

# Organizational entrepreneurship barriers in sport organizations (IRI. Gymnastics Federation)

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## Abstract

This paper aimed to identify the organizational entrepreneurship barriers of the Gymnastics Federation of the Islamic Republic of Iran. The mixed method and Brown and Clark method were used in the research. The population consisted of two sections, including gymnastics experts and university professors (180 people), and the sample size was 16 people based on the theoretical saturation index and 120 people based on the Cochran formula. Three structural 14, behavioral 13, and contextual barriers with 5 indicators were identified by qualitative data analysis. The research instrument in the quantitative part was a questionnaire that was extracted from the codes of the qualitative part using LISREL and SPSS software. The results confirmed the items and factors in the first and second confirmatory factor analysis tests. Three barriers were identified, and 32 indicators were obtained as the measurement tool. The model was fitted using the structural equation method (SEM) based on path coefficient and t-statistic. The effect of three independent variables was significant (1.00, 0.90, and 0.97), indicating the model's high estimation power. The results showed that underlying barriers had the most significant effect on the failure of organizational entrepreneurship.

*Keywords:* Sports organizations, Organizational entrepreneurship, Organizational entrepreneurship barriers

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## 1. Introduction

The critical objective of today's organizations is to identify the characteristics of a suitable platform for acquiring and growing entrepreneurs. Integrated and mixed studies on research results in organizational entrepreneurship present a new approach to identify comprehensive solutions for researchers [18]. The concept of entrepreneurship is regarded to the creation of mankind, and organizational entrepreneurship means developing competencies and opportunities within the organization through various combinations of new resources [19]. Designing and offering new services is created due to new values for the organization using organizational entrepreneurship [16]. In today's competitive world, managers have realized that the only solution to organizational problems is new solutions, which are possible only by using factors, such as creativity and innovation, i.e., organizational entrepreneurship [20].

Organizations that fail to keep pace with the economy, technology, and innovation system are doomed to extinction, and sports organizations are no exception. Changes in sports have made entrepreneurship mandatory [6]. Many researchers seek to provide conditions for the implementation of organizational entrepreneurship dimensions [9]. In addition, sports entrepreneurs have completely recreated their marketing and advertising strategies because the global economy is in recession [12]. Thus, entrepreneurial organizations are more successful given the current economic conditions in the world. The concept of organizational entrepreneurship has evolved through innovation, strategic change, and strategic management [8]. Organizations with entrepreneurial behaviors discover new business areas and direct new processes to pre-existing organizational business [10, 14]. believe that innovative methods and emphasis on promoting an organizational culture based on entrepreneurship make the organization more effective. On the other hand, sport is considered a social phenomenon due to its direct and indirect effects on the development indicators of each country and industry in science with micro and macro organizations, which requires proper planning by policymakers and harmonization of facilities and infrastructure for its promotion [15]. It is necessary to collect information from previous studies given the importance of entrepreneurs and organizational entrepreneurship in society and sports organizations and due to the dispersion of research in this field [17].

On the other hand, sport as a social phenomenon has direct and indirect effects on the development indicators of each country [4]. According to the National 20-Year Vision Document, Iran should achieve the first economic, scientific, and technological position in Southwest Asia by 2015. Appropriate contexts for development through the entrepreneurship of sports organizations have not been considered due to the sports community's high capacity in the country's economic field [18]. In the past decade, most studies have focused on entrepreneurship in various fields, and the sports sector has less examined the relationship between sport and entrepreneurship [22].indicated that organizational entrepreneurship is affected by structural barriers. Therefore, institutionalizing and applying it in the Ministry of Sports and Youth requires a realistic, systematic, and long-term approach, and partial, short-term, and cross-sectional approaches are inappropriate [22, 3].explained the relationship between strategic management and entrepreneurship development and its role in organizational development and concluded that the psychological characteristics of individuals require specific and different conditions. Special attention to the mental and psychological dimensions of entrepreneurs in a society leads to better and faster development of work and entrepreneurship. Lack of entrepreneurship courses in schools and universities is one of the reasons for the lack of public knowledge of entrepreneurship issues. Today, universities worldwide have launched entrepreneurship courses and sub-disciplines, and entrepreneurship and business start-up courses are presented in 120 universities [21], representing the importance of understanding entrepreneurship in all organizations [13]. analyzed the environmental barriers to organizational entrepreneurship in the Ministry

of Sports and Youth. The results showed that political-legal, economic, cultural, social, technological, and international barriers in the Ministry of Sports and Youth had a significant and negative effect on the organizational entrepreneurship of the Ministry of Sports and Youth. The structure of socio-cultural and international barriers were the most essential environmental barriers to organizational entrepreneurship of the Ministry of Sports and Youth, respectively, in terms of qualitative and quantitative statistical population. The Australian sports industry showed that institutionalizing organizational entrepreneurship, on the one hand, requires challenges, such as mental patterns of managers and individuals, and on the other hand, needs for the removal of organizational barriers [7]. Given that entrepreneurship and sports are at the foundation of life and the culture of society and are an integral part of life in some countries, entrepreneurship should be in the culture of organizations. According to studies, socio-cultural barriers prevent an organization from having a practical entrepreneurial ecosystem supporting innovation. The essential nature of organizational culture may affect the maturity of other elements of the entrepreneurial ecosystem [20]. Organizations do not need only survival and require to develop to improve and change, as Mohammad Kazemi et al. believe that entrepreneurship can lead to sustainable development [5]. Today, it is impossible to compete and develop in organizations without creative and innovative thinking and entrepreneurship. Therefore, it is necessary to identify barriers to organizational entrepreneurship and research to improve and develop gymnastics because the gymnastics family enjoys economic and socio-cultural benefits in national and international arenas like other leading countries in this field. Therefore, it is necessary to identify barriers to organizational entrepreneurship in the Gymnastics Federation to achieve maximum value and increase the absorption capacity. The researcher aimed to identify and present a model of barriers to organizational entrepreneurship and related indicators in the Federation of the Islamic Republic of Iran. The research question is whether the model of organizational entrepreneurship barriers in the Federation of the Islamic Republic of Iran has a good fit.

## 2. Methodology

Coding was conducted in the qualitative part due to the qualitative part mixed research to identify the main themes of the research, and all related indicators were identified. This method is used to identify, analyze, and report on patterns (themes) in the data (number of interviews or a text). The population in the qualitative section included university faculty members, administrators, and gymnastics experts. The field of study, related scientific writings, and having managerial positions and executive experiences in organizational entrepreneurship were among the indicators for selecting the initial list of experts. Then, the interview and sampling, which is the second stage, is done.

The population in the qualitative section was 16 people who were selected by purposive quota sampling with maximum diversity of university professors, chairmen, and experts.

The population in the quantitative section was 180 people, including the heads of the gymnastics board, gymnastics experts, and sports scientists, who were selected by simple stratified random sampling (120 people) according to Cochran's formula.

The interview and literature were integrated in the next procedure, and the Ahranjani three-pronged model was investigated after analyzing the qualitative data. The following sub-components were obtained, including structural (14 indicators), behavioral (13 indicators), and contextual (5 indicators). The coding technique was used by analyzing the data obtained from the interview, and NVIVO version 10 software was used to categorize the data. The following activities were performed to audit the present study (equivalent to the validity and reliability of quantitative research):

**Adaptation by members:** 15 world-class executives related to the sports and manufacturing industry reviewed the first phase of the analysis process and the obtained categories.

**Participatory research:** At the same time, participants were asked to help analyze and interpret the data.

The following methods were used to confirm the reliability of the research:

**Re-encoding:** the data were re-encoded 30 days after coding each interview. Several interviews, for example, were re-encoded over 30 days. To this end, the researcher resumed coding the data after 30 days of coding each interview. The retest reliability of this research was as much as 85% (>60%), and thus, the reliability of the coding is confirmed.

**The use of qualitative analysis software:** Creswell considers Nvivo software as one of the ways to achieve reliability in qualitative research, which is accordingly used in this research.

**Recoding by another researcher:** William Scott's formula was used to determine the reliability. For this purpose, 10% of the pages, along with operational definitions, were given to another researcher for coding. The coding of categories and subcategories, as well as indicators, was done according to the instructions [1].

The percentage of agreement between the two codings was calculated using the Scott reliability coefficient. An agreement coefficient of more than 70% indicates that there is an agreement between the coders. Since Scott's reliability coefficient is more than 90%, these numbers indicate the very high reliability for the research.

Descriptive statistics of demographic questions were examined. Accordingly, Cronbach's alpha coefficient was used for reliability, and content analysis was applied to determine the validity of the questionnaire in the quantitative part. Confirmatory and exploratory factor analysis was performed, and the questionnaire was surveyed based on the 5-point Likert scale. The effect of variables on each other was investigated using the structural equation modeling (ISM) method and the model was presented and fitted based on path coefficient and t-statistic. LISREL and Spss software was used to analyze the data.

### 3. Results

The gender status in the sample included 75% male and 25% female. In addition, the status of the workplace in the sample included the heads of the gymnastics board (21%), the gymnastics experts (46%), and the sports science specialists (33%). Regarding the age status of the sample, 8% were 30-40 years old, 54% were 40-50 years old, and 38% were 50-60 years old. The educational level in the studied sample was diploma (8%), bachelor (46%), master's (29%), and PhD (17%). Given the examination of working experience in the sample, 7% were less than 10 years, 27% were between 10 to 15 years, 32% were between 15 to 20 years, 21% were between 20 to 25 years, and 13% were over 25 years.

According to qualitative analysis and the results of interviews and research background, three structural, behavioral, and contextual barriers and their indicators were identified based on the following table.

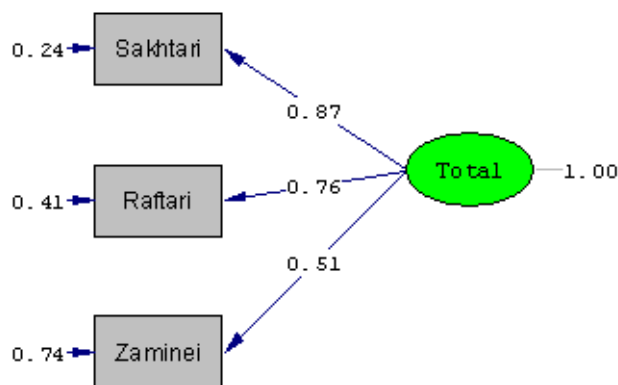
Table 1: Cronbach's alpha coefficients of the research questionnaire in the final sample

Key variables	Cronbach's alpha
Structural barriers	0.8562
Behavioral barriers	0.9195
contextual barriers	0.8371

The Cronbach's alpha presented for all variables and the whole questionnaire in Table 1 indicate that the questions have a good reciprocal correlation. Therefore, total reliability and reliability separately have been established for the variables of this study.

SPSS software was used for exploratory factor analysis, and Lisrel software was applied for confirmatory factor analysis. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy of organizational entrepreneurship barriers is equal to 0.89, and the significant number of Bartlett's test for sample sphericity in exploratory factor analysis by SPSS is 2189.32 and 0.0001, respectively. Therefore, the sample size is appropriate for factor analysis, and these three factors explain about 78% of the variance related to organizational entrepreneurship barriers in sports organizations.

In addition, the results of confirmatory factor analysis of the dimensions of organizational entrepreneurship barriers indicated that the obtained factor loads were more than 0.3, and the three components related to this variable could be categorized into separate factors. Therefore, the data of this latent variable are calculated from the average of dimensions. Figure 1 shows the results of confirmatory factor analysis of organizational entrepreneurship barriers.



Chi-Square=2.08, df=1, P-value=0.00000, RMSEA=0.055

Figure 1: Results of confirmatory factor analysis of organizational entrepreneurship barriers

Therefore, the confirmatory factor analysis of the dimensions of organizational entrepreneurship barriers has been accepted in the Gymnastics Federation with 95% confidence. In the fifth stage, barriers and indicators were identified based on various tests, and the final questionnaire was confirmed.

Table 2: Distribution of organizational entrepreneurship barrier questions in sports organizations (Gymnastics Federation of the Islamic Republic of Iran)

Subject of questions	Quantity of questions	Number of questions
Structural barriers	14	1-14
Contextual barriers	13	15-27
Behavioral barriers	5	28-32

Table 3: The most essential components of organizational entrepreneurship barriers (Gymnastics Federation of the Islamic Republic of Iran)

Factors	Indicators
Structural	Lack of proper organizational structure, poor financial management, economic barriers, lack of competitiveness, inadequate rewarding procedures, lack of organizational agility, lack of organizational innovation, weakness in entrepreneurial rules and regulations, lack of recognition of entrepreneurship in the federation, lack of specialized budgets of the Ministry of Sports, lack of professional trainers, lack of attention to start-ups, lack of sports facilities, lack of use of sponsors
Contextual	Lack of human resource management, disloyalty to objectives, lack of community orientation, conflict management, lack of customer orientation, anti-motivational factors, authoritarian leadership style, poor personality traits of managers and employees, lack of entrepreneurial talent management, lack of intellectual capital, neglect of staff empowerment, lack of motivation in heroes and medalists, lack of intellectual capital
Contextual	Social barriers, political and legal barriers, environmental barriers, insufficient cooperation of ministries, lack of organizational structure

**Research question:** whether the model of organizational entrepreneurship barriers in sports organizations (Gymnastics Federation of the Islamic Republic of Iran) has a good fit? In the sixth step, the model was fitted based on structural equations. Figure 3 represents a measurement model related to three dimensions and 32 variables of organizational entrepreneurship barriers of the Gymnastics Federation of the Islamic Republic of Iran.

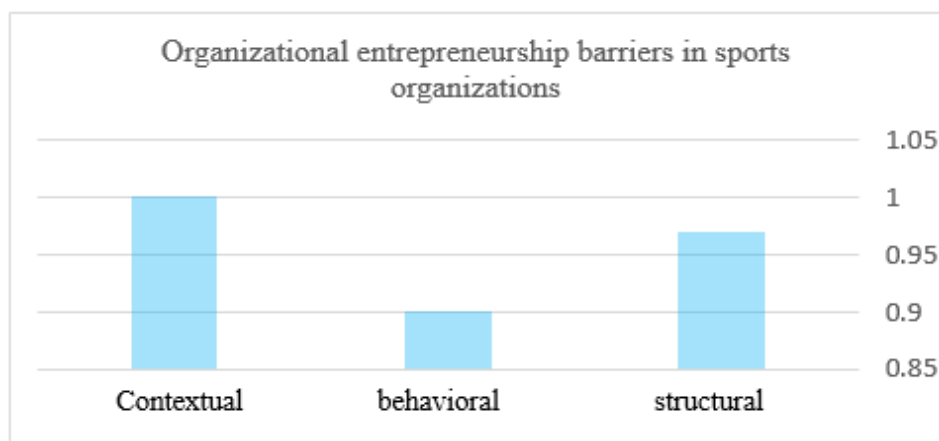


Figure 2: Effect organizational entrepreneurship barriers in the Gymnastics Federation

Figure 2 demonstrates the contextual barriers, which have the most significant effect on the lack of organizational entrepreneurship in the Gymnastics Federation.

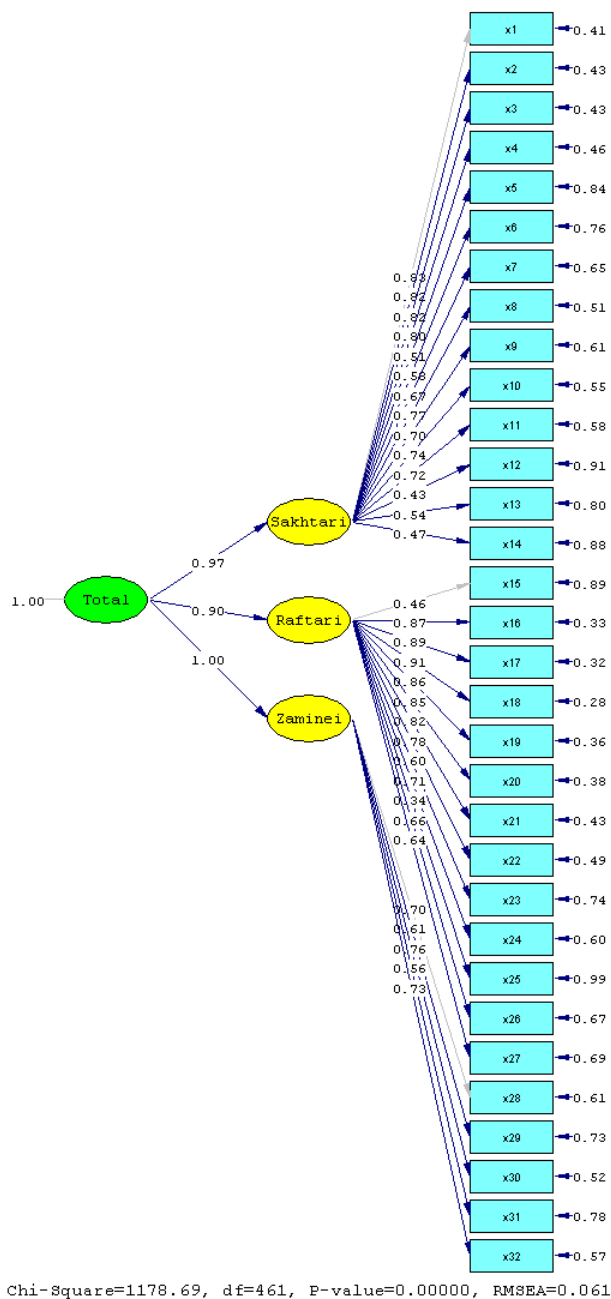


Figure 3: Model of organizational entrepreneurship barriers in sports organizations (Gymnastics Federation of the Islamic Republic of Iran) based on the path coefficient

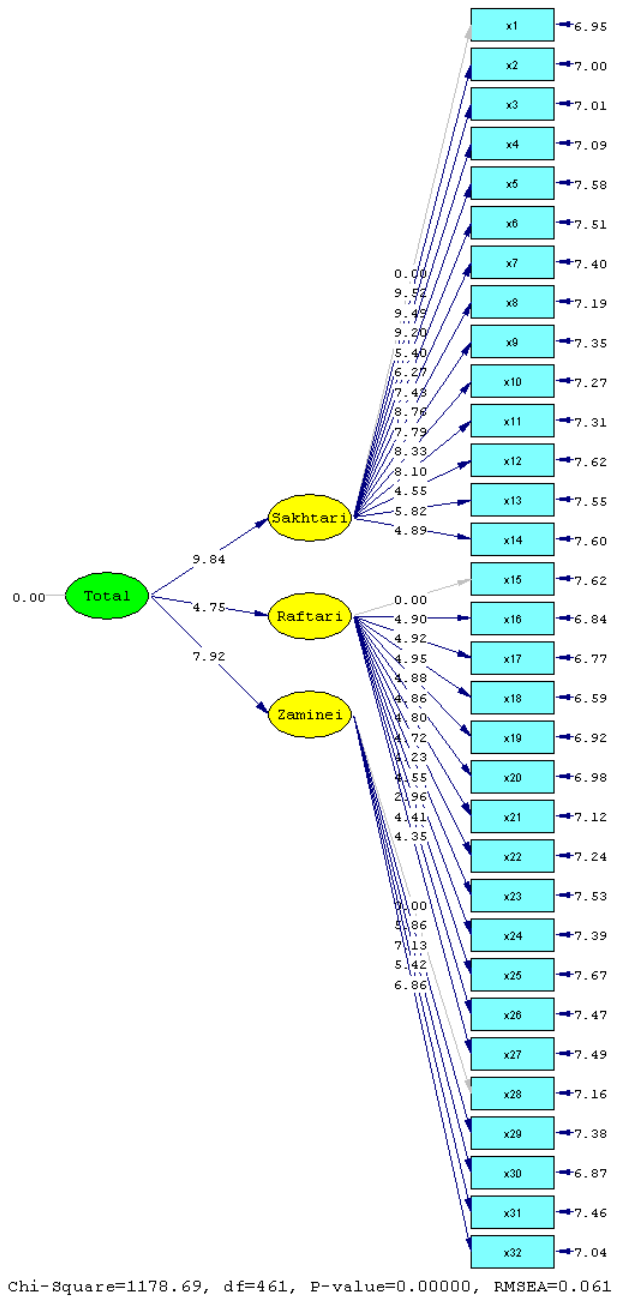


Figure 4: Model of organizational entrepreneurship barriers in sports organizations (Gymnastics Federation of the Islamic Republic of Iran) based on T index



Table 4: Path Analysis of the Model of Organizational Entrepreneurship Barriers in Sports Organizations (Gymnastics Federation of the Islamic Republic of Iran)

Name	Abbreviation	Criterion	Value	results
$\chi^2/df$	CMIN	Less than 3	2.55	Fit confirmation
$p$ -value	$P$	Less than 0.05	0.0001	Fit confirmation
Root Mean Squared Residual	RMSEA	0.08 <RMSEA<0.03	0.061	Fit confirmation
Goodness-of-Fit Index	Index GFI	More than 0.9	0.92	Fit confirmation
Adjusted Goodness-of-Fit Index	AGFI	More than 0.9	0.92	Fit confirmation
Non-Normed Fit Index	NNFI	More than 0.9	0.9	Fit confirmation

*Formula(1) : Goodness of Fit Index (GFI)*

$$GFI = 1 - \frac{F_M}{F_{IND}} \quad (1)$$

*Formula(2) : Adjusted Goodness of Fit Index (AGFI)*

$$AGFI = 1 - (1 - GFI) \frac{dl_{IND}}{dl_M} \quad (2)$$

*Formula(3) : Comparative Fit Index (CFI)*

$$GFI = 1 - \frac{F(S, \sum \theta)}{F(S, \sum (.))} \quad (3)$$

*Formula(4) : Normalized Chi - square Index (CMIN)*

$$X^2 = \sum \frac{(Fo - Fe)^2}{Fe} \quad (4)$$

*Formula(5) : the Root Mean Squared Error Approximation (RMSEA)*

$$RMSEA = \sqrt{\frac{X^2 = df_{model}}{(N - 1) * df_{model}}} \quad (5)$$

According to Table 4, the Goodness of Fit index equals 2.55, and the value is less than 3 considering the structural equation conditions. These results show that the theoretical model fits with the data, which is validated and has the necessary reliability. RMSEA is the square root of estimating the variance of the approximation error is the deviation test of each degree of freedom. A value of  $0.08 < RMSEA < 0.03$  indicates a good model fit, equal to 0.06 in this study. On the other hand, P-value (significance level) is 0.0001, which is less than 0.05, and therefore, the model is confirmed.

#### 4. Discussion and conclusion

Sports federations are inevitably involved in entrepreneurial action in the current stressful situation for promotion and competitiveness. This research aimed to identify the organizational entrepreneurship barriers of the Gymnastics Federation of the Islamic Republic of Iran. The content

analysis approach was used to identify the main themes of the coding research in the qualitative section, and all related indicators were identified. A questionnaire was used in the quantitative part, which was analyzed with LISREL and SPSS software. The results confirmed the items and factors in the first and second-order confirmatory factor analysis tests. Finally, three barriers were identified, and 32 indicators were obtained as measurement tools. The effect of variables on each other was investigated, and the model was presented and fitted based on path coefficient and t-statistic using structural equation modeling (ISM). The impact factor of all three independent variables was very high (0.97, 0.90, and 1.00), which indicated the high estimation power of the model. According to the model, contextual barriers have the most, and behavioral barriers have the least effect on the non-implementation of organizational entrepreneurship.

The results of various tests on the influential variables in the model of entrepreneurial barriers in sports organizations (Gymnastics Federation of the Islamic Republic of Iran) were as follows:

- A. Structural barriers include variables of inadequate organizational structure, poor financial management, economic barriers, and lack of competitiveness. Lack of proper organizational structure means lack of success and confusion of the organization. In this case, the issue needs to be reconsidered, which includes the thinking and attitudes of managers and employees, culture and value system, processes, events, and different uses of ICT with a rethinking in the structure. Updating the new structure transforms the traditional structure with a bureaucratic space into an organic structure, which provides the space for organizational entrepreneurship. The survival of the organization in a competitive environment depends on organizational entrepreneurship Kratko and Razavi et al. believed. Poor financial management barrier leads to non-allocation of financial resources and lack of financing for research and development and entrepreneurship unit costs. Moreover, entrepreneurship barriers include economic factors such as inflation and taxes, lifestyle trends, and demographic changes. Ghasemi et al. reported that successful organizations are competitive and combine capital, human resources, and service technology to offer products for the today's world's needs. This result is in line with Talebi et al. (?).

Therefore, it is suggested to invent a new structure based on the world gymnastics technology to overcome structural barriers by overcoming traditional methods, revising processes and procedures, and eliminating conventional knowledge and previous assumptions to create a re-engineering or rethinking in the structure of the federation.

- B. Behavioral barriers include the variables of disloyalty to objective, lack of community orientation, conflict management, lack of customer orientation, and anti-motivational factors. People tend to spend energy and loyalty in the social system of the organization regarding the variable of disloyalty to objective, which creates an emotional and psychological commitment to the organization, based on which the person considers himself committed to the organization and depends on the benefits and investments he makes in organizations. Thus, disloyalty to organizational entrepreneurship objectives becomes a threat, as Ghasemi et al. (?) expressed. Regarding the next barrier, crises such as the crisis of public trust, the crisis of the legitimacy of the system, the crisis of public participation in organizations cause the society to suffer from a reduction in development, change, and innovation. Lack of community orientation hinders organizational entrepreneurship, consisting Mohammad Kazemi et al.'s (?) results. In an organization without entrepreneurial space and culture, there will be a long-distance from organizational entrepreneurship that is consistent with the results of Ghasemieh et al.

(?). Controlling conflict to use creativity, talent, knowledge, and skills is essential to organizational entrepreneurship. Lack of attention to customer orientation is one of the barriers to entrepreneurship because in today's world, the customers' desires, wants, and needs can be specified only by customer relationship management to create organizational entrepreneurship. However, some managers in organizations do not motivate to create an entrepreneurial structure and environment and suffer from concerns, such as loss of personal capital, finance inability to start a business, social security, corruption, insufficient skills, and expertise. These results are in line with those of Zali and Razavi (?), who stated that these counter-motivations are serious obstacles to organizational entrepreneurship.

Given that traditional management is far from organizational entrepreneurship, removing behavioral barriers and paying particular attention to managers with an entrepreneurial spirit is recommended. Moreover, executive plans should consider issues such as delegating more authority to employees, encouraging people to express new and creative ideas, creating an atmosphere of competition with a sense of trust in the organization.

C. Contextual barriers also included social barriers, environmental barriers, and insufficient cooperation of ministries. Factors such as material values, personal motivations, hard work, independence, protection of individual rights, and non-discrimination are characteristics in organizations for managers or employees who provide space to create organizational entrepreneurship to achieve their goals. Ghasemi et al. (?) also stated that the lack of these factors is the barriers to organizational entrepreneurship. Today, sports federations have barriers to participating in international events and interacting with successful federations worldwide, such as lack of knowledge, lack of sports management information system for creativity and innovation, which are barrier to organizational entrepreneurship. Mohammad Kazemi et al. (?) believed that these shortcomings were due to environmental barriers. Lack of playing the role of government agencies, including the lack of a comprehensive and coordinated system of education, the Ministry of Sports and Youth and the Ministry of Science with the Gymnastics Federation to create and develop sustainable gymnastics, sports philosophy, and attention to the share of sports in the household basket are serious barriers to organizational entrepreneurship.

Therefore, continuous efforts of the ministries are necessary to develop and improve the current gymnastics situation. Paying attention to evaluating the performance of the federation's managers and employees by the Ministry of Sports and Youth to create an entrepreneurial atmosphere, creativity, and organizational entrepreneurship is critical. The contextual barriers can be overcome considering the transfer of affairs of change and the use of modern technologies to knowledge-based companies in entrepreneurship with the continuous support of the ministries.

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