



Identification and Analysis of Islamic Management Barriers in Sports Venues

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ABSTRACT

Purpose: This study aimed to identify and analyze the obstacles of Islamic management in sports venues using the three-pronged model.

Methodology: The research method was the descriptive survey. The sample consisted of 298 athletes and students of physical education. The research tool was a constructed researcher-made questionnaire with 44 questions; also, the reliability of the questionnaire based on Cronbach's alpha was about 0.95. The results showed that the highest average rank is related to "cultural and social gaps for implementing Islamic management models in sports venues" (10/55). The lowest average was "conflict and contradiction like some sports with the principles of the religion of Islam" (7/25).

Findings: The results related to structural barriers showed the highest average ranking related to "lack of facilities, places and sports spaces for women" (9.58). And the least was the "lack of serious and coherent determination and decision of senior managers in dealing with the Islamic management of sports venues" (6/30). The ranking of items related to behavioral barriers showed the highest and lowest mean rank related to "Formation of corruption gangs due to the existence of money and many facilities in professional sports" (8/35). And "some sports became infected with categories such as betting, gambling, etc." (6/16), regarding the originality and initiative of the research and according to the discussion and conclusion of this research, in management based on the Islamic value system. Physical education is an educational process involving the acquisition and processing of developmental motor skills and maintaining physical fitness for health, acquiring scientific knowledge about physical activity and practice, and developing a positive perception and mentality of physical activity to improve human performance and performance.

Originality: This article focuses on the Islamic criteria in sports venues and fitness clubs to encourage Muslim people to participate in sports. Few previous studies have focused on Islamic standards in a sports venue.

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1. Introduction

Management is one of the factors that can lead the organization or society to its desired goals. Also, management is a science that manages community affairs; And Islam is a religion that shows man the best way to live. They have a common field of action in many areas. This commonality varies among experts (Hajivand et al., 2019). Also, the applications of Islamic management in the body of Islamic society are among the essential and significant issues due to its inevitable role in achieving a methodical model that can provide the goals and expectations of the religious community, has been considered by researchers and thinkers; Especially today, the existence of religious tendencies in world societies and the influential and undeniable presence of religion is developing rapidly (Behroozi Lak & Haji Sayari, 2013). If the development of society and the country should be following the Islamic system. On the other hand, management has a crucial role in development; social, economic, political, cultural, and sports development in the Islamic Republic of Iran necessarily requires appropriate Islamic management (Hajivand et al., 2019).

In the third millennium, sports and recreation have an important place in society that all governments promote among their citizens. They also make large-scale plans to create and develop sports venues accordingly (Hosseini et al., 2019). At present, sports are essential in Islamic management. Islamic management provides human excellence and prosperity (Sargazi, 2015).

What distinguishes Islamic management from non-Islamic management is the direction of goals. The primary mission is within Islamic rules and closeness to God. In non-Islamic management, there are few obligations to enforce divine laws. In an Islamic government, all existing systems and organizations of society, given the advancement of science and technology to the best of their ability to produce goods and services to elevate needs and services, human beings are employed within the framework of Islamic law (Ghane et al., 2019). Sports management is a science that arises from interactions between management, Political science, economics, sociology, psychology, and the like. This science's theories and texts have been formed to guide sports organizations towards goals (Ghasemi et al., 2016). The importance and position of sports management in sports is becoming clearer day by day. This importance has created special needs for national and international sports organizations. One of the essential needs of a leading sports organization is core knowledge and emphasis on discovering and training specialized sports managers. To solve many of the existing problems of the country's sports, multiple managers and Islam-oriented must also be introduced. Raising executive managers' professional and Islamic knowledge received more attention and emphasis (Ghasemi et al., 2016). One of the essential aspects of sports management is facilities management. According to Bahrololoum (2007), although the places have changed significantly over the years, it is interesting that the management and the type of tasks have remained somewhat constant (Bahrololoum, 2007).

The general process of managing sports facilities, facilities, and equipment includes several steps, which are: review phase, construction, site management, and review in

the review phase of preliminary studies, the various stages of project development and investment decisions are reviewed (Jalali Farahani, 2021). Some of the issues and considerations that are still present today after many centuries in the discussion of place management there are: controlling large populations of moving people, managing people and rebellious and violent populations, flexibility in managing multipurpose locations, providing security and protection for important people, control of all kinds of petty crimes caused by large crowds, keeping places clean and usable, guiding investment policies appropriate for public places (Bahrololoum, 2007). But some of the concerns that exist today are new approaches and include providing favorable conditions for the press. They have interview rooms and press rooms with Internet access; installation of TV camera platforms and cable TV communications, selling advertising space and naming rights, providing training rooms for athletes, air conditioning systems, observance of legal issues related to the environment, use, access, and other legal matters. Therefore, we seek to combine the concepts of Islamic management in the management of sports venues to produce new knowledge. And as a result, we will strengthen and efficiently manage the sports facilities in the Islamic Republic of Iran (Bahrololoum, 2007).

The interdisciplinary approach focuses on many disciplines, especially physical education and sports science. The multidisciplinary concept is presented in two ways in reference sources, first, as a word under the idea of interdisciplinary umbrella and as a special kind of cooperation of disciplines. Second, as an independent term and an alternative that can address the shortcomings and challenges of disciplinary and interdisciplinary approaches (Nicolescu, 2010).

Therefore, Ripsas (1998) believes in understanding sports management knowledge in interdisciplinary research (Ripsas, 1998). Pohl (2011) also considered the movement of sports management towards multidisciplinary research, which shows a comprehensive approach to sports management (Pohl, 2011). Given all this research and theories that emphasize the need for sports management over other disciplines, the obstacles of Islamic management in the management of sports venues were identified.

Also, according to the definition of the management of sports venues, the manager of sports venues deals more with humans and their psychological control, etc., than any other manager. Because athletes are considered role models in different societies, some even imitate how they dress and move. Therefore, if the managers of sports clubs put basic measures on their schedule, they can play an essential role in developing moral virtues in athletes. Also, other club members because sport must be accompanied by moral values, principles of chivalry, forgiveness, self-sacrifice, which are all criteria of Islamic management (Savari nikou & Asefi, 2019). For example, managers can be appointed by an expert or ethics inspector (Vrolijk & Van Der Vlist, 2010), employing ethical human resources (Hassanpour et al., 2017), enforcement of punitive and incentive policies (Kaptein, 2008), development and implementation of moral codes or ethical charters (Popoola et al., 2017).

Furthermore, establishing ethical monitoring and evaluation devices (Lee et al., 2018), accurate and comprehensive moral selection of human resources and explicit communication of rules and regulations of behavior to athletes (Kaptein, 2009),

Implementing Ethical Policies (Lee et al., 2018), Forming an Ethics Management Committee or Council (Lloyd & Mey, 2010) and develop ethics in sports. Also, many people who go to sports complexes and sporting events seek to drain their negative energies. According to the results of Khosravizadeh et al. (2009) in every sport she faces (Khosravizadeh et al., 2009). Based on many reasons, the management of sports venues is highly complex in many ways. Sports venue management requires knowledge of different management fields, including Islamic management. Research shows attention to spirituality and human moral principles have been welcomed as tools to achieve organizational goals today. Also, according to Abuznaid (2006), religion has a significant effect on human behavior, social interactions, and social relations (Abuznaid, 2006). All of this indicates that the world's thinkers are turning to religious and spiritual approaches; this shows the importance and position of Islamic management among the management styles of the world. On the other hand, proper management of a sports complex requires concepts such as justice, planning, having long-term goals, etc. According to the research, there are signs of a lack of comprehensive programs in administering sports complexes of the Islamic Republic of Iran (Khosravizadeh et al., 2009).

The National Olympic Committee of Iran has no program to support elite athletes and coaches. It lacks a proper selection system to maintain and promote the elite sports coaches of the country. This is while the necessity of adequate planning for an event is emphasized from a religious point of view. Since in Islamic management, the goal is to lead man to the service of God, all planning will end there. Another important goal during this goal in Islamic management is to rise to installments and justice, which will not be possible without comprehensive and accurate planning at the individual, social and religion-based levels (Etratdoost, 2011). Also, according to the studies of researchers in Islamic management, forty years after the victory of the Islamic Revolution, the vacuum of the existence of organizations managed in an entirely Islamic way is felt. Applying Islamic management in the body of Islamic society is among the critical and significant issues. Due to its inevitable role in achieving a purposeful model that can meet the goals and expectations of the religious community, has been considered by researchers and thinkers; Especially today, the existence of religious tendencies in world societies and the influential and undeniable presence of religion, is developing rapidly (Behroozi Lak & Haji Sayari, 2013).

2. Methodology

The present study was conducted by the descriptive-survey method. Its overall purpose was to analyze the barriers to Islamic management in sports venues. The statistical population of this study included all students of physical education and athletes using sports facilities (with a history of more than three years) in Tehran. In this study, using Ahranjani's three-pronged model, work was done on three main categories of obstacles. The triangular model has three dimensions: structural, ground, and behavioral. The reason for naming the model is that the relationship between structural, behavioral, and contextual factors is somehow. There are three branches: distinguishing and

distinguishing these three aspects is purely theoretical to analyze and understand the concepts of phenomena.

1. Structural factors include all elements, characteristics, and physical and human conditions in the organization. Therefore, all material, financial, information, and technical resources that flow in a specific composition in the overall body of the organization are part of the structural branch.
2. Underlying factors include conditions and environmental factors are outside the organization that surrounds the organization's environment. They interact with the organization and are out of the organization's control. Every system or organization in its special place is always in environmental action and reaction with environmental systems. Hence, all the causes and factors that enable the organization's establishment, regulation, and timely and appropriate response to other methods are called context or environment.
3. Behavioral factors include human elements and relationships in the organization that connect behavioral norms, informal communication, and particular patterns and constitute the organization's main content. These content factors are considered dynamic and lively organizational, and many factors and variables directly related to manpower are included in this category. Structural and behavioral elements are intra-organizational and confined to the boundaries of the organizational system (Mirzaei Ahranjani & Sarlak, 2005).

According to the characteristics of the statistical community, its number, especially in the field of athletes, is not measurable and is evaluated as unlimited. Due to the infinity of the statistical population, the number of samples was estimated to be 350, considering the percentage of sample loss. And in the form of available sampling from among those who collaborated with the researcher, 310 collected questionnaires; After distributing and collecting the questionnaires and separating the incomplete and distorted questionnaires, statistical analysis was performed on 298 questionnaires.

The measurement tool of this research was a researcher-made questionnaire. Based on the research objectives and experiences of similar studies in the past, interviews with experts and specialists and with the opinion of sports management professors were prepared. Then, to determine the face and content validity, a questionnaire was given to 12 professors and experts to present corrective points of view based on the research objectives, which were done, and the necessary corrections were made. Also, the reliability of the questionnaire was assessed after distributing 30 questionnaires among the statistical population through Cronbach's alpha coefficient ($\alpha = 0.931$). The data collection method in this study was the library, interview, and questionnaire. To collect information to prepare and compile the theoretical part of the research and achieve the maximum research, it was necessary to study books, articles, and another research in the subject field. For this reason, the library method and interviews with some experts were used. Also, to collect information about the survey of coaches and athletes who formed the statistical population of this study, a researcher-made questionnaire was used, which consisted of 3 components and 44 items and was set on a Likert scale of five (strongly opposed, opposed, moderate, agree, strongly agree).

3. Results

In the descriptive statistics section, the results obtained from the tables of demographic characteristics such as gender, age, and sports history, history of gaining a position in sports competitions, level of education, the field of study were as follows: 36.6% of the sample were men, and 63.4% were women. About 59% of these people were married. Also, the mean age of the sample was 29.62 years, with a standard deviation of 7.18. And the average history of the sample was 11.56 years with a standard deviation of 8.15. Also, more than 30% of the samples had a bachelor's degree, more than 39% had a master's degree, 11.7% had a doctorate, 5.7% had an associate degree, and 12.8% had a diploma. In total, 65.1% of the surveyed samples had a degree in physical education. [Table 1](#) shows the mean, standard deviation, and factor load of research items separately for each component.

Table 1. Mean and standard deviation and factor load of items related to Islamic management barriers in sports venues.

Research items and components	Average	Standard deviation	Factor load
Facilities, places, and sports spaces for women	3.94	1.208	.594
A central economy instead of a central culture in the management of sports venues	3.94	1.061	.603
Cross-cutting cultural policy and their lack of continuity in the field of sports	3.70	.918	.510
Lagging behind the monitoring devices of sports venues from their executive devices	3.62	.980	.505
There are some restrictions on sportswear and hijab for women athletes	3.46	1.248	.673
Lack of accurate statistics on the current situation of Islamic management in sports venues	3.62	.977	.591
Lack of definition of criteria and specific scope of Islamic management in sports facilities management	3.61	.974	.644
Lack of necessary attention to the training of professional and pious sports managers following the Islamic society	3.56	1.068	.664
Lack of strategic view on the use of Islamic management in sports venues	3.57	.984	.640
Uncertainty of the position, importance, and role of Islamic management in the management of sports venues	3.58	.963	.529
Joint use of sports facilities by men and women (swimming pools, gyms, etc.)	3.28	1.305	.615
Lack of government monitoring system following the principles of Islamic values in sports venues	3.41	1.033	.687
Ignoring the basics of Islamic management in designing and building sports venues	3.37	1.069	.593

Research items and components	Average	Standard deviation	Factor load
Lack of determination and serious and coherent decision of senior managers in dealing with the Islamic management of sports venues	3.23	.847	.658
Average structural barriers	3.57	.596	
Formation of corruption gangs due to the existence of money and many facilities in professional sports	3.91	1.179	.564
Managers' instrumental view of employees and athletes is not a humanistic view based on Islamic values.	3.85	1.078	.654
Attention to immediate results and lack of foresight in the management of sports venues	3.76	.994	.678
There is a conflict in the beliefs of those who visit sports venues	3.56	1.060	.633
Obstruction of individuals or groups whose interests are endangered by Islamic management	3.64	1.149	.644
Research items and components	Average	Standard deviation	Factor load
Propaganda and political use of Islamic management concepts in events and sports venues	3.54	1.026	.663
Lack of feeling of need in most sports managers for Islamic management of sports venues	3.57	1.034	.603
The senior managers of sports venues do not believe in the applicability of Islamic management in their field of management	3.56	1.000	.601
Weakness of religious beliefs in the general population, especially athletes in certain sports	3.51	1.178	.533
Sports managers' perception that behavioral education is only the job of cultural and ideological units	3.41	1.081	.609
High workload of sports management specialists and their less attention to Islamic management of sports venues	3.35	1.125	.631
Infection of some sports with categories such as betting, gambling, and ...	3.24	1.314	.654
Existence of passive positions towards the role of religion by managers in the management of sports venues	3.41	.898	.653
Average behavioral barriers	55/3	643/0	
Existence of cultural and social gaps for the implementation of Islamic management models in sports venues	3.69	.969	.534
Lack of a systematic and efficient model for establishing the goals of the sports community, following the principles of Islamic management	3.63	.992	.553
The inefficiency of plans, programs, rules, and regulations for the implementation of Islamic management in sports venues	3.52	.987	.664

Research items and components	Average	Standard deviation	Factor load
Lack of a specific trustee in the field of Islamic management studies in sports and its application in sports management	3.58	1.004	.642
Theoretical poverty and lack of appropriate theorizing chairs in the Islamic management of sports venues	3.59	1.017	.565
Lack of incentives for Islamic study and research in the field of the sports venue management	3.56	1.012	.638
The gap between the scientific figures of Islamic management and the practical figures of sports officials	3.55	.959	.640
Insufficient fields and conditions to implement Islamic management models in sports venues	3.47	.943	.602
Ignoring the nature between physical education and sports sciences (interdisciplinary)	3.35	1.049	.655
Lack of measurable components for pure Islamic concepts (such as piety, equality, etc.) among the staff of sports venues	3.39	1.062	.622
Dispersion and incoherence of Islamic management models and, as a result, their usability	3.42	.986	.591
Lack of relative consensus between the seminary and the university on what, why, and how Islamic management in sports venues	3.37	.942	.569
It was difficult and time-consuming to conduct Islamic studies in the field of the sports venue management	3.19	.989	.675
Lack of proper fit between the models used in sports venues with the religious culture of Islam	3.22	.978	.525
The dominance and influence of Western management thinking on sports managers and its impact on the management of sports venues	3.24	1.170	.741
Existence of some political pressures from international sports institutions and associations	2.99	1.185	.632
Conflict like some sports with the principles of Islam	3.00	1.100	.669
Average field barriers	40/3	579/0	

Because the operating load of all research items is higher than 0.5, all items remain in the research model, and nothing is removed from the model. Figure 1 shows the model of Islamic management barriers in sports venues in the case of factor loading (standardized coefficients).

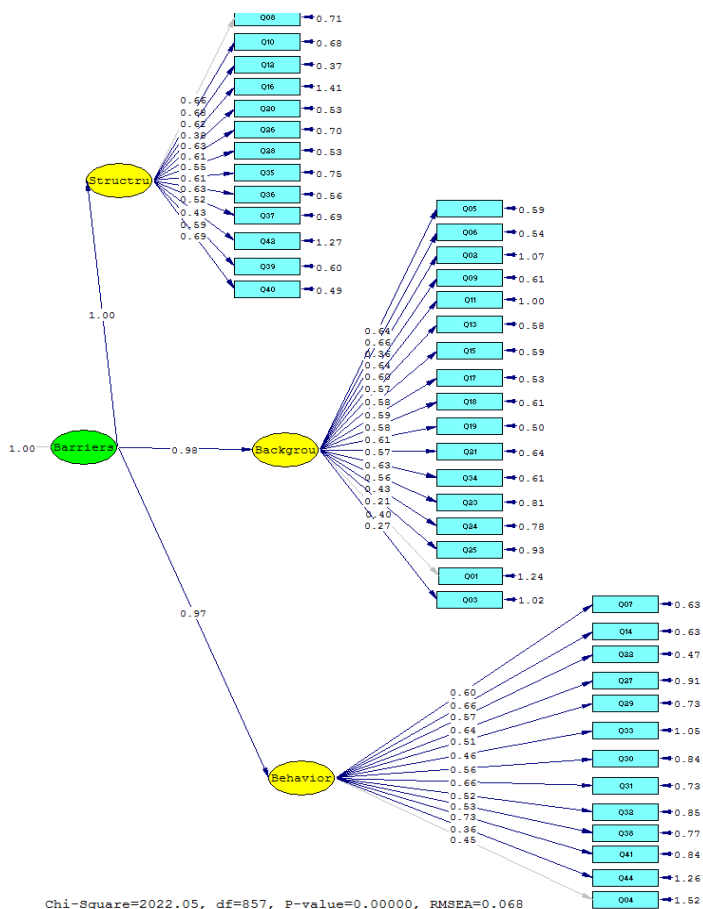


Figure 1. Model for measuring the main research variables in the form of standard coefficients (factor load).

Table 2. Model fit indices.

Fit indicators	Malak	Indicator values	Interpretation
Kai Square (Kai Do)	-	2022.05	-
Degrees of freedom	-	857	-
Chi-square to freedom ratio (χ^2 / df)	Less than 3	2.395	Optimal
Second Root Mean Estimation Error (RMSEA)	Less than 0.1	0.068	Optimal

Model fit indices showed that the model has a good fit. Chi-square to freedom ratio (2022/05) has an acceptable value. The RMSEA value is 0.068, which is considered a good value. The ranking results of the items related to the underlying obstacles showed that the highest average ranking was told to "the existence of cultural and social gaps for the implementation of Islamic management models in sports venues" (10.55).

Table 3. Ranking of items related to contextual barriers.

Number	The statistics are two	Degrees of freedom	The amount of P
282	231/348	16	0/001
Component			Average rating
Existence of cultural and social gaps for the implementation of Islamic management models in sports venues			10.55
Lack of a systematic and efficient model for establishing the goals of the sports community, following the principles of Islamic management			10.32
Theoretical poverty and lack of appropriate theorizing chairs in the Islamic management of sports venues			10.01
Lack of a specific trustee in the field of Islamic management studies in sports and its application in sports management			9.93
The gap between the scientific figures of Islamic management and the practical figures of sports officials			9.60
The inefficiency of plans, programs, rules, and regulations for the implementation of Islamic management in sports venues			9.56
Lack of incentives for Islamic study and research in the field of the sports venue management			9.55
Insufficient fields and conditions to implement Islamic management models in sports venues			9.43
Dispersion and incoherence of Islamic management models and, as a result, their unitability			8.95
Ignoring the interdisciplinary nature of physical education and sports science (interdisciplinary)			8.88
Lack of measurable components for pure Islamic concepts (such as piety, equality, etc.) among the staff of sports venues.			8.85
Lack of relative consensus between the seminary and the university on what, why, and how Islamic management in sports venues			8.81
The dominance and influence of Western management thinking on sports managers and its impact on the management of sports venues.			8.11
It was difficult and time-consuming to conduct Islamic studies in the field of the sports venue management			8.00
Lack of proper fit between the models used in sports venues with the religious culture of Islam			7.95
Existence of some political pressures from international sports institutions and associations			7.26
Conflict like some sports with the principles of Islam			7.25

The ranking results of items related to structural barriers showed that the highest average ranking was told to "lack of facilities, places and sports spaces for women" (9.58).

Table 4. Ranking of items related to structural barriers.

Number	The statistics are two	Degrees of freedom	The amount of P
238	179/748	13	0/001
Component			Average rating
Lack of facilities, places, and sports spaces for women			9.58
A central economy instead of a central culture in the management of sports venues			8.93
Cross-cutting cultural policy and their lack of continuity in the field of sports.			7.88
Lagging behind sports monitoring devices from their executive devices			7.64
There are some restrictions on sportswear and hijab for women athletes			7.59
Lack of accurate statistics on the current situation of Islamic management in sports venues			7.55
Lack of definition of criteria and specific scope of Islamic management in sports facilities management			7.42
Lack of necessary attention to the training of professional and pious sports managers following the Islamic society			7.41
Lack of strategic view on the use of Islamic management in sports venues			7.34
Uncertainty of the position, importance, and role of Islamic management in the management of sports venues			7.23
Joint use of sports facilities by men and women (swimming pools, gyms, etc.)			6.84
Lack of government monitoring system following the principles of Islamic values in sports venues			6.71
Ignoring the basics of Islamic management in designing and building sports venues			6.58
Lack of determination and serious and coherent decision of senior managers in dealing with the Islamic management of sports venues			6.30

The results of ranking the items related to behavioral barriers showed that the highest average ranking was told to the "formation of corruption gangs due to the existence of money and many facilities in professional sports" (8.35).

Table 5. Ranking of items related to behavioral barriers.

Number	The statistics are two	Degrees of freedom	The amount of P
285	130/456	12	0/001
Component			Average rating
Formation of corruption gangs due to the existence of money and many facilities in professional sports			8.35
Managers' instrumental view of employees and athletes, not the human and capital view based on Islamic values.			8.04
Attention to immediate results and lack of foresight in the management of sports venues			7.55
Obstruction of individuals or groups whose interests are endangered by Islamic management			7.26

Number	The statistics are two	Degrees of freedom	The amount of P
285	130/456	12	0/001
Component			Average rating
There is a conflict in the beliefs of those who visit sports venues			7.01
The senior managers of sports venues do not believe in the applicability of Islamic management in their field of management			6.97
Lack of feeling of need in most sports managers for Islamic management of sports venues			6.95
Weakness of religious beliefs in the general population, especially athletes in certain sports			6.85
Propaganda and political use of Islamic management concepts in events and sports venues			6.79
Sports managers' perception that behavioral training of employees and their training is only the task of cultural and ideological units			6.54
Excessive work of sports management experts and, as a result, their less attention to the Islamic management of sports venues			6.34
Existence of passive positions towards the role of religion by managers in the management of sports venues			6.19
Infection of some sports with categories such as betting, gambling, and ...			6.16

The ranking of dimensions or components related to Islamic management barriers in sports venues showed that the highest average rank was told to "structural barriers" (2.25), and the lowest average rating was related to "underlying barriers" (1.57).

Table 6. Ranking of components related to Islamic management barriers in sports venues.

Number	The statistics are two	Degrees of freedom	The amount of P
297	83/904	2	0/001
Component			Average rating
Structural barriers			2/25
Behavioral barriers			2/18
Underlying obstacles			1/57

Also, the ranking of items related to Islamic management barriers in sports venues showed that the highest average rating was related to the article "lack of facilities, places and sports spaces for women" (30/12) from "structural barriers" and the lowest average rating was related to items "Conflict and contradiction like some sports with the principles of the religion of Islam "(1.57) has been one of the" underlying obstacles. "

Table 7. Ranking of items related to Islamic management barriers in sports venues.

Number	The statistics are two	Degrees of freedom	The amount of P
223	534/177	43	0/001
Component	Component	Average rating	
Lack of facilities, places, and sports spaces for women	Structural	30.12	
Formation of corruption gangs due to the existence of money and many facilities in professional sports	Behavioral	28.24	
A central economy instead of a central culture in the management of sports venues	Structural	27.70	
Managers' instrumental view of employees and athletes, not a humanistic view based on Islamic values	Behavioral	27.32	
Attention to immediate results and lack of foresight in the management of sports venues	Behavioral	25.87	
Existence of cultural and social gaps for the implementation of Islamic management models in sports venues	Background	24.81	
There is a conflict in the beliefs of those who visit sports venues	Behavioral	24.46	
Cross-cutting cultural policy and their lack of continuity in the field of sports	Structural	24.21	
Obstruction of individuals or groups whose interests are endangered by Islamic management	Behavioral	23.96	
Lagging behind the monitoring devices of sports venues from their executive devices	Structural	23.81	
There are some restrictions on sportswear and hijab for women athletes	Structural	23.72	
Lack of accurate statistics on the current situation of Islamic management in sports venues	Structural	23.69	
Lack of an efficient model for establishing the goals of the sports community, in accordance with the principles of Islamic management	Background	23.59	
Inefficiency of plans, programs, rules, and regulations for the implementation of Islamic management in sports venues	Background	23.35	
Lack of definition of criteria and specific scope of Islamic management in sports facilities management	Structural	23.23	
Lack of a specific trustee in the field of Islamic management studies in the sports community and its application	Background	23.21	
Propaganda and political use of Islamic management concepts in events and sports venues	Behavioral	23.10	
Theoretical poverty and lack of appropriate theorizing chairs in the Islamic management of sports venues	Background	23.07	
Lack of feeling of need in most sports managers for Islamic management of sports venues	Behavioral	22.98	
Lack of necessary attention to the training of professional and pious sports managers following the Islamic society	Structural	22.93	

Number	The statistics are two	Degrees of freedom	The amount of P
223	534/177	43	0/001
Component		Component	Average rating
Lack of strategic view on the use of Islamic management in sports venues		Structural	22.87
The senior managers of sports venues do not believe in the applicability of Islamic management in their field of management		Behavioral	22.56
Uncertainty of the position, importance, and role of Islamic management in the management of sports venues		Structural	22.47
Lack of incentives for Islamic study and research in the field of the sports venue management		Background	22.47
Weakness of religious beliefs in the general population, especially athletes in certain sports		Behavioral	22.46
The gap between the scientific figures of Islamic management and the practical figures of sports officials		Background	22.32
Insufficient fields and conditions to implement Islamic management models in sports venues		Background	21.72
Ignoring the interdisciplinary nature of physical education and sports science (interdisciplinary)		Background	21.64
Sports managers' perception that behavioral training is only the job of cultural and ideological units		Behavioral	21.35
High workload of sports management specialists and less attention to Islamic management of sports venues		Behavioral	21.18
Joint use of sports facilities by men and women (swimming pools, gyms, etc.)		Structural	21.08
Lack of measurable parameters and components for pure Islamic concepts (such as piety, equality, etc.) among sports staff.		Background	20.86
Lack of government monitoring system following the principles of Islamic values in sports venues		Structural	20.80
Dispersion and incoherence of Islamic management models and, as a result, their useless		Background	20.78
Infection of some sports with categories such as betting, gambling, and ...		Behavioral	20.63
Lack of relative consensus between the seminary and the university on what, why, and how Islamic management in sports venues		Background	20.61
Existence of passive positions towards the role of religion by managers in the management of sports venues		Behavioral	20.53
Ignoring the basics of Islamic management in designing and building sports venues		Structural	20.26
Lack of determination and serious and coherent decision of senior managers in dealing with the Islamic management of sports venues		Structural	19.79
It was difficult and time-consuming to conduct Islamic studies in the field of the sports venue management		Background	19.40

Number	The statistics are two	Degrees of freedom	The amount of P
223	534/177	43	0/001
Component		Component	Average rating
Lack of proper fit between the models used in sports venues with the religious culture of Islam		Background	18.42
The dominance and influence of Western management thinking on sports managers and its impact on the management of sports venues		Background	18.27
Existence of some political pressures from international sports institutions and associations		Background	17.42
Conflict like some sports with the principles of Islam		Background	16.76

5. Managerial implications

The gap of cultural and social opinion and conflict and contradiction like some sports with the principles of Islam would be managed. The lack of facilities, places and sports facilities for women must be solve in Islamic countries.

6. Discussion and conclusion

This study aimed to identify and prioritize the obstacles to the realization of Islamic management in sports venues. According to the results obtained on the role of field barriers to the completion of Islamic management in Iranian sports venues, the ranking of items related to this component showed that the highest average ranking is related to "the existence of cultural and social gaps for the implementation of Islamic management models in sports venues" (10/55), which was consistent with the results of research by (Hofstede, 1993; Khodadadi, 2010; Mohammadpour, 2017; Sargazi, 2015). Because all of them have pointed to the type of culture, purpose, motivation, and background of excellence and prosperity of those who visit sports venues, considering that today the western view of some clients and their goals of referring to sports venues affect the management of the complex by its management, Possible reasons for the importance of this item in this component compared to other things can be considered the effect of culture, ethics, attitude and motivation of clients on collection management because all construction programs, equipping sports venues, attracting human resources and generally managing sports venues are dependent on and dependent on the use of customers. At the same time, Islamic management, based on the religious values of Islam, provides the grounds for human excellence and prosperity; And according to Allameh Jafari "Islamic management is the management of the human yard, both individually and socially, to achieve the highest material and spiritual goals". Also, the lowest rank was related to "conflict and contradiction like some sports with the principles of Islam" (7/25), which is not in line with the results of the research of (Ali Ahmadi & Rajazi Hamedani, 2017), who believe in the importance of the harmless rule

in the rules of Islamic jurisprudence over sports. Selecting this item as the lowest rank among other items of this component, perhaps due to lack of knowledge of research samples of the reasons for the opposition of Islam Be with some disciplines in sports or not knowing the true nature of some sports. The rules of Islamic jurisprudence refer to the denial of any harm to human beings, and athletes should refrain from participating in sports that cause harm to their body, soul, and intellect. According to the obtained results on the role of structural barriers on the realization of Islamic management in Iranian sports venues, the ranking of items related to this component showed the highest average ranking is related to "lack of facilities, places and sports facilities for women" (9.58), which is based on the findings of several studies, including (Gibson et al., 2008; Hutt & Speh, 2014; Jadidi Gili & Kasraeipour, 2017; Khodadadi, 2010; Mohammadpour, 2017) are consistent in this regard. All of them emphasize the role of customer satisfaction with sports services and the impact of services on the loyalty of female customers to sports venues. On the other hand, goals have been stated for sports science, which includes signs, intentions, and desirable results that can be obtained from participating in physical education and sports programs. These goals are related to individuals' needs, experiences, and interests and determine the purposes and direction of programs.

Therefore, the possible reason for the importance of this item in this component compared to other things is because, in the present era, sport as a multidimensional tool has a broad impact in various fields. For this reason, today, sports have played a role in women's health, having a healthy and enjoyable leisure time, establishing healthy social relationships, preventing diseases, preventing social corruption and moral deviations. Therefore, providing the possibility of more women participation in sports activities is one of the needs of women and seems to be essential. Also, not paying attention to human self-esteem causes frustration and dissatisfaction with life, and as a result, the level of life expectancy decreases. This is if, according to Ayatollah Mesbah Yazdi: in management based on the value system of Islam, what has been considered the original and goal from a material point of view is only a medium target or device. On the other hand, according to a new study by (Jadidi Gili & Kasraeipour, 2017), physical education as an educational process includes acquisition and processing of motor skills, development, and maintenance of physical fitness for health, acquiring scientific knowledge about physical activity and practice, and developing a positive perception and mentality of physical activity to improve human performance and performance, which has an influential role in the growth and excellence of people. This is while (Sargazi, 2015) also believes in her research that Islamic management based on the religious values of Islam provides the grounds for human excellence and prosperity. Hence, one of the main points of spiritual teachings - including Islam - is what constitutes the truth of man. And the original, immortal, and perishable dimensions of human existence are considered the same as the spiritual dimension and the human soul. As a result, it can be pointed out that a collection manager who acts following the principles of Islamic management is in line with her management principles. Not only

does the collection achieve its goals, but it also pays attention to the needs and goals of the clients and their spiritual excellence. Also, the lowest ranking was related to the "lack of determination and serious and coherent decision of senior managers in dealing with the Islamic management of sports venues" (6.30).

One of the possible reasons for this is the lack of communication between sports facilities management and Islamic management in the view of the managers of sports complexes and the lack of tangible importance of Islamic management of sports facilities for the managers of sports complexes. However, based on the research of [Esbjörn-Hargens et al. \(2010\)](#); [Nicolescu \(2010\)](#); [Pohl \(2011\)](#); [Ripsas \(1998\)](#), due to the nature of physical education and sports sciences, which are mentioned in detail in the introduction. Became; A sports manager needs other disciplines to better manage her sports complex. According to the obtained results on the role of behavioral barriers on the realization of Islamic management in Iranian sports venues, the ranking of items related to this component showed the highest average rank is related to "formation of corruption gangs due to the existence of money and many facilities in professional sports" (8.35). It is in line with the results of [Coleini \(1987\)](#); [Javadi Amoli \(1987\)](#); [Popoola et al. \(2017\)](#); [Rabbi Pour and Samadivand \(2009\)](#); [Smith and Lord \(2017\)](#). As stated in this study, in Islamic management, in addition to the competencies in management science for managers; as the manager's decision-making, execution, and communication skills must have other competencies, including faith in God Almighty, piety, simple living, justice, and obviously, a manager who has these characteristics does not go to cases like forming corruption gangs, to get more money and credit.

Always in line with her management. Therefore, the possible reason why this item is more important in this component than other items is that a wide range of people in sports, including managers, coaches, referees, fans, supporters, and politicians, can be involved in ethical issues. On the other hand, the country's sports leaders and managers of sports venues may be people, who have not benefited from the characteristics of Islam or have had little interest and are not fully qualified from the perspective of Islam as a manager in the Islamic society. The lowest average rank was related to "contamination of some sports with categories such as betting, gambling, etc." (6/16). This item also plays an essential role as a behavioral barrier to the realization of Islamic management in Iranian sports venues. Because [Claret et al. \(2015\)](#), financial matters are also considered to be part of the moral challenge, and it is believed that issues such as unauthorized betting and misconduct are also included in the moral spectrum. Also, according to [Claret et al. \(2015\)](#), sports values are a concept that is often formulated to justify actions and policies by several organizations consisting of coaches and teachers or administrators. But from a philosophical point of view, these values must be analyzed with great care to ensure that the type of value or its attainment is understandable to the desired spectrum. In addition, [Hallmann and Petry \(2013\)](#), have shown that there are moral challenges at high levels of championship sports, including doping, violence, and corruption. In this regard, the ministry of education and culture has made great efforts to eliminate this problem. However, international sports organizations each year develop transnational ethical issues in various dimensions, such as fair play in 1988 ([Grosset & Attali, 2011](#)). And researchers have also developed strategies to promote

ethics. Afroozeh and Askarpour (2020), with all these interpretations of this item according to the results obtained from the samples has the last rank as a behavioral barrier. One of the possible reasons that this item has the lowest score in this component compared to other items, maybe it's more about betting and gambling in specific disciplines, such as football and tennis. In this research, we have generally dealt with the obstacles to the realization of Islamic management in sports venues Not only the barriers to the completion of Islamic management in certain sports such as football, so if our study was a case study of the obstacles to the realization of Islamic management in a particular field, perhaps this item had the highest average.

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شناسایی و تحلیل موانع مدیریت اسلامی در اماکن ورزشی

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کلیدواژه

اماکن ورزشی
توسعه
مدیریت ورزشی
مدیریت اسلامی
ورزش

نوع مقاله

پژوهشی

چکیده

هدف: این پژوهش با هدف شناسایی و تحلیل موانع مدیریت اسلامی در اماکن ورزشی با استفاده از مدل سه بعدی انجام شد.

روش: روش انجام پژوهش به روش توصیفی - پیمایشی بود. توصیفی پیمایشی بود. نمونه پژوهش شامل ۲۹۸ نفر متشکل ورزشکاران و دانشجویان رشته تربیت بدنی بودند. ابزار پژوهش پرسشنامه محقق ساخته‌ای با ۴۴ سؤال بود. همچنین، پایایی پرسشنامه بر اساس آلفای کرونباخ حدود ۰/۹۵ به دست آمد. نتایج رتبه‌بندی گویه‌های مربوط به موانع زمینه‌ای، نشان داد بیشترین میانگین رتبه مربوط به «وجود خلاءهای فرهنگی و اجتماعی برای اجرای مدل‌های مدیریت اسلامی در اماکن ورزشی» (۱۰/۵۵) و کمترین میانگین «تعارض و تضاد در ماهیت برخی رشته‌های ورزشی با مبانی دین مبین اسلام» (۷/۲۵) بود.

یافته‌ها: نتایج رتبه‌بندی گویه‌های مربوط به موانع ساختاری، نشان داد بیشترین میانگین رتبه مربوط به «کمبود امکانات، اماکن و فضاهای ورزشی مخصوص بانوان» (۹/۵۸) و کمترین «نبود عزم و تصمیم جدی و منسجم مدیران ارشد در پرداختن به مدیریت اسلامی اماکن ورزشی» (۶/۳۰) بود. نتایج رتبه‌بندی گویه‌های مربوط به موانع رفتاری، نشان داد بیشترین و کمترین میانگین رتبه مربوط به «تشکیل باندهای فساد ناشی از وجود پول و امکانات زیاد در ورزش حرفه‌ای» (۸/۳۵) و «آلوده شدن برخی رشته‌های ورزشی به مقوله‌هایی مانند شرط‌بندی، قمار و ...» (۶/۱۶) بود. در خصوص اصالت و ابتکار پژوهش با توجه به بحث و نتیجه‌گیری این پژوهش می‌توان فهمید در مدیریت بر مبنای نظام ارزشی اسلام، آنچه در دیدگاه مادی، هدف اصیل و نهایی به حساب می‌آید تنها هدفی متوسط یا وسیله به حساب می‌آید. تربیت بدنی به‌عنوان فرآیندی آموزشی - تربیتی شامل کسب و پردازش مهارت‌های حرکتی توسعه و نگهداری آمادگی جسمانی برای تندرستی و سلامت، کسب دانش علمی درباره فعالیت‌های جسمانی و تمرین و توسعه تصور و ذهنیت مثبت از فعالیت‌های جسمانی به‌عنوان وسیله‌ای برای بهبود اجرا و عملکرد انسان است.

اصالت و ابتکار مقاله: این مقاله بر معیارهای اسلامی در اماکن ورزشی و استادبوم‌های ورزشی برای تشویق مسلمانان به شرکت در ورزش تمرکز دارد. تعداد کمی از مطالعات قبلی بر روی استانداردهای اسلامی در یک مکان ورزشی متمرکز شده‌اند.

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