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Nexus between Organizational Behavior and Managerial Skill of Sports Clubs in Olympic Games

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Abstract

Volunteers in sports, full-time employees, trainers, coaches, and administrative support personnel all have varying degrees of commitment to their careers and organizations. Athletes are encouraged to participate actively in sports by coaches, parents, and trainers. This benefits players by promoting physical fitness and a healthy lifestyle to increase international and local collaboration. A sports organization comprises a championship, players, managing board, local cooperation, leagues, sports clubs, and men's and women's teams that oversee and conduct the organization's activities. Whether temporary or permanent, sports organizations are tasked with the responsibility of safeguarding the rights of their members. The research design was chosen to collect data using a combination of purposive sampling and snowball sampling. Purposive sampling enabled researchers to select respondents familiar with the requisite degree of knowledge. A questionnaire was used to obtain the data. Fifty respondents took part in this study. Out of 50 responders, 35 were male, and 15 were female. SEM PLS 3.3.7v was used to evaluate the collected data. The findings demonstrated a high positive correlation between the factors.

Keywords: Organization Behavior, Managerial Skills, Sports Clubs, Olympic Games, Individual Behavior, Group Dynamics

Introduction

Individuals conduct business for the benefit of others, and individuals conduct business via the use of others. Nowadays, as technology plays an expanding role in our lives, a sports organization cannot exist without the tech-savvy and skilled personnel that works to accomplish its leaders' vision, objectives, and purpose (Delshab et al., 2020). Individuals participating in running and contributing to sporting organizations make a critical contribution to each organization's daily struggles, trials, and tribulations, as well as its eventual success or failure. Organizational behaviour (OB) is the scientific study of structural decisions, individual behaviour, and group dynamics in distinct organizations (Delshab et al., 2021). However, organizational behaviour researchers examine the behaviour of individuals, their thoughts and actions in their professions and groups, and the overall operation and performance of an organization (Erhardt et al., 2019). These researchers have many options to conduct research into organizational behaviour within the sports business. Employed labour in professional or amateur sports may be performed on a part-time or full-time basis.

Employment can be performed on a full- or part-time basis in a temporary or permanent organization. Well-known sports franchises, such as the National Hockey League's Montreal Canadiens, have a lengthy and famous history. On the other hand, temporary organizations exist to serve a certain purpose for a brief period (Naraine et al., 2019). For instance, the Commonwealth Games of 2018 served as the organizing committee for a sporting event. Volunteers play a significant role in temporary sports organizations, particularly at the elite level (such as the Olympics Games) and in the amateur sector on a national and local level (for example, club-based sports tournaments and Canada Games) (Black et al., 2019). Volunteers, of course, are critical to long-standing organizations since they assist with a range of projects, such as community fundraising efforts (Namai, 2020).

On the other hand, many amateur organizations lack the financial resources to employ professional staff and rely on unpaid volunteers for survival and success (Szymanski et al., 2019). Numerous stakeholders are involved in the sports industry, which contributes to sports operations' specialized and enticing nature. Volunteers, athletes, full-time employees, trainers, coaches, and administrative support staff demonstrate varying degrees of dedication to their jobs and organizations (Pradhan et al., 2020). For instance, the motivators that drive full-time employees to excel in their jobs and assist organizations in achieving their goals are likely to be distinct from those that drive professional athletes to give their all without regard for financial benefit (Y. Kim et al., 2019). Additionally, their opinions toward conduct, work organizations, and groupings differ. Sports club management, coaches, and players are just a few people who may possess significant technical abilities, frequently with fairly varied skill sets in sports companies (Sharpe et al., 2020). In the 1980s, as sports management became more widely studied in classrooms across Canada and the United States (for example, marketing segmentation for sports

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organizations, transformational leadership in sports administration or coaching, and the marketing of), researchers conducted research on the parent disciplines of sociology, sport psychology, and business administration to learn more about the factors that differentiate working in and for sports organizations (Harris, 2021). In North America, academics who study sports management began convening conferences to discuss the subject and its future. Throughout these initial years of sports management scholarship, the focus on organizational behaviour was typically on management and coaches (Szymanski & Ipek, 2020).

As the topic developed, more stakeholder concerns (such as gender, race, volunteerism, and ethics) were addressed, and the study of human resource management in sports organizations was born (MacIntosh & Burton, 2018). As a result, the study of individuals within sports teams gained appeal. This expansion was partly fuelled by a rising recognition of the importance of knowledge acquisition in sports administration and the realization that human capital is one of the most precious resources available to any business, regardless of industry (Winand & Anagnostopoulos, 2019). This resource-based view, or RBV, postulated that firms with scarce, valuable, and imperfectly imitable resources are more likely to have durable benefits (Szymanski et al., 2021). Researchers in sports management have utilized the RBV technique to determine how sports are distinct from and comparable to other companies. An organization's success needs to acquire and develop actual and intangible resources. This method demands a thorough awareness of the business's external and internal environments. The organization is impacted by economic, political, societal, legal, ecological, demographic, and technical challenges (Paek et al., 2020). Human capital and knowledge have matured into strategic assets in today's globally competitive climate. Promoting the formulation and application of strategies is a critical part of strategic management. Management scholars must recognize that retaining, gaining, and developing human talent is a must for success in today's fast-paced world of change and fierce competition (McCullough et al., 2020).

Review of the Literature

Coaches, parents, and trainers push athletes to participate actively (Robinson et al., 2019). This assists players in maintaining physical fitness and fostering a healthy lifestyle to foster greater international and local cooperation and convert the globe into a more livable place (MacIntosh et al., 2019).

Since the beginning, numerous generations of athletes have arrived, and numerous sports facilities have been constructed to ensure that these athletes compete in the best possible conditions (Garcia-Perez et al., 2020). Each year, numerous sporting events are held, and medals are won. In prior investigations, researchers consulted data on sporting clubs. This information aided the researchers in concluding people's efforts to maintain physical fitness and active engagement in sports activities, both statistically and recreationally (Hammerschmidt et al., 2021). In the sports industry, recognizing and achieving professional sports performance (and its role in developing countries' economic conditions) requires excellent preparation, athlete selection, and performance monitoring.

Additionally, improving the application of the most advanced sport-related knowledge helps to positively regulate organizational behaviour in sports clubs (Rizvandi et al., 2019). To accomplish these goals, a professional attitude, a competitive culture, preparedness, resilience, and knowledge management application throughout all operations and procedures are required, ensuring sports clubs and organizations (Cunningham & Ahn, 2019). Championships, a management board, players, leagues, sports clubs, and men's and women's teams compose a sports organization. The managing board oversees and conducts the organization's operations (Cole & Martin, 2018). Due to the multiplicity of entities in society and the intricacies of sport inside sports organizations, sports clubs might interact with the political environment and corporate entities to address financial difficulties. As a result, it will compensate for a significant demand for mutual coordination in today's competitive economy (M. Kim et al., 2018). This also includes adhering to agreed-upon rules and principles, which can be critical for allocating sports resources, sharing earnings, managing management procedures and expertise, and governing the sports organization. Sports, participation in sports, and recreational activities contribute to an individual's fitness, health, and happiness (Fransen et al., 2020). Professional sport creates a competitive spirit among sports fans, indicating a respect for the complexities of modern life, which requires coping with and accepting the disparities that exist in today's world (Varmus et al., 2022). Additionally, sports events can help people get more acquainted with their immediate or larger surroundings; sport can inspire cooperation and serve as a forum for idea exchange.

Women club handball in the United States of America won six bronze medals, five silver medals, and two gold medals at the Olympic handball games (Hammerschmidt et al., 2020). Followers of sport, political groups, well-equipped sports facilities, supporters, information-communication technology, knowledge management, the media, and the internet all contribute to managing organizational behaviour in sports clubs and their associations through managerial abilities (Lee et al., 2020). A successful sports organization's administration and owners must carefully evaluate a few aspects (Abeza et al., 2019). Effective managerial abilities are also critical in sports organizations (which necessitates the application of management functions), marketing, human resource management, and sports talent management. Fans of sport, particularly those who watch sporting events,

are critical to the success of sports clubs and organizations. They provide information and lay the groundwork for the clubs' future strategies (Mukherjee et al., 2019). In numerous Western highly industrialized countries, it is common for management to support athletes and even own sports clubs financially. Most important to them is that they are kept informed of club events (Spaaij et al., 2020). Social media, television, and the internet are all effective tools for disseminating this type of news and information. Numerous markers may be employed to track these activities (Pizzo et al., 2018).

For instance, this can elicit responses from athletes regarding whether the sports event is publicized on time, whether the information promotes a competitive environment or increases the efficiency of sports clubs (Friesen et al., 2020), the extent to which and how this is done, and whether player data is available. Telecommunications enable sports clubs to fulfil their objectives through the optimal use of the internet and information communication technology (Ribeiro et al., 2019). Additionally, there are software application packages that are an excellent tool for the operational activities of a sports organization. These application programmes increase sports participation, give theoretical training accessible from anywhere over the internet, broadcast information and sports news among clubs, sell tickets to sports events, coordinate transportation, and provide lodging capacity. As a result, all sports fans and lovers have many possibilities. Nowadays, that objective can be accomplished through web-based portals and financial payment mechanisms. Assume a consortium of sports clubs wishes to form a financially viable sports organization. In that case, they will want significant assistance from the banking, media, and marketing sectors to recruit as many fans as possible, popularise their sports club, raise commercial revenue, secure sponsorship, and benefit from the television broadcast of their match performance (Robertson et al., 2019). Television stations, printed magazines, telecommunications companies, radio stations, and Internet sites are all examples of media. They all can provide long-term services. This would enhance the standing of particular sports organizations by allowing them to earn money while retaining tight links with their fans and supporters (Delshab et al., 2020).

According to previous research, reaching these aims will be difficult without high-quality sports facilities, which are essential for the athletic event itself and the athletes' preliminary training sessions (Blynova et al., 2020). The quality of the sports ground/court, the distance of spectators from the playing field, the view of the playing field and the comfort of the seats, access to the sports facility, inside spectator security, heating of the sports facility (in the case of sports halls), team housing, and the equipment used to inform spectators and athletes can all be classified differently (Guo, 2020). Modern sports arenas are anticipated to have security equipment monitoring the facility's entrances and sports stores and refreshment spaces for fans to utilize before, during, and after the sporting event. Modern sporting facilities feature separate training rooms, exercise centres, and media areas (Liu et al., 2017). The administration of a sports organization must successfully carry out all of these sporting activities. A good manager should guarantee that most operations, people, rules, intentions, and continuity are organized and coordinated properly (Pengfei & Yin, 2021). Management is accountable for allocating required resources and information surrounding sports activities; management is also accountable for motivating sports employees, establishing short-term goals, and fostering a cooperative culture to accomplish these goals. The management is also in charge of the operations of the sports organization. It is directly involved in promoting the sporting event by the sports market (Zhang & Chen, 2021). Its role is to supervise the sports organization's planning, coordination, and control.

Methodology

This study aimed to examine the relationship between organizational behaviour and managerial abilities of sports clubs participating in Olympic events. This article made use of real-world observers. The term "actual domain" is used in this paper to refer to respondents who are members of Olympic sports clubs. The scale used to assess Organizational Behavior (OB) in sports clubs was adapted from (MacIntosh & Burton, 2018), while the scale used to assess Managerial Skills (MS) was adapted from (Oktavia et al., 2020).

The research design was chosen to collect data using a combination of purposive sampling and snowball sampling. Purposive sampling enabled researchers to select respondents familiar with the requisite degree of knowledge. A questionnaire was used to obtain the data. Fifty respondents took part in this study. Out of 50 responders, 35 were male, and 15 were female. SEM PLS 3.3.7v was used to evaluate the collected data. However, the instrument's reliability and correlation between variables were evaluated using SPSS 25v.

Discussion and Analysis

PLS Algorithm

The PLS algorithm used in our study SEM PLS 3 software was used to create the model. The PLS algorithm determines the model's fitness. The impact of organizational behaviour (OB) on Managerial Skills (MS) in sports clubs is studied using structural equation modelling. The research model had one IV and one DV to analyze the association between these two variables. The uniqueness of our study revolves around the aspect of organizational behavior is that, this paper is done regardless of the individual behavior of team members, sports players, or management. Organizational Behavior (OB) was measured with three items, and the variable

Managerial Skills (MS) has used four items to measure the variable. The research model's route analysis is depicted in Figure 1 below. However, the results indicate a positive association between the variables OB→MS (Organizational Behavior → Managerial Skills) shows the positive path of 0.800. None of the variables or items has shown negative pathways in the research model.

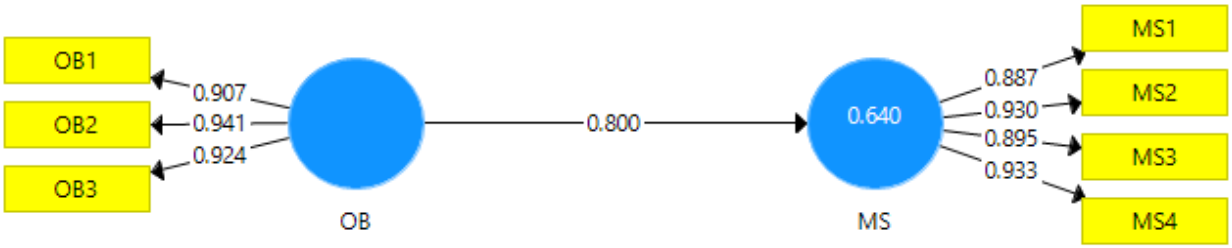

Figure 1: PLS Algorithm

Path Coefficients

The path coefficients of the variables are provided in the table below. According to the data, OG→ MS has shown 0.8000 (80.00%) positive impact of OB on MS.

Table 1

Path Coefficients

Variable	MS
OB	0.8000

Outer Loadings

The outer loadings of each item used to measure the variable are shown in Table 2. For example, the results indicate that the loadings of MS1 are 0.887, MS2 is 0.930, and MS3 is 0.895; against MS (Managerial Skills). However, the outer loading of OB1 is 0.933, OB2 is 0.907, OB3 is 0.941, and OB4 is 0.924; against OB-Organizational behavior. The strongest outer loading is shown by MS2 (2nd Question of Managerial Skills) against the DV.

Each variable's positive, strong loadings were likewise visible in the selected items. Each item's outside loading values are greater than 0.880, indicating that the variable is exceptionally reliable.

Table 2

Outer Loadings

	MS	OB
MS1	0.887	
MS2	0.930	
MS3	0.895	
OB1		0.933
OB2		0.907
OB3		0.941
OB4		0.924

Outer Weights

The table underneath shows the results for Outer Weights. Outer Weights of Item results indicate that the trajectory form of items has impacted the formative model. The outer weight of each item is positive but less than 0.7. Therefore, the model shows weak outer weights of the items.

Table 3

Outer Weight

	MS	OB
MS1	0.298	
MS2	0.265	
MS3	0.263	
OB1	0.273	
OB2		0.351
OB3		0.364
OB4		0.367

LV Correlation

Table 4 underneath depicts the correlation between the latent variables. As a result of the PLS Analysis, the variables OB and MS were extremely interconnected. According to the data, the positive correlation coefficient between OB and MS is 0.800, implying that these latent variables impact each other by 80%.

Table 4

LV Correlation

	MS	OB
MS	1.000	0.800
OB	0.800	1.000

LV Descriptives

Table *5* summarizes the value of descriptive and latent variables. The statistics demonstrate that the Min and Max values in the Descriptive Statistics Table are within the permitted range of -2 and 5, indicating that *MS is in between -1.682 to 1.991, and OB is -1.552 to 2.032*.

The values of skewness range from -1 to +1, with positively skewed variables being highly symmetrical and improper and negatively skewed variables being relatively symmetrical and acceptable. Because of their negative skewness, the variables' values were most likely tailed to the left, resulting in a median and mean that are smaller than the variables' mode. The MS and OB are positively skewed; hence, these variables are

tailed to the right side of symmetry.

Table 5

LV Descriptives

Variables	Min	Max	St. D	Kurtosis	Skewness	N
MS	-1.682	1.991	1.000	-1.074	0.183	50
OB	-1.552	2.032	1.000	-.0788	0.361	50

Inner Model Residual Descriptives

The inner model residual descriptive is shown in Table 6 below. The table indicates that MS (Managerial Skills) has a minimum and maximum value of -2 and +2, respectively. A total of 50=N people were polled to find out what they thought. The data was not changed because the skewness and kurtosis readings were close to zero and in the -1 to 1 range. The MS curve is negatively skewed, meaning that the curve's longer side is on the left.

Table 6

Inner Model Residual Descriptives

Variables	Min	Max	St. D	Kurtosis	Skewness	N
MS	-1.842	1.602	0.600	1.635	-0.012	50

R-Square

The R-square value and adjusted R-square for MS (Managerial Skills) are shown in table 7; below. The results indicate that OG (Organizational Behaviours) has favourably impacted MS (Managerial Skills). According to the data, the current value is 0.632 (63.2%) of adjusted R-square, and the 0.640 (64.0%) R-Square value for MS. Therefore, the results indicate that MS is significant for the research model.

Table 7

R Square

	R Square	Adjusted R Square
MS	0.640	0.632

F-Square

The value of f-square is shown in table 8. The f-square represents the variability in R Square in a research model with an endogenous variable (Oktavia et al., 2020). The link between OG and MS changes positively when endogenous variable changes, as indicated in the table below, with a low ratio of 1.776. However, as demonstrated in the table below, if an endogenous variable changes, then 1.776 units of MS will change with similar OB changes.

Table 8

F Square

	MS
OB	1.776

The figure underneath shows the positive effect size of OB on MS. Previous studies indicate that if the value of f square is >=0.02, the effect size is small. If its >=0.15, then the effect size is medium, and if its >=0.35, the effect size is large.
The smaller the effect size, the positive impact it will create (Morgan et al., 2017).

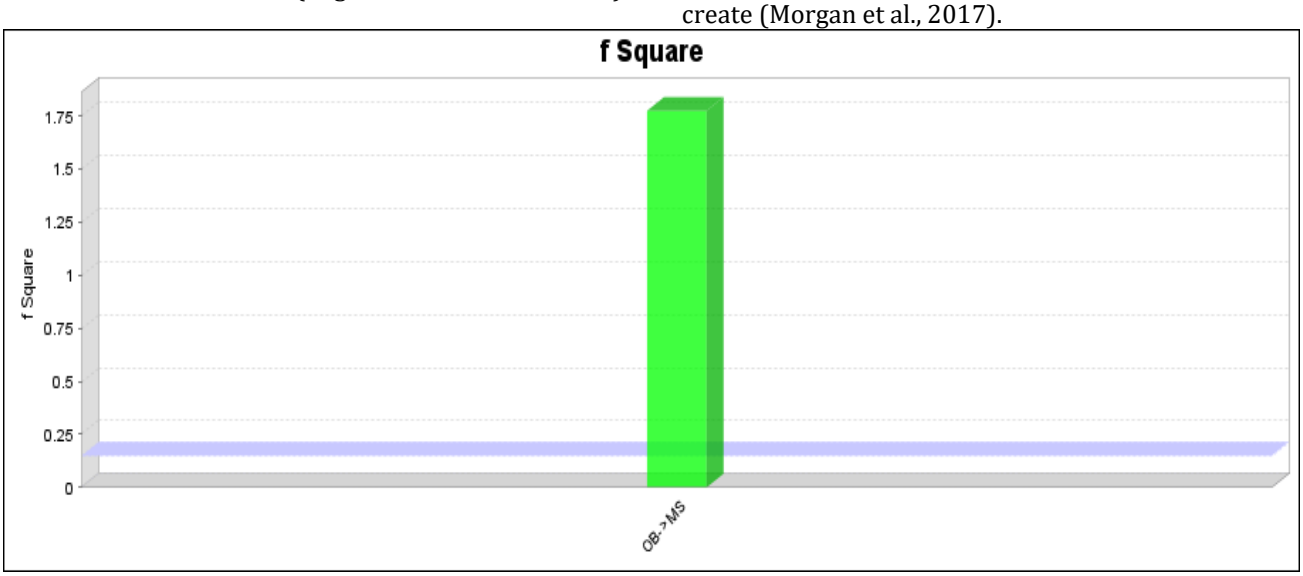

Figure 2: f Square

Reliability Test

The reliability of the selected scale was tested by using SPSS 25v. The results indicated that this paper had used 3 items to measure the IV-Organizational Behavior (OB), and 4 measuring items were used for DV-Managerial Skills (MS). The results indicated that the value of OB is 0.914, and for MS is 0.932. As the value of Cronbach's Alpha is greater than 0.7, the scales chosen for measuring the latent variables are highly reliable.

Table 9

Reliability Test

Reliability Statistics		
Variables	**Cronbach's Alpha**	**N of Items**
OB	0.914	3
MS	0.932	4

Construct Validity

The rho-A values, composite reliability rates, and the average variance extracted (AVE) of MS (Managerial Skills) and OB (Organizational Behavior) are represented in table 10 of the study. As a result, the overall dependability rating of the concealed variable is satisfactory. With a variance of 0.831 and 0.854, the average variation extracted value for MS and OB is strong, indicating that the data is 83.1% and 85.4% variance removed.

Table 10

Construct Validity

	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
MS	0.934	0.951	0.831
OB	0.915	0.946	0.854

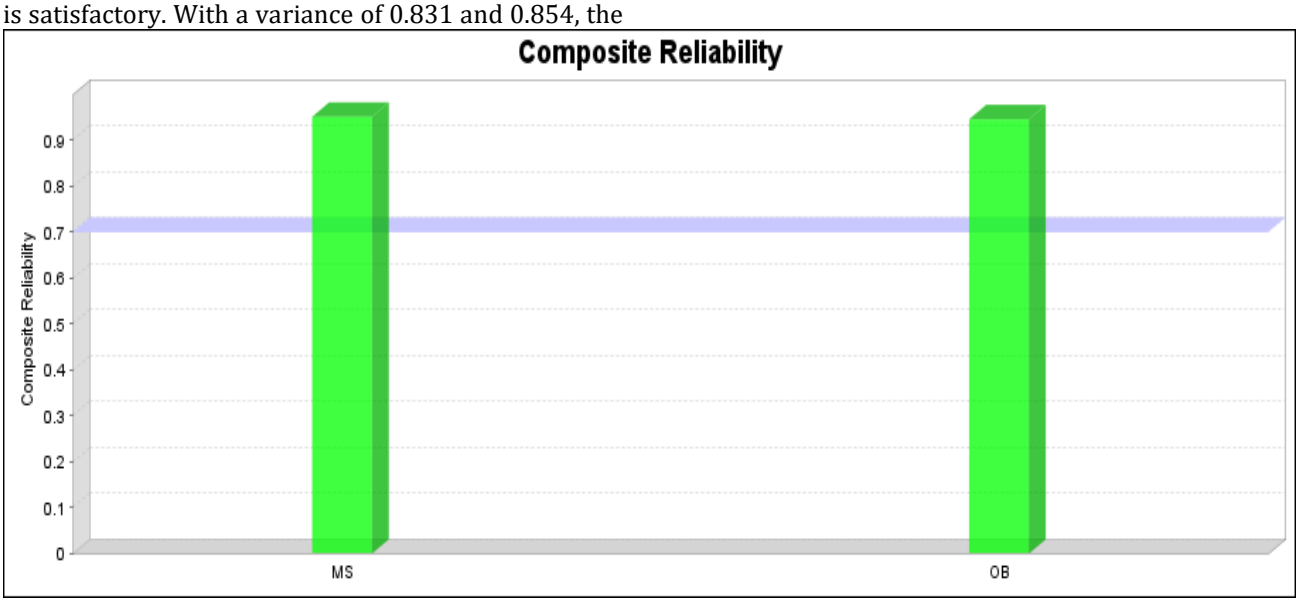

Figure 3: Composite Reliability

Figure 3 shows the composite reliability (also known as construct reliability). The composite reliability value shows the ratio of internal consistency of items used to measure the variable. The results indicate that the value of composite reliability as 0.951 and 0.946. This indicates that the items selected for measuring the variables are 95.1% (MS) and 94.6% (OB) consistent. Therefore, it shows strong internal consistency of items against the variables.

Correlation

The table underneath shows the correlation of the variables. The Correlation of the collected data was calculated by using SPSS 25v. The results from table 11, shows that the correlation between OBV (Organizational Behavior) → MSK (Managerial Skills) is 0.797. This means that the OBV→ MSK are 79.7% correlated with each other. Furthermore, the results indicated that the relationship between variables of significant.

Table 11

Correlation

Correlations			
		OBV	**MSK**
OBV	**Pearson Correlation**	1	.797**
	Sig. (2-tailed)		.000
	N	50	50
MSK	**Pearson Correlation**	0.797**	1
	Sig. (2-tailed)	.000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Discriminant Validity

Fornell-Larcker Criterion

Table 1*2* shows the Fornell-Larcker Criterion (FLC) calculated in the study. It's *used* to figure out how the *MS and OG* work together. According to the data, the variables show a positive share variance in their relative shares.

The degree of shared variance between the variables, in this case, is 0.800 (OB→MS), which means that changing one unit of OB changes the variance of the variable MS by 80.00% (which is a huge variation).

Table 12

Fornell-Larcker Criterion

	MS	**OB**

MS	0.911	
OB	0.800	0.924

Heterotrait-Monotrait Ratio (HTMT)

The Heterotrait-Monotrait Ratio (HTMT) values are utilized (as shown in Table 13). It shows how closely the latent variables are related. According to the findings, if Organizational Behavior (OB) changes, the link between Managerial Skill (MS) will have 0.863 (86.3%) the same validity.

Table 13

Heterotrait-Monotrait Ratio (HTMT)

	MS
OB	0.863

The values of several latent variables that correspond to the table's values are shown above. The variables showed a high level of validity, indicating that their connections had been discovered. The correlations between the variables were determined to be accurate in every case. The link between OB→MS is shown to be erroneous in figure 4.

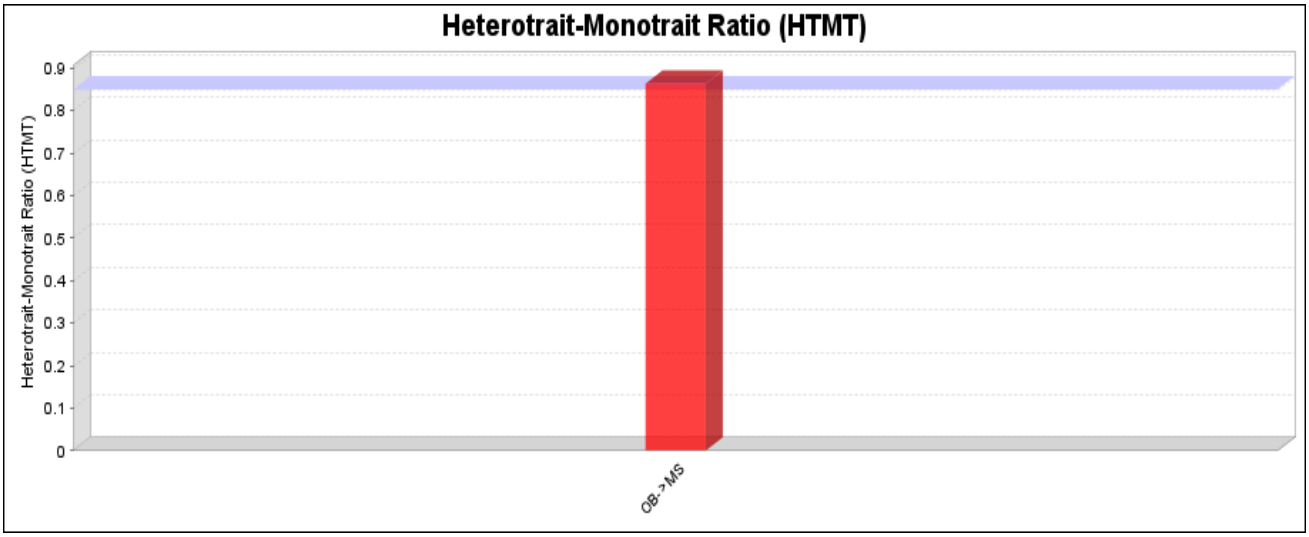

Figure 4: Heterotrait-Monotrait Ratio (HTMT)

Collinearity Statistics (VIF)

Outer VIF Values

The values for the outer VIF of the questionnaire items used to measure variables are shown in the table below. The outer VIF values represent statistical collinearity between all items used to measure the variables; the outer VIF values represent this study. As a result, the VIF exhibit rate values ranging from one to ten on a scale, according to statistical figures. For example: The OB1 (1st Question of Organization Behavior) has an outside VIF value of 4.447, while the OB2 (2nd Question of Organizational Behavior) has a smaller VIF value of 2.793. The outer VIF values represent the correlation between the items and the variables.

Table 14

Outer VIF Value

	VIF
MS1	2.797
MS2	4.276
MS3	3.393
OB1	4.447
OB2	2.793
OB3	3.927
OB4	3.289

Inner VIF Values

Based on the measurement items supplied in the table below, the inner VIFs of the variables are valued at their corresponding values. As a result, the VIF values of the variables have remained within an acceptable range which is 1.000.

Table 15

Inner VIF Values

	MS
OB	1.000

Model Fitness

Fitness Summary

The model fitness research's results are shown in table 16, which shows how the saturated model and the estimated model were utilized to conduct the investigation. According to the model, the saturated model has an SRMR score of 0.052, meaning that it is 5.2% suitable for analysis (weak-valid fitness). The rate is 0.075 when the d-ULS data is calculated. The data demonstrate that OB positively impacts MS, as indicated by this rate.

Table 16

Fitness Summary

	Saturated Model	Estimated Model
SRMR	0.052	0.052

d_ULS	0.075	0.075
d_G	0.125	0.125
Chi-Square	36.198	36.198
NFI	0.893	0.893

rms Theta

The rms Theta function is shown in table 17. This table shows the root mean squared residual covariance of the variable's outer model residuals as the root mean squared residual covariance. sAccording to the calculations, RMS Theta, which equals 0.299, is the greatest match for 29.9% of the outer model, giving it the best fit overall.

Table 17

rms Theta

rms Theta	0.299

Conclusion

Volunteers, full-time employees, trainers, coaches, and administrative support personnel all have varying degrees of devotion to their jobs and organizations. Coaches, parents, and trainers all encourage athletes to participate in sports. This assists athlete in maintaining physical fitness and promoting a healthy lifestyle, which promotes international and local collaboration. Sports operations involve a wide number of stakeholders, which is one of the reasons they are both specialized and interesting. Volunteers, full-time employees, trainers, coaches, and administrative support personnel all have varying degrees of devotion to their jobs and organizations. Numerous sporting events have been organized, and as a result, medals have been won. Prior research has benefited from information regarding sports clubs. Using this data, the researchers were able to draw inferences about both statistical outcomes and recreational benefits linked with people's attempts to maintain physical fitness and active participation in sports activities.

Professional sport creates a competitive spirit among sports fans, demonstrating an appreciation for the complexities of modern life, which includes learning to live with and accept the disparities that exist in today's world. Professional sport instils a competitive spirit in sports fans, demonstrating an understanding of the complexities of contemporary life. Participants in athletic events can better understand their immediate or wider environment; sport can foster cooperation and serve as a forum for idea-sharing. Sport management researchers have used the RBV technique to ascertain how sports differ from and compare to other businesses. Acquisition and development of actual and intangible resources are critical to a business's success. This approach necessitates an in-depth understanding of the company's external and internal situations. Economic, political, societal, legal, ecological, demographic, and technical difficulties affect organizations. To accomplish these objectives, a professional attitude, a competitive culture, preparedness, resilience, and the integration of knowledge management into all operations and procedures are necessary, ensuring the long-term existence of sports clubs and organizations. This study examined the association between organizational behaviour and managerial abilities of sports clubs participating in Olympic events. This study incorporated real-world observers. The term "actual domain" refers to respondents who are members of Olympic sports clubs in this article.

The study's findings established a connection between organizational behaviour and managerial ability. This is because, to thrive in a competitive environment, sports clubs have adopted organizational hierarchy and managerial procedures, and they now serve a critical role in fostering economic stability in emerging economies. The SEM PLS 3 programme was utilized to generate the model in our study. The PLS algorithm determines the model's fitness. Structural equation modelling is used to examine the effect of organizational behaviour (OB) on managerial skills (MS) in sports clubs.

The findings reveal that there is a positive correlation between the factors. OB→ MS (Organizational Behavior → Managerial Skills) shows the positive path of 0.800. None of the variables or items has shown negative pathways in the research model. The correlation between OBV (Organizational Behavior) → MSK (Managerial Skills) is 0.797. It means that the OBV→ MSK are 79.7% correlated. Furthermore, the results indicated that the relationship between variables of significant.

Recommendation

Future studies can count on the economic, political, societal, legal, ecological, demographic, and technical challenges sports clubs face and how these factors affect organizational behavior. A professional attitude, a competitive culture, preparedness, resilience, and knowledge management in all operations must be studied to achieve these goals. Due to time and financial constraints, this study could not cover increasing competitiveness in the sports industry. Emerging economies are now moving towards collaborations with international sports leagues; therefore, temporary and permanent sports clubs also move towards political concerns. Furthermore, future studies can use the RBV method to determine how sports differ from and compare to other companies.

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