



Presenting a Model of Factors Affecting Sports Entrepreneurship (Case Study: Lorestan Province)

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ABSTRACT

Purpose: This research aimed to present a model of factors affecting sports entrepreneurship in Lorestan Province.

Methodology: The statistical population of this study included all managers and experts affiliated with the General Department of Physical Education and members of sports boards in Lorestan Province (N=275). By referring to the Morgan table, the number of samples was considered to be 191 persons who were selected as categories appropriate to the size of the study population. The research tool was a researcher-made questionnaire prepared based on research goals and experiences of previous studies after reviewing the theoretical foundations and background of the research by professors, elite and experts of this field, which was used after validation. Structural equation modelling (SEM) was also employed to design the model.

Findings: The results showed that structural ($pc=0.99$), environmental ($pc=0.88$) and behavioral ($pc=0.80$) factors exert a direct effect on sports entrepreneurship. Social-cultural and technological (factor loading of 0.93), economic-commercial (factor loading 0.89), and political-legal (factor loading of 0.86) factors are involved in the impact of environmental elements on sports entrepreneurship, respectively. Organizational structure (0.96); monitoring, control and evaluation (0.91); scientific-educational and research (0.89) were the most important structural factors influencing sports entrepreneurship, respectively. Also, personality characters (0.94) and specialized features (0.90) played the most crucial role in behavioral aspects of sports entrepreneurship, respectively. Based on the obtained results, influential factors must be considered and managed comprehensively to expand entrepreneurship in Lorestan Province and remove its obstacles.

Originality: This article is valuable and unique because it provides a model for the factors affecting sports entrepreneurship in Lorestan Province.

Keywords

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1. Introduction

The world is turning into a village in which power will be in the hands of developed countries. Economic development is an indicator of the growth and progress of nations. Economic growth itself depends on several elements and factors (Todaro & Smith, 2020). One of the most important and influential is entrepreneurship (Faraji Qanati, 2011). Entrepreneurship focuses on emergence and novelty in the form of new products, processes and markets, and it is known as a motive force for value (Honari & Mandalizadeh, 2011). Therefore, planning and adopting strategic approaches in this area is necessary by considering the economic, social and political dimensions (Mandalizadeh & Honari, 2011). Hisrich and Peters (2002) defined entrepreneurship as the process of creating something new and valuable by dedicating time and effort, taking on financial, psychological and social risks, gaining financial rewards, as well as personal satisfaction and dependence resulting from it (Hisrich & Peters, 2002).

Sport is new ground for the emergence of entrepreneurship (Razavi et al., 2016). As the sixth most lucrative industry in developed countries, sports creates the demand for sports services and goods as well as attractiveness for communities, providing the necessary context for entrepreneurship development, and on the other hand, entrepreneurship contributes to the advancement of sports by creating a sports business for the production of sportive equipment and supplies as well as provision of sports services and enterprises (Yadollahi Farsi et al., 2011). Sports entrepreneurship can be regarded as the process of taking advantage of economic opportunities available in sports, namely prospects that may seem to be a threat, a shortcoming or those that do not receive much attention. Creating new jobs, innovation in sports products and services, turning shortages into employment opportunities or developing new markets are issues that can be addressed in sports entrepreneurship. Although sport is a well-known phenomenon, several economic aspects are attributed to it, which are not fully understood, and if identified, they could be used for entrepreneurship in sport (Atghia, 2002). Therefore, understanding sports entrepreneurship grounds in the country can introduce new opportunities to entrepreneurs in society for socio-economic development (Mandalizadeh & Honari, 2011). Investing in the production of sportive products and services, on the one hand, creates employment and, on the other hand, increases GDP (Yadollahi Farsi et al., 2011).

2. Theoretical background

At present, identifying the factors' affecting sports entrepreneurship is one of the main pillars for creating job opportunities. According to research conducted in the field of entrepreneurship, it can be said that there is no record of scientific and practical entrepreneurship in Iran, especially in sports (Ahmadpour Dariani, 2000). On the other hand, the economic aspects of sports have expanded in the world today and can be further developed. However, many of these fields remain unknown in the country, especially in provinces, which can be introduced through research. Given the importance of entrepreneurship in sports, Ratten (2011), in a study entitled "sport-based entrepreneurship: towards a new theory of entrepreneurship and sport management",

discussed the relationship between entrepreneurship and sports management, arguing that these two disciplines need more integration into new studies and traditional theories of entrepreneurship. Besides, while examining different types of entrepreneurialships in sports management, this study expands the idea of sports entrepreneurship after reviewing the literature and background of entrepreneurship and explaining why the entrepreneurial view of sports is essential. This article states that sport-centred entrepreneurship involves passive behavior, innovation and risk-taking in sports (Ratten, 2011). Surujlal (2016) concluded that sports coaches with a high level of motivation, talent, and attitude towards work possess high entrepreneurial potential. Coaches with a positive attitude toward work are aware of entrepreneurship and have a reason for progress. These trainers are more likely to achieve progress than those who do not have these characteristics. Therefore, sports coaches who have these features should use entrepreneurial measures to avoid uncertainty about sports training (Surujlal, 2016). Porter argued that the triple sports product of Steven Hardy (1986), which was subsequently modified by George Sage (2004) and most recently by Wray Vamplew (2016), is a starting point for any entrepreneurship study about sports. This is a perspective to identify and examine some key features of entrepreneurship, which is considered a creative process whereby opportunities are implemented and developed instead of being discovered and exploited (Porter, 2018).

Regarding domestic research conducted in this field, Mohammad Kazemi et al. (2011) also "identified and analyzed the behavioral barriers to entrepreneurship in Iranian Ministry of Sport and Youth. According to the results of this study, managers' and employees' personality traits, organizational culture, organizational stress and conflict, and leadership style are the most important barriers, respectively (Mohammad Kazemi et al., 2011). Rezaei (2011) studied the structural barriers to entrepreneurship development in sports from the perspective of sports managers and entrepreneurs in Mazandaran Province". According to the results, intrusion of non-sportive and non-specialized people into sports, lack of skilled workforce for entrepreneurship in the province and the absence of adequate infrastructure for sports business are structural obstacles to sports entrepreneurship development in Mazandaran Province (Rezaei, 2011). Mandalizadeh et al. (2015) showed a significant relationship between business infrastructure in education programs and sports entrepreneurship development but that there is no correlation between technology and policies with entrepreneurship development (Mandalizadeh et al., 2015). Razavi et al. (2016), in a study titled "identification and ranking the affecting factors on sports entrepreneurship with the coherent approach of multi-criteria analysis and Copeland Method", prioritized the factors obtained in previous studies. The most critical factors influencing sports entrepreneurship in this study were as follows: development of community planning in the field of sports entrepreneurship, the existence of Ministry of Sport and Youth and a sportive television channel in the country, disbursement of banking facilities with favorable conditions to start and progress projects in the field of sport, presence of sports professionals in Ministry of Youth and Sport, and the privatization process in sports (Razavi et al., 2016). Ziviar et al. (2017), in a study entitled "identification of structural

barriers to organizational entrepreneurship in Ministry of Youth and Sport", reported seven obstacles, namely systems of research and development, performance appraisal, reward, decision making, leadership, finance, and organizational structure as the most critical structural barriers (Ziviar et al., 2017).

Unfortunately, due to the growth of the young population in Iran, the unemployment rate has increased significantly in recent years. According to the Statistical Center of Iran, nearly 3,210,000 people looked for work in 2018 (The Statistical Center of Iran, 2018). On the other hand, the issue of entrepreneurship has received more attention from policymakers, planners and executives in different countries these days, which stems from the role of entrepreneurship in creating wealth, prosperity, and employment in society. Because of their job-creation potential, entrepreneurs help reduce unemployment, which is among governments' economic and social goals. Thus, entrepreneurship can be the basis of staff employment, and the innovation created by an individual in economic activity leads to job creation in society (Jahanian, 2006). In Lorestan Province, the economic, social and cultural conditions are currently such that solving financial problems and bottlenecks demands a new and different model and solution (Mehrdad, 2011). Moreover, according to the Statistical Center of Iran (2018), the unemployment rate in Lorestan Province was 12.5% in 2017. This province does not have a good position in terms of unemployment (The Statistical Center of Iran, 2018). Regrettably, despite the importance of entrepreneurship, this issue has received less attention in Lorestan Province, and its role in economic development has been relatively ignored (Mehrdad, 2011). This study aimed to model the relationship between several variables with sports entrepreneurship in the General Department of Physical Education and members of sports boards in Lorestan Province. Therefore, we were prompted to undertake this research considering the above statements, the importance of sports entrepreneurship and development for society. The fact that Lorestan Province has not achieved a special place for development and transformation of science and technology in various fields despite copious material and spiritual resources along with distinguished position in the country (Mehrdad, 2011), lack of studies and research in the field of entrepreneurship (especially sports entrepreneurship) in Lorestan Province, the limited research conducted in the field of entrepreneurship in general and sports in particular, as well as contradictory results of some studies and the absence of a structural communication model, behavioral and environmental variables affecting entrepreneurship. The main questions of this research are as follows:

- What are the factors affecting sports entrepreneurship in Lorestan Province?
- What model can be presented for the factors influencing sports entrepreneurship in Lorestan Province?

In this study, to identify the factors that affect sports entrepreneurship, the researcher sought to develop a comprehensive model to investigate the subject under investigation thoroughly. According to one of the scientists and management experts of our country, all concepts, events, organizational and social phenomena (such as entrepreneurship) can be analyzed in the form of a three-pronged theory: behavioral, structural, and contextual (Yadollahi Farsi et al., 2011). Based on theoretical foundations and research background, the researcher used the conceptual model presented in Figure 1 as the

underlying template for modelling these relationships in the General Department of Physical Education and provincial sports delegations of Lorestan Province.

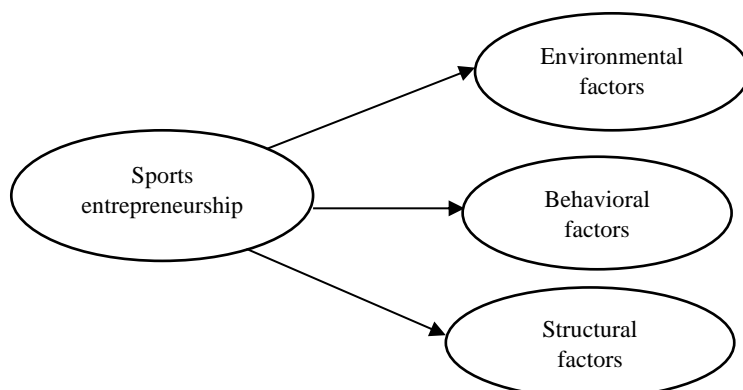


Figure 1. Conceptual framework.

Environmental factors: All environmental conditions and factors are influential, including the economic, social-cultural, political-legal, technical and transnational setting, each of which involves specific elements (Yadollahi Farsi et al., 2011).

Behavioral factors: These include all human factors related to entrepreneurs like innate interests in control, sense of independence, need for success, risk-taking, motivation, personal values, creativity, work and personal background (Yadollahi Farsi et al., 2011).

Structural factors: These are all elements, factors, physical and non-human conditions of the organization that form the framework, format, shell, physical and material body of the organization with a particular and continuous order, rule and arrangement. Therefore, all material, financial, information and technical resources, which flow for a specific order in the organization's general body (inorganic factors), are components of the structural branch (Moqimi, 2004).

3. Methodology

The present research is applied in terms of purpose, and it is a descriptive survey in terms of nature, which was conducted in the field. The statistical population of the study includes all managers and experts of the General Department of Physical Education of Lorestan Province (55 persons) and members of sports boards (44 provincial boards, each board with five active members) from Lorestan Province, namely 220 subjects (N=275). The statistical sample size was 191 as determined by Morgan's table, which was selected by a categorical method proportionate to size. Forty-five questionnaires were completed by the managers and experts of the General Department of Physical Education, and board members filled 115 questionnaires. The data collection tool was a researcher-made questionnaire of factors affecting sports entrepreneurship, which was developed based on research objectives and experiences of similar researchers after reviewing the theoretical

foundations and literature by considering the opinion of sports management professors, experts and specialists in this field. The first part of the questionnaire consists of six demographic characteristics (age, sex, academic degree, area of study, work experience, and workplace). The second part has 58 questions associated with the leading research variables (environmental, behavioral, and structural).

The Likert scale has been used to grade and quantify technical questions. To obtain the validity of the questionnaire, we consider the items such as the structure of the questionnaire and the use of comprehensible and unambiguous sentences. Also, content validity was such that based on literature and research background review, the factors were determined as those influencing sports entrepreneurship. The questionnaire was subsequently submitted to 12 experts in this field, and finally, the accepted questionnaire was used as the data collection tool. Confirmatory factor analysis was employed to evaluate the construct validity of the questionnaire and research. Subsequently, after entering the data into SPSS, the reliability of the questionnaire was confirmed based on the obtained alpha coefficient (0.975). The researcher must use statistical methods to be able to analyze and subsequently interpret the research data. In the present study, two general categories of descriptive and inferential statistical methods have been used. In descriptive statistics, tables, diagrams, and central tendency, scattering and distribution indices were used to analyze information. In inferential statistics, the Kolmogorov-Smirnov test was employed to determine the normality of data distribution, a one-sample t-test to specify the status of research variables, and multiple regression to observe the relationships. Statistical data analysis was performed by SPSS software, and AMOS22 software and structural equations (SEM) were used to design the model. KMO & Bartlett's test of sphericity evaluated the appropriateness of the sample number. As can be seen, the KMO index is >0.9, which indicates the adequacy of the sample size. The results of Bartlett's test also indicate the adequacy of a sample size to perform factor analysis.

Table 1. Sample adequacy tests of KMO and Bartlett's.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy. .929		
	Approx. Chi-Square	8968.601
Bartlett's Test of Sphericity	Df	1653
	Sig.	.000

4. Results

Table 2. Demographic characteristics of samples.

Characteristics of sample	Scale	Frequency	Percent
Age	20-30 years	16	10
	30-40 years	72	45
	40-50 years	50	31.3
	>50	22	13.7
Gender	Male	118	73.7
	Female	42	26.3
Academic degree	Associate degree	23	14.4
	BSc	59	36.9

Characteristics of sample	Scale	Frequency	Percent
Discipline	MSc	65	40.6
	PhD	13	8.1
	Physical education	57	35.6
	Management	21	13.1
	Other	82	51.3
Work experience	5 < years	17	10.6
	5-10 years	33	20.6
	10-15 years	39	24.4
	15- 20 years	23	14.4
	20> years	48	30
Workplace	General Department of Physical Education	45	28.1
	Sports boards	115	71.9

Based on descriptive findings, from 160 participants in the present study, 73.7% were male, and 26.3% were female. A majority of research samples, namely 72 subjects (45%), were in the age range of 30-40. Also, 40.4% of research samples held an MSc degree, and 51.3% were educated in other fields of study. In terms of work experience, 30% of subjects had >20 years of work experience, and most of them (71.9%) worked in sports boards. Other information on descriptive statistics related to demographic variables of research is summarized in Table 2. Besides, based on the Kolmogorov-Smirnov test for normality of the data, the distribution of all data was normal and parametric tests were employed to test the statistical hypotheses related to them because the significance level of all components was $\alpha > 0.05$.

Initially, the model was tested based on the questionnaire. In the primary model, questions, 2, 3, and 7 of the political-legal component and question 10 of the economic-commercial element did not have a significant factor loading, so these questions were removed, and the model tested again. Table 3 shows the significance of the estimated regression coefficients. In this table, P-value indicates the importance of the relationships. If $P < 0.05$, the determined estimate is significant and should be considered in the measurement model.

Table 3. Significance of estimated parameters of factors affecting entrepreneurship.
Regression Weights: (Group number 1 - Default model).

Label	P	C.R.	S.E.	Estimate			
				1.000	Sportsnet	--->	Environ
par_51	***	4.645	0.646	2.155	Sportsnet	--->	Struct
par_53	***	4.432	0.362	1.604	Sportsnet	--->	Beha
par_44	***	9.741	0.116	1.130	Struct	--->	SR
par_45	***	11.232	0.114	1.278	Struct	--->	CE
par_46	***	10.374	0.117	1.218	Struct	--->	OS
par_47	***	8.958	0.116	1.039	Struct	--->	IS
par_48	***	8.183	0.102	0.832	Struct	--->	OC
				1.000	Struct	--->	LS
				1.000	Environ	--->	PL
par_49	***	4.142	0.336	1.391	Environ	--->	EC
par_50	***	4.999	0.475	2.374	Environ	--->	SC
				1.000	Beha	--->	PT
par_52	***	8.478	0.136	1.150	Beha	--->	ST

Label	P	C.R.	S.E.	Estimate			
				1.000	EC	--->	Q8
par_1	***	6.606	0.272	1.800	EC	--->	Q9
par_2	***	3.588	0.156	0.559	EC	--->	Q11
				1.000	SC	--->	Q17
par_3	***	12.558	0.071	0.895	SC	--->	Q16
par_4	***	12.628	0.063	0.790	SC	--->	Q15
par_5	***	12.398	0.068	0.847	SC	--->	Q14
par_6	***	11.662	0.075	0.869	SC	--->	Q13
par_7	***	11.194	0.074	0.831	SC	--->	Q12
				1.000	PT	--->	Q32
par_8	***	12.036	0.073	0.874	PT	--->	Q31
par_9	***	10.040	0.103	1.036	PT	--->	Q30
par_10	***	10.799	0.102	1.100	PT	--->	Q29
par_11	***	7.912	0.115	0.913	PT	--->	Q28
par_12	***	9.501	0.119	1.130	PT	--->	Q27
par_13	***	10.034	0.113	1.138	PT	--->	Q26
par_14	***	10.901	0.116	1.261	PT	--->	Q25
par_15	***	10.251	0.111	1.135	PT	--->	Q24
par_16	***	9.995	0.116	1.163	PT	--->	Q23
par_17	***	9.496	0.117	1.113	PT	--->	Q22
par_18	***	10.192	0.121	1.235	PT	--->	Q21
par_19	***	9.769	0.117	1.147	PT	--->	Q20
par_20	***	9.867	0.113	1.111	PT	--->	Q19
par_21	***	7.945	0.115	0.913	PT	--->	Q18
				1.000	ST	--->	Q36
par_22	***	12.885	0.076	0.980	ST	--->	Q35
par_23	***	12.493	0.080	1.000	ST	--->	Q34
par_24	***	11.599	0.084	0.974	ST	--->	Q33
				1.000	LS	--->	Q38
par_25	***	14.260	0.073	1.036	LS	--->	Q37
				1.000	OC	--->	Q43
par_26	***	13.539	0.073	0.989	OC	--->	Q42
par_27	***	14.806	0.073	1.080	OC	--->	Q41
par_28	***	13.203	0.075	0.992	OC	--->	Q40
par_29	***	6.082	0.091	0.552	OC	--->	Q39
				1.000	IS	--->	Q45
par_30	***	14.857	0.073	1.090	IS	--->	Q44
				1.000	OS	--->	Q50
par_31	***	15.468	0.060	0.925	OS	--->	Q49
par_32	***	11.241	0.076	0.854	OS	--->	Q48
par_33	***	12.980	0.074	0.960	OS	--->	Q47
par_34	***	14.204	0.069	0.976	OS	--->	Q46
				1.000	CE	--->	Q52
par_35	***	19.234	0.051	0.980	CE	--->	Q51
				1.000	SR	--->	Q58
par_36	***	15.545	0.064	0.997	SR	--->	Q57
par_37	***	15.118	0.070	1.063	SR	--->	Q56
par_38	***	14.448	0.079	1.135	SR	--->	Q55
par_39	***	15.153	0.073	1.103	SR	--->	Q54
par_40	***	13.748	0.075	1.037	SR	--->	Q53
				1.000	PL	--->	Q1
par_41	***	5.233	0.360	1.884	PL	--->	Q5
par_42	***	4.350	0.267	1.159	PL	--->	Q4
par_43	***	5.288	0.394	2.085	PL	--->	Q6

The research variables were examined in Amos 22 software, and the indicators related to good fit and measurement errors were obtained. In this regard, three different indicators were used. Tables 4-6 represent the indices related to the fit of the model that the researcher presented. As the results of these tables show, considering the model fit indices in three categories of absolute, comparative and parsimony indices, the research model has a good fit, which reveals the approval of this model.

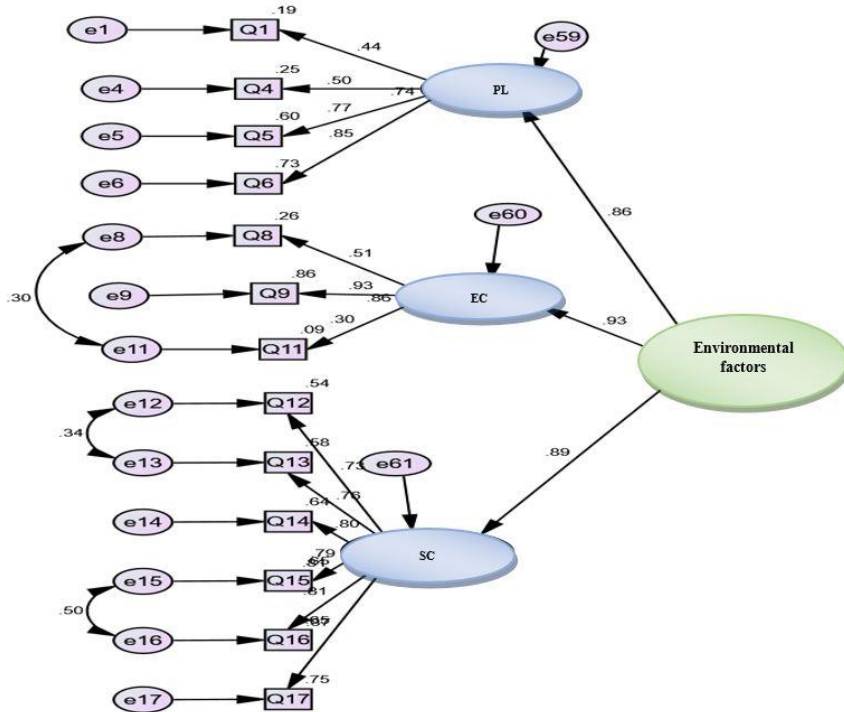


Figure 2. First-order confirmatory factor analysis (modified) and its coefficients in environmental factors affecting entrepreneurship [PL (political-legal factors); EC (Economic-commercial factor); SC (Socio-cultural and technology factors)].

Table 4. Fit indicators of first-order factor analysis of environmental factors influencing entrepreneurship.

Fit index		Theoretical (primary) model	Final (modified) model	Criterion	Interpretation
Absolute	X ² to the degree of freedom	3.853	1.510	1-3	Good fit
	Goodness of fit index (GFI)	.706	.923	>0.90	Good fit
Comparative	Tucker Lewis Index (TLI)	.721	.965	>0.90	Good fit
	Comparative Fit Index (CFI)	.762	.974	>0.90	Good fit
Parsimony	Root Mean Square Error of	.134	.057	<0.05	Good fit

Fit index	Theoretical (primary) model	Final (modified) model	Criterion	Interpretation
Approximation (RMSEA)				
Parsimony Normed Fit Index (PNFI)	.603	.701	>0.05	Good fit

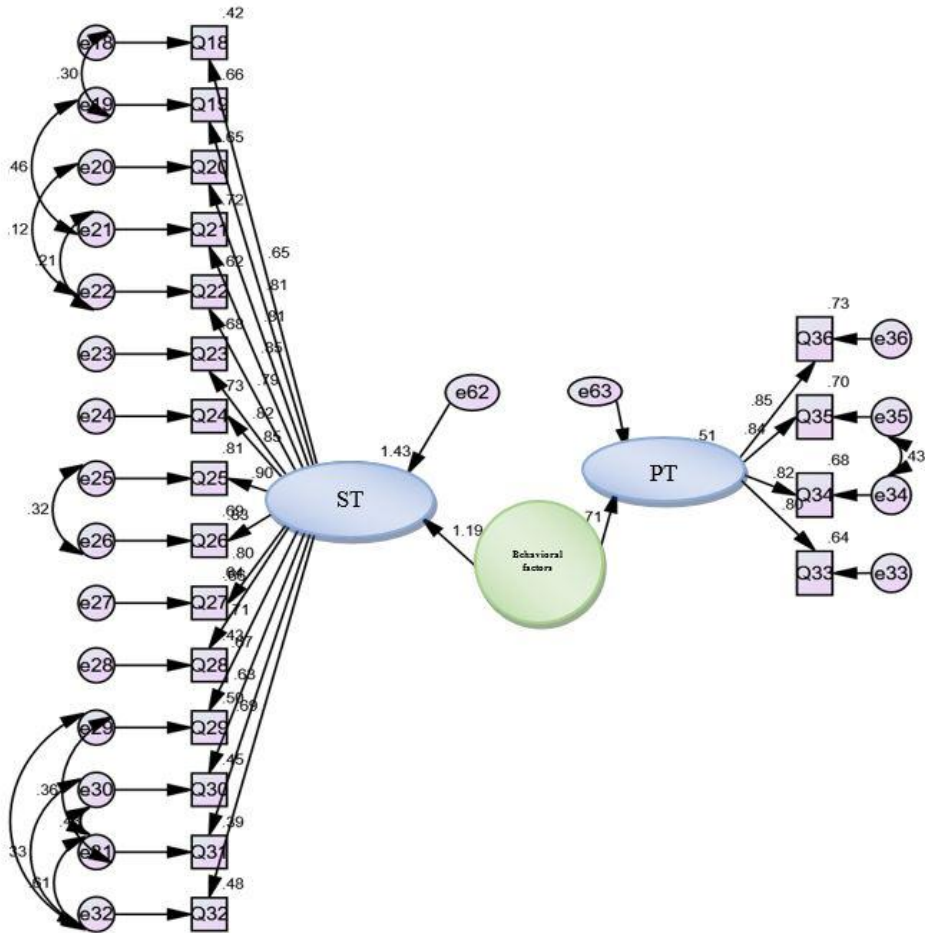


Figure 4. First-order confirmatory factor analysis (modified) and its coefficients in behavioral factors affecting entrepreneurship [PT (Personality traits); ST (specialized characteristics)].

Table 5. First-order confirmatory factor analysis (modified) and its coefficients in behavioral factors affecting entrepreneurship.

Fit index		Theoretical (primary) model	Final (modified) model	Criterion	Interpretation
Absolute	X ² to the degree of freedom	3.653	2.167	1-3	Good fit
	Goodness of fit index (GFI)	.711	.895	>0.90	Good fit
Comparative	Tucker Lewis Index (TLI)	.834	.927	>0.90	Good fit

Fit index	Theoretical (primary) model	Final (modified) model	Criterion	Interpretation	
Parsimony	Comparative Fit Index (CFI)	.853	.940	>0.90	Good fit
	Root Mean Square Error of Approximation (RMSEA)	.129	.056	<0.05	Good fit
	Parsimony Normed Fit Index (PNFI)	.715	.733	>0.05	Good fit

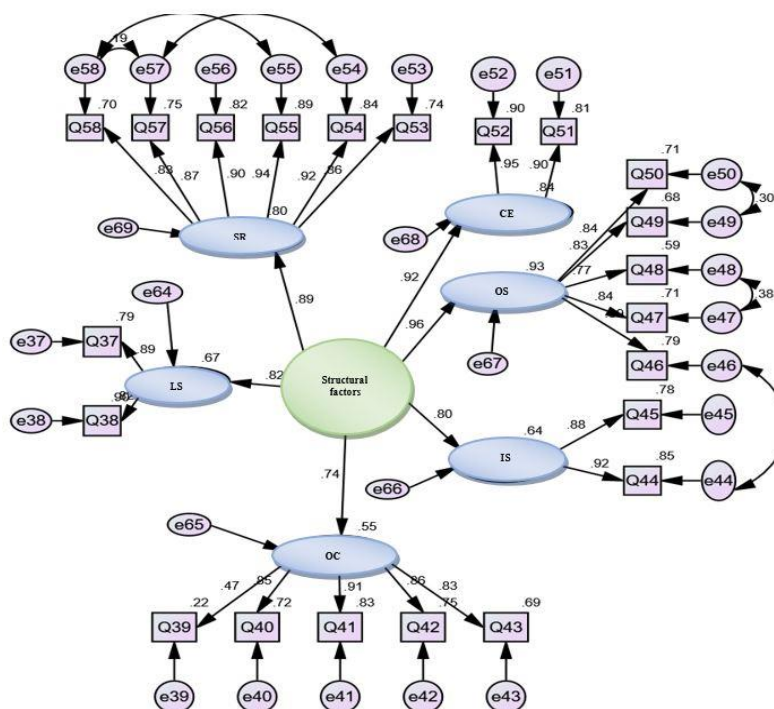


Figure 3. First-order confirmatory factor analysis (modified) and its coefficients in structural factors affecting entrepreneurship [CE (Monitoring, control and evaluation); SR (scientific-educational and research); LS (leadership style); IS (information Sources); OC (organizational culture)].

Table 6. First-order confirmatory factor analysis (modified) and its coefficients in structural factors affecting Entrepreneurship.

Fit index	Theoretical (primary) model	Final (modified) model	Criterion	Interpretation	
Absolute	X ² to the degree of freedom	2.349	1.981	1-3	Good fit
	Goodness of fit index (GFI)	.796	.899	>0.90	Good fit
Comparative	Tucker Lewis Index (TLI)	.913	.937	>0.90	Good fit
	Comparative Fit Index (CFI)	.924	.946	>0.90	Good fit

Fit index		Theoretical (primary) model	Final (modified) model	Criterion	Interpretation
Parsimony	Root Mean Square Error of Approximation (RMSEA)	.092	.059	<0.05	Good fit
	Parsimony Normed Fit Index (PNFI)	.769	.766	>0.05	Good fit

The final model of research is shown in Figure 5. Based on the information provided in Figure 5, in addition to appropriate experimental-theoretic assumptions of a theoretical model of fit in path analysis, environmental ($pc=0.88$), structural ($pc=0.99$) and behavioral factors ($pc=0.80$) have a direct effect on sports entrepreneurship. Regarding the impact of environmental factors, social-cultural and technological components with a factor loading of 0.93, economic-commercial components with a factor loading of 0.89 and political-legal elements with a factor loading of 0.86 are practical on sports entrepreneurship. Considering the effect of structural factors, organizational structure components (factor loading of 0.96); monitoring, control and evaluation (factor loading of 0.91); scientific-educational and research components (factor loading of 0.89), leadership style (factor loading of 0.81), information resources (factor loading of 0.80), organizational culture (factor loading of 0.72) are effective on sports entrepreneurship, respectively. In relation to the impact of Behavioral factors, the components of personality traits with factor loading of 0.94 and specific characteristics with factor loading of 0.90 are effective on sports entrepreneurship, respectively.

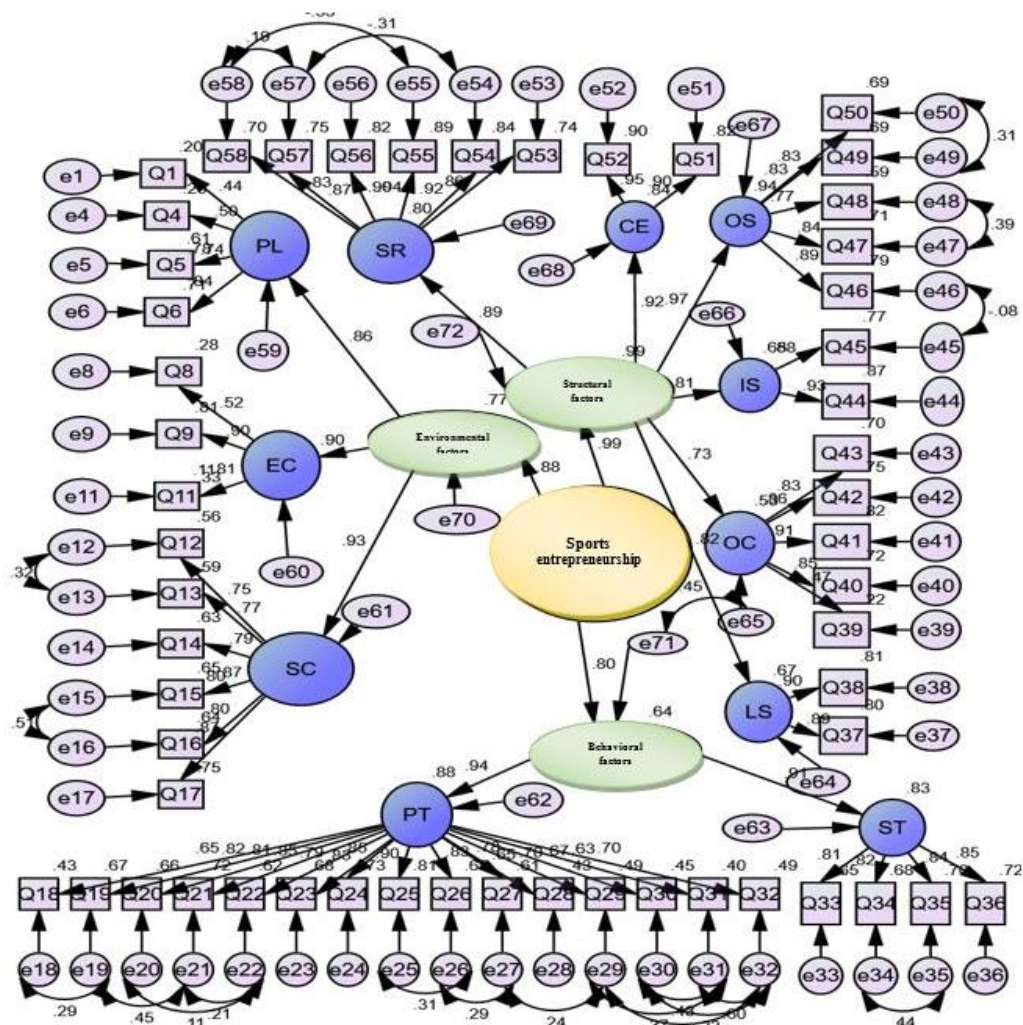


Figure 5. The final modified research model.

Table 7. Fitness indices of second-order factor analysis of factors influencing sports entrepreneurship.

Fit index		Theoretical (primary) model	Final (modified) model	Criterion	Interpretation
Absolute	X ² to the degree of freedom	2.033	1.689	1-3	Good fit
	Goodness of fit index (GFI)	.687	.890	>0.90	Good fit
Comparative	Tucker Lewis Index (TLI)	.802	.906	>0.90	Good fit
	Comparative Fit Index (CFI)	.811	.909	>0.90	Good fit

Fit index		Theoretical (primary) model	Final (modified) model	Criterion	Interpretation
Parsimony	Root Mean Square Error of Approximation (RMSEA)	.081	.051	<0.05	Good fit
	Parsimony Normed Fit Index (PNFI)	.657	.719	>0.05	Good fit

5. Managerial implications

The main goal was to present a model of factors affecting sports entrepreneurship in Lorestan Province of Iran. Based on the findings obtained in the present study, the officials of Lorestan Province must consider the following suggestions as to the most critical managerial and practical recommendations of this research:

- 1- Considering that structural factors, especially organizational structure, were identified as the most influential elements on sports entrepreneurship in Lorestan Province, it is suggested to pay more attention to corporate design to lay the foundation for sports entrepreneurship in Lorestan Province.
- 2- We suggested that financial support and budget allocation to sports institutions should be reviewed to develop sports entrepreneurship in Lorestan Province.
- 3- Because personality traits were detected as one of the behavioral factors influencing sports entrepreneurship, it is recommended that sports organizations pay more attention to the personality traits of individuals when hiring the workforce.
- 4- Since specialization of individuals, leadership style, and organizational culture are less effective than other factors on sports entrepreneurship in Lorestan Province, it is suggested to prioritize other more influential factors to pave the way for sports entrepreneurship.

6. Discussion and conclusion

Regarding the first goal of the present study, namely determining the effect of factors influencing sports entrepreneurship in Lorestan Province, the results and the average of factors show that the factors affecting sports entrepreneurship in Lorestan Province are as follows: environmental (political-legal, economic-commercial, social-cultural and technological); behavioral (personality and professional traits) and structural (leadership style, organizational culture, information resources, organizational structure, monitoring, control and evaluation, scientific-educational and research). More precisely, concerning the impact of factors on sports entrepreneurship, organizational structure (factor loading of 0.96) and personality traits (factor loading of 0.94) have the most significant effect. In fact, the most influential factors are those variables that provide the main context for sports entrepreneurship. These findings were consistent with the study of (Yadollahi Farsi et al., 2011) concerning the high impact of organizational structure, as well as (Mohammad Kazemi et al., 2011) results on the strong influence of personality characteristics. Regarding the factors having the most negligible impact on sports entrepreneurship, the findings of the present study were in

line with the research by (Aidis & Van Praag, 2007; Goudarzi et al., 2016; Okello-Obura et al., 2008) indicating the lower effect of specialized features but were consistent with the results of research by Mohammad Kazemi et al. (2011) showing the low impact of organizational culture. Possible reasons for this discrepancy are the difference in statistical population, statistical methods and data collection approaches of this study with previous ones. These differences can affect participants' responses because the study of Mohammad Kazemi et al. (2011) has been conducted at the Ministry of Interior. The variation in the scope of the study has led to mixed results. Inconsistency between the findings and mentioned investigations is the difference between the research's conceptual model and the questions arising from it. Therefore, researchers should examine how the results vary in similar organizations but with different approaches. This study suggests that sports organizations should dedicate more energy, budget, and time to high-impact factors rather than low-impact ones. Because of today's competitive and complex conditions, it is impossible to excel in all areas, and according to the strategy of differentiation in management, we must invest in the most critical factors. According to the findings, personality traits and organizational structure have the most significant impact on sports entrepreneurship; therefore, it is evident that these factors should be given priority in the province to develop an entrepreneurial culture.

An organization will soon be overwhelmed by other organizations that cannot use the hidden talents in themselves. Being an entrepreneur means combining personal characteristics and resources in the workplace. Many personality traits can be developed and used to prosper in business (Shahhosseini, 2004). Since employees of the organization, like those managing various tasks having particular personality traits, can help advance the organizational goals, it is no exaggeration to attribute any part of an organization's success or failure to employees. Experts in management science have also considered personality characteristics as an influential factor in the success of an organization and have taken them into account along with organizational structure. They believe that employees should have specific personality characteristics such as self-confidence, risk-taking, and control (Mohamadi et al., 2011). Therefore, the effect of personality characteristics on entrepreneurship is noticeable, and the results of this research are pretty justifiable.

Regarding the effect of organizational structure on sports entrepreneurship, when appropriate conditions for entrepreneurship are provided in the organization, it will motivate, encourage and train people to carry out entrepreneurial activities. In all conceptual models of organizational entrepreneurship designed by researchers, the organizational structure has been suggested as a primary driver of corporate entrepreneurship. Organizational structure means the standard mode of communication between individuals and groups in the assignment of tasks and rules of the organization. Entrepreneurial organizations have a flexible organic structure (Mousavirad et al., 2013). Inflexible structures and parallel relationships are emphasized instead of vertical ones; their influence is based on skills and knowledge rather than the authority of organizational positions. The responsibilities are flexibly defined instead of based on job descriptions, and emphasis is placed on exchanging information rather than issuing

orders. A flexible (organic) structure is used in turbulent and changing environments. Such organizations are dynamic and flexible, there are usually no written rules and regulations nor administrative hierarchy, and there is a decentralized decision-making system. According to Burns and Stalker, the most effective structure is the one that adapts to the requirements of the environment (Hall, 1977). Most researchers have examined organizational entrepreneurship through five essential characteristics of entrepreneurial tendencies, including innovation, independence, market leadership, aggressive competition, and risk-taking. An organization having an appropriate administrative, entrepreneurial context is directed toward entrepreneurial tendencies. These factors often work together to increase an organization's entrepreneurial performance (Rauch et al., 2009).

Technical characteristics with a factor loading of 0.90, organizational culture with a factor loading of 0.72 had less impact on entrepreneurship in this study. Entrepreneurs in all professions and occupations need a series of characteristics, knowledge, skills and competencies. In a broader sense, competence is defined as the set of knowledge, skills, values, attitudes, behaviors, routines and patterns of thinking that individuals or groups can effectively or successfully use to solve problems and meet challenges and opportunities. However, individuals' technical characteristics have been considered a less influential factor probably because of the recruitment of employees and sports managers in the physical training according to their education. This factor has been estimated less effective due to the provision of the necessary conditions and the use of appropriate specializations in suitable positions. Otherwise, the effect of being a professional on entrepreneurship is undeniable. Also, organizational culture items such as regarding work as fun, ethics, integrity, confidence and self-esteem, a sense of commitment and loyalty, valuable work for customers, attention to detail, structure and processes may be the things that managers have had fewer challenges.

In conclusion, to achieve entrepreneurship development and eventually create employment in provinces, the necessary infrastructure for starting businesses, educational planning, financial support, and an appropriate organizational structure for sports entrepreneurship should be considered. Facilitating the introduction of firms into the market and entrepreneurship along with the necessary training, changing the culture and attitude of people toward sports to spend for it and make an investment in this regard as well as guaranteeing security in investment and privatization of sports increase and expand the necessary conditions for sports entrepreneurship. Entrepreneurs need different skills to start and run a successful business. In today's world, the lack of information and knowledge or experience of entrepreneurs leads to weak management and low productivity of the society, resulting in poor production that in turn causes unacceptable performance of entrepreneurs as well as lack of growth and development of entrepreneurship. In addition to these training programs, the necessary conditions and infrastructure for business and the preparation of the environment can lead to the continued development of sports entrepreneurship, which highlights the role of sports in this vital body. A review of studies conducted on the part of sports in entrepreneurship development shows that new employment attitudes can be progressed if the necessary hardware, software, and brainstorming platforms are provided. Therefore, what seems

to be closer to reality in Iran is that due to the government's involvement in sports, there are no economic movements in Iranian sports nor the desire to invest in it. The international federations have imposed the initiatives, and the Iranian sports federations have agreed to those conditions to continue their activities. In this regard, the present study attempted to identify the factors affecting entrepreneurship in Lorestan Province, which has not reached a good status in science for development in various fields despite having material and spiritual resources and a privileged situation in the country. Now that these factors have been identified, it is necessary to pay further attention to more critical factors in sports entrepreneurship to pave the way for them. In this respect, it is hoped that with the integrated application of sports-related activities in the field of entrepreneurship and employment and other sports activities in Lorestan Province, a comprehensive, strategic and codified system will be developed. Based on such a comprehensive strategic plan, Lorestan Province will continue its successful movement without being affected by environmental conditions.

Also, concerning the second objective of the present study, which is presenting a model for factors affecting sports entrepreneurship in Lorestan Province, showed that the main factors influencing sports entrepreneurship in Lorestan Province include environmental, structural and behavioral factors. Among environmental factors, political-legal, economic-commercial, cultural-social and technological variables; among behavioral factors, personality traits and technical characteristics; and in structural factors, leadership style, organizational culture, information resources, organizational structure, monitoring, control and assessment, academic-educational and research variables were identified as effective. The final model is shown in Figure 5. It can be stated that creating an internal environment for physical education departments is a complex task due to the large number of identified factors that lead to sports entrepreneurship, which requires the efforts of many committed and responsible people. Revitalization and modernization of sports processes need a combination of scientific, executive, and motivational activities by many people and regular and calculated research to create value and commercialize ideas. Motivation, support and encouragement from within sports departments and organizations can be done by improving monitoring systems, structures, financial resources and human resource activities, which can facilitate, support, promote and sponsor entrepreneurial activities that pave the way for the development of sports entrepreneurship. The present study also shows that employees and managers of sports departments need entrepreneurial behavior through personality traits and organizational structure, and financial support to motivate and establish sports entrepreneurship.

As shown in the model, organizational structure and personality traits can significantly impact people's motivation for sports entrepreneurship. Therefore, it is crucial that other organizational factors effectively stimulate entrepreneurship to be considered in the society under study. However, in sports departments, the policies, rules and procedures announced by the government predominate; in other words, the government only reflects on social aspects of these investments. Therefore, to promote entrepreneurship, we need to create internal changes in sports organizations and

departments and transform the systems of organizational structure, financial support, control of the workforce in these institutions to advance sports entrepreneurship. Finally, the initiative designed in this study can help institutions in charge of sports entrepreneurship appraise sports entrepreneurship capabilities and strive to adopt appropriate policies for entrepreneurship according to their weaknesses and strengths. Moreover, because the present study identified the organizational structure as the most influential factor in sports entrepreneurship, it is suggested that the prevailing organizational structure redesign support entrepreneurship development to lay the foundation for sports entrepreneurship in Lorestan Province. It is recommended that sports organizations pay further attention to this issue in hiring their workforce and recruiting people who have the mentioned personality traits.

The present study adds to the richness of research on factors affecting sports entrepreneurship by testing and evaluating a conceptual model. We hope that the impact of these factors on sports entrepreneurship will examine more broadly in the future. Also, it is suggested that effective strategies and guidelines for removing cultural, economic, political and environmental barriers are reviewed in another research to assess the development of sports entrepreneurship in Lorestan province. In addition, since the specialization of individuals, leadership style and organizational culture were the factors that had the most negligible impact on sports entrepreneurship in Lorestan Province, it is suggested that the reason for this phenomenon be investigated. Finally, considering the role of the nature and type of industry in entrepreneurial models, it is recommended that similar research be conducted in other sectors and a comparison be made between the findings.

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ارائه مدل عوامل مؤثر بر کارآفرینی ورزشی (مورد مطالعه: استان لرستان)

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کلیدواژه

عوامل رفتاری
عوامل ساختاری
عوامل محیطی
کارآفرینی
کارآفرینی ورزشی

نوع مقاله

پژوهشی

چکیده

هدف: امروزه ورزش به عنوان صنعتی رو به رشد و توسعه در جهان مطرح است که افزایش فرآیندهای کارآفرینی در آن می‌تواند باعث ایجاد فرصت‌های شغلی جدیدی و بهبود سایر شاخص‌های اقتصادی شود. با توجه به این‌که کارآفرینی می‌تواند متأثر از عوامل منطقه‌ای نیز باشد، هدف اصلی تحقیق حاضر ارائه مدل عوامل مؤثر بر کارآفرینی ورزشی در استان لرستان بود.

روش: جامعه آماری تحقیق، کلیه مدیران و کارشناسان اداره کل تربیت بدنی و اعضای هیئت‌های ورزشی استان لرستان بود. (N=۲۷۵) تعداد نمونه آماری این تحقیق با مراجعه به جدول مورگان ۱۹۱ نفر تعیین شد که به صورت طبقه‌ای متناسب با حجم از جامعه پژوهش انتخاب شدند. ابزار گردآوری داده‌ها پرسشنامه محقق‌ساخته عوامل مؤثر بر کارآفرینی ورزشی بود که بر اساس اهداف تحقیق و تجارب تحقیق‌های مشابه گذشته و پس از بررسی مبانی نظری و پیشینه تحقیق و با نظر اساتید مدیریت ورزشی، خبرگان و متخصصان این حوزه، تهیه و تنظیم گردیده و سپس مورد استفاده قرار گرفت. جهت طراحی مدل نیز از مدل‌سازی معادلات ساختاری (SEM) استفاده شد.

یافته‌ها: یافته‌های پژوهش نشان داد عوامل ساختار (pc=۰/۹۹)، عوامل محیطی (pc=۰/۸۸)، و عوامل رفتاری (pc=۰/۸۰)، دارای اثر مستقیم بر کارآفرینی ورزشی هستند. در اثرگذاری عوامل محیطی بر کارآفرینی ورزشی به ترتیب عوامل فرهنگی-اجتماعی و فناوری با بار عاملی ۰/۹۳، اقتصادی-تجاری با بار عاملی ۰/۸۹، و سیاسی-قانونی با بار عاملی ۰/۸۶ نقش دارند. در اثرگذاری عوامل ساختاری بر کارآفرینی ورزشی به ترتیب سه عامل ساختار سازمانی (۰/۹۶)، نظارت و کنترل و ارزیابی (۰/۹۱)، و علمی-آموزشی و پژوهشی (۰/۸۹)، بیش‌ترین نقش را داشتند. همچنین، در اثرگذاری عوامل رفتاری بر کارآفرینی ورزشی به ترتیب ویژگی‌های شخصیتی (۰/۹۴) و ویژگی‌های تخصصی (۰/۹۰) دارای بیشترین نقش بودند. بر اساس به نتایج به‌دست آمده، برای گسترش کارآفرینی در استان لرستان و رفع موانع آن باید با نگاهی جامع، عوامل اثرگذار هم‌زمان مدنظر و مورد تدبیر قرار گیرد.

اصالت و ابتکار مقاله: از آنجا که مقاله حاضر، به ارائه مدلی برای عوامل مؤثر بر کارآفرینی ورزشی در استان لرستان پرداخت، ارزشمند و منحصر به فرد است.

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