Providing the Strategic Behavior Model of Sports Managers

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ARTICLE INFO

ABSTRACT

Given the critical role of sport managers' behaviors in developing efficient processes in sport settings, the aim of the current study was to provide a model of sports managers' strategic behavior. The research participants were selected theoretically through a snowball sampling approach. Semi-structured interviews were conducted with professional sport managers to collect the research data. Grounded Theory (GT) with a Systematic Approach was applied for data analysis. The results of qualitative data analysis from the interview were presented as a paradigm model of strategic behavior of sports managers in the form of six dimensions of the paradigm model, including causal condition, the main phenomenon (strategic behavior of managers), contextual condition, intervening condition, action /interaction strategy, consequences. The categorization based on the relationships between the concepts around the behavior of managers presents the paradigm model of the strategic behavior of sports managers. According to the findings, managers can eliminate many of the strategic barriers in sports organizations by institutionalizing strategic thinking and making decisions based on strategic behavior.

Introduction

Sport has a unique role in most societies (Yao, Laurencelle, & Trudeau, 2020) and in various forms is part of the daily lives of people (Jackman, Dargue, Johnston, & Hawkins, 2021) . Sport has a significant effect on current levels of self-efficacy and the right orientation in choosing life goals (Buchanan & Badham, 2020).

The issue of management and leadership is an issue that has always been raised in human social life. Successful teamwork requires proper and efficient management, so people need a capable and effective manager or leader to achieve team goals. Leadership and management in organizations are important

for shaping employees' perspectives, responding to change and embracing innovation (Omoregie, Tetteh-Opai, & Obajimi, 2015). Management is a relatively stable behavioral pattern of managers. Researchers believe that new management approaches can have positive effects on the attitudes and behaviors of followers and can increase employee commitment and satisfaction (Yao et al., 2020), also management model reflects the thinking, personality of managers, so factor that affects the management is manager's attitude towards his role and the employees of the organization (Nazari, 2018).

Strategy configurations composed by the strategy development process, strategy content, entrepreneurial attitude, administrative mode and perceived environmental uncertainty were associated with the performance of businesses (Damke Junior, Gimenez, & Damke, 2018). It seems Globalization in recent years has made the understanding of international human resource problems more important for managers (Tahir & Azhar, 2013). Strategic behavior is the general term for actions taken by organizations which are intended to influence the market environment in which they compete (Sentosa & Mat, 2012). Based on a review of the management literature, it leads to a greater understanding of the role of specific behaviors of strategic managers in enhancing synergy, role performance, and personal trust (Albulescu, 2020). Results of the empirical study clearly show that the use of orientation has a strong influence on personal trust by increasing strategic managers' role performance and stimulating synergistic solutions (Guenzi, Georges, & Pardo, 2009). It should be noted that in formulating the framework, strategic concepts, strategic support activities should be considered (Buchanan & Badham, 2020).

In this context, the roles and responsibilities of managers should be identified in terms of their vision, management style and beliefs, and their behavior (Vecchiato, 2019), In addition, the role of managers' leadership styles will be effective in the formation of management strategy and function (Shao, 2019), so the behavior of promising managers in the organization leads to the effective implementation of strategies (Sentosa & Mat, 2012). When the behavioral characteristics of organization are examined, the most important issue that is clearly seen in the behavioral context of managers, managers' commitment to implement the strategy (Kaplan & Whitecotton, 2001).

Managers should use a variety of literacy in different areas of decision-making and face different problems to provide the ground for better success and performance (Brakhas, 2022). Due to the dual and relative nature of political behavior, the increasing use of this concept in the workplace, the lack of accurate understanding of political behavior and the need to observe ethical requirements in the use of such behaviors (Buchanan & Badham, 2020), Also the literature on understanding political behavior will contribute to organizational trust and social motivation (KOÇAK, 2020). Considers university culture and education to be effective in shaping political attitudes. Political knowledge influences the attitudes, behaviors, and political preferences of their students. According to the results of some researches, political attitudes can be related to positive emotions (Salinas Jr, 2020). Many employees' performance as well as organizational policies depend on the behavior of managers (Van Horn et al., 2015). Considers four levels in the system of ethical decisions and behaviors, which include personal ethics, social ethics, legal ethics, and utilitarian ethics (Schwartz, 2005). People sometimes have to behave in a way that is beyond the best interests of others in order for relationships to continue and be strengthened. Values such as morality, justice, benevolence, tolerance, support, trust, compassion and harmony are very important in many countries (KOÇAK, 2020).

Established four types of strategic behaviors (prospector, defender, analyzer, and reactor) based on three different problems faced by organizations: the entrepreneurial, the technological, and the administrative or prospector companies are constantly looking for opportunities in the market (Roeth, Spieth, & Lange, 2019). In a study on entrepreneurial behavior and its relationship with people's perception, it has been shown that people's perceptions affect entrepreneurial behavior and it seems that by changing attitudes and orienting to the abilities and interests of people, behavior in the organization can be changed (Wang, Schaefer, Dandekar, & Greenberg, 2015). Also relationship between employees' perceptions of human resource management and innovative behavior. Improving ability, motivation and human resource management improving opportunity has a positive relationship with the structure of innovative work behavior. In their view, resource resilience has a positive relationship with innovative work behavior. Stated that there is a positive relationship between survival and growth of the organization and innovative behavior of managers in the organization (Khan, Abbas, Gul, & Raja, 2015).

Excessive investment is related to how managers use the company's financial resources. When profitable investment projects and growth opportunities are scarce, managers prefer to use free cash flows and risky investment behaviors for their opportunistic purposes rather than paying dividends to shareholders (Jensen, Darby, Seidel, & Gorman, 2014). Opportunistic behavior showed that younger people have a higher level of opportunism than older people, and people with a higher degree of opportunism are more focused on the final results and want to make sure that the result the work will be in their favor (Wakefield & Giacobbe, 2008). The results of their research showed that the employees of these institutions are opportunistic. It suggested that in order to reduce the opportunistic behaviors of employees, an accountability system and governance elements be developed in these institutions (Smith, McTier, & Pope, 2009), therefore people with a higher degree of opportunism do not consider profit management immoral (Roeth et al., 2019). the higher the degree of opportunism and overconfidence of the company manager, the greater the tendency to manipulation to show favorable financial participation (García-Pérez & Yanes-Estévez, 2022), In addition, the companies in the conservative stage will have more resources to increase the productivity level than the companies in the innovation stage (Kalar, Primc, Erker, Dominko, & Ogorevc, 2021).

Theoretical Framework
In the analysis of sports organizations, it should be acknowledged that there are effective factors such as skill/challenge and interaction that may play an essential role in satisfaction of stakeholders (Mohammadi & Dickson, 2021). Advances in understanding the actual behavior of managers over the years and developments in various behavioral models have increased the ability to make decisions in times of crisis on various issues. According to behavioral theories, considering behavioral theories factors such as organizational support influence behavior of organization's managers (Vecchiato, 2019). Type of managers behavior used to increase self-esteem and motivation of employees influences increasing subordinates' trust in the manager and their support of the organization's top management (Albulescu, 2020). Increasing complexities and growing changes in business environment, an appropriate approach of behavior can assist leaders to achieve success. Specific leadership behaviors that focus on partnership and strategic knowledge, in a way, lead senior managers to be effective in the social field (Nazari, 2016). One of the important facts in the success of any organization is the behavior of human resources, especially the behavior of managers inside and outside the organization. the basic responsibility of managers is playing the managerial roles, decision making, the way of thinking, management styles and beliefs especially their behavior at the senior management level are important (Vecchiato, 2019). In this context the researchers suggest future research to focus at contextual factors of strategic human resource roles affecting organizational commitment of managers (Bhatnagar & Sharma, 2004).

Increase the citizenship behaviors of the managers of sport to provide a clear picture of the state of justice in their organization and reduce the lobbies and groupings of people pave the way for creating a healthier atmosphere and improving the performance (Shariati Feizabadi, 2021). Managerial behavior involves organizational change. Entrepreneurial behavior in the organization refers to all activities related to the discovery, evaluation and exploitation of entrepreneurial opportunities performed by members of the organization (Roeth et al., 2019). Entrepreneurial behavior and its role, the most important criterion in evaluating the performance of investment managers is to examine the returns of their investment activities, in which the behavior of managers cannot be ignored (Omoregie et al., 2015). Behavior of investor managers that leads to ignoring their predictions and opinions regarding share prices and making investment decisions based only on the general behavior of the market (Lialestan, 2010).

Decision makers are often able to use appropriate political tactics to promote organizational goals (Elbanna, 2018). Political behavior is often one of the main driving forces in organizations (KOÇAK, 2020), so the use of politics by managers is a crucial determinant of employee behavior and emotions (Wakabayashi, Kondo, & Chen, 2001).

Sport is considered as a valuable cultural and social phenomenon. Sports organizations as trustees of implementing relationships of managers with employees is one of the important and effective areas of organizational interact ((Nazari, Ehsani, Gangoei, & Ghasemi, 2012). The not-so-new challenge of globalization in today's world requires organizations to enter a highly dynamic environment of global

competition and to be at the crossroads of different global cultures. Hence, human resource management understands cultural differences well and brings high effectiveness in multicultural environments and organizations because the first capability of a good human resources manager is the capability of strategic considerations (Nazari, 2018) . Strategic thinking is a human-centered innovation process that emphasizes observation, collaboration, rapid learning, visualization of ideas, and simultaneous business analysis (Nazari, 2016). The importance and necessity of the present study is in the need to apply strategic behavior, which is the key to strategic thinking in relation to the type of behavior of managers of sports organizations, which is a new work in this field. The present study will show that the behavior of managers is based on managerial knowledge, their beliefs and thoughts and the researcher intend to provide a solution for management processes considering the strategic barriers. The present research has been conducted due to the lack of knowledge on the managers' behaviors in the field of sports and their effect on managers' strategic behavior. Also, the need to be aware of the impact of barriers on the behavior of research managers has led to this research. Facing the obstacles and problems in the way of sports organizations by managers with strategic thinking and making decisions arising from the strategic behavior of managers can be considered the presence of new behaviors in sports organizations, so the strategic behavior model of Iranian sports managers is analyzed. This research seeks to develop a model of strategic behavior of managers.

Methodology

Current research followed the interpretive paradigm, therefore, it is fundamental, inductive, qualitative, field based. The grounded theory approach inductively employs a series of systematic procedures to develop a theory of the phenomenon under study. The research method in terms of purpose is a development research. Due to the fact that the researcher intended to examine the experiences, knowledge, awareness, thoughts and views of stakeholders in order to identify and formulate a theory, grounded theory was selected as an appropriate method. Therefore, the present study is a qualitative research in the form of group discussions of content analysis and framework analysis (Strauss & Corbin, 1998).

Sampling Frame
The research sample included 12 scientific and executive people who are proficient in the field of sports management, who were selected by a combination of theoretical and snowball methods.

Study Tools
The tools of the present study were in-depth and exploratory interviews. The average time for each interview was 30 minutes. All interviews were conducted by the researcher and then were transcribed. According to the theoretical literature of qualitative research, their analysis and coding were performed simultaneously with the interviews. For this purpose, after conducting the interviews and transcribing them, the text of the interviews was reviewed several times. Then, in order to find centrality among them, these words were reviewed and categorized accordingly. It was then repeated several times between the initial texts and the final categories in an inductive way to finally create an acceptable and common consistency among researchers about what was derived from the data.

Analysis
In this study, the process of formulating a paradigmatic model was carried out based on three stages open, axial and selective coding. In open coding, the analyst creates categories and their properties, and then tries to determine how the categories change over the specified dimensions. In axial coding, categories are systematically improved and linked to subcategories; however, these are not yet the main categories that will eventually be integrated to form a larger theoretical arrangement, so that the research results take the form of a theory. In the central coding phase, according to the components of strategic behavior of managers, these concepts are causal factors (causes of the main phenomenon), strategies (strategies that are adopted in response to the main phenomenon). Background characteristics (specific background conditions affecting strategies), environmental conditions

(general conditions affecting strategies) and consequences (results of applying strategies) were designed through the paradigm model. Finally, by performing selective coding, the research theory on the model of strategic behavior of Iranian sports managers constraints is narrated.

Research audit

Four strategies were used to audit the present study; initially, for credibility, the researcher coded one of the interviews again after one month, and the results were compared with the Scott's coefficient (0.78). It should be noted that for reliability and transferability, the research member analysis method was used. In this method, the researcher's report was studied in terms of accuracy and completeness. In this regard, reliability means whether if someone else performs encoding the same findings are made. For validity, 3 experts reviewed the codes, findings and model, and all the steps were presented separately so that experts could comment on the model.

Results

Demographic characteristics of experts present in the research are presented in Table 1.

Table 1. Demographic characteristics of the interviewees

Code	Gender	Position	Experience	Field
1	Male	Professional Club CEO	10	Professional Sport
2	Female	PhD	20	Sport Management
3	Male	PhD	10	Sport Management
4	Female	Professional Club CEO	20	Professional Sport
5	Male	Professional Club CEO	15	Professional Sport
6	Male	Director of Championship Sports	5	Championship Sports
7	Female	Professional Club CEO	5	Professional Sport
8	Female	Director of Championship Sports	25	Championship Sports
9	Male	Professional Club CEO	10	Professional Sport
10	Male	Professional Club CEO	25	Professional Sport
11	Male	Director of Sport for all	25	Championship Sports
12	Female	Director of Championship Sports	15	Championship Sports

Open coding

The interviews were paragraphed and each was listed in a table and were conceptualized and coded according to the open coding method. Finally, 160 initial concept codes were extracted from the transcribed interviews. Table 2 shows an example of one of the interviews transcribed in the open coding process.

Table 2. Open Coding Examples

Extracted concepts	Concept code
Managers' behaviors are usually not strategic behaviors. The point is that these behaviors are not subconscious of managers to see what goes through their minds? Many behaviors have no effect on the fate of sports and do not lead to the excellence.	1. Analysis of strategic behaviors of managers 2. Transforming behaviors to sustainable behavior
The more an individual's insights and beliefs about the phenomenon he or she manage are in line with the needs of the employees in the organization and the needs of the community, the more believable are these behaviors. Managers try to adjust	3. Impact of people outside the organization 4. Underlying the behavior of managers

their behavior to economic, political and social conditions. Managers are also seeking social popularity.	
If we consider the policies of the organization as macro policies, it comes from two sources: high-level and upstream documents and the view of top managers induced in the organization.	5. Role in organizational policies
A manager with an introverted personality is not much interested in personal interactions and interviews with the media and does not tend to report his performance to top management while the behavior of an extroverted manager is the opposite.	6. Leadership styles and personality type of managers
When you manage a phenomenon like sports, the political conditions of the country will definitely affect their behavior, especially if they are the government managers. Our sports with government management have their eyes on oil and more income. The better countries economic, the easier management.	7. Political and economic beliefs of sports managers 8. The impact of the country's economy on the way of management
When we talk about creative behavior, The more creative the manager, the more he can coordinate his behavior with his idea.	9. Creative behavior is one of the factors of strategic behavior
Managers and experts in the field of organizational behavior believe that management is both an intrinsic and an acquired art, and that intrinsic characteristics can make a capable and competent manager.	10. Empowering sports managers

Axial coding

In the axial coding stage, by carefully examining the identified categories and their similarities and differences, the discovered categories were subdivided into the main categories. In the present study, the main category was identified in the axial coding stage. Table 3 provides an example of the axial coding process.
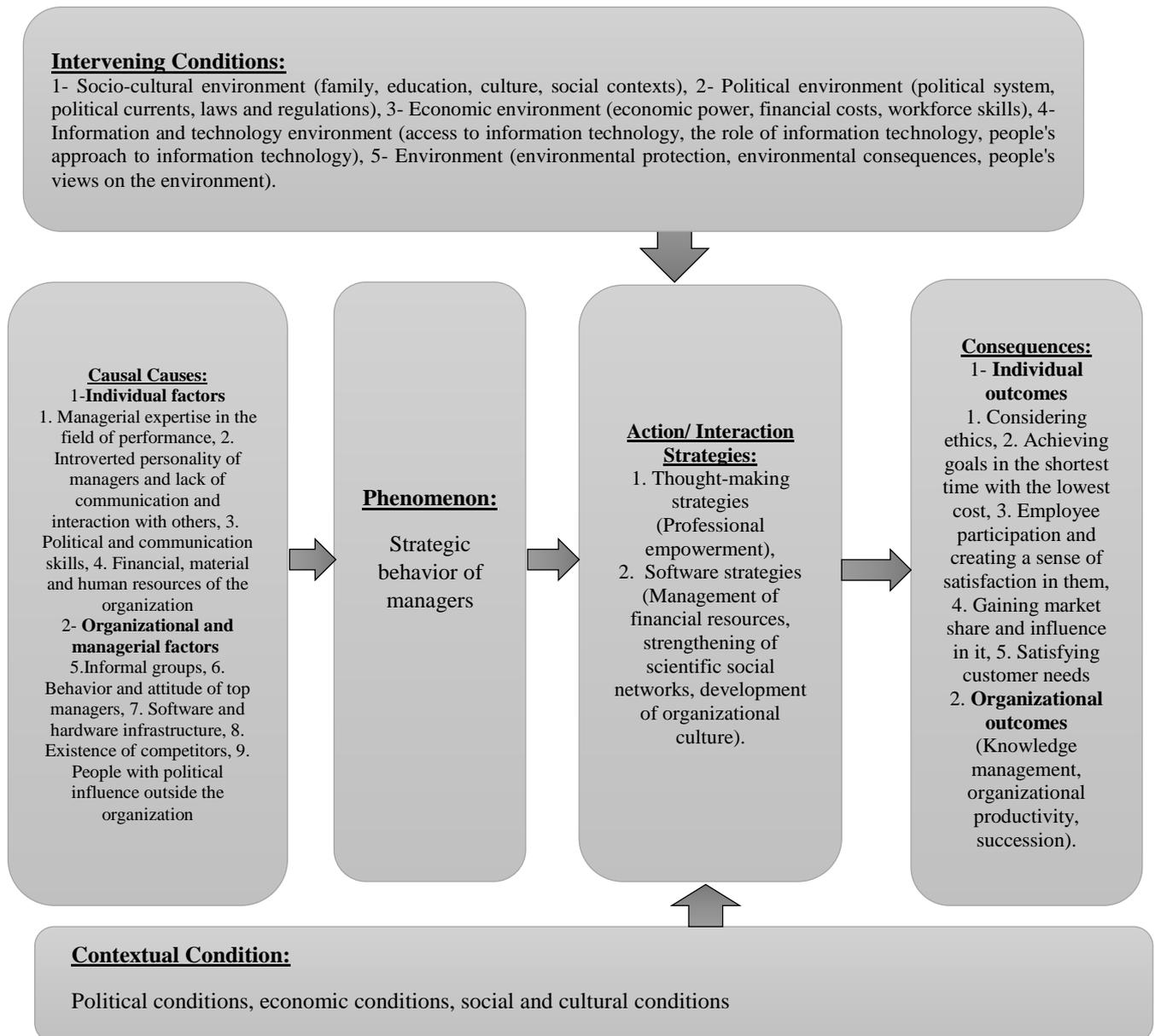
Table 3. Sample of extracted concepts and axial codes

Concept code	Main category
1. Managerial expertise in the functional field 2. Introverted personality of managers and lack of interaction with others 3. Political and communication skills 4. Financial, material and human resources of the organization 5. Informal groups 6. Behavior and attitude of top managers 7. Software and hardware infrastructure 8. Existence of competitors 9. People with political influence outside the organization 10. Political factions 11. Regulations and laws and the existence of members of parliament 12. Identifying opportunities and threats	1. Central causes of the strategic behavior of sports managers
1. Managerial expertise in the functional field 2. Introverted personality of managers and lack of interaction with others 3. Political and communication skills 4. Financial, material and human resources of the organization 5. Informal groups 6. Behavior and attitude of top managers 7. Software and hardware infrastructure 8. Existence of competitors 9. People with political influence outside the organization 10. Political factions	2. Causal conditions (internal and external factors) governing the strategic behavior of managers of sports organizations

11. Regulations and laws and the existence of members of parliament 12. Identifying opportunities and threats	
1. Economico conditions 2. Poli tical conditions 3. Social situation 4. Cultural conditions	3. Contextual factors affecting the behavior of Iranian sports managers
1. Political factions 2. Upstream leaders 3. Lack of selection of managers based on job conditions and meritocracy 4. The politicization of the country's sports 5. Legal factors and cumbersome rules and regulations 6. media	4. Confounding factors affecting the strategic behavior of managers
1. Value creation 2. Creating strategic thinking 3. Entrepreneurial activities 4. Productivity in organizational programs 5. Creating a negative entropy 6. Creating acceptance among employees	5. Measures and strategies to create strategic behavior of Iranian sports managers
1. Considering ethics 2. Achieving goals in the shortest time with the lowest cost 3. Employee participation and creating a sense of satisfaction in them 4. Gaining market share and influencing it 5. Satisfying customer needs 6. Maintaining the life of the organization 7. Creating the future and achieving the desired conditions 8. Producing manpower with strategic behavior	6. Outcomes and results of developing strategic behavior in Iranian sports managers

Selective coding

The conceptual model extracted in this study indicates the strategic behavior of Iranian sports managers in the model presented in Figure (1) in the form of six dimensions of the paradigm model, including: Causal causes; Main phenomenon; Action/ interaction strategies; Contextual features; Intervening conditions and Consequences. These show the pattern of strategic behavior of sports managers

Intervening Conditions:
1- Socio-cultural environment (family, education, culture, social contexts), 2- Political environment (political system, political currents, laws and regulations), 3- Economic environment (economic power, financial costs, workforce skills), 4- Information and technology environment (access to information technology, the role of information technology, people's approach to information technology), 5- Environment (environmental protection, environmental consequences, people's views on the environment).

Causal Causes:
1-**Individual factors**
1. Managerial expertise in the field of performance, 2. Introverted personality of managers and lack of communication and interaction with others, 3. Political and communication skills, 4. Financial, material and human resources of the organization
2- **Organizational and managerial factors**
5. Informal groups, 6. Behavior and attitude of top managers, 7. Software and hardware infrastructure, 8. Existence of competitors, 9. People with political influence outside the organization

Phenomenon:
Strategic behavior of managers

Action/ Interaction Strategies:
1. Thought-making strategies (Professional empowerment),
2. Software strategies (Management of financial resources, strengthening of scientific social networks, development of organizational culture).

Consequences:
1- **Individual outcomes**
1. Considering ethics, 2. Achieving goals in the shortest time with the lowest cost, 3. Employee participation and creating a sense of satisfaction in them, 4. Gaining market share and influence in it, 5. Satisfying customer needs
2. **Organizational outcomes**
(Knowledge management, organizational productivity, succession).

Contextual Condition:

Political conditions, economic conditions, social and cultural conditions

Figure 1. Conceptual Model of Managers' Strategic Behavior

Discussion and Conclusion

The study presents a model of strategic behavior of Iranian sports managers. For this purpose, the grounded theory method was used to present the model and this model was obtained from the coding processes resulting from interviews with selected managers. The results of qualitative data analysis from the interview were presented as a paradigm model of strategic behavior of sports managers in the form of six dimensions of the paradigm model, including: causal causes (12 categories); the main phenomenon (behavior of managers, 6 categories); action/ interaction strategies (6 categories); contextual features (4 categories); intervening conditions (6 categories) and consequences (8 categories). The integration of categories based on the relationships between them around the strategic behavior of managers, forms a paradigm model that reflects the behavior pattern for sports managers.

Causal conditions are a set of events and conditions that affect the central category. Three categories of individual, inter-organizational, and economic factors were identified as causal conditions affecting the main phenomenon. Individual factors including managerial expertise in the field of performance, personality of managers and lack of communication and interaction with others,

political and communication skills were considered. Internal organizational factors include factors such as financial, material and human resources of the organization, informal groups, and software are also effective on management processes. Hardware infrastructure and internal organizational factors, including the behavior and attitude of senior managers, the existence of competitors, people with political influence outside the organization, political factions, laws and regulations and the presence of parliamentarians, identification of opportunities and threats should be considered.

Main phenomenon includes behaviors affecting managerial destiny, behaviors affecting individual, organizational and social destiny, behaviors resulting from personality outputs, behaviors and reactions appropriate to specific situations, actions and initiatives of managers in the field of sports and behaviors before performing all mental processes.

Strategies or actions are purposeful actions that provide solutions to the phenomenon and lead to consequences and outcomes. According to the findings and data obtained from the research, the set of management system design and process-oriented strategy have been identified as effective strategies in the strategic behavior of sports managers. Creating value, creating strategic thinking, entrepreneurial activities, productivity in organizational programs, creating negative entropy, creating acceptance among employees are among these strategies.

Intervening conditions in the present study are a set of events and conditions that occur after the start of the research and during the research. Factors such as political factions, high-ranking managers and lack of selection of managers based on job conditions and meritocracy system, politicization of sports, legal factors and cumbersome rules and regulations, and the media are effective in the formation of strategic behaviors of sports managers.

Contextual factors are a set of conditions that provide the background for the phenomenon in question and affect behaviors and actions. Contextual conditions affect the main category and the resulting outcomes. In this study, the categories of economic conditions, political conditions, social conditions and cultural conditions are among these factors. The resulting novel specification of political behavior extends the construct's scope and validity by investigating their functional and dysfunctional aspects, and by indicating that a political sense making process complements formalized innovation portfolio management decision-making processes.

Consequences the effect of causal factors on the main phenomenon leads to the application of strategies presented in the model. Strategies are also influenced by environmental conditions and contextual characteristics, which will have positive consequences. Considering ethics, achieving goals in the shortest time with the least cost, employee participation and creating a sense of satisfaction in them, gaining market share and influence, satisfying customer needs, maintaining the life of the organization, creating the future and achieving the desired conditions and the production of manpower with strategic behavior are among these consequences.

In the proposed model, individual factors, organizational factors and managerial and environmental factors are considered as causal causes. These categories of factors affect the main phenomenon which is the behavior of managers and it is necessary to pay attention to the role of each of them in the functioning of the model. Individual factors include managerial expertise in the functional area, introverted personality of managers and lack of communication and interaction with others, as well as political and communication skills. Organizational factors include financial, material and human resources of the organization, informal groups and managerial factors include the behavior and attitude of top managers, software and hardware infrastructure and environmental factors include competitors, people with political influence outside the organization, political faction,, regulations and the presence of members of parliament, the identification of opportunities and threats. The main phenomenon in this model is the strategic behavior of managers. Socio-cultural environment, political environment, economic environment, information and technology environment and the natural environment are known as environmental conditions affecting the behavior of managers. Socio-cultural environment means family, education, culture and social contexts. The political environment refers to the political system, political currents, and laws and regulations. The economic environment includes economic power, financial costs and labor skills. Information and technology environment includes access to information technology, the role of information technology and people's approach to information technology.

In this context training courses through strategic orientation on the attitudinal perception of business owner–manager and basic business management skills, capacity-building aspect, leadership development as well as networking via relationship marketing and management on financial literacy may have significant effect on performance.

The environment includes the protection of the environment, the environmental consequences and the views of individuals towards the environment. These five environmental conditions affect managers' behavioral strategies. Economic and political conditions are considered as contextual features in this model. Without the use of appropriate strategies, no organization can achieve its goals. Creating value, creating strategic thinking, entrepreneurial activities, productivity in organizational programs, creating negative entropy and creating acceptance among employees lead to the use of strategies for model presentation. Economic conditions, political conditions, social conditions and cultural conditions are among the contextual factors identified in this research. In general, it can be acknowledged that managers of organizations face high expectations of top managers, community expectations, social monitoring of the people and the press. This allows them to overcome strategic barriers due to their behavioral competencies and strategic thinking approach. The success or failure of any organization largely depends on the quality of management and the behavior of its managers. Therefore, it seems necessary for sports managers to have strategic thinking, because it will lead to achieving the organizational vision.

In order to achieve the goals of the organization, which lies at the heart of the strategic behavior of managers, it is therefore important to know the organizational factors and variables that cause strategic thinking in managers and employees. Regarding the importance and role of strategic thinking and its training, solutions can be provided and managers can be encouraged to strengthen this type of thinking, so that managers can overcome the internal and external obstacles and limitations of the organization due to its expansion. In this regard, it should be noted, the importance of cross-cultural negotiate was stressed as a condition for smooth managerial skill practices. Particularly, the content of a manage skill (a decision-making skill, for example) was found to be adjusted when implemented in culturally different business contexts (Wakabayashi, Kondo, & Chen, 2001). Providing this model of strategic behavior of managers with the approach of strategic thinking and deterrents can be a way to solve the problems of sports organizations that sometimes arise from the misuse of strategic decisions or managers' behaviors or leadership styles. Identifying a type of behavior of managers that is according to managerial levels, personality differences, environmental conditions, age and level of education as well as strategic thinking approach. Facing the obstacles and problems in the way of sports organizations by managers with strategic thinking and the strategic behavior-based decision-making of managers can be considered the presence of new behaviors in sports organizations.

In general, the results of the present study indicate that the model of strategic behavior of sports managers consists of causal factors, main phenomena, intervening conditions, contextual conditions, strategies and consequences. Causal factors include individual factors, organizational factors and managerial factors that directly affect the main phenomenon. The present model helps Iranian sports managers to be inspired by the proposed model, to institutionalize the causal factors, the main phenomenon, intervening conditions, contextual characteristics and appropriate behavioral strategies through which they can contribute to the growth and excellence of the organization.

Finally he analysis of sport managers strategic behaviors, contribute to a greater understanding of the role of specific in fostering synergistic solutions, role performance and trust. Results of the study clearly show that the use of orientation has a strong influence on trust by increasing strategic managers' role performance and stimulating synergistic solutions.

Limitations and Future Research

Although this study provided findings for sports managers, it faces limitations, because it is possible that other effective factors such as the hidden behavior of sports managers can be investigated in future studies.

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