Signs and signs	0/001	41	19/23	21/75
5	The condition of the building	0/001	41	16/81	46/61
6	sound	0/001	41	21/44	50/72
7	W.C Dressing	0/001	41	13/48	59/0
8	room and shower	0/001	41	17/10	42/70
9	Ventilation	0/001	41	10/05	65/33
10	first aid	0/001	41	18/87	39/87

The findings showed that the significance level of $p < 0.05$ was considered in all the criteria, and the characteristics of the facilities, places and sports spaces of Mashhad city are significantly different from the standards.
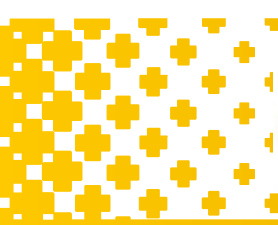
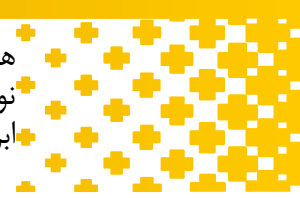**Table 2. Environmental condition and facilities and facilities of sports complexes**

Sports facilities and spaces	t	The average score percentage in the standard	α	df
environmental	9/50	68/12	0/001	41
Environmental management status	10/08	45/12	0/001	41
office buildings	8/02	79/02	0/312	41
Light and brightness	1/97	61/70	0/051	41
Heating and cooling	2/47	77/11	0/143	41
Energy saving	10/13	35/33	0/001	41
Saving Water	13/17	42/09	0/001	41

Table 2 findings. It showed that the state of the environment and energy and water saving are different from the standards.
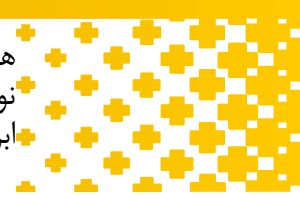
Discussion

The analysis of the characteristics of the spaces showed that sports facilities were compared with the standards in ten criteria and the findings showed that the sports spaces did not meet the standards in any of these criteria. On the other hand, the closest situation to the standard was related to signs and signs, and the farthest criterion from the standard was related to toilets and showers. The results of the research hypothesis indicated that the environmental condition of sports facilities, places and spaces differed from their standards. It is significant ($p < 0.05$; T = 9.50). The environmental management status of sports facilities, places and spaces has a significant difference with the

standards. (p<0.05; T = 10.8). There is a significant difference in the energy consumption of sports facilities, places and spaces with the standards. (p < 0.05; T = 10.13). The state of water saving in sports facilities, places and spaces has a significant difference with their standards. Has it. (P < 0.05; T = 13.50). The environmental condition of sports facilities, places and spaces has a significant difference with their standards. The results of this finding are consistent with the findings of Al-Khadim (2018), Mehdi 1402. The reason found in agreement with the researchers' findings is that the environmental issues in sports spaces are still at the beginning and the officials and those involved in the construction and operation of the places have not paid much attention to this issue, and therefore in most researches it has been shown that the issues of sustainable development The environment is far from its standards. The state of environmental management of sports facilities, places and spaces has a significant difference with the standards. The results of this finding are consistent with the findings of alkhadim, Mamashali (2020), Pour Mirza 2019. The reason for the agreement with the previous findings can be because the managers and officials have not yet received the necessary knowledge and justification of people to use sustainable environmental management and the need to form justification classes for trainers, managers and users in this regard. It is important and also the presence of an expert who is knowledgeable about environmental issues can be effective in sports complexes. Because the International Olympic Committee has provided special rules and instructions as a guide for club managers and officials, which include: Ensuring that club members are trained in respecting and paying attention to the environment and sustainable development, a strong insistence on rules related to The environment and sustainable development require the club's attention. Don't give them privileges for no reason, the damage to the environment is more than the activity of the club members. Efforts to establish a balance between social groups among the management members of the clubs, it is possible that a club actively promotes the environment and sustainable development. As part of their normal activities. But from the point of view of the International Olympic Committee and the United Nations Environment Office, it is necessary that all these aspects are under the authority of an environmental and sustainable development expert, who should be committed to raising the level of awareness among club members and establishing related activities. In order to do this effectively, this person must be both a promoter and a content delivery person. The condition of the administrative building of sports facilities, places and spaces has no significant difference with the standards. The results of this finding are inconsistent with the findings of Zakai 2018, Mehdi 1402. Considering the consistency of the research with the researcher's research, the standards of buildings and other facilities can be considered from the point of view the environment was intended to be in harmony with the place where it is located. To have a sustainable response to local needs in the direction of sports facilities. Not to pollute the environment. Do not waste resources or exploit resources that are the basis of the needs of the local population. Be accessible to disabled people, both competitors and spectators. Serve as a meeting place and a place for social interactions based on sports. The lighting condition of facilities, places and sports spaces has no significant difference with the standards. The results of this finding are consistent with the findings of Wafakhah 1401, Boyokuzkan 2018. The findings of Mahdi 1402 are inconsistent. The reason for the inconsistency of the intellectual findings with our research could be that two different statistical populations are located. According to the results of this finding, it is necessary to use renewable energies (geothermal, solar and wind energy) in be the maximum, in the same way, sports halls and spaces dedicate a large area of their structures and land to suitable facilities (wind turbines and solar cells). The heating and cooling conditions of sports facilities, places and spaces have no significant differences with the standards. Results this finding is consistent with the findings of Zakaei 2018. The reason that is consistent with the findings of previous researchers can be that we have not yet been able to include the standards in the discussion of heating and cooling sports spaces, so that we can avoid the waste of energy spent on cooling. And heating can be prevented. Therefore, the issue of the need to manage energy consumption in sports centers and complexes and its environmental effects becomes more

apparent. The state of saving energy consumption of sports facilities, places and spaces has a significant difference with the standards. The results of this finding are consistent with the findings of Wafakhah 1401, Pour Mirza 2019. The state of saving water consumption of sports facilities, places and spaces is with the standards. There is a significant difference. The results of this finding are consistent with the findings of Jan Gan 2016 and Hadipour 2013. The reason for the consistency of the findings with previous researchers may be that today, with the expansion of the global population and the limited resources available to humans on the one hand And the lack of balanced distribution of limited resources, savings and in other words management of resource consumption based on the future, has become an inevitable necessity, and our country is not exempt from this global necessity despite the benefit of abundant natural resources, so this is important. It should appear in public and government places, especially sports spaces. The general results of the research show that the multi-purpose sports complexes of Mashhad city are not in a good condition from an environmental point of view and are far from their standards, and this finding is in agreement with the findings. It is consistent with previous researchers. Therefore, in the past plans, the importance and values of natural resources and the environment were hidden from the point of view of decision makers, and many of them were designed and used without considering environmental considerations. The results and consequences of such actions have been the occurrence of various pollutions and severe destruction and depletion of environmental resources, so considering the necessity of implementing environmental factors in sports spaces, it seems that this issue should be looked at with a more logical perspective. On the other hand, sports as an all-round thing plays a fundamental role in today's life and thus affects the whole life. Although significant changes have been made in the country's sports management, we still have a long way to go to reach global standards. Therefore, sports facilities need to be planned both quantitatively and qualitatively. Evaluation of urban sports use is considered as a basic necessity in urban development planning. If urban land use planning, spatial and spatial organization of human activities and functions are defined based on the wants and needs of the urban society, without a doubt, paying attention to sports and recreational spaces is considered one of its functions. In this regard, ever since urban development plans have been proposed as the rudder of urban development, attention has been paid to the provision of service spaces and their spatial and spatial organization.

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Investigating the risk of safety, health, environment (HSE) system indicators in Tehran sports complexes

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Abstract

Introduction: In order to achieve HSE goals, organizations are required to design and develop processes related to HSE components in a single system. The purpose of this study is to investigate the risk indicators of HSE safety, health, and environment systems in sports complexes in Tehran. **Method:** This research is a descriptive analytical research that has been done in a mixed quantitative and qualitative form. Statistical population of all sports clubs in Tehran. And the statistical sample of 50 sports complexes in Tehran is available in the form of cluster sampling. The health and environmental safety assessment checklist was used and the items were checked and finally the sports complexes were evaluated through the method of William Fein. **Results:** the results showed that the sports complexes have not benefited from the proper environmental, health and safety conditions, and the risk of sports complexes is 900 and very high, and it is considered a great threat to these complexes. **Conclusion:** So With the implementation and establishment of the management system (HSE) in each project, all the risks of those operations are identified accordingly, suitable solutions will be provided to reduce the risk and reduce accidents to a tolerable level. The successful implementation of a health, safety and environment (HSE) management system is considered in all sports complexes.

Keywords: Sports complexes. William Fine method. Risk. Tehran City. Safety, health, environment

Introduction

Today, companies focus not only on achieving goals such as cost savings and increasing efficiency and profitability, but also make great efforts to put other social and environmental goals on their agenda, which often include issues related to to health, safety and environment (HSE) [5]. To achieve HSE goals, organizations are required to design and develop processes related to HSE components in a single system. However, the dependence of organizations on software is evident when macro-management decisions are made based on all the data entered and stored in the organization's systems such as procurement, procurement, production, maintenance and other related systems, all of which may be individual. And be distinct, be taken. These systems may provide various features to organizations, but the lack of integration between them makes it difficult to interact and cooperate with other processes of the organization[7].
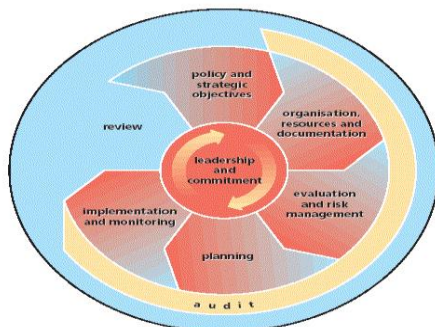
Figure 1. Safety, health and environment management system model

Therefore, the important thing is to integrate these systems into a comprehensive enterprise software. This integration challenge is caused by the interdependence and complexity of data transfer, as well as the relationships between different departments of the organization [1] Along with the advancement of technology in the industry, irreparable events and incidents occur in various industries every year. The main causes of accidents and diseases, regardless of the level of development of countries, include human errors, unsafe facilities, improper design, and lack of emergency preparedness, lack of safety, health and environmental standards. The rate of occupational accidents is increasing, especially in the industry sector in different countries [3]; therefore, the need to prevent accidents is considered a necessity for the survival of organizations. This requires finding the root cause of the incident. In recent years, after risk control technology and human factors, organizational components have been considered as the main influencing factor on safety [7]. Traditional safety management approaches are focused on counting the number of incidents. This perspective leads to reactive approaches in response to what is known as a risk. Instead, resilience engineering focuses on preventive approaches to identify what is going right [6]. Resilience means the ability and capacity of an organization to face and deal with crises and challenges and the ability to return to normal business conditions is a very important feature that organizations must be equipped with for the survival and continuation of their business. However, concern is not confined to disasters; Rather, small deviations and uncertainties that challenge organizations are considered [5]. The old models emphasize the investigation of human errors, but resilience engineering is focused on the safety of the present and the future, that is, it shows proactive safety instead of reactive safety, and therefore it does not focus only on past errors, it considers humans as an integral part of resilience and only It does not pay attention to technical elements or redundancy as main elements [9]. Resilience engineering is a new approach to safety management that is suitable for high-risk systems with advanced features. Resilience engineering does not replace all existing safety methods, but it is an approach that can fill some existing gaps [13]. Health, Safety and Environment has contributed to provide the necessary standards for good management and to provide a standard by which employers can evaluate their performance in dealing with a wide range of key stressors [12]. Controlling the conditions of the work environment (harmful factors) and ensuring, protecting and improving the health of internal (employees) and external (customers, community members) and protecting the interests of the organization are part of the inherent duties of the safety, health and environment unit of every organization [10]

Babaei (2021), in a research, evaluated the health, safety and environmental performance of the management system in the design and construction of Tehran Industrial Group's dam projects based on the excellence model. The results showed that in terms of the criteria of "empowerers", the leadership dimension with a score of 76.36 is the best. Obtained the percentage of points, while the criteria of processes with a score of 72.04 obtained the lowest percentage of points. This dimension, along with the dimensions of staff, resources and participation, needs improvement. In terms of

"results" criteria, the key performance results with 77.79 points have the best percentage and then the customer result with 69.13 points has the lowest percentage, which shows that the organization should improve these parts. Conclusion: The results indicate the appropriate state of the organization in terms of excellence model criteria. The results of this model are generally used for the systematic analysis of the organization in order to achieve a comprehensive view of the organization and its challenges[4]. Karimi (1401), in a research, investigated the management of safety, health, environment and resilience in the cement industry. The results showed that by examining the state of engineering, it is possible to help to improve and upgrade the health, safety and environmental management system in organizations. And the important thing is through changing the thinking of senior management and valuing and accepting it as a value to be used in the organization [8].

Vafakhah et al. (1401). In a research, they investigated the presentation of the network of HSE systematic network components in sports venues. The results showed that the picture of HSE management components in sports venues includes 6 comprehensive themes (occupational health activities, active planning and prevention, requirements planning, participation and monitoring, provision of resources, 6 topics of the organization (environmental health, personal health, hardware, risk management, incident management, safety requirements, legal and legal requirements, environmental requirements, standardization, waste management, monitoring, integrated Building a system, stakeholders' participation, providing financial resources, providing human resources and equipment and facilities are 75 basic themes. What the network of themes has presented in this research is the existence of any hierarchy among the components of systematic HSE management and the floating of themes that are necessary. It is important to emphasize the dependence and mutual connection between them[2].

In the last few years, the issue of sports, health and environment has been widely noticed and sports is mentioned as a tool to achieve the principles of sustainable development. Sports, environment and health are closely related to each other, so environmental pollution affects the health and efficiency of people during sports training and endangers the health of athletes. The importance of this matter is so great that in 1994 the Olympic Charter was revised and the environmental pillar was added to the Olympic Charter as the third pillar after sports and culture. Therefore the purpose of this study is to investigate the indicators of safety, health and environment in sports complexes in Tehran, whether the characteristics of these indicators have been observed or not.

Methodology

This research is a type of qualitative-quantitative (combined) research in terms of execution time, cross-sectional type, and in terms of outputs, applied type. Statistical society and statistical sample: The statistical population includes all the sports complexes of Tehran city and the statistical sample is in the form of cluster sampling available from 5 regions of Tehran city in 5 parts of Tehran city and 10 sports complexes were selected from each part and completed in the evaluation checklist. A total of 50 sports complexes were evaluated in the whole city of Tehran.

HSE evaluation: checklist this checklist in the department of environmental, health and safety management of sports complexes includes 30 questions on a five-point Likert scale. The researcher has completed this monitoring checklist by attending sports complexes.

Evaluation methods of safety, health and environment (HSE) indicators These indicators are divided into 3 general categories, of course, each of them can be divided into a number of sub-indices. For example: environmental indicators are divided into sub-indices of air pollution, noise pollution, water pollution, soil pollution, light pollution, visual pollution. Health indicators are also divided into sub-indices of biological pollution, work-related diseases, and pollution of waves, rays and radiation. Safety indicators are also divided into ergonomic sub-indices, vibration, electric shock, slippage, etc. On the other hand, the above items can be classified in another category.

1. Physical

2. Chemical

3. Biological

Types of risk assessment methods in general, risk assessment can be divided into two qualitative and quantitative categories:

1- Qualitative method: This method classifies the probability of the risk category or effect by using the relative system of traits or colors. In this method, the level of awareness of security problems of information systems as well as the shape of the analyzed system can be improved. It is a simple and widely used method.

2- Quantitative method: This method quantifies the risk by using percentages to show the probability of occurrence and the dollar value and its impact. Also identifying where security controls should be implemented and the cost involved in implementing this.

3- Combined method: A selective combination of these two methods can be used to implement components that utilize available information as well as minimize collection and calculation measurement systems. This method has less numerical compression and is less expensive than extensive depth analysis.

4- Descriptive method: This method uses the text to describe the risk in depth, including what might happen and why it will happen, and its control ideas. This method is used when both quantitative and qualitative methods are not used. In the table below, the main risk assessment methods are compared.

Research methods: One of the risk assessment and management methods is the William & Fine Method. This method is used to decide on the necessity and justification of risk elimination costs, as well as the need to implement risk control programs as soon as possible.
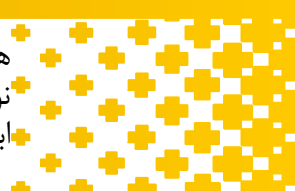
Using consequence assessment, probability and risk exposure are calculated as follows:

$$\text{Exposure} \times \text{Probability} \times \text{Consequence} = \text{Risk Rate}$$

Table (1): Comparison of the main risk assessment methods

Method type	Description
Qualitative a little	• It is easy and fast to understand and manage. • Its uniform implementation in the organization and projects is difficult. It needs rules, definitions, standards and processes.
quantitative	• Methodology is preferred and often required by management. • It is more time-consuming and requires estimation. • Since the numbers may appear to be accurate and may be misleading in terms of certainty, unless the accuracy of the estimate is determined. • It is easier to predict. Significantly valuable in developing risk response strategies and resources.
Descriptive	• Its quality is difficult. • Usually based on experience. It is done when quantitative and qualitative methods are not readily available.

Description of qualitative risk assessment method a simple qualitative risk assessment is done by making informed judgments about a particular activity. Qualitative structured evaluations have a

subjective (non-objective) state and are based on personal judgments and are supported by decided observations. Outcomes and frequency (number of occurrences) are typically estimated on an approximate basis (such as low, middle, or high).

Table2: Qualitative method of risk calculation

Unbearable risk	Significant risk	Moderate risk	very intense
very improbable	A small risk	Tolerable risk	Moderate risk
improbable	Tolerable risk	Moderate risk	Significant risk
possible	Moderate risk	Significant risk	Unbearable risk

Table3: Suggested programs of qualitative method Activity and risk level schedule

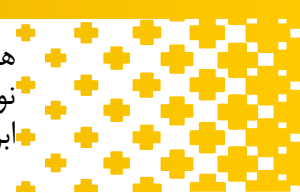| Risk level	Activity and risk level schedule
partial	There is no need to act and also to keep records.
tolerable	No more control is needed. A cost-effective solution should be considered. Also, ensure that controls are in place.
Medium	Efforts should be made to reduce the risk, but the expenses should be carefully checked and limited. Measuring the amount of risk reduction can be done in specific time periods. When the moderate risk is associated with very severe consequences, the probability of that risk must be carefully evaluated and based on that, the need to increase and improve control measures should be investigated.
significant	Work should not be started until the risk has been reduced. Significant resources should be allocated to reduce risk.
intolerable	Work should not begin until the risk has been mitigated. If risk reduction is not possible even by using all resources; Work activity must be stopped.

Finding

Table 4: exposure rating

Description	amount
10 continuously or several times a day or several people simultaneously a day	10
About once a day	6
Once a week to once a month	3
Once a month to once a year	2
Rarely, but it happens.	1
.Very rare, very unlikely but possible	0/5
There is no exposure.	0

Table5: Probability rating

Description	Level
The desired result will be realized every time the event occurs (always).	10
The probability of the desired outcome is 90-95% (common) every time the event occurs.	9
The probability of the desired outcome is 50% each time the event occurs	5
The probability of the desired outcome is less than one third of the cases in which the desired event occurs	3
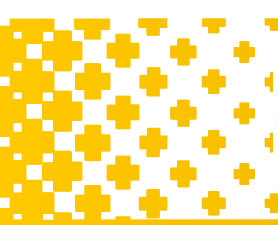
The probability of the desired outcome is 1 to 2 percent of the cases in which the desired event occurs.	1
Very rare, very unlikely but possible.	0/5
There is no exposure.	0/01

Table6: Outcome (C)

Description of risk consequence	Score
Several deaths - irreparable environmental damage with long-term effects - high financial damage - excessive consumption of resources and energy - excessive concentration of pollutants (50% higher than the standard)	100
One person's death - irreparable environmental damage with medium-term effects - relatively high consumption of resources and energy - high concentration of pollutants (30% more than the standard)	50
Damage leading to permanent disability of one person - Irreparable environmental damage with short-term effects - Relatively high consumption of resources and energy - High concentration of pollutants (10% more than the standard)	25
Long-term damage without permanent disability - compensable environmental damage with long-term effects - moderate consumption of resources - moderate pollutant concentration (5% more than the standard)	15
Temporary damage - compensable damages to the environment with short-term effects - low consumption of resources - pollutant concentration less than 5% higher than the standard	5
Minor damage requiring first aid (less than 3 days) - very little consumption of resources - pollutant concentration within standard limits	2
No need for further investigations - no environmental damage - no resource consumption - pollutant concentration within the standard limit	1

Also; In order to determine the amount of contact, the guide in Table 10-4 has been used. Based on this, a score of 3 was obtained for this parameter.

Using consequence assessment, probability and risk exposure are calculated as follows:

$$6 \times 3 \times 50 = 900$$

Table7: Summary of risk rating and measures

Risk level	Actions	rank
High risk level	Urgent reforms are needed to control the risk.	>200
Moderate risk level	Emergency (necessary attention should be given as soon as possible)	199-90
Low risk level	The risk is monitored and controlled.	< 89

Discussion

In the evaluation of the risk of sports complexes in Tehran through the method of William Fine, we obtained a number of 900, which indicates a very high risk of sports complexes and indicates that the sports complexes do not have a good environmental safety status, which is consistent with this
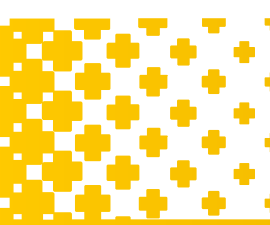
finding. The findings of Karimi researchers 2022. Wafakhah 2022 is consistent with previous Jan 2019. And it contradicts the findings of Baba 2021. The reason for the inconsistency of the research with Babaei is because they investigated the dam construction project, because these projects are very dangerous, all safety aspects have been taken into consideration, but unfortunately, there has been neglect in sports complexes.

.The health, safety and environment (HSE) management system plays an important role in guiding and coordinating the activities of an organization in order to achieve major and practical goals. With the implementation and establishment of the management system (HSE) in each project, all the risks of those operations are identified accordingly, appropriate solutions will be provided to reduce the risk and reduce accidents to a tolerable level. The successful implementation of a health, safety and environment (HSE) management system requires the commitment of all employees of the organization. This system can be implemented in all phases, including evaluation, selection, before project approval, before the construction phase, simultaneously with the construction and implementation phase, before commissioning and commissioning, and in the exploitation and operation phase. The establishment of the system (HSE-MS) as a management tool can create a suitable basis for the implementation and operationalization of environmental, safety and occupational health management standards for an organization. Finally, it can be said that HSE management is an essential aspect of the productivity of any organization, and if organizations can reduce accidents, they will create the safest environment for employees, and the quality of work life of employees will be improved and their work efficiency will also increase. Also, the damage to the environment is reduced. The effective functioning of the system (HSE) will result when accidents are prevented by examining each of the elements of health, safety and environmental management, or in the event of an accident, steps are taken to investigate the causes and plan to root out the cause of the accident.

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Prioritization of educational evaluation indicators of sports coaches in Hamadan province

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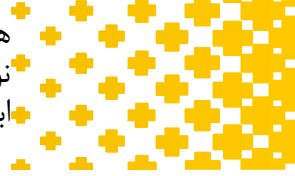giti.najafei@gmail.com

Abstract

Introduction: The purpose of the present study was to prioritize the educational evaluation indicators of sports coaches in Hamadan province. The statistical population of the research was all sports coaches in all sports fields in Hamadan province. The statistical population of this research includes all the sports coaches of Hamedan province, which according to the latest information provided by the statistics center of the general department of sports and youth of the province included 4000 people. **Method:** The sampling method was random-stratified, the number of samples was selected based on the Karjesi and Morgan table, 351 people. The data collection tool was a researcher-made questionnaire that interviewed 30 experienced sports coaches and using the Delphi technique, after agreeing on the desired materials, the results of the study were extracted and classified. **Results:** According to the results of the research, in the order of prioritization, the scientific factor was ranked first, management was ranked second, personality was ranked third, professional was ranked fourth, emotional was ranked fifth, and social was ranked sixth. **Conclusion:** It is concluded that the sports coaches of Hamadan province in all sports fields need scientific and managerial training with regard to the training of personality traits, and these three priorities are respectively in the minds of the coaches for training.

Keywords: Educational evaluation, sports coaches, prioritization

Introduction

Coaches are considered to be important factors in the success and failure of sports teams[1,2] For this reason, the selection of elite coaches is very important and requires having criteria and characteristics that can be used to Choose the best people to guide and lead the team[3,4], evaluating and investigating performance in different parts of the sports industry is one of the important issues that has attracted the attention of many researchers. One of the important human resources that plays a prominent role in the success of sports organizations is the coaches of sports teams. Their smallest decision affects the performance of the whole team and club[5]. The coaching profession is one of the most stressful and sensitive professions, so that organizing training, communicating with athletes, participating in sports competitions, communicating with Managers and different media, maintaining specialized information and acquiring various psychological and managerial skills are among the skills that have made the duties of trainers very difficult[6]. Few researches have been done to prioritize the educational characteristics of sports coaches in the country. The total of these researches inside and outside the country can be divided into three general categories of researches related to the relationship between coaching or leadership styles of coaches and some performance and behavioral indicators of athletes. The
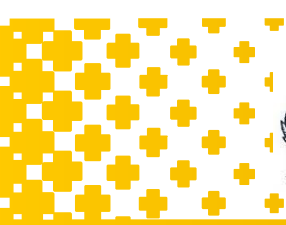
USA Basketball Federation (2012) provided the characteristics of coaching abilities, basketball knowledge, personality, discipline, sense of responsibility and other conditions that may be determined by USA Basketball to select a head coach. Selection criteria for hockey coaches in South Delta team (2008) include interpersonal skills, problem solving skills, teaching ability, coaching and playing experience, coaching certification, previous performance history, hockey knowledge and interest and enthusiasm. The criterion was hockey knowledge[7]. *Frode, and Roger* (2013) in their research entitled Coaches' coaching competence in relation to athletes' perceived progress in championship sports stated that whether higher levels of perceived coaching competences that focus on relational issues are associated with greater satisfaction among elite athletes In this research, the researcher seeks to identify the most important criteria and indicators for evaluating the performance of sports coaches, and by prioritizing the most important factors for evaluating the performance of coaches, provides the necessary feedback for coaches and even managers and determines their educational needs[8]. This research was descriptive and its statistical population was all the sports coaches of Hamedan province. The statistical population of this research included all the sports coaches of Hamedan province, which according to the latest information provided by the statistics center of the General Directorate of Sports and Youth of the province, which included 4000 people. The sampling method is random-stratified, so that samples were selected from all regions of the cities and towns of Hamedan province, the samples were selected randomly and their number was 351 according to the table of Karjesi and Morgan. The information needed for this research was collected through the review of scientific sources and the collection of information through a researcher-made questionnaire about the educational characteristics of sports coaches. In this regard, the researcher, after studying the research literature on the educational needs of sports coaches and also studying the results of previous researches, interviewed 30 experienced sports coaches and using the Delphi technique, after agreeing on the desired materials, extracted the results of the study and classified and based on that, a questionnaire for prioritizing the educational characteristics of sports coaches was prepared and its content validity was checked by experts in the field of sports and education and its reliability Cronbach's alpha test tool was checked. The reliability of the questionnaire was determined by Cronbach's alpha method of 0.85. Collected information related to the research hypotheses, then classified, analyzed and interpreted the information, the collected information was analyzed by SPSS software. In this research, exploratory factor analysis was used to determine and identify important factors for evaluating the educational performance of sports coaches.

Table 1. Prioritizing factors for evaluating the educational performance of trainers

Priority factors	Evaluating factors of teachers' educational performance	Standard deviation ± mean
1	Academic	57.04 ± 11.468
2	managerial	53.19 ± 49.431
3	personality	41.8 ± 79.632
4	professional	33.6 ± 75.840
5	Emotional	31.6 ± 49.431
6	social	16.3 ± 87.694

The information in Table 1, in general, the prioritization of factors for evaluating the educational performance of sports coaches in Table 7 showed that the most important factors in evaluating

the educational performance of sports coaches are scientific, managerial, personal, professional, emotional and social factors, respectively. The results of exploratory factor analysis showed that the educational evaluation indicators of sports coaches in Hamadan province can be classified into six factors. Other results of the research showed that the scientific factor of sports coaches in Hamedan province is the first priority. The results of this part of the research are in line with some of the results of previous researches such as: Shafii (2016)[2] and Tabrizi (2016)[9]. Since the labor force of each country is an expert in sports, it is one of the effective factors in improving the level of its sports. Coaches, trainers and executive guides of athletes at all levels (beginner to elite) play a very important and influential role in the development of sports. Therefore, the lack of focus on the promotion of the scientific-specialized educational needs of sports coaches not only causes personal opinions to enter into the results of the training work, but also, over many years, insufficient attention to educational standards and neglecting the advanced systems of training, evaluation and promotion of sports coaches. makes the issuing of coaching orders dependent on the preferences of individuals and puts forward the monitoring of coaches' performance in a way that does not necessarily follow strict regulations[10]. In the research of Kohandal et al. (2011)[10]. The trainers were identified that, in general, the technical training factor of the trainers is prioritized among the important performance evaluation factors. In the current study, the educational factor of personality is the third priority. The results of this part of the research are consistent with some of the results of previous researches such as: British Columbia Teachers Association (2007), Rouhani et al. Therefore, the results of this research are in line with the findings of Nasiri et al. (2008) regarding mutual respect and polite behavior. Sports coaches are able to increase their personality skills, which include working on each and every variable that determines it, i.e. the variables of observing order in training sessions and matches, dealing politely and respectfully with players and colleagues, as well as having high patience in difficult team situations, especially when is that the team is in a difficult situation in the competition or is under severe pressure from public opinion and critics, to improve their personality traits with proper training. It also refers to the skill of personality traits. This article can be significant in two ways. On the one hand, coaches pay more attention to the fact that these abilities can have an impact on the final output of their coaching work, that is, their operational and executive power. According to the results of this research, the professional factor is the fourth priority, and the results of this part of the research are in line with some of the results of previous researches such as: Canadian Coaching Education, Therefore, the skills that require the understanding and mastery of a person in a sports activity, especially the activities that include methods and processes, practices and techniques, are called technical skills, and the technical skills of the coach include the coach's mastery of the techniques and techniques of the field. It is its own sport [11]. The coach's ability to recognize how different coaching functions are related to each other and how changes in one aspect of coaching can affect other aspects are called cognitive skills[12]. In fact, the technical strength of the coach is an accepted indicator for the practitioners and experts of this sport. It also seems that this practice is a suitable platform for the growth and improvement of the professional level of athletes. Therefore, considering that the coaching degree shows the level of competence of each coach. Therefore, it is better that the relevant sports committees in the province should hold open training classes according to the degree of coaching degree and coaching experience of the sports coaches of the province, so that the coaches can train the athletes of the province in different sports fields according to their technical ability and level of physical and practical preparation. And since scientific, practical abilities and physical fitness can have an independent effect on the efficiency of sports coaches of the province in the sports field, this case can be solved to a large extent in the field of professional training needs. According to the results of the research, the emotional factor is the fifth priority, the results of this part of the research are in line with some of the results of previous

researches such as: Shafiei (2016)[2], Tabrizi (2011)[9] and Kohandel (2019)[11]. Strengthening emotional and human characteristics and skills in sports coaches is a necessity due to the human nature of their activity. Human-emotional skills can be divided into motivational, emotional and human skills. Motivation can be called as an internal force that drives a person towards a goal, having humanistic behavior with athletes is considered as one of the effective factors in the success of coaches[14] and using humanistic behavior to access It has been approved to the goals of coaching in many cases and the coach with knowledge and familiarity with these methods can choose the best method in different situations[13] and according to the results of social factor research. It is in the sixth priority. The results of this part of the research are in line with some of the results of previous researches such as: Backstrom et al. In their research, Ramzaninejad et al. (2012) introduced human and social skills and the coach-athlete relationship as criteria for evaluating coaches' performance[15]. Therefore, managing and recognizing the team, public relations and team performance can be considered almost similar to the manager's duties in recognizing the organization's employees. Of course, unlike high-level and senior managers of the organization, coaches are considered operational managers who must have specialized competencies in (work-technical behaviors) to be able to train and develop athletes and empower them. This type of empowerment is formed by supervision and confrontation or rich moment-to-moment communication of believers. From the results of this project, it is possible to receive scientific and practical training for sports coaches and investing in the promotion of this field will automatically affect the communication skills of coaches. Since in the prioritization of the educational indicators of sports coaches, the scientific factor is the first priority, the management factor is the second priority and the personality factor is the third priority, it shows that the sports coaches of Hamedan province in all sports fields need scientific training and management with regard to training are personality traits and these three priorities are respectively in the mind of trainers for training because the vacuum created by the training of trainers in general is managerial-leadership even training that holding training courses can be up to to greatly improve the academic, scientific and personal abilities of sports coaches in Hamadan province.

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Philosophy of sports and physical activity based on Islamic principles

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Abstract

Introduction: The issue of sports is an important social phenomenon in all advanced societies, the effects of this phenomenon have been analyzed from the point of view of various sciences, and almost all philosophical schools and religions have commented on it in some way, the holy religion of Islam also mentions sports Generally considered. The purpose of this research was the philosophy of sports and physical activity based on Islamic principles. From the perspective of Islam, man always deals with three things related to each other in the path of perfection and closeness; Individual, society and universe, human also has three physical, intellectual and sensual dimensions, which are: cultivation, upbringing and education. All dimensions of human existence, together and parallel, have always been the focus of the savior religion of Islam. **Method:** Descriptive-analytical research method which was done in a library and by reviewing various researches and books in this field. **Conclusion:** According to the results of the research, we conclude that sports itself is not the goal, but sports is a suitable means to acquire skills, and maintain people's health and readiness to perform more important tasks such as defending the Islamic land and protecting the religion of God and serving the people. God is Every athlete should have this spirit, in this regard, with more research in this field, we can avoid the idea that there is a negative relationship between Islam and sports.
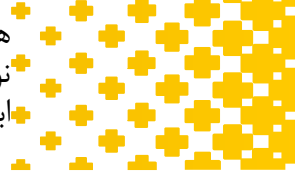
Keywords: Philosophy, sport, physical activity, Islamic religion

Introduction

The word "philosophy" is the transliteration (Arabicized) of "philosophy" which means lover of knowledge. Plato introduces Socrates as a philosopher, that is, a lover of knowledge, but in Plato's writings, this word has not yet taken the form of this concept, and instead of the concept of philosophy in its current sense, he uses the word "dialectic" [1]. Religion, as a widespread and effective phenomenon, is an organized belief system that, together with a set of rituals and practices, determines the way people respond to life experiences[2]. Religion, which basically deals with non-objective symbols, expresses the feelings, values and hopes of the believers, or organizes the flow of interaction between people and foreign dignitaries[3].

On the other hand, based on the findings of scientists, regular participation in sports activities increases life expectancy and prevents the occurrence of various diseases[4].Religion along with sports as two main institutions form many social perspectives in our lives[5].The truth of sports contains two basic issues.

- First, there are issues that have their roots in sports activities and these activities create interaction, friendship and relationships between people, as well as the relationship between ethics and (human) action.

- The second type of issues is that sports should not be considered as a category that is common among the general public[6]. Sports strengthens the spirit of courage, selflessness, fighting against oppression and oppressors and defending the oppressed in a person and strengthens his will. Exercise increases human fighting power. The high physical strength of the military and combat forces was not only noticed in the past when wars were fought with cold weapons, but it is also very important today, and physical exercises are a major part of military training, especially commandos and special forces. forms Also, people who are physically weak or incomplete are not accepted in the army and sometimes they are exempted from military service. The importance of health and physical ability is not hidden from anyone. The Holy Prophet of Islam (PBUH) said about the right of the body to the human being: Your body has a right over you, and your body has a right over you, and your family has a right over you has a right over you. What is noteworthy in this valuable hadith is that the noble Prophet of Islam values and values the body to such an extent that he places the right of the body next to the right of the Lord (and immediately after it) and next to the right of the family (and even before that) he mentions. When a person can fulfill the right of his Lord and his family in the best way, he has a healthy and strong body. Nowadays, sports at the international level has also taken on a political dimension, sometimes it happens that a country that most people have not even heard of, suddenly appears in the world and due to sports victories, its name is on the front page of the world's newspapers. It is at the top of the news. The participation or non-participation of the sports teams of one country in another country also sometimes has a political aspect and is considered to mean friendship, enmity, protest, etc[7]. In this article, we seek to show that the philosophy of sports and physical activity, relying on the Islamic foundations of the Islamic model, is the most penetrating and complete system that can be presented for this purpose. Therefore, with more research in this field, we can avoid the idea that there is a negative relationship between Islam and sports. The research method of this research is a descriptive-analytical research that was done in a library form and by reviewing various researches and books in this field.

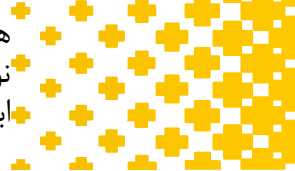**Philosophy of Islamic teachings and sports**

Islam is a school that is not specific to one or more aspects of human life, but has a plan for the whole existence throughout life. Those who believe that Islam is only for the hereafter and has nothing to do with this world, or that all its programs are aimed at nurturing and strengthening the soul and wants the body to be weak and weak so that the soul becomes strong, need to study more and revise the religious teachings. In the school of Islam, body and soul are combined with each other, and a healthy mind and soul can be found in a healthy body and body. In Islam, physical training has been given more importance than other aspects of movement due to its form and goals. It should be noted that in this point of view, weakness is the prelude to weakness, and basically, unless an individual or a nation is weak, it will not be affected by weakness and will not be held captive. Another thing is the importance of physical training, strengthening and cultivating the body to deal with hardships and hardships[8]

Sports philosophy, ethics and respecting the rights of others

Sports events and activities require the possibility and conditions that the character and nature of the people of the society are truly revealed, therefore inappropriate behavior and actions are recognized, in this way, each person can enjoy the necessary respect among his group and society according to his human characteristics. Therefore, the desired relationship is formed and becomes a moral and is transferred to foreign territories and observed[9]

Spreading Islamic sports ethics

In today's world, sports in the dimensions of championship, general, educational and professional also need new ethics, so that the field of measurement and evaluation of sports behaviors can be provided based on that. Being committed to the principles of sportsmanship, or in other words, valor and bravery, has become an accepted issue in physical education and sports around the

world. An honest fight, the oath of the athletes, not having any wrongdoings in the months before the competition, being a role model and role model for the champion and installing the statues and memorials of the hero in the sports fields of many countries of the world and non-Muslims are a sign of interest and respect for the position of the athletes[10].

The philosophy of sports in the Qur'an Qur'an

Is the heavenly book, the greatest role model and guide for man in all affairs until the Day of Resurrection. In this great and perfect book, which is the word of the creator of man and all existence, there are verses that indicate the importance of exercise and strengthening the body in addition to strengthening the soul and spirit. In this article, some verses are mentioned in detail; May it pave the way for athletes, friends and other sections of our believing and Muslim society. By studying the Holy Qur'an, we realize that being strong has always been evaluated as an advantage and a positive factor in the Qur'an[11].

Discussion

According to the mentioned verses, hadiths and proofs, exercise and physical activity in Islam is the only means for cultivation, education and walking towards God. Today, sport is considered as an important social phenomenon in all advanced societies. The sacred ritual of Islam has also considered physical education in general[12].Therefore, we conclude, philosophical issues in sports should be raised in the heart of sports and any different issue leads us to the general fields of philosophy. Another issue that forces us to accept the existing philosophical issues about sports and admit its existence is the aesthetic category of sports. By assuming the level of public participation in sports, especially in religious societies, as an issue and by examining the historical and religious backgrounds and the strategies presented to maximize sports participation, it can be found that the proposed strategies in such societies fail for various reasons. encountered or associated with very low relative success. Most of the solutions presented to overcome this problem in religious societies, especially Islam, have been proposed by officials with the perspective of empiricism and objectivism, only the philosophy of sports participation has been taken into consideration, namely the physiological, physical and psychological effects of sports events in the society. Is. Applying a layered causal analysis method leads to a deep and interactive understanding of different levels of the problem of why religious and Islamic communities participate in sports.

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The relationship between spiritual intelligence and team culture with sports ethics of athletes of Islamic Azad University of Tabriz

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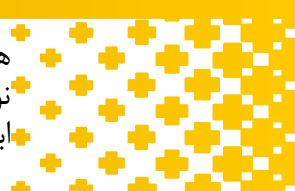*m.mahmudi8590@yahoo.com*

Abstract

Introduction: The aim of this study was to investigate the relationship between spiritual intelligence and team culture with sports ethics of athletes of Islamic Azad University of Tabriz. **Method**: This study was an applied study in terms of purpose which was conducted using descriptive correlational research method. Study population consisted of all athletes of Islamic Azad University of Tabriz including 182 individuals. Using all inclusive sampling method, 175 questionnaires were distributed and completed. King and DeCicco's spiritual intelligence questionnaire (2009), Denison's team culture survey (2000) and Talebian nia's sports ethics questionnaire (2008) were used to collect data. Pearson correlation and linear regression methods were used to analyze data. **Results**: Results showed that there are significant positive relationships between spiritual intelligence ($p= 0.001$, $r= 0.31$) and team culture ($p= 0.001$, $r= 0.35$) with sports ethics of athletes of Islamic Azad University of Tabriz. Also, there are significant positive relationships between components of spiritual intelligence and team culture with sports ethics of participants ($p< 0.05$). Multiple regression analysis results showed that among components of spiritual intelligence, transcendental consciousness can predict 9.8% of changes in sports ethics and among components of team culture, work engagement can predict 11.6% of changes in sports ethics. **Discussion**: Managers should try to provide appropriate supportive atmospheres for athletes in sports clubs and must raise theological discussions, as well.

Keywords: spiritual intelligence, team culture, sports ethics, sport team

Introduction

The sports authorities' attention to sports ethics is greatly important. The individuals' ethics at work and with other team members manifest their actual ethics (1). Furthermore, spiritual intelligence quotient (SQ) is an inherent and natural human ability (2). People with integrated spiritual intelligence quotient seem to possess different lifestyles that can be seen in athletes' sports ethics (3).

According to Hofstede and Bond (1990), careful attention to clan culture is key to the success of a team; hence, the group can achieve maximum progress, using proper clan culture (1). Great attention to the competition results, i.e. win-seeking, is an effective aspect of complying with ethical principles in sports and competitions (4). Regarding sports ethics and athletes, Stivens (1997) holds that athletes have unsuitable behavior and behave weak. Identification of Spiritual Intelligence Quotient (SQ) and

clan culture, as well as executive measures, can affect student athletes' sports ethics in academic sports teams. Therefore, the results of this research are important because if the university sport team players' behaviors are improved, the fans will find appropriate role models.

The statistical population consisted of all 182 sport team players of the Islamic Azad University of Tabriz, and the statistical samples were selected using the full enumeration. In this research, three questionnaires, namely the Spiritual Intelligence Self-Report Inventory (SISRI) by King and DeCicco (2009), the Denison Organizational Culture Survey (DOCS) (2000), and the Sports Ethics Inventory by Talebian Nia et al. (1998). The face and content validity of the inventories was reviewed and confirmed by five experts in sport management. The reliability of the inventories was also estimated to be 0.92, 0.97, and 0.90 using Cronbach's alpha. The Pearson correlation coefficient was used in data analysis to determine the correlation between variables. Furthermore, the regression analysis was utilized for prediction.

Table 1. The results of the Pearson correlation coefficient for correlations between spiritual intelligence quotient and clan culture with sports ethics

Variable	Test	Spiritual intelligence quotient	Clan culture
Sports ethics	Correlation	0.311*	0.351*
	Significance	0.001	0.001

According to the results, there is a significant positive correlation between spiritual intelligence and sports ethics (p= 0.001, r= 0.31) with clan culture (p= 0.001, r= 0.35).

Table 2. Summary of the results of regression analysis for sports ethics according to spiritual intelligence quotient (SQ) and clan culture

Criterion variable	Predictive variable	R	R^2	Adjusted R^2	Sd error
Sports ethics	Components of SQ	0.314	0.098	0.093	0.592
	Components of clan culture	0.303	0.116	0.111	0.586

According to the results, the components of SQ and clan culture were included in the regression equation and they had correlation values of 0.314 and 0.303 with sports ethics. Furthermore, values of R^2 were equal to 0.098 and 0.116, indicating that the components of SQ and clan culture predicted the variance of sports ethics with 9.8% and 11.6%, respectively.

Possessing spiritual intelligence and existential thinking about the world and belief in metaphysics among the student athletes lead them towards important values such as ethics in sports teams and behavior (12). Meanwhile, athletes who think about their daily behaviors such as sports (possessing goals for them), achieve a state of spiritual alertness, are successful in ethics, and have suitable sports ethics. Furthermore, the mission is the most important feature of clan culture. Clans usually go astray if they do not know where they are and what their status is. Successful teams have a clear understanding of their objectives and strategic orientations in such a way that they define the clan and strategic objectives and draw their vision. Therefore, an athlete, who cares about the clan's mission and objectives, will also abandon sports ethics. Therefore, team coaches should emphasize sports ethics among players and encourage athletes to pay attention to spirituality. Additionally, proper space should be considered in sports clubs in such a way that the players receive proper support from team managers, and put goal-setting on the priority of training.

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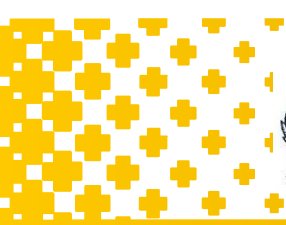
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The role of ethical code training and ethical leadership on the organizational commitment of sports coaches

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Abstract

Introduction: The purpose of this study is to investigate the role of ethical codes training on the ethical leadership of sports coaches and their organizational commitment. **Method:** For this purpose, after studying the theoretical foundations and previous researches, the ethical codes training package was designed and made available to the coaches, and the necessary explanations about Codes of ethics were given to them. After two weeks, Kalshoven et al."s 2011 ethical leadership questionnaire and short-form organizational commitment questionnaire were distributed and collected. **Results:** The results showed that there is a significant relationship between the training of ethical codes and ethical leadership and the organizational commitment of educators. **Conclusion:** The results of this research can help sports managers to increase the organizational and moral commitment of coaches by providing ethical code training and strengthening ethical leadership in sports organizations.
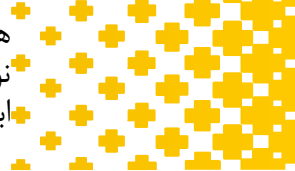**Keywords**: Ethical leadership, ethics, commitment, sports coaches

Introduction

Employees' organizational commitment will help predict employee satisfaction, cooperation, leadership, job performance, job security, and similar characteristics. The level of employee commitment to work and tasks is very important. Organizational commitment increases the profitability of the institution and reduces employee turnover, and by affecting the performance of employees, it leads to increased productivity, improvement and increase in the quality-of-service delivery (1).

Organizational commitment is considered as an emotional and psychological dependence on the organization, based on which a person who is very committed determines his identity through the organization, participates in the organization and gets involved in it, and enjoys being a member of the organization. The research shows that organizational commitment affects the performance of employees and organizational outputs such as the desire to leave the service, sales and profitability of the organization as well as the absence of employees, so that the existence of organizational commitment in this organization as an institution that The mission of educating the future generation of society is more sensitive, because such an organization needs committed and responsible employees for development and progress, in addition to lasting over time and preventing repeated expenses, more useful work for Do the assigned jobs and duties(2).

organizational commitment determines how long employees will stay with your organization, engaged employees are one of the most important assets of any organization. Engaged employees are highly productive. They believe in the organization, its goals, vision, mission and leadership team. These employees not only demonstrate a high level of productivity, but also ensure that their colleagues and team members feel the same. a committed and motivated employee will not be

indifferent to his obligations in the organization and will not shy away from assigned duties. Engaged employees look forward to going to work, completing tasks, contributing to projects, and contributing to organizational goals. Since dedicated employees are highly invested in the organization and their success is good, they excel at collaboration and teamwork. They will be significantly effective in increasing team productivity.

Dedicated and committed employees believe in their organization and are therefore effective and positive advocates for their employers. They will be strong believers and advocates of their employer's products, services and policies.

Ethical leadership is based on the theory of social learning, and based on that theory, it causes followers to model, make sense and direct them (4). Ethical leadership theory impacts the work and approaches taken by education leaders. A recent theory of ethical leadership is based on the concept of social information processing. The theory emphasizes the role of emotions in employees' ethical actions and decision-making.

Ethical leaders work to build an ethical work culture, meaning the work environment is governed by a set of clearly stated fair rules rather than personality or politics. In the ethical work culture, the management of the organization expresses a set of principles that all the people of the organization understand and accept.

Ethical leaders set high ethical standards and act by them. They influence the ethical values of the organization through their behavior. Leaders serve as role models for their followers and show them the behavioral boundaries set within an organization. They are perceived as honest, trustworthy, courageous, and demonstrating integrity. The more the leader "walks the talk", by translating internalized values into action, the higher level of trust and respect he generates from followers.

Coaches have a very high position among players and can have a lot of influence on them. If a coach does not have morals when dealing with his players, he will definitely not get results and will see the reflection of morals. Based on the research results of Razmara and Khodamoradpour (2022), it seems that ethical leadership protects the values and moral norms of sports and it is necessary for the country's top sports managers to pay attention to this issue as the main capital.

Method

For this purpose, after studying the theoretical foundations and previous researches, the ethical codes training package was designed and made available to the coaches, and the necessary explanations about Codes of ethics were given to them. After two weeks, Kalshoven et al."s 2011 ethical leadership questionnaire and short-form organizational commitment questionnaire were distributed and collected.

The statistical population of the research was 100 sports coaches from the northwest of Iran. The research hypotheses were investigated using descriptive and inferential statistics. Correlation test was used.
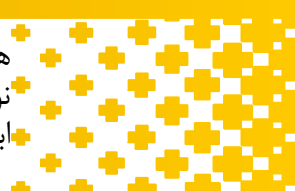
Results

The results showed that there is a significant relationship between the training of ethical codes and ethical leadership and the organizational commitment of educators.

	training of ethical code	ethical leadership	organizational commitment
training of ethical code	1	0.78	0.67
ethical leadership	0.78	1	0.71
organizational commitment	0.67		1

Conclusion
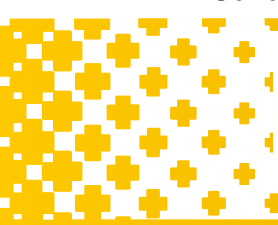
The results of this research can help sports managers to increase the organizational and moral commitment of coaches by providing ethical code training and strengthening ethical leadership in sports organizations.

The primary reason why it's important to have ethical leadership in education is the power of example to impress upon the entire education community the rewards of behaving ethically. The United Kingdom's Chartered College of Teaching established the Ethical Leadership Commission to develop a framework for ethical leadership in education. Among the tenets of the framework is to promote ethical behavior with all decision education leaders make and every action they take.

Sports, as a social concept, affects all aspects of a person's life, and therefore it is very important that sports coaches are trained and apply moral concepts.

Sport forms a preeminent context in which moral issues are likely to arise and where the behaviors of coaches, managers, and board members can have profound effects on others (Constandt et al. 2020). Practitioners and scholars look to leaders as a link between good governance policies and good governance practices because of their critical role in creating and safeguarding an ethical climate in sport clubs and federations (e.g. Burton et al. 2017; Thompson & Dieffenbach 2016).

According to the effect and function of teaching ethical concepts in sports, coaches and sports officials need to pay special attention.

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The role of sports managers' competencies on crisis management

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Abstract

Introduction: The purpose of this research was to investigate the role of sports managers" competencies on crisis management. **Methodology**: The statistical population of the research was all active sports managers in West Azarbaijan province. 60 sports managers were selected as a sample and managers" competencies questionnaire (Fattahpour et al., 2015) and Jahormi crisis management questionnaire 2015 were distributed among them. **Results**: The results indicated a significant relationship between the competence components of managers and crisis management. Sports managers with their competences can help in the management of crises related to sports.
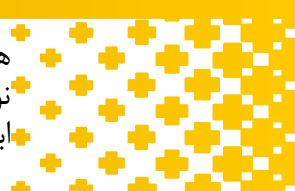
Keywords: competence, management, sport, crisis

Introduction

Crisis management is one of the terms in the field of management, which refers to a set of activities, solutions and instructions that the management of an organization carries out in the face of a crisis, and its purpose is to reduce the process, control and resolve the crisis. In general, crisis management means purposefully pushing the progress of affairs into a controllable routine and expecting things to return to the pre-crisis conditions as soon as possible.

It is obvious that managers cannot be prepared for all types of crises. However, if they believe in crisis management as an integral part of their strategic management responsibility, the probability that their organizations will be caught in a crisis will be greatly reduced. It is very important to pay attention to crisis management and its relationship with technical and operational planning. crisis management guarantees the long-term survival and prosperity of an organization. The six-step approach proposed in this article will help managers to develop their decision-making skills in crisis management and to understand the importance of the role of crisis management in the strategic management process.

The root of all possible crises likely to occur in Iran's professional football must be determined. Afterward, the pathology of crises should be indicated, taking into account that today's world is full of different uncertainties, abundant complexities, ambiguities, and uncontrollable fluctuations. Then, conscious prediction should be applied to design different scenarios associated with every crisis. (1) The category of competence in the management of sports organizations is very important and has different aspects. Also, competence is an endless thing that must be constantly updated in the management of organizations. The results show that competencies can be considered as a common language for different functions of human resources and are used in assessing the educational needs of people, preparing and evaluating educational programs, evaluating educational efficiency and effectiveness, and planning for individual growth and development (2). Competencies can be presented as the common language for various functions of human resources. The competencies can be used for educational needs analysis of individuals, curriculum preparation and evaluation,

evaluation of educational efficiency and effectiveness, and finally growth and progress of individuals (3).

The real areas of crises in sports testify to the incompetency of managers, therefore, identifying and increasing crisis management capacity is one of the management challenges. model of professional competencies of managers in managing the country's sports crises showed adherence to religious principles and professional ethics, reputation, individual and social personality, mental abilities and soft intelligence, accountability and transparency based on affairs, decision-making skills, legalism, Perceptual and capable ability to provide timely and appropriate feedback on crises, knowledge and scientific competence, organizational competencies, conscientiousness and foresight, effective communication and diplomacy skills, self-management and human resources, modernity and developmental thinking, belief in scientific and Believing in scientific-research achievements and scientific experiences in crisis prevention, risk analysis and risk assessment, soft organizational leadership, ability to manage time as competencies. Developing this model provides an opportunity for managers to assess their skills based on the skills required, and focus on acquiring the skills necessary to manage crises in sport. Finally, these skills could be of great use for managers in training to prepare them for senior sports management positions, especially in times of crisis. (4)

Method

The statistical population of the research was all active sports managers in West Azarbaijan province. 60 sports managers were selected as a sample and managers" competencies questionnaire (Fattahpour et al., 2015) and Jahormi crisis management questionnaire 2015 were distributed among them.

Results

The results indicated a significant relationship between the competence components of managers and crisis management. Sports managers with their competences can help in the management of crises related to sports
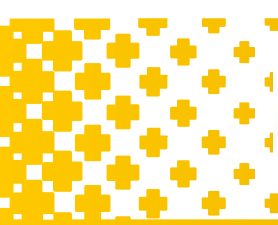
	crisis management
competencies	0.77
	0.001

Conclusion

The results indicated a significant relationship between the competence components of managers and crisis management. Sports managers with their competences can help in the management of crises related to sports.

Crisis, in its general sense, is a turning point in events and actions that bring unexpected consequences, and crisis management includes every measure to avoid crisis, thoughtful search for the causes of crisis, termination and containment of crisis in order to secure benefits. It is an organization. Crises that arise in the field of sports often have various reasons.The causes of crisis in sports include the fields of hardware, software, hardware and media.

Due to the fact that sports is a dynamic environment and everything can be created from a small incident to a big crisis, the sports manager should have the characteristics and competencies related to it along with other characteristics. The importance of competency management in sports is not hidden from anyone, and in order to select competent managers, competency models of managers should be compiled for each organizational position in sports management. It seems that the need to pay attention to the crisis management skills of sports managers can help them in crisis management.

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Sports Organizations as Bicycles: Analysis of Structure, Content, and Process

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Abstract

Introduction: This article aims to interpret certain structural, content, and procedural dimensions of sports organizations using a metaphorical approach. **Method:** This research adopts a self-reflective or introspective theoretical framework, utilizing the sports metaphor of 'bicycle' for the categorization of organizational aspects and structural relationships based on Mintzberg's theory. The metaphorical conceptualization serves as an introduction to interpret various dimensions of sports organizations using a sports analogy and provides a foundation and audacity for theoretical discourse. **Results:** Based on the analysis of the bicycle metaphor, one can consider the rear wheel as the technical and specialized support, the front wheel as the operational core, and the handlebar as the top or senior management core of the organization. The organization's manager acts as a cyclist, advancing the organization through consultations with the technical and support staff. Elements such as wind resistance, road smoothness, uphill and downhill paths are metaphorically employed to depict the roles of organizational content factors, including environment, strategy, power relations and politics, culture, technology, etc. The bicycle metaphor indicates that the structure of sports organizations should be dynamic and organic, whether they engage in recreational (mass sports) or competitive and championship-oriented activities. Additionally, the bicycle metaphor signifies the role of industry and technology, along with the peaceful coexistence of sports and the environment, in the context of the concept of sustainable development. **Conclusion:** Therefore, now sports organizations, both small and large, must demonstrate, like small and large bicycles, a high level of dynamism, mobility, and flexibility. Individuals from every age group, gender, occupation, and physical ability, with any goal, should be able to utilize bicycle-like structures.

Keywords: Metaphor, Organizational Agility, Organizational Framework, Sporting Structure

Introduction

Organization structure, a fundamental concept in management, has a broad influence spanning classical to post-modern eras. Structural change, the most sensitive transformation within organizations, prompts managers to focus on individuals and processes rather than altering the structure. The interplay between structure and processes not only impacts content and environmental factors but also shapes behaviors. The organizational structure has social and physical facets, influencing complexity, formality, and focus, as well as geography, layout, and decor. In large sports organizations, geographical dispersion is evident, and internal maps illustrate object and activity arrangements. These characteristics in sports hold significance, promoting cultural and sports values [1-2].

Classical and neo-structuralist perspectives prioritize social relations, while neoclassical and postmodern approaches consider contextual and interpretive factors. Many organizations prefer small, flexible structures, vital for success in a dynamic world. Sports organizations, like federations, tend towards simplicity, but obstacles like time and coordination hinder practical implementation. Rado & Bunacin (2008) identified 40 variables, emphasizing time, coordination, and flexibility for dynamic sports club structures. UFA's "Project: Redesigning Football Organizations for the Future in Europe" highlights the need for new structures. The Asian Football Confederation mandates restructuring with the "Asia Vision" initiative, though the transformation is formal and top-down [3].

Each organizational theorist and management scholar has examined organizational structure through different approaches. The first approach introduced typology, and in Weber's works, organizations were classified into feudal, hereditary, and bureaucratic. Burns & Stalker, along with other researchers following Parsons' model, emphasized the role of the environment and introduced two types of mechanical and organic structures. In the second approach, or classification, environmental variables were considered in the studies. Various studies presented these structures; Slack & Hinings used 11 structural scales in the examination of 36 sports organizations and introduced bureaucratic-professional and voluntary types. Systems theory has also been proposed as a holistic approach. Currently, modern and postmodern theories have been presented for understanding organizational dimensions [2].
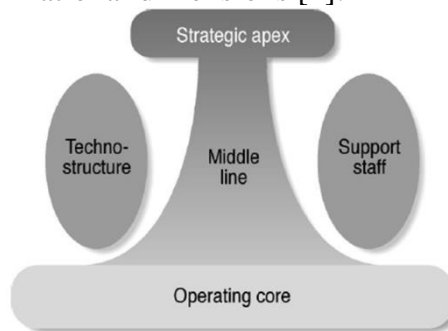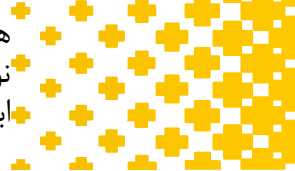

Figure 1. Organization structure from Mintzberg's point of view

Sports organizations, dynamic and scrutinized for structure, measure performance and efficiency amid stakeholder influence and socio-economic shifts. Adaptation to professional bureaucracy and marketing is vital, drawing from organizational theories like symbolic interpretation, contributing to understanding dynamic structures in these entities [4].

In Morgan's perspective (1986), diverse interpretations of organizations are analyzed through metaphors such as machine, living organism, brain, culture, political systems, and instruments of control. A metaphor is not just a literary embellishment; it signifies a way of seeing and a mode of thinking. Metaphorical thinking can be considered a subset of symbolism, enabling the understanding of a concept based on another concept. Therefore, a metaphor is an explicit or implicit expression of similarity between two different things. Metaphors simplify and make complex subjects and phenomena more accessible by emphasizing their key points. They use what our minds are familiar with to comprehend what our minds are less acquainted with. When language falls short, metaphors assist in conveying meaning and facilitating comprehension of a phenomenon. Each metaphor provides a new and distinct approach to seeing, thinking, and discussing organizations and their various issues. Morgan (1986), by comparing different metaphors, emphasizes that a singular approach cannot fully describe and understand organizations. Describing and explaining organizations through diverse metaphors can be helpful in grasping the complexity and contradictory nature of organizations. This research aims to interpret the various dimensions of sports organizations using a sports metaphor, creating a

foundation for theoretical elaboration. Although this article will not adhere to classical, modern, or other classifications, it looks at sports organizations from a new perspective and draws insights from artistic studies of Mintzberg, Slack, Parent, and others. The research method is based on a postmodern paradigm, relying on critical and self-reflective approaches, fostering a self-reflective theory-building process for theorists to contemplate and articulate their wisdom. In the perspective of structuralists and new structuralists, the proximity and adjacency among the five main sections of an organization indicate a reduction in geographical distance and, consequently, a decrease in organizational complexity. These proximities and connections between sections have a significant impact on various organizational issues. For instance, these proximities can facilitate both formal and informal communications [4].

Based on the metaphorical analysis of the bicycle, one can consider the rear wheel as the Technical and Specialized Staff, the supporting wheel as the Supportive Staff, the front wheel as the Operational Core, the handlebars as the Senior Management or Core Management, and the bicycle frame as the Middle line. The organization's manager is likened to a cyclist who, with reliance on the advice of the Technical Staff and guidance from the Senior Management, propels the organization forward. In the metaphor of the bicycle, the organization's manager is compared to a cyclist, and different sections of the organization are likened to components of a bicycle. The organization, like a bicycle, is divided into two main parts: the operational and technical core (athletes and low-level staff) and the support core (top managers and support staff). The organization's manager, similar to a cyclist, needs to possess expertise and technical knowledge and move forward relying on their specialized support (support staff). Moreover, this metaphor illustrates the role of technology and industry in sports organizations. Technology, as one of the influential factors on organizational structure, has been highlighted, and considerations for environmental and human requirements have been taken into account. The bicycle is portrayed as a symbol of harmony with the environment and sustainable development. These symbols indicate that sports organizations should coexist with the environment and utilize technology in a peaceful manner. Ultimately, the competitiveness of sports organizations is emphasized in this metaphor, drawing parallels with cyclists striving for the best performance in competition.
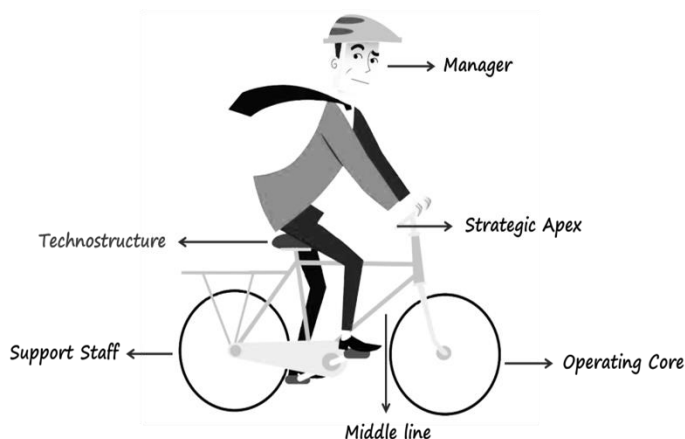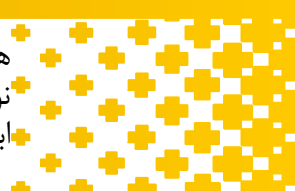

Figure 2. The analogy of bicycle components to organizational structure

This innovative sports perspective challenges national sports organizations to align with policies, goals at various levels of the country's sports, and environmental factors such as technology and specialization to create appropriate compatibility. Otherwise, only an organizational chart and a few positions are created without considering the organization's infrastructure and content. In general, an organization cannot always maintain its original form, and the examination and reconstruction of the structure are implemented with a long-term and strategic perspective. The use of the bicycle analogy
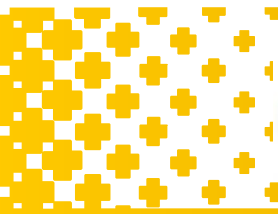
and the experience of cycling bring managers and experts to a more tangible and concrete view of the structures and processes of the country's sports.

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Designing and compiling the development strategy of professional badminton sport based on SWOT analysis

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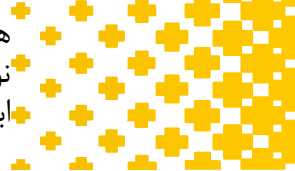*javad.ziya@gmail.com*

Abstract

Introduction: the purpose of this study is to design and formulate the development strategy of professional badminton sport based on SWOT analysis. **Method:** The current research, with an applied purpose and a descriptive-analytical approach, focused on professional players, coaches, referees, and staff of Badminton Unions and Federations, and used a researcher-made questionnaire that was randomly distributed among 82 experts. This questionnaire consisted of 4 dimensions of strength (14 items), weakness (14 items), opportunity (11 items) and threat (11 items). Its validity was checked by 12 sports management experts and its reliability was calculated and confirmed using Cronbach's alpha coefficient (0.98). Friedman's test, weighting method, and evaluation matrix of internal and external factors were used to analyze the findings and develop appropriate strategies. This research is done with the aim of strengthening the development of badminton through a comprehensive review of SWOT analysis. **Results:** The results of the research showed that the regular and annual holding of national championships and league competitions, the qualitative and quantitative imbalance of coaches and referees compared to Asia and the world, the tendency of girls and women to this sport and the low income of athletes in this field compared to Other sports were identified as the most important strength, weakness, opportunity and threat respectively. **Conclusion:** Also, based on the matrix of internal factors (2.52) and external factors (2.54), the strategic situation of the Badminton Federation is located in the SO region. But the federation should have a special look at the weaknesses and threats around it. Also, based on the SWOT matrix analysis, a total of seven SO strategies were developed for the Badminton Federation. Therefore, according to the results of SWOT analysis matrix, it is necessary to use offensive strategy and growth strategy to manage Badminton Federation.

Keywords: Development, Environmental analysis, Sports success, Strategic management.

ABSTRACT

In sports federations, due to various limitations, planning faces many challenges. Among these limitations are the lack of financial resources and time, reliance on guesswork instead of definitive information, delegation of planning to employees by the federation management, involvement of management in current issues, failure to formulate and define goals, lack of attracting executive managers in the process. He noted planning, the use of complex plans and programs that inhibit innovation, and the tendency of top management to make decisions based on personal feelings and insights. In this situation, the main goal of strategic planning is to determine the nature or charter of the organization and guide its path so that it can respond to rapid environmental changes with an effective and active response. This is done through formulating vision, mission, macro goals, strategic directions, specific goals, strategies and performance measurement indicators. In

other words, it includes identifying the main mission and duties of each organization and adopting strategic measures to implement its goals. However, since no organization can benefit from unlimited resources, strategies must be focused to decide which strategy will benefit the organization the most. Decision-making in the field of strategy formulation obliges the organization to commit to using known resources and technologies for a relatively long-term period.

The purpose of this research was to design and develop a strategy for the development of professional badminton sports based on SWOT analysis. The current research method was descriptive-analytical and of the type of strategic and contextual studies, in terms of practical results and in terms of the method of data collection in the field. The statistical population including all athletes, referees, coaches and employees of Badminton Federation was selected in the number of 82 people. In order to gather information for this research, the researcher designed a closed questionnaire by benefiting from records and documents, theoretical foundations and background literature, books, articles and theses, consulting and examining experts' opinions and opinions, and forming a strategic committee. In the following, according to the information obtained from the open questionnaire completed by the elites and the study of the theoretical foundations and literature and background of the research; A closed questionnaire containing strengths, weaknesses, opportunities and threats was extracted. After determining the research strategies, a questionnaire containing research strategies based on Likert's 5 value spectrum was developed and for ranking human resource strategies using the strategic reference points approach, this questionnaire was given to athletes, referees, coaches and employees of the Badminton Federation. The mentioned questionnaire was validated according to the opinions of several professors and experts, and its reliability was also confirmed by calculating the Cronbach's alpha test coefficient (0.98).

In the strategic analysis section of the internal evaluation matrix to compare strengths and weaknesses; external assessment matrix to compare opportunities and threats; The simultaneous internal and external evaluation matrix was used to determine the position of professional badminton sport based on intuitive judgment to determine WT and WO, ST, SO strategies. The ranks of each factor in the above matrices were calculated by multiplying the importance factor (weight) of each factor by the intensity of that factor; In such a way that the sum of the coefficients of the importance of internal factors is equal to the number one and also the sum of the coefficients of the importance of external factors is equal to the number one and the ranks were determined between 3 and 4 for opportunities and strengths, and 1 and 2 for threats and weaknesses. The results of the evaluation matrix of internal factors showed that the total score of this matrix is more than 2.5 and also the results of the internal and external matrix indicate that Badminton Federation is strategically located in SO region. In this way, Badminton Federation is strong in terms of internal factors and has opportunities in terms of external factors.

Federations are at their best when they use their strengths and advantages to take advantage of situations, demands, and opportunities. The goal of each federation is to move from each SWOT position to the SO position. Identifying weaknesses and trying to turn them into strengths allows acquiring new opportunities. Implementing SO strategies by leveraging internal strengths facilitates productivity from external opportunities. Managers aim to benefit from external events and trends by taking advantage of internal strengths. The best way for badminton and the federation to improve is to capitalize on internal strengths and be exposed to external events and trends.

As suggested strategies, having talent and motivation is essential for athletes. By taking advantage of this opportunity, coaches can improve national champions. Holding competitions, sending to camps, and using the capacity of skilled coaches can help improve this factor. In addition, the use of scientific and practical skills and knowledge of East and Southeast Asian countries in

badminton can help to develop and improve the scientific and technical level of sports in the country. Also, the holding of badminton sports conferences and festivals every year, with the display of domestic products and equipment, is considered a good opportunity to attract domestic investors for the purpose of self-sufficiency and national production. This action is also a good opportunity for consumers to get local products at a better price and get to know the variety of domestic and foreign products. On the other hand, these festivals provide domestic producers with the opportunity to familiarize themselves with new technologies and improve the quality of domestic products.

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Research Trends in Virtual Reality and Sport Studies: A Google Scholar Database Review

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Abstract

Virtual reality and sports-related research have recently garnered significant attention, each yielding specific insights in distinct domains. The present investigation relied on a thorough exploration of the Google Scholar database, encompassing scholarly works such as journal articles, conference papers, theses, dissertations, and academic books, spanning the years 2010 to 2023. The search honed in on articles with titles featuring "virtual reality" and "sport." Following the collection and analysis of identified articles, a word cloud was generated from their titles, revealing 429 prominent words. Notably, the top three words—excluding commonplace terms like "virtual," "reality," and "sport"—comprised technology, training, and application. These findings underscore the intricate nature of the relationship between virtual reality and sports. Consequently, a comprehensive exploration of this relationship through a literature review sheds light on its multifaceted aspects. A visual representation of significant elements in the field is offered by a word cloud derived from related article titles. Clearly, sustained research endeavors and technological progress are imperative to fully harness the potential and advantages presented by this dynamic intersection. Looking ahead, a deeper comprehension of the synergy between virtual reality and sports is poised to catalyze innovative applications and transformative experiences in both realms. Thus, the present study contributes to the ongoing discourse on the convergence of sports and virtual reality, encouraging researchers to approach these issues with an open-minded perspective. It is crucial to note that to fully exploit the benefits and possibilities of this dynamic intersection, additional research and technological advancements are indispensable.

Keywords: Virtual Reality, Sport Studies, Technology, Innovation, Communication.

Introduction

In recent years, there has been substantial interest in applying virtual reality (VR) across various recreational and high-performance sectors, including sports. This surge in interest is attributed to technological advancements, increased accessibility, and the mobility of VR systems (Bailenson, 2018; Greengard, 2019). VR offers the potential for engagement in real/virtual simulation environments (Wei et al., 2013), marking a noteworthy technological stride. The utilization of VR has expanded into diverse industries, with sports being a notable example (Malachi et al., 2023). Given the impressive growth of VR and its anticipated future expansion, the sports industry is expected to take substantial and essential steps toward integrating VR across different dimensions (Faghir ganji et al., 2021).

In the information and technology age, scientific progress hinges on active participation and effective communication. Mass communication networks and channels play a crucial role in this regard. Social
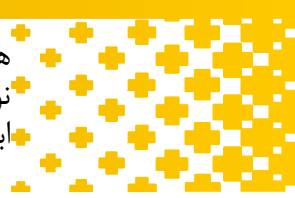
networks, as novel communication tools, present a strategy to enhance scientific communication, foster collaboration among scientists and researchers, and drive engagement (Doulani et al., 2019). This emphasis on communication is particularly relevant for academics and scientists, especially those involved in science and technology, who are increasingly interested in monitoring research trends in scientific journals (Gholampour et al., 2019).

The field of VR and sports studies is dynamically evolving, fueled by innovative research trends seeking to deepen our understanding of the intersection between technology and sports. The significance of research efforts is underscored by the expanding body of literature available on platforms like Google Scholar, reflecting the growing interest and contributions in this interdisciplinary domain. This study aims to explore research trends in VR and sports, drawing insights from the studies accessible in the Google Scholar database.

Methodology

To systematically investigate the landscape of sports technology research, a methodical analysis was conducted using Publish and Persh version 8 software. The dataset under scrutiny encompassed all scholarly publications, including journal and conference papers, theses, dissertations, and academic books, sourced from the Google Scholar database during the period spanning 2010 to 2023. The search focused on articles with titles containing "virtual reality" and "sport." Following the collection and analysis of the identified articles, a word cloud was created from their titles. Subsequent to compiling articles containing the specified keywords in their titles, an Excel file was generated to facilitate systematic organization. Through word cloud analysis, the extracted articles (titles of articles) underwent meticulous examination, providing a nuanced understanding of prevalent themes recurrently manifesting in the titles of these scholarly works. This methodological approach serves as a robust framework for discerning prevailing trends and focal points within the realm of sports technology research.
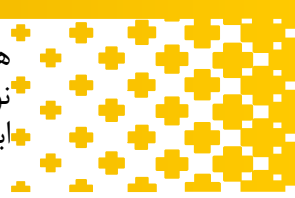
Findings

The findings of the current study are derived from a comprehensive exploration of the Google Scholar database, encompassing scholarly publications such as journal and conference papers, theses, and dissertations, as well as academic books. The search spanned the years from 2010 to 2023 and specifically targeted articles with titles containing both "virtual reality" and "sport." Upon identifying and scrutinizing a total of 98 articles, a word cloud was generated based on their titles, unveiling 429 noteworthy words. Significantly, among the prominent terms, the top three—excluding ubiquitous descriptors like "virtual," "reality," and "sport"—were found to be "technology," "training," and "application." These key themes underscore the multifaceted nature of the dynamic relationship between VR and sport, shedding light on the diverse dimensions explored in contemporary scholarly discourse.

Discussion and Conclusion

Drawing from a comprehensive exploration of the Google Scholar database spanning from 2010 to 2023, this study has identified 429 prominent words through the analysis of 98 pertinent articles. In conclusion, the exhaustive literature review conducted in this study provides a nuanced exploration of the intricate and multifaceted relationship between VR and sports. The utilization of a visually represented word cloud, derived from the titles of relevant articles, proves to be a robust method for highlighting key aspects within this dynamic intersection. The identified findings emphasize the imperative for sustained research efforts and ongoing technological advancements to fully exploit the potential and benefits arising from the synergy of VR and sports. Looking ahead, a deeper comprehension of this relationship holds the promise of instigating innovative applications and
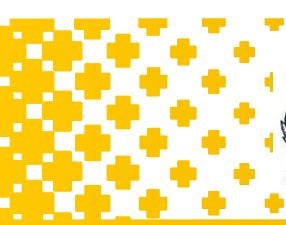
transformative experiences in both domains. This study not only contributes to the evolving discourse surrounding the convergence of sports and VR but also encourages researchers to approach the nuanced issues with an open mind. The growing attention accorded to VR and sports-related research signifies a burgeoning field, offering distinct insights into specific domains. Particularly noteworthy are the top three words, namely "technology," "training," and "application," excluding common descriptors, underscoring the diverse dimensions explored in this evolving field. These significant findings highlight the necessity for continual research efforts and technological advancements to unlock the full potential of this dynamic intersection, rendering them valuable for incorporation into scholarly publications in academic journals.

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Investigating the impact of the perception of organizational policy and electronic governance on the organizational transparency of the sports and youth department of Guilan province with the mediation of innovative leadership style

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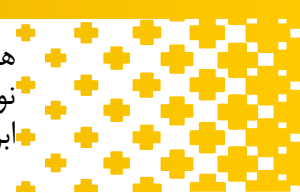javad.ziya@gmail.com

Abstract

Introduction: The purpose of the present study was to investigate the effect of the perception of organizational policy and electronic governance on the organizational transparency of the Sports and Youth Department of Guilan province with the mediation of innovative leadership style. **Method:** This research in terms of purpose, type and method; It has been applied, qualitative and field correlation. Its statistical population included all employees of the General Directorate of Sports and Youth of Guilan province, equivalent to 95 people. According to the distribution of the questionnaire to check the reliability among 25 of these people, the number of the statistical sample equal to 70 people was selected and the sampling method was the total number type. Research tools include organizational policy perception questionnaire (Kakmer and Carlson, 1997), e-government (Hassanzadeh et al., 2015), innovative leadership style in the organization (Holman et al., 2011), organizational transparency Al-Nashmi, 2012) and employee performance. (Miller, 2000). The face and content validity of this tool was confirmed by 12 experts. The reliability of the tool was also checked and confirmed by calculating Cronbach's alpha coefficient, composite reliability, convergent and divergent validity using confirmatory factor analysis. **Results:** The results showed that the perception of organizational policy, e-governance and innovative leadership style had a positive and significant effect on organizational transparency with a coefficient of 0.16, 0.40 and 0.36. Also, the perception of organizational policy and e-governance had a positive and significant effect on the innovative leadership style with coefficients of 0.60 and 0.36. **Conclusion:** Efficient implementation of e-governance will lead to organizational transparency and, of course, increase health. Perception of the organizational policy, innovative leadership style along with e-governance through entering the work and also creating databases for the stakeholders, informs them about the organizational processes.

Keywords: Electronic governance, Innovative leadership style, Political perception, Transparency

ABSTRACT

The aim of the current research was to investigate the impact of the perception of organizational policy and electronic governance on the organizational transparency of the sports and youth department of Guilan province with the mediation of innovative leadership style. Establishing a correct management system in every organization and creating basic facilities, using logical tools (technology and electronic tools) for managers to control the quantity and quality of work in different fields and to create transparency in the organization are among the important issues in running any organization. The title of the foundation and the basis of the work is discussed. The use of these tools and the creation of a suitable context for the realization of different methods

and its adaptation to the real needs of the organization will enable managers to make the most of the available resources in order to increase the efficiency and increase the performance of employees. Since the achievement of success in any organization depends on the optimal use of these scientific tools and creates coordination and facilitates the necessary cooperation, it is necessary for the managers of organizations to be viGuilant in searching for such tools and in order to maintain Human resources use them. Therefore, the purpose of this research was to investigate the effect of the perception of organizational policy and electronic governance on the organizational transparency of the Sports and Youth Department of Guilan province with the mediation of innovative leadership style.

This research was descriptive-correlation in terms of type, applied in terms of purpose and field implementation in terms of method. In the library section, questionnaire items and questions were collected and set, and in the field section, the prepared questionnaire was provided to the statistical sample. Statistical sample Considering that Hir et al. (2017) have suggested an approximate value of between 5 and 15 people for each research component in order to estimate the research sample in the structural equation approach. The researcher considered 5 people for each question. 220 people. However, in this research, due to the limited number of the statistical population in this period, due to the shutdown and remote working of employees due to the spread of the Covid disease, 19 statistical samples were available to 70 people. The data collection tool in this research was four adjusted questionnaires organizational politics (Kacmer and Carlson, 1997), It was electronic governance (Hassanzadeh et al., 2015), innovative leadership style in the organization (Holman et al., 2011), organizational transparency (Al-Nashmi, 2012), which includes two main parts. The first part of the questionnaire: includes questions related to population variables. cognitive and psychological included gender, age, level of education, marital status and work experience. The second part of the questionnaire included dimensions of organizational policy perception questionnaire with 15 questions, e-governance questionnaire with 7 questions, innovative leadership style questionnaire with 7 questions and organizational transparency with 15 questions. In terms of the transparency of laws and regulations (3 questions), the transparency of work and activity steps (7 questions), the transparency of administrative and employment affairs (5 questions) have been examined, based on the five-point Likert scale from 1 to 5. The completely disagree and completely agree form was adjusted; to measure the validity of the form and content of the questionnaire, the items were given to sports management professors (4 people), doctoral students (3 people), and managers and employees of the Sports and Youth Department of Gilan province (4 people). After this stage and applying the opinions of the mentioned experts, its formal and content validity was confirmed. In this research, to measure the reliability in a pilot study, the questionnaire was given to 25 people from the statistical population, and then its reliability or internal consistency was calculated and confirmed through Cronbach's alpha coefficient using Spss 23 software. After coordinating with the Sports and Youth Department of Gilan province and obtaining permission to distribute the questionnaire among the managers and employees of the Sports and Youth Department, the researcher went to this department and provided the questionnaire to the managers and employees. In order to ensure the correct and complete filling of the questionnaires and to respond to possible problems regarding the content of the questions, the researcher tried to be present in all stages of their completion and finally 70 questionnaires were collected and analyzed. Also, Smirnov's Kolmograph test was used to determine the distribution of the research data. Finally for the test Research hypotheses, confirmatory factor analysis and structural equation modeling were used using SPSS and PLS version 3 software. All hypotheses have been tested at the level of p ≤ 0.5. The results showed that the electronic governance factor, innovative leadership style and perception of organizational policy have a significant effect on the organizational transparency of the Sports and Youth Department of Gilan Province. Electronic governance agent. It has a

significant effect on the innovative leadership style of managers of sports and youth department of Gilan province. Finally, it was found that the organizational policy perception factor has no significant effect on the organizational transparency of the Sports and Youth Department of Gilan Province.

The efficient implementation of e-government leads to organizational transparency and enhances its overall health. This transparency is achieved by incorporating organizational policy principles and innovative leadership, along with establishing databases for employees and customers, facilitating familiarity with detailed work processes. These initiatives contribute to elevating organizational transparency. When organizational affairs are presented comprehensively, the likelihood of administrative misconduct and covert operations significantly diminishes. Organizational transparency, particularly in financial and other domains, is accurately articulated, ultimately resulting in improved administrative health. Research indicates that sports and youth departments require transparency to enhance organizational policy awareness. E-governance can serve as a long-term strategy to fortify organizational transparency. Organizational perception and e-governance play fundamental roles in transparency creation. Through innovative leadership styles, they can effectively promote organizational transparency. These factors can be regarded as effective models for understanding the behavior of sports and youth department employees, aiming to increase their awareness of organizational policies.

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The Relationship Staff Participation and Teamwork on the Leadership Style of the Senior Management of the Organization

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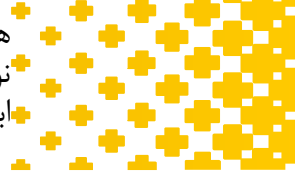
Abstract

Introduction: Regarding the relationship between participation and teamwork and management leadership style, it can be considered that by establishing this relationship, we will actually build a bridge between the organizational goals and actions in the conflicts of the participation process; This conflict is not only a management problem, but also a human problem, and participation is a logical response to today's conditions and conflicts. **Method:** This research was conducted with the aim of investigating the relationship between employee participation and teamwork on the leadership style of the senior management of the organization. The statistical population of the research was managers and staff of the General Directorate of Sports and Youth of Khorasan Razavi province. Also, to conduct this research, Rensis Likert leadership style questionnaire and researcher's teamwork questionnaire were used, the validity and reliability of which were confirmed by experts and experts and confirmed with Cronbach's alpha of 0.92. **Results:** Considering that the dominant style of the organization's managers is the collaborative management style, there was a positive and significant relationship between their management style and the level of employee participation and teamwork. The use of participatory management style in the General Directorate of Sports and Youth of Khorasan Razavi was evaluated positively. But other things can also contribute to the progress of this issue, such as the commitment and stability of management, paying attention to the organizational maturity of staff, providing the background for collaborative management and training managers in this field can lead to the correct use of this management style or choosing the best The management style is suitable for the organization. **Conclusion:** Undoubtedly, the leadership style of managers is effective in correctly guiding staff towards organizational goals. Using the best leadership or management style leads to increasing the effectiveness and progress of the organization. Therefore, it is suggested that the managers of sports organizations as well as other governmental and non-governmental organizations should be trained in leadership styles and choose the best method that has a close and good relationship with the participation of staff and their teamwork in their organization and the degree of benefits. and take their own organizational.

Keywords: teamwork, staff participation, leadership style
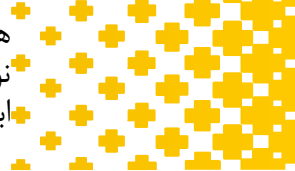
ABSTRACT

Regarding the relationship between participation and teamwork and management leadership style, it can be considered that by establishing this relationship, we will actually build a bridge between the organizational goals and actions in the conflicts of the participation process; This conflict is not only a management problem, but also a human problem, and participation is a logical response to today's conditions and conflicts. In another definition, participation means providing and expanding a

suitable platform for common goals; Therefore, based on this definition, when a group of people has the opportunity to explore common goals and knowledge is easily exchanged between them, it becomes possible to achieve common knowledge and awareness, and as a result, the result of the group's work and effort increases; In their research, Subhash and Narg. identified four dimensions in the establishment of total quality management, and listed team building and teamwork as one of the most important aspects of their research; Also, an organization that wants to remain at the global level with this level of progress and development, both in terms of technology and management, must consider staff as the main essence of its organization and understand that their participation will make their abilities an advantage of the organization; Therefore, creating motivation, commitment and participation of staff towards the organization will cause innovation and accelerate the advancement of the organization's goals; Creating the responsibility of staff in relation to their duties as well as creating passion and enthusiasm in their participation and cooperation in advancing the plans and goals of the organization will increase productivity and continuous improvement in the organization in question; In this regard, Bon Oy et al. (2017) also considered teamwork as one of the important aspects of leadership style in a research; Therefore, it is necessary and necessary that the managers who work at the highest levels of organizations eliminate the distance between departments and organize teamwork using factors that are common among other global organizations; One of these methods can be considered as starting a suggestion system and also using a participation system among the members of the organization, which will advance the goals and procedures of the organization at the national and even international level. Staff at all levels form the foundation of an organization and their participation makes the organization benefit from all its capacities. Implementation of this principle increases motivation, innovation, creativity, responsibility and teamwork. Leadership as one of the important tasks of science and art managers is influencing people in order to achieve goals. The style of leadership or management determines the atmosphere, culture and strategies governing the organization.

Leadership style is a set of managers' attitudes, traits and skills that are formed based on the four factors of the value system, trust in staff, leadership tendencies and a sense of security in ambiguous situations. The leadership style of managers shows how they interact with the staff under their supervision. Undoubtedly, the leadership style of managers is effective in correctly guiding staff towards organizational goals. Using the best leadership or management style will increase the effectiveness and efficiency of the organization. This research was conducted with the aim of investigating the relationship between employee participation and teamwork on the leadership style of the senior management of the organization. The statistical population of the research was managers and staff of the General Directorate of Sports and Youth of Khorasan Razavi province. Also, to conduct this research, Rensis Likert leadership style questionnaire and researcher's teamwork questionnaire were used, the validity and reliability of which were confirmed by experts and experts and confirmed with Cronbach's alpha of 0.92. In fact, management is the coordination of material and human resources in order to achieve organizational goals in a way that is accepted by society. Organizations need effective and efficient managers and staff so that they can achieve their goals in the direction of comprehensive growth and development. As the official representative of the organization, the manager is at the head of the organization to create coordination and increase productivity.

The success of the organization in achieving its goals depends on how to apply management and the effective leadership styles of the manager. The manager in the leadership role of the organization can choose different styles in directing human resources. The appropriate behavioral patterns of the manager in any organization will create strong morale and motivation in the staff and increase their satisfaction with their jobs and professions. By using the correct leadership style, managers can increase the job satisfaction and organizational commitment of staff and the productivity of their organization. Leadership as one of the important tasks of science and art managers is influencing

people in order to achieve goals. The style of leadership or management determines the atmosphere, culture and strategies governing the organization. Leadership style is a set of managers' attitudes, traits and skills, which is formed based on four factors of the value system, trust in staff, leadership tendencies and a sense of security in ambiguous situations.

Dunham, (2020). The leadership style of managers, It shows how they interact with the staff under their supervision. The topic of leadership has attracted the attention of many researchers. The results of these researches have led to the presentation and.development of various theories in the field of leadership styles of managers. The examination of these theories covers a wide range of styles. It shows the styles of leadership from authoritarian and authoritarian styles to collaborative and transformational styles. The different leadership styles are: authoritarian, anarchic, bureaucratic, democratic, consultative, collaborative, transformative, and pragmatic styles. that a specific leadership style is not suitable for all situations. Therefore, a manager can choose different styles to lead his staff in different situations according to the culture governing the organization and the organizational maturity of the staff. Today, staff from higher education and the work has become more specialized, so it is not possible to use them as in the past forced to do the work. In today's organizations, there is a greater need for employee participation in the management of the organization. In fact, changing the management style from autocratic management to collaborative management leads to the success of the organization as much as possible. The leadership style that leads to the group participation of staff and the formation of work groups leads to effective, efficient, orderly and coordinated work.

In addition, the use of a supportive and collaborative leadership style leads to an increase in the pleasure of doing work in staff. The results have shown that the leadership style of managers is related to the effectiveness, efficiency and productivity of organizations. In addition, there is a close relationship between the leadership style of managers, job satisfaction and organizational commitment of staff. In a research conducted in Eilat, America, it was shown that in the units that implemented the collaborative management style, there was a high level of solidarity between staff and a low level of job stress among staff. This reduction of work stress had increased the quality of service. Participatory management had led to an increase in employee and client satisfaction. The results of the research showed that considering that the dominant style of the managers of the organization was the collaborative management style, there was a positive and significant relationship between their management style and the level of participation and teamwork of the staff. The use of participatory management style in the General Directorate of Sports and Youth of Khorasan Razavi was evaluated positively. But other things can also contribute to the progress of this issue, such as the commitment and stability of management, paying attention to the organizational maturity of staff, providing the background for collaborative management and training managers in this field can lead to the correct use of this management style or choosing the best The management style is suitable for the organization. Undoubtedly, the leadership style of managers is effective in correctly guiding staff towards organizational goals. Using the best leadership or management style leads to increasing the effectiveness and progress of the organization. Therefore, it is suggested that the managers of sports organizations as well as other governmental and non-governmental organizations should be trained in leadership styles and choose the best method that has a close and good relationship with the participation of staff and their teamwork in their organization and the degree of benefits. and take their own organizational.

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Utilizing artificial intelligence in sports research, coaching, and enhancing sports performance: SWOT analysis

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Abstract

Artificial intelligence (AI) offers immense potential to revolutionize sports research, coaching, and performance optimization. This article provides a SWOT (strengths, weaknesses, opportunities, threats) analysis evaluating the integration of AI in these areas. Key strengths of AI include efficient data processing, pattern recognition, prediction capabilities, talent identification, and automated decision-making support. However, weaknesses exist regarding data quality dependencies, interpretability, cost barriers, and ethical risks surrounding privacy. Opportunities highlighted involve leveraging AI for evidence-based decisions, customized training insights, fan engagement innovations, comprehensive performance analytics, and collaboration platforms. Concerning threats, considerations include legal/regulatory challenges, overreliance on technology, negative psychological impacts on athletes, and resistance to change. Overall, while AI integration offers tremendous benefits, it is critical to address associated weaknesses and threats appropriately. Maintaining human expertise alongside AI-driven insights is vital for holistic analysis inclusive of both quantitative metrics and qualitative factors. As the sports domain rapidly adopts AI, a nuanced, ethical approach focused on maximizing strengths while mitigating risks is essential.
Keywords: Artificial Intelligence, Coaching, Sports Performance, SWOT

Introduction

Artificial intelligence (AI) is the "theory and development of computer systems able to perform tasks that normally require human intelligence" and "makes it possible for machines to learn from experience, adjust to new inputs, and perform human-like tasks" (1). AI encompasses all forms of classical machine learning and modern artificial neural networks and through the processing of large amounts of available data (2) develop more and more human-like capabilities for decision-making and planning. The various applications of artificial intelligence (AI) are revolutionizing numerous aspects of our society (3–5), including the academic community (5) focusing on applied research relevant to sports. This community is still in the early stages of utilizing the potential of AI (6) to maintain and improve athletic performance, prevent injuries, optimize training and assist in overall decision-making (7). However, as has already been carried out with other novel technologies being applied to the practice of and research on sports (10, 11), an ongoing and comprehensive understanding of the potential strengths, weaknesses, opportunities, and threats (SWOT) of AI in this context is required (8). To evaluate the application of artificial intelligence (AI) in sports, we executed a SWOT analysis, we performed a non-systematic review of academic papers, case studies, and reports by actors in the sports industry. The broad perspective on this subject presented here is meant

primarily as an aid in strategic planning, risk assessment, and resource allocation in connection with sport science research, coaching, and optimization of athletic performance (9).
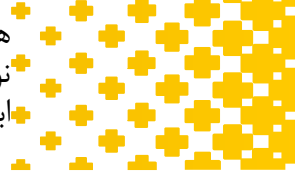
In recent years, the field of sports has witnessed a significant influx of artificial intelligence (AI) technologies (11). AI has been increasingly utilized in various aspects related to sports research, coaching, and sports performance optimization (7-9). In conclusion, the utilization of artificial intelligence in sports research, coaching, and performance optimization offers numerous strengths including efficient data processing and real-time feedback capabilities (5). Recognizing opportunities for innovation and improvement in injury prevention strategies allows coaches to effectively leverage AI systems within their training programs (9, 11). Additionally, ethical considerations regarding privacy protection along with maintaining the importance of human expertise should be prioritized throughout the integration process. (10). This article aims to provide a brief analysis using the popular SWOT framework to evaluate the strengths, weaknesses, opportunities, and threats associated with the use of artificial intelligence in these areas. However, it is essential to address the weaknesses and threats associated with AI usage carefully to maximize its potential benefits while minimizing risks. The integration of artificial intelligence (AI) technologies in sports research and coaching has brought about significant advancements in recent years. This article organizations might pose a challenge for smaller clubs or institutions with limited financial resources.

Strengths

A growing number of repetitive and time-consuming tasks, such as processing, and analysis of medical data, as well as reporting of findings can be performed by AI (12, 13). For example, language-based AI such as Chat GPT (Open AI, CA, USA) has already demonstrated its potential to assist healthcare professionals in writing medical reports (14), although its applicability with respect to various types of sports writing remains to be established. AI systems can process large sets of data and perform complex calculations, thereby enabling accurate and efficient analysis of (longitudinal) data on numerous athletes (9). For example, certain types of AI can already analyze the spatiotemporal behavior of soccer players in a manner that allows, among other things, automatic identification of dynamic attack formations, information which might be of value in connection with tactical training (15). In connection with its rapid processing and analysis of large amounts of data, AI may reveal patterns, trends, relationships, and other insights not immediately apparent to human observers (16).

One of the primary strengths of integrating AI into sports research is its ability to process vast amounts of data quickly and efficiently. Traditional methods often struggle with handling large datasets effectively; however, AI algorithms can analyze complex patterns within seconds or minutes (17). This speed allows researchers to extract meaningful insights from extensive databases that would otherwise be time-consuming or even impossible without AI assistance. By identifying correlations between different variables such as player performance metrics and environmental conditions during games or training sessions, researchers can develop more accurate models for predicting future outcomes (18).

The application of artificial intelligence also provides significant advantages when it comes to coaching athletes. Coaches can utilize AI-powered tools that analyze players' movements during training sessions or matches. These tools offer real-time feedback on technique improvements and highlight areas for development based on comprehensive biomechanical analyses. The article provides an analysis of the strengths, weaknesses, opportunities, and threats associated with the integration of artificial intelligence (AI) in sports research and coaching (16-18). AI technologies have been increasingly utilized in various aspects related to sports performance optimization. One notable strength of incorporating AI into sports research is its ability to process vast amounts of data quickly and efficiently. This enables researchers to extract meaningful insights from extensive databases that would otherwise be time-consuming or even impossible without AI assistance.

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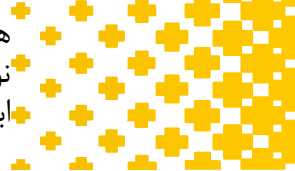ابریشم، ایران- تبریز – ۱۴۰۲

Additionally, coaches can utilize AI-powered tools that analyze players' movements during training sessions or matches, providing real-time feedback on technique improvements and highlighting areas for development based on comprehensive biomechanical analyses (19). However, there are limitations associated with integrating artificial intelligence into sports-related fields. One significant weakness is the potential bias in AI algorithms' results if the training data used lacks diversity or contains inherent biases. This may lead to inaccurate conclusions or perpetuate existing inequalities within sports populations (20). Moreover, while AI can process large volumes of data effectively, it may face challenges concerning contextual understanding as qualitative aspects may not be easily quantifiable using traditional data sources alone. Nevertheless, integrating artificial intelligence presents exciting opportunities for innovation and improvement in various areas such as injury prevention strategies. By analyzing players' movement patterns during practice sessions or games, coaches can identify potential risk factors associated with specific movements that could lead to injuries over time. Personalized recommendations based on each player's unique biomechanics and injury history enable the design of more effective individualized training programs aimed at reducing the likelihood of injuries (15-17).

Weaknesses

Despite its numerous benefits, there are some limitations associated with integrating artificial intelligence into sports research, coaching, and performance optimization. One significant weakness is the potential for AI algorithms to produce biased results (21, 22). If the training data used to develop these algorithms contains inherent biases or lacks diversity, it can lead to inaccurate conclusions or perpetuate existing inequalities within sports (8-10).

Moreover, while AI can process large volumes of data effectively, it may struggle with contextual understanding. Sports encompass a wide range of variables and subjective elements that may not be easily quantifiable or captured by traditional data sources (22). Therefore, relying solely on AI-generated insights without considering qualitative aspects might overlook critical factors necessary for comprehensive analysis. The article discusses the strengths, weaknesses, opportunities, and threats associated with the integration of artificial intelligence (AI) in sports research and coaching. AI technologies have been increasingly utilized in various aspects related to sports performance optimization. One notable strength is the ability of AI to process vast amounts of data quickly and efficiently. This enables researchers to extract meaningful insights from extensive databases that would otherwise be time-consuming or even impossible without AI assistance. Additionally, coaches can leverage AI-powered tools that analyze players' movements during training sessions or matches. These tools offer real-time feedback on technique improvements and highlight areas for development based on comprehensive biomechanical analyses (20). However, there are limitations associated with integrating artificial intelligence into sports-related fields. One significant weakness is the potential bias in AI algorithms' results if the training data used lacks diversity or contains inherent biases. This may lead to inaccurate conclusions or perpetuate existing inequalities within sports populations. Moreover, while AI can process large volumes of data effectively, it may face challenges concerning contextual understanding as qualitative aspects may not be easily quantifiable using traditional data sources alone (16-18).

Some AI systems, such as artificial neural networks, can be considered "black boxes" which perform data analysis and decision-making that is un- or even counterintuitive to human brains (6). This absence of transparency in AI models can raise concerns among athletes, coaches, and other stakeholders. For instance, when an AI model is initially trained using data regarding elite athletes, but subsequently applied to non-elite or sub-elite athletes, it may introduce biases that could result in erroneous decisions and pose potential risks to athletes which would not be apparent to the humans involved, due to the opaque nature of the decision-making process (9).

While AI can provide valuable insights, it should not replace human judgment entirely. Athletes and coaches should not abandon their own critical evaluations, but make the final decisions, relying on AI for support. Unfortunately, in this context recent research findings indicate the presence of a tendency towards excessive reliance on AI for decision-making, with an associated potential risk of making the wrong decision (22). Reliable application of AI technology to sport science may require a considerable level of expertise, significant financial investment, specialized infrastructure, and individuals who can accurately interpret the output (6). This could give teams with more resources a considerable advantage. As AI becomes more prevalent, humans may have to do more and more "cleaning" up and otherwise preparing data for usage by AI. This may necessitate hiring additional personnel or require regular staff members to allocate more of their time to such duties, potentially reducing the time they have available for interaction with their athletes (12, 18-21).

Opportunities

The integration of artificial intelligence (AI) in sports research and coaching offers numerous opportunities. Coaches can leverage advanced analytics provided by AI systems to make well-informed decisions based on objective evidence, moving away from subjective evaluations (23). Additionally, AI's ability to analyze player performance metrics facilitates the development of innovative training techniques tailored to individual needs, thereby enhancing overall performance improvements (24). AI can also be used to create interactive applications or virtual platforms that promote fan engagement, leading to increased fan participation and revenue generation. Furthermore, AI enables coaches to conduct a detailed analysis of player movements, match tactics, and other performance-related aspects for enhanced performance analysis (23, 24).

The integration of AI in sports research and coaching provides various opportunities for advancements in the field. AI systems can efficiently process vast amounts of data, offering valuable insights into player behavior, training techniques, and team strategies. These strengths empower coaches and researchers to make well-informed decisions based on objective evidence rather than relying solely on instinct or experience. AI algorithms can create accurate prediction models by analyzing historical data from previous matches or seasons, allowing coaches to anticipate future outcomes with statistical probabilities and enhance their strategizing abilities. Moreover, AI, coupled with wearable technologies, can assist in injury prevention by identifying early signs of fatigue or potential risks, allowing coaches to adjust training regimes accordingly and minimize injuries among players. Additionally, AI systems provide valuable tactical insights through the analysis of various factors, such as opponent playing styles and individual player strengths/weaknesses, enabling coaches to devise more effective game plans tailored specifically for each match scenario.
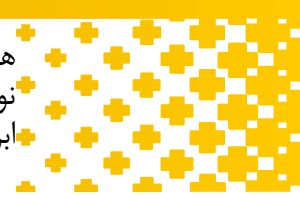
AI allows overall individual athletic performance and relevant individual physiological variables to be analyzed both in real-time and long-term. Such feedback enables short- and long-term adjustments (23) in training load and other interventions that can help individualize and optimize both training and competitive performance. Sufficiently comprehensive data, combining video recordings with a wide variety of measurements (24), also promises to predict future performance and aid in early diagnosis of injury, followed by design, monitoring and assessment of appropriate rehabilitation (22). On the basis of their analyses of individual athletes, including their health and history of injuries, AI-based systems may aid coaches and medical staff in preventing injuries before they occur (17). In this context, artificial neural networks, decision trees and support vectors are already being used to assess risk for injury in connection with different team sports (17). By analyzing large amounts of data concerning the determinants of performance, including physical attributes, and other potential indicators of success for individual athletes, AI can potentially help identify new talent (19-20). In addition to simplifying the monitoring of indicators of performance which have been previously difficult to measure, the correct comprehensive analysis and interpretation of data on both individual and groups of athletes by AI could help reveal novel indicators of performance (25). The massive

amounts of objective data that can be collected and analyzed by AI allow coaches and athletes to more easily make data- and, ideally, evidence-based decisions about training, competition, and coaching strategies concerning, e.g., training intensities, recovery protocols, and tactical adjustments. For instance, training plans for kickboxers generated automatically can be tailored to each individual athlete's current level of performance, period of development, and performance goals, thereby not only reducing the time required for planning, but also providing plans that were more comprehensive and personalized than those designed by an expert coach (26). Increased automatization of repetitive tasks, helping to improve the coach-athlete relationship. The performance of repetitive and time-consuming tasks by AI could free up more time for personal activities that improve the relationship between a coach and his athletes, which is often regarded as a key factor in the effectiveness of training (27). AI-powered platforms and systems have the potential to facilitate collaboration and other types of interactions between sport scientists, coaches, and athletes, enabling easy sharing of data, insights, and guidelines for best practices (28).

Threats

While the integration of artificial intelligence (AI) in sports research and coaching offers significant potential benefits, it also raises certain threats that must be considered. Ethical considerations emerge concerning players' privacy, data collection methods, and the potential for teams with greater financial resources to gain an unfair advantage. Additionally, relying solely on AI's automated analysis may lead to a decline in human expertise within the field (29). Therefore, it is crucial for human coaches to maintain strategic oversight while incorporating AI-driven insights into decision-making processes. The complexity of sports dynamics makes them susceptible to misinterpretation when relying solely on quantitative data analysis provided by AI systems. Coaches must exercise caution and consider qualitative factors as well. Moreover, rapid technological advancements require coaches to continuously update their knowledge and skills; failure to adapt may result in an inability to fully leverage the benefits offered by integrating artificial intelligence into coaching strategies (30). In summary, while there are immense opportunities presented by integrating AI into sports research and coaching methodologies, it is essential to address potential threats such as ethical concerns regarding player privacy and unfair advantages based on financial resources (28, 29). Maintaining human expertise alongside AI-driven insights is crucial for accurate decision-making processes considering both quantitative and qualitative factors in sports dynamics analysis. Furthermore, coaches should stay updated with rapid technological advancements to fully exploit the benefits offered by artificial intelligence integration effectively (26).

However, implementing AI technology also entails certain weaknesses that need consideration. The reliability and accuracy of AI analysis heavily depend on the quality and integrity of the data fed into the system; incomplete or inaccurate data may lead to flawed conclusions that could misguide coaches or researchers. Additionally, although AI systems excel at processing quantitative data efficiently; they lack contextual understanding possessed by human coaches who can read emotions perceive team dynamics beyond quantitative metrics alone. Moreover, deploying an effective AI system requires substantial initial investments in hardware and software which may present financial barriers for smaller teams with limited resources. Safeguarding sensitive player information against hacking threats or security breaches is also a concern that needs to be addressed adequately. However, it is crucial to address the weaknesses associated with AI technology while considering ethical implications regarding data privacy. Maintaining human expertise alongside AI-driven insights is important for accurate decision-making processes that encompass both quantitative and qualitative factors in sports dynamics analysis. Coaches must stay updated with rapid technological advancements to fully exploit the benefits offered by integrating artificial intelligence effectively (31).

The collection, storage and analysis of sensitive data on individual athletes by AI can expose organizations to privacy breaches, cyber-attacks, or other forms of unauthorized access. Thus, robust data protection is required. In addition, there is the possibility that the company managing the AI system may utilize personal data for the purpose of enhancing their models, which may lead to unintentional exposure of this data to third-party users (30). The incorporation of AI into sport science raises a number of legal and regulatory concerns, such as ownership of data and copyrights, liability for deleterious consequences of AI-based decisions, and compliance with prevailing regulations concerning data protection. To address such challenges, the European Parliament recently issued a resolution aimed at legislative regulation of AI (28).

For a variety of reasons, malicious actors may attempt to manipulate the data employed by AI systems, even introducing false information, actions commonly referred to as adversarial attacks and which can alter the decisions arrived at. One such example would be manipulating the camera of a self-driving car so that it overlooks red traffic lights (29). In a similar manner, sports data could be altered by competitors to cause the opposing team to, for example, adopt suboptimal tactics (30). Usage of AI in sport science may impair the psychological well-being of athletes, leading, for example, to performance anxiety, pressure to conform to AI-generated recommendations, and less trust in the coach. Communication and psychological aspects of the relationships between athletes, coaches and the support staff may be damaged (29, 30). As with any new technology, integration of AI into sports science may face resistance (6). There can be many reasons for such resistance and these need to be assessed employing, e.g., the technology acceptance framework (30) to survey coaches, athletes and other stakeholders (31).

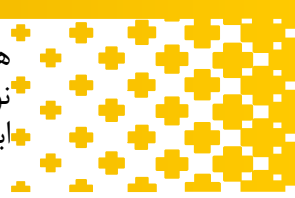### Limitations and future research

One limitation of the present study lies in the fact that, although our conclusions are consistent with those of both other SWOT analyses and non-systematic approaches in the realm of sports science (10, 11), we did not employ a systematic approach to the identification of strengths, weaknesses, opportunities, and threats. Consequently, we cannot guarantee the comprehensiveness of the information provided.

Furthermore, due to the continuous rapid development of artificial intelligence, new strengths, weaknesses, opportunities, and threats may emerge, while some of those discussed here may become less prominent. Future research in this area should aim to assess the application of AI to various aspects of sports science research, coaching, and optimization of athletic performance, utilizing an interdisciplinary approach involving professionals in handling and analyzing data, exercise and training of athletes, and ethical and social issues, among others.

In addition, there is a pressing need to educate sports practitioners in order to ensure that they implement AI properly and optimally, capitalizing on its strengths and opportunities, while mitigating potential threats and weaknesses. In this context, one branch of AI, i.e., Explainable Artificial Intelligence (XAI), is attempting to design machine learning architectures that are more transparent, interpretable, and accountable to human users (so-called "White" or "Glass" as opposed to "Black-Boxes") (31). In situations where decision-making can exert immediate and long-lasting impacts, such transparency and interpretability are crucial. Understanding the rationale behind analyses performed by AI—including analyses of data on a players performance, prediction of injury, or optimization of game strategy—enables more informed and ethical usage of this technology, while at the same time promoting trust in its analyses.

Summary

The integration of artificial intelligence has immense potential for revolutionizing sports research and coaching. By leveraging the strengths of AI, coaches can gain valuable insights into player

performance, develop innovative training techniques, and enhance overall team strategies. However, it is crucial to address the weaknesses associated with AI technology while considering ethical implications and maintaining human expertise in decision-making processes. AI offers strengths such as automating repetitive and/or time-consuming tasks, performing large-scale analyses, recognizing patterns, predicting future events, and identifying talent. It can help optimize training, prevent injuries, and enhance decision-making. However, there are also weaknesses and threats to consider. The weaknesses include the need for high-quality data, a limited ability to interpret complex sport-specific situations, lack of human intuition, ethical considerations, biases, limited adaptability, costs, and lack of interpretability. Threats include risks to data privacy, legal and regulatory challenges, the integrity and manipulation of data, overreliance on AI, a negative psychological impact on athletes, technological limitations and biases, resistance to change, and overemphasis on quantitative data. It is crucial to address these weaknesses and threats for optimal usage of the strengths and opportunities offered by AI in connection with sports science research, coaching, and the optimization of athletic performance.

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Investigating the consequences of financial sponsors in women's sports

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Abstract

Today, the biggest defect seen in sportswomen is the sponsoring part of sports, which has the first word in the modern world of sports. It can be said that commercialization has penetrated all levels of sports, from participation in community sports to professional sports. Especially in professional sports, corporate financial support is ubiquitous, and athletes and sports clubs usually advertise or endorse (Smith and Stewart, 2014). In a very clear article, the purpose of expressing this issue is that female athletes, who are in a more difficult situation than men, are currently not broadcasted by any media due to political, cultural and religious issues, and athletes and coaches only work a lot because of their interest, and they don't have any financial sponsors to at least treat their injuries, so they say goodbye to sports at a young age due to their inability to meet their financial needs, which causes psychological problems among female athletes and also lowers the age of championships in the country. It follows Iran. Therefore, with proper planning and planning, it is possible to help a lot in the direction of driving financial sponsors to female athletes and increasing the productivity of female athletes (Haqdoost, 2017). The lack of support for sportswomen has various consequences that can be researched in different aspects, including: increasing the amount of diseases and obesity due to the low desire of girls and women to exercise because the root of championship sports is universal sports. Although the long-standing desire of human beings has always been to have a healthy body and mind, but nowadays with the modernization of the lives of the people in the society, the lifestyle behaviors have changed and have gone towards inactivity and unhygienic food patterns (Scholenkorf and Sifken, 2019).

The tools used in this research were the study of documents and semi-structured interviews using thematic analysis method. Thematic analysis refers to detailing, examining and recording patterns or themes from the collected data. Themes are "patterns created" based on data sets important to explain a phenomenon in line with the research question. Thematic analysis is the best method as an umbrella covering different approaches instead of a single approach. Thematic analysis emphasizes the organization and rich description of the data set with an approach that goes beyond the counting of phrases or words in a text, and in which specific and virtual ideas are identified within the data.

Coding is the first step in the process of developing themes (themes) from within the raw data and through organizing the important parts of the data and deciphering the primary relationships among them. The interpretation of these codes can include "comparing the frequency of themes, identifying themes found together and graphically displaying the relationships between different themes." There

is a wide range of data; For example, different texts can range from one word to a collection of several pages of answers to a researcher's question. Key code of consequences of sponsors in sports including open codes including financial problems, lack of big team, lack of success, tax incentives. Double win, profit increase, heroes increase, psychological valuation, existence of unity, are motivation. The use of persuasive factors of financial sponsors led to the entry of more sponsors and, as a result, the development of women's sports. According to the final model of intervening factors, characteristics of financial sponsors and effective factors in the presence of financial sponsors are considered among the inputs of the model, and these categories include codes, and the consequences of financial sponsors are among the output of the model, which has two positive and negative dimensions, as follows that the presence of financial sponsors has positive consequences and the absence of financial sponsors has negative consequences. The position of the country's sports, especially the championship sports, as one of the basic institutions for the development of the importance and position of the private sector. The country's championship sport is one of the main pillars of the development of sports among the people and the international community, and it is considered a tool for realizing strategic goals, consolidating national unity and increasing the spirit of vitality and happiness. As a result of sponsors, tax incentives, failure and increased profits are among the main codes.

Identifying and Prioritizing Evaluation Criteria and Selecting High Level Managers of Sports Organizations

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Abstract

Introduction: Identification of criterions for management competencies is a critical factor for selection, development and evaluation of managers. Indexes and roles are necessary for selecting a competent person, and these indexes should be chosen in a measurable way. The purpose of the current research was to identify and prioritize the criteria for evaluating and selecting high-level managers of sports organizations. **Method:** The present research was mixed in terms of the nature of the data. In the first and qualitative part, the classification of evaluation criteria and the selection of managers of sports organizations were drawn with a cognitive science approach using the method of content analysis based on inductive categories in a decision tree. The final model with 6 criteria and 41 sub-criteria was identified. In the second and quantitative part, the prioritization of dimensions was done with the hierarchical analysis method. Fuzzy questionnaires were completed by 20 university experts in sports management, in order to determine the priority and weight of each of the criteria and sub-criteria using the analytic hierarchy process. **Results:** Results showed that most important criterions of evaluation and selection of higher levels managers were perceptual skills, human skills, public and professional credibility, technical skills, objectives factors, and personality characteristic, respectively. Also most important sub criterions were setting the prioritization of organization, goal setting, innovation and creativity, recognizing the strength and weakness of organization, create morale, internal communication, informal communication, recognizing the structure of organization, and penetration in others, respectively.

Conclusion: According to the results of the research, there are various indicators for evaluating and selecting top managers in sports organizations, and paying attention to them in the selection of managers of sports organizations can provide a suitable index for decision makers in choosing worthy sports managers.

Keywords: Management Competencies, Managers Skills, Analytic Hierarchy Process

ABSTRACT

By selecting capable managers, organizations provide the basis for the growth of the organization through guidance, and according to most experts, the reason for the success and failure of
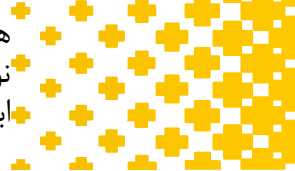
organizations lies in the difference in their management (Sinambala et al., 2022). Understanding the dimensions of managerial competence is considered a fundamental factor both for the development and evaluation of managers, and to understand what competencies managers should have in interacting with management systems, it is necessary to deal separately at 3 different levels of management, including senior, middle and operational management. Patterson (2004) believes that managerial skills improve managed performance, and Al-Tent Wai et al. (2009) also reported that the relationship between strategic skills and managers' performance is a mediator and inseparable part of a production supply chain. According to Hayes, different skills do not have the same importance from the point of view of managers in different environments, and in addition to the organizational environment, extra-organizational factors and individual characteristics of managers also affect the performance and quality of their activities in the organization. In general, the findings of most studies and researches indicate the need for criteria and factors for the selection and appointment of managers and compliance with the established criteria and priorities. In the meantime, many researches have also provided models and components, but the influence of these programs on the environmental and structural characteristics of the organization has turned them into special programs that must be redesigned every time according to the organization's conditions. One of these organizations is sports organizations that have special conditions compared to other organizations. Sports organizations are in constant contact with the society at different ages and must have the ability to organize a huge manpower to deal with sports and also in the championship dimension to participate in international arenas. Therefore, the realization of organizational goals in these organizations requires managers who have broader and possibly different management capabilities and skills than other organizations. Therefore, in this research, an attempt has been made to create experts and sports experts in the field of basic skills needed by managers of high levels of sports to be provided for the selection of new managers and evaluation of competent managers at the strategic levels of sports organizations with the hierarchical analysis process of group decision- making and seeking opinions from managers.

Method

The current research is applied in terms of purpose, descriptive in terms of data collection, and mixed in terms of the nature of the data. In the first and qualitative part, the classification of evaluation criteria and the selection of managers of sports organizations were drawn with a cognitive science approach using the method of content analysis based on inductive categories in a decision tree. At this stage, by reviewing the literature and the background of the research, and especially the selection model of Momeni and Jahanbazi managers (2006), it was compiled and in order to clarify the path of research and enrichment, it was provided by using the Delphi decision-making method from the opinions of 15 people from Experts including professors and sports management experts were used, and after removing and adding some criteria from the initial questionnaire, finally, the final questionnaire was identified with 6 criteria and 41 sub- criteria. Then, in the second and quantitative part, the prioritization of the dimensions was done using the hierarchical analysis method. Fuzzy questionnaires were completed by 20 university experts in sports management, in order to determine the priority and impact of each of the criteria and sub-criteria using the hierarchical analysis method. All steps of technique implementation were done using Expert Choice software.

Results

In the first part of the research, criteria and sub-criteria for evaluation and selection of top managers of sports organizations were identified. In the second part of the research, criteria and sub-criteria for evaluation and selection of top managers of sports organizations were prioritized according to Table 1. As can be seen in Table 1, among the six criteria for evaluation and selection of managers according to the measure value obtained, the priority and importance of the criteria include perceptual skills, human skills, public and professional credibility, technical skills, objective factors and Personality
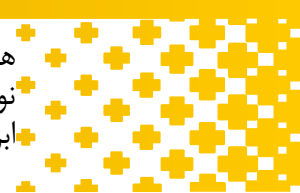
characteristics. Also, the priority of the sub-criteria of human skills, respectively, includes Creating team spirit, intra- organizational communication, influencing others, supervision, conflict resolution and conflict control, negotiation and bargaining, speech, good manners, politeness and respect and the priority of the sub-criteria of perceptual skills also included, respectively, determining the organization's priorities, goal setting, innovation and creativity, recognizing the weaknesses and strengths of the organization, recognizing the organization's structure, time management and regularity. The priority of the sub-criteria related to the technical skills of managers, respectively, includes financial management, knowledge and experience of sports management, marketing and market research, operational planning, research and development in sports, performance evaluation, knowledge of recruitment and retention of manpower and the sub-criteria related to public and professional credibility of managers included strong informal communication, gaining the trust of superiors, strong formal communication, gaining the trust of employees, good reputation and scientific works, respectively. The priority of the sub-criteria of the personality characteristics of managers, respectively, includes responsibility, high spirit of criticism, punctuality and discipline, high competitive spirit, courage in speech, justice and fairness, decisiveness in action and the priority of sub-criteria of objective factors included sports management experience, relevant academic degree, evaluation score of the previous years, completed training courses, non-sports management experience and non-relevant academic degree, respectively. Also, the findings of the research in relation to the valuation of all sub- criteria showed that ten important sub-criteria include determining the organization's priorities, goal setting, innovation and creativity, recognizing the weaknesses and strengths of the organization, creating team spirit, intra-organizational communication, strong informal communication, gaining Trust of superiors, knowledge of organizational structure, and influence on others. As seen, the most important sub-criteria Belongs to the criteria of perceptive skills, human skills and public and professional credibility. Also, ten sub-criteria that were less important include regularity, non-sports management experience, high spirit of criticism, scientific and public works, punctuality and discipline, high spirit of competitiveness, unrelated academic degree, courage in speech, justice and fairness and decisiveness in action. As can be seen, the least important sub-criteria belong to the criteria of personality characteristics and objective factors.

Table 1. Determining the impact of each criteria and sub-criteria for the evaluation and selection of top managers of sports organizations

Overall value	Relative value	Sub Criterion	Value	Criterion
0/0101	0/048	Good manners, politeness and respect		
0/0393	0/185	Intra-organizational communication		
0/0415	0/195	Creating team spirit		
0/0339	0/159	Influence others	0/21	Human skills
0/0186	0/087	Negotiation and bargaining		
0/0259	0/122	Conflict resolution and conflict control		
0/0121	0/057	Speech		
0/0304	0/143	Supervision		
0/0096	0/07	Regularity		
0/0665	0/186	Innovation and creativity		
0/0599	0/168	Recognition of the organization's strengths and weaknesses		
0/0701	0/196	Goal-setting	0/36	Perceptual skills
0/0806	0/226	Determination of organization's priorities		
0/0353	0/099	Recognition of the organization's structure		
0/0338	0/094	Time management		
0/0277	0/199	Knowledge and experience of sports management		
0/0105	0/075	Performance evaluation	0/14	Technical skills
0/0164	0/117	Operational planning		
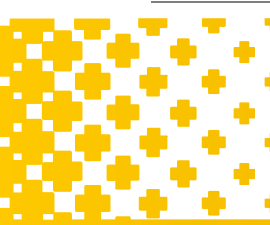
0/0104	0/074	Knowledge of recruitment and retention of manpower		
0/0154	0/110	Research and development in sports		
0/0333	0/237	Financial management		
0/0259	0/184	Marketing and market research		
0/0275	0/190	Strong formal communication		Public and professional credibility
0/0376	0/259	Strong informal communication	0/15	
0/0143	0/098	Good reputation		
0/0363	0/250	trust of superiors Gaining the		
0/0236	0/162	Gaining the trust of employees		
0/0055	0/037	Scientific and general works		
0/0023	0/042	Justice and fairness		
0/0049	0/090	High competitive spirit		
0/0046	0/084	Courage in speech		Personality characteristics
0/0202	0/368	Responsibility	0/05	
0/0015	0/021	Decisiveness in action		
0/0054	0/098	Punctuality and discipline		
0/0057	0/104	High spirit of criticism		
0/0162	0/177	Evaluation score of previous years		
0/0325	0/357	Sports management experience		
0/0070	0/076	Non-sports management experience	0/09	Objective factors
0/0111	0/122	Completed training courses		
0/0195	0/214	Relevant academic degree		
0/0047	0/051	Non relevant academic degree		

Conclusion

Based on the findings of the research and according to the measure value obtained, six criteria of perceptive skills, human skills, public and professional credibility, technical skills, objective factors and personality characteristics of managers respectively were introduced as the most important criteria for evaluating and selecting managers of strategic levels of sports organizations. Most of the researches done about managers' skills have been based on Katz's three-part model (1974), according to Katz's theory, the three categories of human, cognitive and technical skills are the most important skills. However, in this research, due to the expansion of the field of management in the current world, especially in the sports environment, and by examining the views of elites and sports management experts, three other criteria were examined in addition to the previous criteria. Research has also shown that, over time, managerial skills have varied according to occupation and importance. The results of the present research in prioritizing three perceptual, human and technical skills are contrary to the results of Bigdali (2008) and Sayyed Shoja (2008) who have introduced technical, perceptive and human skills respectively as required management skills. It is also contrary to the results of Afshari et al. (2009) who identified human, cognitive and technical skills as the most important skills of physical education managers in universities. Probably, this difference in the results of the research is due to the difference in the levels of management and society under study, so that the current research was conducted with a focus on the managers of the highest levels of sports in the country, but other researches have been conducted on the managers of different levels of other executive organs. However, the results of the present research are consistent with the results of Fertash's research (2004), who introduced perceptual, human, and technical skills as the most important skills needed by managers of commercial organizations. Goderzi et al. (2013) also explained the skills model of managers of sports organizations in the country based on Katz's three-part model of skills and introduced perceptual, human and technical skills for three levels of management (senior, middle and operational) respectively. The level of management, the type of organization and the situation in which the organization is located are important factors affecting the skills, abilities and competencies required for management. In other words, it is not possible to consider a set of specific abilities and
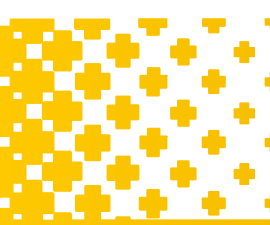
skills for the managers of all organizations. In addition to the organizational environment, extra-organizational factors and individual characteristics of managers are also influential in the performance and quality of their activities in the organization.

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The Effect of Coaching Changes on Group Dynamics

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Abstract

Introduction: Changes consequences may be positive and negative, as well as directly and indirectly related to team performance and results, as well as the psychological state of the team and its members. The purpose of the present study was to investigate the effect of coaching changes on group dynamics. **Method:** According to its main purpose, the present study was descriptive and correlational, in terms of data collection, and the nature of data was quantitative. The population of the study consisted of volleyball teams of a women 's league. The total number of the statistical population consisted of 38 teams, the collection was 456. According to the use of Cochran formula for obtaining the sample size, a sample of 210 people were studied. The instruments used in this study were collective efficacy questionnaire (CEQ) and group environment questionnaire (GEQ). Data analysis of the research was done using independent t-tests and Spearman's correlation. **Results:** Descriptive results showed that the group dynamics dimensions included collective efficacy (3.99±6.66), task cohesion (3.50±6.93), social cohesion (3.08±6.79), respectively. The results showed that the stability of coaching significantly improved the dynamics of the group. Also, the results of Spearman's correlation coefficient test showed that there was a negative and significant relationship between the coaching shifts and instability with group dynamics. **Conclusion:** Therefore, the findings of the research supported the hypothesis that the stability of coaching has significant positive effects on the psychological state of individuals and teams, which are significantly reduced under the influence of multiple changes of coaches.

Keywords: Coaching Changes, Group Dynamics, Group Cohesion, Collective Efficacy

Introduction

Coaches have an important position in sports fields and their role is so important that they are called as the main focus of sports teams. When the club gives an unexpected performance, usually the first factor to be noticed is the head coach of the club, who is held to account fairly or unfairly for the poor performance, which in many cases leads to the dismissal of the head coach (Adler et al., 2013; Di Paula and Scopa, 2008). Coaching changes is not only costly, but also has wider implications for sports clubs (Ko and Gilbert, 2009). Change is an organizational reality and dealing with change is one of the managers' duties, and it occurs in three basic categories, including structural, technological and human resource changes. Change in sports clubs, and at the top of it, club coaches, happens a lot and is somewhat undeniable, and it has many consequences. These outcomes may be positively or negatively, as well as directly and indirectly related to team outcomes. Regarding the direct impact of coaching changes on team results, researchers have conducted various studies in the past. In this

regard, past researches have examined the history of the dismissal of the coach from different perspectives, many of them have also examined the effect of the dismissal of the coach on the performance and results of the club and paid attention to comparing the performance and result of the club before and after the dismissal of the coach (Hosseini Keshtan, 2020). On the other hand, in connection with the indirect effect of coaching changes on team results, many individual and group psychological factors should be taken into consideration as mediating variables, and the transfer of coaches widely affects many factors related to athletes. One of the most important factors that indirectly affects the performance of players and the team under the influence of coach changes is group dynamics (Shepard et al., 2019). Group dynamics include team cohesion and collective efficacy, each of which in turn affects team success and performance. Collective efficacy refers to team members' perception of their team's abilities and capabilities in performing specific team skills and achieving goals, and is the main factor for the success of sports teams. Team cohesion is another dimension of group dynamics and is called dynamic processes that show the willingness of a group to join another and remain as a team to achieve goals. The results of various researches show that team cohesion has a great impact on the success, performance and mental states of athletes (Hosseini Keshtan et al., 2020). In this regard, the current research seeks to answer the question whether the changes and instability of coaches can affect the dynamics of the group?

Method

According to its main purpose, the current research was applied research, descriptive and correlational in terms of data collection, and quantitative in terms of the nature of the data. The statistical population of the current research was made up of the volleyball teams of the first division of the Iranian women's league. The total number of the statistical population included 38 teams, with a total of 456 players. According to the use of Cochran's formula to obtain the sample size, the selected sample included 210 players. After examining the changes or stability of coaching in the statistical sample, the collective efficacy questionnaire of Felts and Learg (1998) and the group environment questionnaire of Karen, Widmayer and Brawley (1985) were used to measure the dynamics of the group. Feltz and Learg's (1998) collective efficacy questionnaire, with 49 questions, evaluated the level of athletes' perception of their team's ability to achieve desired conditions and accomplish goals. Karen, Widmeyer and Brawley's group environment questionnaire (1985) which measured team cohesion in two dimensions, social cohesion and task cohesion, with 18 questions. The internal stability of these questionnaires was obtained in a guide study on high school athletes (r=0.79) and (r=0.72) respectively. The validity of group dynamics questionnaires has been confirmed in many studies (Hosseini Keshtan et al., 2011).

Results

The results of Spearman's correlation coefficient test showed that there was a negative and significant relationship between the changing and instability of coaches and group dynamics (Table 1). Also, the results of the independent t-test showed that there was a significant difference between the dynamics of the group of teams that have changed or the stability of the coach during the last season. Therefore, coaching stability with an average of 3.45 significantly improved group dynamics, and on the other hand, a change in coaching with an average of 2.88 had a negative and significant effect on the level of group dynamics in teams (Table 2).

Table 1. Correlation of coaching changes with group dynamic

	Group Dynamic	
Coaching Changes	Pearson Coefficient	- 0.48
	N	210
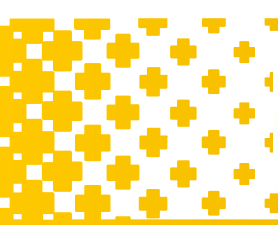
					Sig		0.05*

Table 2. Comparing the group dynamics of teams with changes and stability

	Mean	SD	Mean Differences	T	df	Sig
Coaching Changes	3.45	6.78	1.57	1.96	210	0.00*
Coaches Stability	2.88	6.36				

Conclusion

The results of the present study showed that the changes and instability of coaching directly reduced the level of group dynamics. In this regard, Salimi and Haj Mohammad Ali (2022), Shipard et al. (2019), Filho et al. (2014), and Hosseini Keshtan et al. (2009) showed that group dynamics is of great importance in team success and is influenced by changes and team environment. In general, while supporting the relationship between collective efficacy and team cohesion with the conditions and status of coaches, the results showed the effect of group dynamics on team performance and success. French sociologist Mason Neu believes that group dynamics in its broadest sense includes all the elements and processes that are expressed in the life of groups, especially face-to-face groups, that is, people who have relations of the type of dependence or mutual social relations, at least potentially (Pour Mohseni, 2019). The possibility of mutual communication is a main element in creating a social group, and in this way, groups of friends, families and sports groups are generally classified as social groups. A common feature that all these groups have is the bond that keeps all the people of the group together to achieve the goals. The strength of this link determines the level of cohesion of the group, which is the common feature of all these groups. Team sports coaches believe that team members need to have a sense of group unity, togetherness and solidarity to be successful. Therefore, it seems that team cohesion and group dynamics depend on the stability and lack of transfer of the coach, and the teams that have coaching changes, the team and individual psychological conditions change and are affected by the coaching change, which may ultimately affect the team's performance. Successful teams have cohesion, the behavior and stability of coaches influence this success. Successful teams have group dynamics and commonalities that try to achieve the same result. As a result, with the change of coach and lack of cohesion between athletes and the lack of a common goal, the group does not achieve success and dynamics.

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A study of the Functions of Hosting Mega Sporting Events in Iran

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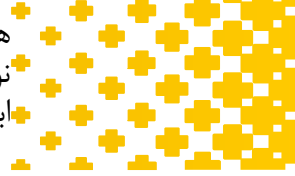Kavousinaghi.20@gmail.com
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Abstract

Introduction: The purpose of this study is to examine the functions of hosting major sporting events in Iran. **Method:** The present research employs a descriptive correlational design, conducted in two parts, qualitative and quantitative. The statistical population of this study consists of 8 academic experts in the field of sports with at least 3 years of management experience. Using the snowball sampling method, 6 and 15 will be selected for the first and the second part of the research respectively (total sample size of 180). Total population sampling was used and a total of 120 individuals answered the questionnaires. The research instrument was a researcher-made questionnaire on the functions of hosting major sporting events in Iran, validity of which was confirmed by 8 professors of sports management and its reliability was confirmed using Cranach's alpha with a coefficient of over 70%. To analyze the data, descriptive statistics (mean, standard deviation, etc.) and inferential statistics (Friedman rank test) were used. **Results:** In the qualitative part, the results showed that the functions of hosting major sporting events in Iran were 10 —namely economic, social, cultural, environmental, infrastructural, political, technological, tourism, educational-managerial, and sports functions—which will lead to prosperity and development in the country. Moreover, the results of Friedman test indicated that the priority of the functions of hosting major sporting events, based on the average rank, were tourism, infrastructural, educational-managerial, sports, economic, cultural, social, technological, political, and environmental functions. **Conclusion:** Hosting major sports events has functions that will contribute to development and prosperity in the country. Therefore, the country's sports decision-makers can implement important policies and make decisions by identifying and prioritizing the functions.

Keywords: Sport Mega Events, Sport Events Hosting, Functions of Hosting in Iran

Introduction

The sports industry has experienced a significant surge in its global reach, permeating national boundaries and swiftly establishing its presence worldwide. As a result, the international community is enjoying the manifold benefits derived from this remarkable phenomenon (Elahi, 1398). In the past, sports competitions were simply referred to as matches, with their organization primarily focused on sporting aspects. However, in contemporary times, these competitions are recognized as sports events, encompassing significant gatherings such as the Olympics, tournaments, global and regional championships, national competitions, and recreational sports (Farahani, Alidoust Ghahfarokhi, 1390). Mega sports events and the hosting of such events have transformed into a multifaceted industry, with numerous organizations, cities, and countries annually declaring their readiness to host these sports events. Although the number of such events is relatively small, even

this limited number can bring about extensive benefits for the host. As a result, the competition to secure the hosting rights for sports events has increased (Amri, 2002). Hosting major international sports events can be a significant factor in improving the status quo of countries, their tax systems, and infrastructures such as transportation, hospitality, stadiums, parks, media centers, airports, and tourist attractions (Chalip, 2004).

Gaining an understanding of the functions of sports events can provide policymakers and planners with a comprehensive perspective on the advantages and disadvantages of hosting such events. Hosting major sports events has become part of the development strategies of cities and countries. Nowadays, research primarily focuses on large-scale sports events such as the Olympics and World Cup. These events are extensively utilized for tourism development, offering new business opportunities, and creating employment (Preuss, 2004). Dickinson and Shipvi (2007) reported that hosting sports events is a successful factor in improving the international image of the host country. The numerous benefits of hosting international major events for the host country notwithstanding, host countries have their own sets of strengths, weaknesses, opportunities, and threats in acquiring and organizing such events. They face various challenges at different stages, making it necessary to identify weaknesses and threats while leveraging strengths and opportunities to enhance these functions and serve their own country in this field.

Since the victory of the Islamic Revolution and the political and social developments in the country, the organization of major sports events in Iran has faced various challenges (Kousha et al., 1391). Hosting opportunities that could contribute to the country's performance and benefits in various areas have been seldom realized, and the image of Iran has not been properly introduced to the world despite the existing potentials. On the other hand, due to its various social, economic, communication, financial, tourism, managerial, technological, environmental, and sports functions, the opportunity to host major sports events holds great significance to any city or country. Therefore, in this study, we aim to examine the functions of hosting major sports events in Iran.

Research Methodology

The current study adopts an applied research approach with the aim of examining the functions of hosting major sports events in Iran. In terms of data collection, a descriptive methodology is employed, while the collected data is mixed in nature. The initial qualitative phase of the study utilizes a cognitive science perspective to explore the various functions of hosting major sports events. This is accomplished through the application of an inductive content analysis method, which involves the construction of a decision tree to organize and analyze the data.

In this stage, a semi-structured exploratory interview was conducted with 8 experts in the field to identify the main functions of hosting major sports events and their corresponding indicators. Following the revision and addition of certain items in the initial questionnaire, a final questionnaire consisting of 10 functions and 65 sub-indicators was developed. The qualitative section of the study involved a purposive sampling method, targeting university experts in sports management and specialists in sports events and competitions with a minimum of 3 years of managerial experience. In the second section, with consideration of the 10 identified functions, a sample size ranging from 100 to 200 individuals was randomly selected. Partial least squares structural equation modeling (PLS-SEM) technique, using Smart PLS software version 3, was employed for modeling the structural equations.

Findings

In the first section of the research, the functions of hosting major sports events were identified and subsequently prioritized, as presented in Table 1. The results of the Friedman test indicated the prioritization of the functions of hosting major sports events based on the average ranks as follows: 1. Tourism, 2. Infrastructural, 3. Educational-Managerial, 4. Sports, 5. Economic, 6. Cultural, 7. Social, 8. Technological, 9. Political, and 10. Environmental.

Table 1. Results of the Friedman test for ranking the prioritization of functions in hosting major sports events

Function	Average Rank	Chi- Square	Degree of Freedom	Level of significance
Economic	38/5			
Social	23/5			
Cultural	24/5			
Environmental	11/4			
Infrastructural	24/6			
Political	42/4	944/139	9	0/000
Technological	57/4			
Tourism	57/7			
Educational-Managerial	24/6			
Sports	03/6			

In section 2 and figure 1, the results of confirmatory factor analysis showed that the research model had good fit. Some indicators of hosting major sports events were as follows:

a) Economic functions:
1. Economic growth and increase in commercial and non-commercial income in society.
2. Increase in Job-opportunities and establishing new businesses in society.
3. Creating marketing opportunities in the production of sports equipment.

b) Social functions:
1. Improvement of individuals' life quality.
2. Elevation of the country's status and strengthening foreign media's positive perception of the country
3. Increase in national unity and pride.
4. Improvement of voluntary social support for the event.
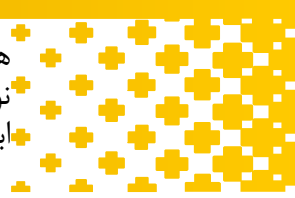
c) Cultural functions:
1. Organizing cultural exhibitions to display the host society's culture.
2. Familiarizing the host society with the cultures of the countries participating in the event.
3. Well-establishing the host's cultural reputation and image.
4. Conservation and organization of the country's cultural heritage and its introduction to other communities.

d) Environmental functions:
1. Development of environmental standards (ISO 14001 and EMAS).
2. Improvement of society's attitude towards the environment.
3. Development of the role of voluntary sports organizations in environmental issues.
4. Improvement of the management system for energy consumption and resources, waste and pollution, and biodiversity.

e) Infrastructural functions:
1. Development of sports infrastructure in the country.
2. Creating hosting opportunities for various events.
3. Creating opportunities for improving urban furniture.

4. Development of sports in the country following the establishment of sports infrastructure due to hosting events.

f) Political functions:
1. Increase in support from government institutions for the event.
2. Facilitating the presence of female spectators in sports venues.
3. Elimination of political restrictions on certain sports disciplines in the country.
4. Appropriate communication between political figures and international sports officials.

g) Technology Functions:
1- Upgrading media and communication technology.
2- Upgrading technology in sports facilities and event equipment.
3- Upgrading technology for detecting doping in sports.
4- Enhancing performance of athletes by the help of virtual simulation of venues before actual events

h) Tourism Functions:
1- Enhancing recreational, sports, cultural, therapeutic, religious, commercial, environmental, virtual, literary, and archaeological tourism.
2- Better display of historical artifacts and tourist attractions.
3- Sustainable tourism development (ecotourism).
4- Offering tours to different parts of the city and country.

i) Educational-Managerial Functions:
1- Upgrading management advancements in event organization.
2- Improving event management by increasing scientific and executive skills.
3- Developing technology education for the construction of sports equipment in educational centers and universities.
4- Developing training for the hosting team to be prepared to propose hosting other events.

 j) Sports Functions:
1- Developing professional sports
2- Developing championship sports
3- Developing sports education
4- Developing public sports

Discussion and Analysis
The findings of this research on the identification of functions of hosting major sports events have shown that hosting major sports events can have tourism, infrastructural, educational-managerial, sports, economic, cultural, social, technological, political, and environmental functions for the host country. However, based on the prioritization conducted in this study, tourism, infrastructural, educational-managerial, sports, economic, cultural, social, technological, political, and environmental functions were prioritized in the given order by the respondents.

The tourism function ranked first in this research. Hosting major sports events in Iran has shown that Iran has various tourist attractions (historical sites, recreational centers, etc.) for tourists to visit, which is a positive point for increasing the tourism function in Iran. The organization of numerous national and international competitions in Iran provides active and non-active sports participants with the opportunity to not only participate in and watch sports but visit tourist attractions and take advantage of such opportunities in Iran. The infrastructural function contributes to the development

of infrastructure and the construction of various sports venues in the country. The educational-managerial function better enables managers in promoting education and the execution of events. The sports function promotes sports in the country and develops championship, public, professional, and educational sports. The economic function brings significant income to Iran and leads to economic prosperity in the country.

The cultural function promotes the culture of sports in Iran and helps introduce Iranian culture and civilization to the world. The social function creates enthusiasm and vitality in society, leading to an improvement in the quality of life for individuals in the community. Hosting sports events introduces modern technologies in the sports industry and enriches the country in terms of producing sports equipment and goods. It enhances the relationship between political figures and international institutions and adds to the fame and popularity of both political and sports figures. Finally, the organization of major sports events increases the environmental awareness of individuals in society and contributes to the formulation of laws to preserve environmental systems and improve biodiversity.
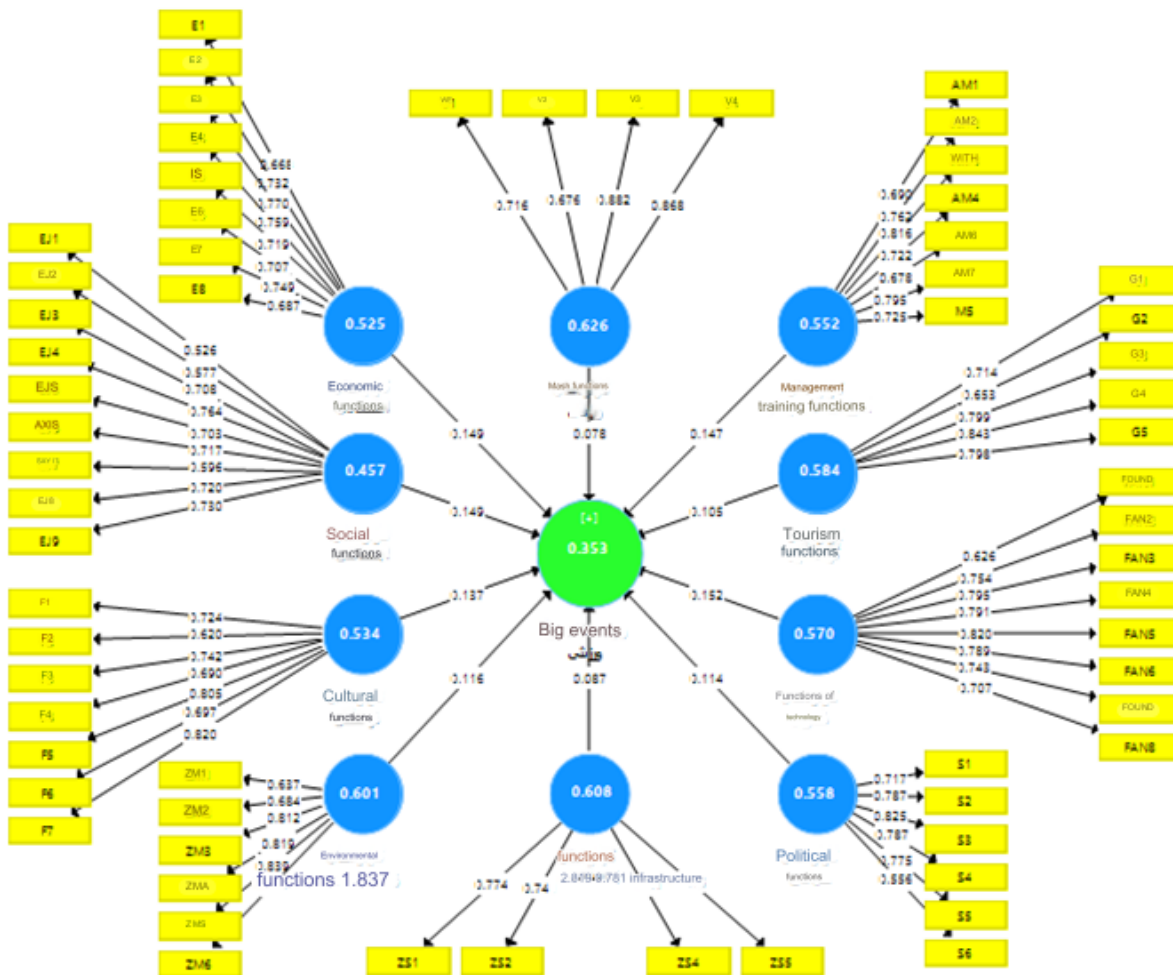

Figure 1. Factor loadings

Bibliometric Analysis of Entrepreneurship in Sport

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Abstract

Introduction: The concept of entrepreneurship based on the situation and environment is related to features such as access to resources and rules, facilitation of social relations, and financial and economic opportunities in society. This study aims to analyze emerging scientific themes and trends in entrepreneurship research in sports to explore future research directions. In this study, social network analysis was used to investigate the coauthorship and co-occurrence of vocabulary and cooperation coefficients. **Method:** This research was scientometric, and social network analysis was used to investigate co-authorship and co-occurrence of vocabulary and cooperation coefficients. The research population consisted of studies of journals indexed in the Web of Science database until November 2023, and 332 articles on entrepreneurship in sports were selected as samples and analyzed using VOSviewer software. **Results:** The results showed that research in the field of sports entrepreneurship started in 1991 and has been ongoing until now, most of which has been related to entrepreneurship in sports tourism. Ratten and Vanessa took the lead in the 26 joint articles. The results also showed that the United States was ranked first with 74 articles on entrepreneurship in sports.The highest citation rate of articles was related to Fauchart (2011) with 447 citations, and the highest repetition of words was related to entrepreneurship and the Journal of Sport in Society and Sustainability was ranked first with publishing 16 articles in this field. **Conclusion:** The upward trend in sports entrepreneurship research indicates the importance of this issue in society, while the emergence of words such as entrepreneurship orientation and technology in research in this field indicates that entrepreneurship and research in this field are synchronized with the technology of today's society.

Keywords: Tourism, Entrepreneurship, Bibliometrics, Innovation, Sport

Introduction

In today's world, different countries pay special attention to entrepreneurship, and one of the factors in the economic development of countries is strengthening entrepreneurship and creating a suitable platform for its development. The aim of this study was to use bibliometric tools to identify and understand the scope of the topic, develop research in its main and peripheral areas, research collaborations, and identify underlying patterns and emerging trends.

One of the main advantages of this type of research is that if researchers want to dominate a scientific field, they spend a lot of time searching and reviewing their background. This type of
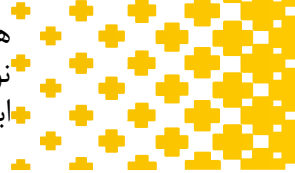
research makes it possible for researchers to access articles in their fields in the shortest time (1). This research is applied research and scientometrics ،bibliometrics specifies the body of research ، measures units of publication ،citations and research output. Data from this study included publications indexed in the Web of Science database until November 2023. To collect the data for the present study, the database (http:// apps.webofknowledge.com) available in Web of Science (WEB of Science) was selected. First ،an advanced search was done using the keyword ("Entrepreneurship*") ،which found 48،916 articles ،then by adding the word and "sport*") ،all of which were in the Topic field ،the search was done again and 400 articles were found.

The research and review articles were selected and the number of articles reached 374 articles ، finally published articles were selected in English and 332 articles were analyzed using Vos Weaver software.

The results of this study show that studies on service quality started in 1991 and continued until 2023. The United States with 74 articles has done the most studies in the field of sports entrepreneurship, Spain with 43 articles, and two countries England and Australia with 42 and 40 articles, respectively, were ranked in the top positions in terms of cooperation in writing sports entrepreneurship articles.It is worth mentioning that citations to the articles of the United States with 1188 citations are among the top articles in citation rate.

The results also showed that out of 1570 keywords, 38 words had 10 or more than 10 repetitions in the articles. Among these, the word entrepreneurship was ranked first in terms of repetition of words with 146 repetitions and words such as innovation and sports with 70 and 67 repetitions, respectively in the next places.

The results show that between 2018 and mid-2019, words such as sports, management, sustainability, responsibility, sports management, sports entrepreneurship, tourism, efficiency and education were among the most frequent words.The results also showed that after mid-2019 and beyond, words such as sports entrepreneurship, entrepreneurial orientation, challenges, COVID-19, technology and networks were the most frequent vocabulary (Figure 1).
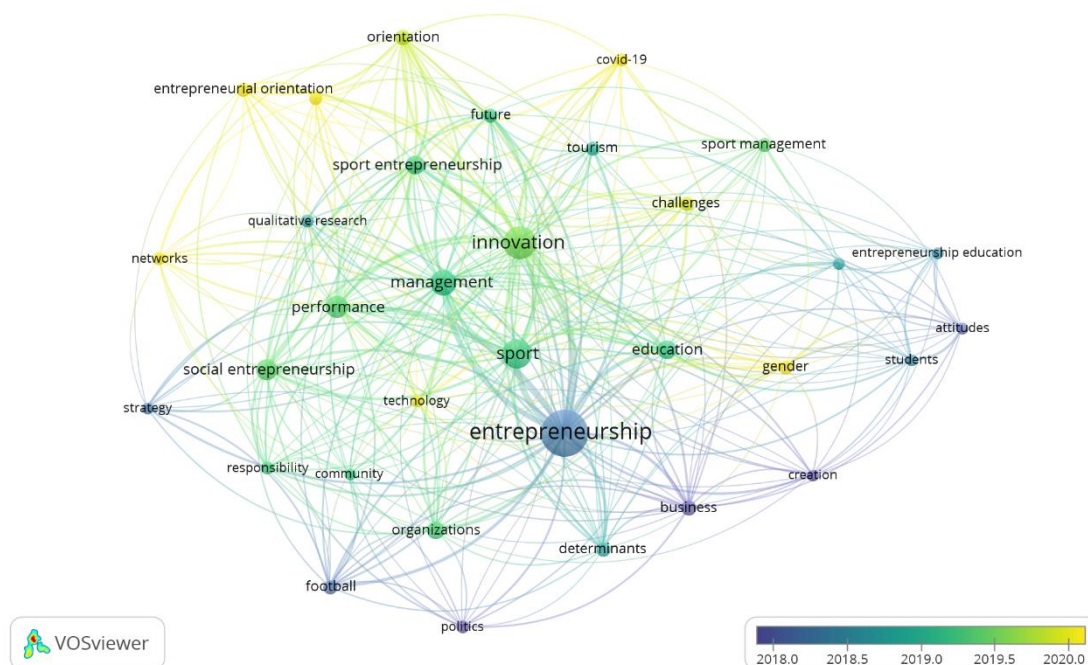

Figure 1. Bibliometric map based on co-occurrence of vocabulary

Other results show that out of the 332 articles analyzed in this study ,68 articles between 20 or more were cited 20 times. Kidd (2008) and Hall (2006) articles with 390 and 252 citations were ranked in the first and second positions ،respectively (Figure 2).

It is worth mentioning that Ratten (2020) with 67 citations and Huertas Gonzalez-Serrano (2020) with 62 professors were among the papers listed above due to their newness.
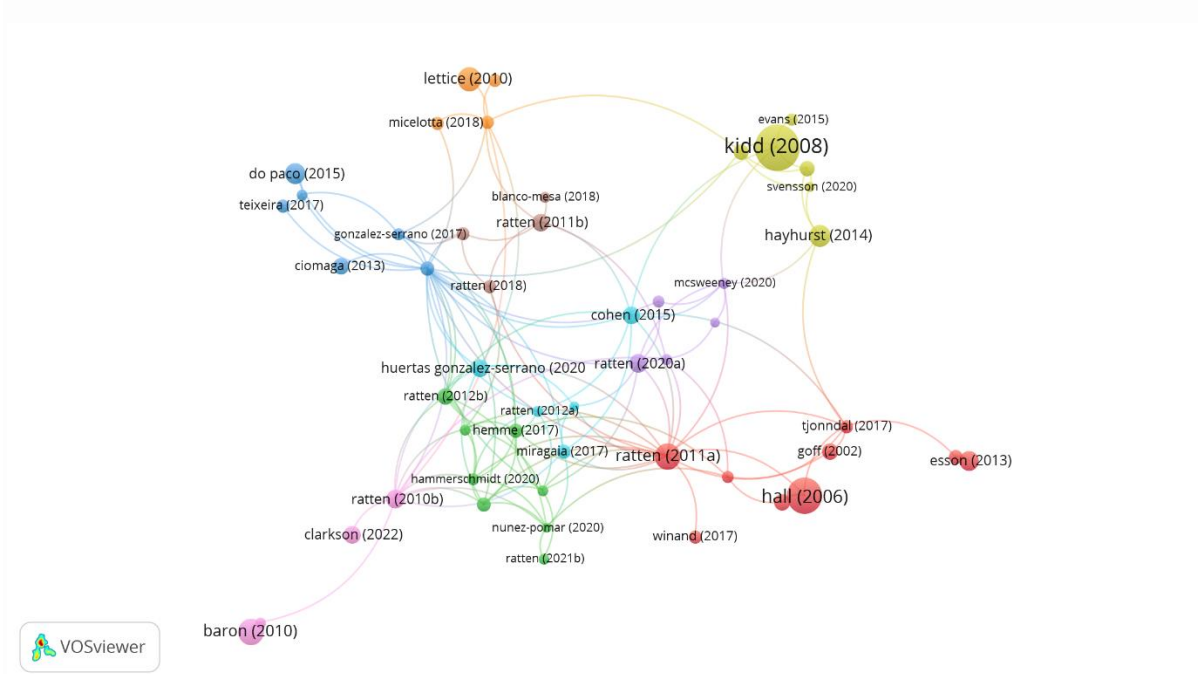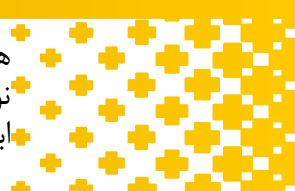

Figure 2. Bibliometric map based on the number of citations

The results also showed that articles in this area were published in 116 reputable journals, of which 17 journals that published at least four articles were at the top of the prestigious journals in the field of sports entrepreneurship. Sports in Society and Sustainability Journal with 16 articles, International Journal of Entrepreneurship and Management with 15 articles, and Journal of Sport Management with 13 articles ranked first to fourth in terms of publication rate in the field of sports entrepreneurship. The results showed that among the articles published in different journals, the Journal of Sport in Society, with 524 citations, is the most cited in this field. Other publications and the number ،of published articles in the field of sports entrepreneurship are listed in Table 1.

Table 1. Journal share of sports entrepreneurship articles with the most citation to their article

	Source	documents	citations
1	sport in society	16	524
2	Sustainability	16	120
3	international entrepreneurship and management journal	15	422
4	journal of sport management	13	280
5	annals of applied sport science	9	11
6	international journal of the history of sport	9	36
7	journal of entrepreneurship and public policy	9	48
8	international journal of sport policy and politics	8	153
9	sport business and management-an international journal	8	23
10	frontiers in psychology	7	20

| 11 | international journal of entrepreneurial venturing | 7 | 100 |
12	education and training	6	115
13	european sport management quarterly	6	105
14	sport management review	6	137
15	european journal of international management	4	14
16	journal of business research	4	62
17	journal of hospitality leisure sport & tourism education	4	12

In general, according to the results and growth of annual research publications in this field, entrepreneurship in sports has been a widely used research topic in academic research.

The need for entrepreneurship is inseparable from modern society. Considering that the United States has published the most articles in the field of entrepreneurship in sports and that the highest number of citations to articles in this field have been published in this country, it is suggested that researchers use these articles to understand this field as well as their future research. Articles with the highest citations are of high quality, and researchers can use them for their scientific background in this field. In addition, sports in society, sustainability and the international journal of entrepreneurship and management and sports management journals are among the most prestigious journals that researchers can refer to for publishing their articles in the field of entrepreneurship in sport. Considering that most studies in the field of entrepreneurship in sports are related to sports tourism, it is suggested that managers take the necessary steps to host important events. Considering the repetition of words such as sports entrepreneurship, entrepreneurial orientation, challenges, COVID-19, technology, and networks from mid-2019 to later, it is suggested that researchers start entrepreneurship in the field of sports using the latest technology and study new methods and directions of work.

Today's society and technology are advancing rapidly, and if they do not keep pace with communities with this technology, they will be wiped out. Managers can help grow it in society by recognizing new ways of entrepreneurship.

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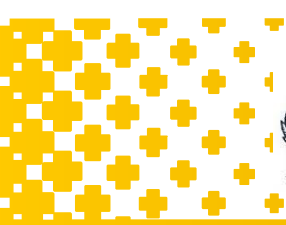
Pro-Social Catalysts: Unveiling Hero Worship and Comradeship in the Context of Zoorkhaneh Sports Branding

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Abstract

Introduction: This study investigates the influential factors that leverage sport brands to promote individuals' pro-social behaviors within the context of Zoorkhaneh, a traditional Iranian sports setting. **Method:** Qualitative research was conducted to depict object of this research by consisting of 11 semi-structured interviews with academicians in sport brand and sociology who had done research in the sport brands area. The interview data consisted of 11 participants; 8 males and 3 females who were chosen using the snowball sampling technique. The interview transcriptions were coded using the Grounded theory methodology. **Results:** The findings reveal two key themes: "Hero Worship," rooted in the historical memory of ancient Pahlevani, and "Comradeship," inspired by interactions and connections among participants. Participants express admiration for historical figures as heroes, embodying virtues that motivate alignment with pro-social behaviors. **Conclusion:** The sense of solidarity and camaraderie within the Zoorkhaneh setting fosters pro-social actions. The study underscores the capacity of sport brands, particularly those grounded in historical and communal contexts, to influence pro-social behaviors, offering insights for strategic societal development.
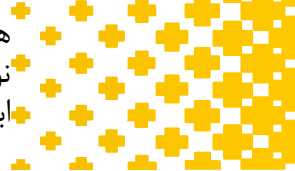
Keywords: Pro-social behavior, Zoorkhaneh, Sport branding, Hero worship, Comradeship.

Introduction

Prosocial behavior, encompassing actions that benefit individuals or society, such as helping, sharing, and volunteering, plays a crucial role in fostering social well-being [1]. The scholars [2] define prosocial behavior as actions aimed at helping others, while [3] emphasize its significance in indicating proactive morality. Prosocial behaviors are often driven by empathy and a sense of moral responsibility [4].

Philanthropy, defined as courtesy and benevolence [5], aligns closely with prosocial behavior. Philanthropy is described as voluntary action for the common good, encompassing giving, serving, and association. Both prosocial behavior and philanthropy are motivated by a blend of altruism and self-interest, contributing to responsible societal and environmental engagement [6]. In the realm of sports, prosocial motivation extends to fan engagement, described as a sport consumer's prosocial behavior that benefits not only the team but also other stakeholders [7]. Sport brands leverage their equity to influence philanthropic activities [8]. The attachment between fans and sport brands, built on shared values, enhances this prosocial connection [9].

This paper delves into the dynamic relationship between sports brands, their fans, and prosocial behaviors, emphasizing the potential of sport brands to inspire philanthropy. The study recognizes the need to explore the components that drive prosocial behavior within sport settings. While

existing research has explored the connection between sport brands and pro-social behavior, this study focuses on Zoorkhaneh, a traditional Iranian sports setting, to uncover unique components promoting prosocial attitudes among its members. To address this gap, the study poses the following research question: What factors motivate Zoorkhaneh members to engage in prosocial behavior?
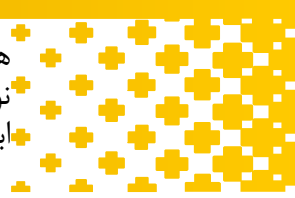
To explore the motivational factors driving pro-social behaviors among Zoorkhaneh members, this study employed a rigorous inductive qualitative design, aiming for a comprehensive understanding of the phenomena under investigation. A purposeful convenience sampling approach was utilized to select participants who met specific criteria. Eligible participants were individuals with expertise in sport branding, sociology, and a significant contribution to published research on these topics. Further, participants were required to have a direct affiliation with Zoorkhaneh as either members or fans. The sampling criteria aimed to ensure valuable insights from contributors knowledgeable about both the academic and practical aspects of sport branding. Finally, eleven participants, including eight males and three females, who met the predetermined criteria for selection. Semi-structured in-depth interviews were the primary method of data collection. Participants were encouraged to share their experiences, perceptions, and insights regarding the motivational factors influencing pro-social behaviors within the Zoorkhaneh setting. Interviews were conducted in a face-to-face format, allowing for nuanced responses and in-depth exploration of participants' perspectives. The collected data underwent a thorough analysis using open, axial, and selective coding techniques. This approach facilitated the identification of patterns, themes, and relationships within the data. To enhance the reliability and validity of the findings, an iterative process of member checking and triangulation was employed. Member checking involved sharing preliminary findings with participants for their feedback and validation. Ethical guidelines were strictly adhered to throughout the research process. Informed consent was obtained from all participants, ensuring their voluntary participation and confidentiality.

The study's findings uncover two pivotal dimensions that contribute to the facilitation of individuals' pro-social behaviors through the utilization of sport brands. The first significant theme identified is "Hero Worship," deeply rooted in the historical memory of ancient Pahlevani. Participants expressed a profound admiration and reverence for historical figures associated with Pahlevani, considering them as heroes. This admiration serves as a powerful motivator, influencing individuals to align their behaviors with the perceived virtues and values embodied by these heroic figures.

The second prominent theme that emerged from the data is "Comradeship." This theme is inspired by the interactions and connections formed among participants within the context of sport brands, particularly within the Zoorkhaneh setting. Individuals participating in Zoorkhaneh activities foster a strong sense of solidarity and camaraderie. The communal experience created within the sport brand environment contributes to the development of enduring bonds and shared values among participants.

The identified themes of Hero Worship and Comradeship shed light on the ways in which sport brands, particularly within the historical context of ancient Pahlevani, can serve as potent catalysts for pro-social behaviors among individuals. Hero Worship operates as a mechanism through which individuals draw inspiration from historical figures, incorporating their virtues into their own behavior. This finding aligns with previous research highlighting the impact of role models and historical legacies on shaping individual behaviors.

Comradeship, on the other hand, emphasizes the role of interpersonal connections and shared experiences within the Zoorkhaneh setting. The sense of solidarity formed among participants serves as a driving force for pro-social behaviors, emphasizing collective well-being over

individual interests. This finding resonates with the notion that social bonds and a sense of belonging are influential factors in promoting positive behaviors within a community.

The study suggests that the identified themes possess the capacity to leverage sport brands, particularly those rooted in historical and communal contexts, to influence individual pro-social behavior. Recognizing and understanding these motivational factors can enable the strategic development of sport brands to effectively contribute to societal development. By fostering a sense of heroism and camaraderie, sport brands can serve as powerful tools in shaping behaviors that benefit both individuals and the broader community, thereby contributing positively to society at large.

Acknowledgment

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Behind the bright facade of Qatar's hosting of the World Cup lurks the dark shadow of corruption over this sporting event

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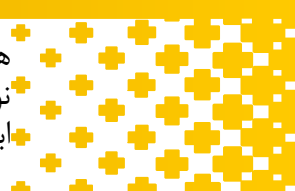*Aghajani.f@tabrizu.ac.ir*

Abstract
Introduction: Qatar's selection as 2022 FIFA World Cup host sparked ongoing controversy given the nation's size, climate, and questionable human rights record. This study uniquely focuses on scrutinizing multiple dimensions of corruption that potentially compromised the integrity of Qatar's hosting duties. **Method:** A content analysis of original research published between 2012 and 2023 in top databases was conducted and analyzed the evidence of financial, political, and ethical corruption in the preparation and delivery of the Qatar World Cup. **Results:** Analysis of the 28 included studies revealed consistent reports of exploitation across all three facets of corruption. Qatar compromised ethical standards via abusive treatment of migrant construction workers and restrictions on LGBTQ visitors. Financially, extravagant spending on underutilized stadium infrastructure raised suspicions of misappropriation, reinforced by documented bribery in the FIFA bidding process. Politically, Qatar leveraged the World Cup as an athletic "wash" opportunity to improve their global reputation despite ongoing ties to extremism. **Conclusion:** The decision to award the 2022 World Cup to Qatar has inflicted distress on already marginalized groups and diverted developmental resources toward project excess for political mileage versus social responsibility. International sporting organizations must learn from this experience and adopt enforceable global codes prioritizing human welfare over political or economic gain when vetting prospective hosts. Without balancing these selection criteria appropriately, the spirit of athletic competition suffers.
Keywords: corruption, Content analysis, Qatar, World Cup

Introduction

On December 2, 2010, FIFA announced the controversial decision to award hosting duties for the 2022 World Cup football (soccer) championship to Qatar [1]. A small, resource-wealthy nation, Qatar had never before qualified to compete in the tournament, raising immediate questions about how it secured this privilege over more established football powers. Additionally, sweltering summer temperatures in Qatar necessitated moving the event to November/December rather than its typical June/July schedule]2]. Concerns emerged regarding the influence of financial incentives as well as the treatment of migrant workers needed for rapid infrastructure development]3].

As the first Arab country selected to host a FIFA World Cup, many hoped Qatar's stewardship might advance Middle East relations and showcase Arab achievements [4]. Unfortunately, the 12 years since have been dominated by persistent allegations of corruption on multiple fronts. The present study examines dimensions of unethical, financial, and political corruption evidenced in

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Qatar's activities and expenditures related to World Cup hosting obligations. Analyzing these corruption risks highlights opportunities to balance economic priorities with social responsibilities for future global sporting event planners when conducting host selections.

Background Qatar, an absolute monarchy, has actively attempted to raise its international profile and reputation through investments and partnerships promoting tourism, education, art, and entertainment [5]. However, these efforts have often been accompanied by accusations of bribery while exploiting migrant worker populations. For example, the creation of Qatar's renowned Education City, home to satellite campuses for prominent Western universities like Cornell, Carnegie Mellon, and Georgetown, faced criticisms over labor conditions and enrollment restrictions]6].

Construction cranes dot Doha's skyline, erecting modern high-rises largely built by migrants working excessive hours in extreme conditions while living in overcrowded labor camps [7]. Over 6,500 workers from India, Pakistan, Nepal, Bangladesh and Sri Lanka have died in Qatar since being awarded the World Cup, with 37 directly linked to stadium projects]8]. These migrants comprise 95% of Qatar's labor force yet have no path to citizenship under the country's visa sponsorship system, which rights groups equate to modern slavery]9]. Qatar also restricts LGBTQ expression and sexual minorities face incarceration, violence, and expulsion]10].

Given these known human rights concerns, Qatar's World Cup bid raised questions from the outset [11]. FIFA's own evaluation deemed Qatar's proposal a "high risk" option, though it was controversially selected over the United States 14-8 in the final round by a committee later accused of accepting bribes (Witzig, 2022). The decision marked the first time a World Cup would be held in the Middle East. Critics condemned the move as granting Qatar a platform to "sport wash" its reputation despite perpetuating oppression (Gardner, 2022b).

This study aims to investigate allegations of corruption related to Qatar's hosting of the 2022 FIFA World Cup. By examining unethical practices across political, financial, and human rights spheres, this research seeks to delineate specific corruption risks that should inform responsible planning for major international sporting events.
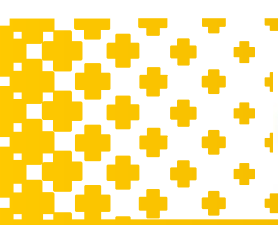
Methodology

This research was conducted with a content analysis of original research published between 2012 and 2023 in top databases was conducted and analyzed the evidence of financial, political, and ethical corruption in the preparation and delivery of the Qatar World Cup.
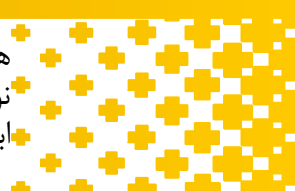
Result

Analysis of the 28 included studies revealed consistent reports of exploitation across all three facets of corruption. The findings are based on the table below.

Table 1. Codes extracted from articles

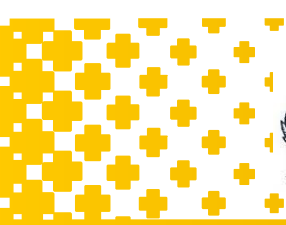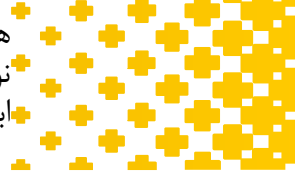| Initial code	Subcategory	category
-Widespread exploitation of migrant workers in the construction of stadiums and facilities for the World Cup -Inhumane working conditions discrimination against workers at construction sites -deaths, due to lack of safety and health measures -Severe limitations on workers' civil liberties -control over workers' communication	Use of migrant workers	ethical corruption
-Strict laws against homosexuality in Qatar.	restrictions on LGBTQ visitors	

-Government warnings to avoid any symbol or LGBTQ flag -Prohibition of displaying sexual identity in public places -Harassment and detention of some LGBTQ individuals -Unsafe and discriminatory environment for vulnerable sexual minority groups		
-Enormous cost of over 200 billion dollars for constructing 8 new stadiums -Significant waste and mismanagement of expenses -Insufficient sports and recreational capacity in Qatar for operating this number of stadiums -Staggering costs for opening and closing ceremonies. Waste of resources in maintaining the stadiums after the competitions -Excessive spending aligning with the personal interests of authorities	extravagant spending	Financial corruption
-Reports indicating significant payments for bribery to senior FIFA officials -Financial collusion between Qatar and members of the FIFA Executive Committee leading to resignations -Removal of certain FIFA officials following the disclosure of financial corruption cases -Qatar's efforts to buy votes and win favorable opinions from national federation members -High expenditure incurred to secure victory in the hosting bidding process	suspicions of misappropriation in the FIFA bidding process	
- Concealment of truths and facts in the face of international supervisory institutions - Abuse of political power to circumvent laws and regulations	Abuse of political power	Political corruption
-Using the World Cup as a 'showcase' to display Qatar's power and capabilities -Efforts to cleanse the country's image on the international stage -Utilizing extensive media coverage to promote a positive image	athletic "wash" opportunity	

Ethical Corruption

Ethical corruption was another prominent issue in Qatar's hosting of the World Cup. The acute suffering endured by abused migrant workers and the restrictions placed on female and LGBTQ fans highlight the profound ethical corruption associated with the event. Migrant workers, who were responsible for much of the construction labor, faced exploitative working conditions, inadequate living conditions, and limited access to basic rights and protections. This flagrant disregard for their well-being and dignity raised serious concerns about human welfare and sparked global outrage. Additionally, the selective access granted to certain groups, specifically female and LGBTQ fans, further exposed the ethical corruption surrounding the World Cup in Qatar. Discriminatory practices and regulations restricted their ability to enjoy the tournament fully, undermining principles of inclusivity and equal rights. The severe human welfare costs and

the selective access granted based on gender and sexual orientation exemplify the deep ethical corruption inherent in Qatar's hosting vision. These issues drew significant attention from human rights organizations and advocacy groups, fueling the ongoing debate about the appropriateness of awarding the World Cup to a country with such systemic ethical shortcomings.

Financial Corruption

Financial corruption was alleged to have infiltrated the World Cup preparations in Qatar. There were various pieces of evidence, including bribery accusations and instances of stadium construction budget overages, implying a possible misappropriation of funds. These allegations raised concerns about the distortion of development priorities, particularly considering the limited football culture and infrastructure in Qatar prior to the selection as the World Cup host. Qatar's budget for stadium and supporting infrastructure soared over $200 billion, with credible projections of up to one third estimated to be lost to corruption or waste.

Political Corruption

Soft power plays further amplified financial waste, as newly constructed stadiums served to sportswash Qatar's image while evading accountability for reported human rights violations. Rather than enact reforms to protect migrant workers, address discrimination against women and LGBTQ residents, and ease restrictions on civil liberties, the ruling class engineered an elaborate public relations campaign. They dodged tough questions by containing media narratives, touting infrastructure improvements as sufficient progress, and positioning the national team's on-field success as representative of systemic change off it. Ultimately, the political corruption lay in utilizing the World Cup to harvest global prestige without earning it through ethical governance.

General Discussion

The decision to award Qatar the privilege of hosting football's biggest stage has not only enabled but directly contributed to the perpetuation of oppression. The oppressive treatment of migrant workers, restrictions on basic human rights, and systemic corruption were rampant in the preparations for the World Cup. These issues were not isolated incidents but rather products of a larger accountability gap that allowed oversights and abuses to go unnoticed or unaddressed. In the ethical domain, the mistreatment and exploitation of migrant workers, as mentioned earlier, were glaring examples of the lack of accountability. Despite widespread knowledge of the dire working conditions, limited rights, and inadequate living conditions endured by these workers, little was done to rectify the situation. The failure to prioritize their welfare and ensure ethical practices allowed the oppression to continue unabated. Millward (2017) states that The treatment of migrant construction workers in Qatar, particularly those involved in World Cup 2022 infrastructure projects, has been a cause for concern. These workers have reported poor living conditions, withheld passports, and unpaid wages [12].

The financial domain also suffered from accountability gaps, with allegations of corruption and bribery surrounding the bidding and construction processes. Becker (2013) emphasizes that the extravagant spending on underutilized stadium infrastructure has raised suspicions of financial impropriety [13]. Transparency and accountability mechanisms should have been in place to prevent such misconduct, but their absence enabled financial improprieties to occur. The indirect complicity exhibited through silence on these issues only further underscored the accountability gap that allowed them to persist.

Furthermore, the political domain revealed its own set of oversights and accountability gaps. The decision to award Qatar the World Cup seemed to overlook the country's poor human rights record and questionable labor practices. This disregarded the importance of promoting human rights and equality, reinforcing a sense of complicity through silence on critical political issues. The accountability gaps across the ethical, financial, and political domains considerably contributed to the enabling of oppression in Qatar. While the World Cup represented an opportunity to hold

the host nation accountable and foster positive change, the failure to address these issues communicated complacency and complicity. The international community's response to these oversights and abuses remains crucial in determining the future of hosting decisions and ensuring the necessary accountability in all aspects.

Conclusion

In summary, Qatar's hosting of the 2022 FIFA World Cup revealed distressing instances of corruption that spanned various dimensions. Ethical corruption was evident through the mistreatment of migrant workers and the violation of basic human rights. Financial corruption surfaced with allegations of bribery and the absence of transparency in the bidding and construction processes. Additionally, political corruption emerged as the decision to grant Qatar the World Cup seemed to disregard the country's poor human rights record.

These revelations highlight the urgent need for principled accountability in global sporting event administration. The pervasiveness of corruption in Qatar's hosting of the World Cup underscores the importance of establishing robust mechanisms to prevent, detect, and address ethical, financial, and political misconduct. Transparent and accountable practices should be upheld throughout the entire process, from bidding to post-event evaluations.

Effective oversight and governance frameworks are necessary to ensure that hosting decisions are made based on merit and ethical considerations. This requires comprehensive due diligence to assess potential host countries' records on human rights, labor practices, and financial transparency. Additionally, strict regulations and monitoring should safeguard against corruption at every stage, not only during the event itself but also in the planning and construction stages.

The global community, including sporting organizations, governments, and civil society, must demand accountability and take decisive action against corruption in sports events. Only through principled accountability can we rebuild trust, uphold the integrity of sporting events, and promote positive social and economic impacts. Ensuring a fair and ethical environment for athletes, workers, and all stakeholders is paramount for the future of global sports.

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Presenting the model of entrepreneurship barriers in sports from the perspective of experts and those involved in physical education and sports sciences of East Azarbaijan province

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Abstract

Introduction: Considering the many problems that exist in the field of employment and entrepreneurship in the field of sports and physical activity, and since past researches have not comprehensively covered this research area, the present research done with aims to present a model of entrepreneurship barriers in sports from the perspective of experts and those involved in physical education and sports sciences of East Azarbaijan province. **Method:** This research applied in terms of purpose, is descriptive-survey in terms of nature and in terms of the type of data, it is a qualitative type of gronded theory with Strauss and Corbin's approach. The statistical population of the research was the experts and those involved of physical education and sports sciences of East Azarbaijan province. In order to select the participants of the research, a purposeful criterion-based sampling plan and a chain reference technique (snowball) were used, and the sampling continued until the 17th person, and after the 17th person, the researcher reached the limit of theoretical saturation. Information was collected in the field and through in-depth semi-structured interviews. After the interview, the findings were analyzed using three-stage coding (open, central and selective) and using MAXQDA software. **Results:** The results of the research showed that the barriers in sports entrepreneurship in West Azarbaijan province include management factors, financial issues, social issues, cultural issues, motivational issues, inhibiting factors and the amount of knowledge. **Conclusion:** The relevant authorities can take action to remove the identified barriers and provide conditions for entrepreneurship and job creation in sports.

Keywords: Entrepreneurship, barriers, inhibiting factors, sports.

Introduction

In recent years, entrepreneurship seems to be necessary quantitatively and qualitatively and plays an important role in the development of the global economy and increasing the employment rate [1]. So that personal motivations influence the decision to recognize and exploit entrepreneurial opportunities [2]. Nowadays, countries are forced to use creativity and innovation for the progress and economic growth of their sports industry. Therefore, they are trying to take steps with all their potential to strengthen the entrepreneurial spirit of people in the society [3]. With entrepreneurship, the sports community produces new sources of wealth and leads to new business opportunities [4]. They also increase sports participation and promote community health [5]. Therefore, it is very important and necessary to determine the barriers and areas of entrepreneurship in sports, and in this regard, the present research was conducted with the aim of presenting the model of entrepreneurship barriers in sports from the perspective of experts and those involved in physical education and sports sciences of East Azarbaijan province.

Method

This research applied in terms of purpose, is descriptive-survey in terms of nature and in terms of the type of data, it is a qualitative type of gronded theory with Strauss and Corbin's approach. The statistical population of the research was the experts and those involved of physical education and sports sciences of East Azarbaijan province. In order to select the participants of the research, a purposeful criterion-based sampling plan and a chain reference technique (snowball) were used, and the sampling continued until the 17th person, and after the 17th person, the researcher reached the limit of theoretical saturation. Information was collected in the field and through in-depth semi-structured interviews. After the interview, the findings were analyzed using three-stage coding (open, central and selective) and using MAXQDA software.

Results

While conducting the interviews and recording them in the form of audio, all of them were included in the coding process. After coding and removing duplicate codes, 158 open codes, 18 concepts and 7 categories were obtained. Based on the obtained results, the barriers to entrepreneurship in sports included management factors (the expertise of sports managers, management efficiency in the field of sports), amount of knowledge (Sports knowledge, feeling the need for sports entrepreneurship), financial issues (administrative and financial problems, economic problems of the country), social issues (sexism look, social Security, social restrictions), cultural issues (lack of knowledge, lack of support from the national media motivational factors (intrinsic motivation, extrinsic motivation) and inhibiting factors (individual factors, administrative agents, management factors, external factors, psychological factors). According to the results obtained from the codings, the current research model is designed as follows (Figure 1).
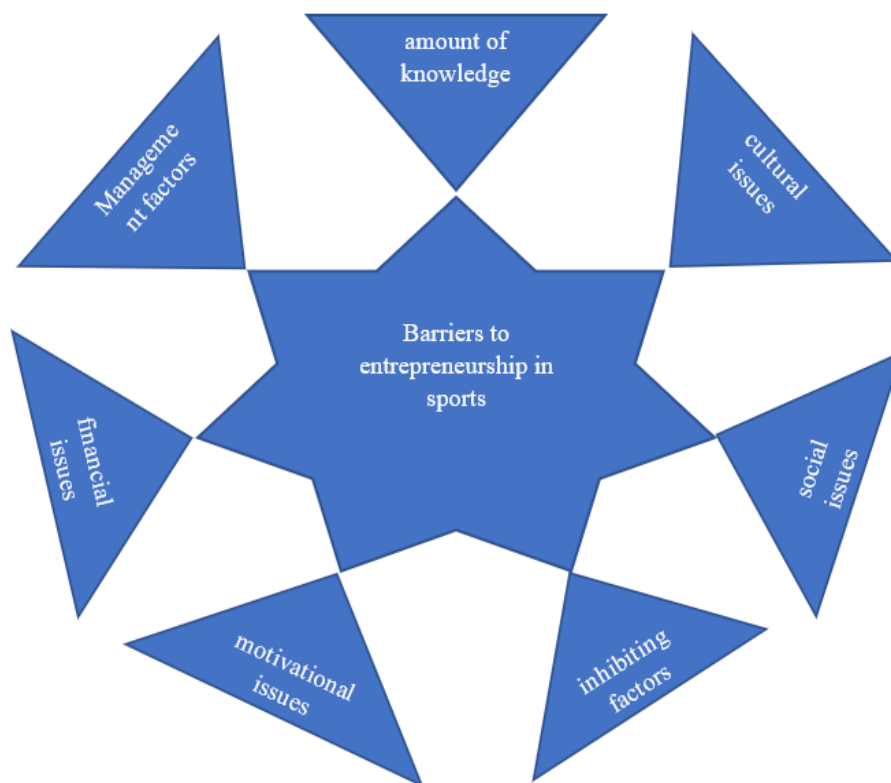

Figure 1. Research model

Conclusion

This research was conducted with the aim of presenting the model of entrepreneurship barriers in sports from the perspective of experts and those involved in physical education and sports sciences of East Azarbaijan province. The results of the research showed that the barriers to sports entrepreneurship in East Azarbaijan province include management factors, financial issues, social issues, cultural issues, motivational issues, inhibiting factors and the amount of knowledge. The research results are in line with some of the research results of Brajša (2021), Hansen (2021) [6, 8]. According to the results of the research, it can be said that sports entrepreneurs face various barriers and the relevant officials can take action to remove the identified barriers and provide conditions for entrepreneurship and job creation in sports.

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Investigating the role of support incentives in attracting sponsors in Iranian football

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Abstract

Introduction: Football is a lucrative industry, and one of the ways of its income is attracting sponsors, which various factors can play a role in attracting them, and the present research was conducted with the aim of investigating the role of support incentives in attracting sponsors in football. **Method:** This research is applied and descriptive-survey type. The statistical population of the present study were sports management and marketing specialists, football club managers and football team sponsor managers, and due to the large number of the statistical population, 384 people were randomly selected using the Krejcie and Morgan table. The research tool was the standard questionnaire of Moharrami et al. (2021). To analyze the data, descriptive statistics and Pearson and regression statistical tests were used in spss23 software at a significance level of 0.05.

Results: The results of the research showed that support incentives have a positive and significant relationship with attracting sponsors in football (p=0.001; R=0.745) and can predict it (p=0.001; t=14.135). **Conclusion:** By providing appropriate support incentives such as the approval and implementation of the tax exemption law for sponsors and the drafting of regulations and sponsorship contract forms, sponsors can be encouraged to support football.

Keywords: Incentives, sponsor, football.

Introduction

In most developed countries, due to the increasing growth of football, especially in economic and commercial fields, this sport is called as football industry [1]. Along with the increase in the desire for this sport, there have been many changes in football and its related matters to the point where professional football has become a full-fledged industry in many countries [2]. Sponsorship has become one of the main sources of funding at both national and international levels in sports, arts, environment, media, humanitarian and community projects, education and other fields [3]. Sponsorship is for the benefit of the general public, which provides the possibility of establishing or spreading and expanding events and activities that may not have economic justification [4]. Therefore, successful sponsorship benefits all stakeholders, including sponsors, organizations, media, performers, spectators, and the general public. A review of past research shows that despite the fact that many researches have been conducted in the field of football sponsors, very few researches have been conducted in the field of support incentives and its role in attracting sponsors. Based on this, the present research was conducted in order to investigate the role of support incentives in attracting sponsors in Iranian football.

Method

This research is applied and descriptive-survey type. The statistical population of the present study were sports management and marketing specialists, football club managers and football team sponsor managers, and due to the large number of the statistical population, 384 people were randomly selected using the Krejcie and Morgan table. The research tool was the standard questionnaire of Moharrami et al. (2021) [6]. This questionnaire had 14 items and two components of incentives (items 1 to 6) and sponsor attraction (items 7 to 14). In order to check the validity of this questionnaire, 10 sports management experts were used, and the reliability of this tool was obtained using Cronbach's alpha test, 0.89. To analyze the data, descriptive statistics and Pearson and regression statistical tests were used in spss23 software at a significance level of 0.05.

Results

Examining the demographic information of the participants in the research shows that 23% of the participants were female and 77% of them were male. The educational qualification of 22% of the participants was bachelor's degree, 49% was master's degree and 29% was doctorate. 19% of the participants were single and 81% were married, and most of them had 10-15 years of work experience.

According to the results, the value of Pearson's correlation coefficient between the variables is 0.745, according to which, a positive and significant correlation is observed between the support incentives and the attraction of sponsors (p=0.001, R=0.745). Also, the value of the adjusted coefficient of determination, which represents the percentage of changes determined from the changes of the criterion variable by the predictor variable, shows that 66% of the total variance of the changes in attracting football sponsors is related to the support incentives component and 34% is related to factors outside the target model.

According to the results of the F test (p=0.001, F=9.347), it can be concluded that the regression model of the research composed of the predictor variable (supportive incentives) and the criterion variable (attraction of football sponsors) is a suitable model and the predictor variable can predict the changes in attracting sponsors of Iranian football clubs. Also, the results of bivariate simple linear regression show that support incentives (sig=0.001, t=14.135) have the ability to predict the attraction of sponsors of Iranian football clubs.

Conclusion

support incentives can be in the form of approving and implementing the tax exemption law for the sponsors of Premier League teams, increasing advertising tariffs for companies in newspapers and magazines, creating facilities on behalf of television for the sponsors of Premier League teams, compilation of regulations and support contract forms, establishing specialized sports marketing agencies and increase in advertising tariffs for companies on television is an effective factor in attracting sponsors in Iran's professional football. Formulating rules and incentives for sponsors will undoubtedly increase their interest in investing, give them more confidence to achieve their goals, and this solution is considered one of the quick and achievable solutions.

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Investigating the relationship between advertising conditions and attracting sponsorships in professional football

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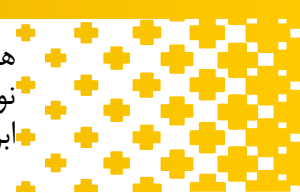*shayan1381biz@gmail.com*

Abstract

Introduction: Considering the importance of generating income through sponsorships, it is necessary to create a healthy and suitable environment for the investment of industry owners and the private sector in sports, therefore, the present study was conducted with the aim of investigating the relationship between advertising conditions and the attraction of sponsorships in professional football. **Method:** This research is applied, quantitative and descriptive-survey. The statistical population of this research was formed by sports management specialists, marketing specialists, managing directors of football clubs and managers of the sponsors of the last two seasons of the professional football teams of the country, which according to the large number of the statistical population and using Cochran's formula, the number of the statistical sample is 384 people. It was determined that these people were selected using simple random sampling. The data collection tool was the standard questionnaire of Moharrami et al (2021). Data analysis was also done in two parts, descriptive and inferential. In the inferential part, Pearson and regression statistical tests were used in spss23 software, and all data analysis was done at a significance level of 0.05. **Results:** The results of the research showed that there is a positive and significant correlation between the advertising conditions and the attraction of sponsorships (p=0.001, R=0.691) and the advertising conditions have the ability to predict the attraction of sponsorships of professional Iranian football clubs (sig=0.001; t= 9/826). **Conclusion:** Based on the results of the research, managers of professional football clubs can attract more sponsors by providing suitable advertising conditions.

Keywords: Terms of advertising, sponsorship, professional football.

Introduction

Nowadays, commercial companies and owners of various industries have realized that sponsorships can act as a powerful advertising tool for them [1]. In fact, one of the most important and effective elements that link sports events and the economy is the issue of sports sponsorship as an advertising method for sponsoring companies [2]. In the meantime, professional football

clubs also take full advantage of the available opportunity and earn large revenues from sponsorships [3]. Considering the importance of generating income through sponsorships, it is necessary to create a healthy and suitable environment for the investment of industrial owners and the private sector in sports [4], therefore, the present study was conducted with the aim of investigating the relationship between advertising conditions and the attraction of sponsorships in professional football.

Method

This research is applied in terms of purpose, quantitative in terms of data type, and descriptive-survey research in terms of nature. The statistical population of this research was formed by sports management specialists, marketing specialists, managing directors of football clubs and managers of the sponsors of the last two seasons of the professional football teams of the country, which according to the large number of the statistical population and using Cochran's formula, the number of the statistical sample is 384 people. It was determined that these people were selected using simple random sampling. The data collection tool was the standard questionnaire of Moharrami et al (2021). This questionnaire had 17 items and two components of attracting sponsorships (items 1 to 8) and advertising conditions (items 9 to 17). Despite the standard nature of the questionnaire, in order to gain more confidence, the validity of the questionnaire was checked and confirmed by 10 sports management experts, and its reliability was obtained using Cronbach's alpha test, 0.91. Data analysis was also done in two parts, descriptive and inferential. In the inferential part, Pearson and regression statistical tests were used in spss23 software, and all data analysis was done at a significance level of 0.05.
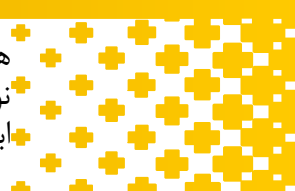
Results

The descriptive results of the participants' demographic information showed that 23% of the participants were female and 77% were male. The educational qualification of 22% of the participants was bachelor's degree, 49% was master's degree and 29% was doctorate. 19% of the participants were single and 81% were married, and most of them had 10-15 years of work experience.

The results of the Pearson correlation test showed that the value of the Pearson correlation coefficient between the variables is 0.691, according to which there is a positive and significant correlation (p=0.001, R=0.691) between advertising conditions and sponsorships attraction. Also, the value of the adjusted coefficient of determination, which represents the percentage of changes determined from the changes of the criterion variable by the predictor variable, shows that 59% of the total variance of the changes in attracting football sponsors is related to the component of advertising conditions and 41% is related to factors outside the desired model.

Also, the results of the F test (p=0.001, F=11.057) showed that the regression model of the research consisting of the predictor variable (advertising conditions) and the criterion variable (sponsorships attraction) is a suitable model and the predictor variable can predict changes in attracting sponsorships of professional football clubs in Iran. Also, the results of bivariate simple linear regression showed that advertising conditions (sig=0.001, t=9.826) have the ability to predict the attraction of sponsorships of professional Iranian football clubs.

Conclusion

The purpose of this research was to investigate the relationship between advertising conditions and the attraction of sponsorships in professional football. The results of the research showed that there is a positive and significant correlation between advertising conditions and the attraction of sponsorships and advertising conditions have the ability to predict the attraction of sponsorships of professional football clubs in Iran. The results of the present research are in line with some of

the research results of Herold et al (2023) and Chanavat & Martinent (2021) [1, 4]. Making it possible for sponsorships to use match tickets for advertising, making it possible for sponsorships to use stadiums and training fields for advertising, making it possible for sponsorships to use press conference halls for advertising, creating active and strong websites for clubs, creating marketing committees in clubs and using Marketing professionals are introduced as variables in this factor that motivates sponsors to invest.

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The role of professional platform in attracting sponsorships in football

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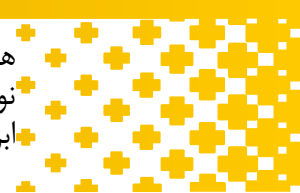*eisa.10xvan@gmail.com*

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Abstract

Introduction: Attracting a sponsorship is one of the ways to earn money for football clubs, which can be influenced by various factors. In this regard, the current research was conducted with the aim of the role of professional platform in attracting sponsorship in football. **Method:** The current research is applied, quantitative and descriptive-survey. The statistical population of this research was formed by sports management specialists, marketing specialists, managing directors of football clubs and managers of sponsorships of the country's football teams, and due to the large number of the statistical population and using the Cochran formula, the number of the statistical sample was determined to be 384 people. People were selected using simple random sampling. The data collection tool was the standard questionnaire of Moharrami et al (2021). Data analysis was done in two parts, descriptive and inferential. In the inferential part, Pearson and regression statistical tests were used in spss23 software, and all data analysis was done at a significance level of 0.05. **Results:** The results of the research showed that there is a positive and significant correlation between professional platform and the attraction of sponsorships (p=0.001, R=0.753) and professional platform has the ability to predict the attraction of sponsorships of football clubs (sig=0.001, t=13/142). **Conclusion:** By creating a professional platform through such things as providing conditions for the presence of famous foreign players and coaches in the country's football clubs, privatizing clubs, requesting hosting for prestigious Asian and international competitions, making it possible for clubs to enter the stock market, and approving and implementing the copyright law in the society, it is possible to prepare it provided the attraction of sponsorships in football.

Keywords: Professional platform, sponsorship, football.

Introduction

The sports industry, by holding a stimulating factor such as the holding of major sports competitions, has provided the opportunity to take advantage of advertising and media opportunities, which has also created the necessary platform for interaction between industry, business and sports, and is a strategic bridge in the service of sports development and its economic prosperity is considered [1] and on the other hand, it is a good opportunity that sports sponsors can use to advertise their goods [2]. Attracting a sponsorship is one of the ways to earn money for football clubs, which can be influenced by various factors. In this regard, the current research was conducted with the aim of the role of professional platform in attracting sponsorships in football.
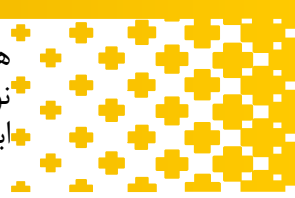
Method

The present research is in terms of applied purpose, in terms of the type of quantitative data, and in terms of the nature of descriptive-survey research. The statistical population of this research was formed by sports management specialists, marketing specialists, managing directors of football clubs and managers of sponsorships of the country's football teams, and due to the large number of the statistical population and using the Cochran formula, the number of the statistical sample was determined to be 384 people. People were selected using simple random sampling. The data collection tool was the standard questionnaire of Moharrami et al (2021). This questionnaire had 15 items and two components of sponsorships attraction (items 1 to 8) and professional platform (items 9 to 15), which despite the fact that this questionnaire was standard, but in order to gain more confidence, the validity of the questionnaire was checked by 10 sports management experts and it was confirmed and its reliability was obtained using Cronbach's alpha test, 0.88. Data analysis was done in two parts, descriptive and inferential. In the inferential part, Pearson and regression statistical tests were used in spss23 software, and all data analysis was done at a significance level of 0.05.

Results

Examining the demographic information of the participants showed that 23% of the participants were female and 77% of them were male. The educational qualification of 22% of the participants was bachelor's degree, 49% was master's degree and 29% was doctorate. 19% of the participants were single and 81% were married, and most of them had 10-15 years of work experience.

The results of the Pearson correlation test showed that the value of the Pearson correlation coefficient between the variables is 0.753, according to which there is a positive and significant correlation ($p=0.001$, $R=0.753$) between professional platform and sponsoring. Also, the value of the adjusted coefficient of determination, which represents the percentage of changes determined from the changes of the criterion variable by the predictor variable, shows that 66% of the total variance of the changes in attracting football sponsorships is related to the professional platform component and 34% is related to factors outside the target model.

Also, the results of the F test ($p=0.001$, $F=14.394$) showed that the regression model of the research consisting of the predictor variable (professional platform) and the criterion variable (sponsorships attraction) is a suitable model and the predictor variable can predict the changes in

football clubs' sponsorship attraction. Also, the results of bivariate simple linear regression showed that professional platform (sig=0.001, t=13.142) has the ability to predict the attraction of sponsorships of football clubs.

Conclusion

The current research was conducted with the aim of the role of professional platform in attracting sponsorships in football. The results of the research showed that there is a positive and significant correlation between professional platform and the attraction of sponsorships and professional platform has the ability to predict the attraction of sponsorships of football clubs. The results of this research are in line with some of the results of Buser et al (2022) and Buck & Ifland (2023) [3, 4]. By creating a professional platform through such things as providing conditions for the presence of famous foreign players and coaches in the country's football clubs, privatizing clubs, requesting hosting for prestigious Asian and international competitions, making it possible for clubs to enter the stock market, and approving and implementing the copyright law in the society, it is possible to prepare it provided the attraction of sponsorships in football.

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Ranking of effective factors in crisis management in sports industry

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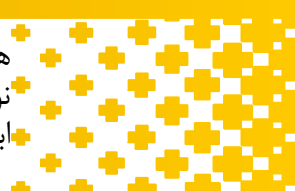
Abstract

Introduction: Crises in sports must be managed, and to achieve this goal, it is necessary to identify which factors have a greater impact on crisis management in sports, and in this regard, the present research was conducted with the aim of ranking the effective factors in crisis management in the sports industry. **Method:** The current research is in terms of applied purpose, quantitative in terms of data type and descriptive-survey in terms of data collection method. The statistical population of this research was professors, experts and activists in the field of sports management and crisis management, and due to the large number of the statistical population, 384 people were selected as a statistical sample based on Cochran's formula using a simple random method. The research tool was a researcher-made questionnaire. Data analysis was also done using Friedman's test and the software used in this research was spss23 and the significance level was 0.05. **Results:** The results of the research showed that there is a significant difference between the ranks of the effective factors in crisis management in the sports industry and it is possible to rank the effective factors in the crisis management in the sports industry (Sig=0.000) based on the obtained results, economic and entrepreneurial dimensions (5.77), socio-cultural (5.19), political (5.13), tourism and environment (5.03), legal and lawful (4.39), information technology and media (4.31), Organizational (3.26) and health-psychological (2.92) respectively have the greatest impact on crisis management in the sports industry. **Conclusion:** By using the results of the research, the relevant managers can create new opportunities by having a comprehensive plan, while dealing with the consequences of the crisis and reducing its negative effects.

Keywords: Crisis management, sports, consequences, opportunities.

Introduction

Nowadays, with the complexity of the environment and its fast dynamics, there is a possibility of a crisis for the organization at any moment [1]. In a critical situation, the culture of the organization changes and tends towards a creative and changing culture. This creates opportunities to maintain and continue the life of the organization [2]. For example, the financial crisis in Southeast Asia a few years ago brought a big shock to the economy of these countries,

but research shows that these crises also brought opportunities that led to the prosperity of their economies. Therefore, when facing a situation, one cannot be sure whether the said situation is considered a limitation (threat) or a situation (opportunity) [3]. Therefore, the crisis in sports must be managed, and to achieve this goal, it is necessary to identify which factors have a greater impact on crisis management in sports, and in this regard, this research was conducted with the aim of ranking the effective factors in crisis management in the sports industry.

Method

The current research is in terms of applied purpose, quantitative in terms of data type and descriptive-survey in terms of data collection method. The statistical population of this research was professors, experts and activists in the field of sports management and crisis management, and due to the large number of the statistical population, 384 people were selected as a statistical sample based on Cochran's formula using a simple random method. The research tool was a researcher-made questionnaire. This questionnaire has 36 items and 8 organizational components (1-5), economic and entrepreneurial (6-9), legal and lawful (10-14), socio-cultural (15-19), health-psychological (20-23), information technology and media (24-28), tourism and environment (29-33) and political (34-36). The face and content validity of this questionnaire was confirmed by 10 experts in sports management and crisis management, and its reliability was also confirmed according to Cronbach's alpha, which was 0.83. Data analysis was also done using Friedman's test and the software used in this research was spss23 and the significance level was 0.05.
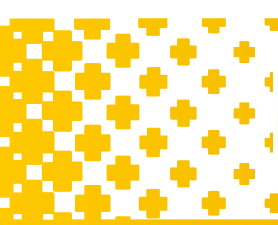
Results

In order to rank the effective factors in crisis management in the sports industry, the Friedman test was used, the results of which are reported in Table 1.

Table 1. Friedman's test for ranking effective factors in crisis management in the sports industry.

Variable	M±SD	Mean rank	Chi-squared	df	Sig
organizational components	2.05±0.51	3.26			
economic and entrepreneurial	2.42±0.61	5.77			
legal and lawful	2.24±0.53	4.39			
socio-cultural	2.36±0.60	5.19			
health-psychological	1.98±0.48	2.92	349.934	7	0.001
information technology and media	2.22±0.57	4.31			
tourism and environment	2.29±0.49	5.03			
political	2.35±0.64	5.13			

Based on the results obtained from this section and considering the significance of the chi-square test (Sig=0.000); It can be said that there is a significant difference between the ranks of effective factors in crisis management in the sports industry. Therefore, it is possible to rank the effective factors in crisis management in the sports industry based on the obtained results, economic and entrepreneurial dimensions (5.77), socio-cultural (5.19), political (5.13), tourism and environmental dimensions. (5.03), legal and lawful (4.39), information technology and media (4.31), organizational (3.26) and mental health (2.92) respectively have the greatest impact on crisis management in the industry They exercise.

Conclusion

The current research was conducted with the aim of ranking the effective factors in crisis management in the sports industry. The results of the research showed that economic and entrepreneurial, socio-cultural, political, tourism and environmental, legal and lawful, information technology and media, organizational and health-psychological dimensions respectively have the greatest impact on crisis management in the sports industry. The results of the present research are in line with some of the research results of Keshkar et al (2021) and Brakhas et al (2021) [3, 4]. In general, in the exceptional conditions of crisis, it is important to create quick and sufficient support and a clear action plan to reduce the negative effects of the crisis in the sports sector. Crisis management with a comprehensive plan can create new opportunities while dealing with the consequences of the crisis and reducing its negative effects.

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002231-77177

The effect of cultural intelligence on media consumption of managers of sports organizations (Case study: East Azerbaijan province)

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Abstract

The purpose of this research is to determine the relationship between cultural intelligence and media consumption of managers of sports organizations (case study: East Azarbaijan Province). Also, the current research is applied in terms of purpose and descriptive and correlational in terms of execution method. The statistical population of this research is managers, deputies and experts of the General Directorate of Sports and Youth at the provincial level, presidents and governors and secretaries of sports boards as well as managers of sports clubs, therefore, according to the statistical population provided, there are 384 people as the final sample of the research according to Morgan's table. and have been selected by non-random sampling of the available type. In order to collect information, standard questionnaires of media consumption (Mahmoudian et al., 2014) and cultural intelligence in the sports community (Afsharian et al., 2018) were distributed among the subjects and their validity was confirmed by 10 experts and professors of sports management. The reliability of the whole tool was reported by Cronbach's alpha of 0.82. In order to analyze the data from descriptive statistics to describe the individual characteristics of the subjects and in inferential statistics, the Kolmogorov-Smirnov test was used to determine the normality of the data and then to analyze the data based on the calculation of Pearson's correlation coefficient, multivariate regression analysis was done in SPSS 24 software environment. The results showed that there is a positive and significant relationship between cultural intelligence and media consumption ($r = 0.558$) at a significant level ($p < 0.01$). Also, between metacognitive, cognitive, motivational and behavioral components of cultural intelligence with media consumption, respectively ($r = 0.451$, $r = 0.535$, $r = 0.624$, $r = 0.576$) at a significant level ($p < 0.01$). There is a positive and significant relationship. Also, cultural intelligence has the ability to predict 54.1% ($R2 = 0.541$) of the changes in media consumption of sports managers. Also, the components of cultural intelligence (metacognitive, cognitive, motivational and behavioral) have the ability to predict 49.3% ($R^2 = 0.493$) of the changes in media consumption of sports managers. Therefore, the managers and experts of the General Department of Sports and the officials of sports boards and managers of sports clubs, taking into account all the components of cultural intelligence, can consider the necessary strategies and measures to improve the media consumption of their employees and play a role in the matter of organizational culture.

Key word: cultural intelligence, media consumption, sports organizations

Management and Leadership in Sports

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Abstract

The subject of management and leadership in sports today is considered one of the major topics in sports competitions and physical activities at the world level, and in this case, each of the departments and human forces of sports organizations is of special importance, and the world's sports managers pay special attention to this point have. Leadership style among sports coaches is one of the most important issues that can cause the growth and improvement of sports teams, because the coach of a sports team is responsible for the team reaching its goals and plans, so knowing the leadership style will be effective for how to influence the athletes of his team. Was; And it guides us in knowing what is as compared to what should be. Harold Koontz and Cyril O'Donnell called influencing people to pursue common goals as leadership (Bayan, 2012). In psychology, the ability of a person to influence the behavior of the members of a group or organization, to determine the group's goals, to provide ways to achieve the goals, and to create some social norms in the group have been considered as leadership (Authors Group, 2010). The word leadership has been associated with the creation of humans and has brought changes with the evolution of humans, but the factor of influence and influence has always been mixed with it. The way management behaves based on it and how a group spends its time to achieve the goals of the organization is called leadership style (Kuntz et al., 2012). All management styles fall into the two styles of humanism and taskism. In the style of humanism, we rely on human needs and issues through the establishment of appropriate relationships with subordinates and achieve individual or organizational goals with regard to human dimensions, and in the style of duty, we rely on the goals of the organization and the highest production through the application of laws, regulations and the official structure of the organization. (Fahimnia, 2016). In sports teams, the type of leadership style of coaches can play an important role in the success of the team. In some sports teams, the best leadership style is duty-oriented style, and in some other teams, not only the coaches do not achieve the desired result by adopting this style, the team may fall apart.

Keywords: leadership, leadership style of sports coach, theories of leadership behavior, coaches of sports teams, leadership and personal characteristics of sports coach

002231-77177

Investigating the effect of Mes Sangun cultural and sports club presence on the identity of Varzgan citizens

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Abstract
The aim of this study was to identify the effect of Mes Songon sports clubs have been on the identity of the Varzagan citizen. The method of research was descriptive survey and data collection for the purpose of application. The study population included all Varzagan citizens based on Cochran sampling formula with unlimited community of ۳۸٤ randomly selected and standardized questionnaire was distributed among them. Analysis of the data showed first-order confirmatory factor analysis and factor loadings showed that each of the different aspects of identity are measured by the statements of the questionnaire well. As well as second order factor analysis showed the correlation between different aspects of identity with the identity of the structures was significant for all dimensions. Single-sample T test results indicated the presence Mes Songon sports clubs to test hypotheses on the identity of the Varzagan citizens and its dimensions (individual identity, national identity, social identity, cultural identity, sense of belonging, identity and social self-identity).
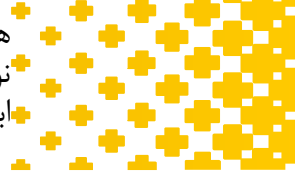**Keywords:** Identity of the citizen, Mes Songon Sport club, National identity.

Introduction
Today, the relationship between the sports clubs and the citizens of that city is the source of the citizens' sense of belonging to these clubs. Rooted sports clubs in a city are the symbol and brand of that city. In our country, citizens refer to their city's sports clubs as ethnic and local identity. People may acquire a group identity by joining an organization or a sports club. Investigating group and social identities has been one of the concerns of social sciences in recent times Is. In this research, we look for this concern in the field of sports. The current research examines the effect of the presence of Amol Mes Varzeghan Club on the identity of the citizens of this city.

The concept and importance of identity
According to Richard Jenkins (2012), identity is the process by which a person knows himself. According to him, the concept of identity simultaneously establishes two possible relationships between people or objects: on the one hand, similarity, and on the other hand, self-identity and how to represent this identity in the world, and for this reason, identity has a reflective state and in The result is not static (Azizi and Zahid, 2017). People may acquire a group identity by joining an organization or a sports club. An example is young people who, for example, become attached

to a football club and participate in all the matches of that club, and while supporting their team, they oppose the opposing team and its fans. Henry Tajfel (1998) defines identity based on the sense of belonging. This means that a person knows those he belongs to as in-group and a positive category, and those he does not belong to as out-group.

Citizenship identity:

Citizenship identity is a special form of social identity that is manifested based on institutionalizing the characteristics, goals and successes of society by citizens and having a sense of unity and belonging to it.

Social identity:

Social identity is a definition that a person makes of himself in relation to others and is formed based on membership in various social categories and groups (Fakuhi, 2009).

Cultural identity:

The meaning of cultural identity is a set of cultural components that give a person or a group "personality" and in other words "distinguish" him from other people or groups so that he can enter Interacting relationships with oneself and others (Fakuhi, 2009).

Individual identity:

Individual identity includes experiences, thoughts, dreams and aspirations, which are interpreted and perceived by the individual in comparison to other experiences and thoughts (Fakuhi, 2009).

National identity:

National identity is a new political and social phenomenon and is caused by the formation of the phenomenon called nation, and according to the definition of the two words identity and nation, it became clear that identity is the awareness and definition that a person has of himself. Therefore, identity is both knowing oneself and introducing and identifying oneself to others (Masoumi, 2018).

Social trust:

Social trust is having good faith towards others in social relations, which has two parties, the trustee and the trusted, individual or group.

Sense of belonging:

A sense of social belonging is a process during which responsibility and social trust increases and leads to participation.

The role of sports clubs in the identity of citizens

The presence of sports clubs in the cities of the country strengthens the social identity of the citizens of that city. Love and love for the beloved city team fosters cohesion and consensus among citizens. Cohesion and consensus of citizens is in fact a situation in which individuals achieve a sense of unity and empathy and unity of direction and purpose. All citizens of any kind of political, religious and other affiliations have one thing in common when holding the sports club of their city, and that is the success and pride of their favorite sports club. Therefore, citizens feel a sense of belonging to their city's sports club and consider that club a symbol of their citizen's identity. On the other hand, citizenship identity is a special form of social identity that is based on institutionalizing the characteristics, goals and successes of society by citizens and having a sense of oneness and belonging to it. When citizens have a sense of identity towards society, they often consider the characteristics of society as the characteristics of themselves, consider themselves as the manifestations of their

society, and consider the values and interests of the society in making decisions and evaluating the available choices.

The Effect of the presence of Mes Sungon Futsal Club among citizens

Futsal is a popular and widespread sport in Qara Dagh region, especially in Warzghan city. With the entry of futsal sport in this region, they have won many positions. So that after 9 years in the country's premier futsal league, he achieved two third places, two runner-up places and 5 championship places. Also, this club has achieved one championship and one runner-up position in Asia. With a combination of local young players and futsal players, this club has become a big team in the country and Asia and has drawn a huge flood of fans to sports halls. Hours before the Mes Sungon futsal team's match, they show up in the hall and cheer their favorite club wildly, because spectator participation in sporting events provides a strong explanation for the social behavior that drives the fanatical loyalty of sports fans. After that, most parts of Varzeghan city are full of placards encouraging Mes Songun futsal team. Following the increasing success of Mes Songun Club, many families enroll their young aspiring youths in Mes Sports Club in the field of futsal. The presence of Mes Varzghan sports club is a big event in Varzghan city and among the citizens of Varzghan. Citizens consider this club a part of their existence and are happy with the team's victories and saddened by the team's failures. Citizens' daily conversations about the club show that the fate of Mes Varzghan futsal team is very important for Varzghan citizens. Because people with high team identity think the success and failure of the team as their success and failure. Such people constantly support their team. Therefore, it can be said that a sports club with this strong support and social acceptability among the citizens can have a strong social position among the citizens of Warzagan.

Research conceptual model

Various studies have been conducted in the field of citizenship identity. Also, different researchers have classified citizenship identity. The conceptual model of the current research is shown in Figure (1).
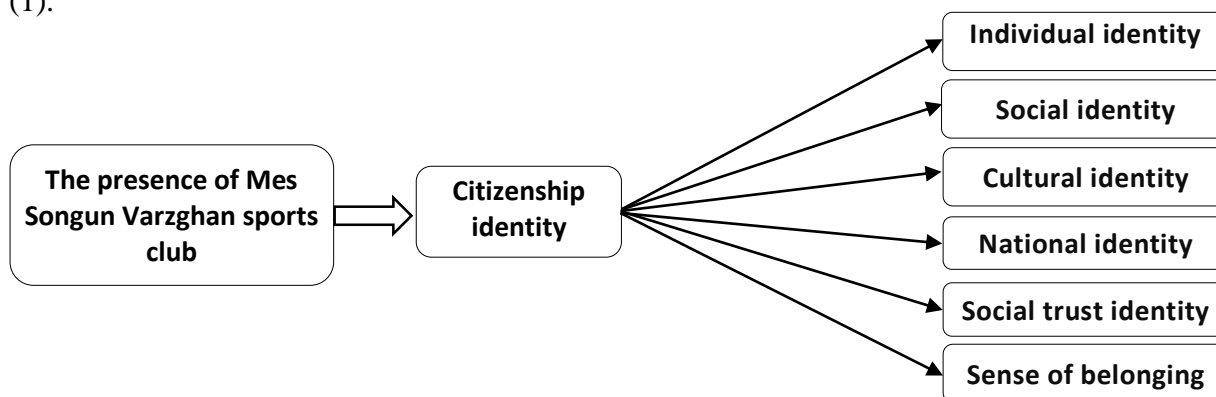

Figure 1. conceptual model of the research

Hypotheses
Main hypothesis:

The presence of Mes Varzghan sports club has a significant effect on the identity of Varzghan citizens.
Sub-hypotheses:

1) The presence of Mes Varzghan sports club has a significant effect on the social trust identity of Varzghan citizens.

2) The presence of Mes Varzghan sports club has a significant effect on the individual identity of Varzghan citizens.

3) The presence of Mes Varzghan sports club has a significant effect on the national identity of Varzghan citizens.

4) The presence of Mes Varzghan sports club has a significant effect on the cultural identity of Varzghan citizens.

5) The presence of Mes Varzghan sports club has a significant effect on the identity and sense of belonging of Varzghan citizens.

6) The presence of Mes Varzghan sports club has a significant effect on the social identity of Varzghan citizens.

Research Methodology

In terms of the purpose, the current research is considered part of applied research, and in terms of the data collection method, it is a descriptive research of the survey type.

Statistical community, sample size and sampling method

Since the statistical population of the research is unlimited (all citizens of Varzeghan), therefore according to Cochran's formula for unlimited communities, the minimum number of samples according to Morgan's table is 384 people.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N}\left[\frac{z^2 pq}{d^2} - 1\right]}$$

data analysis method

The factor analysis method is one of the multivariate methods in which independent and dependent variables are not mentioned, because this method is considered one of the interdependent techniques and all the variables are interdependent. Factor analysis plays a very important role in identifying underlying variables or factors through observed variables. The factor is a new variable that is estimated through the linear combination of the main values of the observed variables. The method of factor analysis was used for the first time by Charles Spearman. For this reason, he is called the founder of the factor analysis method.

Factor analysis is one of the advanced statistical methods based on which variables are categorized in such a way that they are finally limited to two or more factors that are the same set of variables, therefore each factor can be considered a dummy or hypothetical variable that is composed of Several variables are made of similar aspects. The primary data for factor analysis is the correlation matrix between variables and does not have predetermined dependent variables. Lisral software was used for data analysis.

First-order factor analysis of research variables

The results of estimating the factor loadings related to each of the criteria of the questionnaire to measure the dimensions of identity are shown in table (1).

Table 1. the results of estimating the factor loadings related to each of the questionnaire items

Dimensions of identity	Questionnaire items	factor load	t-value
Social trust identity	1) I believe that the words and phrases that I have in my mind regarding Mes Club give color and smell to my trust and expectation towards the club.	0.57	12.42
	2) Mes Club's honesty with the club's fans and the citizens of the city has made people trust the club.	0.79	17.27
	3) Mes Club website always provides correct information about the status of the club to the citizens of the city.	0.52	10.81
	4) As a citizen, I will not hesitate to help my beloved club.	0.61	12.94
personal identity	5) I spend a lot of time reading the news of Mes Club and its events.	0.67	12.19
	6) I use the Mes club logo in my sports clothes.	0.69	11.06
	7) Regardless of the results of Mes Club futsal team, I always defend my beloved club.	0.74	19.77
	8) I have a lot of faith in Mes Club and I feel an obligation towards my beloved club.	0.80	20.57
National identity	9) Regardless of the political relations at the management level of the club, I always like Mes Club.	0.86	19.14
	10) I mention Mes Club as the symbol and identity of Varzghan city.	0.66	16.50
	11) In every city and province, I mention the Mes Club futsal team as the credit of Iran's futsal sport.	0.81	19.23
	12) In other provinces, I mention Mes Club as the pride of my city.	0.63	19.14
Cultural identity	13) I believe that Mes Club has an active presence in the cultural and religious affairs of Warezgan city.	0.80	17.18
	14) As a citizen, I refer to Mes Club as a cultural club.	0.73	14.59
	15) Mes Club respects the norms and values of the people of Warzaghan.	0.70	15.08
	16) I prepare books and brochures containing the history and honors of Mes Club.	0.53	11.59
Identity, sense of belonging	17) I feel like a part of the copper club as a citizen.	0.77	16.43
	18) I have easy access to club officials and can meet with them.	0.59	11.71
	19) I participate in various events and occasions of the club.	0.69	10.94
	20) I attend most of the Mes games in Warzghan city as a fan in the sports hall.	0.70	12.15
	21) Mes Club has a strong social base among the people of Warzghan.	0.72	14.82
	22) I will be sad about the loss of Mes futsal team and I will be happy about their victory.	0.79	16.96
social Identity	23) The fate of Mes Club is important to me.	0.77	16.03
	24) Mes Club has a high status as a sports club in the province and the country.	0.84	18.25
	25) During the matches of Mes Club teams, citizens have a high level of solidarity to encourage and encourage the club teams.	0.88	16.62
	26) Mes club is socially acceptable according to the citizens of Warzghan city.	0.78	15.76
	27) Mes Club has provided valuable opportunities for the social improvement of the citizens of Warzagan.	0.89	16.20

Second order factor analysis

Figure (2) shows the second-order confirmatory factor analysis model of the identity scale in the mode of factor loading (standard coefficients).
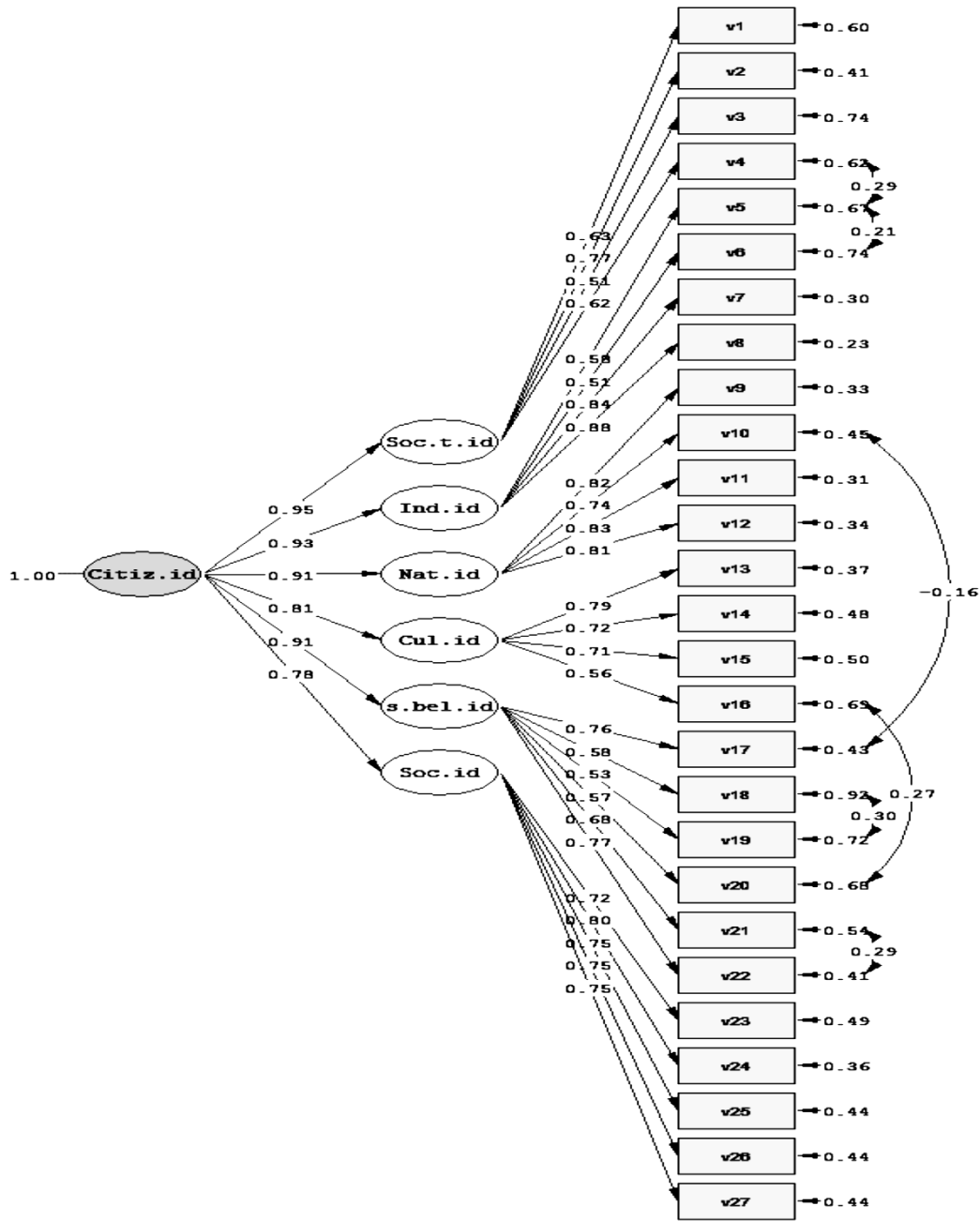
Chi-Square=694.56, df=312, P-value=0.00000, RMSEA=0.057

Figure 2. Second-order confirmatory factor analysis of identity dimensions in standard mode

Figure (3) shows the second-order confirmatory factor analysis model of the identity scale in the mode of factor loading (significance).
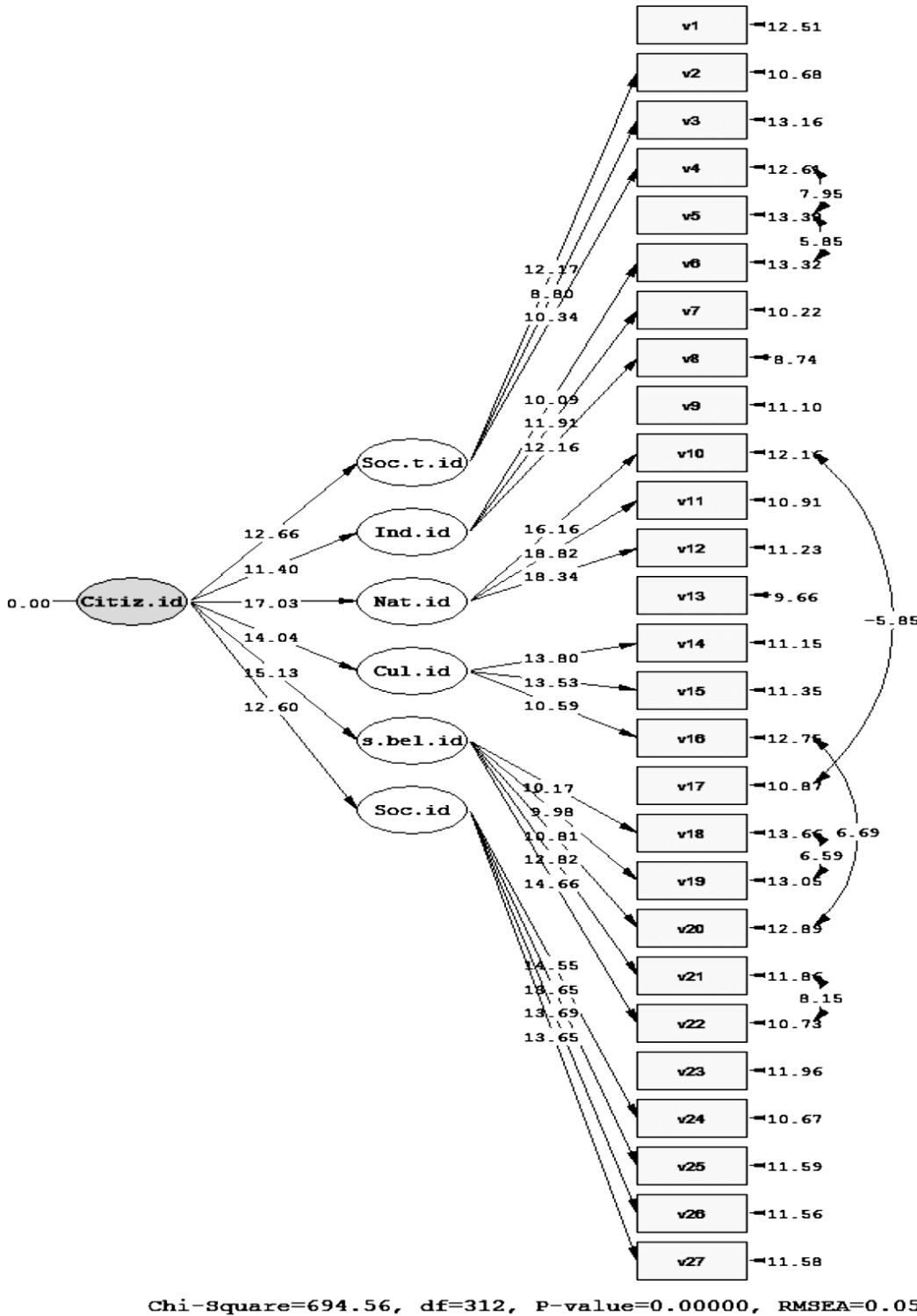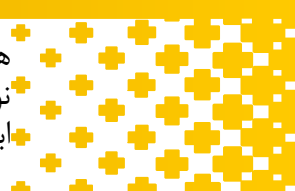
Chi-Square=694.56, df=312, P-value=0.00000, RMSEA=0.057

Figure 3. second-order confirmatory factor analysis of identity dimensions in meaningful mode

The results of the research hypotheses test

The results of the test of research hypotheses are shown according to table (2).

**Table (2): test results of research hypotheses**

Theories	Path coefficient	T-value	The result of the hypothesis
The presence of Mes Varzghan sports club has a significant effect on the social trust identity of Varzghan citizens.	0.95	12.66	confirmation
The presence of Mes Varzghan sports club has a significant effect on the individual identity of Varzghan citizens.	0.93	11.40	confirmation
The presence of Mes Varzghan sports club has a significant effect on the national identity of Varzghan citizens.	0.91	17.03	confirmation
The presence of Mes Varzghan sports club has a significant effect on the cultural identity of Varzghan citizens.	0.81	14.04	confirmation
The presence of Mes Varzghan sports club has a significant effect on the identity of the citizens of Varzghan.	0.91	15.13	confirmation
The presence of Mes Varzghan sports club has a significant effect on the social identity of Varzghan citizens.	0.78	12.60	confirmation

Research results

Factor loadings in standard estimation mode show the influence of each of the variables or items in explaining the variance of the variable or main factor scores. For the model, the dimensions of citizens' identity measurement in the standard estimation mode of the second-order confirmatory factor analysis, each of the dimensions with a larger factor load has more influence than other factors. These results show that the correlation of the opinions of the respondents regarding the presence of Mes Varzghan sports club and its effect on each of the dimensions of identity was very high. The identity dimension of social trust has the largest factor load (0.96), therefore it is the first priority and has the greatest impact on the identity of citizens. Then, respectively, individual identity (0.93), national identity and sense of belonging (0.91), cultural identity (0.81) and social identity (0.87) are effective on citizens' identity.

Offers

1) It is suggested to the managers of Mes Varzghan sports club to have more presence in the social activities of the region, especially Varzghan city. The club should pay more attention to social responsibilities and include such activities in its long-term plan. Activities such as playing friendly games with the purpose of charity and helping the needy, etc. Paying attention to this aspect increases the social responsibility of the club, which in turn increases the identity of the fans, which will result in the loyalty and widespread presence of the fans and more support for the team and Mes Varzghan sports club.

2) Increasing the development of the level of identification of the fans with Mes Sports Club, as a result of which the fans are closely informed about the issues related to their favorite team.

3) The maximum use of local players in the copper teams can have a great impact on the identity level of the citizens of the region, especially Warzaghan. Of course, considering the club's activities at the professional level, this program should be included in the club's long-term programs and implemented according to the plan.

4) Creation and construction of dedicated sports halls that can answer the huge number of fans of Mes Warezgan Sports Club. The design and management of stadiums and sports halls in terms of providing proper nutrition, broadcasting images in the form of video and comfortable and suitable

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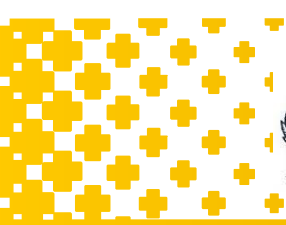
seats and creating memorable and memorable moments for the fans will increase the team identity of the fans. A well-managed sports complex creates a friendly atmosphere that can be effective in shaping fan identity. One of the important goals of Mes Varzaghan sports club is to build a sports complex (camp) in Varzaghan city. This is a very important goal in respecting the fans who, for various reasons, do not have the opportunity to be in the hall and cheer for their favorite team.

5) Providing various services to the fans, offering souvenirs, shirts and other items with the club's logo to the real fans of the club.

6) Performing rituals and ceremonies in the sports hall, using various programs and ceremonies before the start of the competition, in

In order to increase the interaction with the fans and improve the image and importance of the club, it increases the level of cultural and social identity of the fans and will be effective in the direction of the successful management of the club.

7) Using the historical and ritual symbols of Varzeghan city in the logo of Mes Varzeghan sports club.

8) It is suggested that sports managers and coaches always pay attention to the cultural issues of the club players and pay special attention to the cultural, native, local, national and religious foundations of the players along with the sports activities.

9) It is suggested that the managers of Varzeghan Copper Club can meet the need of belonging (considering themselves a part of the club) by updating their websites and creating electronic systems in order to establish closer communication with citizens. increase among them.

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The impact of the importance of positive emotional culture for employees and sports organizations

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Introduction

Emotional culture shows the emotional environment of the organization and can be a subset of organizational culture. According to the emotional events of an organization and how to interpret and react to them, the emotional culture of the organization can be healthy or destructive for its members (Hartel, 2008). Therefore, the existence of an emotional culture can lead to more effective communication (Nakamura et al., 2017). On the other hand, internal communication in organizations is one of the basic axes to face each of the challenges related to market expansion, globalization, quality and competition. In the face of these challenges, organizations should not only focus on economy, production and administration, but should also focus on communication as the main axis of business action; Because this main system forms all the processes of an organization. Similarly, from this point of view, it can be said that communication is a condition and a strategic tool for the processes of the organization's relations with the environment and interaction with internal employees (Lor Angelo Martinez et al., 2018). Therefore, considering the importance and position of sports and social issues in the society, sports and youth departments, as one of the main custodians of sports affairs in the country, have a unique role and will have a significant impact in improving the efficiency of these organizations in the development of sports in the country. On the other hand, the administration and management of this large organization requires strong management and attention to the role of culture and identity in this organization in facilitating its management. Therefore, in the current research, these variables are examined together. This study also aims to understand why and how a positive emotional culture is important for sports employees and organizations. Also, it investigates organizational identity as a result of positive emotional culture and internal communication in sports and youth departments; Therefore, according to what was said and the fact that very little research has been done in our country on some variables of this research. It seems that no serious research and study has been done in the field of sports. This can be one of the reasons for the necessity and importance of conducting this research. Therefore, the main goal of the current research is to investigate whether internal communication and emotional culture can create the organizational identity of the employees of the Department of Sports and Youth in the West of the

country. This research can be provided to policy makers and officials of sports and youth departments so that they can be included in their plans with more detailed planning and goal setting.

Methodology

The method of this research is descriptive and of the type of correlational studies. Considering that the purpose of this research is to achieve principles and rules that can be used in real and practical situations, it is a part of applied research and in terms of implementation, it is implemented in the field. The statistical population of the study consisted of all the employees of the sports and youth department in the west of the country (Kermanshah, Ilam, Sanandaj, Lorestan) (4900 people). Due to the impossibility of access to all members, the desired number were selected as samples through stratified random sampling. Morgan's table is used to determine the sample size (357 people). Out of this number of questionnaires, 335 questionnaires were returned correctly and were used in the analysis. These questionnaires were distributed virtually due to the spread of the corona virus. The research questionnaires are taken from the research of Yu et al. (2020). In this way, 6 questions are related to organizational identity, 4 questions are related to emotional culture, and 8 questions are related to internal communication. Form and content validity were confirmed using the opinions of 8 sports management professors. The validity of the structure was confirmed using the confirmatory factor analysis test, and the reliability of the variables was confirmed by the Cronbach's alpha test. In this research, two methods of descriptive statistics and inferential statistics were used to analyze the data, in the descriptive statistics section (mean, standard deviation, tables, etc.) and SPSS and LISREL software were used to present the model.
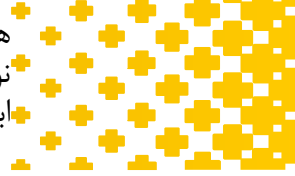
Research findings

In this section, first, the studied samples were evaluated in terms of demographics. The results show that the highest frequency of 200 respondents are men and the rest are women. Due to the fact that people of different ages responded to our questionnaire, they were divided into 5 age groups.

According to the findings, internal communication has an effect of 0.27 on organizational identity, and emotional culture has an effect of 0.61 on organizational identity. Also, the significance coefficient shows that the indicators are more than 1.96 and it can be concluded that both variables have a positive and significant effect on organizational identity.

Discussion

Emotional culture regulates the atmosphere for how the members of the organization feel. Despite the increasing recognition of how employees feel and the importance of what emotions are experienced in organizations, the emotional aspect of organizational culture has received limited scientific attention. Therefore, the void of examining the concepts of internal communication and emotional culture on organizational identity is clearly evident. This is while organizational identity is considered as a concept in contemporary management; But its relationship with organizational trends, including emotional culture, has been less studied. Therefore, the current research is trying to investigate research through internal communication and emotional culture on organizational identity in the Department of Sports and Youth in the West of the country. According to the findings, internal communication is 0.27 effective on organizational identity. This finding is in line with the results of Mayfield (2018) and Florentina and Lea (2017). Based on the effects of internal communication on organizational identity in the employees of the Sports and Youth Department in the West of the country, the following suggestions are made: Facilitating planning:

Communication facilitates planning. All the information required by human resources and other departments of an organization, according to the conditions and type of work, can be collected through communication and ultimately lead to better performance of human resources; Also, the policies and programs of the organization will be prepared and implemented in a better way.

Helping decision-making. Information obtained through communication can speed up the decision-making process. Effective leadership: Having good communication skills makes managers closer to their subordinates and allows them to exchange different opinions and suggestions. Enhancing morale and motivation: An efficient and effective communication system establishes confidence and trust among employees and changes their attitude and behavior when facing each other. According to the findings, emotional culture has an effect of 0.61 on organizational identity. This finding was consistent with the results of Faiz et al. (1400), Linjuan Rita et al. (2019). Based on the effects of emotional culture on organizational identity in the employees of the Sports and Youth Department of the West, the following suggestions are made: Holding meetings to listen: In these meetings, managers only listen to the words of the organization's people. Moving from fear to indifference: If people are afraid to speak up, they not only filter their feelings, but keep their best ideas to themselves. Psychological safety is essential to encourage people not to suppress feelings and interpersonal risks. Building trust: most organizations have a desire to control people by using new programs and technologies such as wiretapping and closed-circuit cameras. and also their sense of belonging to the organization decreases. When people know that they are being watched, it is natural for them to control their emotions. And as much as emotions are controlled, they are unaware of the inner world of people. Avoid labeling: When people's feelings are identified, do not label them based on the information obtained because this labeling only causes the feelings to be suppressed over time.

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Word Cloud Insights for Innovations in Sports Technology: Charting the Future Studies

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Abstract

The study examines the intersection of sports and technology, highlighting the important role of technology in enhancing sports performance and the evolving landscape of sports technology research. The study utilized word cloud analysis to examine 735 scholarly publications (includes journal and conference papers, theses and dissertations, academic books) from the Google Scholar database, focusing on papers with titles containing the keywords "Sports" and "Technology". The findings revealed the most recurrent terms in the article titles, with "Application," "Research," "Training," "Information," "Data," "System," "Analysis," "Computer," and "Development" emerging as the top keywords. These terms emphasize the integration of theoretical frameworks with real-world applications and state-of-the-art methods with cutting-edge technologies in sports technology research. The analysis ended with outlining the implications of the recurring themes, serving as a compass for future exploration and propelling the field into a continual state of evolution and growth. The use of groundbreaking analytical tools, such as word cloud technology, will shape understanding and discourse around the convergence of sport and technology for researchers alike. Overall, this study emphasizes the nature of sports technology research, the integration of technology with sports, and the potential for breakthrough developments in enhancing sports performance through innovative methods and advanced technologies.

Keywords: Sports technology research, Content analysis, Word cloud visualization, Data analysis techniques, Technological integration, Knowledge dissemination.

Introduction

Sports technology research plays an essential role in human life by integrating the disciplines of sports and technology. Sports technology and research has made significant progress in recent years. The use of technology in sports, such as wearable localization technology, virtual reality and video analytics, has been shown to improve sports performance (Bădescu et al., 2022). Researchers can find a wide range of academic literature worldwide on the Internet with the help of Google Scholar, an amazing tool (Noruzi, 2005). In recent years, the attention of researchers and science policy cycles has been focused on the concept of research collaboration, which is a key mechanism for the production and dissemination of knowledge in science and technology, and its purpose is to improve the link between science and technology (Katz & Martin, 1997). Currently, the research and technology system has been investigated in various scientific fields, which is facing many problems and obstacles. Nevertheless, there is limited research in the field of sports science that simultaneously examines research and technology barriers (Rasekh et al., 2019). In light of these circumstances, there is a compelling need to conduct a meticulous analysis of research articles related to sports and technology. Such an analysis will not only unveil the current landscape of research in this domain but

also shed light on the preferences of researchers, guiding future investigations towards impactful and collaborative ventures that can contribute to the ongoing evolution of sports technology.

Methodology

In order to systematically investigate the landscape of sports technology research, a methodical analysis was conducted employing Publish and Persh version 8 software. The dataset under scrutiny encompassed all scholarly publications (includes journal and conference papers, theses and dissertations, academic books) from the Google Scholar database during the period spanning 2020 to December 25, 2023, inclusive. The selection criteria for inclusion involved titles incorporating the keywords "Sports" and "Technology," which were meticulously identified through an exhaustive search yielding a corpus of 735 articles. Subsequent to the compilation of articles containing the specified keywords in their titles, an Excel file was generated to facilitate systematic organization. Employing word cloud analysis, the extracted articles (title of articles) underwent meticulous examination, offering a nuanced understanding of prevalent themes recurrently manifesting in the titles of these scholarly works. This methodological approach serves as a robust framework for discerning the prevailing trends and focal points within the realm of sports technology research.

Findings

The word cloud analysis, encompassing a comprehensive compilation of 1677 unique words derived from the titles of research articles, offered discerning insights into the predominant themes within the domain of sports technology. Striking a balance between specificity and generality, the top ten recurring words, excluding the commonplace terms "sports" and "technology," were identified as: Based, Application, Research, Training, Information, Data, System, Analysis, Computer, and Development. This compilation of keywords collectively illuminates the intricate tapestry of sports technology research, underscoring its multifaceted nature. Notably, the recurrence of terms such as "Based" and "Application" signifies a strong emphasis on empirical foundations and practical implementations within the research landscape. Moreover, the prominence of keywords like "Data," "System," and "Analysis" underscores the pivotal role of data-driven methodologies and technological systems in advancing the understanding and enhancement of athletic training and performance.

To provide a more granular view of the most frequently recurring keywords, Figure 1 presents the top 100 keywords extracted from the titles of articles, with the initial two keywords being "Sports" and "Technology." Figure 2 further refines this analysis by presenting the top 98 keywords, excluding the aforementioned generic terms. This dual representation facilitates a nuanced understanding of the specific terminology that resonates most prominently within the discourse of sports technology research, elucidating both overarching themes and nuanced focal points that contribute to the scholarly dialogue in this field (see Figure 1 and Figure 2 for the details).

Figure 1: Top 100 Words in the Word Cloud (Including "Sports" and "Technology")

Figure 2: Top 98 Words in the Word Cloud (Excluding "Sports" and "Technology")

Figure 1 presents the top 100 words in the word cloud analysis, both including and excluding the generic terms "Sports" and "Technology." The word cloud analysis was conducted on a corpus of 735 scholarly publications from the Google Scholar database, focusing on articles with titles containing the keywords "Sports" and "Technology." The analysis aimed to discern the prevailing trends and focal points within the realm of sports technology research. The figure provides a detailed breakdown of the most frequently recurring keywords, offering a nuanced understanding of the specific terminology that resonates most prominently within the discourse of sports technology research. This

dual representation facilitates an in-depth exploration of the prevalent themes and nuanced focal points that contribute to the scholarly dialogue in this field.

Discussion and Conclusion

In conclusion, the meticulous examination of 735 researches (such as journal and conference papers, theses and dissertations, academic books) through the innovative application of word cloud technology not only identifies recurring terms but also highlights the dynamic evolution of research in the field. The frequent appearance of significant terms such as "Based," "Application," "Research," "Training," "Information," "Data," "System," "Analysis," "Computer," and "Development" in article titles serves as a profound reflection of the prevailing thematic priorities in this extensive body of literature. It collectively underscores foundational pillars and practical dimensions integral to the field's core essence, revealing a landscape where theoretical frameworks seamlessly integrate with real-world applications and cutting-edge methodologies intersect with state-of-the-art technologies. As we navigate this dynamic word cloud, a narrative unfolds—a symphony of interconnected ideas guiding both seasoned researchers and aspiring practitioners toward a holistic understanding of the intricate interplay between technology and the multifaceted aspects of the subject matter. This synthesis of recurring themes not only provides insights into the current state of affairs but also charts a course for future exploration, serving as a compass that points toward unexplored territories, innovative methodologies, and emerging innovations, propelling the field into a continual state of evolution and growth. Ultimately, the utilization of such groundbreaking analytical tools signifies a paradigm shift, reshaping the understanding and discourse surrounding the convergence of sports and technology for scholars and practitioners alike.

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The role of human resource flexibility on organizational attractiveness in sport departments and youth in Golestan province

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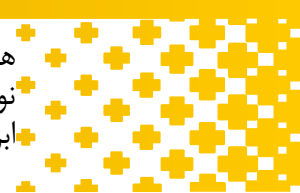Maryam.hosseini@gu.ac.ir

Abstract

The purpose of this research was to explain the role of human resource flexibility on organizational attractiveness in sport departments and youth in Golestan province. The research method is descriptive-survey and in terms of applied purpose. The statistical population consisted of all experts in sport departments and youth in Golestan province. The statistical population included all the experts of sports and youth departments of Golestan province (180 people), according to Morgan's table, 118 people were selected as a sample. The data collection tool was a questionnaire. In order to measure human resource flexibility, the Batacharya questionnaire (2005), organizational attractiveness of Jia's questionnaire (2013) were used. Structural equation and path analysis were used to analyze the data. Findings of the research showed that human resource flexibility affects organizational attractiveness.When there is flexibility in organization and human resources, it will enhance organizational attractiveness. Therefore, policies should be strengthened that enhance human resource flexibility.

Key words: Human resource flexibility, Organizational attractiveness, Golestan province

Introduction

Every day, management faces new challenges and needs to invent new structures and design new strategies to survive in the field of competition and transformations. Among the challenges that human resource management has faced in the last decade is flexibility, which is one of the important issues in management theories and policies (Yung and Levy, 2008). In an uncertain environment, having the flexibility of human resources through creating a sustainable competitive advantage in the long term is valuable for the organization (Seyd Naqvi et al., 2013). Human resource flexibility is the capacity of human resources to accept certain practices and people with a wide range of skills and use them to respond and adapt to changes in the market to succeed in a dynamic environment (Isabel et al., 2017). Organizational flexibility is considered the dynamic ability of the company to actively respond to the changing competitive environment, which may create a sustainable competitive advantage for the organization, and human resource flexibility is considered one of the most important aspects of organizational flexibility. Adaptation of employee characteristics such as knowledge, skills, and behaviors to changing environmental conditions has been focused (Yung and Levy, 2008). Human resource flexibility creates more interaction between people and allows people to solve specific problems in new work contexts. The flexibility of human resources and its practices affect the skills and behavior of employees, and these skills and behaviors increase the capacity of employees when implementing different strategies and responding to competition and other demands that are important for the company (Isabel et al., 2017). The flexibility of human resources has become an undeniable necessity in today's uncertain and dynamic environment, which gives the organization the ability to respond appropriately to rapid environmental changes. To meet the changing needs of customers, organizations need to provide new products and services with a high standard in a fast and flexible way (Ingle and Simmons, 2003). The flexibility of human resources

Biennial International Congress on New
Challenges of Sport Sciences and Health
on the Silk Road, Iran- Tabriz- 2024

همایش دوسالانه بین المللی چالش‌های
نوین علوم ورزشی و تندرستی در جاده
ابریشم، ایران- تبریز – ۱۴۰۲

has different dimensions. Bhattacharya et al. (2005) consider the flexibility of human resources as a combination of three dimensions employee skills, employee behavior, and human resource activities. The flexibility of employee skills refers to the number of potential substitutes that employee skills can employ and how employees with different skills can be transferred. Behavioral flexibility of employees shows the ability to adapt to non-repetitive behaviors; This type of flexibility is the extent to which employees have a wide set of behavioral patterns that can be adapted to the demands of specific situations. The flexibility of human resources activities is the extent to which the organization's human resources activities can be adapted and applied during different situations or different locations or different units of the organization and the speed of these adaptations (Seyd Naqvi et al., 2013). Human resource flexibility programs help people to better manage their responsibilities and also increase the attractiveness of the organization in terms of job applicants and increase the loyalty of the current employees of the organization (Kwarton, 2011). Organizational attractiveness is the power and force that attracts job applicants through the organizational brand and encourages existing employees to stay in the organization (Jiang and Ayles, 2011). Organizational attractiveness has become a competitive strategy and even some organizations still lack the knowledge of what characteristics make them attractive and how to create these characteristics in their daily human resources work; Although organizational attractiveness is derived from perceived employment experience and is naturally a new phenomenon, efforts to provide a unique set of benefits to employees facilitate the perception of the organization as a good place to work (Irena et al., 2017).). Organizational attractiveness from the perspective of employees can define the agreement between individual attitudes and organizational attitudes of each employee. Any level of agreement or disagreement can affect perceptions of organizational attractiveness. These perceptions can be measured through several dimensions. Among these dimensions, we can mention the feeling of ownership in the organization, the desire to stay in the organization, the positive reputation of the organization from the individual's point of view, and the evaluation of the organization as a desirable place to work. An organization can increase its attractiveness by linking individual values of people with organizational values. When the people of an organization realize that their values are the same as the values of the organization, they are more attracted to that organization and connected with its goals. This matching of values ultimately has a positive effect on organizational-citizenship behavior and organizational performance (Gia et al., 2013). The flexibility of human resources shows the valuable and specific organizational capabilities of the organization; Therefore, flexibility can create a competitive advantage and improve organizational performance (Behtchari et al., 2005). Managers should pay enough attention to the flexibility of human resources; Because it is accepted as an essential tool to achieve the organization's performance and effectiveness, and organizations that have a flexible human resource system can reduce job stress, increase role anxiety, and family conflicts, which have a positive effect on performance and capability. It maintains the organization (Itisheri et al., 2014). Therefore, flexibility in the workplace is necessary for employees, employers, and for the survival of their organization. Supporting the flexibility of human resources not only improves the current performance of employees, but is also considered a way to increase the knowledge, skills, and capabilities of employees (Galensky et al., 2011). Fraser and Holby (2010) conducted research titled Investigating the Relationship between Task Flexibility and Effective Teamwork, and the results indicate that human resource flexibility has a stronger and more significant effect than interdepartmental flexibility; Also, task flexibility provides a double positive effect for the organization by creating flexibility in human resources for the participation of employees in effective teamwork. Nadler et al. (2010) have conducted research in the United States under the title of employees' perception of organizational attractiveness about flexible schedules. The results and findings of the research indicated that between flexible schedules and time, There is a significant relationship with organizational attractiveness. Itisheri et al. (2014), in research, entitled "Flexibility of human resources and organizational effectiveness: the role of organizational citizenship behavior",

concluded that the flexibility of human resources is predicted through the effect of organizational citizenship behavior on organizational effectiveness. These researchers emphasize that employees who enjoy the benefits of a flexible work system are more involved in the organization, which ultimately increases the performance of the organization. Isbel et al. (2017) in their research called the effect of human resource flexibility on organizational learning concluded that human resource flexibility has a positive effect on organizational learning and this effect is caused by a committed individual.

Based on the mentioned materials, the flexibility of human resources is known as a tool to improve the organization; Because it provides several strategic advantages, the use of multitasking manpower allows the organization to quickly respond to unforeseen and unbalanced demands that may arise in departments. Therefore, paying attention to the flexibility of human resources in sports and youth departments as executive organizations in the sports sector seems essential. Human resource flexibility can enable the organization to respond to future changes and gives employees the ability to make the necessary changes in themselves to coordinate with the changes made in work procedures (Atkinson, 1984). Therefore, according to the role of human resources in attractiveness in sports organizations, especially sports and youth departments, and also according to the limited research in the field of flexibility of human resources, hence the present research aims to determine the role of flexibility Adaptation of human resources on organizational attractiveness was done in sports and youth departments of Golestan province.

Methodology

In terms of research method, this research is classified as descriptive-survey research. And it is functional in terms of purpose. The statistical population included all the experts of sports and youth departments of Golestan province (180 people), according to Morgan's table, 118 people were selected as a sample. A questionnaire was used to collect data. which include Bhattacharya's human resources flexibility questionnaire (2005), it has components of functional flexibility, skill flexibility and behavioral flexibility. Jia's organizational attractiveness questionnaire (2013) includes dimensions of work environment training, service compensation, participation in decision-making and work communication. The questions of the questionnaires are arranged in a 5-point Likert scale (1 completely agree to 5 completely disagree). To ensure the validity of the questionnaire, in addition to the use of standard questionnaires, the opinions of 10 professors and experts in the field of sports management were used to check the face and content validity and were confirmed, and the confirmatory factor analysis test was used to measure the construct validity. 1 question from the human resource flexibility questionnaire and 2 questions from the organizational attractiveness questionnaire had a factor loading of less than 0.3 and were removed from the questionnaire. Cronbach's alpha was also used to determine the reliability of the questionnaire. Cronbach's alpha for human resource flexibility items was (0.87) and for organizational attractiveness (0.90), which indicates the appropriate and acceptable reliability of the questionnaires. To analyze the data, structural equation model and confirmatory factor analysis test and path analysis were used by Lisrel software.

Finding

In the review of the descriptive findings of the research sample, it was shown that 66% of the employees were male and 34% of them were female. The highest age group of employees (55%) was in the age group of 31 to 50 years and the highest percentage of educational level is related to bachelor's degree. In the following, we will examine the descriptive information about the research variables. Table 1 shows descriptive information about the research variables and the dimensions of each of them.

Table 1. Descriptive information regarding dimensions of flexibility of human resources, organizational attractiveness

Row	Variable	Sample	Average	Standard Deviation
1	Functional flexibility	182	2.125	0.642
2	Skill flexibility	182	3.023	0.593
3	Behavioral flexibility	182	3.145	0.647
4	Work environment training	182	2.167	0.524
5	Compensation for services	182	2.915	0.658
6	Participation in decision making	182	3.315	0.682
7	Business communication	182	2.022	0.547

The output of Lisrel results shows the values of model fit indices as described in the following table.

Table 2. Model fit indices

Models	The effect of flexibility of human resources on attractiveness	Accepted domain	Result
χ^2/df	1.80	<3	Optimal
CFI	0.91	>0.90	Optimal
NFI	0.90	>0.90	Optimal
GFI	0.91	>0.90	Optimal
RMSEA	0.066	<0.1	Optimal
P-value	0.001	<0.05	Optimal

The results of Table No. 2 show that the chi-square index to the degree of freedom (x2/df) is equal to 1.80, the comparative fit index (CFI), the goodness of fit index (GFI), the normative fit index (NFI) and the root The estimated variance of the approximation error (RMSEA) is in the optimal range, which means that the current research model has a good fit, and in other words, the data obtained from the research supports and confirms the theoretical model of the research.

Table 3. The results of structural equation model analysis regarding research variables

Independent Variable	Flexibility of human resources
The dependent variable	Organizational attractiveness
Impact factor	0.81
T score	4/48

Based on the results of Table 3, the standard coefficient between the two variables of human resource flexibility and organizational attractiveness is equal to 0.81, according to the significant score of all paths, they are not in the range between negative and positive 1.96, so It can be said that all paths are positive and meaningful research models. The significant number of some variables is not given in the figure, the reason is that the latent variables have no scale, the unit of measurement of these variables is determined based on one of the manifest variables. As a result, its path coefficient is fixed at one. So it can be concluded that the flexibility of human resources has an effect on organizational attractiveness

Discussion and conclusion
The results of this research were analyzed using the structural equation model. The research findings showed that the flexibility of human resources has a positive and significant effect on organizational attractiveness. This finding was consistent with the research results of Quarton (2011), Gaya et al.
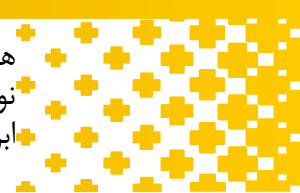
(2013), Nadler et al. (2010). Human resource flexibility programs help people to better manage their responsibilities and also increase organizational attractiveness (Quarton (2011). The flexibility of human resources has become an undeniable necessity in today's uncertain and dynamic environment, which gives the organization the ability to respond appropriately to rapid environmental changes. To meet the changing needs of customers, organizations need to provide new products and services with a high standard in a fast and flexible way (Ingle and Simons, 2003). According to Gaya et al. (2013), an organization can increase its attractiveness if it connects the individual values of people with organizational values. Human resources flexibility programs help people to better manage their responsibilities and also increase the attractiveness of the organization in terms of job applicants and increase the loyalty of the current employees of the organization (Kwarton, 2011). Organizational attractiveness is the power and force that attracts job applicants through the organizational brand and encourages existing employees to stay in the organization (Jiang and Ayles, 2011). An organization can increase its attractiveness by connecting individual values of people with organizational values. When the people of an organization realize that their values are the same as the values of the organization; They are attracted to that organization and connected with its goals. Therefore, considering the significant role of flexibility of human resources on organizational attractiveness in the current research, it is suggested that the sports and youth departments of Golestan province should use flexible work plans as a priority in their human resources management plans. consider. the use of temporary and network structures can increase the flexibility of human resources; In this structure, each person can communicate with another person and stay in a specific job and task for a certain period, and after that, he is transferred to another task, as a result of these transfers; A person gets acquainted with various tasks and acquires new skills, which leads to the flexibility of human resources. It should be mentioned that employees should be reassured in some way so that if they use flexible work plans, they will not lose their jobs over time, in this way, they can create a more attractive organization and at the same time with spirit and Keep up the good work.

In order to have flexible experts, organization management can help to make human resources flexible by long-term planning and adopting appropriate human resources strategies that lead to increasing the capabilities and skills of employees. Having flexible employees requires strategic human resource management and flexible human resource strategies. Therefore, functional flexibility, skill flexibility and behavioral flexibility should be considered as components of human resources flexibility to provide the necessary grounds for increasing organizational performance. The management of the organization can achieve a sustainable competitive advantage and higher performance by combining different human resources strategies and aligning them with the strategies of the entire organization. In this regard, it can be suggested to help make human resources flexible with long-term planning and adopting appropriate human resources strategies that lead to increasing the capabilities and skills of employees. Also, human resource managers can increase the flexibility of experts by using methods such as on-the-job training that leads to skill training and flexibility of human resources. Also, the participation of the employees of the Sports and Youth Department in decision-making makes them more flexible; Since the people and the group of collaborators are looking to reach a common goal that the organization is also looking for, in some programs they are forced to give up their own opinion for the benefit of the organization; This causes the individual to prefer the opinion of the group to his own and increases flexibility.

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The relationship between the green attitude of sports tourists and the development of the brand of recreational places in Golestan province

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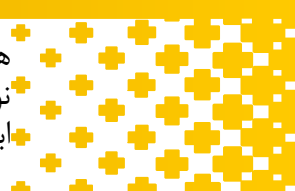*Maryam.hosseini@gu.ac.ir*

Abstract

Today, sports tourism is very important, therefore, the purpose of this research was to investigate the relationship between the green attitude of sports tourists and the development of the brand of recreational places in Golestan province. This research was applied in terms of purpose and descriptive correlation in terms of method, and its data was collected in the field. The statistical population of the research was the tourists of recreational places in Golestan province, and the statistical sample includes 234 of these tourists who were randomly selected using Morgan's table. To collect data, the standard questionnaire of Bierly and Martin (2004), and Bal Eqlo and McClary (1999) was used, which includes 23 items and has 2 variables of green attitude and tourism destination brand development. The findings of the research indicated that there is a significant relationship between the overall image of the destination and the components of green attitude. Green attitude components could predict 55% of the destination brand development variable ($p < 0.05$), but among all the components of the regression model, the recycling component could predict the image of the destination. In this regard, managers and officials are suggested In addition to the necessary training, they should provide the necessary facilities to the tourists (availability of waste separation areas, the presence of observers and environmentalists, culture and information, etc.) provide culture and information, etc. They also provided entertainment, the result of which is creating an attractive image of the destination and re-visiting the people, and ultimately the prosperity and development of tourism.

Keywords: Destination brand development, Green attitude, tourism, Golestan province.

Introduction

Tourism is one of the flexible and dynamic industries that has different dimensions and types (Maandi, 1400), one of the most important of which is sports tourism. Sports tourism is a low-cost recreational activity, but it can also improve physical and mental health. Travelers from many countries pay more and more attention to sports tourism and create many sports activities in sightseeing spots and resorts. Among them, we can mention climbing, cycling, running on the road, tracing the river, rock climbing, swimming, etc. (Chu et al., 2019). The knowledge of each industry is to examine the factors affecting it, that these factors can have positive and negative consequences. One of the most important elements in the tourism industry are the people who are directly related to it, and these people are called tourists. Tourists choose different goals for leisure and visit. These destinations include occasional residential or non-residential areas (Seif, Shabani et al. 2019). Therefore, tourism is an activity that has many social and cultural effects apart from economic and employment benefits. Today, tourist destinations in the field of sports tourism have taken various measures to attract tourists and increase the credibility of sports tourism. (Singh et al., 2016). Today, in sports tourism, in addition to economic, political and cultural fields, environmental issues and greening have become very important (Tomino et al., 2020). Tourist destinations in the field of sports,

while supporting sports tourism policies, are also directed towards environmental issues that try to create green behaviors in tourists (Maadani et al., 1401). Emergence of green behaviors on the part of sports tourists is one of the solutions and actions that, in addition to the environment, will also have positive effects on the tourism destination or the host community (Tomino et al., 2020).

Nowadays, most of the cities of the country make considerable efforts to improve and attract tourists. Identifying the different characteristics of tourism destination brand development may provide important information for the development of this industry. Destination brand development includes information, beliefs, perceptions, attitudes, and emotional thoughts of a person regarding a specific place or tourist destination (Gartner, 1993). A green attitude means paying attention to environmental protection and optimal use of natural resources. In today's world, the consumption of natural resources is very important, and many companies and brands understand this importance and strive to achieve sustainable development and improve the quality of life. The relationship between green attitude and place brand development can also be very important and useful. Today, most brands seek to create a positive perception and mindset among people. In this regard, the green attitude can help. By publishing news and information about a brand's efforts to protect the environment, optimal use of natural resources, and sustainable development, a place's brand can increase. Brands can have issues related to environmental protection. Besides this, brands can attract more audiences by developing a healthy and sustainable environment. A healthy, relaxing, and high-quality environment can contribute to the positive experience of the audience about the brand and, as a result, lead to the development and increase of the place's brand. As a result, the purpose of this research is to investigate the relationship between the green attitude of sports tourists and the Development of the brand of entertainment places in Golestan province.
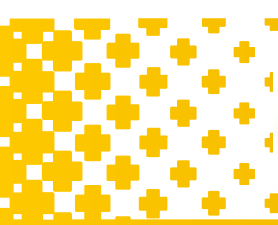
Materials and methods

The current research was applied in terms of purpose and descriptive-correlation studies in terms of type, which was carried out in the field. The statistical population of the research included the tourists of recreational places in Golestan province, and the statistical sample is 234 of these tourists who were randomly selected using Morgan's table. The research data collection tool was a standard questionnaire (Bearly and Martin (2004), Bal Eqlo and McClary (1999)), which includes 23 items and has 2 variables of green attitude and tourism destination brand development. After confirming the validity of the content (expert opinion)) and reliability was implemented.
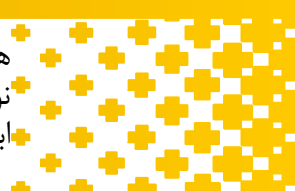
Findings

Based on the results and considering the existence of a significant relationship between the research variables, the regression coefficient showed that the green attitude components had the ability to predict 55% of the destination brand development variable (p<0.05). In the regression model, only the recycling component had the ability to significantly predict the development of the destination brand (B = 0.482) and (P>0.05).

Table 1. Regression analysis of destination brand development with green attitude components

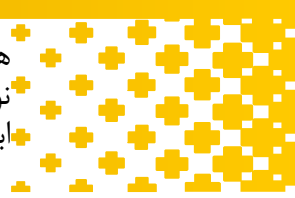| The dependent variable	independent variable	Standard path coefficients Beta (β)	The significance level
	Consumption	0.161	0.214
Destination image	Activity	0.079	0.543
	Recycle	0.363	0.002
R Square		0.731 0.558	
Watson camera statistics		2.333	

Referring to Table 1, Durbin-Watson's statistic with the value (2.33) is between 1.5 and 2.5, so the assumption of no correlation between errors is confirmed and the regression results can be cited.

Conclusion

The purpose of this research is to investigate the role of attitude towards the environment on the development of Golestan province's tourist destination brand, which was conducted as a case study in Golestan province's recreational areas. The results showed that among the components of green attitude, consumption, activity and recycling were prioritized, and the result of this test is consistent with research (Jamshidi et al., 2015) and Garzella and Furinto (2014). In this regard and in relation to the consumption component, the researcher sought to investigate the impact of tourists' consumption behaviors on the environment, which according to the research of Garzella and Furinto (2014), if the consumer can understand the environmental consequences of his behavior, he can change his consumption pattern towards to push sustainable consumption and put pressure on producers and direct the production process towards green and sustainable production. Regarding the activity component, in 2014, Chu has conducted a research in the field of environmentally friendly activities in the field of nature tourism, in which he points out that the perceived value and satisfaction of the activity can improve Environmentally friendly activities help. According to the conducted studies, it is considered that tourists, in addition to being informed about the environmental violation registration system, should inform the relevant authorities (watchmen) of the citizens' environmental misbehavior. On the other hand, according to the research conducted in the field of environmental knowledge, they came to the conclusion that in order to carry out environmental protection activities, a person must increase his knowledge and information in the field of the environment, so that the consumer's knowledge of environmental issues leads to the formation of environmental activities (Gadeneh, 2011). Women are more in favor of environmentally friendly behaviors than men and they perform actions such as separating waste and paying attention to environmental labels more. Also, these results show that people generally agree with punitive and regulatory measures to create environmental behaviors, although in cases where the practical implementation of policies occurs, there is less agreement. Lower class people are more against the implementation of environmental policies than other social classes (Witherspoon, 1995). According to the results of the research, there is a significant relationship between the environmental attitude components and the destination image variable, and the percentage of this relationship is higher in the recycling component than other components, and among these, the consumption and activity components are in the next categories. they take. According to the regression analysis, it was shown that the recycling component has the greatest ability to predict the dependent variable of the destination image, and considering this test, it should be acknowledged that the two components of consumption and activity do not have much effect in predicting this variable. In this regard, according to the research of Renjbar Fardoui et al. (2016), they found that in order to maximize the productivity of tourism areas dependent on natural resources, these areas should be located close to centers such as clinics, easy transportation, and waste separation services. And ...) and also in the research of Hashemi and Habibi (2015) they came to the point that for the development of the tourism industry in a certain area, factors such as increasing infrastructure and paying attention to the environment should be used to create a suitable mental image in Tourists paid attention, and in line with these studies, in a research, one of the appropriate strategies to expand tourism is to pay attention to the issue of the environment and infrastructure (garbage collection services, public transportation, and education on how to properly deal with the environment) (Nuri et al. 2018). Mitvan said that in a study, it was stated that the type of attitude and activity of people towards the environment can be effective in the shape and beauty of the city, and this causes the creation of a suitable experience and mental image of the environment (Eileen Orbasen, 2000). Therefore, it can be emphasized that due to the lack of training and adequate waste separation services in tourist areas, this issue is less of a priority for people, but it should be noted

that the issue of recycling as an operational component compared to consumption and activity as two The attitudinal component is very important for creating a suitable mental image for tourists. For this reason, it is suggested that managers and officials, in addition to the necessary training for tourists, provide the necessary facilities (availability of waste separation areas, the presence of observers and environmentalists (biologists), culture and information, etc.) provided, the result of which is creating an attractive image of the destination and re-visiting the people and ultimately the prosperity and development of tourism.

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002231-77177

The relationship between social motivation and the satisfaction of sport events volunteers

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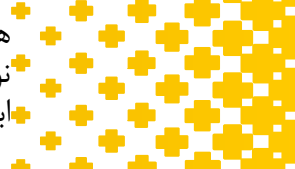*MansourKhalilzadeh@yahoo.com*

Abstract

Introduction: The purpose of the present study was to investigate the relationship between social motivation and satisfaction of sport events volunteers. **Methodology**: The statistical community of the research was formed by all the volunteer forces participating in the cycling tournament around Azerbaijan, which included 50 people. Due to the low size of the statistical population, based on the whole number sampling method, the entire statistical population was identified as the research sample. Finally, after distributing and collecting the research questionnaires, 43 questionnaires were analyzed. The research tools included the researcher-made volunteer motivation scale and the satisfaction scale, the face and content validity of the questionnaires were approved by the professors, the reliability value of the volunteer motivation and satisfaction scale using Cronbach's alpha coefficient was 0.84 and 0.83, respectively. In order to analyze the data, Pearson's correlation test was used with Amos software at a significance level of 5% and with SPSS version 20 software. **Results:** The results of the research showed that social has a significant effect on the satisfaction of sports event volunteers. The findings of this study reinforce the idea that the motivations for volunteering for smaller sports events are very similar to the motivations for volunteering for major sports events. **Conclusion:** It is suggested that managers and those in charge of organizing events pay more attention to the motivational factors of volunteers for the satisfaction of volunteers, and with the proper planning process and the scientific management method, they can increase the satisfaction of volunteers by valuing their motivations.

Keywords: social motivation, satisfaction, sports event volunteers

Introduction

Recruitment of volunteers as an important part of sport event human resource management process is a vital issue to hold a successful sport event. Volunteers are invaluable human resources at events (Lockstone, Smith, & Baum, 2010), spending their skills, knowledge, time, and effort (8). Motivation is the capacity that causes people to be stimulated and energized in the course of activity and enables them to achieve their goals (Allen, O'Toole, Harris, & McDonnell, 2008). There is a relationship between volunteer motivation and satisfaction and actual experience (Farrell et al., 1998). (8)

Farrell, Johnson, and Toinam (1998) found that volunteering satisfaction refers to the level of communication among volunteers that is facilitated by event organizers and the recognition resulting from individual efforts of volunteers. (10). Understanding volunteer satisfaction is important for sports organizations. Because satisfaction plays a role not only in the volunteer experience, but also in influencing the likelihood of them volunteering again. The decision to volunteer or to continue volunteering is probably based on the satisfaction of the volunteering experience and the important factor in understanding volunteer satisfaction from the motivation

to volunteer (Monga, 2006)(8). Clary et al. (1998) used 6 subscales (VFI) including value, perception, social, job, support, promotion and believe that the highest score for each component is considered as the main factor of volunteer retention. Bang and Chelladurai (2003) presented 6 motivational scales for volunteers, which include: value, patriotism, interpersonal contact, personal groth, job, external reward(3). Bang and Ross (2009) modified the above motivational factors and replaced patriotism with community involvement and added love of sports(4). Koutrou (2018) added leisure to the motivation scale (VFI)(11) and Gantert et al (2014) added excitement and good citizenship to the motivation scale and examined it(12).

Materials and Methods

This research is a descriptive type of correlation. The statistical population of the research consists of all the volunteers who participated in the cycling tournament around Azerbaijan in 2018. Due to the low size of the statistical population, the sample is full. In fact, the sample is equal to the community (50 people). After distributing and collecting research questionnaires, 43 questionnaires were analyzed. The research tools included the researcher-made volunteer motivation and the satisfaction scale, the face and content validity of the questionnaires were approved by the professors, the reliability value of the volunteer motivation and satisfaction scale using Cronbach's alpha coefficient was 0.84 and 0.83, respectively. In order to analyze the data, Pearson's correlation test was used with Amos software at a significance level of 5% and with SPSS version 20 software.

Results

According to the results of the research, it was determined that the social has an effect on the satisfaction of the volunteers of sport events with the amount of 0.724, which according to the T value which is 17.379, it was determined that the social affects the satisfaction of the volunteers of the sports events.

Table1: Summary of the research model regarding social role on satisfaction

| status	standard	rate	indices		t	effect	
suitble	more than 0.7	0.90	Composite reliability				
suitble	more than 0.4	0.51	Convergent Validity)	Fit indices	17.379	0.724	Social role on satisfaction
suitble	More than-0/33 average More than -0/67 strong	0.52	R^2				
suitble	more than 0.36	0.39	gof				

be Also, according to the above table, it was found that the indices of the model are in a good condition, which indices the suitability of the social role model on satisfaction.

Discussion

The satisfaction of volunteers is one of the important issues in sport events. Improving the satisfaction of volunteers in sports events can lead to the improvement and success of sports events. In order to complete the researches formed in this field, the present research should be designed with the aim of investigating the social factor on the satisfaction of sports event volunteers. The effects of the social factor in different fields of psychology have led to understand its applications in improving people's attitudes and opinions. he present study showed that the social has a significant effect on
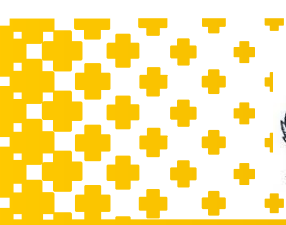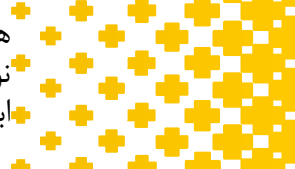
the level of satisfaction of the volunteers of sports events. This issue shows the importance that the social causes the improvement of the satisfaction of the volunteers of sports events. Therefore, in order to improve the satisfaction of sports event volunteers, social among volunteers should be improved. This issue has been mentioned in various studies. J. Orjis (2020) determined in his research that the social factor increases people's motivation to participate in sports, which causes them to be fully satisfied with the interactions between volunteers and the creation of a friendly environment among them as a volunteer force. It seems that the social factor causes people, with the general goal of social and communication with colleagues or other volunteers in any way, and this issue has caused them in the form of individuals and with different roles in sports. This factor is consistent with the findings of Pierce et al (2014), Johnston et al (2017) and contradicts Mirsafian and Mohammadnejad (2012).The results of Ranjan Veerkoon's research (2021) showed that the satisfaction of social also has a significant effect on the satisfaction of volunteers. Therefore, social through participation in sports helps to meet people's social needs. The results of the research of Salvatore Angosto et al (2023) showed that the social motivation profile was the factor that best predicts the satisfaction of specific volunteer motivation in a high percentage (75.0%). In other words, the social has caused people to understand interaction with each other and follow it as an important issue.

Conclusion

It is suggested that managers and those in charge of organizing events pay more attention to the motivational factors of volunteers satisfaction, and with the proper planning process and the scientific management method, they can increase the satisfaction of volunteers by valuing their motivations. On the other hand, social motivation among volunteers can satisfy their inner needs and create a sense of satisfaction in them.

Acknowledgment

By this means, I would like to thank the officials, respected professors as well as all those who provided the field for this study.

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The Impact of Personal Goal Orientation and Teaching Self-Efficacy on the Reflective Thinking of Physical Education Teachers

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Abstract

Introduction: This study aimed to investigate the impact of personal goal orientation and teaching self-efficacy on the reflective thinking of physical education teachers. **Method:** This research employed an applied descriptive methodology, with the target population being physical education teachers in Tehran province. A total of 384 questionnaires were distributed and collected. The research instrument included the standard questionnaire developed by Chen and colleagues (2022). Structural equation modeling was utilized to estimate and confirm the influential factors. Descriptive statistical analyses were conducted on the collected data, and the reliability of the scale was assessed using Cronbach's alpha in SPSS 27.0. Additionally, PLS 3 software was used for confirmatory factor analysis and to assess the reliability of the structural equation model by calculating fit indices. **Results:** Based on the findings, it was determined that teaching self-efficacy and goal orientation had a significant and positive impact on the development of reflective thinking in teachers. **Conclusion:** Based on the findings, it is recommended to place greater emphasis on training reflective thinking skills and promoting self-directed learning among teachers, as these factors can positively impact the progress and learning of students.

Keywords: Goal orientation, reflective thinking, teaching self-efficacy, physical education teachers.

Introduction

In recent years, the United Nations has emphasized the need to create widespread and high-quality education to ensure that all individuals engaged in learning can acquire the knowledge and skills required for sustainable development through high-quality education (1). Sustainable learning not only refers to the preservation of learners' sustainable knowledge but also to active learning, which can continuously align and update their skills with changes in the external environment (2). Sustainable learning is an educational concept based on the principles of sustainable development, signifying individuals' understanding of how continuous learning of various skills can create conditions for a fairer and more sustainable life (3). Reflective thinking usually refers to curriculum-related activities in the teaching process (4). The effects of reflective thinking on sustainable learning and teachers' professional skills have been examined in various studies. Therefore, reflective thinking holds significant importance for teacher education. Teachers who actively utilize the concept of reflective thinking can transcend the boundary between research and practice, thereby experiencing a more vibrant professional teaching experience. When teachers master the skill of reflective thinking, they often engage in self-learning, self-reflection, and self-improvement activities. Thus, they frequently confront various challenges and enhance their professional development through active teaching practice and reflection (5). Research on the impact of psychological states on reflection and professional growth of teachers has shown that individual elements such as perceived control, teacher autonomy, and personal teaching

efficacy influence teachers' professional growth and reflective thinking. The professional development of teachers and teaching reflection are common functions of personal ability, personal motivation, and perceived personal opportunity (6). Runhaar et al (2010) examined the relationship between teachers' professional self-efficacy and teaching reflection and found that teachers with strong professional self-efficacy had higher expectations. Furthermore, self-efficacy not only directly influences teacher reflection but often acts as a mediator in the teacher reflection process(7). For example, Lavlan and Ryan (2022) found that teacher self-efficacy mediates between organizational support and teacher reflection. Kaziknova and colleagues (2021) found that personal goal orientation serves as an intermediary between teacher-student interaction and teaching reflection (8).

To date, sufficient research has not been conducted on analyzing the key factors and practical pathways that influence the development of reflective thinking skills among physical education teachers. This study aims to identify fundamental factors and mechanisms that impact the development of reflective thinking skills among physical education teachers and address shortcomings in the research literature. This research could provide multiple avenues for professional development of teachers with reflective thinking skills. Without a complete understanding of the key factors impacting teachers' reflective thinking, there is no possibility of designing, developing, implementing, and evaluating optimal educational models for improving learning. A multi-angle examination and more precise delineation of the evaluation process may be necessary for proper assessment of research results and presenting a comprehensive view of research outcomes. Therefore, this study investigates the relationship between key factors that influence reflective thinking among physical education teachers. Based on theoretical foundations, the growth of reflective thinking among teachers is not only influenced by organizational support at the environmental level but also by internal psychological factors at the individual level.

Research Methodology

This research was of the descriptive-applied type. The statistical population consisted of physical education teachers in Tehran province. A total of 384 questionnaires were distributed and collected. This study used the survey method. The research tool included the standard questionnaire developed by Chen and colleagues (2022). The latent variables in the research model included educational self-efficacy, personal goal orientation, and reflective thinking of teachers. This study used a five-point Likert scale. In this scale, "1" signifies completely disagree while "5" signifies completely agree. Structural equation modeling was used in this study for estimating and validating influential factors. Descriptive statistical analysis of the collected data was conducted and Cronbach's alpha was calculated using SPSS 27.0 for reliability assessment. Additionally, PLS 3 software was used for confirmatory factor analysis, reliability and validity assessment of the research model, structural equation model analysis, and calculation of fit index coefficients.

Research Findings

According to the findings, the highest frequency percentage of the age variable for the respondents was in the age range of 30 to 40 years, at 60.37 percent. Additionally, the age range of 50 years and above had the lowest frequency percentage at 52.7 percent. Furthermore, in the examination of the respondents' gender, the highest frequency percentage was among males, at 82.73 percent. Subsequently, measures of skewness and kurtosis were used to investigate the distribution of the research data, and the results are presented in the following table. Based on the findings, the kurtosis coefficient exceeds the range of ±2; thus, it cannot be assumed that the distribution is normal. Therefore, the mean cannot be used as a measure of central tendency, and
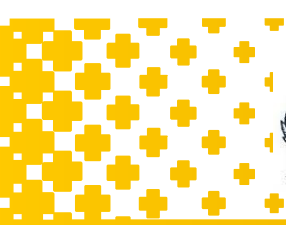
parametric statistical tests should be employed. Consequently, the Kolmogorov-Smirnov test was utilized to precisely determine the data distribution.

The results indicated that, based on the Kolmogorov-Smirnov test, all components had significance levels less than 0.05 (α=0.05), showing that the distribution of all the data was non-normal. Therefore, non-parametric tests were used to examine the statistical hypotheses. In this study, given the non-normality of the data distribution, the complexity and novelty of the model, and the use of the variance-based approach, the partial least squares (PLS) method and SMART PLS3 software were employed. The results obtained from this approach and the software output are further elaborated upon in the following sections.

The findings indicate that the indices of interest in the present study have high reliability, with Cronbach's alpha greater than 0.7, Rho index higher than 0.7, composite reliability greater than 0.8, and average variance exceeding 0.5. Therefore, it is confident to report the results related to the final model of the research. The examination of the indices of the final model also demonstrates the high reliability of the model. As a result, with the model's confirmation, we proceed to report the results of the path analysis within the framework of the research model.
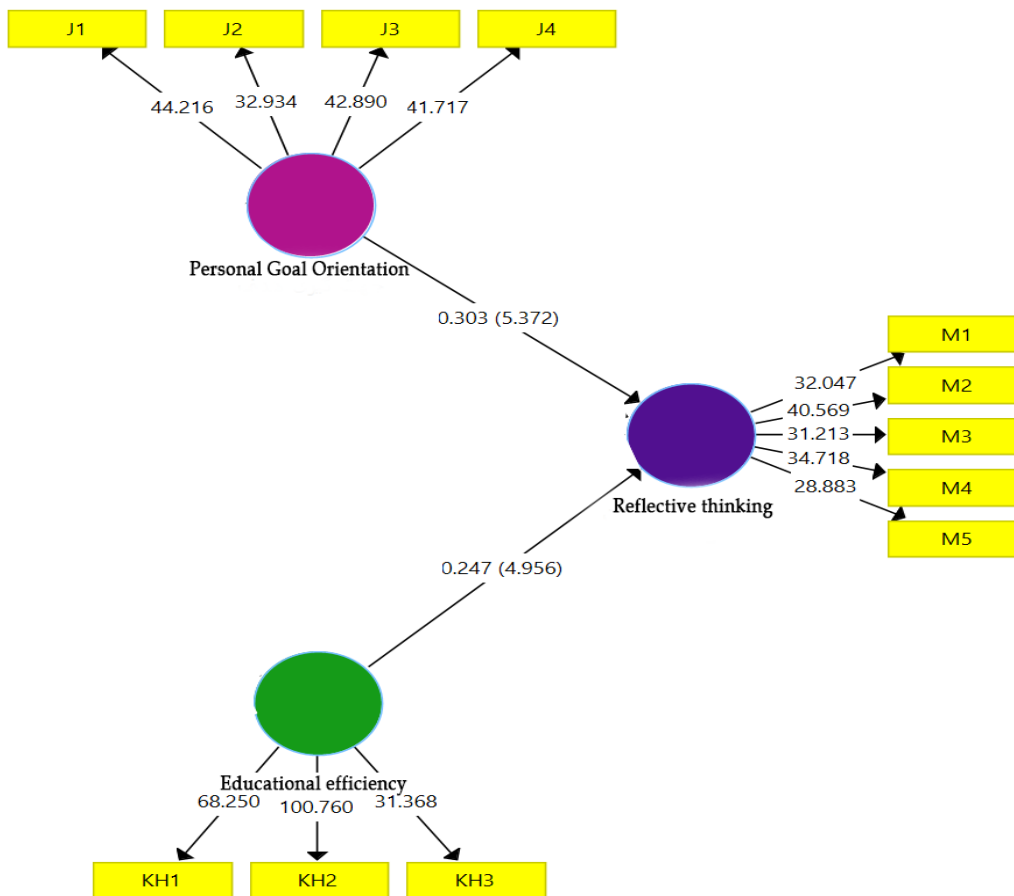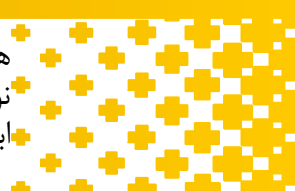

Figure 1. Structural model of the research

Table 1: Path Coefficient Values and t Statistics for the Hypotheses Related to the Paths of the Research Model

Relationship		Coefficient of path	Coefficient of significance	Significance
Educational efficiency	Reflective thinking	0.24	4.95	0.001
Personal Goal Orientation		0.30	5.37	0.001

Based on the interpretive pattern in structural equation modeling and since the t-statistic for the paths is greater than 1.96, it can be concluded that these paths are significant at the 95% level.

Table 2: Fit indices for the variables of the research model

"Variable"	Q^2	R^2	SRMR
Reflective thinking	0.37	0.60	0.059

Based on the information in Table 4, the values obtained for the Q2 and R2 indices fall within the range of moderate to strong, and the SRMR value is less than 0.08, indicating the good quality of the tested model. Furthermore, the model diagram along with the path coefficients for all paths of the model is presented in Figure 1.

Discussion and Conclusion

Given the importance of reflective thinking for learning, understanding the relationship of key factors influencing it is important and necessary. Therefore, this research aimed to clarify the pattern of key factors affecting the reflective thinking of physical education teachers. According to the findings, educational self-efficacy had a positive and significant effect on the reflective thinking skills of teachers. This finding is consistent with the results of Ronhaar et al. (2010) and Loughland and Ryan (2022). Considering recent research findings, it appears that educational self-efficacy can have a positive and significant impact on teachers' reflective thinking skills. Increased confidence and self-efficacy may encourage teachers to participate more actively in reflective thinking exercises and improve these skills. Therefore, attention to strengthening educational self-efficacy in programs and strategies for developing teachers' reflective thinking skills can be considered as an important principle in the design of educational programs. Several practical suggestions are proposed to increase teachers' educational self-efficacy and, consequently, improve their reflective thinking skills. These include providing training courses and practical workshops to increase self-confidence and reflective thinking skills, establishing counseling and professional development groups for teachers to enhance their reflective thinking skills and increase confidence in the teaching environment, using positive reinforcement tools to increase teachers' self-efficacy and improve their reflective thinking, providing appropriate feedback and motivation to teachers regarding the implementation of reflective thinking and achieving their goals, identifying and removing barriers that hinder teachers from engaging in reflective thinking and effective learning, and increasing their self-efficacy to develop skills in reflective thinking.

The findings indicate that goal orientation can have a significant and positive impact on the growth of teachers' reflective thinking skills. This finding is in line with Bart et al. (2020) and Damelarz et al. (2019). Through personal goal orientation, physical education teachers can provide various personal perceptions to physical education teachers by creating challenging and more complex teaching tasks. Personal goal orientation is an important factor that affects the growth of teachers' reflective thinking in the classroom teaching process. Providing educational courses and workshops for teachers with an emphasis on promoting personal goal setting and
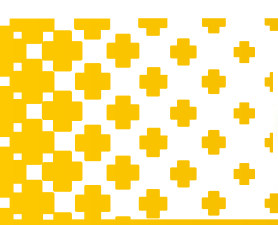
awareness of individual goals can help improve reflective thinking skills. These courses can provide opportunities for teachers to focus on their personal goals and learn reflective thinking strategies under the guidance of education and personal development specialists. These workshops also provide opportunities for exchanging experiences and understanding effective strategies in reflective thinking, encouraging individuals to share their ideas and experiences.

Acknowledgment

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Qualitative study of identifying barriers and areas of entrepreneurship in sports and presenting a model

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Abstract

The purpose of this research was to provide a model to identify obstacles and fields of entrepreneurship in sports. This research is applied in terms of purpose, and in terms of its nature, it is a descriptive research type, and in terms of data type, it is a qualitative type of Strauss and Corbin Foundation data theory. The statistical population of the research was specialists, experts and sports entrepreneurs of West Azarbaijan province. Purposive sampling was used to select the participants in the qualitative part of the research. In this way, first one group was directly selected by the researcher, and then the next groups were introduced for interview by the same group, and the sampling continued until the 15th person, and after the 15th person, the researcher reached theoretical saturation. Data collection was done in the field and through in-depth semi-structured interviews. Data analysis was done in MAXQDA software. The results of the research showed that the obstacles to sports entrepreneurship in West Azarbaijan province include management factors, financial issues, social issues, cultural issues, motivational issues, inhibiting factors and the level of knowledge, fields or governing platforms of entrepreneurship in sports in West Azarbaijan province, including economic factors, social factors, Facilities and equipment, belief factors and cultural factors, strategies for the development of entrepreneurship in sports in West Azarbaijan province include cultural, managerial and economic strategies and the consequences of entrepreneurship development in sports in West Azarbaijan province include increasing vitality, increasing health, economic development and social development. Since the development of sports entrepreneurship, in addition to solving the problem of unemployment, will have direct and indirect effects on cultural, social and economic development, the need for change and transformation in the existing cultural-social structures of the society in order to encourage entrepreneurs to sports businesses, more than Any other time is felt.

Keywords: entrepreneurship barriers, entrepreneurship fields, sports entrepreneurship

The Effect of Experimental Marketing on Brand Commitment from the Perspective of Customers in Sports Shops in Tabriz city

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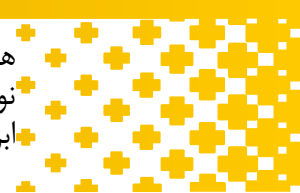zahra122059@gmail.com

Abstract

Introduction: The aim of this study was to investigate the effect of empirical marketing on brand commitment and brand trust from the perspective of customers in the sports shops of Tabriz. **Method**: The population of this research was all customers of sport shops in Tabriz, which was considered to be indefinite. The sample was determined to be 384 people based on Krejcie and Morgan's tables. Given the aims of the study, two marketing questionnaires of Rezaei et al. (2015) and Arab Nejad et al (2012) were used for data collection. Multiple regression and Structural Equation Modeling (SEM) were used in SPSS21 and SmartPLS to test the hypotheses. **Results:** The results indicated that empirical marketing has a positive and significant effect on brand commitment ($\beta = 0.83$, $t = 15.9$). Also Components of experiential marketing components express 93.7% of the variable changes of brand commitment. **Discussion** Experiential marketing helps customers to communicate with the brand, products and services through sensory communication, which can lead to intelligent decision making and informed purchase decision, which creates commitment to the brand in the customer.

Keywords: Experimental Marketing, Brand Commitment, Sports Store

ABSTRACT

In today's dynamic market, traditional marketing methods fall short as they primarily view customers as rational decision-makers. Experiential marketing, however, stands out as an approach fostering interactions among customers, the marketing team, and products. This method goes beyond the limitations of traditional approaches by presenting new features and benefits that can be fully grasped only through direct experience. This ability enables experiential marketing to convey intricate and precise messages, a feat that traditional methods struggle to achieve (1). The main goal of experiential marketing is to forge new connections between the brand and customers, aiming for comprehensive experiences that integrate sensory input from all senses. The foundation of this approach lies in individuals' experiences with goods, services, or brands (2). While consumers interact with various brands, they exhibit a commitment to some. In this context, commitment refers to a steadfast desire to sustain a relationship. Psychologically, customers develop a dependency on the organization, its name, brand, or products, reinforcing their connection through a continuous desire to maintain this membership.

Consequently, the experience of purchasing a brand's products can significantly contribute to solidifying this relationship, fostering commitment, and establishing a long-term connection (3). Considering the prevalent atmosphere in sports stores in Iran, where adherence to ethical principles is not always institutionalized, and there are challenges in building customer trust and commitment

toward the brand, conducting research becomes imperative. In line with the principles of experiential marketing, enhancing the buying experience for customers within a store can prove highly effective in bolstering brand commitment.

This study's statistical population encompasses all sports store customers in Tabriz, with an unlimited number considered. The sampling method employed was simple random sampling, and following Morgan's table, the calculated number of statistical samples stood at 384 individuals. To assess the experiential marketing aspects, the research used two questionnaires. The first, developed by Rezaei et al. (2015), consists of 27 items across five components: sensory experience, perceptual experience, cognitive experience, functional experience, and solidarity experience. The second questionnaire, designed by Arabnejad et al. (2012), focuses on brand commitment and comprises 5 items. To ensure the reliability and validity of these questionnaires, a thorough review was conducted by five expert professors in the field of sports management. Face and content validity were confirmed for both instruments. The reliability of the questionnaires was assessed using Cronbach's alpha, yielding coefficients of 0.93 and 0.85 for the experiential marketing and brand commitment questionnaires, respectively. In terms of data analysis, the study employed multiple regression analysis and structural equation modeling (SEM) through SPSS 21 and SmartPLS software.

Table 1: Multiple Regression Results and Linear Relationship between Experiential Marketing Components and Brand Commitment

Model	Correlation Coefficient (R)	Coefficient of Determination (R²)	Adjusted Coefficient of Determination	Durbin-Watson Test
1	0.986	0.973	0.973	2.022

Referring to Table 1 and considering the coefficient of determination ($R^2=0.973$), it becomes evident that the experiential marketing components elucidate 93.7% of the variations in the brand commitment variable.
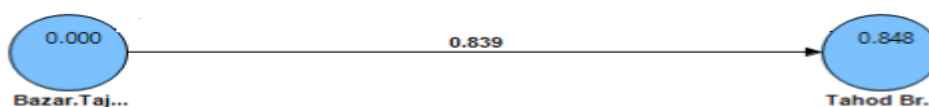

Figure1: Standardized Coefficient of the Experiential Marketing Path on Brand Commitment of Sports Customers
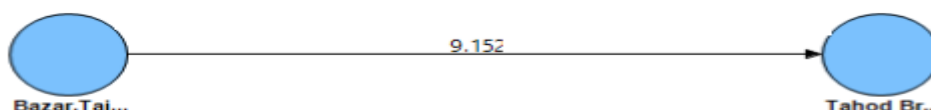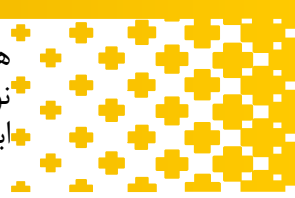

Figure 2: t Coefficient of the Path of Experiential Marketing on the Brand Commitment of Sports Customers

Upon examining Figures 1 and 2, it can be asserted that the standardized coefficient between the two variables, experiential marketing and brand commitment of sports customers, stands at β=0.839. The significance coefficient (t-statistic) between these variables is calculated as t=9.152, and the significance level is noted as P<0.01. Therefore, it can be concluded that experiential marketing exerts a positive and significant influence on the brand commitment of sports store customers in Tabriz.

Customer commitment to a particular brand is a deep-seated emotional and psychological connection, representing a solid desire for association with that brand's values. According to Han and Chul (2013), commitment is an enduring yearning for a meaningful relationship, particularly in the context of a brand. They posit that brand commitment evolves gradually over time(4).
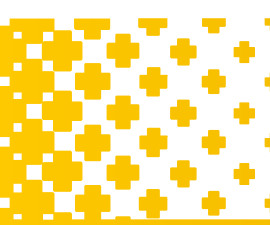
The seller's interactions with the customer, occurring through repeated experiences of purchasing from the preferred brand, play a pivotal role in shaping the customer's perception of the company or brand. Long-term disregard for these principles can lead customers to develop a pessimistic attitude toward the brand, jeopardizing the possibility of fostering commitment. The sensory experience involves stimulating the customer's senses—sight, hearing, taste, smell, and touch—creating a continual and evolving concept in the buyer of sports products. This sensory engagement is an effective way to instill commitment, as the senses constantly interact with the environment. The perceptual experience explores consumers' inner and emotional responses, aiming to craft impactful experiences ranging from a moderately positive state linked to the brand to intense feelings of pleasure and pride. This strategy aims to foster commitment among sports product customers. Therefore, the accumulated experience from purchasing products of a specific brand in Tabriz can significantly contribute to fortifying the customer's commitment and establishing a long-term relationship with the brand. In light of this, it is recommended that sellers of sports products shift their focus from traditional marketing to experiential marketing. This transition can potentially elevate the level of commitment to the brand, ultimately cultivating a lasting connection. Consequently, sellers in this domain should develop advertising and experiential marketing strategies tailored to their products, recognizing the influence of such strategies in creating and sustaining brand commitment.

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Identifying the Safety Dimensions of Tourist: Analysis of Top Ten Articles Content

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Abstract

Considering the resources that tourism may bring to this environment, sustainable tourism is extremely important to consider. Sustainable development is regarded as one of the tenets of global economic, social, and political development. One of the most significant markers of travel's growth is safety; comfort, convenience, and safety are key factors that draw travelers to explore the world's diversity and go on from there. The primary goal of the research is to determine the safety aspects of travel by examining and analyzing ten of the most prestigious and reputable studies in the field that are available in the Scopus Statistical Base. The study seeks to promote this important element by identifying the key principles and safety dimensions of tourists in sports and improving their safety and health as its primary objective. To achieve this goal, 214 international articles from multiple sources around the world that were published on the Scopus Statistical Base were selected and reviewed. The study used specific software such as Publish OR Perish, Excel, RStudio, and Maxqda2020 to search for, identify, and evaluate traveler safety elements in sports. The results obtained from this analysis and content analysis led to the identification of five subjects in the safety cycle of tourists in sport that were repeated in the top ten articles of the field, including prevention of terrorist attacks, transportation safety, population safety, safety of venues, and adventure tourism. The findings also demonstrated how important it is for travelers to understand the safety component and how it might enhance their trip. It provides a deeper understanding of visitor safety and aids in the implementation of improved strategies by destination managers and tourism service providers to preserve and enhance safety in tourist environments.

Keywords: Tourist Safety, Security, Content Analysis

Background & Purpose

The travel and tourism sector has experienced significant growth over the past three decades, contributing to the global economy's growth and employment creation, with the industry accounting for $8.9 trillion of GDP in 2019 [1]. Tourism growth, especially in developing nations, is crucial in combating poverty by increasing incomes, reducing unemployment, boosting economic expansion, and enhancing social welfare and quality of life [2]. Travelers prioritize safety and security when choosing destinations, as even small issues can impact demand in other regions. Sustainable growth requires improving safety management systems and creating a secure environment for tourists, as even small issues can impact travel demand globally [3].

In July 2020, a surfer died in Taiwan's central coast due to a surfing accident without lifeguard services, highlighting the unfortunate state of the tourism industry [4]. The Kintampo Waterfall incident in March 2017 raised safety concerns in the tourism sector, resulting in the deaths of 17 students and injuries to numerous people in Ghana's Brong-Ahafo region. The Ministry of Tourism, Culture, and Creative Arts issued safety checks at specific tourist locations in response. The dangers associated with travel and tourism have made safety and security a crucial factor in travel and vacation planning [5]. Tourism security involves preventing incidents like fires, attacks, crimes, and terrorism to protect visitors from harm. However, managing hazards is challenging due to their uncontrollable, unpredictable nature. Ensuring travelers feel safe and protected is crucial for the success of many places, but globalization poses numerous risks that the tourism industry must address [6]. The study aims to analyze the top ten articles on safety management, focusing on the dimensions of tourist safety and addressing the shortcomings in the tourism sector.

Methodology

The study uses a qualitative approach to identify elements of tourist safety using an interpretive research paradigm. The three-step grounded theory coding method—open, central, and selective coding—is applied to 214 related articles in the field of safety management. The open-coding stage separates ideas into meaningful units, while core coding identifies essential concepts and their connections. The selective coding step codes data as an essential component of the study, categorizing sports-related tourist safety ideas, establishing their connection to safety management, and recognizing connected concepts as a group or category.

Results

The study used R Studio software to select the top 10 articles on safety and sports management from a collection of 214 articles.
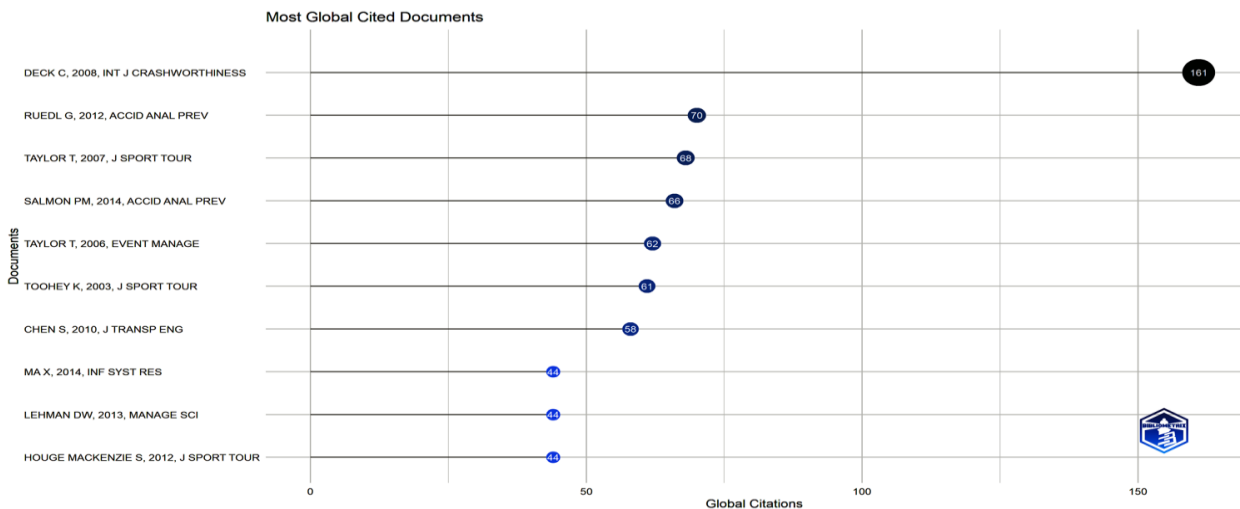
The coding procedure involved analyzing and comparing the data and original codes, dividing them into integrated conceptual categories in the axial coding phase. The number of codes was reduced by incorporating central codes from the primary codes. The collected codes were arranged in five dimensions related to tourist safety, including preventing terrorist attacks, transportation safety, population safety, venue safety, and adventure tourism.
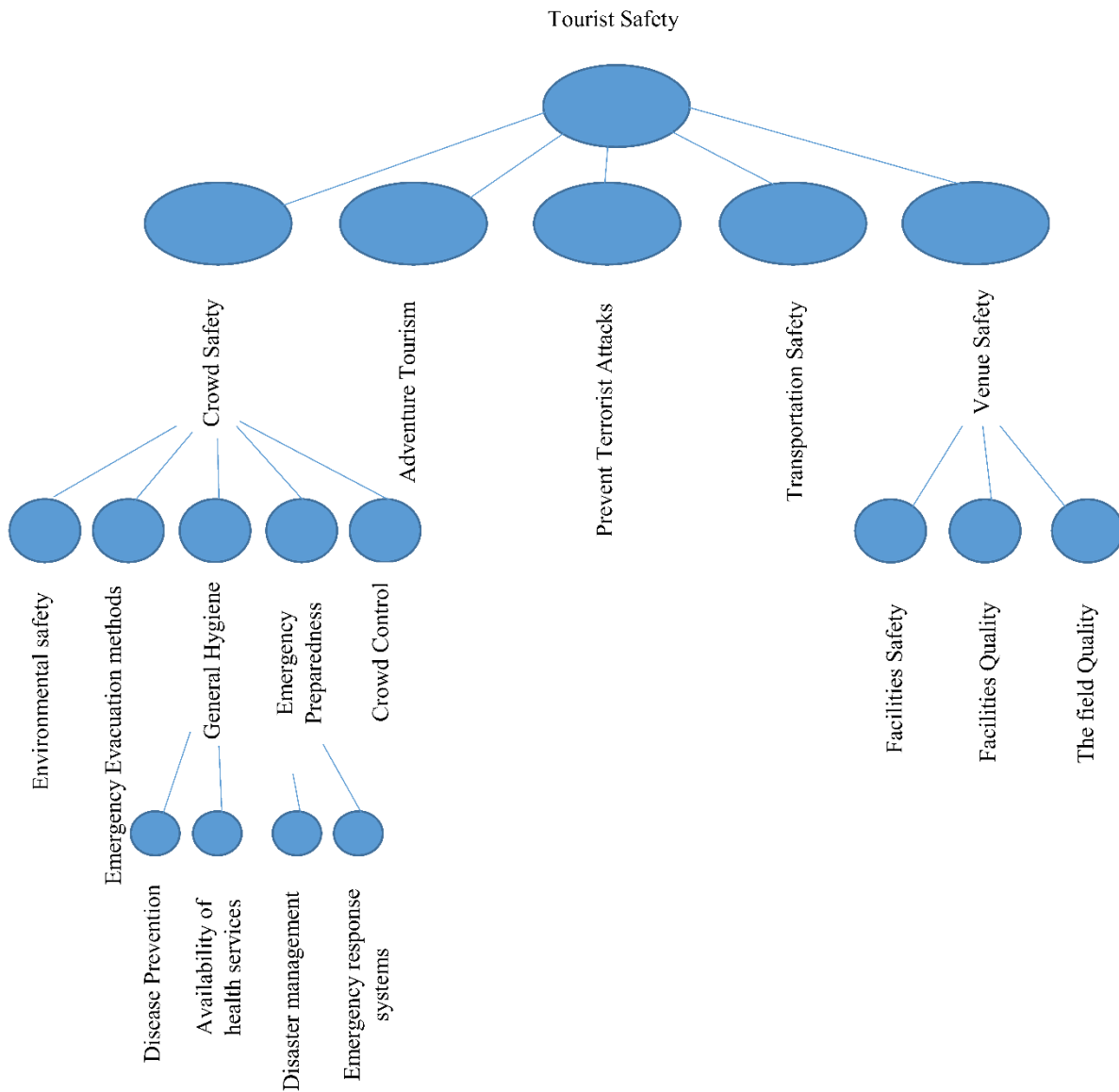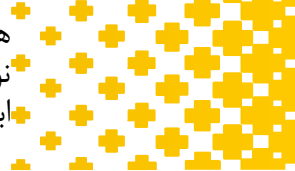
Tourist Safety

Discussion

The tourism sector is a highly productive economic sector in numerous nations, playing a crucial role in employment generation and economic expansion [7]. The tourist sector faces safety issues and a growing need for efficient information systems. Current literature applications lack thorough and trustworthy information, potentially leading to unsafe experiences. Examining visitor behavior and safety procedures at tourist destinations provides valuable information for effective risk management [8]. Raising awareness about health and safety issues is crucial for sustainable tourism development, visitor satisfaction, and loyalty, emphasizing the importance of effective risk communication, high-quality education, and safety practices [9].

This research aims to create a tourist safety model to advance sports safety. By analyzing the top ten papers in the safety management sector, open, axial, and selective coding techniques were used. The resulting five-dimensional model identifies five key aspects of visitor safety: crowd control, venue safety, transportation safety, adventure tourism safety, and terrorist act prevention. This research is a significant step towards enhancing sports safety.

The study emphasizes the significance of travelers feeling safe while traveling. It suggests that a tourist safety model can be utilized to develop and implement policies for improving visitor safety.

This model can be utilized by governments, tourism sector experts, and companies to create safety plans and regulations in the travel and tourism industry.

Acknowledgment

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Identify The Key Dimensions Of Athlete Psychological Safety By Analyzing The Content Of Ten Outstanding Scientific Articles

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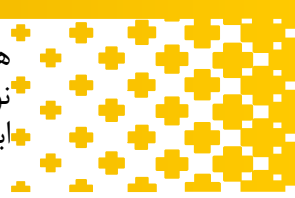pashaie.s@tabrizu.ac.ir

Abstract

Nowadays, mental illness affects most athletes at a rate comparable to that of the general population, and coaches and staff are becoming more and more acknowledged as potential risk factors. The main goal of the research is to determine the psychological safety characteristics of athletes by analyzing 10 highly regarded research publications that were published in the Scopus Statistical Database. Examining prior studies closely, this study aims to distinguish between several aspects of psychological safety. 214 international articles from diverse sources throughout the globe were published on the Scopus Standards Base to investigate and identify the psychological safety features of the athletes who were chosen and analyzed in order to meet the stated goal. The study evaluated psychological safety factors in the sports industry and conducted search and identification operations for relevant papers using specialized tools and software, including Publish OR Perish, Excel, RStudio, and Maxqda2020. Four quarters in the psychological safety and exercise biology—mental health, emotional regulation, positive feedback, and supportive environments—were found to be repeated in the top ten articles in the field based on the results of this analysis and content analysis. Generally acquired familiarity with dimensions and basic attention to these cases can put athletes mentally in the best condition, have less chance of injury, and lead to their best performance on the professional path. In other words, mental balance facilitates athletic progress and allows athletes to make the most of their talents.

Keywords: Psychological safety, Security, Athlete, Content Analysis

Background & Purpose

The trend is a result of the fast growth of experimental research on the connection between playing sports and mental health, with a growing emphasis on the structures that can explain or predict the effects of exercise on mental health. One of the systems that has drawn the interest of numerous academics in recent decades is psychological safety in sports [1], which is becoming more and more connected to mental health in sports [2]. This disturbance is a social structure that develops over time as a result of several interpersonal encounters [3], [4]. It becomes an unending characteristic of shared perception that is both dynamic and delicate, depending on a range of context, individual, and group elements [5].

Abraham Maslow was one of the first scientists to develop theories regarding psychological safety. He observed that knowing one's safety needs is comparable to having a good mental state, which

makes one feel brave and fearless [6]. "A type of sense of self-confidence, security, and free separation from fear and anxiety; in particular, it includes emotions that satisfy a person's present and future needs," according to Maslow, is what psychological safety is all about [7]. According to Clark, psychological safety can also be defined as the state in which an individual does not experience guilt, dread of punishment or exposure to it, memory, participation in security, or the ability to confront an uncomfortable circumstance [8]. Conversely, although Schein and Bennis (1965) [9] and Kahn (1990) [10] were the first to use the term "psychological safety" Edmondson's work [11] around 1999 is credited with popularizing it. According to his most recent book, a mental safe environment is one in which people feel comfortable taking chances with one another by chatting, sharing worries, posing questions, and exchanging ideas [12]. In general, a team's collective status is known as psychological safety when it fosters an environment where members are free to ask questions, address mistakes, share knowledge, seek feedback, counsel, or assistance, and share information [13].

The literature on the use of psychological safety in sports has recently been stripped of sports research and practice. But as organizational psychology gave way to non-sport, the term lost its meaning and—contrary to organizational literature—became more frequently used in the context of mental health [2]. Therefore, in order to identify the psychological safety dimension, which is a subset of safety management, using the analysis of the top ten articles in the field and the use of the software Maxqda2020 to carry out the encoding process of the articles in question, we have conducted the present research that has ultimately achieved a model of the psychological safety dimension. Generally speaking, current research has been conducted with the aim of identifying the dimensions of psychological safety as a tool for improving the mental and social well-being of the audience, whose results can be useful for all individuals.

Methodology

Based on the investigative research paradigm, the current study emphasizes the use of a qualitative technique. Using the three-stage encoding method—open encryption, encrypted coding, and selective coding—the primary goal of this study is to determine the aspects of psychological safety in sports that have been applied to this. The statistical community of the study consists of all the research articles published in the Scopus database that were conducted in the field under consideration and also contained the research keywords; as of the most recent search, there were 214 such articles. The researchers used the R Studio software to identify the top ten articles in the field and then proceeded with the encoding procedure on them, as they were unable to review all of the published documents.

Table 1. Top Ten Studies in Management and Psychological Safety

Paper	DOI	Total Citations	TC per Year	Normalized TC
Improved head injury criteria based on head FE model	10.1080/13588260802411523	161	10/06	6/71
Self reported risk taking and risk compensation in skiers and snowboarders are associated with sensation seeking	10.1016/j.aap.2012.01.031	70	5/83	2/93
Perceptions of Terrorism Threats at the 2004 Olympic Games: Implications for Sport Events	10.1080/14775080701654754	68	4/00	1/86
Injury causation in the great outdoors: A systems analysis of led outdoor activity injury incidents	10.1016/j.aap.2013.10.019	66	6/60	3/26
Impacts of Terrorism-Related Safety and Security Measures at a Major Sport Event	10.3727/152599506776771544	62	3/44	2/00
The FIFA World Cup 2002: the effects of terrorism on sport tourists	10.1080/14775080310001690495	61	2/90	2/00
Simulation-Based Assessment of Vehicle Safety Behavior under Hazardous Driving Conditions	10.1061/(ASCE)TE.1943-5436.0000093	58	4/14	2/66
Online Gambling Behavior: The Impacts of Cumulative Outcomes, Recent Outcomes, and Prior Use	10.1287/isre.2014.0517	44	4/40	2/18
Momentum and Organizational Risk Taking: Evidence from the National Football League	10.1287/mnsc.1120.1574	44	4/00	2/10
A (mis)guided adventure tourism experience: An autoethnographic analysis of mountaineering in Bolivia	10.1080/14775085.2012.729901	44	3/67	1/84

Results

The data in Table One indicates that R Studio software is used by the top ten publications in the relevant subject, together with certain features like the rate of Citation and... All 214 articles in this field have been taken straight from the source.

The top 10 articles were kept going until no more code could be extracted from the articles' content during the first round of encoding. Data and primary codes were also routinely examined and contrasted in the encoding section, when columns with more semantically related content were arranged into unit concepts. All of the codes that were acquired in the earlier post-organization phases were put in the Final Four during the last phase, which came after the first stages of open and encrypted coding were finished. The top 10 publications on the relevant subject were analyzed to create the final model of the psychological safety dimension, which is displayed as figure 1.
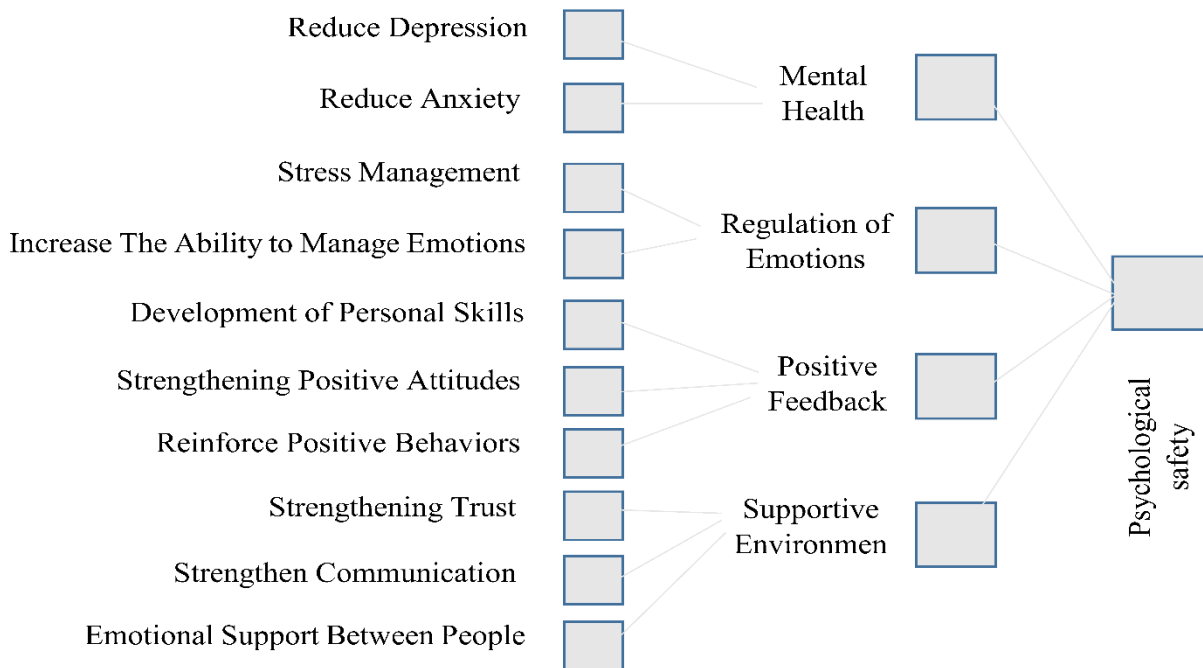
Figure 1. The final model of psychological safety dimensions

Discussion

The concept of security and its various forms, including social, occupational, and psychological safety, is one that many of us are familiar with. Since the beginning of time, people have considered safety to be one of their main concerns and one of their basic needs. It has long been believed that maintaining psychological safety is essential to good health and enhancing everyone's quality of life [14]. However, psychological safety has historically received more attention in the social and organizational sciences than it has in the sports domain [15]. From there, high-performance sports have seen an increase in interest in psychological safety in recent years; this is a framework that has a solid track record in particular industries [5]. A crucial component of high-performing teams that requires demanding communication, trust, and decision-making is psychological safety. Its connection to mental health and fitness is also becoming more and more of a focus in the sports world [16].

The findings of Saxe and Hardin, for instance, which demonstrated enhancing secure psychological environments, learning behavior, performance, communication, innovation, job attitudes, and individual well-being, can be used as evidence of the correlation between the results of this study and numerous other studies conducted in the field [15]. We have been able to establish four important dimensions of psychological safety through current research, which encompass various facets of psychological safety that have an impact on people's lives. These encompass psychological well-being, emotional self-control, affirmative reinforcement, and nurturing surroundings. Based on research findings, it is imperative to address each of the five categories below and take appropriate action in order to preserve and enhance individuals' psychological safety. These results contribute to our understanding of psychological safety and may serve as recommendations for raising people's quality of life in various places.

Acknowledgment

002231-77177

We take great pride in having been able to offer you such a valuable and high-quality article. We appreciate everyone's participation and insightful criticism in this piece, which added life and assurance to our concepts and designs. We've had a great deal of success working together, and we hope to gain more from your expertise in the future. We appreciate all of your assistance, sincerity, willingness, and thankfulness.

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Identification of Factors Influencing the Development of Startups in the Sports Industry of the Country

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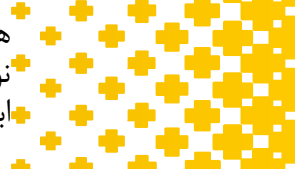pashaie.s@tabrizu.ac.ir

Abstract

Introduction: Startups represent one of the most significant innovations in today's era of scientific and technological advancements, particularly in the sports industry. The creation of sports startups is a strategic approach that sports organizations consider for competitive advantage. Therefore, attention to factors such as the development of science and technology, entrepreneurial initiatives, and the importance of startups in the economic development of the sports industry becomes more prominent. The aim of this research was to identify the factors influencing the development of startups in the country's sports industry. **Method:** The present research employed an applied qualitative approach using thematic analysis. The research population consisted of sports management professors, business management professors, and sports business experts. The sample was selected purposefully and snowball sampling methods were utilized. The research tool was semi-structured interviews conducted with 15 research experts, reaching theoretical saturation. The validity of the research was confirmed by relevant experts, and the reliability was determined to be 72% using the intra-subject agreement method. **Results:** The research results indicated that the influential factors in the development of sports startups include six categories: founder's personal characteristics, facilities and resources, networking and technology factors, innovative nature of ideas, economic factors, and management factors. **Conclusion:** Given that the sports industry is one of the vital and global economic sectors, it provides excellent opportunities for creating businesses and developing sports startups. Therefore, focusing on the influential factors in the development of sports startups and proper planning for them can lead to the growth of sports businesses and, more broadly, the economic development of the sports industry.

Keywords: Startup, Sports Startups, Sports Businesses, Sports Industry.

Introduction

Today, the issue of employment is not only one of the most crucial social issues in countries, but also, considering the population growth over the past two decades, it can be deemed the most

significant social challenge in the decades to come. Given the fundamental problem of societies, namely unemployment and a lack of employment, the presence of innovative businesses or startups can be a highly suitable solution to overcome the dilemma of unemployment, especially in sports businesses [1]. One vital area in the sports industry is startups. Startups are referred to as a temporary company or organization launched to seek a scalable and repeatable business solution [2]. Startups can be investigated and analyzed in two distinct sections: the first section involves factors affecting the emergence and appearance of startups until market entry, and the second section involves factors influencing the sustainable revenue generation and presence of startups in the business market [3] .One significant difference between startups and small businesses lies in innovation and creativity in offering products or services. Small businesses often do not claim to provide a distinct and special service, and they may perform tasks that other companies with greater capacity and power are already doing. However, innovation and creativity are integral to startup companies, forming the essence of their nature. In other words, startups enter the business arena with the aim of creating a new product or service and improving existing resources [4]. Nowadays, the importance of the role of sports businesses in the economic, cultural, and social development of societies has garnered significant attention. The development of sports startups requires comprehensive, scientific, and targeted policies, planning, and actions in various fields [5]. Paying attention to sports startups is crucial for the flourishing of the sports industry. Identifying the key factors in establishing new businesses or startups can provide aspiring entrepreneurs with valuable insights before starting a business, guiding them towards success. Therefore, in this research, the investigator aimed to examine the factors influencing the development of startups in the country's sports industry.

Method

The present research employs a practical qualitative approach using thematic analysis as the research method. The statistical population of this study included sports management professors, business management professors, and experts in sports businesses. A purposive and snowball sampling method was utilized to select the sample from the statistical population. The research tool was a semi-structured interview conducted with 15 research experts, continuing until theoretical saturation was achieved. The validity of the research was confirmed by relevant experts, and the reliability of the research was determined to be 72% using the intra-subject agreement method.
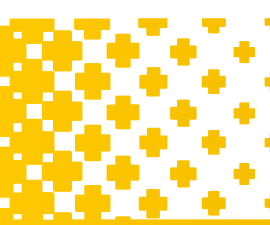
Results

Table No. (1) Illustrates the information of the participants in the present research:

Table 1. Research Participants' Information

Row	Expertise	Frequency
1.	Sports Management Professors	6
2.	Business Management Professors	4
3.	Sports Business Experts	5

The final results of the research indicate that the factors influencing the development of startups in the country's sports industry consist of 86 sub-themes. These themes encompass six organizing themes: Founder's Personal Characteristics, Facilities and Resources, Networking and Technology Factors, Innovative Nature of Ideas, Economic Factors, and Management Factors. Figure No. (1) illustrates the thematic analysis network of the present research.
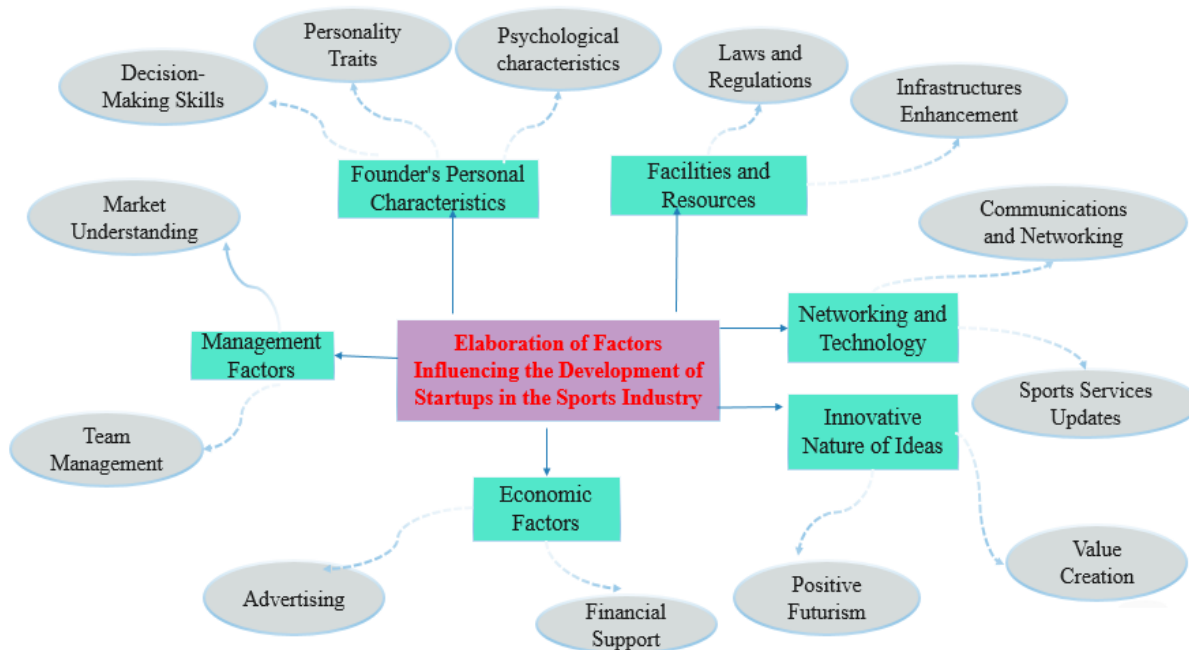
Figure 1. Thematic Analysis Network

Conclusion

Given that the sports industry is one of the vital and global economic sectors, it has created favorable grounds for establishing businesses and developing sports startups. The results of the current research indicate that one of the fundamental factors influencing the development of sports startups is the ability to formulate and execute effective marketing strategies. Key elements in this regard include the utilization of innovative technologies, the development of mobile applications, understanding the needs of target markets, offering products and services tailored to these needs, and establishing strong connections with customers. Furthermore, active engagement with sports institutions, financial support, and leveraging social networks are additional strategies that can contribute to strengthening startups in the country's sports industry. Managers of sports startups can also benefit from emulating successful businesses in the sports industry to gain a competitive advantage over others. Seeking guidance from top consultants regarding research contracts in the field of sports startups can enhance organizational performance in the sports sector. Therefore, by paying special attention to the influential factors in the development of sports startups and implementing appropriate planning, significant progress can be achieved in the expansion of sports businesses and, more broadly, the economic development of the sports industry.

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Presentation of the Model of the Impact of Sports Tourism Development on Employment in Tabriz City

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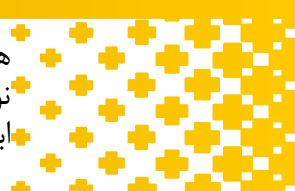*rheydari@tabrizu.ac.ir*

Abstract

Introduction: In the tourism basket, sports tourism is an integral part of the industry that has the most visible economic share and high-value products. Many industries combine sports tourism to promote local culture, facilitate economic development, and attract customers. One example of sports tourism activities is sports tours. Accordingly, the aim of this research was to present a model of the role of sports tourism development in creating employment in Tabriz city. **Method:** The present research was a descriptive survey conducted in the field. The population of this research consisted of professors and experts in sports management, sports managers and specialists, tourism professors and specialists, and a sample of 200 members was selected from the population available. The research tool was a researcher-made questionnaire whose validity was confirmed by 12 professors and experts in sports and tourism management. Convergent, divergent, and composite reliability were also examined and confirmed using PLS software. Data analysis was performed using descriptive statistical methods (mean, frequency percentage) and structural equation modeling using SPSS version 25 and PLS version 3 software. **Results:** Sports tourism development has a greater impact on part-time and seasonal employment compared to full-time employment. Full-time employment requires the necessary grounds for active development and continuity of activities; therefore, in the field of sports tourism in Tabriz city, since the necessary grounds are not available and there is not much support from the government and city officials, active employment in sports tourism cannot be counted on much. **Conclusion:** It is recommended to executive managers in the sports field of Tabriz city to employ regular management and comprehensive planning in all economic, social, cultural, and political dimensions so that Tabriz city can achieve its appropriate and deserving position in the field of sports tourism development.

Keywords: Tourism, Sports Tourism, Employment.

Introduction

Today, employment is not only one of the most important social issues in countries but also, considering the population growth in the past two decades, it can be considered the most significant social challenge of the coming decades (1). Among the influential factors in increasing employment in society is attention to the tourism industry. Tourism is a knowledge-based industry, and the issue of human capital employment is very evident in it. Therefore, tourism development, by utilizing human resources, provides the necessary grounds for creating permanent, seasonal, and part-time employment (2). There is a two-way relationship between economic growth and tourism. Direct employment is in companies, organizations, and institutions that have direct contact with tourists, such as hotels, restaurants, and travel agencies, while indirect employment is in places that tourists do not have direct contact with, such as maintenance agencies, construction companies, and various handicraft shops (3). Investment in the development of tourism infrastructure is of great importance, to the extent that various countries have increased economic growth and employment by adopting investment policies in tourism (4). One of the essential and special sectors in the tourism industry is sports, referred to as sports tourism (5). Sports tourism is a new type of tourism in which tourism and sports are intertwined, and sports activities in the form of sports tourism have created a suitable and diverse platform for employment creation and the production of new economic opportunities (6). Considering that in developed cities, particularly sports tourism, is given significant attention to achieving economic stability in cities, therefore, officials and managers of Tabriz city should take necessary measures to develop sports tourism infrastructure to generate employment in Tabriz city.

Method

The present research method was descriptive and survey-based, conducted in the field. The population of this research consisted of professors and experts in sports management, sports managers and specialists, and tourism professors and specialists. A sample of 200 individuals was selected from the accessible population. The research tool was a researcher-made questionnaire, whose validity was confirmed by 12 professors and experts in sports and tourism management. Convergent, divergent, and composite reliability were also examined and confirmed using PLS software. Data analysis was performed using descriptive statistical methods (mean, frequency percentage) and structural equation modeling (SEM) using SPSS version 20 and PLS version 3 software
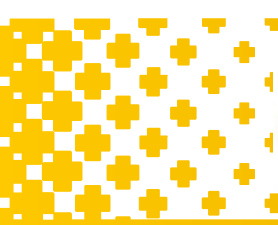
Results:

Table (1) shows the participation information of the present research participants:

Table 1. Participation Information of Research Participants

Row	Expertise	Frequency
1.	Professors and experts in sports management	28
2.	Professors and experts in tourism	18
3.	Sports managers and specialists	54

The research questions can be examined using a structural model, the outputs of which include standardized coefficients and significant coefficients as shown in Figures (1 and 2). When the significance value obtained from a path is greater than 1.96, it indicates the importance of specific structural effects in that path relative to each other. The values displayed in the rows represent beta coefficients of the regression equation between research variables, which are the path coefficients.
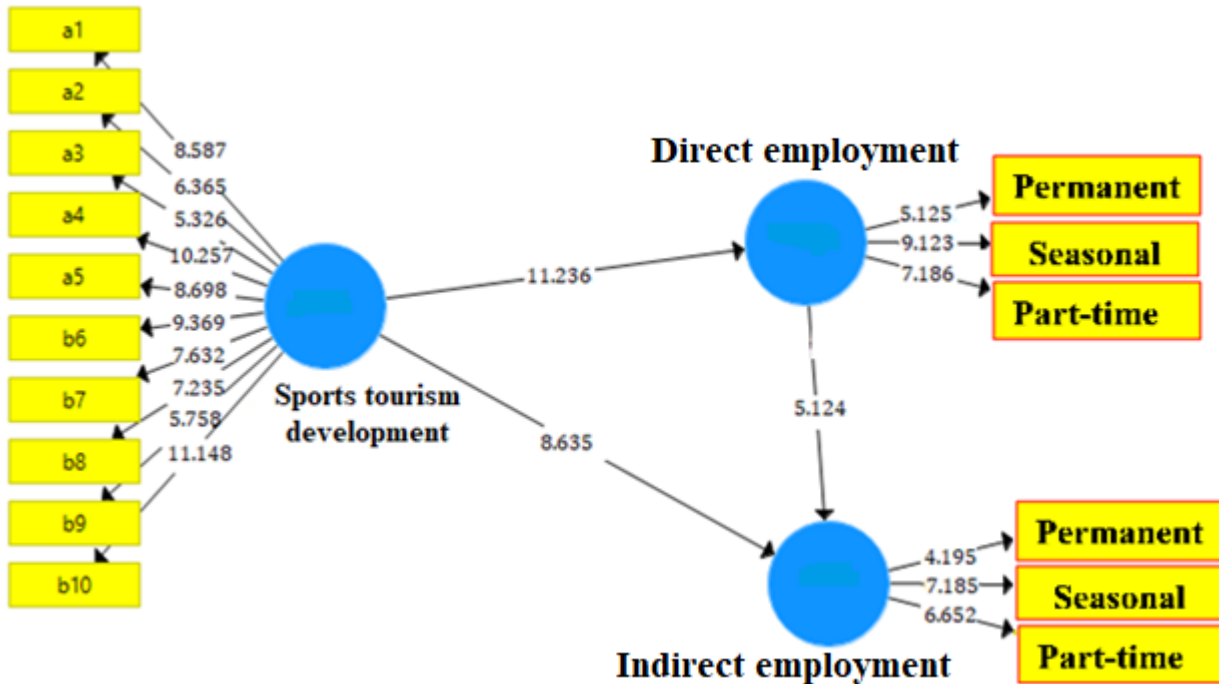
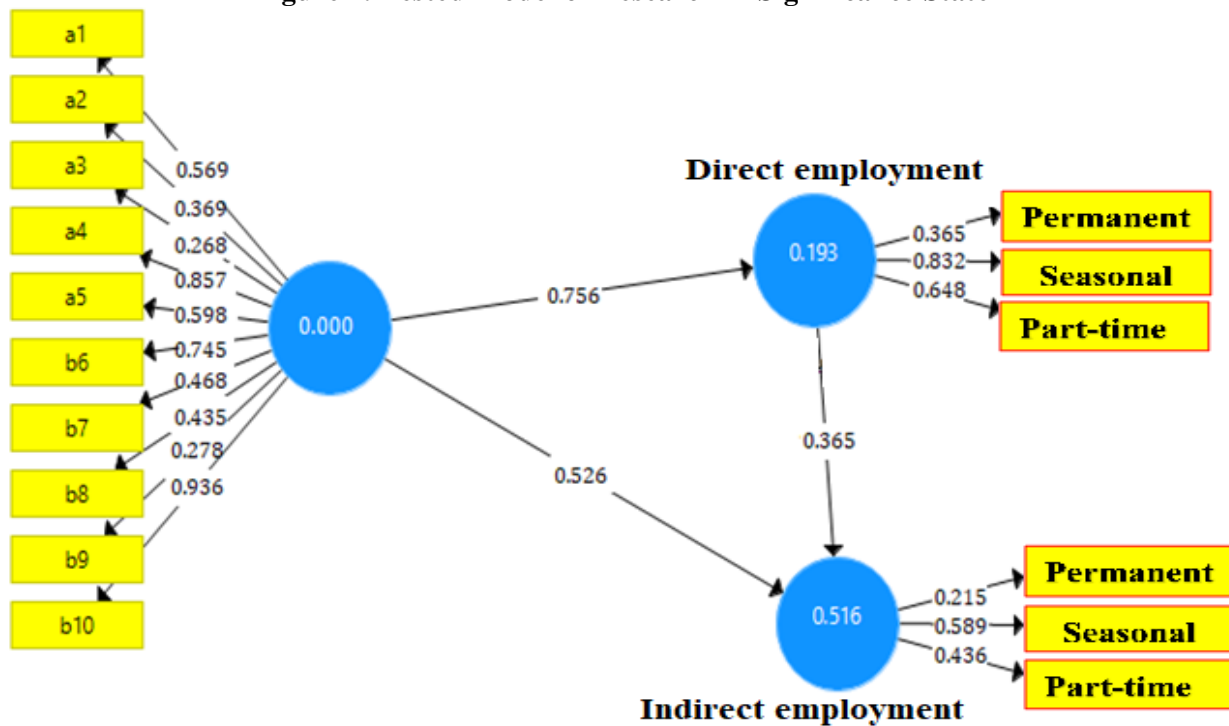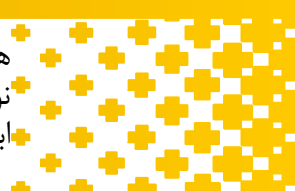**Figure 1. Tested Model of Research in Significance State**

Figure 2. Tested Model of Research in Standard Coefficients State

Conclusion

The development of sports tourism has a greater impact on part-time and seasonal employment compared to permanent employment. Permanent employment requires the necessary grounds for active development and continuity of activities. Therefore, in the field of sports tourism in Tabriz city, since the necessary grounds are not available and there is not much support from the government, active employment in sports tourism cannot be counted on much. It is recommended to executive managers in the sports field of Tabriz city to strive for the development of sports

tourism in the country and attracting sports tourists. By implementing appropriate programs and hosting major international sports events and improving sports infrastructure, these objectives can be achieved. Considering the significant attention given to the subject of tourism, especially sports tourism, in order to achieve economic stability, Tabriz city should also develop sports infrastructure and utilize comprehensive management and planning in all economic, social, cultural, and political dimensions to reach its appropriate and deserving position in the field of sports tourism development. Furthermore, by creating suitable sports facilities and venues, paying attention to the abilities and experiences of physical education graduates, alongside utilizing specialists from other fields, along with proper management, advertising, and sufficient information dissemination, Tabriz city can achieve its goal of sports tourism development. Hosting various international sports events with the participation of different countries worldwide can further introduce Tabriz city and its tourist attractions, facilitating the development of sports tourism and ultimately leading to increased employment opportunities

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Identification of Factors Affecting Sports Participation During the COVID-19 Pandemic

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Abstract

Introduction: Introduction: One of the most significant impacts of the coronavirus on sports is related to the producers of sports equipment, as the closure of sports facilities and events has significantly reduced the demand for sports equipment. On the one hand, the onset of home quarantine and social distancing has reduced customers' presence in sports facilities and stores. Accordingly, the aim of this research was to identify the factors affecting sports participation during the COVID-19 pandemic. **Method:** The present research method is practical and qualitative, utilizing thematic analysis. The statistical population of this study included sports management professors, business management professors, managers, and experts in sports businesses, and the sample was selected from among the statistical population using purposive and snowball sampling methods. The research tool was semi-structured interviews with 14 research experts, which continued until theoretical saturation was reached. The validity of the research was confirmed by relevant experts, and the reliability of the research was obtained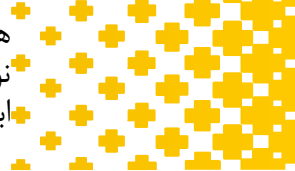 using the intra-subject agreement method, reaching 75%. **Results:** The factors influencing sports participation during the COVID-19 pandemic consist of 80 sub-themes, including five organizing themes: environmental factors, managerial factors, training factors, economic factors, and cultural factors.

Conclusion: Among the strategies to reduce the damages caused by the coronavirus to society, engaging in sports activities is essential, which should be developed safely and hygienically. Therefore, understanding and presenting desirable solutions for sports activities at home and in sports facilities during and after the coronavirus period is necessary and crucial.

Keywords: Participation, Sports participation, COVID-19 pandemic, Thematic analysis.

Introduction

Sports has been one of the necessities of contemporary human life and plays a significant role in the lives of individuals in society and the economies of countries [1]. The Sports Institute of England conducted a study on the economic value of sports and concluded that the contribution to sports includes £2.1 billion in participation, £2.1 billion in equipment, £4.4 billion in leisure time expenditure on sports, £0.8 billion in sportswear, and £9.4 billion in education, totaling £8.11 billion for sports participation as a share of the country's gross value added. Additionally, the consumption share in sports amounts to £5.8 billion of the country's gross value added [2]. In other words, sports, as one of the most important factors in increasing health and reducing medical costs, has led to the development of national programs and an increase in the population and workforce ratio [3]. However, with the spread of the COVID-19 virus worldwide, sedentary

behavior has significantly increased compared to before the virus outbreak. Besides health problems, the coronavirus has had a significant impact on individuals' employment and income generation [4]. One of the most significant effects of the spread of this virus on the production of sports goods and facilities is its impact on the activities of sports equipment manufacturers. The closure of sports facilities and events has significantly reduced the demand for sports goods, and on the other hand, home quarantine and social distancing have reduced customers' presence in sports facilities and stores [3]. Currently, sports restrictions have been largely lifted worldwide, but COVID-19 still exists, and factors affecting sports participation during the COVID-19 pandemic conditions must adhere to health guidelines. Given the importance of sports participation, the current research focused on developing a model for sports participation during the COVID-19 pandemic.

Method
The present research method is applied qualitative research using thematic analysis. The population of the study consisted of sports management professors, business management professors, managers, and experts in sports businesses. Sampling was done purposively and using snowball sampling techniques from among the members of the statistical population. The research tool was semi-structured interviews conducted with 14 research experts, which continued until theoretical saturation was achieved. The validity of the research was confirmed by relevant experts, and the reliability of the research was obtained using the intra-subject agreement method, reaching 75%.

Results
Table No. (1) Illustrates the information of the participants in the present research:

Table 1. Research Participants' Information

Row	Expertise	Frequency
1.	Sports management professors and experts	45
2.	Business management professors	22
3.	Managers and experts in sports businesses	33

The final results of the research showed that the factors influencing sports participation during the COVID-19 pandemic have 80 sub-themes, including five organizing themes: environmental factors, managerial factors, training factors, economic factors, and cultural factors. Figure (1) illustrates the thematic analysis network of the current research.
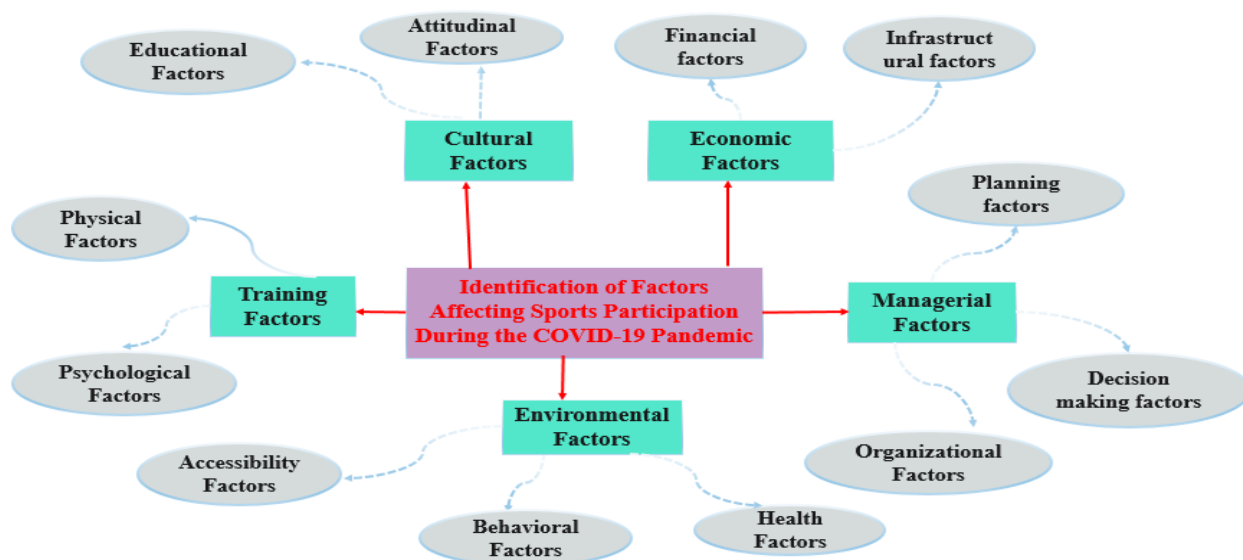
Figure 1. Thematic Analysis Network

Conclusion

Enhancing physical activity alongside family and within the home environment has the potential to contribute to improving individuals' physical and mental health and can be considered appropriate training for the development of physical activity. Engaging in sports activities during and after the COVID-19 pandemic is necessary to reduce physical and psychological damages. Taking necessary precautions for physical activities is essential. A simple exercise routine can strengthen our ability to fight against viruses and improve our overall health. The amount of exercise may affect the impact of exercise on immune responses; excessive exercise to improve physical fitness is not always desirable, and balance should be maintained in engaging in sports activities. In general, among the strategies to reduce the damages caused by the coronavirus to society, engaging in sports activities safely and hygienically should be developed. Therefore, understanding and presenting desirable solutions for sports activities at home and in sports facilities during and after the coronavirus period are necessary and important. To overcome the current situation, it seems that instead of closing sports clubs and gyms, utilizing existing capacities and implementing creative plans can turn this threat into an opportunity. Ultimately, both clubs can continue their existence, and people can engage in sports activities without worries and anxieties by visiting gyms and sports centers.

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The role of technology in the development of sports event marketing: a review

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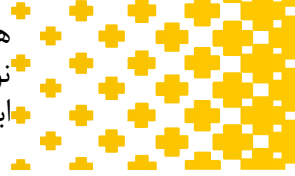
Abstract

Introduction: Sports marketing activities include individuals, activities, businesses and organizations in producing, facilitating, promoting or organizing any product (such as goods, services and events) for the demand of sports sponsors. This theoretical paper aims to introduce and discuss sports plan, sports marketing mix and sports sponsors as three key elements that sports teams should focus on to implement sports marketing activities in sports events. **Method:** The research method is a review. **Results:** The role of sports sponsors is very important in the success of sports events because they help the teams by sponsoring and attending the events and also help to engage with the sports audience. These results show that proper sports marketing planning and implementation can be effective in the development and success of sports events. **Conclusion:** The results show that the sports plan as a network of agents and marketing tools is very important in the organization and implementation of sports events. Sports teams need to use marketing strategies and measures to attract audiences and encourage sports supporters to buy club goods and services.

Keywords: Sports marketing1 sports sponsors2 sports plan3 sports teams4 sports business word.

Introduction

The term "sport" as used in the contemporary sports marketing and sports business industry is a broad concept that includes all individuals, activities, businesses, and corporations involved in the production, facilitation, promotion, or organization of any type of business, activity, or activity. or are busy with sports experience, points out. Sports marketing focuses on the provision of sports activities and processes. Therefore, sports marketing has the task of organizing a specific type of activity in the field of sports, including: goods related to sports activities such as clothes and shoes, etc.; sports equipment and supplies such as skates and bicycles, etc.; Electronic games such as FIFA (Federation International Football) and NBA (National Basketball Association), etc.; Promotion of sporting goods products in sporting events and competitions; sports facilities, such as the management of a sports field or stadium; Services such as training, food, beverage, gym stores or sports magazines; Media, sales of products and rights to broadcast matches on radio, television, internet, etc.; entertainment, such as artistic or musical performances before, during and after the game; and internal media, such as managing relationships with supporters using websites, social media and apps, etc. (1,2).

The term "sports marketing" was first used in 1978 by Advertising Age magazine in the United States (3). Since then, this phrase has been used to describe various activities related to the promotion of sports. Sports marketing is a process that makes it possible to hold a competition with an uncertain outcome and makes it possible to simultaneously fulfill the goals between sports customers, sports businesses, participants and other related individuals, groups and organizations

(4) From an international perspective, marketing Sports is defined as an opportunity for an organization to promote its services in the field of sports. This includes buying naming rights to a stadium, sponsoring individual athletes, or providing sports apparel and equipment (5,6). As international sports marketing involves both products and services, it is important to understand how these operate in the business environment (7-9).

Pricing as a process can be described as determining and setting the price charged to the sponsor for a good and/or service. Proper pricing of a sports team is very important. The pricing level represents the number of supporters who are encouraged to purchase the sports team's goods and/or services. Pricing strategies to all components of sports marketing tools such as product, value proposition, brand support, location affiliation, promotional tools, professional expertise, physical facilities, technologies in processes, sports team position in leagues, talented players in the team and loyalty of supporters. Members guide light, medium and heavy users. The customer adoption process involves making potential supporters aware of the product, providing them with information, having them evaluate the product, testing the product, and ultimately committing to it and thus becoming a loyal supporter. Practically, the strategic pricing process includes the external environment (such as competitors' pricing behavior) and the internal environment (goals and objectives). This allows marketers to create a pricing strategy outside of the short-term future of the sports team. The eight processes that the marketer should pay attention to are: determining pricing objectives, identifying market sensitivity to price, estimating the cost-volume-profit relationship, determining competitors' pricing strategies, determining the limitations of pricing behavior, determining the limitations of other marketing tools, determining time dependence, and Determining the purchase price (٨). 'Stadium', 'store' and 'internet' are places where the sports team (a) delivers its value proposition, engages with patrons and (b) satisfies them. The third P is 'place'. Placement (or distribution) decisions relate to marketing communications between the marketer and sponsors or to the delivery of goods and/or services to customers. It makes no sense to have a great product and/or service if supporters can't access it. These decisions are usually about getting goods to patrons when they want them and where they want them. For example, a sports team can contract with local transportation authorities to add travel costs on the city's urban rail system to ticketing schemes, parking, etc., to make it easier for supporters to attend matches (9,10). The title of a service requires four aspects for a marketer: (a) facilities: production and consumption of sports goods and/or services in facilities such as stadiums, stores, sales points, parking lots, etc.; (b) physical evidence: design of sports facilities, promotional materials and advertising and service provision; (c) Process: includes the delivery of goods and/or services to Sponsors, however some processes are observable and others are not; (d) People: the people who perform the processes. In general, marketing channels also have roles related to the exchange process between the sports team and supporters: transportation and storage, communication of information through advertising and promotion, personal selling, sales promotion, feedback (marketing research), financing and services. including installation, customization and repair. Stadiums, stores, and the Internet are places where a sports team (a) presents its value proposition.
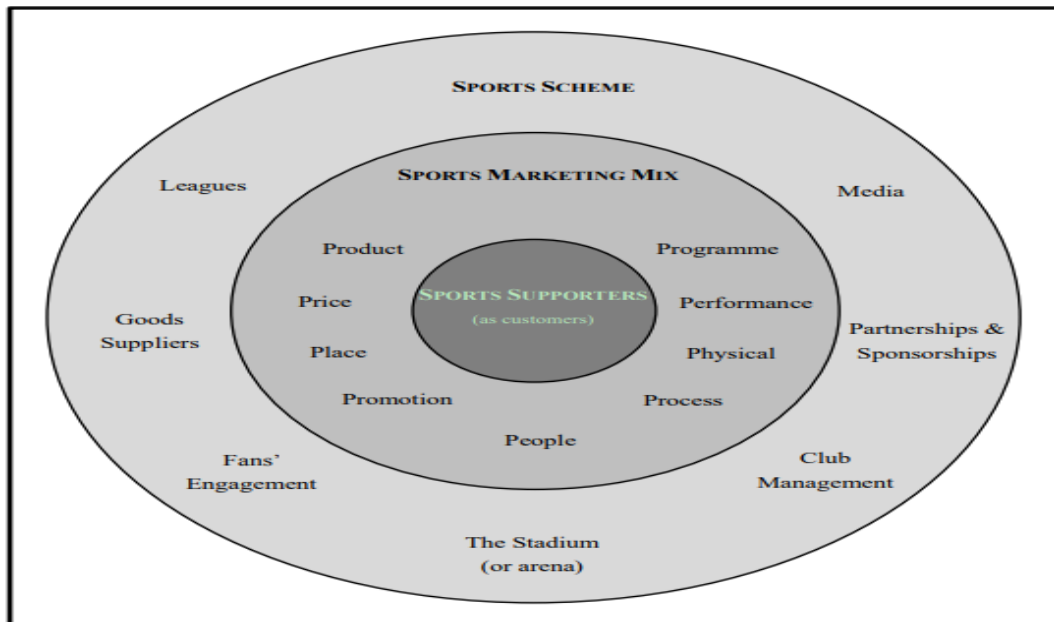
Figure 1. The key elements of a sports marketing activities

The development of technology in the field of sports has made it easier for sports enthusiasts to improve the access and experience of sports. This has attracted more spectators and supporters for sports teams and tournaments. Sports provide a variety of ways to make money, including ticket sales, media rights, sponsorships, product rentals, and more. Also, sports marketing program and sports sponsors play an important role in the development and growth of sports teams and tournaments. Sports plan provides sports infrastructure for holding sports events, sports marketing tools include the tactics and tools marketers use to attract sports sponsors, and sports sponsors are agents who consume teams' products and services and expect experiences and excitement. They have new ones.

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Development of Sport Tourism with Emphasis on Electronic Sport Events: Innovation and Technology Strategy

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Abstract

Introduction: The purpose of this conceptual study is to develop sports tourism with emphasis on electronic sports events: a strategy based on innovation and technology. **Method:** The systematic study of literature was used. In this study, concepts and theories related to sports tourism as well as electronic sports events were examined. **Results:** Literature examination shows that electronic sports activities can have a positive impact on the sports tourism sector. Players and spectators of the electronic Sports travel to the destinations where the event is held, and these destinations can be identified as sports tourism destinations. **Conclusion:** The study suggests that electronic sports events are recognized as a new trend in sports tourism and have a positive impact on the sports tourism industry. Given the growing growth of the industry and the attractiveness of electronic sports activities for those interested, the use of these events is suggested as a tourist attraction strategy and the development of the sports tourism industry.
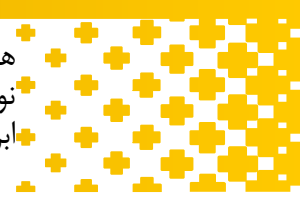
Keywords: Sports Tourism, Sport Event, Electronics

Introduction

The demand for video games has increased sharply in the 21st century, and ESPORTS has been formed as a multi -million dollar industry (1). The growth of electronic sports is not only limited to the number of participants, but also by events and television competitions. The championships held in the halls and events of the electronic Sports have grown sharply and have been considered as investment (2). For example, in 2013, the third season of the League of Legends was watched by more than 32 million people, more than the World Basketball and NCAA College Basketball Events. The number of spectators in 2019 reached 380 million, up 13.5 percent from 2018. Generally, electronic sports growth was estimated to exceed $ 1.1 billion, indicating 15.7 percent. The percentage increase is compared to the previous year. However, due to the impact of the Kavid -19 virus and the cancellation of many events, the estimate declined over $ 41 million. Electronic spreads generally used electronic equipment to participate in games developed by various developers to compete (3). Referring to other participants and participating in projects similar to traditional competitive games. In the electronic sport, if there is a team activity, the team morale improves significantly in individuals, and if this is an individual activity, different coordination, control and will of players can improve constantly (4). Electronic Sport is defined as a professionalization of competitive digital games. In this sport, high skills players participate in professional competitions and have achieved a high level of ability and experience in electronic games. These competitions can lead to significant income. The term "electronic sport" may have a different definition for each person, but the main factors of electronic sports culture include professional players, audiences, organizers and industrialists. These factors, along with the variety and dynamics of the electronic sports industry, form the details and appeal of this sport (1) (5-8).

The impact of national culture on the intentions and habits of the International Tourists' Travel is generally dependent on the country's origin and culture of the country (9). Citizens of European countries deal with different national cultures interacting with travel and tourism. In the field of electronic Sport, European culture is famous as players in competitions and playing together on European servers (10-13) The EU competition against North America has been recognized as the oldest competition in the field, and is an enemy between the two regions influencing millions of electronic Sports in both regions. Also, differences in sports consumption and fans' behaviors can also exist in Western Europe to North America. The Toch TV platform is also recognized as a famous program for streaming live electronic games and has a significant impact on players and customers (11-14). The platform connects millions of viewers and players, and its position is so valuable that Amazon has purchased it and turned it into a branch. Overall, it should be noted that the cultural differences between different regions of the world as well as internet platforms can have a significant impact on the habits and desires of tourists and electronic sports players. Esport events provide a competitive environment for the players, and in addition, there are places that allow people to experience video games with their friends (15). In addition, Importing events also teach some new versions of ESport or video games. All of these factors make the events of the absorption center for gamers. Also, the events of the sports tourism are also sports tourism. For this reason, there are also sports tourism participants with the aim of visiting Esports. Therefore, in explaining the events of the Sport, the aspect of sports tourism should also be mentioned. Esports can be considered as an important source for the sports tourism industry because of their multilateral structure. Since there are still electronic games in the Iport industry that are played by billions of people, there is a large crowd of famous gamers and fans who watch these games or famous players. This population is familiar with the internal dynamics of the Esport events and the unique ASport culture. Especially with the increase in the number of online game platforms such as Twitchtv, it is seen that the database of fans of Events is increasing day by day (14). Considering the development and significant growth in the Iport industry, it is examined how online game representatives can Attract the events that are held in physical environments at certain destinations. These studies are currently showing what the importance of the Iport events is for the sports tourism industry. Therefore, the motivation of people to participate in Iportation activities also determines the development of these activities(۱۷). The motivations of players and enthusiasts of games and IPours to participate in Esport events also form their motivation for

sports tourism. Because these people come to different motivations where Iporting events are held. As a result, the incentives from these sports tourism moves show the intention of visiting gamers' events. According to this study, using statistical and conceptual data, the potential of Esport events in the sports tourism industry is emphasized. The main question of the research is the answer to the events of the Sports Tourism sector(۱۲). In this study, it was concluded that ESport activities can help various sports tourism sector, especially increased identification and increased intentions of tourists. Therefore, it has been concluded that Esport events can, especially in the future, take an important opportunity in the field of sports tourism. And present the representatives of the Sport. The effects are:

- Esport events, which is a new sports tourism motivation in the sports tourism sector, must be supported by destinations. In particular, municipalities can discover both Sport Gamers and increase the awareness of the destinations by holding the ESport competitions.
- Sports tourism operators or hotels can support the world -renowned ESL (Electronic Sports League), EPL (Premier Electronic Sports League), WTT (Business), BTS (beyond surrender) and CCT (Champions Tour Champion), Host the tournament. This way they can increase their global knowledge and destinations.
- Sports tourism researchers can focus on games in the ESport (such as CS: Go, Valorant and COD) and do specific research on them.
- Esport events can be included in the content of the courses such as event tourism or the director of the event, which is taught to university students. This can increase the interest of new generation students in this area.
- Esport event managers can diversify Esport events in the area of sports tourism events. Players can revive the activities of sports tourism such as gastronomic sports tourism, cultural tourism, summer sports tourism and winter sports tourism.

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Social Development Strategy in Sports Social Media Marketing: Creating strong social communication and networking in the social media environment

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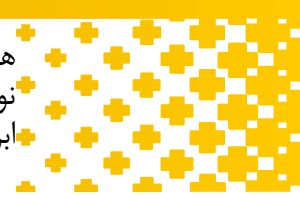
Abstract

Introduction: Social Development Strategy in Sports Social Media Marketing: Creating strong social communication and networking in the social media environment. **Method:** The article confirms the importance of social media marketing in major sports events by analyzing the Adidas and Nike Media Campaigns in the World Cup. **Results:** The results show that companies that find topics that have personally influencing individuals achieve success through social media marketing. **Conclusion:** This article can be used as a valuable source for those interested in sports marketing and the use of social media in sports events.

Keywords: Marketing١ Social Media Marketing٢ Sports Events٣ Promotion of Sports Products and Services

Introduction

Over the past decade, social media has been widely developed and has played an important role in the technology and digital world. These platforms allow companies to use high interaction rates and access to a large community and increase their reputation and sales using large sports events. In this competition between Adidas and Nike, both companies tried to use From social media to show that real leaders are in the sports commodity industry. They launched global marketing campaigns and shared their content and message using the positive attitude and energy of the events. Social media play an important role in modern life and help people facilitate their communication. These platforms allow individuals to share their information, knowledge and opinions while using web -based programs and tools. In social network platforms, users communicate with people who are somehow related to them. This increases public confidence in the platform and content shared by others. However, no information source directly directs the decision -making process, neither social networks nor the media. Consumers today are no longer committed to a channel and therefore should be contacted from different points. However, social media play an important role in the future because social networks and blogs are the most visited online destinations. In any country, they make up a high majority of time spent on the Internet and reach at least 60%. (Vernuchio, 2014) Social media as a Vinberg marketing tool (2010) to advertise social media marketing as a advertising process that enables individuals or companies to advertise their products or services through social media platforms, respectively., Has defined (4).

Social media marketing seeks to communicate with the target audience, and through the content that a company tries to influence and educate and educate its audience in a particular way, as an intellectual leader for a particular field of interest. he does. In addition, it tries to stimulate the user to interact throughout the published content to collect and analyze the relevant data. However, the impact does not always mean inspiration to consumers to share it, content or products published can also mean creating negative hastons in different societies. (3) In this

article, Facebook and Twitter are considered as two social networks. The two networks are used by companies because of their most important communication and importance in the sports industry (1,2). Initially, Zuckerberg intended to create a platform for Harvard students to search for others' profiles. The idea spread rapidly and expanded to all IVY-League universities in the United States by 2005, and thousands of students enrolled and created their profiles. Today, Facebook is the largest social network with 3.1 billion users worldwide and is the first company floating in the stock market (4). Users can communicate with people who usually have an offline relationship, such as school colleagues and friends, by creating a profile and communicating with it. They can share links, images, videos or situations and use updates to discuss groups or events (7). Twitter was founded in 2006 by Jack Dorsi and other founders. The main purpose of this social network was to share short and related information to other users about their daily lives. Twitter can be defined as a social publishing medium and is included in the microblogging category. Since people trust shared content, they are likely to share their experiences of sports products with others, and this can affect their shopping decision and help sell sales and brand reputation. Big companies like Adidas and Nike They understand the power of social media and use them for advertising and marketing (5).

They run creative and attractive campaigns on social media platforms to give users the attention of users. This includes creating attractive content, encouraging brand interactions, offering special offers and discounts for followers and fans, holding online competitions and events, and promoting cooperation with athletes and sports stars. In this competition, they can be exploited and selected celebrities and reputable sports teams as their brand ambassadors. This can lead to a more exciting relationship between sports and brand supporters and have a positive impact on their sales and reputation. It is effective in attracting customers and increasing sales of products. Given the general acceptance of social media platforms and their role in shaping people's views and decisions, this trend may increase in the future and larger sports brands in this area. Social media play an important role in producing revenue for companies and in the future they will probably be the source of the main revenue for many companies. In addition to generating income, these media can serve companies as a tool for creating awareness, transfer of information and interacting with customers. Also, the use of social media data and their integration in innovation processes can help companies develop new products and adapt them to customer needs. For further research, the impact of various social networks, a supportive or disturbing role in the success of social media marketing, and other aspects related to the use of social media in the field of commerce and marketing. Of course, for a more precise and comprehensive understanding, further studies and research in this field are necessary (8). The use of social media as a marketing tool in large sports events is still in its early stages, but given the emotional nature of sports that attracts people's interest, social media marketing will be more important in these events. Companies that link their products directly or indirectly to sports and sports events can achieve more success and impact through social media (9). The results show that eight of the ten sports fans are willing to work in the field of conversation, sharing and intentions about sports events. In addition, these data can help companies develop custom loyal programs and bring customers closer to their brand. As a result, social media is used as a powerful tool in marketing and advertising of large sports events, and this process will probably grow and grow much in the future.

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Development of sports brands, strategy and successful experiences

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Abstract

Introduction: The purpose of this paper is to examine strategic sports marketing and the impact of current changes in the global sports industry on successful marketing initiatives. In this article, the needs and demands of potential customers in the sports industry are identified and the solutions to meet these needs through the exchange of products and services are examined. The role of strategic marketing planning is very important for the success of sports organizations, and they work on a defined mission and a detailed roadmap to be in the right position and effectively provide high-quality products and services to customers. **Method:** The working method in this article includes the use of various research and analytical methods. Using these methods, current changes in the global sports industry are identified and analyzed to influence successful marketing initiatives. **Results:** The conclusion of this article includes defining the purpose of strategic sports marketing and identifying the current changes in the global sports industry. These results can help organizations to provide products and services with superior quality and success in the sports market.

Keywords: Strategic sports marketing, global sports industry, current changes, challenges, future trends
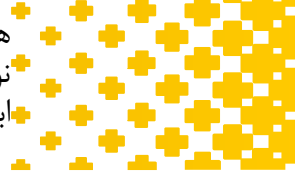
Introduction

The impact of sports marketing and its strategic role in the growing and diverse global sports industry is a topic in which research has increased dramatically over the past few decades (3). Researchers have identified several dimensions of the sports marketing mix and developed many models and theoretical frameworks to help examine related variables (2). According to the obtained information, sports managers can formulate and implement comprehensive and complex marketing plans whose goal is to launch the organization and gain a competitive advantage. For this purpose, it is essential that sports marketers have a thorough understanding of the key variables that influence marketing strategies, their complex relationships, and the continuous environmental changes that affect the organization's strategic planning and implementation. The dynamic nature of the global sports industry and the pace of change indicate an evolutionary, flexible, and adaptive role that sports marketers must address and act upon to achieve strategic success.

Strategic sports marketing involves identifying the needs and wants of potential customers and satisfying these needs through the exchange of products and services such as sportswear, live events, spectator sports, fitness activities, gym products and media (1-4). state the importance of strategic planning in the sports marketing process and suggest several key components for effective development of strategic plans, including: (a) defining a vision, (b) forming strategic goals, and (c) defining Developing marketing plans as well as identifying relevant resources is required. Developing and understanding the factors within marketing plans, which are commonly called the marketing mix (plus 4P), is a fundamental aspect in formulating and implementing strategic plans. State that the sports marketing mix consists of seven component strategies,

including product, price, place, and promotion, which are considered the traditional 4Ps associated with sports products, along with physical evidence, people, and process that 3P are related to sports services. Products refer to actual goods that satisfy a customer's need or demand (5). Price is the perceived value that customers are willing to pay. How sports products are distributed and purchased is related to place and promotion and includes various methods used to persuade customers to purchase a product or service, including advertising, celebrity endorsements, or sales discounts. When referring to sports services such as gym use, physical evidence is usually related to the beauty and appearance of the facilities. People refers to the professional competence of the service provider, the way employees treat customers, and the interactions between employees and customers. Process refers to the overall experience of providing and delivering services to club customers. Researchers have suggested that the sports industry is different from the major business sectors and sports managers and marketers should have an understanding of unique dimensions when formulating and implementing marketing plans (2,3) emphasized the need to identify and challenge theoretical concepts for researchers and emphasized that these concepts should be modified for the sports context (7-9). suggested that sports are unique because of what they termed "spectator disease" and the way in which the large number of products and services within the sports industry involve spectators. While these researchers assess that many general theoretical principles are relevant, they argue that sports are characterized by a lack of competition in the business of spectator sport, which acts as potential co-creator, buyer, and supplier identities, and effectively environmental competition that It reduces the other parts may encounter, are unique.

The pace of continuous change and transformation in and outside of sports has made it necessary for any organization related to the global sports industry to constantly evaluate and anticipate important changes that may affect organizational performance and marketing strategies. All aspects of the sports industry from sports products, events, performance and consumption have changed significantly in the past decade and continue to evolve at an accelerated pace. Such changes can bring many opportunities for sports marketers, but at the same time they also create challenges if organizations do not react in time to external changes that can affect the consumers of their products and services. Undoubtedly, one of the revolutionary changes that has had a significant impact on the sports industry is the advancements in technology and digitization and the ongoing developments in virtual communication, digital marketing, broadcasting and transportation (9). A recent report conducted by Deloitte (2018) shows that digital technology is transforming the global sports industry and creates many opportunities for its growth; However, for organizations to take advantage of such opportunities, they must embrace change and "it is not enough to just be digital, they must embed digital into every aspect of the business and transform people, processes and technology" (p. 3). Another study (2020) agrees with this view and points out that technology is changing the way sports are played and consumed, and the need to adapt and respond to such changes. One of the needs of leading sports organizations to survive and grow in the global economy is to create "entrepreneurial canvases" in the sports industry and adopt a sports technology perspective. McCulley (2020) says that digitization has changed the sports industry in ways that no one could have predicted a few years ago. Innovations in artificial intelligence, virtual reality, augmented reality, mixed reality and OTT marketing through online content streaming have a huge impact on sports consumers. To be successful in the sports business, it is necessary to be fully aware of such developments, not only for the products and services offered, but also the way the advertising message is communicated to the consumers. The digital age is a constant demand for those involved in sports marketing, and it is almost an impossible task to stay abreast of such developments. Recent research findings on how technology has transformed sport have identified several notable perspectives, including (but not limited to): (a) wearable technology (2), digitalization of sports media coverage (6), impact on

spectator sports (٥), participation in sports (10), sports performance (13,14), sports engineering (٦) and the widespread adoption of data analytics (12). It appears that many areas of the sports industry have been affected by technological advances, which then plan to focus on conducting marketing research, identifying changes in consumer needs, producing products and services that meet market needs, and ensuring that the marketing message is delivered. It appeals to target markets. Another aspect that has coincided with the advancements in technology is the dramatic growth of electronic sports (eSports) that can be seen around the world. Hemari and Sioblom (2017) define eSports as "a sport form whose main aspects are provided by electronic systems; the input of players and teams as well as the output of the eSports system are facilitated by human-computer interfaces" (p. 211), which is often referred to as "video games". The massive growth of gaming and its usage worldwide has increased at a tremendous rate. A recent report from Statista (2021) showed that the global eSports market was worth more than $1,080 million in 2021 and will increase to $1,620 million by 2024. Asia, particularly China, and North America represent the largest markets and growth, the report said. The main sources of revenue include sponsorship, advertising, publisher fees, related merchandise, ticket sales, and media revenue (such as rights, digital, and streaming).The increase in income is also associated with the number of viewers of e-sports. It is estimated that more than five hundred million people worldwide currently watch the sport, making it more popular than many major international sporting events such as American football and golf. Add to this phenomenon that the number of professional players continues to increase, with thousands of people around the world competing at various levels to compete in tournaments with huge prizes; For example, at the Fortnite World Cup in 2019, the prize pool was $30 million (15). Insider (2021) suggests that the appeal of eSports has also been boosted by celebrities such as Michael Jordan and coverage by traditional television stations such as ESPN, while the ease of access to streaming platforms such as YouTube and mobile phones have lowered barriers to entry..

The global sports industry is growing rapidly, along with economic growth and the emergence of new markets. The diverse nature of the industry and its broad appeal to people from different backgrounds offers countless opportunities for sports organizations to develop and for new market entrants. The key to success in the sports industry is to be aware of changes in the external environment and how they affect organizational strategy. As noted, such changes can be diverse, including demographic, technological, socio-cultural, environmental, and economic. It is clear that awareness and being "ahead of the game" in forecasting, scanning the horizon, and using research and data analysis to inform changes are constructive for formulating effective marketing plans and their successful execution. Sports marketers must be aware of their customers more than ever; For example, as communication technology advances, consumers are better informed about important social issues such as inequality, discrimination, and injustice. All these factors have a great impact on consumers' view of brands, products and services. The general message that is evident from many research findings is the importance of knowing customers, what they want and how sports organizations can communicate with them. The role of strategic marketing planning is critical to the success of many sports organizations that rely on a clear vision and a well-developed roadmap to face changes and challenges and effectively deliver high-quality products and services to customers.

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Biennial International Congress on New
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on the Silk Road, Iran- Tabriz- 2024

همایش دوسالانه بین المللی چالش‌های
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Sponsorship programs in digital sports marketing

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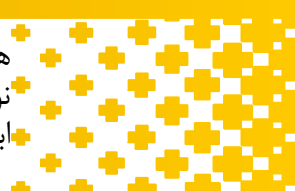
Abstract

Introduction: The dizzying speed or rapid changes in the sports industry, thanks to technology and the digitization of sponsorship methods, have provided new experiences for rights owners and sponsoring brands. Rights holders and sponsoring brands need to communicate directly with their fans in support of technology companies and software. Technology and software companies help athletes in two ways by participating in next-generation sports sponsorship. **Method:** The first method is technical support for rights holders and sponsoring brands, and the second method is to create a support structure in which fans are included. The present research was conducted with the aim of determining the methods of financial support of technology and software companies in the sports sector. A research group consisting of seven employees of the technology and software company operates in Istanbul. Content analysis technique has been used to analyze research data. Based on the answers obtained from the content analysis, topics such as strategy, brand development and financial support have been identified as subsets of these topics. **Results:** The results show that technology and software companies collect useful information and increase brand awareness among fans by interacting with fans through sports sponsorship activities. They also reach out to large audiences, including fans and non-fan consumers, and conduct digital marketing activities by working with stakeholders and sponsors.

Keywords: Digitalization, marketing, sponsorship, sports

Introduction

Technological advances provide easy access to information at unprecedented speeds. This situation causes changes in daily life and transformation of business processes and departments in every field (1). Sports sponsorships also go through this transformation. Sports sponsorship is a huge industry where brands gain huge audiences and generate huge revenues. Traditional sports sponsorship requires long-term contracts between sponsoring brands and rights holders. But digital tools have shaken the foundations of these transactions. Sponsor brands and stakeholders are now emerging with a different form of sports sponsorship that includes digital gadgets, digital travel, digital fans and more. This is a great opportunity for them. They also use this data to measure and improve their performance (2,3). Thanks to digital tools, data is stored and data-driven fan interaction is provided. Analyzing data such as fan demographics, lifestyles, and personality traits is only possible with digital tools. In addition, digital tools offer brands a convenient, easy, and affordable infrastructure for creating personalized content. Technology companies have a more dynamic relationship with the rights holders they support than brands in other sectors (6). In addition to putting their logos on stadiums, arenas, sportswear and athletes, IT companies put the player in the foreground and connect with fans by providing services such as fan experience through digital tools (5). Increasing the participation of sports sponsors. Technology and software companies are revolutionizing sports marketing. Therefore, the presence of technology and software companies directly in sports sponsors is a new issue. In this research, they examine the opinions of the employees of one of the technology and software

companies that have an office in Semnan province and deal with sports and support activities for digital content and media (4). This research is a necessary and important research in terms of determining the location of the sports sponsorship activity of technology and software companies that are recently active in the field of sports sponsorship and sports marketing. The transformation brought about by digitalization is encouraging both rights holders and brands to use new methods to engage fans. The increasing pressure of digital tools on sports marketing causes this. With the evolution of digitalization, sports marketing has led the sports industry to digital sports marketing, where new fans and new investors understand the sport.
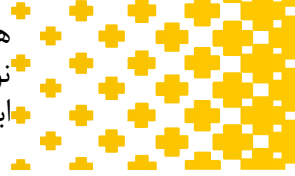
This study aims to achieve the positive/negative results of the digital sports support activities of the participants in the research, the data is obtained from the analysis of the interviews and written. Validity, transferability, compatibility and verifiability methods have been used in the research to ensure validity. Long-term engagement, expert review, and participant validation strategies have been used to ensure validity in the research. To strengthen the interaction between the participant and the researcher with long-term interaction, attention to creating an environment of trust by keeping the interview time long has been used. By examining experts who have general information about the research topic and who have opinions in the field of qualitative research, opinions about the research have been obtained. Purposive sampling has been used to ensure the transferability of the study. To investigate digital sports sponsorship activities, six semi-structured questions are proposed. These questions were developed by the researchers and designed to be understandable to the participants and require less guidance. In this research, all situations are evaluated using a set of predefined criteria. The use of SIC-BA measures in research includes employees who work as engineers in a technology and software company that sponsors digital sports. Information on the participants' task variables is shown in Table 1. For consistency, Miles and Huberman (1994) sent the interview questions using the same wording to each participant. People who work in a technology and software company in Semnan, were interviewed by video in 1402. Data were prepared by researchers in the form of semi-structured interviews and collected through video conference. These interviews were recorded by researchers in a computer environment. Data from the interviews were recorded using a voice recorder and their accuracy was guaranteed.

Table 1. Participants' opinions about support programs

Components	General Statements Determined in the Interview
Data Cleanroom	*We share data with sponsors and rights holders (AM, YM, SGM, PM) without damaging the trust of the fans.*
	When we make data available for permission, we build trust among fans for our company as a brand (PM, SM, YM).
Data Collaboration	*We share data with beneficiaries and partners according to their needs (DM, PHM, YM).*
Value Creation	*We believe we can make a difference. We want to be valuable in the eyes of the fans (AM, YM, PM, SM).*
	Sports sponsorship is a platform where technology and innovations can be used comfortably (YM, SGM, PHM, PM).

Digital technologies have brought about significant changes in the way sports sponsorship is implemented. During the transition from traditional sports sponsorship to digital sports sponsorship, all brands are competing to influence their fans with digital technologies. Digital sports sponsorship enables brands to precisely target their campaigns, realize the fan experience and measure the commercial impact of their sports sponsorship. This gives brands a unique opportunity to grow through digital sports sponsorship. As sports evolve into a digital world, tech
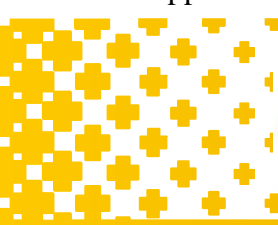
companies and software companies have begun to engage in next-generation sports sponsorship with their brands after realizing that sports can generate more revenue. There is. Sports sponsorship is one of the basic principles of digital sports marketing, and sports sponsorship approaches of companies and technology software have a direct impact on digital sports marketing. Therefore, according to the findings of this research, which aims to determine the opinions of employees of companies and technology software about sports sponsorship, the following conclusions have been reached: Digital sports sponsorship is an important area for companies and technology software to discover new markets and Increase your awareness. In this way, they reduce the time and costs of advertising and gain an advantage over their competitors. The digital and social media environments in which fans interact with the leagues, clubs or athletes they admire significantly change the approaches and methods. Marketing and sports sponsorship companies and technology software help. In particular, fully digitalized sports offer endless opportunities for tech companies and software to achieve their sports sponsorship goals. Finally, it follows that sports sponsorship is a profitable marketing activity for technology companies and software. The technical assistance required for the intervention of digital tools in marketing activities and the support and use of these tools in marketing shows that technology companies and software will have a greater place in sports support approaches. The limitations of this research are that the sample group of employees of technology companies and software Composed. In future studies, it is important to include more technology companies and software in the sample, to conduct similar research on rights owners, sponsoring partners and the fans who support them, to understand the place of sports sponsorship of technology companies and software in digital sports marketing.

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The role of cultural values on sportswear marketing among female athletes in Kurdistan province

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Abstract

Introduction: The purpose of this study was to investigate the relationship between cultural values and marketing mixed with customer perspective in women athletes in Kurdistan province.
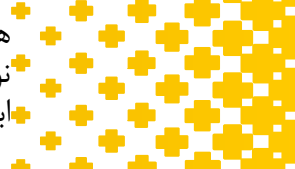
Method: This research is descriptive and correlation in terms of research method and method, and in terms of applied purpose and in terms of time horizon. The statistical population of this study included all athletes in Kurdistan province and the statistical sample is determined by the available and non - affirmative method. The number of samples is calculated by 384 people using Cochran formula. Data collection tools have been used by Cronbach's Cultural Values Questionnaire (0.94) and Marketing Mixing Questionnaire (4C) with Cronbach's alpha (0.96). The standard Huffist Cultural Values Questionnaire has 24 questions and included dimensions (individualism, collectivity, power distance, ambiguity and long orientation). Also, customer marketing questionnaire has 21 questions and included dimensions (customer values, customer costs, shopping convenience and customer relationships). Data analysis was performed using (single sample T test, Pearson correlation coefficient and regression) and with the help of SPSS and Excel software. **Results:** The findings of the present study showed that there is a significant relationship between cultural values and sports apparel marketing. Also, variance sharing is about 5%. **Conclusion:** Given the results of the variables of cultural values and marketing of sports apparel, there is a significant relationship. The use of social media in sports apparel marketing can deal with more social media such as Instagram, Twitter, and Facebook. These media allow for direct communication with customers and can be used to publish attractive content, advertising and offer special offers.

Keywords: Cultural values1 clothing marketing2 athlete women3

Introduction

Human beings use signs in their social life to communicate and deliver the desired message, one of which is clothing. Custure has been one of the main changes and changes in the clothing world (2). By changing cultural patterns and lifestyle and its impact on the management of cultural values on sportswear marketing among women athletes, as well as the body being part of the reflection of today's world and its close relationship with the life, identity of women, their power and participation. The importance of studying and studying cultural values management has become more important as one of the indicators of lifestyle (3). Giddens believes that today, different classes are paying attention to its cover and exterior appearance. So that all (especially women) athlete, their face and appearance in accordance with the beauty patterns that are advertised and accepted in the community (1).

The purpose of this study was to investigate the relationship between cultural values and marketing mixed from the perspective of customers in women athletes in Kurdistan province. This research is descriptive and correlation in terms of research method and method, and in terms
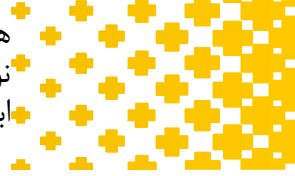
of applied purpose and in terms of time horizon. The statistical population of this study included all athletes in Kurdistan province and the statistical sample is determined by the available and non -affirmative method. The number of samples is calculated by 384 people using Cochran formula. Data collection tools have been used by Cronbach's Cultural Values Questionnaire (0.94) and Marketing Mixing Questionnaire (4C) with Cronbach's alpha (0.96). The standard Huffist Cultural Values Questionnaire has 24 questions and included dimensions (individualism, collectivity, power distance, ambiguity and long orientation). Also, customer marketing questionnaire has 21 questions and included dimensions (customer values, customer costs, shopping convenience and customer relationships). Data analysis was performed using (single sample T test, Pearson correlation coefficient and regression) and with the help of SPSS and Excel software.

Table 1. Cognitive population properties

	Percent	Abundance	Indicator
education	25/5	98	Diploma and sub-diploma
	3/1	12	Associate degree
	0.32	123	Masters
	3/39	151	Graduate
	100	384	Total
Age	45/6	175	Less than 29 years old
	2/30	116	30-39 years
	15/4	59	40-49 years
	8/9	34	More than 50 years
	100	384	Total

The situation of cultural and moral values in countries is different. In this research, it has been observed that the behaviors of values in different countries have significant differences. However, the participants were able to connect these behaviors with the values they derived from them. Therefore, people in different countries may have differences in behaviors related to values, but they still have similar beliefs about values. Other research results also point to cultural differences in decision-making. There are significant differences in the decisions made by people from different cultures. These results show that cultural factors play an important role in decision-making and can have a significant impact on the decision-making result. Therefore, it can be concluded from this research that cultural and moral values work differently in countries and significant differences in There are behaviors and decisions. This shows that cultural values can have a significant impact in the field of marketing, so that values such as respect for family, respect for laws and regulations, respect for religious and religious values, respect for national and cultural values, and responsibility can influence Sportswear marketing has a positive and meaningful effect among female athletes. In general, this research shows that studying and understanding the relationship between cultural values and behaviors, decisions, and marketing can help improve our understanding of cultural differences and diversity among countries. These differences should be considered in designing more effective marketing strategies. Also, maintaining respect and understanding the cultural and ethical values of customers in global markets plays an important role in creating strong and stable relationships with them. In order to make optimal use of research in the field of international marketing, it is recommended that
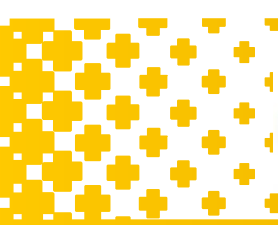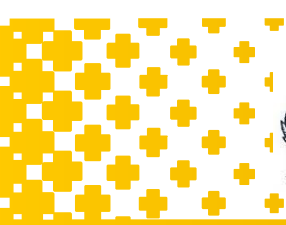
companies and marketers carefully examine cultural values and beliefs. customers in their target markets. This includes a deep understanding of the cultural values of customers, their characteristics and needs, as well as considering the cultural and ethical differences in different markets. Based on this review, marketing strategies and tactics can be designed in a way that matches the cultural and ethical values of the customers. have and respect them. For example, using images and concepts that are compatible with customers' cultural values, providing products and services that are consistent with customers' values, and creating marketing communications based on respect for customers' cultural values can increase customer attraction and retention in global markets. Finally, in order to take full advantage of this research and the relationship between cultural values and marketing, it is recommended that marketers and researchers in the field of international marketing continuously familiarize themselves with the developments and developments in the field of culture and social values at the global level and update them. to be Also, deep perception and understanding of cultural and moral differences between countries and their impact on behaviors and decisions can improve market strategies. According to the presented text, I suggest as a result, the effectiveness of cultural values such as respect for family, Respect for laws and regulations, respect for religious and religious values, respect for national and cultural values and responsibility have a positive and significant effect on sportswear marketing among female athletes. This result shows that cultural values can act as an important factor in attracting and retaining customers and promoting sports products among female athletes. Brands should try to communicate more with female athletes and make them aware of the cultural values in sports. Promote their products and brand. This can be done through advertising, social media and cooperation with famous athletes. Doing a detailed analysis of the market and target group, knowing the needs, preferences and behaviors of customers, helps to develop a suitable strategy for marketing sportswear. Use of social media: Marketing through social media can be an effective way to attract and communicate with customers. Creating attractive content, holding competitions and events related to sports and using content influencers can help you attract customers. Providing a superior customer experience: The most important factor for attracting and keeping customers is providing a superior customer experience. Attract customers and turn them into loyal customers by providing quality and distinctive services and experiences.

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Developing sports tourism strategies in Mazandaran province using the SWOT model

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Abstract

Introduction: Sports tourism is an integral part of the industry with the most visible economic share and high-value products, globally recognized as one of the tourism-related sectors. The development of sports tourism in Mazandaran province can be considered as one of the solutions for economic and social development in this region. The aim of this research was to develop strategies for the development of sports tourism in Mazandaran province using the SWOT model. **Method:** The present research method was strategic studies and field research. The population of the present study included all managers and experts of the General Department of Sports and Youth (120 individuals) and the Department of Tourism and Cultural Heritage of Mazandaran province (80 individuals) (N=200). The research sample was selected using the entire population sampling method. The data collection tool was a researcher-made questionnaire, the face validity of which was confirmed by 10 sports management professors, and its reliability was calculated as ($\alpha = 0.84$). **Results:** Research statements based on the study of research foundations and semi-structured interviews were analyzed in the form of 42 statements and in four dimensions to determine the strengths, weaknesses, opportunities, and threats of sports tourism in Mazandaran province. The research results showed that sports tourism in Mazandaran province has 12 strengths, 10 weaknesses, 10 opportunities, and 10 threats, which after analyzing the data and forming an evaluation matrix for each of the internal and external factors, sports tourism in Mazandaran province is in a conservative position. **Conclusion:** Achieving the vision outlined in the development of sports tourism in Mazandaran province requires the implementation of strategies developed in this research and reducing the internal weaknesses of the responsible organizations for sports tourism.

Keywords: Tourism, Sports Tourism, Tourism Strategies, SWOT Analysis.

Introduction

In the current circumstances, the tourism industry has become so significant that it has evolved into one of the potential drivers for job creation, earning foreign currency, and improving the quality of life [1]. Tourism is a pivotal factor for growth; when tourism enters a country, it must necessarily incur expenses in that country, such as food costs, accommodation, leisure expenses, transportation, tourism tour costs, and money spent on buying souvenirs and local goods of the host country, as well as entrance fees to museums or tourist attractions. These expenditures, facilitated through the foreign currency brought into the host country, contribute to its economic prosperity [2]. Sports tourism is a blend of sports and tourism, where sports can encompass either watching events or participating in sports and experiencing sports culture [3]. The purpose of formulating a strategy is to establish the mission of the organization, identify external environmental factors threatening the organization, recognize internal strengths and weaknesses of the organization, set long-term objectives, and select specific strategies for sustaining operations [4]. There are numerous models for strategic planning, with one of the most important

and practical being the SWOT matrix. The SWOT matrix, which assesses strengths, weaknesses, opportunities, and threats, is an essential tool that managers use to compare information and can propose four types of strategies (aggressive strategy, competitive strategy, conservative strategy, defensive strategy) [5]. In implementing SO strategies, organizations aim to leverage internal strengths and exploit external opportunities; WO strategies aim to improve the effects of internal weaknesses by taking advantage of available opportunities in the external environment [4]. ST strategies focus on using internal strengths to mitigate the effects of existing threats in the external environment, while organizations implementing WT strategies take a defensive stance to reduce internal weaknesses and avoid threats arising from the external environment [5]. Mazandaran province, with its diverse tourist attractions including historical sites, landscapes, and scenic spots, is regarded as one of the country's important tourist destinations. Based on findings from domestic and foreign research and the delineation of sports tourism strategy at the national level, this study intends to identify the strengths, weaknesses, opportunities, and threats of sports tourism advancement in Mazandaran province and formulate necessary strategies for developing sports tourism strategy.

Method

The present research employed a strategy and field study approach. The statistical population of the study consisted of all managers and experts of the General Department of Sports and Youth (120 individuals) and the Department of Tourism and Cultural Heritage of Mazandaran province (80 individuals), totaling 200 (N). The research sample was selected using the entire population sampling method. The data collection tool was a researcher-made questionnaire, whose face validity was confirmed by 10 sports management professors, and its reliability was calculated as ($\alpha = 0.84$).

Results

Research statements, based on the study of research foundations and semi-structured interviews, were analyzed in the form of 42 statements and in four dimensions to determine the strengths, weaknesses, opportunities, and threats of sports tourism in Mazandaran province. The research results showed that sports tourism in Mazandaran province has 12 strengths, 10 weaknesses, 10 opportunities, and 10 threats, which after analyzing the data and forming an evaluation matrix for each of the internal and external factors, it was determined that sports tourism in Mazandaran province is in a conservative position.

Figure 1. Determining the Position of Appropriate Strategies in the Development of Sports Tourism in Mazandaran Province

Conclusion

Sports tourism is a multidimensional phenomenon, and achieving success in its exploitation requires the determination and development of specific strategies, proper management, and planning. In this study, factors affecting the development of sports tourism were evaluated, including 12 strengths and 10 weaknesses as internal factors, along with 10 opportunities and 10 threats as external factors. Among the most significant strengths identified are the attractiveness and excitement present in sports events, low cost of participating in sports events, low cost of health and medical services, easy accessibility to them, safety levels of sports activities, and the presence of entertainment and recreational facilities in the province. Among the most significant weaknesses identified are the limited variety of sports events, lack of specialized personnel and trained workforce, lack of information systems, and limited presence of financial sponsors. Some of the major opportunities identified include the possibility of attracting foreign tourists and athletes, suitable and clean weather for attracting more sports tourists, high security for tourists, and the presence of lakes and seas for exciting sports activities. Among the most significant threats identified are the low quality of services provided by tourist agencies, low quality of educational services in the sports sector, low private sector investment in the development of sports infrastructure, and low public awareness of sports tourism. In this study, this approach was also considered, in which the vision and mission of sports tourism in the province were first formulated, and after analyzing the internal and external environments, long-term goals and strategies were ultimately drawn based on the SWOT model chart. Since this point fell within the range of weaknesses and threats (WT), based on this, it is essential and necessary to employ the formulated strategies in this study and reduce the internal weaknesses of the responsible organizations for sports tourism to achieve the envisioned goals and development and improvement of sports tourism in Mazandaran province. Tourist attractions have a positive effect on attracting tourists, and considering that Iran, especially Mazandaran province, has many tourist and non-tourist attractions, with the help of these attractions and introducing them to people outside the province, a larger number of sports tourists can be attracted to the province.

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Designing a model for the factors influencing the advancement of sports diplomacy in Iran

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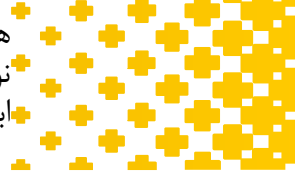
Abstract

Introduction: Sports serve as a tool for international affairs among countries, helping strengthen relationships globally, historically, sports events and their allure have been utilized as a means to advance political agendas. The aim of this study was to design a model of factors influencing the advancement of Iranian sports diplomacy. **Method:** The current research employed a qualitative approach using a grounded theory method, which was both practical in terms of purpose and conducted in the field for data collection. The population of the study included faculty members in the field of sports management and senior managers of sports federations. Twenty individuals were selected through purposive sampling. The research tool was semi-structured interviews, which continued until theoretical saturation was achieved. The validity and reliability of the research were ensured using the methods of acceptability, transferability, and confirmability. Data collection methods included library sources, field observation, audio media, and semi-structured interviews with 20 experts knowledgeable about the subject under discussion. The validity of this research was reviewed and confirmed by experts, and the reliability of the research was achieved at 82 percent. **Results:** Through review and analysis of interviews, 38 codes in the form of 8 concepts were identified in the axis of favorable conditions, 25 codes in the form of 6 concepts under background conditions, 22 codes in the form of 5 concepts under intervention conditions, 40 codes in the form of 7 concepts in the axis of strategies, 28 codes in the form of 6 concepts related to outcomes, and 20 codes in the form of 2 concepts related to the phenomenon-centered aspect of advancing sports diplomacy. **Conclusion:** The display of sports in open spaces and sports events in Olympic games and other international competitions demonstrate that sports events have become pervasive and have emerged as common interests worldwide.
Keywords: Diplomacy, Sports diplomacy, Grounded theory.

Introduction

Sports serve as a tool for international affairs among countries, aiding in strengthening relationships globally [1]. Historically, sports events and their allure have been utilized as a method to advance political agendas [2]. Sports utilize unique tools to create relationships between governments and convey shared values through media channels. In recent years, sports has gained considerable attention as a sub-branch of public diplomacy. The link between sports and diplomacy has strengthened over time, becoming a significant political and cultural issue that has garnered international attention. Therefore, it can be said that sports has been an important component for centuries, with a strong and long-term relationship with politics [3]. Sports events, through observable elements, promote nationalism and provide similar opportunities for advertisers and analysts to test individual or team achievements in terms of personal, national, and success trials, serving as a main arena [4]. With these characteristics, sports events can play a crucial political role in nation-building by increasing domestic pride through international

achievements and showcasing national identity on the international stage. Hence, today, various countries, in addition to their efforts to participate in FIFA World Cup and Olympic Games, make extensive efforts to host these competitions [5]. The influential factors on the advancement of Iran's sports diplomacy can encourage political and sports managers of the country to formulate a specific and strategic plan for sports diplomacy.

Method

The present research employed a strategic studies and situational analysis methodology conducted in the field. The population of the study included all managers and experts of the Department of Sports and Youth (120 individuals) and the Department of Tourism and Cultural Heritage of Mazandaran Province (80 individuals), totaling 200 (N). The sampling method used was a census. The data collection tool was a researcher-made questionnaire, whose face validity was confirmed by 10 professors of sports management, and its reliability was calculated to be $\alpha=0.84$.

Results

Through the review and analysis of interviews, 38 codes were identified in the form of 8 concepts under the main axis of conditions, 25 codes in the form of 6 concepts under background conditions, 22 codes in the form of 5 concepts under intervention conditions, 40 codes in the form of 7 concepts under strategies, 28 codes in the form of 6 concepts related to consequences, and 20 codes in the form of 2 concepts related to the central phenomenon of advancing sports diplomacy. The identified concepts in this research each have their own specific sub-variables, including main conditions, central conditions, background conditions, intervention conditions, strategies, and consequences, each of which has its own specific sub-variables. Figure (1) is derived from the data obtained from coding using the grounded theory method.
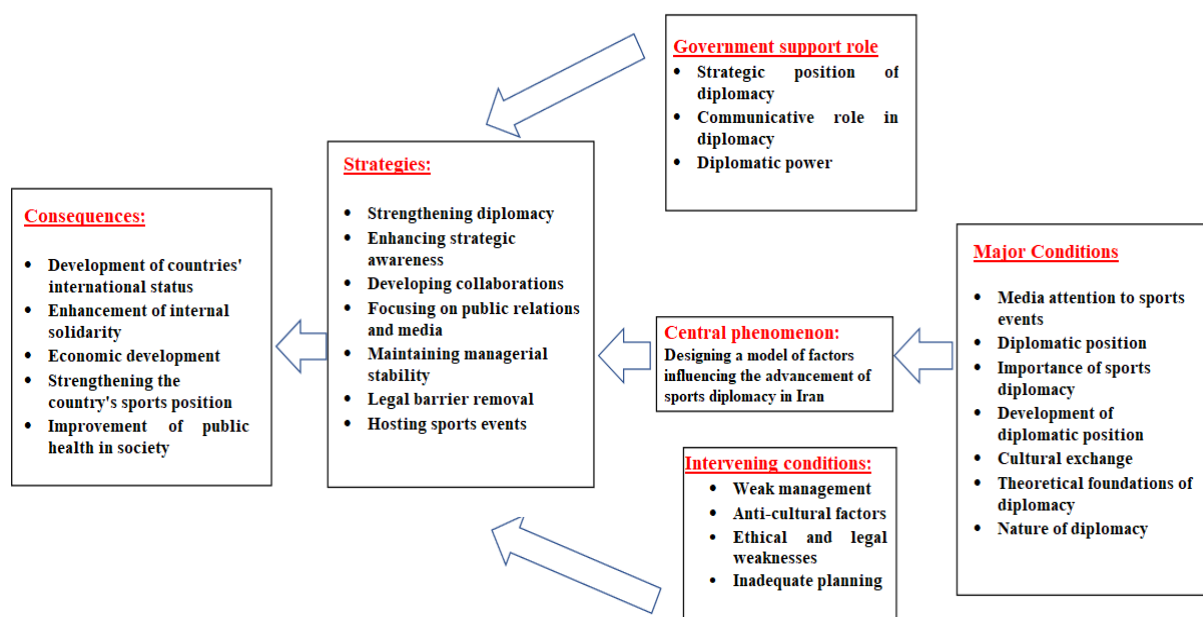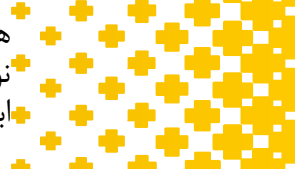

Figure 1. Paradigmatic Model of Research

Conclusion

Today, diplomacy plays a significant role as key decision-makers in global developments, not merely reflecting the behavior of governments but exerting a more pronounced influence. Politicians utilize media to present their objectives to the public and shape their judgments. By evaluating public opinions, policymakers aim to target their future plans. The potential of sports

can play a crucial role in sports diplomacy for a country. The increasing power and appeal of international sports events hold the most prominent position in this regard. Sports, being an attractive and beloved activity worldwide, demonstrate that sports events have become pervasive and serve as common interests globally. Furthermore, engaging in sports activities creates opportunities for interaction with foreign cultures. Moreover, sports serve as a peaceful tool for international affairs, allowing countries to strengthen relations worldwide.

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Brand and branding strategy: values, competitive position and value chain development

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Abstract

Introduction: A brand can be defined as a set of tangible and intangible attributes designed to create awareness and identity and build the reputation of a product, service, person, place or organization. The overall view of branding as a long-term strategy includes a wide range of activities from product innovation to marketing communications. **Method:** This article confirms the importance and validity of these factors with an extensive analysis of brand and branding strategy, values, competitive position and value chain development in its content. By examining the case study of Adidas and Nike media campaigns in the World Cup, the results indicate the importance of branding strategy and its effect in creating brand value, competitive differentiation and value chain development. **Results:** As a result, branding strategies are based on frameworks related to competition, value chain development and brand value management. Using these frameworks, companies can create strong and effective brands. Brand competitive positioning requires identifying a distinct market space and a place known as consumer perception. By effectively positioning the brand in the market, strategists can determine what the brand is built on, what its unique selling points are, how it overlaps with competing brands, and what value is derived from using the brand.

Keywords: Brand competitive position, value chain development and brand value management, brand protection and brand evaluation

Introduction

Organizations in various fields are facing huge challenges, the common focus of all of them is the development of knowledge, technology, innovation and entrepreneurship, and they also state: "We are still completely in the field of developing the culture of innovation and entrepreneurship with obstacles and limitations. We are often faced with the fact that if we ignore the obstacles and shortcomings in this field, these influential factors can lead to a failed experience"; Therefore, organizational learning and its continuous development depends on several factors, including innovative culture and internal branding of the organization. Today, organizational learning in order to produce, disseminate and use knowledge and turn it into innovation has become one of the important issues in organizations (2) and organizational learning as one of the foundations of establishing knowledge management and one of the tools to gain competitive advantage for Managers of current organizations are considered. Knowledge and know-how are the organization's strategic resources that must be managed and developed (2). Also, considering the impact of internal branding and its increasing power in creating a sense of belonging to employees with the organization, it seems vital for any business, especially in the field of service brands where the attitudes and behaviors of employees can make or break the brand (3).. Therefore, one of the main goals of any organization is to achieve performance. To reach this goal, there is no

other way than resorting to a kind of systemic, indigenous and applied point of view. The remarkable successes of the last decade of organizations with the least possibilities on one hand and the failure of organizations with the best material capabilities on the other hand, have shown the significant role of non-material and spiritual factors in their success. An organizational regiment that supports innovation as It is considered the effective factors in the performance of the organization (5). Today, many organizations and companies are facing increasing, stable and uncertain competition, which has intensified due to innovation, changing market environments and the changing needs of customers, and according to these changes and scientific and technological developments, successful and efficient organizations They are considered to be able to predict the path of changes and transformations in the future in addition to coordinating with the developments of today's society and are able to direct these changes in the direction of creating desirable developments to build a better future (3).

In the last two decades, organizational performance management has been noticed as one of the attractive topics, and this tendency has led to the emergence of many innovations in the fields of research and application (4). Because information related to performance enables organizations to gain competitive advantage (6). Also, the performance of small and medium-sized organizations, due to their importance and main role in the economic growth of many countries, needs more attention and analysis (8). It is also important to mention the fact that worldwide more than 95% of companies in are SME(7). It is created by differentiating product features such as product features, quality, choice, price and availability. Competitive brand positioning can be developed by addressing each step in the value chain from production to point of sale. Product innovation includes strategic initiatives in product design and the possibility of introducing new product categories and market development pipelines around pricing strategy, distribution strategy, and marketing communications. Brand names, logos, advertising and product packaging form the visual component of market development. The main competitors in the food manufacturing industry include Nestlé, Pepsi, Unilever and Kraft. health, nutrition and cost considerations In the above, they need to differentiate their brands within their categories and in the wider market space, Nestlé has 17 brand categories, with 23 separate brands in the cereal category alone, each brand with an identity with A separate rate has been created. Through distinctive product content, packaging, and product line development, pricing scales differentiate high-value and low-value brands within a cereal category (9).

A brand can be defined as a set of tangible and intangible characteristics that are designed to create awareness and identity and create the reputation of a product, service, person, place or organization. A holistic view of branding as a long-term strategy includes a wide range of activities from product innovation to marketing communications. The goal of branding strategy is to create brands that stand out from competitors, thereby reducing the number of substitutes in the market when brand equity is enhanced through differentiation. The brand is obtained, the price elasticity of demand decreases. Allowing the company to increase prices and improve profitability Branding strategies are built on the interdependent frameworks of competitive brand positioning, value chain development, and brand equity management. What the brand is, its unique selling points, how it overlaps with competing brands, and the value derived from using the brand. A competitive position is achieved through strong brand awareness, which can (10).

Brand and Branding Coordinated product development and market development efforts ensure a competitive position for the brand, leading to higher revenues and increased shareholder value. Brand equity is the set of assets and liabilities associated with a brand, such as image Positive Coca-Cola as a brand. Recreational drink or its negative image in terms of health and sugar consumption Brand equity management is becoming an important component of the company's strategy. Brands with successful offshoots or with sufficient differentiation to attract new customers, hotel chains such as Marriott, Radisson, and Westin engage in this type of strategy
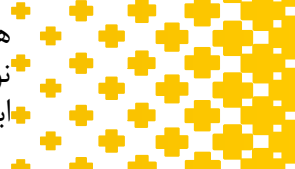
through their advertising, product promotions, and loyalty programs. Positioning your products in a crowded marketplace Brand protection A lot of time and effort goes into protecting your brand through copyright and trademarks Googlealone has 293 trademarks under its corporate umbrella.

Rank	Brand	Brand value ($bil)	Consumer perception rank	Brand revenue ($bil)	Company advertizing ($mil)	Industry
1	Apple	87.1	11	108.2	933	Technology
2	Microsoft	54.7	1	73.7	1600	Technology
3	Coca-Cola	50.2	29	22.8	3256	Beverages
4	IBM	48.5	20	106.9	1373	Technology
5	Google	37.6	7	36.5	1544	Technology
6	Intel	32.3	6	54	2100	Technology
7	McDonald's	37.4	85	85.9	769	Restaurants
8	General electric	33.7	49	124.7	-	Diversified
9	BMW	26.3	5	73.7	-	Automative
10	Cisco	26.3	15	46.1	325	Technology

Figure 1. The most powerful brands in the world (Badenhausen, 2012)

The global brand ranking is a measure of brand equity, a combination of brand financial value and positive consumer sentiment. Brands that are valuable both in terms of revenue and financial profitability and have been able to attract consumer interest are included in this top ranking. Some brands have high financial value with their strong revenue, while others have achieved success by influencing consumers. Long-term brand loyalty is developed based on initiatives that address brand image and brand experience. Branding strategy is the tendency to permeate the brand identity through all the company's customer-facing functions and extend the brand experience. The brand experience focus moves beyond the customer's perception of the brand to measurable measures of customer satisfaction across the value chain to customer retention.
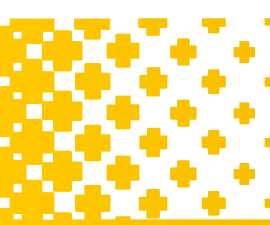
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The Role of Sports Para-diplomacy in Regional Sustainable Peace

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Abstract

Introduction: The aim of this study was to investigate the role of sports Para-diplomacy in regional sustainable peace. **Method:** In this research, the analytical review of existing articles in the field of para-diplomacy, sports para-diplomacy and sports and sustainable peace was used. **Results:** Para-diplomacy, in conjunction with the capacities of border regions' cities and institutional structures, for establishing sustainable relationships with neighboring countries and reducing tensions in border areas, is considered a contemporary approach. Combining this form of diplomacy with the sports capabilities of border regions shapes sports Para-diplomacy, which can introduce the peaceful nature of sports into the realm of regional relations. The existence of cultural commonalities such as language, customs, and traditions among border regions and neighboring cities greatly facilitates the organization of sports events and the dispatch of sports envoys, enabling the utilization of this capacity for the design of appropriate sports programs. **Conclusion:** Special sports events, indigenous traditional sports competitions, establishing sports tourism capacities, and efforts to host international sports competitions and events in neighboring cities are among the instances that can contribute to improving relations, fostering peace, and achieving regional sustainable peace. They also promote a friendly discourse space and bilateral or multilateral cooperation among neighboring and bordering countries.

Keywords: Border Regions, Para-diplomacy, Regional Sustainable Peace, Sports.

Introduction

Ensuring security and sustainable peace in border regions stands as a paramount goal for governments. The primary objective of Para-diplomacy is to foster constructive relationships, enhance communication, cooperation, prevent misunderstandings, and reduce social, cultural, and associated repercussions of conflicts among neighboring countries and regions. In the context of today's globalized world, we witness increasing interconnections and interdependencies between regions, countries, localities, and citizens from all corners of the globe. Para-diplomacy, as an effective approach emphasizing new actors on the international stage, particularly within border cities, can play a significant role in resolving regional disputes, expanding regional and even trans-regional and international interactions.

Sports, considered a powerful and influential diplomatic tool in the contemporary world, holds substantial potential for fostering sustainable relationships and peaceful coexistence among nations. Numerous historical examples demonstrate the role of sports in rekindling relationships and interactions between countries. However, the role of sports in maintaining peace and reconciliation among neighboring and adjacent countries has received less attention. Therefore, this article addresses the following questions: How can sports Para-diplomacy serve as an agent for peace development, tension reduction, and bringing countries closer together? What are the tools for establishing sustainable relationships in sports Para-diplomacy? Can sports Para-diplomacy create a foundation for regional sustainable peace?

Peace and Sports Para-diplomacy

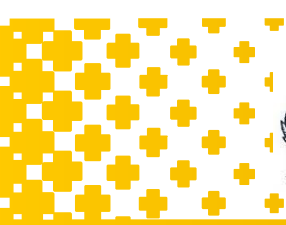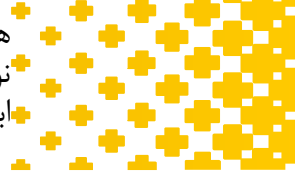Peace is a global ideal and one of the most essential necessities of the modern era, forming the foundation of human life. The advancement of society, tranquility, and well-being all require the realization of peace. Peace is not merely a relationship; it entails the exchange of thoughts and emotions, mutual affection, and acceptance of one another. One of the goals of the Olympic movement is also to contribute to ending international and political disputes and promoting peace development [1]. Peace is not an absolute concept and can have different definitions based on various religious and cultural worldviews. Peace can be studied from various perspectives. In political culture, peace refers to peaceful coexistence in relations between countries or different systems, respecting the principles of sovereignty, equality of rights, immunity, territorial integrity of any nation, large or small, non-interference in the internal affairs of other countries, and the settlement of international issues [2]. There exists a thin line between maintaining peace (preventive diplomacy) and peace-building (establishing peace). Maintaining peace aims to limit violence, while peace-building, after a war, seeks to reconstruct and rebuild the fabric of a society, especially following destructive international wars or internal conflicts. In essence, peace-building complements the process of maintaining peace, where maintaining peace involves having prepared military forces by a third party to prevent violence. Peace-building involves social, cultural, physical, and structural initiatives that aid in reconstruction and reconciliation [1,2].

Due to globalization, especially cultural globalization, diplomacy has also transformed and adopted a new approach. Countries have had to alter their approach to relationships, and with these fundamental changes, they can no longer rely solely on governmental exchanges and interactions within the framework of traditional diplomacy [3]. Solitudes (1990, 1993) was one of the first researchers who attempted to find a new term or label to identify this relatively diverse array of non-governmental diplomatic forms. He initially chose the term "Para-diplomacy," an abbreviation for parallel diplomacy, which denotes the foreign policy of non-centralized governments. This concept later appeared in academic literature through the writings of Duchacek (1990) [4]. Para-diplomacy emphasizes a new spectrum of international actors, including state and provincial authorities and officials, who operate independently while acting in alignment with the policies and objectives of the central government. Diplomatic activities associated with Para-diplomacy have three dimensions: 1. Diplomacy of conflict prevention. 2. Activities during conflicts. 3. Activities after the end of war and conflict [5]. In recent years, the resolution of disputes between neighboring countries through the capacities of Para-diplomacy has transformed it into an effective element in regional relations. Local governments and border cities are political entities that possess the best understanding of these regions.

Sports diplomacy is a powerful and adaptable tool in foreign policy that lays the groundwork for enhancing diplomatic relations between governments, thereby increasing understanding among nations and fostering sustainable peace and international stability [2]. The impacts of sports are not limited to the post-conflict phase; rather, the benefits of sports can also be harnessed in the aftermath of violence and war [6]. Sports symbolize peace, coexistence, tolerance, and acceptance, serving as a platform for organizing and structuring intercultural communications on a global scale, under the umbrella of peace and security. While many researchers consider the primary role of sports in international relations as a form of public diplomacy, it can precisely express secondary national interests (such as visibility, ideological manifestation, status enhancement, legitimacy), test foreign policy initiatives, promote the growth and improvement of cultural exchanges, and reduce the potential for practical conflict by channeling antagonisms in a controlled and limited domain [1].

Although the concepts of sports and diplomacy have different objectives, they still bring nations and different cultures under the same umbrella of peace. It is generally accepted that sports diplomacy utilizes sports and its branches as tools to establish important links between

nations [7]. The application of this type of diplomacy in relations between neighboring countries has shown contradictory consequences in inter-country relationships. Nevertheless, successful examples of using sports to revive regional relations and improve the strained ties between neighboring countries are evident. An important example is the use of sports in resolving conflicts between the two Koreas. First attempts in this field were made in October 1990 with the organization of the "Unified Football Tournament." This friendly tournament, made possible through discussions between the sports ministers of the two Koreas during the Beijing Asian Games, provided a platform for sports cooperation between these two divided countries. A decade later, the first "Unity Basketball Games" were held in the capital of the two Koreas. Following the initial two matches, where men's and women's teams played against their northern counterparts in Pyongyang in September, two more games took place in Seoul in December. The Pyongyang Games marked the first sports events in North Korea to be broadcast on South Korean television. The increase in sports exchanges between South Korea and North Korea in the early 2000s created a unique opportunity to analyze the role of adaptability and effectiveness of contemporary sports diplomacy. Both South and North Korea established a multifaceted network of communication through sports to convey their diplomatic messages to each other [8]. This led to remarkable moments, such as during the 2014 Asian Games in Incheon, where South Korean people and officials treated North Korean athletes with special respect [1]. During the athletes' parade at the opening ceremony of these games, all spectators in the stadium stood up from their seats and cheered while holding North Korean flags to encourage them. Furthermore, the presence of political representatives and North Korean athletes at the opening and the 2018 Winter Olympics, hosted by Pyeongchang, South Korea, was another example of the two countries' efforts to foster sustainable relations, although it was not entirely successful [8]. Sports were also employed to revive relations between Saudi Arabia, Kuwait, and Egypt. Efforts were made to create opportunities for sports events between these countries, aiming to restore relations that had been severed after Egypt's peace treaty with Israel. In Egypt, warm receptions were given to groups from both of these countries, and symbolic gifts were exchanged between players and managers. These events had a positive impact on creating a public atmosphere conducive to reviving official relations [1]. In addition, the world rugby tournament in Ireland is also an interesting example. Each year when the members of the national team are selected, the warring factions of Southern Ireland and Northern Ireland put aside their fierce enmities, and players from both regions combine to form the Irish national team. A team that the people of both nations cheer for and accept as their national team [8].

Thus, the use of sports in relations between neighboring countries has a historical precedent. However, the point to consider here is how effectively the sports capacities of cities and border regions of countries can contribute to creating border stability and peaceful relations (sports Para-diplomacy). Sports Para-diplomacy, through utilizing the sports capacities of a country's cities and border regions, can play a role in establishing sustainable relations, reducing border conflicts, and promoting peace by facilitating regional interactions and increasing security in border areas. Sports, due to their pervasive influence on various aspects of people's lives, have significant potential for use in this type of diplomacy. In essence, sports Para-diplomacy, employing its unique tools, can contribute to restoring and maintaining peace and stability in border regions.

Tools of Sports Para-diplomacy

The use of any form of diplomacy in international relations requires its own specific tools. Below are some important tools in the context of utilizing sports Para-diplomacy:

- **Events:**

Organizing competitions between neighboring countries, especially between those that have had disputes for a period, can serve as a tangible indication of their willingness to redefine and

reconsider their relations. Hosting sports events in a friendly atmosphere or engaging in official sports competitions between teams from neighboring cities are considered among the most significant tools of sports Para-diplomacy. The presence of athletes in sports teams, accompanied by municipal and sports officials, represents a crucial step in establishing or enhancing political, cultural, and even economic relations between two cities or adjacent areas. In this regard, the country has taken appropriate measures, including the regular organization of special sports events hosted by border provinces and inviting teams from neighboring countries' border provinces. Additionally, considering that neighboring cities and provinces often share significant cultural affinities, an important aspect that has been overlooked is the utilization of indigenous and traditional sports and the organization of competitions in this domain. This can create good potential for communication and sports-related opportunities. In summary, these tools of sports Para-diplomacy encompass a wide array of activities and initiatives that harness the power of sports to bring people together, promote understanding, and contribute to fostering lasting peace and stability in border regions and beyond.

- **Sports Ambassadors:**

Athletes, coaches, referees, and even sports managers are considered important ambassadors in the field of international relations for their respective countries. Some countries utilize their globally renowned athletes and coaches as diplomats or representatives in international forums, or even as roving ambassadors. Some of these individuals undertake unofficial diplomatic missions, such as indirectly promoting their country's interests [1]. In sports Para-diplomacy, the use of sports ambassadors is much easier due to the fact that neighboring border regions often share a common language or dialect, which simplifies and reduces the cost of communication. These sports ambassadors play a role as intermediaries in developing mutual understanding through various joint programs between countries, serving diplomatic functions. Exchange of athletes, coaches, referees, and even, if necessary, sports managers, or inviting representatives from neighboring border cities to participate in sports events, ceremonies, and celebrations can lay the groundwork for friendly and peaceful relations between two neighboring regions. These sports ambassadors play a significant role in fostering relationships and promoting peace by acting as bridges of communication and understanding.

- **Joint Hosting:**

When FIFA granted joint hosting rights for the 2002 FIFA World Cup to South Korea and Japan, similar expectations were held. FIFA hoped that the tournament would help overcome the 500-year rivalry between the two hosts [8]. However, this did not materialize. Similarly, when the AFC Asian Cup was held in 2007 in the countries of Thailand, Malaysia, Indonesia, and Singapore, many anticipated that commercial disputes would arise among these nations due to the potential profits from the games. Surprisingly, by the end of the tournament, not only did such disputes not arise, but the governments and commercial entities of these countries became more interdependent, leading to closer ties [1]. In fact, the major reasons behind nations pursuing sports collaborations are the creation of peace and cooperation. Joint hosting of sports events in neighboring regions and cities can provide a platform for enhancing political, economic, and cultural relations. It can foster sustainable interactions between these regions, paving the way for closer political, economic, and cultural ties.

- **Sports Tourism:**

Sports tourism refers to traveling to different regions with the purpose of active or passive participation (as a spectator or visitor) in sports-related activities. Active participation involves being present at a location to engage in sports activities, which can be in the form of official sports competitions or informal and recreational sports. Utilizing the sports facilities of border cities to host competitions and facilitating the presence of residents and athletes from neighboring and bordering cities, both actively and passively, can promote greater sports and cultural
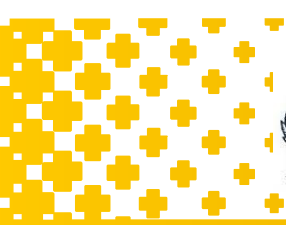
exchanges between adjacent border regions, fostering sustainable relationships. Recreational sports tourism attractions represent a significant potential in this field. By creating tourism infrastructure and implementing effective promotion strategies, substantial benefits can be gained from these attractions.

Discussion and Conclusion

Peace means the establishment of tranquility in normal relations with other countries and the absence of war, as well as the absence of a threat system. Security at a country's borders and the presence of sustainable peace with neighboring countries are essential and undeniable geopolitical necessities within the political structure of any country. Para-diplomacy and the utilization of the capabilities of border cities and institutional structures in border regions to establish sustainable relations with neighboring countries and reduce tensions in border areas constitute a contemporary approach. Combining this type of diplomacy with the sports capacities of border regions will shape sports Para-diplomacy, which can introduce the peaceful nature of sports to the realm of regional relations. Sports Para-diplomacy enables policymakers to encourage sports federations and provide necessary facilities to organize friendly games or send athletes to regional or trans-regional competitions, creating conditions for neighboring and bordering countries to become closer. The existence of cultural commonalities, such as language and customs, between neighboring and border cities facilitates the presence of sports ambassadors and the planning of appropriate sports programs. Special sports events, traditional sports competitions, the promotion of sports tourism, and efforts to host international sports events in neighboring cities are among the measures that can improve relations, create sustainable peace, and achieve regional peace.

In conclusion, peace signifies the establishment of harmony in normal relations between nations, the absence of war, and the absence of a threatening system. Ensuring security at a country's borders and maintaining sustainable peace with neighboring countries are essential aspects of a country's geopolitical landscape. Para-diplomacy, coupled with the sports capacities of border regions, can give rise to sports Para-diplomacy, fostering peaceful relations through sports activities. By encouraging sports federations and facilitating the participation of athletes in various competitions, sports Para-diplomacy can bring neighboring and bordering countries closer together. Leveraging cultural similarities and hosting sports events can further facilitate this process, contributing to improved relations, sustainable peace, and regional stability.

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Designing a model of the effects of tourism-sports development in Iran based on a social approach

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Abstract

Introduction: Tourism is the best way to enhance culture, create international understanding and achieve rich economic income, and for this reason, it is of particular interest to countries. The purpose of this study is to provide a model of the effects of tourism-sports development with a social approach. **Method:** The current research is a type of survey research that was conducted in a mixed form (quantitative-qualitative). Have 3 years of experience and were selected as a whole. In the qualitative part, the professors of the university were in the field of tourism and sports management, which reached saturation after 18 interviews using the snowball method with the foundation's data method. The research tools included semi-structured interviews and a researcher-made questionnaire, which was designed in two ways according to the research objectives and methods. The Kolmogorov Smirnov test was used to check the normality of the data, and coding was used to categorize the qualitative part and check the relationships between the research variables. **Results:** 23 identified factors were categorized in the form of 5 factors including culture of altruism, sufficient security and safety, management procedures, human aspects, joint activities. The results of the research also showed that the factor loadings are higher than 0.4 in all cases, which indicates the fit of the model. **Conclusion:** Discussion and conclusion: through the establishment of clear and up-to-date rules and guidelines for sports tourism activists and the way of using tourism resources, attention to the discussion of education and information at the public level, appropriate development of sports tourism infrastructures and superstructures, tangible positive effects of tourism for people The society can play a major role in controlling the effects of sports tourism - especially the socio-cultural effects. **Keywords**: sports tourism, development, social approach, structural equations.

Introduction

One of the important areas of tourism is sports tourism. Sports tourism is one of the types of tourism that plays an important and influential role in achieving tourism goals in any society [3] The important functions of sports in the world have made it possible to take advantage of it in order to develop

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tourism, mainly sports tourism[9]. In the past years, sports tourism has included a major part of the success of societies in the field of tourism. This issue has caused many countries to take necessary measures to develop sports tourism. In recent decades, sports tourism has grown a lot in the world's tourism industry [6]. Today, the role of sports in the industry and economic prosperity in cities and regions is undeniable, and on the other hand, the attractiveness of sports activities in the eyes of people is more than in the past and it has become one of people's hobbies and pastimes [2]. A strong interest in following sports games brings with it trips to see the games up close; Therefore, today, sports has become one of the important events in motivating travel and recreation (sports), and sports tourism is considered one of the phenomena of our world today. Nowadays, instead of being just a place for sports, sports stadiums are becoming a tourist destination [1]. Sometimes tourism becomes a tool for peace and dialogue between civilizations, and sometimes it becomes a link between cultures [10]. The amount of tourist travel in the world charts shows that it has increased from 25 million people in 1950 to 278 million people in 1980, 1.18 million people in 2016, and this figure is expected to reach 1.8 billion people in 2030 [8]. Reach With the expansion of the tourism industry and market in different regions of the world, some of the leading countries in this industry and market have faced issues caused by adverse effects on natural resources, environment, pollution, consumption pattern and social systems [5]. Today, with the increase in the number of tourists in the world and with the aim of preserving, protecting and supporting the environment, social structures, cultures and customs, the new concept of sustainable tourism has attracted the attention of many people. Also, sports tourism has the ability to influence in various fields [11]. The importance of tourism for the development of some issues in societies has caused it to be used for the promotion of some social and cultural issues. Blais et al. (2018) and Fari et al. (2019) also pointed out that Greece's lack of proper use of the 2004 Athens Olympics in the development of sports tourism and the creation of a sports tourism destination in the world should be considered as a good experience [2]. Be used in other countries. Hitch and Leto (2018) stated that sports tourism and taking advantage of its potential is one of the important goals of Japan in some future sports events, including the 2019 Japan Rugby World Cup and the 2020 Tokyo Olympics. Watanabe et al. (2018) also announced that sports tourism is one of the important types of tourism that causes the growth and expansion of tourism in Malaysia. Hodak et al. (2018) also determined that sports tourism played an important role in the success and achievement of the goals of the 2016 Rio Olympics. In Iran, due to its geographical, cultural and political characteristics, as well as the specific nature of sports tourism, there are uncertainties regarding the functions of sports tourism in Iran, there are social relations. The lack of comprehensive researches in this field has led to the emergence of fundamental problems regarding the possible functions of sports tourism on social relations. This problem has caused that in the current environment of Iran, sports tourism is not taken advantage of in order to improve social relations, and this problem has been the motivation for the present research. Therefore, the current research tries to answer the question that what are the effects of sports-tourism development in Iran based on the social approach and what model can be presented for it.

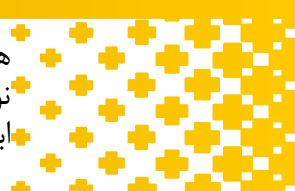## Methodology

The current research is a descriptive-survey research that was conducted using a mixed method (qualitative and quantitative). The statistical population of the current research in the qualitative part includes experts in the field of sports tourism. For this purpose, 18 experts were selected as a sample of the research in the qualitative section, an interview was conducted with each of these people, and each interview was analyzed, and the codes related to the research were extracted through the snowball to saturation method. Receipt. Also, in the quantitative part of the statistical population, there were 250 managers and experts of organizations in charge of sports tourism and people knowledgeable in the field of sports tourism, university professors in tourism fields and post-graduate students, including doctoral and master's students. In the qualitative part, interviews were conducted
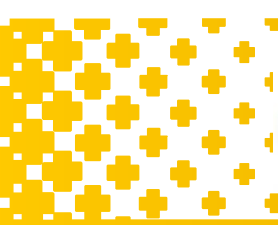
with the experts, and in the quantitative method, the extracted codes were set up as a questionnaire, and after confirmation, the questionnaires were distributed and collected among the statistical community. The research tools included semi-structured interviews and a researcher-made questionnaire, which was designed in two ways according to the research objectives and methods. In general, this questionnaire contained 23 factors affecting the sustainability of sports businesses. First, in order to structure these factors, according to the use of interpretative structural modeling, questions were designed as a pairwise comparison. Then, in order to test the model drawn using the structural equation method, questions were designed in the form of a 5-point Likert scale. The content validity of this questionnaire was examined using the opinions of 10 university professors. The content validity index value was 0.93. Also, the construct validity of the questionnaire was investigated using the confirmatory factor analysis method. The reliability of this questionnaire was determined using Cronbach's alpha calculation for the interpretive structural modeling method questionnaire at 0.80 and for the structural equations questionnaire at 0.79. In order to analyze the data of this research, the Kolmogorov Smirnov test was used to check the normality of the data and the structural equations to check the fit of the model. In the qualitative part, the Foundation's data method was used. The entire data analysis process of this research was done in SPSS and PLS software.

Finding

Table 1: Open and axial coding

factor	Extracted features
Culture of altruism	1. The formation of programs related to sports tourism in line with the culture of altruism 2. Paying attention to all groups, colors, races and genders in planning related to tourism 3. Holding symbolic sports tourism festivals with different groups, races and genders from all over the world 4.Giving importance to religions and religious values of different religions in programs related to sports tourism
Sufficient security and safety	1. Improving the security and safety of sports tourism 2. Education regarding respect for human rights during the processes related to sports tourism 3. Management and control of terrorist behaviors and activities during activities related to sports tourism
Management procedures	1. Creating advertisements in the virtual space and using sports tourism capacities 2. Creating capacity for women and special groups, including the disabled, to benefit from programs related to sports tourism. 3. Lack of political influence in the management and implementation of programs related to sports tourism 4. Promotion of sports tourism in border areas 5. Eradication of administrative corruption in the field of sports tourism 6. Writing down the capacities and potentials related to sports tourism
Human aspects	1.Participatory decision-making in the management and implementation of programs related to sports tourism 2. Using people's contributions to implement programs related to sports tourism 3. Using expert and capable human resources to create communication in sports tourism

	4. Recruiting and empowering local human resources in the process of implementing programs related to sports tourism
Joint activities	1. Holding some events related to joint sports tourism 2. Holding special joint sports tourism events 3. Holding sports tourism programs during tension 4.Inviting and creating memorandums of understanding with countries of the world to cooperate in the implementation of programs related to sports tourism

According to the results of the qualitative part of the research, 23 identified factors were categorized in the form of 5 factors, including the culture of altruism, sufficient security and safety, management procedures, human aspects and joint activities. In order to structure the identified factors, the interpretive structural modeling method was used. Table 2. The results related to the final achievement matrix are displayed.

Table 2: Final achievement matrix

Agents	5	4	3	2	1
altruistic culture (factor 1)	1	1	1	1	0
Sufficient security and safety (factor 2)	1	0	0	1	1
Management procedures (factor3)	1	0	1	0	1
Human aspects (factor 4)	1	1	0	0	1
joint activities (factor 5)	1	1	1	1	0

Table 3. It has displayed the results related to the outputs, inputs and shares of the agents.

Table 3: Outputs, inputs and shares of identified factors

Factor	Subscription	prerequisite	Access	level
altruistic culture (factor 1)	2-3-4	2-3-4-1	1	1
Adequate security and safety (factor 2)	1-5	2	2-5-1	2
Management procedures (factor 3)	1-5	3	3-1-5	2
Human aspects (factor 4)	1-5	4	4-1-5	2
joint activities (factor 5)	2-3-4	4-3-2-5	1	1

The results of the table indicate that to determine the relationships and leveling of the criteria in the ISM interpretive structural model, the set of outputs and the set of inputs for each criterion must be extracted from the received matrix. Effectiveness or inputs): includes the criterion itself and the criteria that affect it. After determining the achievement set and the prerequisite set, the share of the two sets is calculated. The first variable for which the commonality of the two sets is equal to the achievable set (outputs) will be the first level. Therefore, the elements of the first level will have the most influence in the model. After identifying the indicators of the first level, these elements are removed and the process of calculating the achievement and prerequisite set continues. This process continues until all indicators are removed. Therefore, the culture of altruism and cooperative activities are considered to be level one and the rest are level two.
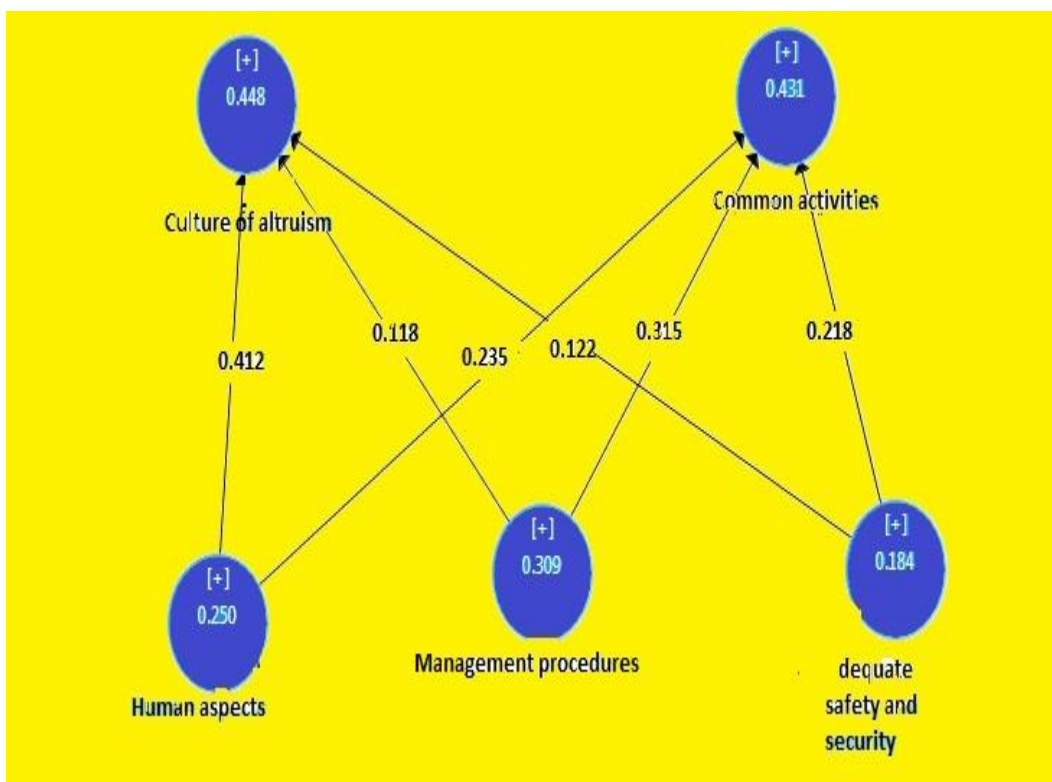
Figure 1. The model for measuring the effects of sports-tourism development in Iran based on the social approach

The results of the research showed that all the relationships of the research model have a significant effect due to having a t value higher than 1.96. In order to check the validity of the current research model, the fit indices related to structural equation method with PLS approach were used. Table 7 shows the results related to the fit indices of the above model.

Table 4. The parameters of the measurement model

	Culture of altruism	Culture of altruism	Human aspects	Management procedures	Sufficient security and safety
Cronbach's alpha	0/750	0/721	0/784	0/751	0/635
Composite reliability	0/841	0/827	0/847	0/831	0/804
Mean variance extracted	0/570	0/544	0/481	0/496	0/578
R^2	0/431	0/448	0/309	0/250	–
Q^2	0/228	0/227	0/135	0/107	–
GOF			0/267		

The results related to the fit indices of the research showed that the value of Cronbach's alpha and composite reliability in all factors is higher than 0.6, which indicates the appropriate reliability of the model (Bentler et al., 1998). Also, the results of the research indicated that the convergent validity

rate for all factors is above the criterion level of 0.4, which indicates the appropriateness of the convergent validity rate of the research. Also, the divergent validity in the current research was examined and confirmed in the form of matrix of factors in factors. Also, according to Figure 1, all factor loadings related to the research factors are more than 0.4, which indicates the appropriateness of this criterion. According to the value obtained from R2 in all factors, it shows that the factors are at an average level in this index due to the complex relationship between the variables. The results show that the values have been introduced at an average level for Q2 and in all factors, a value greater than 0.32 was obtained, which indicates the appropriateness of this index. Finally, the GOF index has been introduced and was equal to 0.267, which indicates the general fit of the average model. With this attention, it was determined that the model presented in this research has a good fit.

Discussion

The results of the present research indicated that adequate security and safety as one of the most important factors causes the formation of other factors. In other words, this problem tells the importance that in order to manage and improve factors such as management procedures, human aspects, culture of altruism and joint activities, there is a need to establish sufficient security and safety in the first stage. In other words, creating conditions to improve security and safety will create a platform for the improvement of other factors. Due to the presence of a large number of people in programs related to sports tourism, without a doubt, security and safety are important and necessary. Be Improving the security and safety of sports tourism activities will cause these activities to become widespread at different comprehensive levels. In other words, the development of sports tourism requires having sufficient security and safety in this regard. Because tourism is a development in which balance and interaction and preservation of values and quality of ethics and economic principles as well as economic advantages are all seen together and efforts are made to have a balanced and all-round development instead of mere development. Become economical Based on this, many tourist places have been able to improve their situation to a point worthy of attention by using this approach and overcome their economic problems, such as the low level of per capita income, high unemployment and lack of foreign exchange earnings. Therefore, tourism is an extraordinary force for change, which is considered a force for happiness in many countries. Thousands of visitors who come for sightseeing, not only bring money with them, but also affect the lives of local residents. Through sports tourism, a series of things should be taken into consideration. including: achieving food security, improving nutrition and agricultural development, providing renewable infrastructure along with comprehensive and sustainable development in line with industrialization and innovation development, building safe, renewable and sustainable places and residences, supporting and developing the use sustainable of the earth's ecosystems, sustainable management of forests, combating desertification, stopping land erosion and stopping damage to biodiversity and creating effective structures at all levels. In general, all of these cases can move in the right direction if experts and managers are used in this field, so that in addition to improving the situation of the region, the necessary conditions for a good living environment, stable economy, preservation of culture and preservation of natural capital are provided.. Therefore, humans and human societies are the main axis of sustainable development. The goal of sustainable development is comprehensive development, and comprehensive development will not be possible without social development. In the social development of empowerment, goals such as cultural identity, social solidarity, organizational development, and participation of human citizens and the possibility of social mobility are emphasized. In general, increasing sports tourism in the field of social development, creating cultural exchange, positive effects on cultural identity, encouraging local residents to social-cultural activities, reviving forgotten traditions and ceremonies, promoting and increasing the city's reputation, social vitality and equality. It provides gender and... For the residents and people of the region.

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Identifying and Explaining the Effective Indicators in Development of Social Capital through Sports in Urban Society

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Abstract

Introduction: The evolution and transformation of sports occurs in the social sphere, but its development is achieved in close connection with the social environment. Indeed, sports reflect the social relations. This study identifies and explains the effective indicators in developing social capital through sports in Urban Society and presents a model. **Method:** It is an applied research, of a mixed (quantitative and qualitative) type. It is a descriptive-analytical, exploratory research in its method of data analysis, and a prospective field study in its data collection. The statistical population of the research in the qualitative part includes experts in sports management and sociology with a teaching experience of at least 6 years and research on the sports and social capital. Twenty people were selected by purposeful sampling. The population in the quantitative part includes all faculty members of sports management in the country's universities; a sample of 155 people was determined and selected randomly based on the Morgan table. The research data collection tool in the qualitative part was an in-depth and semi-structured interview, and a researcher-made questionnaire in the quantitative part comprising 113 questions and 6 components. Descriptive statistics and inferential statistics methods were used to analyze the data and respond to the research hypotheses with the help of SPSS version 21 and LISREL version 8.8 software. **Results:** The results of the study showed that the identified indicators affecting the development of social capital through sports in urban society included sports voluntary associations, sports participation, sports team fan clubs, championship sports, sports media and ritual sports indicators. **Conclusion:** As there is a positive relationship between different forms of sports participation and the development of social capital, it is necessary to identify the main problems and issues involved in this relationship, and efforts to strengthen sports participation of citizens can be a valuable strategy to expand its social capital.

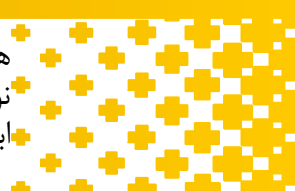**Keywords**: Social Capital, Sports, Urban Society

Introduction

A revolutionary change has been made in the concept of capital and new capital have been proposed in recent decades. One of the most well-known of these new capitals is social capital. Social capital is mainly based on cultural and social factors. Presence of various links, collaboration, mutual trust, and communication between members of a network leads to achievement of the goals of members [19]. Also, social capital brings success for development programs, and accepting this concept as a kind of capital at macro-development management level can create a new understanding of socio-economic systems and make officials better guide society towards development [28]. Without social capital, no society can achieve any capital, so that many groups, organizations, and human societies could achieve success without economic capital and solely on the basis of human and social capital. Without social capital, no human society can take useful and purposeful actions [29]. Also, social capital gives meaning to one's life and makes life easier and more enjoyable.

Hoffman et al. (2015) stated that social capital does not mean monetary or personal property, but rather tangible things that are widely used in everyday life, such as goodwill, socialization, consultation, and social trade among individuals and families establishing a social unit. Each of the researchers who have discussed on the concept of social capital has given a specific definition. Coleman considers social capital as criteria, social networks, and relationships between adults and children that are valuable for children development [8]. Bourdieu (2011) also believes that social capital is the sum of real or potential resources. It is result of a durable network of more or less institutionalized relationships of mutual recognition and familiarity or membership in a group. Fukuyama (2011) also argues that social capital is a tangible form of an informal norm that promotes cooperation between two or more individuals. In general, it can be stated that social capital is a resource for facilitating collective action, and this resource, in addition to awareness and attention to socio-political issues (cognition), includes trust (public or generalized trust or institutional-civil trust), norms or reciprocal transactional behaviors (cooperation) that operate within social networks and structural elements are networks and partnership [9].

Various factors are involved in the formation of social capital in individuals and society and sport is one of them [27] [23]. Nowadays, sport has influenced the structures of human life so that it is considered as one of the indicators of human life, and based on tendency of people to sports activities and fields, their lifestyle and social capital can be recognized and identify their personality traits and habits. Also, sport has led to the understanding of common symbols to create agreement and shared understanding among individuals in line with social cohesion [31]. Sport in the field of social studies as a social phenomenon associated with interaction of participants, including athletes, coaches, fans, and social organizations can also be considered as a kind of generation of scientific knowledge to interpret, understand, explain human behavior models and solve social problems. Elias (2014) views sport as a key to recognizing societies and considers it a suitable element for analysis in the field of structures governing societies. Thus, recognizing the sport interaction in social relations makes the creation and expansion of a new and emerging field of sport sociology inevitable [24]. The relationship between sport and social capital is investigated from different perspectives, and what attracted the attention of sport researchers to social capital is that type and extent of social interaction of humans in the field of sport has social and economic impacts for whole society [25].

In a study entitled "Creating social capital through participation in sports events and identifying the social effects of participatory sports events on local society," Zhou and Kaplanidou showed the development of social capital in all participants. Sport, as one of the individual and social manifestations is important for the proper fulfilling of individual, family and social roles in addition to maintaining the mental and physical health of individuals in a society. Seippel (2016) showed that being a volunteer member of a sports organization leads to the development of social
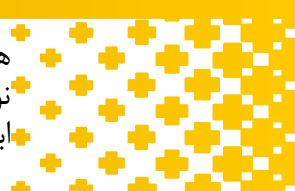
capital in general and trust and work commitment in particular, and individuals who have higher social trust have higher sport activities. He argues that sport affects social capital by increasing self-confidence, expanding social relations, and increasing morality. Levay (2018) also reported a significant positive relationship between participation in sports and social capital development and between social capital, social trust and being volunteer. McPherson (2017) considers socialization through sports as a factor involved in social capital development and the components of trust, cohesion and identity. In their research, Delaney and Keaney (2018) referred to relationship between social capital and sport and Tonts (2015) stated that sport is an important part of Australian rural life and social capital is a positive source in rural areas. In another research conducted by Atherley (2016) concluded that social capital can cause social networks to take their shape and function from sports. Haghighatian and Heydarkhani (2017) found that there was a significant relationship between all variables of social capital, including social trust, social cohesion, social participation, knowledge and social interaction and urban development.

Nowadays, the importance of strengthening social capital in urban societies is more visible and tangible than before, and the disruption in social relations in the city, reduced cooperation, weakness in the social support of urban society in urban development programs, weakness in social security, and disciplinary affairs, and non-participation of citizens' in economic and social development planning in many cities of Iran, especially in metropolitan areas, have led to loss of material and spiritual capitals and increasing urban problems and anomalies. Given the functions and effects of social capital in a society on the one hand and the expansion of public interest in sports participation at its various levels (recreational to professional) and its effect on the formation of social capital and to expand the findings of other researchers in this field, and solving social problems in urban societies, in the present study, the researcher seeks to identify and explain the effective indicators in development of social capital through sports in urban society so that the desired indicators of social capital development through sports to be presented as strategies to develop social capital in urban societies.

Methodology

It is an applied research, of a mixed (quantitative and qualitative) type. It is a descriptive-analytical, exploratory research in its method of data analysis, and a prospective field study in its data collection. The statistical population of this research in the qualitative part included 20 experts from university professors with doctorate degrees in sports management and sociology with at least 6 years of teaching and research experience in the field of sports and social capital. They tried to identify effective indicators on the development of social capital using sports in urban society. And the statistical population in the quantitative part of the current research includes all the academic staff members of the sports management field of the country's universities, which according to the researcher's search and estimation, this amount was approximately 270 people in 2019, which after identifying and explaining the indicators affecting the development Social capital using sports in urban society (in the qualitative section) prioritized the effective factors. The number of samples in the qualitative part of this research was selected using the purposeful sampling method.

The selected people (20 people) were people who met the researcher's desired criteria, such as having a doctorate degree to be selected as a statistical sample, and also had a deep understanding of the subject under study. Sampling was done from a limited population and the sampling was done until the saturation stage, and until new information was received in the interviews, the content of the interviews was analyzed and the process of interviewing and data analysis continued, in total, 20 professors and experts in sports management and sports sociology were interviewed. The sample size in the quantitative part of the research was determined based on the table of "Morgan and Jersey" equal to 155 people. And the sampling was done in a simple random
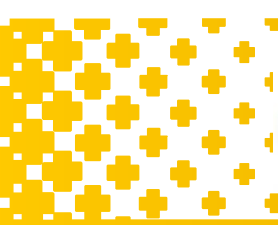
way, and to ensure the return of the questionnaires and the elimination of incomplete questionnaires, the number of 170 questionnaires was distributed among the samples. Out of this number, 155 healthy and complete questionnaires were used in the research. The data collection tool in the qualitative part of the research was semi-structured in-depth interviews with elites. And in the quantitative part, the questionnaire made by the researcher consists of 109 questions and 6 components, which was the result of the interview in the qualitative part. The components of this questionnaire are: the components of voluntary associations (universities, society) including 21 questions, the component of sports participation (student sports, university sports, universal sports and localities) including 46 questions, The component of sports team fans' includes 12 questions, championship sports component (national, international) includes 11 questions, sports media component includes 10 questions, ritual-traditional sports component (Zurkhaneh, local native sports and wrestling) includes 9 questions, Questions were designed for each dimension. It should be noted that the measurement scale in this questionnaire was a 5-Point Likert Scale (from completely disagree with a score of 1 to completely agree with a score of 5). To check the validity of the research tool, form and content validity, convergent and divergent validity were used, and to check the reliability of the tool, Cronbach and Guttman's alpha coefficient was used, which was confirmed at a high level. Descriptive statistics and inferential statistics methods were used to analyze the data and respond to the research hypotheses with the help of SPSS version 21 and LISREL version 8.8 software.

Results

Table1. Coding of interview content data in the voluntary associations section

axial code	open code	Verbal proposition
voluntary associations	sense of security	People on informal social networks (sports teams, voluntary associations) have more sense of security in terms of shared norms.
	strengthening group trust	Within social groups (voluntary associations), there are norms that strengthen trust and facilitate cooperation.
	creation of behavior	People-centered institutions (voluntary associations and local societies) create new behaviors and institutionalize them given their decentralized nature
	development of participation	Voluntary associations in universities and at the society level expand participation at lower layers (people-centered participation).
	interactive norms	Personal relationships, created through participation in sports and membership in sports associations and sports club support centers, have the potential to develop interactive and generalized norms.
	social identity	Sports participation and membership in sports associations can be considered as effective factors in development of social capital by providing the conditions for increasing social communication, acquiring social skills and forming social identity.
	maintaining social capital	One of the conditions for maintaining and producing social capital is participation in sports and sports associations.
	other participations	Membership and participation in social groups (formal - informal) can increase the likelihood of participation in other types of social activities in a society or vice versa (two-way relationship).
	sport participation	Having informal social networks such as friends and family that have a supportive and security role for people make more people participate in sports activities or vice versa (two-way relationship).

Sense of social belonging	Sport and membership in sports associations bring source of identity, belonging, pride, and social interaction.
sustainable growth and development of society	Social capital briefly is the product of the active and passionate presence of individuals in sports voluntary institutions, and with increasing these social institutions in society, the social growth and sustainable development of that society will be higher.
strengthening of relationships	Participation in public sports events such as public conferences (public walking, mountaineering, family recreational activities) can increase social trust voluntary and charitable activities, strengthen relationships and communication between people, and finally increase social capital.
social enrichment	Those societies are rich in social capital that have dense social and cultural networks in the form of local sports groups and sports voluntary associations.
social trust	Sports voluntary associations increase social trust and other interaction norms
willingness and desire for social participation	Voluntary associations (as social bases and institutions) increase the level of voluntarism and desire for social participation among the citizens of a society due to their voluntary nature.
collective cooperation	Citizens who are members of associations and social groups (sports voluntary associations) have the potential for institutionalized collective action and cooperation and have an impact on social trends in society.
improving life functions	In voluntary associations, as one of the main elements of social capital, individuals create a capacity that plays a key role in improving and functioning the socio-political life of individuals through a wide range of essential contacts and social interactions.
reducing social problems	Cooperation with charitable and volunteer organizations (voluntary associations as a social base) financially and intellectually strengthens capital and social identity in individuals and reduces social problems in society.
altruism	Voluntary associations (as a social base) established based on a set of principles, values and norms shared with altruistic intentions and charitable and voluntary activities contribute to the development of social capital.
membership in ordered groups	Membership and participation in groups with horizontal order (sports clubs, volunteer unions, etc.) is one of the essential forms of social capital.
Development of democracy	Participation in civil communication (sports clubs) affects the creation of democratic societies.

Table 2. Coding of interview content data in dimension of sports participation

axial code	open code	verbal preposition
sport participation	development of trust	Sport activities (student, university, neighborhood and public sports) at the organized or non-organized level have the ability to increase norms such as trust and interaction among people.

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Motivation and social spirit	Sport activities (student, university, neighborhood and public sports) at the organized or non-organized level have the ability to motivate and create a social spirit.	
friendly relationships	Sport activities (student, university, health and public sports) can help build friendly relationships and social communication.	
intergroup trust	Sport activities (student, university, health and public sports) can build trust among the groups on different social networks.	
social positive norm	Sport activities (student, university, health, and public sports) can strengthen positive social norms.	
interpersonal trust	Sport activities (student, university, health and public sports) can strengthen and maintain interpersonal trust.	
environmental security	Sport activities (student, university, health and public sports) can increase security in the society environment.	
achieving shared goals	Sport activities (student, university, health, and public sports) can make it easier to achieve common goals in the society.	
perceived security	Perceived security of the environment (secure neighborhood) is related to physical and sports activities in neighborhoods and cities.	
social reward exchange	Due to the nature of its activity and communication, sports causes exchange of social rewards between individuals (participants or spectators).	
Strengthening relationships in the informal network	Sport strengthens relationships on informal social networks (friends and family).	
Paying attention to extracurricular activities	An interest in social participation strengthens attention to extracurricular activities (sports activities) during adolescence and youth, and vice versa.	
Learning values	. Sport (schools, universities and neighborhood sport) is considered in society as an effective field for learning accepted values and beliefs and acquiring the characteristics of desirable character.	
voluntary work	Those who belong to more informal social networks (in schools and universities, and neighborhoods) show more tendency to do voluntary works.	
Citizen participation	Social networks (schools and universities, and neighborhoods) increase the participation of citizens in social activities due to their decentralized system (bottom-up and horizontal planning).	
everyday participations	In social networks (schools, universities, and neighborhoods) with a major emphasis on the role of members (citizens), their real trust and participation in daily activities is formed.	
realization of social capital	One of the network beds, where social capital can be objectively realized is the existence of sports clubs in the neighborhoods.	
prevention from crime	Development of sports at lower levels and the tangible dimensions of urban life (neighborhoods) prevent local crime and create security among the residents of the neighborhood.	

	creating sense of security	Establishing sports clubs in the neighborhoods (a space for sport, social interactions and neighborhood conversations) creates motivation and a sense of importance among citizens.
	sense of belonging	Further development of social institutions (networks) such as local organizations (stadiums and sports clubs) in neighborhoods and its outcome (nurturing athletes at the national level) strengthens the sense of social belonging and local and national identity at the neighborhood, local, and national country.
	social participation	Further development of social institutions (networks) such as stadiums and sports clubs in the neighborhoods leads to more social participation of people.
	people-centered participation	Sports and sports facilities in the neighborhoods expand the participation at the bottom level (people-centered participation).
	solving social problems	The use of sports (at school, university and neighborhood levels) can be a good and effective solution to solve the problems such as reducing crime and social anomalies.
	Expansion of communication network	Student participation in extracurricular sports and recreational activities provides the conditions for expansion of communication networks and more communication with the society.
	sense of being "we"	Sport in social institutions (at schools, university, and neighborhood level) increases the sense of collective belonging (the sense of being "we").
	Acceptance of social values	Acceptance of norms, principles and values governing sports facilitates the acceptance of social principles, values and norms in society.
	network of friends	One of the hidden functions of sports participation is to creation of friend networks and creation of link and solidarity among people in urban societies as one of the dimensions of social capital.
	treatment of isolation	One of the most important characteristics of sports in leisure time is doing group and collective sports activities, which is a factor in the treatment of isolation and the development of social personality.
	Building a communication network	Participating in sports activities through the construction of extensive communication networks and mutual commitments and expectations for athletes provides a good conditions for improving social capital.
	relational asset	Participating in sports activities expose people in specific networking situations that increase their communication resources, or their communication assets.
	development of personal perception	Individuals can access other components of social life through sports activities with different cultural attitudes, personal perceptions, and behaviors.
	Preventing abnormal behavior	Social activities such as sport give people a sense of social identity that prevents them from involving in social abnormal behavior.
	source of social capital	One of the sources for social capital production is participation in sports activities.

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	Accepting social norms	Sports and sports environments provide opportunities for individuals to communicate and interact with others and accept social norms.
	Neighborly relations	Friendly communication, trust in friends, trust in neighbors, neighborhood relationships, and ding voluntary activities are some of the most important explanations for people's sports participation.
	relationship reflection	Sport reflects the social relations of society.
	Socio-cultural system	Sport represents the socio-cultural system of a society from which it has emerged
	social role of sport	Sport plays a major role in formation of social capital.
	leisure time	The way of spending leisure time is a reflection of social, economic and cultural capital of any society.
	A sense of evolution and health	Sport is considered a major part of life to help social identity, sense of development, social interaction and health.
	Social cohesion	Sports consumption (watching sports, participating in sports, virtual consumption and consumption of sports goods) is a means to promote social cohesion, cooperation and understanding between and within societies.
	Self-confidence and ethics	Sport consumption affects social capital by increasing self-confidence, expanding social communications, and improving ethics.
	Interrelationships	Participation in sports and social sports networks is consciously formed in which people interact with each other and social rewards are exchanged between them as a result of these interactions.
	socialization	In student sports, students learn to socialize through sporting (communication skills, social interactions, trust, nurturing instilling social values and responsibility).
	social functions	Enriching leisure time with sports and sport activities, transferring values, reducing social harms and increasing social capital are some of the social functions of sports in contemporary society.
	social experience	Student and university sports can enhance one's psychological and social skills by creating rich social experiences and teaching competition and cooperation in human relations and social responsibility.
	social skill	Student sports provide the conditions for students to socialize and learn social skills.
	need for interaction	Student sport and sport activities meet the need for interaction, which is a social need.
	shared value and benefits	Sport and sports team with their own characteristics and neighborhoods provide appropriate conditions for development of social capital according to the interrelationships and social networks between individuals, values and common interests.

Table 3. Coding the interview content data in the dimension of the sport fan clubs

axial code	open code	verbal proposition
	investment	Those who belong to more informal social networks (fan clubs) are more likely to assign their time and money to do voluntary activities.
	people-centered participation	Sport fan clubs in neighborhoods and at the society level expand participatory participation (people-centered participation).
	collective action	Sports fan clubs, voluntary associations and sports clubs are the templets where collective action is realized
	realization of social capital	Fan clubs are networked beds where social capital is objectively realized.
	social trust	People who voluntarily participate in sports organizations (fan clubs and voluntary associations) have a higher level of social trust.
	emotional and physical support	Sports club fan clubs, as social relations and organizational membership network, are a channel for increasing trust, emotional, physical, or financial support.
fan clubs	mutual cooperation	sports fan clubs promote positive experiences, mutual cooperation, face-to-face cooperation and trust through the creation of social networks.
	network of purposeful relationships	In sport fan clubs (as a social institution), people have purposeful actions because of network of relationships, and they can help develop social capital in the sport society and so on with mutual assistance and trust.
	civil behaviors	Membership in sport fan clubs develops members' commitment to civil behavior and avoids deviant behaviors.
	social capital development	football fan clubs (as a social base) established based on a set of common principles, values and norms and with the intention of altruism and coordination and organizing support activities and prevention of aggression and organizing sport teams' fans and spiritual support of athletes contribute to development of social capital.
	fans' cohesion	Sports support centers (as a social institution) can contribute to cohesion, cooperation of fans with the help of cultural, social and economic committees and the ethics code of the members.
	social interactions	As a social institution, sport fan clubs strengthen trust, social interactions, and greater cohesion among fans by assigning responsibilities.

Table 4. Coding of interview content data in the championship sports dimension

axial code	open code	verbal proposition
	presence at society	The presence of national athletes in different societies is one of the important signs in the development of social capital of any society.
championship sports	Social vitality	Championship sports contributes to development of social capital by creating social vitality and preserving social heritage (protection of sport, existence of sports museums and the hall of elite athletes and sports tourism works).

	cohesion and unity	Championship sport and victory in the international arena has an impact on the stability of the society by creating cohesion and unity in the society.
	emotional unity	unity, feeling that is created by championship sports (national or local sport teams) can be effective in creating or reviving the identity of a city or country.
	social action	Championship sports create an independent and distinct social action with the goal of achieving an agreement.
	increasing empathy	Championship sports and victory in the international arena can be a good mechanism for promoting social capital by increasing empathy, cohesion, mutual respect, strengthening social ties, national pride and national and local identity among members of a society.
	national solidarity spirit	Championship sports play a major role in the development of social capital by consolidating social values, strengthening the national solidarity spirit, increasing political participation and social welfare.
	Public trust and participation	The impact of championship sports (football, volleyball, wrestling, etc.) on social capital is manifested in the form of general forms of social capital such as public participation, national cohesion and public trust.
	social mobility and vitality	Championship sports and victory in the international arena bring social mobility and vitality and social cohesion
	social life	Relationships among athletes in a sports team reflect certain characteristics of social life (networks, norms, mutual trust).
	strengthening of cooperation	The championship sports teams strengthen cooperation, which requires trust, due to the close acquaintance of the players with each other

Table 5. Coding interview content data in the sports media dimension

axial code	open code	verbal proposition
sport media	face-to-face communication	Sports media increase the number of face-to-face communication during TV sports broadcasts.
	improving the social network	The use of sport media can be effective in improving the social network (by having fun with other people and providing opportunities for membership in social groups).
	Trust in institutions	sport media (both written and non-written) can reduce trust in formal and informal sports institutions by providing critical reports from the sports society, or increase their trust by publishing positive reports from these institutions.
	reducing mistrust	Sport media (watching sports on TV, reading sports newspapers) are reference sources that can be used to find the facts and reduce feelings of mistrust.
	increasing social action	Sport media can enhance the knowledge of its audience in these issues and increase their trust by including content and news about social cooperation, helping peers, participating in voluntary and charitable works and increase their trust and contribute its audience mutual action or interaction.

	social interaction	With increasing social media interaction (collaboration and interested in group working, and helping others in the sense of helping self in the long-term), mass media can be used as one of the factors that play a significant role in socialization.
	following collective benefit	Sport media can induce the teaching in people that "follow your own interests in action in direction of collective interest (generalized cooperation / reciprocal action)."
	improving social trust	By timely, accurate and comprehensive releasing of sports news and events and by not censoring information and news, sports media can improve the scope of social capital, especially social trust, among people.
	expanding social capital	Sports media can help to strengthen and expand the themes of social capital by reviewing and re-thinking on the problems and content of their programs.
	Transferring the demands of society	Sport media can transfer and announce the sport demands and needs of different groups of society to the officials.

Table 6. Coding of interview content data in the ritual sport dimension

axial code	open code	verbal preposition
ritual sports	Pride, belonging and group cohesion	The presence of zurkhanehs, pahlavans and veterans in the neighborhood and urban sports increases local pride, a sense of belonging and group cohesion.
	Cultural and social reflection	The sport cultural and social reflection can be seen in specific sports samples (Zurkhaneh sports) and its manifestations in close relationship with society.
	regeneration of values	Zurkhaneh sport and pahlavani wrestling provide appropriate conditions for the regeneration of values such as altruism, trust, benevolence, and so on due to its position in Iranian culture and society.
	value promotion	pahlavani wrestling as a lower and middle class sport and a civil institution (both passionate presence of the people as spectators and the sport of adolescents, youth and the general public) in Iranian culture identities and promotes cultural and social values of Iranian society.
	Empathy and compassion	Holding charity and philanthropic sports can provide and strengthen social responsibility, empathy, compassion, and consolidate and promote religious and national values.
	Social recognition	Zurkhanehs (as a social base and cultural heritage and capital) help to recognize the cultural identity and social interactions of urban neighborhoods (as base of civil society).
	Reproduction of social capital	As a social base, zurkhanehs can help preserve and revive cultural rituals and cultural heritage, and regenerate socio-cultural capital in urban neighborhoods.
	National unity and cohesion	Zurkhanehs, as a social base, have a positive effect on different ethnicities and ideas due to the attractiveness, popularity and acceptance of the external or internal dimensions of this sport, and enhance national trust, unity and cohesion.

strengthening of national identity	Zurkhanehs, as a social base, have a major role in strengthening the national identity, considering the historical and cultural history of several thousand years and the Iranian originality of this sport.

Results of interviews with experts in the qualitative section (Tables 1 to 6) showed that the identified effective indicators in the development of social capital through sports in urban society included the voluntary associations (universities, society), sports participation (student, university, public and neighborhood sport), sports team fan club, championship sports (national, international), sports media, and ritual sports (Zurkhaneh, local and pahlavani wrestling) indicators.

Table 7. The result of Friedman's test for prioritizing factors affecting the Variable of social capital development

Variables	Average rank	Chi-Square	Degrees of Freedom	significance level
voluntary associations	2/39			
sport participation	2/90			
fan clubs	3/14	204/566	5	0/001
championship sports	5/10			
sport media	3/40			
ritual sports	4/07			

According to table 7, it can be seen that the value of the significance level obtained for the factors affecting the development of social capital in Friedman's test is less than 0.05. As a result, there is a significant difference between the average ratings of the factors affecting the development of social capital. According to the average ranks, among the indices, the index of championship sports has the highest rank, and the index of voluntary associations has the lowest rank.

The validity and reliability of the tool were examined before model assessment. The AVE index is one of the most common criteria that measures convergent validity. The AVE index indicates the average variance shared between each variable and its questions, which is greater than 0.5 for all six exogenous variables. This AVE index is an acceptable rate. Divergent validity is another criterion that is important for measurement models. In the assessment of the tool used in this study, divergent validity indicates that the correlation between each component and its variable is higher than their correlation with other components. Hence, it can be stated that research variables have more interaction with their indices rather than other variables. Therefore, the divergent validity of the model is acceptable. Cronbach's alpha and Guttman coefficients were used to measure the reliability of the research tool. The results showed index reliability in all constructs since all coefficients were greater than 0.7.

In this step, the relationship between the following variables and social capital development is examined through sports: voluntary associations, sports participation, fan clubs, championship sports, sports media, and ritual sports. It is worth noting that the structural section does not depend on manifest variables unlike the measurement models, so only latent variables and their relationships are examined. The sample adequacy test is done in the first step, and then the model fit is examined:

Table 8. KMO index and Bartlett's test of sphericity for indicators affecting social capital development

Kaiser–Meyer–Olkin (KMO) test		0.729
Bartlett's test	Approximate Chi-squared	68085.60
	df	6328
	Sig.	0.001

According to Table 8, the KMO test is greater than 0.6, so sampling adequacy exists. Moreover, the significance level of Bartlett's test is less than 0.05, which indicates the appropriateness of data structure for structural model fit. Therefore, the proper relationship between data structures is confirmed.

The confirmatory factor analysis (CFA) is used to examine the appropriateness of the tool's identified items. The results show that the studied constructs are significant enough for their construct measurement due to the obtained t-value greater than 1.96 and factor loads above 0.4, so the constructs have been identified accurately.

According to the results obtained from the exploratory factor analysis (EFA) for identified indicators affecting social capital development, the commonality rate of items (determination coefficient of items) is greater than 0.5, so no question needs to be deleted. The AVE rate of indicators identified by the items is around 76%. Now, the structural model fit is done. Table 9 reports the details of structural model fit:

Table 9. Relationships between constructs based on the proposed conceptual model

Relationships between constructs	Effect size	Critical ratio t-value	Sig.
Impact of voluntary association on social capital	0.68	11.10	***
Impact of sports participation on social capital	0.71	13.34	***
Impact of fan clubs on social capital	0.82	16.23	***
Impact of championship sports on social capital	0.56	10.53	***
Impact of sports media on social capital	0.87	17.18	***
Impact of ritual sports on social capital	0.61	10.89	***

***significance level less than 0.001

According to Table 9, voluntary association, sports participation, fan clubs, championship sports, sports media, and ritual sports affect the dependent variable (social capital development) at the confidence level of 99% (t-value>3). The effect size of these variables equals 0.68, 0.71, 0.82, 0.56, 0.87, and 0.61, respectively.
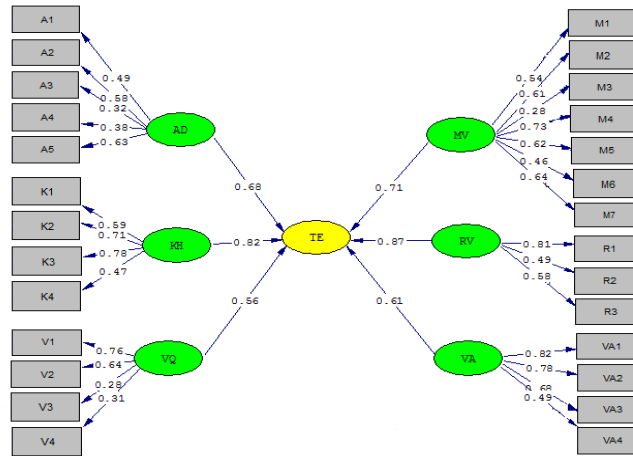
Figure 1. Graph of effect coefficients between variables

In Table 10, RMSEA and RMR are model bad of fit indicators, which the first one must be less than 0.09 and the second one <0.07. Also, AGFI, GFI, and CFI are model goodness of fit indicators, which must be greater than 0.9. The closer these indexes to 1, the better the case will be.

Table 10. Fit indexes of the structural model

RMSEA	CFI	AGFI	GFI	RMR
0.084	0.940	0.914	0.928	0.068

According to the results of Table 10, these five indexes indicate goodness of fit of the structural model.

The fundamental criterion for structural models' fit is R^2. This index implies the impact of exogenous constructs (independent variables) on the endogenous ones (dependent variables). The obtained values 0.19, 0.33, and 0.67 are weak, average, and strong values, respectively. The Q2 criterion is another index that measures the model's prediction power. Those models with acceptable fit must be able to predict indicators related to endogenous constructs. The values 0.02, 0.15, and 0.35 of the Q^2 index indicate weak, average, and strong power, respectively [32] (Table 11).

Table 11. R^2 index and Q^2 criterion for variables

Variables	voluntary association	sports participation	fan clubs	championship sports	sports media	ritual sports
R^2	0.715	0.781	0.692	0.812	0.742	0.583
Q^2	0.413	0.391	0.284	0.403	0.431	0.271

According to Table 11 and the R^2 index, all exogenous variables-except for ritual sports- strongly affect the endogenous variable of social capital development. Moreover, this index expresses the average impact of ritual sports on social capital development. Also, the Q^2 index of exogenous variables of fan clubs and ritual sports is greater than 0.15 indicating the average power of these variables in predicting the dependent variable, while this rate is greater than 0.35 for the rest of the variables. It means that exogenous variables are strong in predicting the dependent variable and somehow confirming the goodness of fit of the structural model.

The GOF variable is associated with the general part of structural equation modeling (SEM). It means that researchers can use this index to examine the total fit of the model after measuring the fit of measurement and structural parts of the model (Table 12).

Table 12. Communality values of exogenous variables

Variable	Communality value	Variable	Communality value
voluntary association	0.423	championship sports	0.386
sports participation	0.391	sports media	0.436
fan clubs	0.401	ritual sports	0.362

Therefore, we achieve the value below after averaging values reported in Tables 11 and 12 and using the GOF equation:
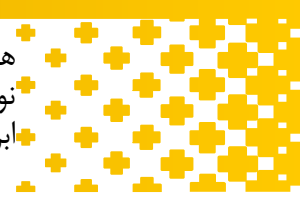
$$GOF = \sqrt{0.721 * 0.4} = 0.537$$

The computations results showed that general model assessment based on the GOF index indicates a strong fit of the model.

Discussion and Conclusion

The present study aimed at identifying and explaining the indicators affecting the development of social capital through sports in urban society and providing a model. The results of present study showed that sports can contribute to development of social capital in society through sport voluntary associations at universities and society, sports participation (student, university, public and neighborhood sport), sports team fan club, championship sports (national, international), sports media, and ritual sports (Zurkhaneh, local and pahlavani wrestling) indicators. Social capital in urban societies refers to social relations that create potential benefits for its residents at the city level and make the urban societies more efficient [25]. The existence of social capital is a key to establishment of civil society and civic life, and lack of social capital is a major barrier to its establishment. Societies with this type of capital provide appropriate conditions for formation of a capable, accountable and efficient civil society. Also, deprivation of society from social capital leads to the inefficiency of many of the policies and plans proposed on planning. Social capital is mainly based on cultural and social factors. The various aspects of links, cooperation, mutual trust, and communication between members of a network help them achieve their goals [15].

Also, social capital brings success for development programs. The existence of social capital provides good conditions for the productivity of human, economic and physical capital, and vice versa, lack of social capital eliminates the effectiveness of other capitals in achieving development and without social capital, it will be difficult to pass through the cultural, economic and economic development path [7]. Acceptance of this concept as a kind of capital at macro level of management of countries' development can create a new understanding of socio-economic systems and help the governments' officials to better guide society towards development [12]. Social capital is a part of the social environment that combines various elements such as social networks, social norms and values, trust and shared resources. It can be stated that social capital is a feature that can help describe the characteristics of the social system [20]. Participation in sports, in addition to positive psychological outcomes, has many social benefits, including establishing and building friendships, acceptance among peers, and support from others (relatives) for activists in this area. For this reason, it has become of the major institutions in societies and is considered as one of the common methods for leisure times. The transformation in sports institution does not take place outside the society, but its development takes place in close link with the social environment in which the action takes place. In other words, sports, like other social institutions, reflect the social relations of society. Sport, as a product of human action, is related to cultural, social and historical processes. In general, it can be stated that sport is a social and cultural system expression of a society from which it has emerged. Sport cultural and social system expression can be observed in specific sports examples (Zurkhaneh sport) and its manifestations in close connection with society. Traditional and

pahlavani sports, as a social base, have a positive effect on different ethnicities and ideas due to their attractiveness, popularity, and acceptance of their external or internal dimensions. They also increase national trust, unity and cohesion. Also, championship sports bring vitality, cohesion and national identity, strengthen social values and spirit of national cohesion, increase political participation and social welfare, and preserve social heritage (protection of sport veterans and existence of sports museums and hall of elite athletes and sports tourism works), which contribute to development of social capital.

Also, sport cultural and social system can be found in sports fan clubs (as a social base) which have been established based on a set of common principles, values and norms and with the aims of altruism and coordinating and organizing of sport team fans activities and prevention of aggression and spiritual support of athletes, which contribute to development of social capital. It can be also sought in sport participations in social institutions (participation in sports in schools, universities and at neighborhood level) that increase sense of collective belonging (feeling "we"), motivation, social morale and norms such as trust and interaction among the people. The structure of social capital can also be sought in sports participation and membership in sports associations, which can be one of the influential factors in the development of social capital due to providing opportunities for increasing social communication, acquiring social skills and forming a social identity.

The most important role of physical education and sports may be formation of personality, the emergence of hidden talents and the intellectual, mental, physical and social growth and development of adolescents, which nurture them as useful people for societies [24]. Sport allows a person to live with courage and self-confidence and develop a sense of self-sufficiency to participate in social order. More importantly, it can help people create an image of themselves that is in line with the expectations and responsibilities of a free social order, in which each member must learn to bear the burden of freedom and live as an independent person in a world of shared values [17].

As a result, sport requires a deep understanding of human nature and its talents and the ability to recognize an organism with a unique personality that is trying to find its way into this complex world [11]. The results of above-mentioned research in this regard (the role and importance of sports in development of social capital) are consistent with the results of the research conducted by Adhikary and et al (2020), Levay (2018), Sieppel (2016), Moradi et al. (2014) and Karimian et al (2013). Adhikary research (2020) showed that sports may play a role in the development of social capital, which leads to breaking the physical and mental barriers of disabled people. This research finally shows the positive effects of socio-cultural aspects in social capital. In Levay research (2018) with the title Leisure in the Production of Social Capital: Evaluating Sport Participation as a Method for Increasing Volunteerism in Rural Communities it showed that there is a significant relationship between participation in sports and the development of social capital and between social capital, social trust and volunteerism. Moradi et al (2014) found that there were factors that could affect beliefs, attitudes and performance and one of these factors was sport. Thus, sport festivals as effective factors on the formation of foreign policies and relations can include various social, cultural and communication activities. Sport and sport competitions play a major role in understanding participation and synergy among people, responding and creating social abilities, strengthening social communication, strengthening social participation, promoting mental and physical health, developing social and human ethics, strengthening and promoting economic, social, cultural and human resources, expanding relations among nations and mutual cultural ties and increasing mutual understanding and expanding peace. Karimian et al (2013) found that exercise and physical activity in leisure time and participation of individual in group activities and membership provides conditions so that people respect the collective benefits with interacting and communicating with others and a sense of belonging to group. In
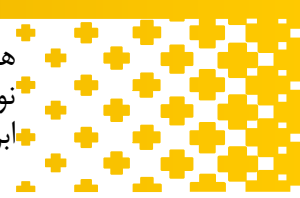
this regard, Narumi and Yushioky (2018) also argue that participation in sport either practically or as a volunteer in helping to hold sport competitions and activities leads to a dynamic society through sports and social capital development. Since no has been conducted so far (based on researcher's investigations) in this area and this is the first work done in this regard (development of social capital through sports), it is necessary to conduct more studies in this area. Also, due to a positive relationship between different forms of sport participation and development of social capital, it is necessary to identify the fundamental problems and issues that are the result of this relationship. We hope that the knowledge gained from the present study will help the relevant managers and officials to take specific measures and programs to increase the level of social capital through the participation of citizens in sports activities. Based on research results, it can be stated that trying to strengthen the sports participation of citizens can be a valuable strategy to expand their social capital.

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Determining the competencies of physical education teachers in schools

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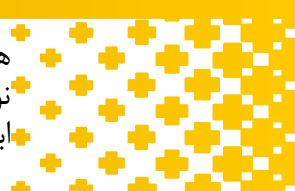
Abstract

Introduction: The role of coaches as a key factor in the success of teams is crucial. We have often witnessed decisions made by coaches in sports competitions that have changed the situation of their team, turning defeat into victory or vice versa due to a wrong decision. This underscores the importance of choosing competent coaches. Therefore, the aim of the present study was to determine the competencies of physical education coaches in schools. **Method:** The present research employed a descriptive survey method conducted in the field. The statistical population of the study consisted of physical education coaches in schools in Tehran, and the sample was selected using convenience sampling (250 individuals). The research tool was a standard questionnaire of coaching competencies developed by Montazeri and colleagues (2017), which was validated by 12 sports management professors, and its reliability was calculated as 0.82. Data analysis was performed using descriptive statistics such as mean, standard deviation, and frequency percentage, as well as inferential statistics including the Kolmogorov-Smirnov (K-S) test, one-sample t-test, and Friedman test using SPSS version 20. **Results:** The results of the study showed that leadership and motivation, marketing and budgeting, feedback provision, communication, support and assistance, competitive experience, and planning played significant roles in the dimensions of physical education coaching competencies in schools in Tehran. **Conclusion:** Regular evaluation of key coaching competencies is vital for the continued improvement and development of coaching science, and it is essential for building successful sports students for the future of sports clubs.

Keywords: Competency, Coaching Competencies, Physical Education Coaches, School Sports.

Introduction

Coaches are considered key components of professional sports, playing a crucial role in shaping athletes' daily experiences and behavioral patterns, as they spend significant time alongside their athletes. Possessing the ability to assist students in developing and designing a differentiated training program, developing new skills, establishing effective communication with them, utilizing and designing assessment tests to monitor progress, and predicting sports performance are essential for a team coach [2]. Through training sessions and competitions, coaches can demonstrate their competencies and are among the most influential individuals shaping players' experiences [3]. Examining individuals' competencies has various benefits for organizations and managers at different levels. Competencies can be defined as attributes that individuals possess, enabling them to exhibit desirable performance in a specific role or job [4]. Competencies generally encompass a set of behaviors or related activities, various knowledge, skills, and motivations that are prerequisites for successful performance in a specific role or job [3]. Given that athletes in younger age groups and during adolescence and youth are heavily influenced by

coaches' behaviors and that the type of coaches' behavior can significantly impact students' enthusiasm or attitude towards sports fields, this study aims to determine the competencies of physical education coaches in schools.

Method

The present research employed a descriptive survey method conducted in the field. The population of the study consisted of physical education coaches in schools in Tehran, and the sample was selected conveniently (250 individuals). The research tool was a standardized questionnaire of coaching competencies developed by Montazeri et al. (2017), whose validity was confirmed by 12 experts in sports management, and its reliability was found to be 0.82. Data analysis was performed using descriptive statistics methods such as mean, standard deviation, and frequency percentage, as well as inferential statistics methods including Kolmogorov-Smirnov (K-S) test, one-sample t-test, and Friedman test, using SPSS version 20 software.

Results

The research results showed that the highest number of respondents, with 44%, were in the age range of 36 to 40 years, while the lowest number, with 14%, were in the age range over 50 years. Furthermore, the majority of respondents, with 48%, had a bachelor's degree.

Overall, the general conclusion of the research indicated that leadership and motivation, marketing and budgeting, feedback provision, communication, support and assistance, competitive experience, and planning played important roles in ranking the dimensions of coaching competencies in physical education coaches in schools.

Table 1. Ranking of dimensions of coaching competencies in physical education coaches in schools

Research Components	Average Rank	Rank
Leadership and Motivation	4/89	1
Marketing and Budgeting	4/72	2
Feedback Provision	3/92	3
Communication Establishment	3/80	4
Support and Assistance	3/72	5
Competitive Experience	3/53	6
Planning	3/49	7

Conclusion

Sports schools around the world serve as a base for identifying athletic talents and introducing them to various sports disciplines at the grassroots level. In our country, due to children and teenagers' interest and families' inclination towards entering the professional sports world, especially football, besides schools whose goal is to discover and nurture athletic talents, other schools have been established as football or volleyball schools, etc. These schools, by capitalizing on the students' interests and emotions, can nurture and develop their talents. The organization of educational programs for sports coaches and the development of tools for evaluating coaches' performance based on their abilities play a crucial role in developing coaches' competencies. Software facilities determined by the regulations of the Student Sports Federation, investment with specific returns, possessing coaching credentials and valid resumes for coaches, and suitable geographical locations in establishing academies play a fundamental role in determining the standards for sports academies. Sports schools can utilize these tools to evaluate their coaches and, after identifying their strengths and weaknesses, hold various classes and training courses to strengthen coaches' strengths and address their weaknesses.

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Strategies for attracting spectators to student sporting events in the country

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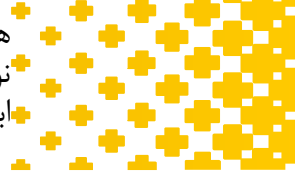
Abstract

Introduction: Nowadays, schools are striving to increase student participation in sports and creating sports opportunities is one of the activities aimed at the social growth and awareness of students in schools. The role of spectators in student sports events is very important and influential. They are one of the vital components of any sports event and through their presence and support, they create a sports experience for the students. Based on this, the aim of the present research was to identify strategies for attracting spectators to student sports events in the country. **Method:** The present research method is practical and qualitative, using thematic analysis. The statistical population of the research included sports management professors, experts, and managers of the Student Sports Federation, as well as physical education managers in education. The research sample was selected from among the members of the statistical population using purposive and snowball sampling methods. The research tool was semi-structured interviews with 18 research specialists, which continued until theoretical saturation was reached. The validity of the research was confirmed by relevant experts, and the reliability of the research was obtained as 76% using the method of inter-subjective agreement. **Results:** The final results of the research showed that the strategies for attracting spectators to student sports events in the country consist of 70 sub-themes. These sub-themes include six organizing themes: the importance of student sports events, economic factors, management factors, cultural factors, social factors, and accessibility factors. **Conclusion:** Considering the importance and status of student sports, the results of this research can serve as a document for the heads and managers of the Student Sports Federation to use for attracting investment through spectator attendance.

Keywords: Sports spectators, sports events, student sports, thematic analysis.

Introduction

Nowadays, schools are striving to increase student sports participation, and creating sports opportunities is one of the activities carried out in schools with the aim of social growth and awareness among students [1]. The primary audience of schools, students, are considered the nation's most valuable asset. Children and adolescents who need their physical and mental needs recognized and pathways for the growth and blossoming of their talents smoothed. The expansion of activities and the promotion of sports values in the school arena are a close path and effective assistance. Given that schools play a significant role in institutionalizing health and physical activity, they are considered educational institutions. Considering the importance of developing a sports culture in society, the development of sports in schools is of great importance [2]. The role of spectators in student sports events is very important and influential. They are one of the vital components of every sports event and, with their presence and support, create a sports

experience for students [3]. Spectators in student sports events promote unity and cohesion. By being together and watching games, spectators establish good social relationships among themselves, and by sharing emotions and excitement, they form a strong sports community [1]. The presence of spectators in student sports events can contribute to the development and progress of school sports. Based on this premise, the researcher in the current study seeks to answer the question: What are the strategies for attracting spectators to student sports events in the country?

Method

The present research employed a practical qualitative research approach with thematic analysis method. The statistical population of the research included sports management professors, managers, and experts of the Student Sports Federation, as well as physical education managers and specialists in education and training. The research sample was selected from among the statistical population using purposive and snowball sampling methods. The research tool was a semi-structured interview conducted with 18 research experts, which continued until theoretical saturation was reached. The validity of the research was confirmed by relevant experts, and the reliability of the research was obtained at 76% using the method of intra-subject agreement.

Results

The final results of the research indicated that the strategies for attracting spectators to student sports events in the country consist of 70 sub-themes, which include six organizing themes: the importance of student sports events, economic factors, managerial factors, cultural factors, social factors, and accessibility factors. Figure (1) illustrates the thematic analysis network of the present study.
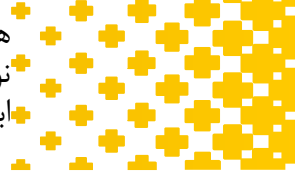

Figure 1. Thematic Analysis Network

Conclusion

To increase the attractiveness and attract spectators to student sports events, attention needs to be paid to various factors. One of the most important pillars of student sports that give it identity and meaning is sports spectators. Strengthening the identity and importance of student sports through enhancing relationships and collaboration with universities, student organizations, and sports associations is done. Holding sports events with cost-effective inputs, offering discounts, and opportunities to attract spectators through affordable tickets or appropriate promotional programs can encourage spectator attendance. Promoting culture, participating in sports events, enhancing the importance of sports in society, and establishing closer connections between sports
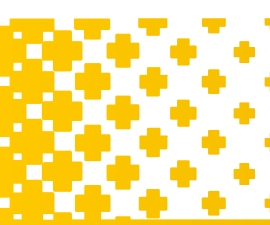
events and local and national culture can help attract spectators. Improving event management, providing a better experience for spectators through offering additional services, improving organizational and managerial structures, and enhancing quality standards can facilitate attracting spectators. Creating friendly social spaces and providing opportunities for social interaction for spectators, creating a sense of connection and belonging to the student sports community, and increasing the attractiveness of sports events can help attract spectators. Overall, the general conclusion of the research on the strategies for attracting spectators to student sports events in the country shows that these events are important factors in the sports culture of the student community and contribute to motivating and inspiring students for sports and academic activities. Additionally, to attract spectators to these events, diverse strategies such as improving advertising and marketing, creating a unique experience for spectators, holding side activities alongside the main event, establishing close connections with the student community and children and adolescents, creating a friendly and enjoyable environment for spectators, and using modern technologies to increase accessibility and attractiveness can be utilized.

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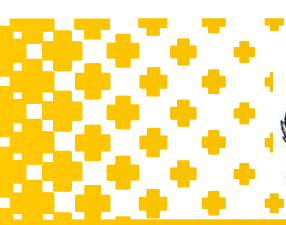
Designing a hybrid model of green marketing on consumer purchasing behavior of sports equipment

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Abstract

Introduction: Green marketing is a marketing strategy that assists marketers in achieving this goal. This type of marketing supports environmental protection by creating identifiable ecological benefits based on what the customer expects from environmental support. The aim of this study was to design a model of the mixed effect of green marketing on the purchasing behavior of sports equipment consumers. **Method:** The present research method was descriptive-survey and in terms of purpose, it was applied, which was conducted in the field. The statistical population of the study includes all consumers of sports equipment in Tehran. The sampling method was cluster and random, and 384 individuals were selected as the sample using Morgan's table. The research instrument was a researcher-made questionnaire, the validity of which was confirmed by 10 sports management professors, and its reliability was obtained through Cronbach's alpha test of 0.87. Data analysis was performed using descriptive statistics and structural equation modeling tests using SPSS version 25 and LISREL version 8.8 software. **Results:** The results of fitting the conceptual model showed that the fit output of LISREL software is 0.69. Therefore, it can be said that the model has very good fit, and it can be inferred that mixed green marketing has a positive effect on the purchasing behavior of green sports equipment consumers. **Conclusion:** Based on this, environmental issues have negative effects on the environment in marketing implementation and attention to mixed green marketing significantly influences consumers' green purchasing decisions. This is what makes sportswear manufacturers have a special position among their customers and distinguish their production from competitors. They attract the attention of individuals and organizations who are environmentally supportive towards their brand and thereby benefit from their support.

Keywords: Mixed Marketing, Green Marketing, Purchasing Behavior, Consumers, Sports Equipment.

Introduction

Green marketing is a marketing strategy that helps marketers achieve this goal. This type of marketing supports environmental protection by creating identifiable ecological benefits based on what the customer expects from environmental support. The scope of green marketing is not limited to marketing products harmful to the environment; green marketing includes a wide range of activities such as product modification, changing production processes, altering packaging, and modifying advertising for consumer goods, industrial goods, and even services [1]. Green marketing encompasses all activities designed to create and facilitate exchanges to satisfy human needs and desires in a way that minimizes adverse environmental impacts. Therefore, companies

must significantly reduce their negative environmental impacts in production, distribution, raw material sourcing, and energy consumption; otherwise, they will be pushed back by laws and demanding customers [2]. Hence, the best strategy for marketers is to provide detailed information about the environmental credibility of their products to customers. In this regard, the company should attract customers' attention by informing them of the green initiatives it has taken [3]. On the other hand, since environmental problems faced by people are increasing day by day, environmental awareness must be enhanced because customers require information for informed purchasing decisions, and the lack of information can prevent the adoption of green criteria and features when making purchasing decisions.

Method
The present research employed a descriptive-survey method and was applied in terms of purpose, conducted in the field. The statistical population of the study comprised all consumers of sports equipment at the level of Tehran city. The sampling method was random and cluster sampling, with 384 individuals selected as the sample using the Morgan table. The research instrument was a researcher-made questionnaire, validated by confirmation from 10 sports management professors, and its reliability was obtained through Cronbach's alpha test with a coefficient of 0.87. Data analysis was conducted using descriptive statistics and structural equation modeling tests with the SPSS version 25 and LISREL version 8.8 software.

Results
The results of the demographic data showed that the majority of the research participants held a bachelor's degree. Additionally, 52% of the respondents were in the age range of 35 to 40 years, with 38% being male and 62% being female.

The results obtained from fitting the conceptual model of the research, as shown in Figure 1, indicated a fit output of 0.69 according to the LISREL software. Therefore, it can be said that the model has a very good fit, and it can be inferred that mixed green marketing has a positive effect on the purchasing behavior of green sports equipment consumers.
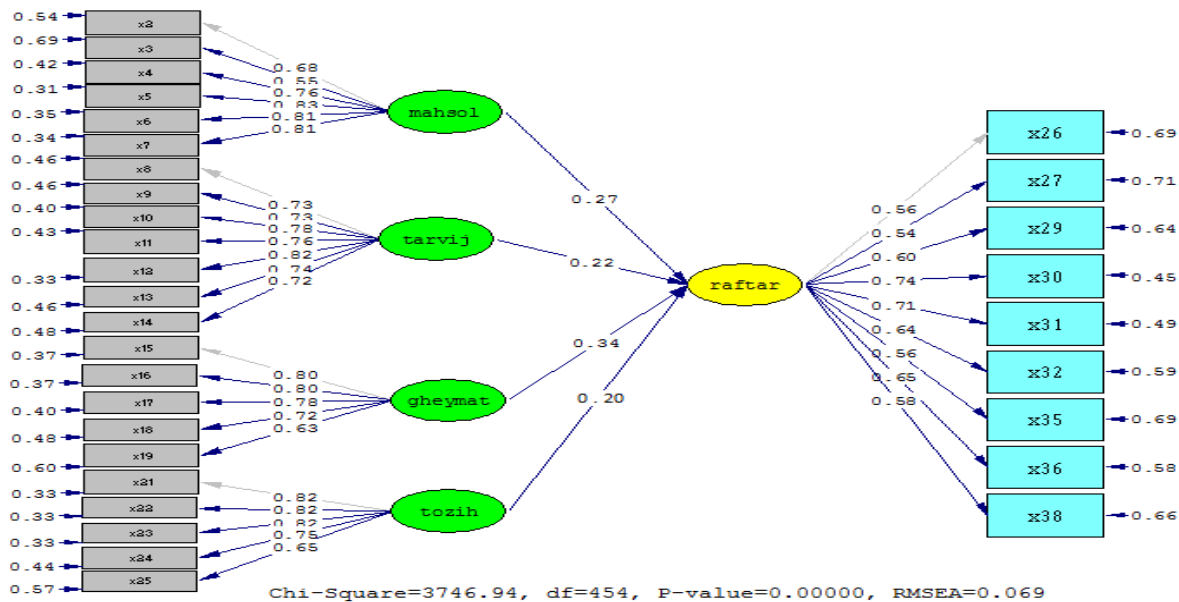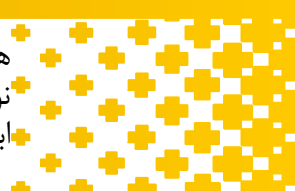

Chi-Square=3746.94, df=454, P-value=0.00000, RMSEA=0.069

Figure 1. Structural Model of the Research

Conclusion

The research results indicated that the use of green marketing strategies for products, green promotion, green pricing, and green distribution have a positive and significant impact on the purchasing behavior of green sports equipment consumers. In other words, these strategies influence consumers' decisions to buy green products. This leads sports equipment manufacturing companies to become unique brands that attract consumers' attention, and with their support for the environment, they benefit from the support of these individuals and organizations. This serves as a competitive advantage for companies and encourages them to achieve common goals and excellence. Therefore, it is recommended that sports equipment manufacturing companies focus on using green marketing strategies and strive to improve the overall performance of products, promotion, pricing, and distribution in a green manner. These actions may lead to increased sales and customer satisfaction. To achieve this goal, companies should focus on producing high-quality products that are more environmentally friendly, set appropriate pricing, and use creative advertising methods that emphasize green values. Additionally, updating distribution and transportation systems to increase efficiency and reduce negative environmental impacts is also important.

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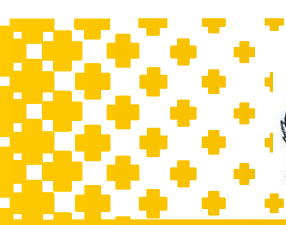
Analysis of intervening factors in the presence of financial sponsors of women's sports

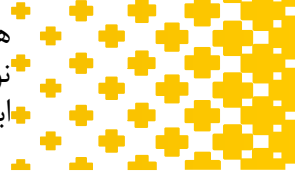Samin Jodairy[1], Mohammad Rasoul Khodadadi[2], Fatemeh Abdavi[3]

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Abstract

Sponsors initially consider two goals for supporting a team or athlete. The first goal is the sports success of the opponent and the second is the social sector. The meaning of the social sector includes positive effects that can be seen in the short and long term. For example, supporting athletes leads to more interest of other young people in sports and reduces social anomalies. Sponsors do their advertising in different ways: environmental advertising, advertising among the audience in the form of packages that are distributed, designing special and unique clothes and the main part through social networks and media. Sponsorship is a widely used tool in the marketing mix of contemporary business organizations because of its capacity to increase brand awareness, sales, brand image and market share (Carter and Wilkinson, 2000; Scott and Sacard, 1992; Stotlar, 1999). Today, the biggest defect seen in sportswomen is the sponsoring part of sports, which has the first word in the modern world of sports. It can be said that commercialization has penetrated all levels of sports, from participation in community sports to professional sports. Especially in professional sports, corporate financial support is ubiquitous, and athletes and sports clubs usually advertise or endorse (Smith and Stewart, 2014). The current research method is applied research in terms of research type and qualitative research (thematic analysis) in terms of implementation method. Thematic analysis method is one of the most conventional and widely used methods of qualitative data analysis, especially in ethnography or interview-based data analysis. The validity of the tool was examined by the interviewees and then the expert professors, and the intra-subject agreement method was used to measure the reliability. The statistical population of this research included sports management specialists familiar with the subject of the research, officials and female athletes at the professional level and financial sponsors. The statistical sample of the research was selected from among the statistical population and using the purposeful and snowball sampling method, the sampling continued until the theoretical saturation process. In this research, the library method (books, articles and internet) has been used to collect information related to the research literature, the background of the research topic. The interview method was used to collect relevant data. For this purpose, the researcher conducted interviews with sports management specialists familiar with the subject of the research, officials and financial sponsors active in the field of sports, female athletes of various fields, managers of the Ministry of Sports and the National Olympic Committee. The questions were answered in the form of open-ended answers, and there were no restrictions on answering the questions. After the interviews, coding was done in maxqda2020 software and the final model was obtained. The central code of intervening factors with open codes includes lack of media coverage,

lack of live broadcasting of matches, lack of attendance of spectators, lack of development of the sports industry, lack of support from the industrial sector, relation to governance, macro policies, lack of support from the city council and municipality, political problems, lack of Compliance with moral issues, lack of culture, cultural poverty, lack of women's management platform, psychological conflicts, moral anomalies, fraudulent factoring, social anomalies. Among the intervening factors, lack of media coverage and macro policies and visual effects are among the three main codes according to the obtained cloud diagram.

Designing a Model of the Role of Social Networks on Team Image in Selected Clubs of the Iran Pro League

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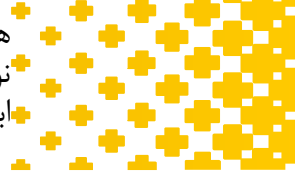
Abstract

Introduction: With the advent of digitalization and social media, the scope of communication technologies has expanded significantly. However, the limitations of traditional communication methods and advertising in conveying the desired message have become apparent. Given the potential of social media technologies in shaping social perceptions, the aim of the present research was to design a model of the role of social networks in shaping the image of teams in selected clubs of the Iranian Premier Football League. **Method:** The research method employed was descriptive and correlational, with a practical objective. Data collection was conducted in the field. The statistical population of the research included all fans over the age of 20 of teams such as Persepolis, Esteghlal, Sepahan, Foolad, and Tractor in the Iranian Premier Football League during the 2023-2024 season. The sampling method was cluster random sampling, with a sample size of 384 determined for each of the 5 teams using the Morgan table. The data collection tool included a researcher-made questionnaire on social networks and team image, adapted from the Chan (2008) standard. The validity of the questionnaires was confirmed by 10 sports management experts. The reliability of the entire social network questionnaire was $\alpha=0.82$, and the reliability of the team image component was $\alpha=0.80$. Data analysis was performed using descriptive statistics and inferential statistical tests such as the Kolmogorov-Smirnov test and one-sample t-test using SPSS version 26. **Results:** The components of culture-building, education and communication, and social network marketing play a positive role in shaping the image of teams in selected clubs of the Iranian Premier Football League. **Conclusion:** Considering the importance of team image on social networks and its special role in sports programs and adherence to social and ethical issues, material and moral support for clubs can help increase fan loyalty.

Keywords: Social Networks, Team Image, Premier League, Iranian Football.

Introduction

The entry of communications and information technologies, particularly social media, has significantly influenced the realm of sports marketing. The integration of technological advancements has overcome limitations in promotional efforts. The emergence of various social media platforms has revolutionized the landscape of communication, playing a pivotal role in shaping public perception [1]. These platforms have garnered widespread adoption globally, with over 2 billion people engaging in virtual social networks, spending an average of 3 hours per day [2]. The image of a team is a conglomerate of perceptions formed in the consumer's mind. It comprises a blend of prominent product features, customer relations, and symbolic elements

conveyed by the brand, including its name, visual symbols, products, advertisements, messages, and official announcements [3]. The public perception of a team encapsulates a holistic view, transcending mere functional product attributes, incorporating symbolic qualities associated with the brand. Favorable team imagery fosters a positive attitude towards the club's products and services [4]. Social media, due to its capacity for simultaneous and rapid communication, has achieved extensive penetration into user communities worldwide [5]. Given the significance of social media in shaping the image of sports teams, this study aims to examine the role of social networks in shaping the image of selected football clubs in the Iranian Premier League.

Method

The research method employed in this study is descriptive and correlational in terms of its practical objectives. Data collection was conducted through fieldwork. The statistical population of the research included all fans above 20 years old of the Persepolis, Esteghlal, Sepahan, Foolad, and Tractor football teams in the Iranian Premier League during the 1402-1403 season. The sampling method used in the current research was random cluster sampling, with a sample size of 384 determined for each of the 5 teams using the Morgan table. The data collection tools included a researcher-made questionnaire on social media networks, comprising three components: culturalization (questions 1 to 10), education and communications (questions 11 to 18), and marketing (questions 19 to 25). This questionnaire was developed through literature reviews, examination of previous research, and emulation of their models. For the team image questionnaire, the standardized questionnaire by Chan (2008), which was validated and localized by Montazeri and colleagues (1398), was adopted. This questionnaire consisted of 10 items focusing on the perceived value of club brands, trustworthiness of the image, and club brands. The validity of the questionnaires was confirmed by 10 sports management experts, and the reliability of each of the main research variables was as follows: culturalization component 0.84 (α), education and communications component 0.84 (α), marketing component 0.86 (α), overall reliability of the social media questionnaire 0.82 (α), and team image component 0.80 (α), indicating satisfactory reliability of the questionnaires used in the current research. Data analysis was performed using descriptive statistical tests such as mean and frequency percentage to describe the variables, as well as inferential statistical tests such as the Kolmogorov-Smirnov test to assess the normality of the data and the one-sample t-test using SPSS version 26.

Results

The results of the demographic information showed that the majority of the research participants had a bachelor's degree. Additionally, 40% of the respondents were in the age range of 25 to 30 years, with 65% being male and 35% female.

The results indicated that the levels of significance of the main research variables were higher than the significance level of 0.05. Therefore, the data had a normal distribution, and parametric statistics were used for data analysis. Furthermore, the results of the one-sample t-test showed that the components of culturalization, education and communications, and marketing of social media networks have a positive role in the image of the team in selected clubs of the Iranian Premier League.

Table 1. Results of the one-sample t-test

Variable	Mean	Standard Deviation	Standard Error of the Mean	Mean Difference	T	Significance
Culturalization Component	3/56	0/814	0/06	0/212	5/36	0/001
Education and Communications Component	3/54	0/625	0/07	0/256	4/25	0/001
Marketing Component	4/18	0/741	0/05	0/112	7/22	0/001

Conclusion

Social media can lead to various and unique strategies for the internal and surrounding community development of each club. Social media networks have a positive impact on the team image of clubs. The brand image of clubs can increase the attractiveness of their brand for their fans, and thus benefit from fans who support their favorite team in any case and at any time. Fans shape their own values based on the values of their favorite club, giving importance to the values that are valuable to their favorite club. According to the results of the current research, social media networks play an influential role in creating a positive image in sports clubs; in other words, by improving the performance of clubs on social media networks in each of these areas, the club's image is improved and upgraded. Given that social media plays an influential role in the image of clubs and the reputation of teams, it is essential. Compliance with federation rules, adherence to contract ceilings, and transparency of contracts can improve the legal performance of the club. In the economic sector, nurturing players and contracts with domestic sponsors can be beneficial, and in the education and health sector, supporting health programs and universal sports and education activities for youth can be useful. Therefore, paying attention to the importance of the team's image on social media networks plays a special role in sports programs and observing issues related to social and ethical factors, financial and moral support for clubs can help increase the level of fan loyalty.

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Investigating the introduction of electronic sports in universities

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Abstract

Nowadays, many universities around the world and recently in our country have taken an important role in supporting and developing electronic sports in order to provide free time for students. But currently, one of the important issues discussed about electronic sports in universities is the type of its effects on students, which should be investigated. Therefore, in this research, from the students' point of view, we have investigated and analyzed the foundation of e-sports in universities. The research method has been planned in the framework of qualitative approach and by applying the grand theory method, and the systematic approach of Strauss and Corbin has been used. The statistical population of the research includes students who have participated in electronic sports. Also, the available targeted sampling method was used to select the interviewees. The interviews were conducted in a semi-structured manner, and we reached theoretical saturation by conducting 25 interviews. The interviews conducted during three stages of open coding, central coding and selective coding were extracted and organized. According to the research findings; These sports face challenges such as the limitations of the organization and the validity of these disciplines, academic, physical and social problems for students, and at the same time they can also have positive consequences in terms of spending free time, developing personal and social skills. bring along that overcoming the limitations and emergence of consequences requires the application of useful strategies.

Keywords: electronic sports, university, student

Sociological analysis of gender ideologies in women's sports

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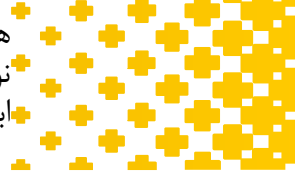*rramzani@guilan.ac.ir*

Abstract

Introduction: The purpose of this research is to analyze gender ideologies in women's sports.
Method: The current research was conducted as qualitative research using thematic analysis method. Based on this, 100 valid research articles were selected by purposeful sampling and based on conceptual commonality - that is, gender ideology in sports - and then analyzed and coded. In general, from the set of basic themes, 3 organizing themes were extracted and finally, a semantic theme that draws and analyzes the network of themes related to gender ideologies in women's sports. The research validation method was also applied based on the presentation and feedback of the research results to the experts for its final approval. **Results:** In the analysis of research data, three organizing themes, including the mechanism of the gender structure of sports, gender norms and beliefs, and the dominance of gender roles in sports, were identified as the main themes in the gender ideologies in women's sports. **Conclusion:** In general, the change in the mechanism of the structure of the roles, attitudes and beliefs of society towards women's sports can lead to the change of gender ideologies in sports; Because these gender ideologies with the dominant gender-oriented perspective are like a strong barrier against the progress and development of women's sports.
Keywords: Gender ideologies, gender norms, sociology of women's sports.

Introduction

It is always one of the most important concerns of researchers of humanities to investigate the issues of women. On the other hand, the current trend of sports shows that gender is an important issue in sports, or perhaps the most important issue in sports is gender itself. Therefore, gender issues are among the prominent scientific approaches and discourses and are considered an inseparable part of the field of sociology of sports [1]. In general, from the first years of childhood and in the course of socialization, girls' bodies and as a result how they perform their social-individual behaviors and activities are built and formed based on social beliefs and norms. In fact, sports have a lot to do with the so-called "masculine" elements of culture, and women in sports are still dominated and considered as the domain of men. The current trend of society shows that women's participation in sports has increased, and in particular, women participate in a wide range of sports activities; Also, women even have the ability to participate in men's sports such as football [2,3,4]. Despite this wide participation, there still seems to be a lot of criticism about the lack of true gender equality in female athletes. In fact, the standards and norms of masculinity and femininity have cast a shadow on the field of sports. From a sociological perspective, sports are related to the concept of masculinity and masculinity. Research shows that female athletes are vulnerable to gender norms and ideologies. Also, these gender ideologies are like a strong barrier in front of women's progress. The common denominator of all societies is the superiority of men over

women in these stereotypes. Indeed, when women's behavior and appearance do not match society, they feel concerned about having their gender ideologies questioned. In general, critical sociologists argue that many women are subjugated to society's gender ideologies and therefore fear crossing these normative boundaries; In fact, all of these views clearly show the inferior status of women's sports [5,6]. Therefore, considering the importance of these ideologies and approaches related to women's sports; And the existence of obvious research deficiencies in this field, the main goal of the current research is to answer the basic question, what are the most important gender-specific ideologies and approaches of women in sports?

Research methodology
The current research was conducted qualitatively using thematic analysis method. Based on this method, the textual data was initially coded. Then, the primary codes were grouped into common semantic categories and finally, through a hierarchical process, main themes and, in the final stage, the semantic theme (final theme) were identified. The sampling method is purposeful, that is, theoretical or theoretical. For this purpose, the textual data with these samples continued until the researcher reached the theoretical saturation stage. Therefore, by searching for the keywords of women, gender ideology, gender norms in sports, femininity and masculinity from reliable scientific sources and databases in the period from 2010 to 2022, Finally, 100 valid scientific research articles were selected and analyzed. The validation method of this research was applied by the feedback obtained from experts.

Research findings
Based on the thematic analysis and the coding of the events, the most important themes extracted in Table 1 are well defined as the theme of the organizing and the basic themes. Three organizing themes of **the mechanism of the gender structure of sports, gender norms and beliefs, dominance of gender roles in sports** were obtained in the context of the sematic theme (comprehensive) of gender ideologies governing women's sports, which have been analyzed separately.
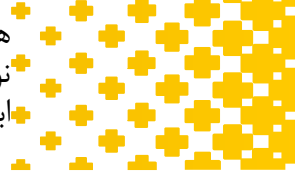
Table 1. Themes of gender ideologies in women's sports

Semantic theme	Organizing themes	Basic themes
Gender ideologies in women's sports	The mechanism of the gender structure of sports	Emphasizing feminine-masculine values in sports, glorifying masculinity values, paying attention to gender appropriateness of sports and gender classification of sports, male dominance and glorifying patriarchy in sports.
	Gender norms and beliefs	Stereotypes and gender stereotypes governing sports, gender stigmatization of female athletes, gender schemas, attitudes of female athletes to gender, stereotype threat in sports, destructive and negative effects of stereotypical beliefs in women's sports, traditional social and cultural structures, socio-cultural ideologies Ruling society, changing standards of femininity, ideal bodies in sports.
	The dominance of gender roles in sports	The pressure on athletes to conform to female gender roles, the gender identity of female athletes and its contrast with their sports identity, the level of believability of gender roles by athletes.

Discussion
The mechanism of the gender structure and nature of sports are an integral part of the dominant ideologies and beliefs in the culture of any society, especially in women's sports. According to the findings of the research, the male atmosphere and the gender structure completely dominates and governs the field of sports, this can be seen from the encouragement and approval of male
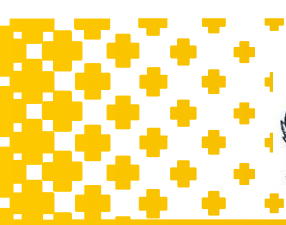
characteristics such as violence, extreme competitiveness, belligerence, competitive thrill-seeking and focusing on the strong male body in sports. According to critical feminist theories, sport is an arena for production, reproduction and transformations related to gender and the structure of gender relations in society, which exactly reproduces all the values of patriarchy and dominant masculinity in society. In the coding and thematic analysis of the data, it was found that there is often a gender bias in competitive sports; In fact, the findings confirm the existence of a series of gender preferences in competitive sports for men and women. Based on this, different sports have a different effect on women's attitudes towards sex. Gender norms and beliefs were among the other themes of gender ideologies in the theme analysis network. Based on this, women in sports face many gender stereotypes and attitudes. Female athletes are often placed in a lower position than male athletes due to gender beliefs. Based on these gender norms and beliefs, men are perceived as strong, dominant, independent and athletic, while women are perceived as quiet, passive, submissive and supportive. This social perspective is clearly and strongly embedded in the realm of sports. In fact, although today women have grown and succeeded in many non-sports fields, they are still considered as women first and then as athletes in the field of sports and competition. The dominance of gender roles was obtained from thematic analysis of the data. According to the theory of gender roles, sports also provide us with a very accurate picture of gender roles and their believability in society. Based on these gender roles, he assigns characteristics and abilities to women that are not present in men and vice versa. For example, based on traditional gender roles, women are expected not to take on tasks and activities with high physical strength, confrontational and competitive, and not to participate in such activities that match male roles; It means to undertake activities and roles that focus on feminine elegance and beauty. In general, one cannot ignore the harmful and destructive effects of these gender norms and ideologies on women's performance in sports; This male ideology is like a strong barrier preventing the progress and growth of women in the field of sports. Therefore, there should be a lot of focus on the necessity of making ideological and cultural changes in women's sports. Therefore, the examination of gender-oriented ideologies governing women's sports can create deep and new views of such approaches for professionals, researchers, athletes and other interested and influential people. Finally, despite the many advances in women's sports, there are still many prejudices and discriminatory practices that prevent women from reaching those ideal goals.

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Studying the Quality of Physical Education Lessons Implementation in Public Elementary Schools in Baghdad

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Introduction

The school, as one of the main fundaments of education, after the family environment, is obliged to provide the necessary experiences and create a suitable platform for the all aspects of growth of students [1]. Education experts have found that physical education is an important part of this education. For this reason, physical and sports activities are included in the daily curriculum of students [2]. Therefore, it is necessary to have a basic physical education program that can ensure the physical and mental health of students, create favorable conditions for the growth and development of potential talents, and cause the country's dynamism and development [3].
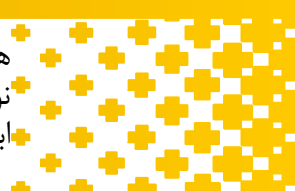
Physical education is one of the main fields of learning in the educational system of most countries of the world. In despite this, physical education in schools has not yet found the proper place among educational programs and always been a controversial issue for teachers and physical education instructors and even students' parents as it is a very important and sensitive lesson for children and students at different ages. The physical education course is almost similar to other courses in terms of educational standards, but in practice, it is not equal to other courses in terms of value and importance. Undoubtedly, the quantitative and qualitative improvement of physical education lessons in schools and its proper management can enrich and strengthen the support of sports in the country [4].

Physical education teachers are responsible for forming the best possible physical education classes in schools, but sometimes these efforts do not reach the desired result and physical education classes are not practical and desirable due to lack of planning, lack of sports teachers [5], limited hours of sports lessons, Lack of sufficient and standard sports equipment and places [6] and weak management or non-cooperation of managers are not implemented [7], [8].

Iraq is one of the developing countries in West of Asia that has certain political, social and cultural conditions that can affect its educational system. Therefore, in order to know and obtain the proper information about the quality of the implementation of physical education lessons in public elementary schools in Baghdad, as the capital of Iraq, it is necessary to investigate and study this issue. For this purpose, the present study aims to study the quality of the implementation of physical education lessons in public elementary schools in Baghdad by obtaining the opinions of principals, assistants and teachers of physical education lessons. As a result in addition to acquiring the necessary knowledge and information, it can help in the direction of proper planning and improve the status of the implementation of this course.

Methodology

This research is descriptive in terms of its purpose. The statistical population of the research includes all school principals, school assistants, and physical education teachers of public elementary schools in Baghdad. 255 people were selected as the statistical sample. To collect research data, a researcher-made questionnaire (Yavari, 1400) was used. This questionnaire has 58 questions, with 8 dimensions: the degree of achievement of predetermined lesson goals, the degree of attention to the three cognitive, behavioral and movement areas,

and the degree of interest of teachers in it measures the exact implementation of the educational program, the content and library status of the curriculum implementation, school facilities and equipment, the variety of sports activities in the program, physical education teachers performance, evaluation of the students skills and abilities in a 5-point Likert scale. The validity of the questionnaire has already been approved by sports management professors and its reliability has been calculated as 0.891. Questionnaires were ddistributed and collected electronically. SPSS24 software was used for data analysis. One-sample t-test was used in the inferential analysis section to test the hypotheses at a significance level of 0.05.

Findings

In terms of gender, 18.3% were male and 81.7% were female. Bachelor's degree was the most frequent with 50.8%. Sports teachers responded the most to the questionnaire. The average age of the respondents was 42.61 years and the average work experience of the respondents was 14.21 years. The data had a normal distribution. Examining the quality of physical education lessons and its dimensions in public schools using a one-sample t-test showed that the quality of physical education lessons (t=3.17, sig=0.001) in public schools was significantly higher than the average. Also, the results of the one-sample t-test show that the level of attention paid to the three areas of cognitive, behavioral and movement, the level of teachers' interest in the accurate implementation of the educational program, the content and library status of the curriculum implementation, school facilities and equipment, the variety of sports activities in the curriculum, the evaluation of physical education teachers performance and the evaluation of students' skills and abilities in public schools is significantly higher than the average (significance level is less than 0.05 and the average is more than 3). But the level of achievement of pre-determined lesson goals in public schools is average (significance level is greater than 0.05).

Table 1. The results of one-sample t-test for quality of physical education lessons

physical education implementation dimensions	Mean	standard deviation	t	Sig
Quality of implementation of physical education (over all)	3.17	0.43	6.20	0.001
Achievement of the pre-determined lesson goals	3.01	0.65	0.27	0.716
Attention paid to the three areas of cognitive, behavioral and movement	3.24	0.65	6.02	0.001
Teachers' interest in the strict implementation of the educational program	3.16	0.67	3.74	0.001
Content and library status of curriculum implementation	3.17	0.73	3.80	0.001
School facilities and equipment	3.18	0.69	4.16	0.001
The variety of sports activities in the curriculum	3.33	0.86	6.13	0.001
Evaluation of physical education teachers performance	3.11	0.59	2.99	0.003
Evaluation of students' skills and abilities	3.11	0.61	2.78	0.001

Discussion

The quality of implementation of physical education lessons in elementary schools of public schools was more than average. Now a days schools, scientific and research centers of the world are trying to improve the quality of services and provide new innovations to their customers. Schools and educational institutions have well understood that the satisfaction of customers and service recipients, paying attention to their wishes and needs, has a direct effect on increasing their income and social credibility. Schools operate with the aim of increasing the quality and increasing the facilities for the society, and it is expected that higher quality and
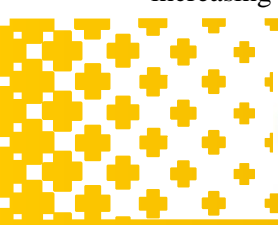
more basic physical education courses will be provided in the schools. In general, the quality of education is one of the goals of education system, and this goal depends on the curriculum with the desired and comprehensive quality. Also measurement and evaluation is one of the methods used to calculate the quality of the curriculum. The obtained results indicates that the necessary changes have been made in the elementary schools of Baghdad to an almost acceptable extent to provide and implement good quality and comprehensive education in the field of physical education. Regarding the achievement of pre-determined lesson goals in schools, it was found that in public schools, the curricula presented in the physical education course were not in such a way that the pre-determined goals could be achieved. Finally, based on the obtained results, it is suggested that principals, assistants, and teachers of primary schools should pay more attention to achieve better results and implement better quality physical education lessons, because this will lead to better growth and development of students. Beside this the educational system and society will benefit from its useful and valuable consequences.

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Management Style Relation with Football Clubs Income in South of Iraq

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Introduction

Nowadays, sport is not only a game or entertainment, but it is considered as one of the most profitable industries in the world [1]. In most developed countries, due to the increasing growth of football, especially in the economic and commercial fields, this sport is called the football industry. The main infrastructure of this industry is formed by clubs that act as manufacturing factories and economic enterprises [2]. Today, clubs have become a regular system and offer their matches in the form of goods and services in the best possible way, earning billions of dollars in this way [3]. Football clubs around the world earn income from three sources: match day income, media rights and merchandising [4].
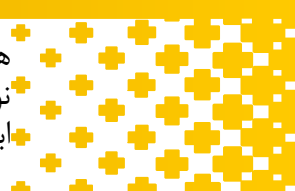
On the other hand, management style is actually the way a manager plans, organizes, makes decisions, delegates and manages employees. This method can be different based on the industry, country, culture, management level and also the manager himself [5]. Different management methods can change depending on factors such as the culture of the society, the task expected from the work, the difference of the workforce and the personality and abilities of the managers [6]. Research results related to management styles and income of organizations have shown that there is a positive and significant relationship between management style and sustainable income [7], and also choosing the appropriate management style with the prevailing conditions of the organization can generate income in that organization[8].

A review of the history of Iraqi football shows that this country's football has always been one of the most successful countries in Asia in terms of football performance, but it has always faced many problems in terms of management and finance [9]. The southern region of Iraq, including the four provinces of Basra, Nasiriyah, Maysan, and Al-Muthani, is one of the regions that has many prominent teams in various Iraqi football leagues. Considering that the main feature of football in today's world is money making, but football clubs have limited ways to earn money [10] and many teams, including the teams of the Iraqi Premier League, justify their failure to factors such as lack of credits and financial budget, lack of camping and nutrition facilities [11].

Although in recent years, studies have been carried out in the field of financing in various fields, but in none of the previous researches, studies have been carried out on the role of management styles in the financing of sports organizations, therefore, the implementation of research in sports organizations and especially Iraqi football clubs was felt. Hence, the present study was conducted with the aim of answering the question whether the management style is related to the amount of income of football clubs in southern Iraq? The results of this research can provide a suitable solution for the Iraqi Football Federation, Iraqi football clubs, sports marketers and companies willing to invest in Iraqi football.

Methodology

In terms of the purpose this study, it is a applied study that was conducted by a survey using a questionnaire. The statistical population of the current research was the managers of football clubs in southern Iraq (four provinces of Basra, Nasiriyah, Maysan, and Al-Muthani) in the number of 26 people, whom all were selected as subjects. The main tool of data collection in this study was Schmidt's (1998) Management Styles Questionnaire included 12 Likert items with 5 answer options. Its dimensions are goal-oriented (items 1 to 3), member-oriented (items 4 to 6), and shadowy (items 7 to 9) and moderate (items 10 to 12). The data related to the amount of income was also collected by querying the football clubs of southern Iraq. For the statistical

analysis of the data, the Kolmogorov-Smirnov test was used to check the normality of the data distribution, and the Pearson correlation and linear regression statistical tests were used to check the research hypotheses. All data analysis was done in SPSS23 software environment and at a significance level of 0.05.

Findings

The demographic and personal information of the participants indicated that, in term of gender, all managers were male and about 70% of them are over 40 years old. Bachelor's degree and management experience of 1 to 3 years were the most frequent. Al-Qurna Club had the lowest income with 0.32 million dollars and Naft Al-Basra Club had the highest income with 6.10 million dollars in 2023. Also, the results of two-variable simple linear regression showed that all dimensions of management style include goal oriented (sig=0.028, t=2.252), member oriented (sig=0.005, t=5.671), shadowing (sig=0.041, t=2.189) and moderate (sig=0.019, t=3.500) have the ability to predict the amount of income. So based on the results, it can be stated that there is a significant relationship between the management style and the amount of income of football clubs in southern Iraq.

Table (1) results of regression analysis between dimensions of management style and income

Simultaneous regression	Standardized coefficients	Unstandardized coefficients		t	Sig
	Beta	Std. Error	B		
Beta Width from origin		0.774	2.773	-1.077	0.286
Goal oriented	0.309	0.488	1.100	2.252	0.028
member oriented	0.099	0.435	0.292	5.671	0.005
Shadowy	0.030	0.463	0.087	2.189	0.041
moderate	0.075	0.580	0.290	3.500	0.019

Discussion

In recent years, extensive studies have been conducted in the field of financing in various fields, but in none of the past researches, the role of management styles in the financing of sports organizations has not been studied. The results of the research showed that there is a positive and significant relationship between the management style and the amount of income of football clubs in southern Iraq, Also all dimensions of the management style, including goal-oriented, member-oriented, shadowy and moderate, have the ability to predict the amount of income. The results of the research are in line with the results of most of the conducted researches. Based on the research results, it can be said that the management style is one of the main foundations of an organization and its effective existence is important for the survival of the organization. Today, the type of management is an important part of the life of organizations, especially in the field of sports. Because of rapid and comprehensive changes in the world the organization's environment so that organizations and managers must find a new way to adapt to global changes and developments, especially in the sector of money earning. Hence organizations need new ideas and fresh opinions to survive. The proper management style can be like the soul in the body of the organization and saves it from destruction and leads it to success.

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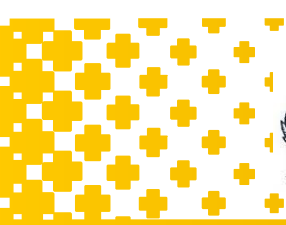
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Developing a strategic plan to attract and maintain sports tourists in the commercial-industrial free zone of Mako using the combined SWOT-QSPM model

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Abstract

Background: The aim of the present study was to Development of strategic plan for attracting and retaining sports tourists in the commercial-industrial free zone of Mako using the SWOT model.

Material and Methods: The current research is a combination of descriptive-survey and exploratory research. The statistical population of the research included experts from the cultural heritage and tourism organization and the sports and youth department of Mako city, faculty members and tourism experts from the Mako free zone organization. SWOT analysis and four-house matrix were used to formulate recruitment and retention strategies. In the qualitative part, data analysis was done simultaneously with the implementation of in-depth semi-structured interviews and was analyzed by maxqda software. In the quantitative part of the questionnaire extracted from the qualitative part, after confirming the items in the form of CVR and CVI forms, it was given to the research experts, and the collected data was analyzed using SPSS software. By presenting matrix tables of internal and external factors and by calculating EFE and IFE, it was started to draw the strategic position of attracting and maintaining sports tourists.

Findings: The analysis of the data obtained from the interviews showed that 15 indicators were identified as prospects for developing a strategic plan for attracting and retaining sports tourists.
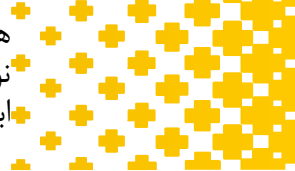
Conclusion: onsidering that the strategic position of attracting and maintaining sports tourists is in the defense sector, strategies for the development of transportation routes, attention to expert and experienced human resources, development of infrastructure, resources, equipment and facilities, preparation and allocation of financial resources, development Communication systems, increasing the motivation of private sectors and non-discrimination, the strategy of raising the awareness of the local community and sports tourists in order to strengthen the culture and customs of hosting and preserving the environment were counted.

Keywords: attraction and retention of sports tourists, SWOT model, Strategic plan.

Introduction

Many studies have been done in the field of sports promotion and development around the world. Sports can be developed and promoted through various activities, including sports tourism, etc. (1). The arrival of tourists is also influenced by big sports events and the holding of sports events provide beneficial opportunities for tourism. A study has shown that the flow of tourism to the host countries between 1995 and 2006 witnessed a positive influx of tourists from more than 200 countries (2). One of the key elements in the development of sports tourism in a region is the attraction and sustainability of tourists(3).

Many factors, including transportation infrastructure, information technology, as well as the ability of regions in the health sector, cultural and historical attractions, and some other variables can be effective in

attracting tourists. On the other hand, the length of stay in tourism research is also a significant issue because it is one of the most important variables in the decision-making processes of visitors (4). The studies conducted in connection with tourist attraction and permanence have identified a series of factors related to these two categories(5). Considering the importance of the category of tourism in free zones, as well as the existing research gap in the field of developing a strategic plan in the field of tourist attraction and retention in free zones, the researcher seeks to identify weaknesses and strengths, opportunities and threats, calculate the matrices of internal and external factors, and The ranking of the strategies for attracting and retaining sports tourists is to answer the question, what are the strategic plans for attracting and retaining sports tourists in Mako Industrial Free Zone?

Materials and methods

The current research is a combination of descriptive-survey and exploratory research. The statistical population of the research included experts from the cultural heritage and tourism organization and the sports and youth department of Mako city, faculty members and tourism experts from the Mako free zone organization. 30 people were selected as the research sample.

In order to collect information in the qualitative part of the research, the required information was collected through semi-structured interviews with experts in the field of tourism and sports management. In the quantitative phase, using a questionnaire extracted from the qualitative section, which was approved by 12 sports management experts, the sample of the quantitative section of the research was provided. In-depth and semi-structured interview to determine the mission statement and vision, as well as the most important strengths, weaknesses, opportunities and threats and the valuation and weight of the extracted codes were ranked by the research focal group in 4 sections and answered by the statistical sample.

Statistical Analysis: In the qualitative part of data analysis, maxqda software was used. The reliability of the research instrument was reported using Cronbach's alpha reliability coefficient, Spearman's reliability coefficient, combined reliability coefficient (CR) and shared reliability coefficient (AVE). The matrix tables of internal and external factors were presented, and by calculating EFE and IFE.

Results

Table 1. SWOT matrix (defensive strategies "WT")

Weaknesses of attracting and maintaining sports tourists in Mako Free Commercial-Industrial Zone	
W1 -Non-use of information and communication technology	**Internal factors**
W2 -Lack of adequate government facilities	
W3 -Failure to hold international and national conferences in Mako for introduction	
W4 -Failure to provide a codified and strategic plan for the development of sports tourism	
W5 -Economic stagnation of the country, especially in the sports sector	
W6 -Lack of full introduction of the region's capacities among the members of the society	
W7 -Failure to attract sports tourists in social media	
W8 -Not using experienced and expert people in the field of sports tourism	
W9 -Lack of content production and colorful presence of the region in virtual space	
W10 -Not meeting the demands of sports tourists and encouraging them to maintain	
W11 -The absence of a codified database in the field of sports tourism	
W12 -Lack of attention from officials and boards and lack of sufficient knowledge in the field of tourism	
W13 -Lack of motivation of private sectors due to discrimination regarding sports tourism activity	
	External factors
WT strategies ↓	Threats of attracting and maintaining sports tourists in Mako Free Commercial-Industrial Zone ↓
1. Development of communication systems to communicate with the local community and sports tourists in social and official networks 2. .Increasing the motivation of private sectors and non-discrimination in providing concessions in the field of sports tourism 3. .Development of transportation routes to Mako Free Zone and construction and development of eco-tourist places and accommodation for sports tourists 4. Preparation and allocation of financial resources for the development of sports tourism 5. Attention to expert and experienced human resources in tourism sectors, especially sports tourism 6. Raising the awareness of the local community and sports tourists in order to strengthen the culture and customs of hosting and preserving the environment 7. Development of infrastructure, resources, equipment and facilities for the development of sports tourism	T1 -Economic recession of the country T2 -Lack of funding for events and festivals T3 -Lack of investment in the hotel sector to accommodate sports tourists T4 -Failure to improve the quality of transportation T5 -Parallel work of institutions related to the field of tourism T6 -Destruction of the environment due to the holding of some events T7 -Weakening customs in rural environments T8 -Culturally sensitizing the rural context T9 -Cultural confrontation due to the presence of different ethnicities T10 -Lack of attention to attracting and maintaining sports tourists T11 -Lack of suitable accommodation centers and hotels for sports tourists T12 -Lack of advertising for the development of sports tourism T13 -The increase in the costs of sports tourists due to the economic conditions of the countr

Discussion

Weaknesses in attracting and maintaining sports tourists in Mako Free Commercial-Industrial Zone include the lack of sufficient government facilities, the lack of providing a codified and strategic plan for the development of sports tourism, the lack of attention of officials and delegations and the lack of sufficient knowledge in the field of tourism and etc . These results with the research of Valizadeh and Ameri (2020); Mayer (2004), Parent and Seguin (2007) agreed(6, 7, 8).

In the second part of the internal factors, the strengths of attracting and keeping sports tourists in the commercial-industrial free zone were pointed out, which include the existing natural climbing facilities, the existence of historical monuments in the Mako Free Zone, the existence of the capacity to hold martial sports events, the potential to attract sports tourists due to different capacities, These results were consistent with the research of Mahmoudi et al. (2023), Valizadeh and Ameri (2020), Ziakas and Bokas (2012)(3, 6, 9).

In the commercial-industrial free zone of Mako, special attention has been paid to attract and retain sports tourists. Hospitable and friendly people provide a better way to attract and retain tourists in Mako. This good behavior can create a positive experience for sports tourists and encourage them to return to this area again (10).

In the section of external factors affecting the attraction and retention of tourists, the opportunities available in this route were mentioned. Natural facilities and attractions in Mako Free Zone, which include beautiful mountains, rivers and lakes. The presence of unique plains that provide a suitable environment for various sports such as football and golf. The existence of a stone cap as the second largest cap in the world, which attracts the attention of many sports tourists. The existence of historical capacities in the Mako Free Zone that introduce the history and culture of the region to sports tourists.

The development of a strategic plan for attracting and maintaining sports tourists which was examined by the evaluation matrix of external factors, showed that the threats have overcome the opportunities in front of it. According to the obtained results, the strategic position of attracting and maintaining sports tourists was obtained as a defensive strategy. Therefore, the organization must be able to fix its weak points and vulnerable cases inside the organization and use the advantages of the external environment such as new technology, improvement of facilities and repair of existing technology, or specialized force with high skills to solve its problems(11, 12, 13).

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The effect of endurance training on cardiac muscle angiogenesis and downstream factors of PI3KR2 pathway in diabetic rats

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Abstract

Background: Exercise training is identified as a beneficial component of diabetes treatment plan. It seams, Angiogenic driving factors in people with diabetes, can be affected by physical activity. The purpose of this study is to determine the effect of aerobic exercise on the Changes in stimulating factors of angiogenesis and capillary density in the cardiac tissue of diabetic rats.

Material and Methods: Twenty diabetic male Wistar rats(mean weight, 191.9 ± 10.85)were divided into two groups of diabetic (n=10) and diabetic training(n=10) and the groups were matched based on weight. Forty eight hours after the last training session (Moderate-intensity aerobic exercise on a treadmill), cardiac tissue samples were taken after an overnight fast. Measuring AKT and eNOS proteins were measured by ELISA method. Also, immunohistochemistry (alkaline phosphatase activity) was used to measure the cardiac muscle capillary density.

Findings: Independent t-test showed that the 8-week aerobic training significantly increased the expression of AKT and eNOS proteins (p=0.001) and capillary density (p=0.018) of cardiac tissue in the exercise group compared to the control group.
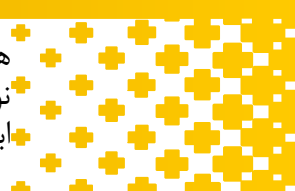
Conclusion: The results of this study indicated that increase of angiogenesis factors (AKT and eNOS) and capillary density by aerobic exercise in diabetic conditions; can be expressed as a non-drug treatment for aerobic exercise and can be used to improve heart perfusion.

Keywords: aerobic exercise, capillary density, AKT, eNOS, Type 2 diabetes.

Introduction

There are increasing evidences which show diabetes causes reduce in the angiogenesis, diameter of capillaries, relative reduce of capillaries to fibers and formation of peripheral vessels of the heart in the human and animal models (1, 2). Diabetes also influence the proangiogenic and anti- angiogenic factors and this effect changes balance between stimulant and inhibitory factors of angiogenesis and consequently increases cardiovascular disease through changing angiogenesis(3,4). On the other hand different studies have shown that exercise improves endothelial function and neutralizes micro-vascular density (5).

Vascular Endothelial Growth Factor (VEGF) starts up signaling cascade of angiogenesis from the two paths, one of which is PI_3K /Akt/eNos. The activated Akt inhibits apoptosis through Phosphorylation of BAD proteins and caspase 9. Moreover Akt activates its eNOS causing cellular

migration (6). The main source of nitric oxide production in the vascular endothelial cells is eNOS which is activated during exercise and shear stress(7).

Since fat and glucose increases in the diabetic patients' blood stream it seems that the created inflammation decreases blood stream level due to excessive accumulation of glucose in the body tissues and creating blood clots and thrombosis in the vessels, in this case angiogenic factors won't have opportunity and conditions for incidence and hence Angiogenesis is decreased.(8). However, The purpose of this study is to determine the effect of aerobic exercise on the Changes in stimulating factors of angiogenesis and capillary density in the cardiac tissue of diabetic rats.
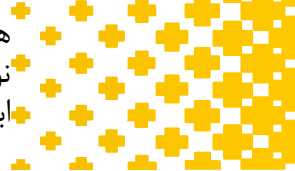
MATERIALS AND METHODS

Research method of the present study is experimental-laboratory which was conducted in experimental way with post tests and control group. Twenty rats of Vistar (with average weight of 191.9±10.85) were randomly divided into diabetic control (n=10) and diabetic exercise (n=10) groups and the groups were synchronized based on their weights. Diabetes was created in the study by combination of feeding fatty foods and Streptozotocin injection(35mg in ratio of each kg of the body weight). The blood sample was taken 48 hours after the drug injection form the animals' eye and serum isolation and then using enzymatic glucose oxidase method. Glucose concentration above 300mg/dl was considered as diabetes (9).

Aerobic exercise was conducted for 8 weeks and 6 sessions in a week on an engine treadmill (10, 11).

Sample were taken after 48 hours of the last exercise session and night fasting. The rats were anaesthetized by Intraperitoneal injection combined with Ketamine (75mg/kg) and Zylosin (100mg/kg). the blood sample was directly taken from the animals' heart.

ELISA test was conducted for evaluation of level of underlying proteins using specific commercial kits (Akt ELISA Kit, Catalog no.: ABIN2114824, antibodies CO. eNOS ELISA Kit, Catalog no.: ABIN367489, antibodies CO.).

Statistical Analysis was performed using SPSS software version 23.0. Independent t-test was used to compare the means difference($p < 0.05$).
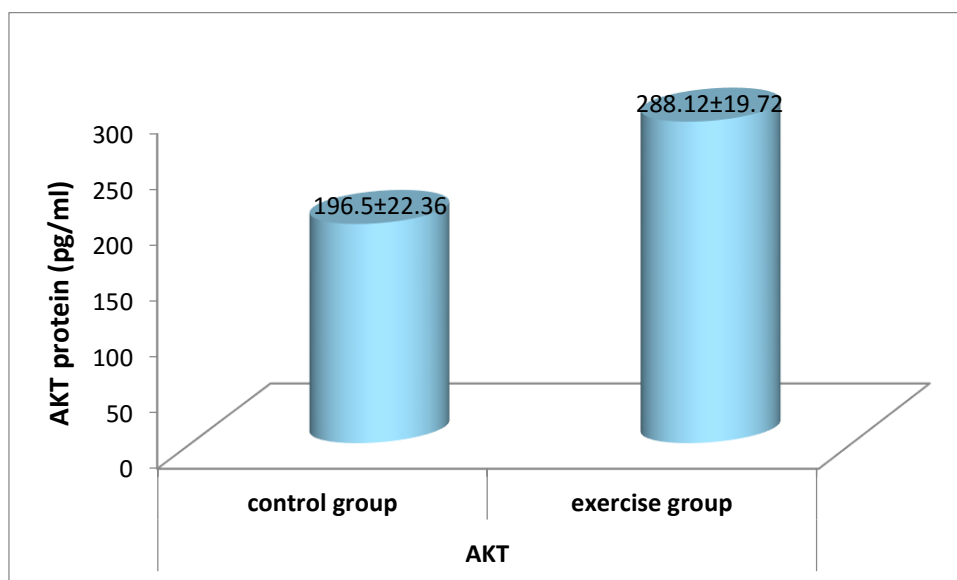
RESULTS

Fig 1. Average Akt protein levels of cardiac tissue in diabetic control and diabetic exercise groups.
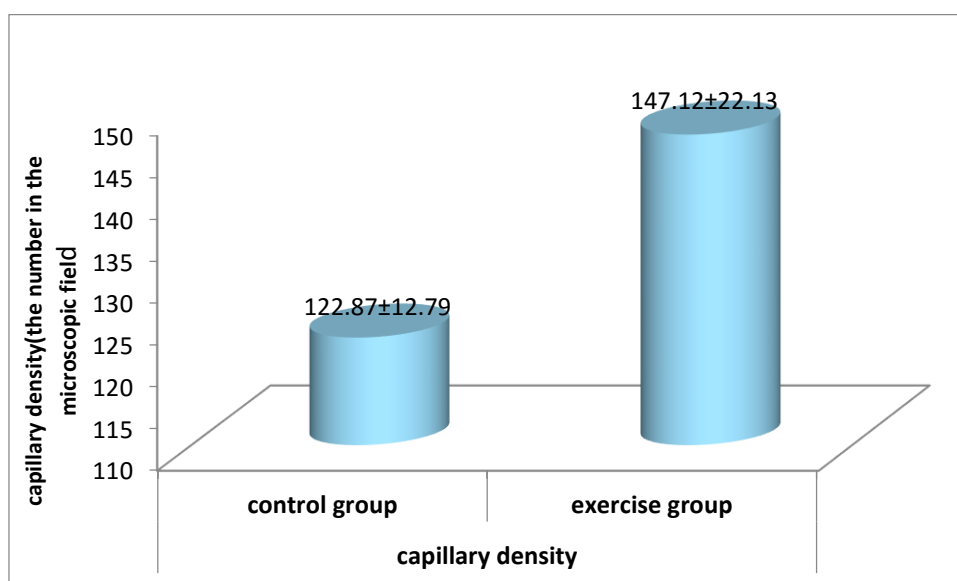

Fig 2. Average capillary density of cardiac tissue in diabetic control and diabetic exercise groups.

- **DISCUSSION**

Results of the present study indicated that cardiac tissue AKT protein amount showed significant increase in the diabetic exercise group. Hyperglycemia causes messaging defects in the downstream

VEGFR$_2$ in endothelial cells. Moreover Chemotaxis response and monocytes migration which are conducted in the response to VEGF suffer defect, too. (12, 13).

Results of the study indicated that level of differences of AKT was not significant in the three groups however Phosphorylation AKT ratio to AKT, Phosphorylation eNOS ratio to Heart eNOS was high in the exercise group, significantly(14). Results of the present study are in balance with Natan et.al (2012) where aerobic exercise increases mir126 and downstream factors of the path such as eNOS, Akt, PI$_3$KR$_2$(15).

findings of the present study indicated significant increase in eNOS protein expression amount after 8 weeks of endurance training in the diabetic exercise group. Findings of the present study are in balance with the studies carried out by Natan et.al (2012). In contrast with the present study, Shekarchizadeh et.al(2012) carried out a study indicated that plasma level of VEGFR1, VEGF,NO is not significant difference in the exercise group compared to the control group(7, 15).

Other findings of the present study indicated that capillary density level of cardiac tissue indicated significant increase in the diabetic exercise group. The effect of endurance exercise on the capillary density has been investigated in different studies and its changes have been reported with different results (decrease or increase of capillary density) in the diabetic animals and humans (16, 17).

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