

Formulating the Entrepreneurship Development Model in Sports and Youth Organizations

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Abstract

Purpose: One of the most important characteristics of organizations in the third millennium is the ability for all employees to perform their duties in an entrepreneurial role, and all individual or group activities of the organization to be continuously, rapidly, and easily aligned with entrepreneurship. Therefore, this research was conducted with the overall aim of formulating an entrepreneurship development model in sports and youth organizations using the ISM (Interpretive Structural Modeling) approach.

Method: The research method was mixed, employing qualitative techniques such as interviews and coding based on the Glaser approach, and quantitative techniques such as interpretive structural analysis. The statistical population included sports and entrepreneurship experts in the organizational and business fields. The research samples were purposefully selected, and the interviews continued until the 23rd interview was conducted and theoretical saturation was achieved.

Results: Out of the total 309 codes from the 23 interviews, after removing duplicate codes, 118 unique codes remained for the development of entrepreneurship in sports and youth organizations. To ensure the results of the coding, the open codes were sent to the samples for confirmation. The results of the data analysis showed that 9 main factors for entrepreneurship development in sports and youth organizations included entrepreneurial knowledge management, entrepreneurship education, human resource empowerment, evaluation of entrepreneurial programs, managerial factors, structural factors, organizational culture development, implementation of research and development system, and formulation of entrepreneurship strategies.

Conclusion: It should be noted that neglecting the structure and management of knowledge, in addition to hindering human resource empowerment in the field of entrepreneurship, will reduce the effectiveness of strategies in this area.

Keywords: Organizational Entrepreneurship, Sports Organizations, Entrepreneurial Culture, Entrepreneurial Structure.

Introduction

The sports industry plays a crucial and undeniable role in providing vitality and health to a society and enhancing national productivity. Economic prosperity in countries is heavily reliant on sports activities and the active lifestyle of the community. The growing interest of people in sports and the demand for sports goods and services have led to unprecedented income generation in the sports industry, significantly contributing to the economies of nations (Sharifi & Rahimi, 2021). In Iran as well, the sports sector is undergoing a developmental trend, creating suitable conditions for entrepreneurial activities alongside sports (Ashouri et al., 2022). Entrepreneurial activities often involve innovation, and considering that risk-taking and being active are inherent aspects of sports, coupled with the adaptability, evolution, and change of sports in various societal, political, and technological conditions, innovation has become an integral and inseparable part of the sports industry (Ferdousi et al., 2015).

Entrepreneurship is defined as purposeful activities that encompass a series of coherent decisions made by individuals, groups, or organizations to create, develop, or maintain an economic unit and undiscovered profitable opportunities (Dewanti & Hariyanto, 2022). The increasing emphasis on entrepreneurship in sports and events is generating a variety of new job opportunities. In essence, sports, by creating demand for sports goods and services and fostering attractiveness within communities, provides a fertile ground for entrepreneurial development. Entrepreneurship, through the establishment of sports-related businesses in the production of sports equipment, the provision of sports services, and the expansion of sports-related businesses, contributes to the development of sports (Cardella & Hernandez-Sanchez, 2021). To promote entrepreneurship in the sports sector, it is essential to identify both contextual and

structural factors that are influential in sports development. Based on the various dimensions of sports entrepreneurship, effective structures and foundations need to be planned (Mandalizadeh & Honari, 2019).

Researchers in this field have commonly identified strategic organizational models, organizational support and resources, organizational structure, and organizational culture as key factors in organizational entrepreneurship (Cunningham et al., 2022). Additionally, factors such as internal reward and control systems (Hornsby, 2002), innovation and competition (Hartley et al., 2013), organizational performance (Fox, 2005), political leadership and political issues (Farias et al., 2019), as well as motivation, approach, knowledge, and skills of organizational members (Diwanti & Hariyanto, 2022) are essential variables that impact organizational entrepreneurship.

Organizational entrepreneurship is defined as the development of competencies and opportunities within the organization through a combination of various new resources. It can be viewed as a system that enhances the creative capacity of managers and the entire workforce within an organization, making them entirely exploitable (Escamilla et al., 2020).

Sports organizations play a crucial and foundational role as the agents and executors of entrepreneurial activities, advancing the goals derived from entrepreneurial initiatives within sports (Bjärsholm, 2019). By utilizing organizational innovation and recognizing the importance of employment, particularly given the high youth unemployment rate, and considering the significant role of sports in promoting community health, preventing social deviations, and fostering a competitive atmosphere for investment in the sports industry, sports organizations can provide the grounds for entrepreneurial development within their environment, which is one of the most effective solutions for generating employment

and alleviating unemployment (Ziviar et al., 2017).

Entrepreneurship within sports organizations creates new employment opportunities in the field of sports. Considering the extensive dimensions of sports sciences, it can be identified as one of the fastest-growing sectors, strongly connected to the main sectors of the global economy, society, and politics (Rezavi & Talebpour, 2018). Sports, as a broad arena, holds numerous employment opportunities within itself. By emphasizing entrepreneurship in the Ministry of Sports and Youth Affairs and prioritizing it in sports and youth institutions, new opportunities for employment in sports are created, characterized by innovation and creativity in the production and provision of services to the community. This leads to the country's daily progress on the global stage.

However, the research gap and the need to gain awareness of the factors influencing entrepreneurial development in such organizations highlight the necessity for a comprehensive and encompassing model. Sports in Iran is undergoing transformation and development, and considering the unique nature of sports, especially within the economic context, it should be noted that sports can create suitable conditions for entrepreneurial activities. This requires addressing all challenges, including obstacles and problems, in all dimensions, such as economic, social, and cultural dimensions, and aligning these activities with the environmental conditions to initiate innovative activities. Therefore, by conducting more effective and efficient entrepreneurial activities, particularly through research, more valuable results can be achieved within the field of sports. Regarding organizational entrepreneurship and the influencing factors, Keshavarz and Allahdadi (2022) demonstrated that there is a meaningful relationship between the transformational leadership style of managers and the entrepreneurial mindset and objectives of

employees in the Sports and Youth Departments of Sistan and Baluchestan Province. They emphasized the use of innovative leadership styles such as transformational leadership in these departments. The ecosystem of sports entrepreneurship was a concept employed in the study by Yar Ahmadi et al. (2021), in which they found that factors such as government and its policies, economic and financial factors, cultural and social factors, physical and technological infrastructure, laws and regulations, market and its conditions, the interaction between the university and industry, management and human resources, and natural and tourist attractions in the sports domain play a significant role in creating a sports entrepreneurship ecosystem.

On the other hand, Hammer Schmidt et al. (2022) in a study that went beyond defining and conceptualizing sports entrepreneurship, analyzed the integration of future paradigms and patterns of sports entrepreneurship. They constructed the concept and content of sports entrepreneurship in two phases: 1) identification and maximum utilization of opportunities to reduce organizational threats and increase available resources, and 2) creating value through sports, under the umbrella of the results of entrepreneurship, innovation, and creativity in providing sports products through governmental and non-governmental organizations related to various sectors. Ratten and Jones (2020) conducted a study on the role of digital transformation in influencing entrepreneurial and co-entrepreneurial activities in sports. They found that focusing on a thinking-oriented and strategic approach is essential for designing effective strategies for potential innovations in the future. They also emphasized the importance of the interaction between innovation and sports entrepreneurship. As mentioned in these studies, various factors from different dimensions related to entrepreneurship, especially in sports and sports

organizations, have been studied and interpreted.

The sports organizations, as the responsible entities and implementers, play a vital and fundamental role in advancing entrepreneurial goals within sports. By understanding the influential factors on sports entrepreneurship, new opportunities can be introduced to entrepreneurs and the community, allowing them to leverage these opportunities for socio-economic progress and development. On one hand, the economic aspects of sports have expanded globally and can further evolve beyond this point. However, many of these areas remain unrecognized at the national level, which could be brought to light through research. Among the factors contributing to the lack of success in sports entrepreneurship is the insufficient research on recognizing potentials and influential elements in the development of regional sports entrepreneurship, considering indigenous conditions. Considering the importance of sports entrepreneurship in addressing the issue of youth unemployment, particularly among university graduates in this region, and acknowledging the identified research gap, it's not yet clearly defined which factors significantly impact entrepreneurship development in sports organizations and youth. The categorization and correlation between these factors and components remain uncertain. Therefore, this research aims to identify and categorize the influential factors and indicators affecting sports entrepreneurship development by examining conducted studies and interviewing active experts in this field, ultimately presenting a suitable model based on these findings.

Materials and methods

The research utilized a mixed method, combining both qualitative and quantitative approaches, conducted in the year 2021. In the qualitative phase, a nominal interview method was employed, and in the quantitative phase, a structural interpretive approach was used. The statistical population included sports and entrepreneurship experts in the organizational and business fields. The research samples were purposefully selected, and the interviews continued until the 23rd interview was conducted and theoretical saturation was achieved. Following the completion of the interviews, the data were coded using the three-stage Glaser method, and open, axial, and selective codes were identified. The reason for choosing the Glaser method was to provide the researcher with more flexibility in selecting and identifying themes. A total of 309 codes were extracted from the 23 interviews, and after eliminating duplicate codes, 118 unique codes remained related to the retirement pattern in sports organizations. To ensure the results of coding, the open codes were sent to the participants for confirmation. Ultimately, 9 selected codes or influential components on the entrepreneurship development in sports organizations were identified. After identifying the main components, a structural interpretive analysis was employed to develop the pattern. For this purpose, the data were analyzed using the Mic Mac software.

Results

Presented in Table 1, illustrate the demographic characteristics of the research samples.

Table 1. Description of Demographic Characteristics of Interviewees

Row	Field of Study	Position	Educational degree	Gender	Age	Years of service
1	Sport Management	General manager of the province	PhD	Male	41	12
2	Physical education	General manager of	PhD	Male	42	12

		the province				
3	Sport Management	General manager of the province	PhD	Male	47	19
4	Sport Management	General manager of the province	MA	Male	56	27
5	Accounting	Vice president of the province	MA	Female	55	24
6	Physical education	Vice president of the province	PhD	Male	58	30
7	Sport Management	Vice president of the province	0	Male	55	26
8	Sport Management	Vice president of the province	PhD candidate	Male	52	20
9	Sport Management	Vice president of the province	PhD	Female	51	19
10	Sport Management	Sports expert	PhD candidate	Female	46	17
11	Sport Management	Sports expert	PhD	Male	53	21
12	Economics	Sports expert	PhD	Male	56	27
13	Education Management	Sports expert	PhD	Male	57	30
14	Sport Management	Sports expert	PhD candidate	Male	47	18
15	Physical education	Sports expert	PhD	Male	44	13
16	Physical education	Faculty member	PhD	Male	45	13
17	Sport Management	Faculty member	PhD	Female	41	10
18	Sport Management	Faculty member	PhD	Female	57	29
19	Physical education	Sports entrepreneur	MA	Male	55	24
20	Business Management	Sports entrepreneur	MA	Male	45	17
21	Engineering	Sports entrepreneur	MA	Male	60	31
22	Engineering	Sports entrepreneur	MA	Male	45	13
23	Physical education	Sports entrepreneur	MA	Male	46	17

The three-stage coding (open, axial, and selective) was conducted using a Glaser approach, and initial open codes were generated based on Table 2. A total of 309 codes were

identified from 23 interviews. After removing duplicate codes, 118 unique open codes were confirmed for the pattern of entrepreneurial development in sports and youth organizations.

Table 2. Open, axial and selective coding

Sample pointer	Open coding	Axial coding	Selective coding
P2, P3, P12, P6, P10	Using the knowledge of entrepreneurs in the field of sports		
P2, P20, P11, P6	Collecting the experiences of entrepreneurial veterans in the field of sports		
P12, P8, P9 P14	Facilitating access to knowledge generated in the field of entrepreneurship		
P10, P11, P8, P9, P13	Supporting the production of knowledge in the field of sports entrepreneurship	Improving entrepreneurial knowledge management processes	
P5, P8, P11, P21, P6	Establishing entrepreneurial knowledge management equipment and technology in sports and youth departments		
P5, P8, P11, P15, P10	Documenting the knowledge of sports and youth departments in the field of entrepreneurship		
P8, P12, P2, P8, P6	Registering and maintaining entrepreneurial knowledge in databases		
P6, P4, P10, P1	Creating a culture of organizational knowledge sharing among entrepreneurs		Entrepreneurship Knowledge Management
P11, P3, P2, P10	Supporting the dissemination of knowledge of top entrepreneurs		
P12, p13, P16, P10	Holding in-service courses related to knowledge management in entrepreneurship	Development of entrepreneurial culture in sports and youth departments	
P21, P6	Removing obstacles and facilitating the sharing of entrepreneurial experiences between the employees of sports and youth departments		
P4, P10	Establishing a common point of view among the human resources of sports and youth departments in relation to entrepreneurship		
P3, P7, P11	Observing the knowledge generated within the day related to entrepreneurship in sports		
P12, P6,P9	Observation of international knowledge related to sports entrepreneurship	Improving structures and policies	
P2, P5, P7	Planned development of knowledge of top entrepreneurs in the field of sports		
P19, P20. P5, P8.	Documenting the experiences of top sports		

P12, P6	entrepreneurs		
P21, P3, P9	Using top professors in entrepreneurship education		
P11, P12	Focus on team entrepreneurship instead of individual training		
P2, P3, P12	Empowering entrepreneurship teachers		
P13, P4	Needs assessment of training courses in the field of entrepreneurship	Development of entrepreneurship education	
P12, P10	Monitoring the quality of training courses		
P21, P20, P9, P10	Updating educational resources of entrepreneurship in sports		
P19, P7, P10	Evaluation of training courses based on existing evaluation models		
P3, P7	Acquaintance of provincial boards with new educational technologies		Entrepreneurship Education
P8, P10, P11, P12	Teaching the use of new methods in entrepreneurship		
P2, P5, P4	Adding an entrepreneurship topic to coaching training courses	Teaching new skills	
P19, P5, P20, P8	Efficient use of social networks in entrepreneurship education		
P21, P3, P15, P14	Sports boards focus on new fields		
P11, P12, P4	Holding entrepreneurship training courses for club owners of the province		
P2, P3, P12	Using the potential of physical education faculties of the province	Fostering entrepreneurship in sports clubs	
P21, P2, P10	Using the facilities and potential of other executive bodies		
P19, P9, P11	Attention to entrepreneurial skills when hiring		
P5, P20, P8	talent identification of employees in the field of entrepreneurial skills	Recruitment and training	
P19, P8, P9, P10	Creating platforms for the development of entrepreneurship skills of human resources		Human Resource Empowerment
P20, P7, P8, P9, P10	Creating free study hours for employees in the field of entrepreneurship	Development of personal and interpersonal skills	
P5, P8, P11,	Encouraging employees to team-working		

P5, P8, P11, P1	Trying to create formal and informal groups within the organization		
P8, P12	Sending employees to skill training camps		
P20, P7,P10	Assessing the individual skills of employees		
P9, P10, P11, P6	Talent development of human resources in the field of entrepreneurship		
P13,P11,P2, P6	Attention to the personality characteristics of human resources in the field of entrepreneurship		
P21, P20, P1	Developing an evaluation index for individual entrepreneurship		
P9, P7, P12	Developing an evaluation index for organizational entrepreneurship	Development of evaluation indicators in the field of entrepreneurship	Assessment of Entrepreneurship Programs
P3, P7, P11	Points to the entrepreneurship of general departments in annual evaluations		
P12, P6	Individual and organizational evaluation separately		
P2, P5, P7	Review of current evaluation indicators		
P19, P5, P20, P8, P12	Development of the entrepreneurship evaluation model of general departments based on global models		
P21, P3, P9, P1	Using 360 degree evaluation in the field of entrepreneurship	Elaboration of entrepreneurship evaluation model	
P11, P12	A comparative study in the field of entrepreneurship evaluation models		
P2, P3, P12	Considering local issues in developing the evaluation model		
P13	Development of entrepreneurship development program in sports and youth departments		
P12	Developing strategies corresponding to entrepreneurship in sports and youth departments	Planning and organizing	and Management Factors
P21, P20, P9, P10	Having an action plan in the field of entrepreneurship		
P19, P7, P10, P6	Division of labor in the field of entrepreneurship		
P3, P7, P1	Integrated entrepreneurial management		

P8, P10, P11, P12	Defining a clear vision in the field of entrepreneurship for provincial sports and youth administrations		
P2, P5	Encouraging employees to be entrepreneurship		
P19, P5, P20, P8	Encouraging philanthropic entrepreneurs in the field of sports		
P21, P3,	Creating equal opportunities for all employees	Encouragement and support	
, P11, P12	Supporting entrepreneurial ideas in the organization		
P2, P3, P12	Participation of managers in entrepreneurial programs		
P21, P2	Managers' commitment to entrepreneurship		
P19, P9, P11	Stability of management in provincial administrations		
P5, P20, P8	Using the political capital of provincial general managers		
P19, P8, P9 P10	Using the social political capital of the entire province	Managers	
P20, P7, P8, P9, P10	Development of political skills of managers		
P5, P8, P11,	Participatory management in administrations		
P5, P8, P11,	Managers' positive view of entrepreneurship		
P8, P12	Active participation in decision making		
P20, P7	Creating an entrepreneurial attitude in provincial general managers		
P9, P10, P11	Creation of entrepreneurship working group in administrations		
P13,P11,P2	Creating a flat and decentralized structure		
P21, P20,	Creating entrepreneurship committees in sports boards	Improve the structure	
P9, P7, P12	Downsizing and decentralization		
P13, P7, P1	Greater independence of provincial administrations		
P14, P10, P21, P12	Appointing a special entrepreneurship expert in sports and youth departments		
P3, P5, P2	Downsizing of provincial administrations	Downsizing and agility	

Structural factors

P11, P20, P8	P5, Agility of the provincial sports and youth administrations		
P10, P3,	Decentralization and flexibility		
P11, P2	Compilation of regulations supporting entrepreneurship		
P2, P3, P12, P6	Outsource as much as possible		
P21, P2, P9, P13	Compilation of executive guidelines for entrepreneurship in the general administrations	Improving the legal environment	
P21, P2, P1	Preventing complexity in the general administration of sports and youth		
P19, P9, P11	Determining the duties of general departments in the field of sports entrepreneurship		
P5, P20, P8	Increase interpersonal communication		
P19, P8, P9 P10	Improving communication in the organization from the bottom- up	Open organizational communication	
P20, P7, P8, P9, P10	Holding regular meetings of managers and employees		
P5, P8, P11,	Holding ideation and brainstorming sessions		
P5, P8, P11,	Increasing tolerance of creative talents		
P8, P12	Controlling processes leading to organizational entrepreneurship	Internal control	Organizational culture development
P20, P7,P10	Creating self-control in human resources		
P9, P10, P11	Motivating employees for entrepreneurship		
P13,P11,P2	Use rewards and incentives to motivate	motivation	
P21, P20,	Paying attention to motivating factors for entrepreneurship in employees		
P9, P7, P12	Identify work defects		
P3, P7, P11, P1	Identify and eliminate redundant activities	Diagnose	
P12, P6	Eliminate unnecessary and redundant matters		
P2, P5, P7	Communication with other administrations of the province	External communications	Implementation of Research and Development System
P19, P20, P5, P8,	Definition of inter-organizational entrepreneurship activities		

P12			
P21, P3, P9	Formation of an inter-institutional sports entrepreneurship working group		
P11, P12	Forming a team to find opportunities and monitor entrepreneurial opportunities		
P2, P3, P12	Formation of entrepreneurial feasibility teams		
P21, P2, P1, P6	Attention to industry-related research	Research and Development	
P19, P9, P11	Preventing formal research and data creation		
P5, P20, P8	Development of research in the general administrations		
P19, P8, P9 P10	Avoid non-functional ideas		
P20, P7, P8, P9, P10	Not bombarding the organization with non-operational ideas		
P5, P8, P11,	Regular practical actions in line with entrepreneurship	Away from theory orintation	
P5, P8, P11,	Lack of superficiality in the field of entrepreneurship		
P8, P12	Attention to practical matters		
P20, P7	The entrepreneurial commitment of general department managers		
P9, P10, P11	Participation in decision making	The commitment of senior managers	Development of Entrepreneurship Strategies
P13,P11,P2	Strengthening entrepreneurial behavior		
P21, P20,	Improving the view of managers towards entrepreneurship		
P9, P7, P12	Compilation of the local version of entrepreneurship in sports		
P13, P7, P1	Avoiding non-practical international ideas		
P14, P10, P21, P12	Dynamics in organizational affairs		
P3, P5, P2	Innovation and use of new resources		

After identifying the key factors of the entrepreneurial development pattern in the

General Administration of Sports and Youth, a matrix of interaction has been provided to

experts (qualitative sample) to complete the matrices based on the following principles:

For each 'j' and 'i' relationship between these two variables is within the framework of the following investigation:

V: Factor in row i assists in reaching factor in column j.

A: Factor in column j assists in reaching factor in row i.

X: Factors in column j and row i will help each other to reach.

O: Factors in column j and row i have no connection.

The result of the interaction matrix is evident in Table 3.

Table 3. Self-Interaction Matrix (SSIM)

Row	"Factors influencing entrepreneurship development"	1	2	3	4	5	6	7	8	9
1	Entrepreneurship Management		X	X	A	A	A	X	X	A
2	Entrepreneurship Education			V	A	O	O	V	X	O
3	Human Resource Empowerment				A	A	O	X	V	X
4	Assessment of Entrepreneurship Programs					A	A	A	A	X
5	Management Factors						O	V	X	V
6	Structural factors							O	V	V
7	Organizational culture development								X	X
8	Implementation of Research and Development System									X
9	Development of Entrepreneurship Strategies									

In the following, in order to achieve the initial accessibility matrix, the symbols mentioned in

table 4 must be converted to zero and one. The results are shown in table 4.

Table 4. Strategic Goals Self-Interaction Matrix (SSIM)

Row	"Factors influencing entrepreneurship development"	1	2	3	4	5	6	7	8	9	Influence
1	Entrepreneurship Management	0	1	0	0	0	0	1	1	0	5
2	Entrepreneurship Education	1	0	1	0	0	0	1	1	0	4

3	Human Resource Empowerment	1	0	0	0	0	0	1	1	1	4
4	Assessment of Entrepreneurship Programs	1	1	1	0	0	0	0	0	1	4
5	Management Factors	1	0	1	1	0	0	1	1	1	6
6	Structural factors	1	0	0	1	0	0	0	1	1	4
7	Organizational culture development	1	0	1	1	0	0	0	1	1	5
8	Implementation of Research and Development System	1	1	0	1	1	0	1	0		6
9	Development of Entrepreneurship Strategies	1	0	1	1	0	0	1	1	0	5
Degree of Dependence		8	3	6	5	1	0	6	7	6	_

In Table 4, the influence power and dependency level of each factor have been calculated. For example, the influence power of "Entrepreneurship Knowledge Management" is 5, meaning it affects 5 factors, and its dependency level is 8, indicating that 8 factors

influence the Entrepreneurship Knowledge Management process. These numbers are used in the factor classification, but prior to that, a SWOT analysis needs to be conducted (Figure 1).

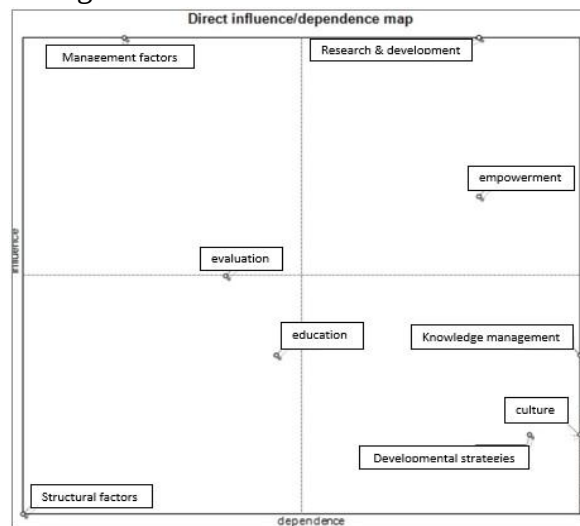


Figure 1. The result of the Mic Mac analysis

Figure 1 illustrates the results of the level of dependency and influence power for each factor. Based on this, the "Evaluation of Entrepreneurship Programs" and "Management Factors" are located in the influence area, "Entrepreneurship Knowledge Management," "Formulation of Entrepreneurship Strategies,"

and "Organizational Culture Development" are in the dependent area, "Entrepreneurship Training" and "Structural Factors" are in the link area, and "Human Resource Empowerment" and "Implementation of Research and Development System" are in the conduit area. Autonomous factors are those

with strong influence but weak to moderate dependency. Dependent factors have low influence but relatively high dependency and are typically outcome variables or factors.

Conduit factors have high steering power and high dependency, while influential factors are those with high influence but low dependency (Malone, 2014).

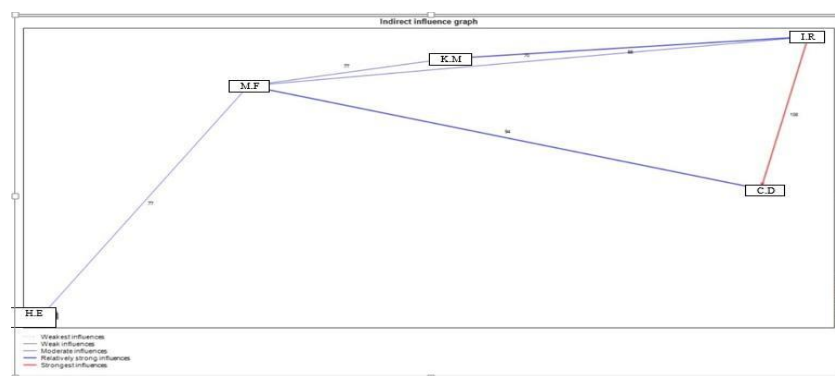


Figure 2 depicts the pattern of entrepreneurship development in the General Directorate of Sports and Youth in the first stage (only strong connections). In the initial model, the five influential factors, including management factors, entrepreneurship knowledge management, implementation of research and development system, organizational culture development, and employee empowerment, remain in the model.

Figure 2. The model of the first stage of entrepreneurship development in the General Administration of Sports and Youth.

Figure 3 illustrates the final model of entrepreneurship development in the General Administration of Sports and Youth.

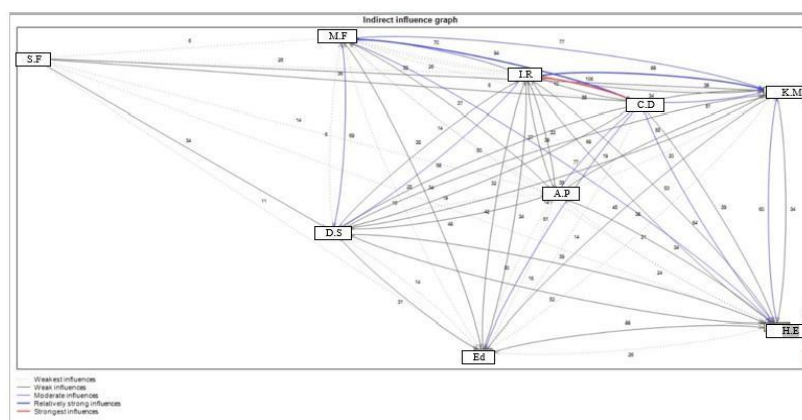


Figure 3. Entrepreneurship Development Model in the General Administration of Sports and Youth

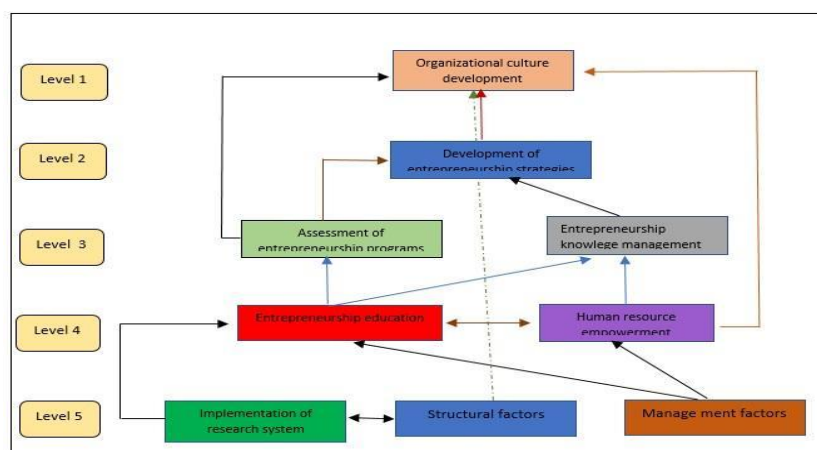


Figure 4: Simplified Entrepreneurship Development Model in the General Administration of Sports and Youth for ease of analysis and better understanding.

Figure 4. Simplified Entrepreneurship Development Model in the General Administration of Sports and Youth

Discussion

This study was conducted with the aim of identifying the factors influencing entrepreneurship development in sports and youth organizations and ultimately formulating a model based on Interpretive Structural Modeling (ISM). According to the obtained results, key factors identified in the entrepreneurship development of sports and youth organizations include entrepreneurial knowledge management, entrepreneurship education, and human resource empowerment, assessment of entrepreneurial programs, managerial factors, structural factors, organizational culture development, research and development system implementation, and formulation of entrepreneurial strategies.

Entrepreneurial Knowledge Management, which holds a penetration power of 5 and a dependency level of 8 in its interactive strategic goals matrix, was positioned in the lower influence region in the Mic-Mac analysis, essentially referring to processes and actions that can enhance entrepreneurial knowledge within these organizations. The knowledge generated in the field of entrepreneurship can effectively be improved and developed through

harnessing the expertise of entrepreneurial individuals in the sports sector, utilizing the experiences of successful entrepreneurs, facilitating access to and supporting this knowledge, providing equipment and technology, and registering and maintaining it in databases.

Additionally, there are structures and policies related exclusively to entrepreneurial knowledge, which can significantly assist in improving and facilitating entrepreneurship knowledge and its proper management by executing actions such as monitoring and tracking the knowledge generated in this field on a national and international scale in the sports and development domain, as well as documenting entrepreneurial knowledge. The findings of this study align with the results of Ramazanpour Nargesi et al. (2015) and a portion of the results from Karimi et al. (2021) research. Karimi et al. (2021) found that the experience of entrepreneurial failures plays a fundamental and undeniable role in enhancing knowledge and learning in entrepreneurship.

Entrepreneurship education is another identified factor in the context of entrepreneurship development. In the Mic-Mac analysis, it falls within its own autonomous region with weak to moderate penetration power and dependency on other factors. It's evident that entrepreneurship requires the

learning of new and distinct skills that guide entrepreneurs along different paths compared to others. Novel social networks and modern technologies globally serve as facilitators and promoters of learning these types of skills. With their abundant and innovative content, they can not only enhance new technologies but also benefit the sports domain, including improving the quality of education through the use of new technologies at the provincial level, considering entrepreneurship as an element in coaching education and advancing new, integrated, and exciting sports fields that especially appeal to younger generations.

Furthermore, sports clubs can be considered among the most important centers for entrepreneurial development. By harnessing the potential of institutions such as physical education colleges, as well as relevant government and executive institutions, they can develop the platform for the growth and development of entrepreneurial knowledge among club owners and stakeholders, while providing a foundation for proper entrepreneurship education. This finding is also aligned with the results of the research by Ratten and Jones (2018) regarding entrepreneurial learning. Additionally, Pellegrini et al. (2020) defined four main clusters related to sports entrepreneurship and sports, one of which is the educational and instructional cluster that leads to social benefits and community development.

Salamzadeh et al. (2021) also emphasized online entrepreneurial education based on modern digital technologies, new teaching methods, personalization, chatbots, and integration of teaching as four effective drivers for achieving entrepreneurial education. The factor of human resource empowerment, or emphasis on attracting and educating with an entrepreneurial approach, developing entrepreneurial skills alongside empowerment, studying entrepreneurship, promoting teamwork as a promoter of entrepreneurship, as

well as creating and developing employee skill enhancement courses, are effective factors in promoting and developing entrepreneurship that lead to individual, interpersonal, and organizational development. This part of the study is also in line with the findings of Al-Dajani and Marlow (2013), Ali and Salisu (2019), and is in harmony with them.

Furthermore, Askar-Avgholi and Abedi (2013) demonstrated in their research that employees who acquire entrepreneurial skills and empowerment through their work exhibit higher job performance compared to other employees. Another significant factor in the development of entrepreneurship in sports and youth organizations is the evaluation of entrepreneurial programs. It is necessary to formulate evaluation indicators for entrepreneurship at individual, organizational, and even whole department levels, and to perform annual evaluations. The evaluation framework should be tailored to the organization based on international evaluation models and should be aligned with domestic and internal organizational issues. This finding is also in line with a portion of the findings of Karimi et al. (2019) regarding providing a framework for assessing entrepreneurship and social innovation.

Organizational management and structural factors within organizations are also crucial for improving and developing entrepreneurship within them. Developing entrepreneurship programs by managers and corresponding strategies, having operational plans, entrepreneurship management, having a vision in the field of entrepreneurship in related sports organizations, supporting relevant ideas and utilizing the resources available in this domain, decentralizing organizational structures and downsizing, giving autonomy to provincial-level sports organizations and committees, and providing them with freedom of action in the entrepreneurship realm are factors that can contribute to organizational advancement and

effective entrepreneurship enhancement.

Organizational culture and its facilitation and development are important factors for effective entrepreneurship development. Within any organization, communications, controls, delegations, employee motivation, avoiding unnecessary tasks, incentive and reward systems, and attention to creative talents can help embed the necessities and essentials of entrepreneurship within the organizational culture, transforming the organizational culture into an entrepreneurial and innovative one. In this context, Lee and Chung (2020) showed in a study related to organizational culture and entrepreneurship that entrepreneurial managers in the studied organizations shape their organizational culture based on cultural constraints external to the organization and cross-organizational cultural correspondence. They use internal cultural resources to foster and cultivate an entrepreneurial culture and to stimulate exploratory innovations.

The results of this section are in harmony with a portion of the findings of Karimi et al. (2013). Establishing and launching a research and development system based on entrepreneurship in sports and youth organizations is another factor that can lead to the advancement of entrepreneurship within these organizations. Research and exploration teams can identify and eliminate non-relevant and non-essential tasks, establish purposeful and well-planned connections with external bodies, and develop entrepreneurial and collaborative activities between organizations based on the results of conducted research, while monitoring and benefiting from entrepreneurial opportunities.

Creating a research and entrepreneurship-based culture among industries and responsible and related institutions, especially in the sports sector, and within sports and entrepreneurship organizations, should also be a priority. This involves formulating and compiling strategies that emphasize practical and operational steps, commitment, participation, and decision-

making power of managers in the realm of effective entrepreneurship. This dynamic and active organizational state aligns with the requirements of practical and implementable entrepreneurship. These findings correspond with the field of organizational strategy and entrepreneurship, as seen in the studies by Ramlet (2005) and Durand and Paoletta (2013).

Conclusion

Based on the results of the present study, it is suggested that sports organizations and youth departments, recognizing the innovative nature of sports and the numerous entrepreneurial opportunities in the sports industry, should establish dedicated committees and task forces for entrepreneurship within their organizations. This area should be given special attention as a top priority in their activities. Necessary actions can be taken through specialized research projects, utilizing expert research groups in this field, aimed at localizing and identifying existing capacities for entrepreneurship in sports organizations. Sports managers and responsible bodies play a vital role as decision-makers in the context of entrepreneurship within sports and youth organizations. They can support and motivate the implementation of novel ideas by delegating authority to smaller departments, providing backing for innovative proposals at lower levels, and encouraging the realization of new ideas.

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