



Paradigm Model of Sales Ethics in Sports Businesses

Ali Ghanbari¹ , Mohammad Soltanhoseini^{2*} , Mohsen Vahdani³

¹ MA Student of Sport Management, Department of Sport Management and Motor Behavior, Faculty of Sport Sciences, University of Isfahan, Isfahan, Iran.

² Associate Professor of Sport Management, Department of Sport Management and Motor Behavior, Faculty of Sport Sciences, University of Isfahan, Isfahan, Iran.

³ Assistant Professor of Sport Management, Department of Sport Management and Motor Behavior, Faculty of Sport Sciences, University of Isfahan, Isfahan, Iran.

ABSTRACT

Purpose: This study aimed to Design a paradigm model of sales ethics in sports businesses.

Methodology: The qualitative research method followed a systematic grounded theory approach (Strauss & Corbin, 1997). The participants consisted of 5 professors and experts in the sports market, 1 person in ethics, 3 sports business owners, and 3 customers of sports products. Semi-structured interviews were used as the research tool. Validation was carried out using a triangulation approach, which involved using multiple sources for data (different participant groups) and having two reviewers verify emerging findings. All data was analyzed and reviewed using Maxqda software version 2020.

Findings: The research's final model was structured into 5 main axes: 1- Causal conditions (laws and policies, political, cultural-social, economic), 2- Context (customer behavior, advertisement and promotion, product value (price and quality), communication interaction seller with customer, seller's beliefs and values), 3- intervening factors (media, market type and organizational atmosphere), 4- strategies (management and structure, rules and regulations, supervision, training, dissemination and promotion) and 5- The consequences are (internal satisfaction of the seller, branding, financial consequences, consequences related to the seller).

Originality: The research findings indicate that managers and policymakers should focus on creating preventive strategies and promoting financial transparency. It is also advised to utilize technology-based monitoring systems to enhance performance and financial transparency. Other research highlights the importance of education and dissemination strategies. Therefore, it is essential for governing institutions to use public media and virtual platforms to promote ethical sales practices. Additionally, workshops and training courses that focus on ethical issues should be incorporated into the process of obtaining sports business licenses.

Keywords

Paradigmatic Model
Sales Ethics
Sports Business

Article Type

Original Article

Received: 2024/02/18

Accepted: 2024/06/03

How to Cite this Article:

Ghanbari, A., Soltanhoseini, M., & Vahdani, M. (2024). Paradigm Model of Sales Ethics in Sports Businesses. *Sports Business Journal*, 4(2), 81-99. <https://doi.org/10.22051/sbj.2024.46466.1143>

CONTACT Mohammad Soltanhoseini m.soltanhoseini@spr.ui.ac.ir

Print ISSN: [2783-543X](#)
Online ISSN: [2783-4174](#)



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](#).

1. Introduction

The growing complexity of organizations and the rise in unethical, illegal, and irresponsible behavior in the workplace have shifted the focus of managers and experts toward ethical concerns within the organization. Particularly, organizations grapple with a multitude of diverse ethical issues and problems related to their expertise and field of activity. Conversely, adherence to ethical standards by organizations holds significant importance in today's economy, and the ethical conduct of organizations plays a crucial role in establishing and sustaining long-term relationships with their customers (Barari & Ranjbarian, 2012).

Some studies have emphasized the significance of behavioral standards in marketing and sales. This encompasses principles like respect, integrity, honesty, customer focus, outcome orientation, willingness to take risks, and passion for the service (Gholimotlagh, 2019). Kotler and Armstrong (2017) suggested that salespeople might resort to unethical practices under pressure, including lying about product benefits, pushing unnecessary products, giving false information, and using deceptive tactics to increase sales, ultimately prioritizing short-term gains over long-term profits. One of the most important ethical issues in marketing is ethics in sales.

There are various definitions of ethics in sales. According to Dadgar (2006), ethics in sales can be seen as truthful conduct that ultimately builds long-term relationships with customers (Dadgar, 2006). DeTienne et al. (2022) argue that ethical selling involves creating equitable and sustainable value for all parties involved in the relationship. In a different definition, sales ethics is described as the human-centered process of interaction between individuals and organizations to create a legal economic exchange that generates value for the seller and the customer and is mutually beneficial (DeTienne et al., 2019).

Several studies have explored sales ethics. For instance, Hasangholipour et al. (2012) found that ethical behavior among salespeople has a positive impact on customer commitment, loyalty, and trust. Sadeghi Boroujerdi and Mansouri (2020) concluded that four criteria - ethical behavior, customer orientation, personal characteristics, and information knowledge - are crucial for the sports industry and sales strategies. Additionally, the honesty and trust of sellers lead to repeat purchases and foster customer loyalty. Bahreini et al. (2023) found that brands' adherence to ethical values impacts customers' decision-making. Jalilian et al. (2021) discovered in their study that adherence to ethics on social media impacts consumer behavior. Therefore, marketers should prioritize these concerns to attract more customers and enhance the company's profitability. Pirayesh (2010) concluded that adhering to ethical principles in business can result in honesty, impartiality, professional commitment, confidentiality, competence, and professional care. Yeganehzadeh et al. (2023) found that institutionalizing ethics and sales ethics is essential for the adoption of new insurance services, playing a crucial role in improving the delivery of these services. Khani et al. (2022) found that adhering to ethical principles in online sales can enhance customer trust and ultimately drive purchasing intent.

Numerous international studies have been carried out in the area of sales ethics. Román and Ruiz (2005) found that adherence to ethics in sales significantly impacted customer

commitment, trust, and satisfaction with service providers. [Chen and Mau \(2009\)](#) determined that the ethical behavior of salespeople plays a crucial role in cultivating customer loyalty through trust. Ultimately, customer trust in the company has a greater impact on customer loyalty than trust in the seller. [Ameer and Halinen \(2019\)](#) found that unethical behavior is influenced by socialization and interaction with others. By focusing on dynamics, social relations, and practices, the action-based perspective provides new insights into unethical behavior and potential tools to address it. [Merkle et al. \(2020\)](#) also concluded that the sales ethics subculture moderates the connection between sales manager ethical role model behavior and pro-stakeholder unethical behavior, serving as an organizational control over sales manager unethical model behavior as perceived by salespeople. [DeTienne et al. \(2022\)](#) discovered that businesses should not compromise their profits for ethics ([DeTienne et al., 2019](#)). Companies with higher ethical standards enjoy increased customer loyalty, satisfaction, and referrals. [Lee et al. \(2018\)](#) revealed in their study that cultural traditionalism/secularism and individualism/collectivism impact sales ethics evaluations. [Donoho et al. \(2012\)](#) found that it is important for modern sales trainers to prioritize ethical idealism when teaching sales ethics. Ethical codes and position-based frameworks can be helpful in this effort. [Madhani \(2021\)](#) affirmed that sales and marketing ethics enhance the long-term sustainability of organizations and confer competitive advantages.

As per the literature and research background, adhering to ethical principles in sales results in positive outcomes for salespeople. Hence, it is crucial to understand the factors and strategies of sales ethics. [DeTienne et al. \(2022\)](#) argue that successful sales ethics necessitates an approach that is both ethical and effective. In the sports industry, there has been limited research proposed in the field of marketing ethics ([DeTienne et al., 2019](#)). [Bjelica et al. \(2016\)](#) examined ethical concerns in sports advertising in their study. The research revealed that numerous sports advertisers encounter ethical dilemmas due to the absence of clear guidelines. Additionally, the findings indicated that in several European leagues, promoting and selling unsuitable products (e.g. some beverages) can pose moral issues for youth. It also [Veisi and Izadi \(2021\)](#) demonstrated a significant correlation between professional ethics and the marketing mix in the promotion of sports services among private club managers in Kurdistan province. They also discovered that managers of private clubs exhibit above-average levels of professional ethics and mixed marketing strategies for promoting sports services. Among the elements of professional ethics, honesty, and fairness were deemed most crucial by private club managers. Similarly, sales promotion was identified as a top priority among the mixed marketing components for promoting sports services, according to private club managers.

One of the crucial areas impacting today's businesses is the sports industry. Within this industry, products are provided as both goods and services, making the study of sales ethics in this field highly significant. This is because the quality of services can vary without customers being able to make a comparative evaluation. Studies indicate that adhering to sales ethics in sports businesses will result in commitment, customer loyalty, and increased sales ([Román & Ruiz, 2005](#)).

In the field of sports business, researchers have raised numerous ethical challenges and issues. For instance, some sports businesses resort to deceptive advertising to lure

customers, creating insecurity and risks for consumers. Moreover, some businesses use undisclosed substances to enhance athletes' performance, jeopardizing their health and integrity. Also, neglecting ethical considerations for financial gain can result in a loss of public trust in the industry (Fassin, 2005).

In the sports business field, the significance of sales ethics and professional conduct with customers is paramount. Regrettably, in Iran, many sports businesses overlook this aspect, lacking appropriate models for sales ethics in the industry, resulting in a research gap. Thus, it is crucial to emphasize that establishing an ethical sales model in sports businesses can benefit not only customers but also foster sustainable growth and advancement in the industry. Therefore, Iranian sports business managers and owners must recognize the importance of developing such a model and actively work towards its implementation. By offering operational strategies and solutions, we can work towards improving the sales ethics in the sports industry. Introducing a model for sales ethics in sports businesses can offer practical recommendations to trustees, organizations, and institutions involved in the sports and business field, emphasizing the significance of this important category. Furthermore, as there has been no prior research on ethics in sports marketing, the findings of this study can aid other researchers in creating new advancements and obtaining a more profound understanding. Thus, this research aims to design a paradigm model of sales ethics in sports businesses.

2. Methodology

The qualitative research method was based on the systematic grounded theory approach developed by (Strauss & Corbin, 1997). The participants consisted of 5 professors and experts in the sports market, one ethics expert, 3 sports business owners, and 3 customers of sports products. The sampling method was carried out in a targeted non-random manner, with emphasis on the theoretical approach advocated by (Strauss & Corbin, 1997). Following the interview with the expert and the extraction of codes, a decision was made regarding the selection of additional participants. The research tool used was semi-structured interviews. Participants were asked general questions including: 1- What factors influence sales ethics? 2- What are the different dimensions of sales ethics? 3- What strategies and solutions exist for the development of ethical issues in sales? And 4- What are the results of these strategies? The interviewing process continued until theoretical saturation was reached, involving a total of 12 participants (Table 1). The criteria for selecting participants were as follows:

- 1- Professors: specialized in sports marketing with doctoral degrees
- 2- Business owners: Minimum 3 years of sales experience and a master's degree
- 3- Customers: Minimum three years of experience in receiving sports services and products with a master's degree

The interview process began with the distribution of general objectives and questions to participants, followed by scheduling interview times. Confidentiality of information was stressed at the outset of each interview. On average, interviews lasted 19 minutes.

Table 1. Demographic information of study participants.

Row	Gender	Age	Education	Work Experience	Row	Gender	Age	Education	Work experience
1	Man	23	Masters	5	7	Man	42	PhD	18
2	Female	26	Masters	7	8	Female	23	Masters	5
3	Female	48	PhD	23	9	Man	26	Masters	8
4	Man	36	PhD	16	10	Man	48	PhD	17
5	Female	28	Masters	8	11	Female	48	PhD	25
6	Man	38	PhD	12	12	Female	23	Masters	4

The research validation methods included: 1- Extensive researcher interaction with participants to confirm the research validity (Nowell et al., 2017). 2- The detailed description of the research process was a standard so that other researchers could generalize the research process in similar conditions, so transferability was one of the other criteria that were considered. 3- To ensure the standard of reliability (reliability), the method of critical friends was used (Smith & McGannon, 2018). For this reason, researchers share their interpretations and codes with expert colleagues to receive their critiques. Critical friends are not meant to "agree" or come to a consensus, but rather to stimulate reevaluation by questioning each other's understanding (Cowan & Taylor, 2016). In addition, two coders were used for data analysis. The retest reliability coefficient between two coders in three interviews (2, 7, and 11) was 0.79. 4- Finally, to collect data, multiple data sources (including different participant groups) such as customers, business owners, and experts were used, which is a kind of alignment and validation of the research.

According to Strauss and Corbin (1997)' recommendation, data coding began with the first interview. After analyzing each interview, researchers found new avenues to explore by asking additional questions beyond the main ones. The data analysis process involved open, axial, and selective coding. Open coding was the initial phase where concepts were identified with an open mindset. Researchers aimed to uncover underlying concepts by carefully examining the data, and identifying both major and minor categories. In the following stage, known as axial coding, researchers revisited the initial open-coding categories and concentrated their analysis on them, interconnecting other categories accordingly. During the final coding phase, as the primary components of the suggested theory or process were unveiled, the researcher adopted a more targeted approach based on these emerging components in the coding process. Subsequently, the researchers' task was to classify and juxtapose the extracted concepts from the data. At this point, ideas and concepts were clustered and illustrated in a paradigm model that portrays their interconnections. All data was scrutinized and validated using Maxqda software version 2020.

3. Results

During data analysis, 426 open codes were initially identified, which was reduced to 117 concepts after removing duplicates. In the axial coding stage, 20 axial codes were determined by summarizing the primary codes derived from the conceptual labels identified in the open coding stage. Finally, in the selective coding stage, 5 selective codes were identified within a theoretical framework by integrating and refining the core codes.

Table 2 displays a sample of the propositions put forth by the research participants, showcasing the extracted concepts and categories.

Table 2. An example of initial coding of interviews.

Row	Verbal evidence	Primary codes
1	Our monitoring systems need to allow for quick, up-to-date, real-time monitoring online. For instance, since the inception of card readers and the linkage of accounts to each other and to the government network, tax matters should be monitored efficiently. This oversight can facilitate auditing and aid in tax-related matters, enabling individuals to personally observe ethical considerations.	Monitoring systems Tax laws
2	Many individuals, upon witnessing the absence of justice in society and the prevalence of corruption on a large scale, may question why they should not partake in such actions as well. They ponder how others exploit them and consider reciprocating the behavior for their own benefit, believing it will lead to personal prosperity.	Types of financial corruption
3	When selling a product, we often share our content on online platforms for advertising and promotion. Generating original content is crucial to ethical sales practices, as using someone else's content for personal gain is unethical.	Stealing other people's advertising content by the seller
4	The seller should not purchase more products than necessary and stockpile them in their warehouse.	Hoard
5	Today, in numerous sports domains, clubs are increasingly resorting to tactics aimed at luring athletes from rival clubs. This includes tactics such as speaking ill of other clubs' coaches or making false promises to entice athletes.	Behavior of competitors in attracting business customers
6	If sports product and service vendors mistreat customers, there should be a customer complaint association to address this issue. Sellers should not have free rein to provide products as they please. The guild should set rules, and violators should face fines or shop closures.	Establishment of fine rules for sports businesses
7	Promotion and awareness of ethical issues through various media is important. I believe that the discussion of sales ethics should be promoted and disseminated by those responsible for this issue and by legislators, and people's perspectives on this matter should shift.	Awareness of moral values through the educational system
8	In fact, business owners should strive to earn a halal livelihood and receive a fair profit from the people, ensuring that neither the seller nor the buyer suffers a loss.	Earning a halal livelihood
9	If the salesperson is dedicated to their role, our existing customers will attract new ones and develop loyalty towards us.	Loyalty to customers
10	Providing a high-quality product to the customer will result in increased satisfaction with our work, leading to higher sales and increased revenue.	Customer satisfaction sales increase income generation

The research's final model was organized into 5 main axes: 1- Causal conditions (laws and policies, political, cultural-social, economic), 2- Context (customer behavior, advertisement, and promotion, product value (price and quality), communication interaction seller with customer, seller's beliefs and values), 3- intervening factors (media, market type, and organizational atmosphere), 4- strategies (management and structure, rules and regulations, supervision, training, dissemination and promotion) and 5- The

consequences are (internal satisfaction of the seller, branding, financial consequences, consequences related to the seller) (Table 3 and Figure 1).

Table 3. Selective, axial, and open codes.

Selective code	Axial code	Open code
Causal conditions	Rules and policies	- Policies governing businesses ⁸ (4)
		- Regulatory policies (1)
	political	- Tax laws (4)
		- Business rules (4,7,9)
Sociocultural	- Management changes in organizations (4)	
	- Political developments in the country (4)	
	- Community custom (4)	
	- Seller's family beliefs and values (4,7)	
	- Injustice prevailing in society (4)	
Economic	- Attention to cultural and social responsibility (1)	
	- Organizational Culture (1)	
	- Social position of people (4)	
	- Types of financial corruption (1)	
Background	Customer behaviors	- People's living conditions (4,11)
		- Economic status of society (2,4,11)
	Advertising and promotion	- Tax evasion of members of society (4)
		- Ethics and buying culture of customers (4)
Product value (price and quality)	Advertising and promotion	- Lack of customer awareness of rules and procedures (4)
		- Accurate and honest information provided by the seller (1)
		- Plagiarizing advertising content from others by the seller (4)
		- Compliance with ethical principles in content production (4,11)
		- Ethical behavior in advertising content (1)
	Product value (price and quality)	- Fulfilment of advertising promises by the seller (1)
		- Promoting diversity and plurality in ethical advertising methods (2,3,4,5,7,10)
		- Fair pricing (1,2,3,4,5,8,9,10,11)
		- Product delivery time (8)
		- Labelling (1,2,3,4,5,8,9,10,11)
Interaction between seller and customer	Product value (price and quality)	- Service standard (8)
		- Ethics in providing quality products (1,2,4,5,7,9,11,12)
		- Compliance with ethical values in the expected profit of the seller (7,11,12)
		- Ethics in business finance (1,2,3,4)
		- Fluctuations in the price of raw materials (4)
	Interaction between seller and customer	- Hoard (10)
		- Short sale (10)
		- After sales support (1,3,4,6,7,8,9,12)
		- The seller's denial of the initial price (4)
		- Considering the economic conditions of the people (9,12)
Interaction between seller and customer	Interaction between seller and customer	- No forced sales to the customer (9,12)
		- Attention to customer requests (9,12)
		- Commitment to the customer (product quality, delivery time, etc.) (2,4,9,10)
		- Protecting the privacy of customers when shopping (1,2,4,8,9)
		- No misuse of customer information (5,10,12)
Interaction between seller and customer	Interaction between seller and customer	- Honesty in sales (1,2,3,4,5,6,7,8,9,10,12)

Selective code	Axial code	Open code
		<ul style="list-style-type: none"> - Protecting the rights of customers (1,6) - Criticism of the seller (2) - Justice in customers (2,10,12) - Encourage customer feedback (1) - Build and maintain customer trust (1,12) - No abuse of people (12) - Use of sales professionals (3) - Interaction and positive verbal communication with the buyer (3,12) - Ethical speech of the business owner (4,11) - Taking the time to understand the needs of customers (6) - Time to respond to customers (6) - Increasing interaction and ethical communication with customers (1,2,3,4,6,7,9) - Creating effective and respectful communication with customers (1,2,3,11,12)
	Beliefs and values of the seller	<ul style="list-style-type: none"> - Avoid swearing in the name of God (10) - The seller passed (10) - Considering the happiness of this world and the hereafter (10) - Transparency in the provision of services by the seller (1,3,4,9,12) - Theft of parts by the service provider (4) - Customer theft (8,10) - Responsibility of the business owner (4,11) - Commitment to ethical principles (3,7) - Compliance with ethical principles in describing competing companies (1,4) - Belief and value system of the seller (6,11) - Confidentiality of the business owner (7) - Trustworthiness of the seller (7)
Interfering factors	Media	<ul style="list-style-type: none"> - The advertising role of social networks in ethical business issues (4) - Promotional role of mass media in ethical issues (1)
	Market atmosphere	<ul style="list-style-type: none"> - Business interaction with distributorsx (4) - Business interaction with producers of raw materials (4) - Behavior of competitors in attracting business customers (10,11) - Competitive atmosphere among sports businesses (4)
	Organizational atmosphere	<ul style="list-style-type: none"> - Organizational structure of the business company (4) - Organizational atmosphere of a business company (4) - Organizational Culture (4)
Strategies	Management and structure	<ul style="list-style-type: none"> - Financial transparency strategies in businesses (1) - Research and development in the category of business ethics (1) - Financial crime prevention strategies (1)
	Regulations governing businesses	<ul style="list-style-type: none"> - Enact rules and regulations to prevent fraud (1,10) - Enacting laws to fine various businesses (2,12) - Enact incentive laws for ethical businesses (2,11) - Establish favourable tax laws (4)
	Supervision	<ul style="list-style-type: none"> - Physical monitoring systems (4,8,11,12) - Financial control (tax department) (4) - Development of technology-based monitoring systems (4) - Strengthening the supervision of unions and guilds (1,2,4,7,11,12) - Increasing supervision and judicial inspections (premises administration) (1,2,4)

Selective code	Axial code	Open code
		- Supervision and inspection of organizations and government institutions (4)
	Education	- Proper training of the seller based on the rules and business issues (10) - Development of training courses and empowerment based on ethics in business (1,4,7,8,9,11,12) - Empowering business owners through unions and guilds (1) - Ethical education of customers through the media (1)
	Spread and promote	- Dissemination and promotion of professional ethics through mass and public media (1) - Development of professional ethics through unions and guilds (1) - Promoting social responsibility through the media (1) - Awareness of moral values through the educational system (1,4)
Outcomes	Seller satisfaction	- Seller satisfaction (9) - Developing products with an ethical approach (1) - Protection of human rights (1) - Earning a halal livelihood (4,7,10,11) - Not having a guilty conscience (4)
	Branding	- Commitment to the brand (1,3,4,7,9,11,12) - Building positive relationships between vendors and customers (1,12) - Increasing reputation in the market (4) - Willingness to repurchase customers (4,6) - The preference of this organization over other competitors (6,11) - Recommending purchases to friends (6,12) - Increase customers (1,2,3,7,12) - Creating a competitive advantage (1,2,3)
	Financial consequences	- Sales increase (2,3,4,7,9) - income generation (7,9,11)
	Customer related implications	- Customer trust (1,3,4,6,7,8,9,10,11) - Meeting the needs of customers (1) - Loyalty to customers (1,2,3,4,6,7,9,11,12) - Establishing a relationship between the seller and the customer (3) - Customer satisfaction (3,4,6,7,8,9,11) - Shareholders' satisfaction (4)

* The numbers in parentheses show the number of interviewees.

The study's conceptual model, derived from selective and central coding and considering the foundational data theory format, is presented in [Figure 1](#).

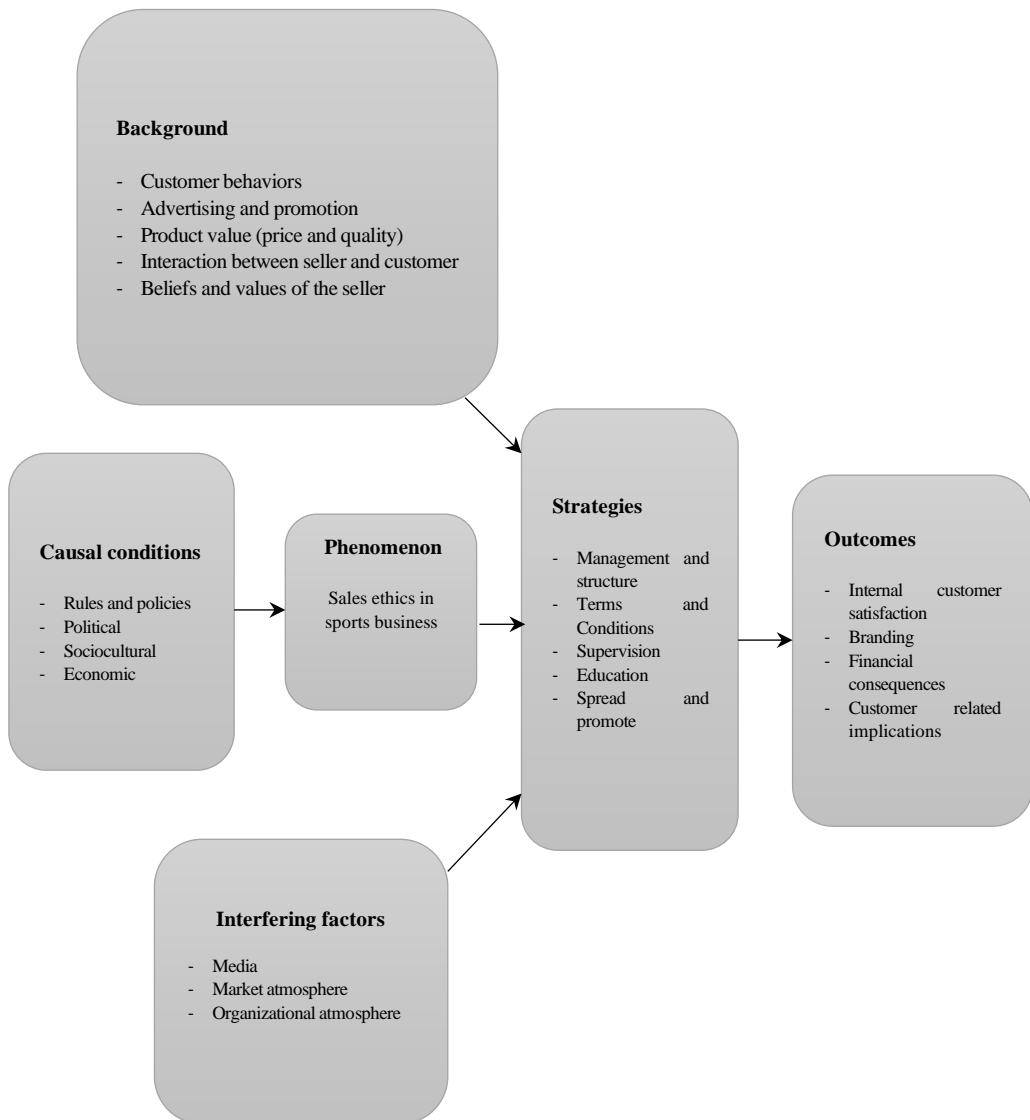


Figure 1. Sales ethics paradigm model in sports businesses.

4. Discussion and conclusion

This study aimed to create a sales ethics paradigm model for sports businesses. Findings revealed that the contributing factors to the research phenomenon encompassed legal and policy aspects, political influences, socio-cultural elements, and economic factors. For example, participant 4 suggested that “monitoring systems should be clearly defined to impose fines on individuals engaging in unethical behavior”. In addition, Participant 2 added, “In the present economic climate, product pricing, and quality must cater to all

societal segments.” Participant 7 also believed “that the seller's family beliefs significantly impact their sales.” Ameer and Halinen (2019) concluded that unethical conduct should be examined as a product of socialization and engagement with relevant parties. Prior research indicates that establishing and upholding an ethical culture can more efficiently resolve company crises (Varma, 2021). Alessandri and Aleo (2020) demonstrated that a values-based culture, emphasizing shared organizational values, is notably more effective in promoting ethical behavior than a culture of conformity alone. Companies can foster a values-based culture and address identity conflicts by facilitating discussions among colleagues about conflicting personal and organizational values. Furthermore, Zhang et al. (2021) confirmed that a strong ethical culture impacts decision-making in various areas. Leaders play a role in adding value by promoting an ethical culture that fosters ethical behavior (DeTienne et al., 2022). Lee et al. (2018) demonstrated in their study that cultural traditionalism/secularism and individualism/collectivism have an impact on sales ethics evaluations. Ferrell et al. (2016) found that organizational ethical culture, sales manager's ethical behavior, and sales ethics subculture can all shape the salesperson's perception of shareholders' unethical conduct. Min et al. (1994) found that companies face institutional barriers to maintaining ethics, including the political environment, tariff barriers, cultural/communication barriers, business regulations/agreements, and changes in ethical and quality standards. Vardaman et al. (2014) found that employees frequently violate or disregard organizational expectations, rules, and guidelines regarding ethical behavior. Notably, salespeople are particularly prone to breaking the law. Professional salespeople may miss out on broader interests when they narrow their focus to immediate profit and sales goals. This narrow view can harm their customers and their company by leading to unfair deals, misrepresentation of products or services, or making promises that internal departments cannot fulfil (Birkinshaw et al., 2014). It is generally accepted that laws and regulations influence sales ethics in sports business owners. For instance, clarity in laws regarding advertising, coverage types, and content is crucial to prevent inappropriate and unethical advertising by businesses. Economic factors like inflation rates and the living conditions of sports business sellers can also create unethical situations. Thus, improving the country's economic conditions is a key factor. Furthermore, political conditions (such as managerial developments and political changes) can lead to policy, approach, and governance changes, affecting ethical standards.

The results also indicated that contextual (background) factors such as customer behavior, advertising, and promotion, product value (quality and price), the interaction between salesperson and customer, and the salesperson's beliefs and values play a crucial role in customer perception of the company (Oly Ndubisi & Kok Wah, 2005). For example, Participant 4 mentioned that “customers with shopping ethics can effectively engage with sellers in the community”. Moreover, Participant 11 suggested that “sports clubs should utilize suitable and transparent advertising.” Participant 12 expressed “that low product quality leads to customer dissatisfaction.” Participant 8 highlighted “that prompt after-sales support builds customer trust.” Participant 10 mentioned “that sellers who prioritize happiness in this life and the hereafter always keep God in mind.” Consequently, violating customer relationship principles in the long term leads to customer pessimism towards the company. McClaren (2000) identified individual

characteristics (e.g., age and gender) and organizational factors (e.g., work experience, income, competition, supervision based on rewards and punishments, and organizational climate and culture) as influential factors in sales ethics. [Beeler et al. \(2017\)](#) demonstrated that the ethical climate significantly impacts salespeople who engage in ethical behavior and cultivate relationships with their customers. Sellers of sports products must adhere to ethical principles when advertising their products. This includes addressing ethical issues in creating advertising content, delivering on advertising promises, and providing honest information about product quality. It is also crucial to consider ethical aspects related to product value, where the buyer assesses the price and quality of the product. Therefore, sports product sellers need to price their products in line with Sharia and legal standards, while also ensuring product quality. Additionally, the beliefs and intellectual values of the sellers play a significant role in their ethical behavior and adherence to ethical principles.

The results indicated that the Interferer factors affecting the research phenomenon included media, organizational climate, and market climate. For example, Participant 1 “the media’s crucial role in promoting sales ethics.” Participant 10 “emphasized the importance of competitors refraining from interfering in each other’s work.” Furthermore, Participant 1 “believed that organizational culture plays a significant role in fostering ethical values.” [Sulistiawan et al. \(2020\)](#) suggested that organizational climate and structure can significantly impact employees’ moral motivation. According to [Munoz and Mallin \(2019\)](#), while organizational climate can promote ethical behavior, it may also foster unethical conduct. For instance, the organizational strategy related to the salesperson’s role, such as role conflict, role ambiguity, task effectiveness, and relationship orientation, could promote unethical behavior. From [Bhatti \(2018\)](#) this perspective, sales promotion, and social media were found to have a positive and significant impact on consumers’ purchase intention. Thus, the ethical considerations raised in the media can influence customers’ purchase intentions. According to this [Sethi and Sama \(1998\)](#), improving ethical business behavior may be more effective under different market-based competitive conditions. Also, [Robertson and Anderson \(1993\)](#) believes that sellers who consider the market to be competitive recommend less ethical behavior. The media can significantly influence sales ethics. Publishing content that goes against societal values can lead people to act inappropriately and immorally, potentially harming society. Market and economic factors also play a role in sales ethics. Market pressures can sometimes create opportunities for unethical behavior, like falsifying information, deceptive advertising, or exploiting child labor. Additionally, the organizational or cultural atmosphere within a company can impact sales ethics. If an organization promotes unethical values and behaviors, employees may be more likely to engage in inappropriate and unethical actions, potentially leading to fraudulent or deceptive conduct.

The results indicated that the strategies linked to the research phenomenon encompassed management and structure, rules and regulations, supervision, education, and dissemination and promotion. For example, Participant 1 mentioned, “that investing in research and development can promote ethical practices.” Participant 12 highlighted “that having laws and regulations in place can significantly decrease unethical behavior.” Furthermore, Participant 2 suggested, “that enhanced supervision and inspection can curb

immorality.” Additionally, Participant 9 “pointed out that providing adequate training for salespeople enables them to handle customer interactions effectively.” Participant 4 also emphasized, “that raising awareness about ethical matters through the media can be instrumental in addressing ethical concerns.” Ethics training is one method used by organizations to safeguard themselves. Studies have demonstrated that offering ethical training within organizations can play a crucial role in fostering ethical cultures within the organization (Delaney & Sockell, 1992). Effective and groundbreaking ethical training is vital for sales organizations (Dugan et al., 2020). Gholimotlagh (2019) emphasizes the importance of providing accurate information to customers, following store instructions, clarifying products, meeting customer needs, maintaining honesty, and avoiding unethical competition as crucial educational components for business owners. Training associates to sell effectively and ethically not only improves sales quotas but also enhances associate's well-being (DeTienne et al., 2022). Monitoring systems are also an important strategy. Beeler et al. (2017) found that the use of behavioral control systems can reduce the negative effects of unethical behavior while holding salespeople accountable for their actions. Boyer and d'Astous (2023) argue that the implementation of sales tax remittance at the firm level affects other stakeholders such as employees and suppliers. Using technology tools to enhance monitoring can increase productivity. Dowell et al. (2013) found that the adoption of new technologies can emphasize the importance of ethics in sales. Ruiz et al. (2015) found that ethics programs such as codes of ethics and principles of education are positively related to high ethics. Leaders can foster a culture of sales ethics by promoting ethical behavior, addressing weaknesses, training colleagues, aligning incentives, offering strategic compensation, and upholding the company's ethical standards (DeTienne et al., 2022). Departmental leaders can establish guidelines detailing the daily application of the company's ethical principles to their business practices (Rousselet et al., 2020). To promote sales ethics in an organization, you can utilize training and awareness, ethical valuation, encouragement and reinforcement, evaluation and feedback, and case studies. By conducting ethical courses and training, advocating for ethical values, incentivizing ethical behaviors, assessing ethical performance, and showcasing successful case studies, you can foster sales ethics in the organization and support its enhancement. The management and structure of an organization can contribute to the enhancement of sales ethics by embedding ethical values into the organizational culture. These values can be integrated into policies, organizational methodologies, and structure. Moreover, establishing frameworks and procedures that uphold sales ethics and promote ethical conduct can also be beneficial. This involves endorsing and reinforcing ethical behaviors by managers, assessing ethical performance, and offering constructive feedback to enhance ethical behaviors and performance. Furthermore, establishing an organizational culture that upholds ethical principles and emphasizes accountability can further facilitate the enhancement of sales ethics. Additionally, with increased supervision and the implementation of technology-based monitoring, we can observe the integration of ethical components in sales. Lastly, laws and regulations can advance the improvement of sales ethics by establishing a legal and ethical framework for salespeople's conduct. These regulations may encompass aspects such as transparent information disclosure, safeguarding customer privacy, avoiding deceptive advertising, and safeguarding

customer rights. Adhering to appropriate rules and regulations can help regulate sellers' behavior, prevent misconduct, and enhance customer trust in the organization. Furthermore, these laws can guide managers and employees of the organization to engage in sales with ethical and legal practices.

The study revealed that the Outcomes of the research phenomenon encompassed the internal satisfaction of the seller, branding, financial implications, and consequences related to the customer. For example, Participant 11 mentioned, "that those pursuing a halal livelihood do not compromise on moral values." Participant 3 also noted, "that adhering to ethical standards can attract more customers." Furthermore, Participant 9 stated, "that following ethical guidelines can lead to increased income." Participant 7 also highlighted "that adherence to ethics can foster customer loyalty." Dadgar (2006) emphasized that adhering to ethical principles in sales can engender trust and satisfaction among customers, while also upholding the company's profitability and efficiency. Barari and Ranjbarian (2012) demonstrated in their study that the observance of ethical principles by the organization's sales staff can significantly influence the customer's perception of the company's ethical conduct and the quality of the customer's relationship with the company. According to Sadeghi Boroujerdi and Mansouri (2020), the honesty and trustworthiness of the sellers not only encourage repeat purchases by consumers but also foster a sense of loyalty in the customer. In a study by Román and Ruiz (2005), it was found that ethical compliance in sales significantly affects customer commitment, trust, and satisfaction with service providers. Similarly, Chen and Mau (2009) determined that salespeople's ethical selling behavior plays an important role in enhancing customer loyalty through trust. In addition, the customer's trust in the company has a significant effect on the customer's loyalty compared to the seller's trust. Madhani (2021) found that ethical sales and marketing practices contribute to the long-term sustainability of organizations and provide them with a competitive edge. Kethan and S (2022) also highlighted the importance of ethical sales behavior in boosting sales volume and enhancing customer satisfaction, loyalty, and commitment. Companies with higher ethical standards experience increased customer loyalty, satisfaction, and referrals (DeTienne et al., 2022). The seller's internal satisfaction is crucial as a moral outcome, as it can boost self-confidence and motivation, thus enhancing performance. Sales ethics also impact branding, as transparent communication fosters a positive brand image and boosts sales and revenue. Financial implications are significant for business growth, while customer-related consequences stress the value of maintaining positive customer relationships to increase loyalty and customer value.

The research findings revealed a range of causal, contextual, and intervening factors that impact sales ethics in the sports industry. Additionally, strategies related to this phenomenon encompassed management and structure, rules and regulations, supervision, education, and dissemination. As a result, the research suggests that managers and policymakers should focus on developing preventive strategies and promoting financial transparency. Furthermore, it is recommended to implement a technology-based monitoring system to enhance performance and financial transparency. Other research emphasizes education and dissemination strategies. Governing institutions need to take measures to spread and promote sales ethics using public media and virtual space.

Workshops and training courses focusing on ethical issues should be planned and implemented when obtaining sports business licenses.

Disclosure statement and funding

The authors declare no potential conflicts of interest. The present study received no financial support from any organization or institution.

Acknowledgment

We would like to give special thanks to all the participants in this study.

References

- Alessandri, A., & Aleo, A. (2020). *Engaging the Heart in Business: A Revolutionary Market Approach Based On Love*. Taylor & Francis. <https://books.google.com/books?id=seruDwAAQBAJ>
- Ameer, I., & Halinen, A. (2019). Moving beyond ethical decision-making: a practice-based view to study unethical sales behavior. *Journal of Personal Selling & Sales Management*, 39(2), 103-122. <https://doi.org/10.1080/08853134.2018.1544077>
- Bahreini, F., Ghoroghchi, I., Mirabi, V., & Ranjbar, M. H. (2023). Designing a Causal Model of Buyers' Orientation in the Decision-Making Process According to Ethical Factors. *International Journal of Ethics & Society*, 5(1), 50-57. <https://doi.org/10.52547/ijethics.5.1.8>
- Barari, M., & Ranjbarian, B. (2012). Ethic in Sale and its Effect on Quality of Customer-Organization Relationship(One of the Men's Clothing Company in Tehran City as a Case Study). *Ethics in Science and Technology*, 6(4), 54-63. <http://ethicsjournal.ir/article-1-749-en.html>
- Beeler, L., Zablah, A., & Johnston, W. J. (2017). How critical events shape the evolution of sales organizations: A case study of a business-to-business services firm. *Journal of Business Research*, 74, 66-76. <https://doi.org/10.1016/j.jbusres.2017.01.011>
- Bhatti, A. (2018). Sales promotion and price discount effect on consumer purchase intention with the moderating role of social media in Pakistan. *International Journal of Business Management*, 3(4), 50-58. <https://sciarena.com/article/sales-promotion-and-price-discount-effect-on-consumer-purchase-intention-with-the-moderating-role-of-social-media-in-pakistan>
- Birkinshaw, J., Foss, N., & Lindenberg, S. (2014). Combining Purpose With Profits. *MIT Sloan Management Review*, 55(3), 49-+. https://www.researchgate.net/publication/279324286_Combining_Purpose_With_Profits
- Bjelica, D., Gardasevic, J., Vasiljevic, I., & Popovic, S. (2016). Ethical Dilemmas of Sport Advertising. *Sport Mont Journal*, 14(3), 41-43. <http://www.sportmont.ucg.ac.me/?sekcija=article&artid=1356>
- Boyer, M. M., & d'Astous, P. (2023). Tax compliance and firm response to electronic sales monitoring. *Canadian Journal of Economics/Revue canadienne d'économique*, 56(4), 1430-1468. <https://doi.org/10.1111/caje.12685>
- Chen, M.-F., & Mau, L.-H. (2009). The impacts of ethical sales behaviour on customer loyalty in the life insurance industry. *The Service Industries Journal*, 29(1), 59-74. <https://doi.org/10.1080/02642060802116339>

- Cowan, D., & Taylor, I. M. (2016). 'I'm proud of what I achieved; I'm also ashamed of what I done': a soccer coach's tale of sport, status, and criminal behaviour. *Qualitative Research in Sport, Exercise and Health*, 8(5), 505-518. <https://doi.org/10.1080/2159676X.2016.1206608>
- Dadgar, Y. (2006). Business ethic from islamic perspective. *Iranian Journal of Trade Studies*, 38(1), 88-120.
- Delaney, J. T., & Sockell, D. (1992). Do company ethics training programs make a difference? An empirical analysis. *Journal of Business Ethics*, 11(9), 719-727. <https://doi.org/10.1007/BF01686353>
- DeTienne, K. B., Agle, B. R., Sands, C. M., Aleo, A., & Aleo, A. (2019, June 20). *Fostering an ethical culture on your sales team*. Harvard Business Review. <https://hbr.org/2019/06/fostering-an-ethical-culture-on-your-sales-team>
- DeTienne, K. B., Alessandri, A., Aleo, A., & Agle, B. (2022). Building Value through Sales Ethics. *Journal of Creating Value*, 8(1), 10-24. <https://doi.org/10.1177/23949643221093455>
- Donoho, C., Heinze, T., & Kondo, C. (2012). Gender Differences in Personal Selling Ethics Evaluations: Do They Exist and What Does Their Existence Mean for Teaching Sales Ethics? *Journal of Marketing Education*, 34(1), 55-66. <https://doi.org/10.1177/0273475311430805>
- Dowell, D., Heffernan, T., & Morrison, M. (2013). Trust formation at the growth stage of a business-to-business relationship. *Qualitative Market Research: An International Journal*, 16(4), 436-451. <https://doi.org/10.1108/QMR-06-2011-0006>
- Dugan, R., Rangarajan, D., Davis, L., Bolander, W., Pullins, E. B., Deeter-Schmelz, D., LeBon, J., & Agnihotri, R. (2020). Sales management, education, and scholarship across cultures: early findings from a global study and an agenda for future research. *Journal of Personal Selling & Sales Management*, 40(3), 198-212. <https://doi.org/10.1080/08853134.2020.1781649>
- Fassin, Y. (2005). The Reasons Behind Non-Ethical Behaviour in Business and Entrepreneurship. *Journal of Business Ethics*, 60(3), 265-279. <https://doi.org/10.1007/s10551-005-0134-3>
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2016). *Business Ethics: Ethical Decision Making & Cases*. Cengage Learning. <https://books.google.com/books?id=A7oaCgAAQBAJ>
- Gholimotlagh, M. (2019). Educational Needs Analysis of Sellers Developing an Ethical Assessment Scale. *Journal of Business Management*, 11(1), 163-178. <https://doi.org/10.22059/jibm.2018.252291.2953>
- Hasangholipour, T., Taghiani, M., Barari, M., & Karimi, K. (2012). Effect of salesperson professional ethics in stable relationship between customer and organization (ATLAS COPCO company as a case study). *Business Management Perspective*, 11(10), 113-130. https://jbmp.sbu.ac.ir/article_94683.html?lang=en
- Jalilian, M., Safarzadeh, H., & Noorbakhsh, S. (2021). Indigenous Model of the Role of Social Media Ethics in Consumer Behavior. *Ethics in science and Technology*, 16(1), 108-116. <http://ethicsjournal.ir/article-1-2175-en.html>
- Kethan, M., & S, M. (2022). Relationship of Ethical Sales Behaviour with Customer Loyalty, Trust and Commitment: A Study with Special Reference to Retail Store in Mysore City. *East Asian Journal of Multidisciplinary Research*, 1(7), 1365-1376. <https://doi.org/10.55927/eajmr.v1i7.874>
- Khani, M., Fallah, Z., Behlakah, T., & Bay, N. (2022). The Consequences of the Perception of Ethical Principles in Online Shopping from the Point of View of Sports Products

- Customers. *Ethics in Science and Technology*, 17(2), 142-149. <http://ethicsjournal.ir/article-1-2677-en.html>
- Kotler, P. T., & Armstrong, G. (2017). *Principles of Marketing, eBook, Global Edition: Principles of Marketing*. Pearson Education. <https://books.google.com/books?id=pW4sDwAAQBAJ>
- Lee, Y., Heinze, T., Donoho, C., Fournier, C., Ahamed, A. F. M. J., Cohen, D., & Hennebichler, E. (2018). An International Study of Culture, Gender, and Moral Ideology on Sales Ethics Evaluations: How Should Educators Respond? *Journal of Marketing Education*, 40(1), 027347531875549. <https://doi.org/10.1177/0273475318755492>
- Madhani, D. P. (2021). Ethics in Sales and Marketing: Key Advantages. Available at SSRN, 17(5), 53-58. <https://ssrn.com/abstract=3764324>
- McClaren, N. (2000). Ethics in Personal Selling and Sales Management: A Review of the Literature Focusing on Empirical Findings and Conceptual Foundations. *Journal of Business Ethics*, 27(3), 285-303. <https://doi.org/10.1023/A:1006371309983>
- Merkle, A. C., Hair Jr, J. F., Ferrell, O. C., Ferrell, L. K., & Wood, B. G. (2020). An examination of pro-stakeholder unethical behavior in the sales ethics subculture. *Journal of Marketing Theory and Practice*, 28(4), 418-435. <https://doi.org/10.1080/10696679.2020.1777434>
- Min, H., LaTour, M. S., & Williams, A. (1994). Positioning against foreign supply sources in an international purchasing environment. *Industrial Marketing Management*, 23(5), 371-382. [https://doi.org/10.1016/0019-8501\(94\)90002-7](https://doi.org/10.1016/0019-8501(94)90002-7)
- Munoz, L., & Mallin, M. (2019). Unethical sales behavior neutralization: the impact of salesperson role variables and moderating effects of role relationship orientation. *Journal of Business & Industrial Marketing*, 34(1), 62-79. <https://doi.org/10.1108/JBIM-10-2017-0243>
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic Analysis: Striving to Meet the Trustworthiness Criteria. *International Journal of Qualitative Methods*, 16(1), 1609406917733847. <https://doi.org/10.1177/1609406917733847>
- Oly Ndubisi, N., & Kok Wah, C. (2005). Factorial and discriminant analyses of the underpinnings of relationship marketing and customer satisfaction. *International Journal of Bank Marketing*, 23(7), 542-557. <https://doi.org/10.1108/02652320510629908>
- Pirayesh, R. (2010). The Need for Observing Ethics in Business and Professions. *Philosophical Meditations*, 2(6), 159-177. <https://doi.org/20.1001.1.22285253.1389.2.6.7.9>
- Robertson, D. C., & Anderson, E. (1993). Control system and task environment effects on ethical judgment: An exploratory study of industrial salespeople. *Organization science*, 4(4), 617-644. <https://www.jstor.org/stable/2635083>
- Román, S., & Ruiz, S. (2005). Relationship outcomes of perceived ethical sales behavior: the customer's perspective. *Journal of Business Research*, 58(4), 439-445. <https://doi.org/10.1016/j.jbusres.2003.07.002>
- Rousselet, E., Brial, B., Cadario, R., & Béji-Bécheur, A. (2020). Moral Intensity, Issue Characteristics, and Ethical Issue Recognition in Sales Situations. *Journal of Business Ethics*, 163(2), 347-363. <https://doi.org/10.1007/s10551-018-4020-1>
- Ruiz, P., Martinez, R., Rodrigo, J., & Diaz, C. (2015). Level of Coherence Among Ethics Program Components and Its Impact on Ethical Intent. *Journal of Business Ethics*, 128(4), 725-742. <https://doi.org/10.1007/s10551-014-2064-4>
- Sadeghi Boroujerdi, S., & Mansouri, H. (2020). Presenting a Conceptual Model of Sports Goods Sellers' Key Characteristics. *Consumer Behavior Studies Journal*, 7(1), 145-159. <https://doi.org/10.34785/j018.2020.439>

- Sethi, S. P., & Sama, L. M. (1998). Ethical behavior as a strategic choice by large corporations: The interactive effect of marketplace competition, industry structure and firm resources. *Business Ethics Quarterly*, 8(1), 85-104. <https://doi.org/10.2307/3857523>
- Smith, B., & McGannon, K. R. (2018). Developing rigor in qualitative research: problems and opportunities within sport and exercise psychology. *International Review of Sport and Exercise Psychology*, 11(1), 101-121. <https://doi.org/10.1080/1750984X.2017.1317357>
- Strauss, A. L., & Corbin, J. M. (1997). *Grounded Theory in Practice*. SAGE Publications. <https://books.google.com/books?id=TtRMolAapBYC>
- Sulistiawan, J., Ekowati, D., & Alfirdaus, Z. (2020). The antecedents of salesperson deviant behavior: the role of work meaningfulness. *Problems and Perspectives in Management*, 18(1), 254-262. [https://doi.org/10.21511/ppm.18\(1\).2020.22](https://doi.org/10.21511/ppm.18(1).2020.22)
- Vardaman, J. M., Gondo, M. B., & Allen, D. G. (2014). Ethical climate and pro-social rule breaking in the workplace. *Human Resource Management Review*, 24(1), 108-118. <https://doi.org/10.1016/j.hrmr.2012.05.001>
- Varma, T. M. (2021). Responsible Leadership and Reputation Management During a Crisis: The Cases of Delta and United Airlines. *Journal of Business Ethics*, 173(1), 29-45. <https://doi.org/10.1007/s10551-020-04554-w>
- Veisi, K., & Izadi, S. (2021). The Model of Relationship between Professional Ethics and Marketing Mix Promoting Sports Services in Private Club Managers in Kurdistan Province. *Sports Marketing Studies*, 2(2), 71-95. <https://doi.org/10.34785/J021.2021.820>
- Yeganehzadeh, M., Faezi, F., & Heydari, S. (2023). The Pattern of Consumer Behavior in Obtaining New Insurance Services with an Emphasis on the Institutionalization of Ethics. *Ethics in Science and Technology*, 18(3), 172-183. <http://ethicsjournal.ir/article-1-3098-en.html>
- Zhang, S., Jiang, L., Magnan, M., & Su, L. N. (2021). Dealing with Ethical Dilemmas: A Look at Financial Reporting by Firms Facing Product Harm Crises. *Journal of Business Ethics*, 170(3), 497-518. <https://doi.org/10.1007/s10551-019-04375-6>



مدل پارادایمی اخلاق فروش در کسب و کارهای ورزشی

علی قنبری^۱، محمد سلطان حسینی^{۲*}، محسن وحدانی^۳

^۱ دانشجوی کارشناسی ارشد مدیریت ورزشی، گروه مدیریت ورزشی و رفتار حرکتی، دانشکده علوم ورزشی، دانشگاه اصفهان، اصفهان، ایران.
^۲ دانشیار گروه مدیریت ورزشی و رفتار حرکتی، دانشکده علوم ورزشی، دانشگاه اصفهان، اصفهان، ایران.
^۳ استادیار گروه مدیریت ورزشی، گروه مدیریت ورزشی و رفتار حرکتی، دانشکده علوم ورزشی، دانشگاه اصفهان، اصفهان، ایران.

کلیدواژه

اخلاق فروش
کسب و کار ورزشی
مدل پارادایمیک

نوع مقاله

پژوهشی اصلی

چکیده

هدف: هدف از این پژوهش ارائه مدل پارادایمی اخلاق فروش در کسب و کارهای ورزشی بود.

روش: روش تحقیق کیفی با رویکرد گردند تئوری سیستماتیک (اشتراوس و کوربین، ۱۹۹۷) بود. مشارکت کنندگان شامل اساتید و متخصصین حوزه بازار ورزشی (۵ نفر)، اخلاق (۱ نفر)، صاحبان کسب و کارهای ورزشی (۳ نفر)، مشتریان محصولات ورزشی (۳ نفر) بودند. ابزار تحقیق مصاحبه نیمه ساختاریافته بود. اعتبارسنجی با استفاده از رویکرد همسوسازی انجام شد. برای دستیابی به این منظور چند نوع همسوسازی شامل استفاده چند منبع برای داده‌ها (وجود گروه‌های مختلف به عنوان مشارکت کننده)، و چند بررسی کننده (دو نفر) برای تأیید یافته‌های نوظهور انجام شد. کلیه داده‌ها با استفاده از نرم افزار مکس کیودا نسخه ۲۰۲۰ تحلیل و بررسی شد.

یافته‌ها: مدل نهایی تحقیق در ۵ محور اصلی سازماندهی شد: ۱- شرایط علی (قوانین و سیاست‌ها، سیاسی، فرهنگی-اجتماعی، اقتصادی)، ۲- زمینه (رفتارهای مشتری، تبلیغ و ترویج، ارزش محصول (قیمت و کیفیت)، تعامل ارتباط فروشنده با مشتری، باورها و ارزش‌های فروشنده)، ۳- عوامل مداخله‌گر (رسانه‌ها، جور بازار و جو سازمانی)، ۴- راهبردها (مدیریت و ساختار، قوانین و مقررات، نظارت، آموزش، اشاعه و ترویج) و ۵- پیامدها (رضایت درونی فروشنده، برندسازی، پیامدهای مالی، پیامدهای مرتبط با فروشنده) می‌باشد.

اصالت و ابتکار مقاله: نتایج این تحقیق به مدیران و سیاست‌گذاران پیشنهاد می‌دهد تا استراتژی‌های پیشگیرانه و شفافیت مالی را توسعه دهند. همچنین بهره‌مندی از یک سیستم نظارتی مبتنی بر فناوری که شفافیت عملکرد و شفافیت مالی را بهینه می‌کند، توصیه می‌شود. نتایج دیگر تحقیق بر راهبردهای مبتنی بر آموزش و اشاعه و ترویج تاکید دارد. در این خصوص لازم است نهادهای حاکمیتی با بهره‌مندی از ظرفیت رسانه‌های عمومی و فضای مجازی تدابیر لازم برای اشاعه و ترویج اخلاق فروش را اتخاذ نمایند. نهایتاً پیشنهاد می‌شود در زمان اخذ مجوزهای کسب و کارهای ورزشی کارگاه‌ها و دوره‌های آموزشی با محوریت مسائل اخلاقی نیز پیش‌بینی و اجرا شود.

تاریخ دریافت: ۱۴۰۲/۱۱/۲۹

تاریخ پذیرش: ۱۴۰۳/۰۳/۱۴