

The Role of Organizational Behavior of the Ministry of Sports and Youth in International Military Sports Events

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ABSTRACT

Objective: The purpose of this study was to investigate the role of the organizational behavior of the Ministry of Sports and Youth in international military sports events.

Methodology: This research is qualitative-exploratory in strategy, with the qualitative sample including athletes involved in CISM sports events, sports event coaches, and senior officials, totaling 20 individuals. The research tools consisted of researcher-developed coding sheets, and interviews were conducted with participants using the oral history method.

Findings: The results revealed that the categories derived from the interviews with the participants in the study were identified in the form of 26 categories and 90 conceptual codes. These were embedded within the six dimensions of the paradigmatic model, which includes causal conditions (4 categories and 24 concepts), the central and core category (3 categories and 10 concepts), strategies (3 categories and 10 concepts), contextual conditions (8 categories and 18 concepts), intervening or mediating conditions (4 categories and 18 concepts), and outcomes (4 categories and 10 concepts).

Conclusion: Based on the research findings, the quality enhancement of hosting CISM events faces numerous limitations. To mitigate the impact of these limitations, strategies such as developing and strengthening internal and international communications, particularly with the Ministry of Sports and Youth and other Islamic countries, and optimally utilizing existing potentials to maintain and elevate the status of military sports can be proposed.

Keywords: *Organizational Behavior, International Sports Event, Armed Forces of the Islamic Republic of Iran*

1 Introduction

Sports reflect the social relationships within a society. The reality of sports, as a product of human action, is interpreted through the processes of social and historical

cultures. The structures and processes of sports result from adaptation and agreement, thus possessing cultural and social characteristics (Eghbali, 2017). Sociologists have perceived sports as a means for individuals to interact, and they consider it beneficial for character development,

psychological moderation, self-discipline, internalization of norms of tolerance, gradual control of aggressive behaviors, and regulation of violence (Beukani, 2016). The transmission of values, reduction of social harm, and increase in social capital are other social functions of sports in contemporary society. This phenomenon has been mentioned as a new social movement for understanding common national symbols, capable of providing the necessary conditions for communicative action aimed at creating agreement and understanding among individuals to achieve social cohesion (Getz, 1997).

Numerous large sports events are held annually around the world, and due to the attractive nature of sports and the great public interest in watching these events, they draw the attention of the media, politicians, industry owners, and other national and international stakeholders. These events have become an appropriate tool for attracting the attention of various nations to the specific geographical position of the host country (Giulianotti & Klauser, 2010). Furthermore, the significance of hosting and organizing major international sports events, such as the Olympic Games, Asian Games, Universiade, Military World Games, Youth Olympic Games, FIFA World Cup, and other such large events, is so great that many countries adopt a special focus on these events. They strive to achieve their political, economic, social, and cultural goals by developing strategic plans, making significant investments, and securing the hosting rights for such events. In this context, countries around the world intensify their efforts and concentrate their marketing development activities on different sectors to secure the hosting rights for major international sports events, aiming to maximize the benefits in various areas such as tourism, attracting sponsors, media exposure, sports industry development, quality of life in the host community, and other similar aspects (Araújo et al., 2019).

The International Military Sports Council (CISM) was recognized by the International Olympic Committee in 1995, and in the same year, it organized the first Military World Games in Rome. The Islamic Republic of Iran became a member of CISM in 1957. CISM is one of the largest sports organizations in the world, organizing various sports events for its 135 member countries (CISM website). In addition to global competitions, it also manages and supervises military competitions at the continental and regional levels by establishing continental and regional confederations, thus holding a special position globally (Berdychevsky & Gibson, 2012). Due to the strong economic impacts of sports events on the host community,

their potential to attract a large number of visitors, and global media coverage, numerous cities and countries annually express their readiness to host sports events (Eghbali, 2017).

On the other hand, the organizational behavior of the Ministry of Sports and Youth plays a crucial role in the success and image of the country in these arenas. This ministry provides a foundation through planning, policymaking, and efficient management that allows athletes and national teams to participate in international competitions with full preparation and support. The managerial decisions and behaviors of the Ministry of Sports and Youth, ranging from selecting coaches and technical staff to providing financial resources and logistical support, have a direct impact on the performance of teams in global events (Icoz et al., 2010). Additionally, by determining general policies and creating coordination among sports federations, the Ministry of Sports and Youth plays a vital role in the development and advancement of sports in the country (Jeong et al., 2020). The organizational behavior of this ministry is also crucial in how it interacts with international sports organizations. Positive and professional interactions with these organizations can enhance Iran's position in international sports arenas and provide more opportunities for Iranian athletes (Kolenberg & Batra, 2015). Moreover, the organizational behavior of this ministry in dealing with international challenges and issues, such as arbitration disputes, sanctions, or political problems, can significantly influence the outcomes and atmosphere of sports events. Proper management of these situations can prevent tensions and help athletes maintain their focus on their sports performance (Sandelin & Fiechtner, 2020). Ultimately, the organizational behavior of the Ministry of Sports and Youth, by fostering national spirit, creating solidarity and pride among the people, plays an important role in positively impacting society and increasing public interest in sports. These actions not only contribute to the advancement of sports in the country at the international level but can also serve as a tool for strengthening national identity and promoting sports diplomacy (Stojanović & Jankovic, 2019).

To assess the quality of hosting sports events, one of the strategies that can be proposed is the use of the oral history approach. Oral history is a modern research method in history that describes and identifies events, incidents, and topics that require field research and the collection of historical information based on the views, experiences, and actions of witnesses, observers, and participants in those events. Therefore, the primary objective of the research was

to examine the role of the organizational behavior of the Ministry of Sports and Youth in international military sports events.

2 Methods and Materials

2.1 Study Design and Participants

To achieve the research objectives, a qualitative approach was employed in this study. This research is historical in nature and seeks to explore new insights based on existing evidence from the past. In terms of the level of analysis, it is interpretive, and in terms of the level of explanation, it aims to describe a process and narrate events. The selected strategy in this research is of the oral history type.

The statistical population in this study included athletes in the field of CISM sports events, sports event coaches, and senior officials. In the present research, the selection of samples, the sampling process, and analysis and exploration continued until theoretical saturation was achieved, ultimately considering 20 individuals as the statistical sample. The criteria for selecting the statistical sample group in this study included possessing direct information and evidence regarding the research topic, having a good and healthy memory, being influential or having innovation, creativity, and unique experience in one of the scientific, cultural, artistic, or political fields, and being an author or having works in the relevant field.

In this study, the oral history interview method was employed, which involves gathering historical data through interviews with individuals who have been influential or have had observations in the research areas. As such, the oral history interview process results in a narrative flow of history, constructed by the interviewee under the control and guidance of the interviewer. After theoretical saturation, consensus and analysis were conducted. To analyze the collected information, after extraction and categorization, qualitative content analysis of the coding sheets and document analysis were conducted in the qualitative section, with the consensus of experts and specialists using the Delphi method in five rounds. This means that in the qualitative section, using open coding, axial coding, and selective coding methods, the main research categories were selected using the Delphi method until theoretical saturation and consensus were achieved. The interviews were coded in the first stage based on open or initial coding, in the second stage, major categories were conceptually and abstractly categorized based on content as axial coding, and in the third stage, selective coding was performed.

3 Findings and Results

The demographic characteristics of the participants in the study are as follows: The sample included athletes, sports event coaches, and senior officials involved in CISM sports events. Among the athletes, 5 were male with a bachelor's degree, and 1 was a male with a master's degree or a doctoral student. For the sports event coaches, all 3 participants were male with a doctoral degree. Among the senior officials, 2 were males with a bachelor's degree, and 4 were males with a master's degree or a doctoral student. Notably, all participants in the study were male, with no female participants across all categories.

Selective coding is conducted based on the main and subcategories identified during open and axial coding. This process involves selecting a core category and systematically relating it to other categories, which are then expressed as theoretical narratives and propositions. Based on the information obtained, propositions are formulated through axial coding to develop research hypotheses or propositions. These propositions highlight the relationships between the categories:

Proposition 1: "Managerial," "structural," and "economic" factors are identified as the main and core factors regarding the role of organizational behavior of the Ministry of Sports and Youth in international military sports events.

Proposition 2: "Decision-making," "political," "socio-economic," and "international" factors act as causal factors in the role of organizational behavior of the Ministry of Sports and Youth in international military sports events.

Proposition 3: "Macro," "managerial," "intermediate," and "operational" strategies are actions aimed at realizing the positive role of the organizational behavior of the Ministry of Sports and Youth in international military sports events.

Proposition 4: The internal environment, as the contextual condition in the Ministry of Sports and Youth, including "human-centered factors," "hardware and software factors," "macro-management factors," "environmental factors," "structural factors," "political maneuvering factors," "social and cultural factors," and "supportive and financial policymaking," provides a specific context for "macro," "intermediate," and "operational" strategies concerning the role of organizational behavior of the Ministry of Sports and Youth in international military sports events.

Proposition 5: The external environment, as the intervening condition in the Ministry of Sports and Youth,

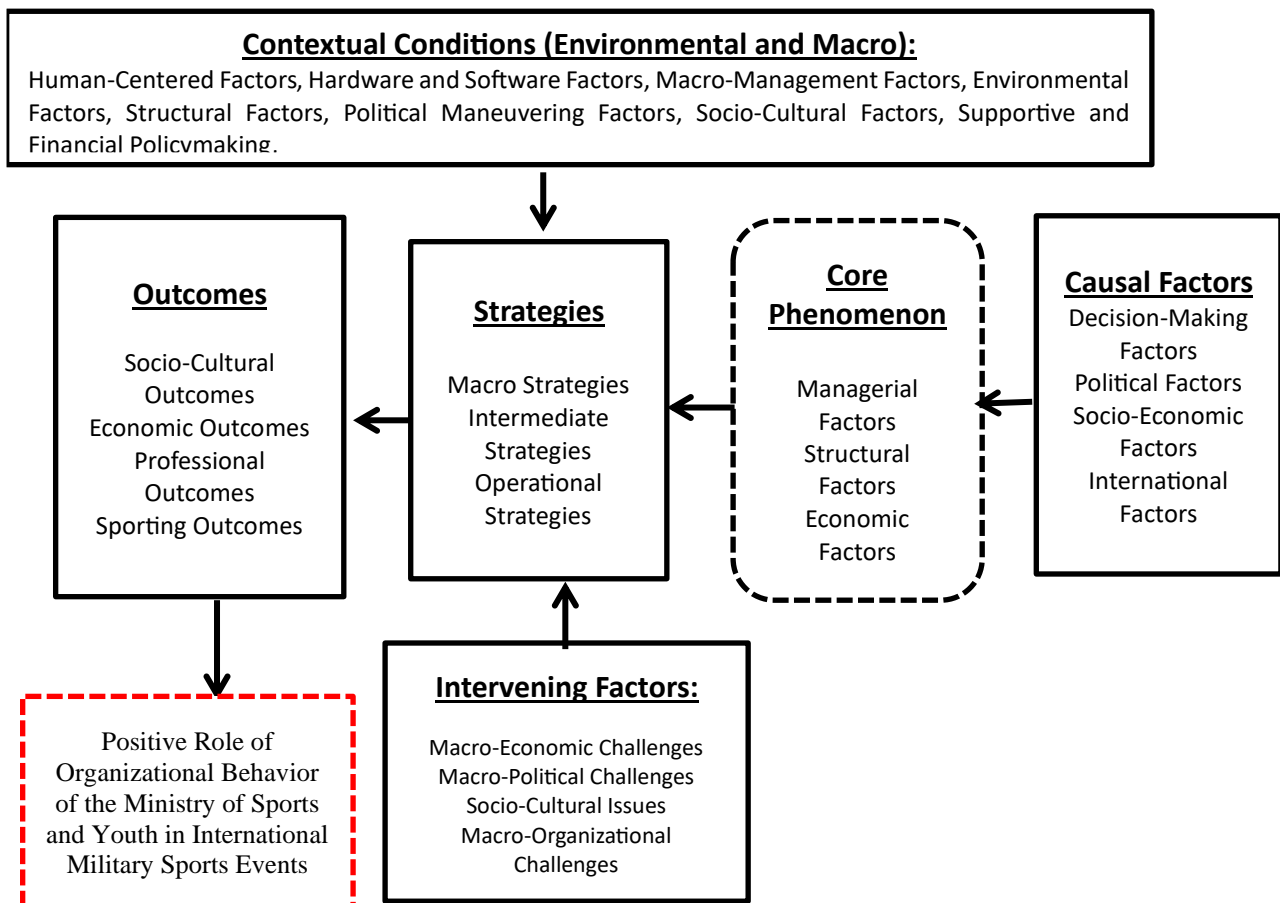
including "macro-economic challenges," "macro-political challenges," "socio-cultural issues," and "macro-organizational challenges," provides a general context for "macro," "managerial," "intermediate," and "operational" strategies concerning the role of organizational behavior of the Ministry of Sports and Youth in international military sports events.

Proposition 6: "Macro," "managerial," "intermediate," and "operational" strategies regarding the role of organizational behavior of the Ministry of Sports and Youth in international military sports events will have "socio-cultural," "economic," "professional," and "sporting" outcomes.

After consulting with advisors and several other professors, the categories were identified as 26 categories and 90 conceptual codes. These were placed within the six dimensions of the paradigmatic model as causal conditions (4 categories and 24 concepts), the main and core category (3 categories and 10 concepts), strategies (3 categories and 10 concepts), contextual conditions (8 categories and 18 concepts), intervening or mediating conditions (4 categories and 18 concepts), and outcomes (4 categories and 10 concepts). The proposed model (paradigmatic model) concerning the role of organizational behavior of the Ministry of Sports and Youth in international military sports events was designed as follows:

Figure 1

Factors Influencing the Positive Role of Organizational Behavior of the Ministry of Sports and Youth in International Military Sports Events



4 Discussion and Conclusion

As previously mentioned, many organizations, cities, and countries seek to host sports events and make maximum efforts to secure hosting rights. The Armed Forces of the Islamic Republic of Iran and, consequently, the Armed Forces Physical Education Organization are among the governmental organizations that seek to host the "Military World Games (CISM)" and have been competing for hosting rights long before the events are held. According to the research conducted, holding military sports Olympiads has beneficial effects on the physical, cultural, social, and moral development of military personnel and significant social, economic, and sports impacts on the host city. Additionally, awareness of the impacts of the event is one of the factors that reduces the unintended disruption of the host community's life and maximizes the positive effects of the sports event. The results of this study showed that the categories were identified as 26 categories and 90 conceptual codes. These were placed within the six dimensions of the paradigmatic model as causal conditions (4 categories and 24 concepts), the main and core category (3 categories and 10 concepts), strategies (3 categories and 10 concepts), contextual conditions (8 categories and 18 concepts), intervening or mediating conditions (4 categories and 18 concepts), and outcomes (4 categories and 10 concepts).

The Ministry of Sports and Youth plays a positive role in the development of international sports among the armed forces. This ministry, through planning and coordination with military institutions, creates the necessary conditions for the strong presence of the armed forces in international competitions. Financial support, provision of facilities and sports equipment, and creating suitable conditions for training are among the actions taken by the ministry to strengthen the sports of the armed forces (Strobl et al., 2015). Collaboration between the Ministry of Sports and Youth and military institutions leads to enhanced physical readiness and morale of the armed forces, significantly contributing to their success in international competitions. Additionally, the participation of the armed forces in these events helps to strengthen the international image of the country and showcase Iran's military and sports capabilities (Valls et al., 2019). By creating the necessary platforms for the extensive participation of the armed forces in international sports, the Ministry of Sports and Youth not only contributes to the technical and professional development of these athletes but also helps to deepen international cooperation and increase

sports interactions on a global scale. This positive role directly leads to the development of sports among the armed forces and strengthens Iran's position in international sports arenas.

Based on the research findings, enhancing the quality of hosting CISM events faces many limitations. To reduce the impact of these limitations, strategies such as developing and strengthening internal and international communications, particularly with the Ministry of Sports and Youth and other Islamic countries, and optimizing the use of existing potentials to maintain and elevate the status of military sports can be proposed.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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