




APPLIED PAPER

# The Strategic Model of Sports Leisure Management and its Function in Human Life

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ARTICLE INFO		ABSTRACT	
<b>Article History:</b> <i>Received: 29 August 2022</i> <i>Revised: 13 October 2022</i> <i>Accepted: 05 November 2022</i>		<b>SUBJECT AND OBJECTIVES:</b> The current research was carried out with the aim of designing a strategic model of sports leisure management and its function in the human life with a combined approach. <b>METHOD AND FINDING:</b> In terms of practical purpose, the present research was a combination of sequential exploratory and survey collection methods. The statistical community in the qualitative section includes members of the scientific team of sports sciences and specialists in leisure time and strategic planning; these people were selected for qualitative interviews in the research topic (22 interviews with 22 people and continued until theoretical saturation). The statistical population of the quantitative part includes the experts of the Ministry of Sports and the youth of Iran. The results of the analysis of the qualitative data obtained from the interview, the paradigmatic model of the strategic plan of sports leisure with an emphasis on the Iranian model in the form of six dimensions. In the designed model, the support of managers, acceptance of employees, team participation and organizational culture are considered as causal factors in the strategic plan of sports leisure time with an emphasis on the Iranian model, which provide the reasons for the success of the strategic plan. In the quantitative part, it was also determined that all 6 main components of the research have a suitable fit, so the research model has a sufficient fit. <b>CONCLUSION:</b> Considering that the basic problem of youth and teenagers is the identity gap and its product is fascination and self-loss in front of the invading western culture, this determines their lifestyle, which is far from the Islamic lifestyle. Therefore, the basic strategy in Leisure Time is to create an identity; Because, cultural invasion attacks values in a special way and puts them under its influence.	
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## **Introduction**

Leisure Time can be considered a part of organizing daily life. Leisure Time is under the influence of our daily activities and it affects them. If the organization, daily life and its components change with social changes, its space and places will also change. It should be noted that Leisure Time is not an obvious thing. No activity can be considered as a Leisure Time activity. Various activities that make up daily life vary in terms of their Leisure Time and its level. The less these activities have to do with the issue of salary, the more they may be considered as leisure activities. (*Parsamehr, 2015*)

Leisure Time is a new social arena that has found meaning in the context of modernity and contemporary social and cultural changes. (*Rezaei Soofi, 2006*)

Physical activity and recreation have a close connection because physical activity was originally born in the shelter of recreation and both of them are the product of Leisure Time. Physical activity is so abundant and varied that the participation of individuals and groups is classified according to various criteria such as age, interest, skill level, etc. (*Yarahmadi et al, 2022*)

Since sports and physical activities are to a large extent a common factor between physical activity and recreation. An obvious and undeniable effect in

entertaining children and young people, their normalization with entertainment values has the shape of their entertainment tendencies and interests on an emotional level. Physical activity and physical education also help a lot to attract people and gain knowledge and data Regarding recreational activities, it also provides movement skills, skills that give a person the opportunity and ability to engage in physical recreation and recreation, which are known as recreational activities. *(Nabati and Abdul-Maleki 2016)*

The importance and value of these times in life is such that it is clearly mentioned in the Quran:

*“So when you are free, nominate.\*And make your Lord your exclusive object”.*  
*(Quran, 94: 7-8)*

That is, when you finish something important, focus on something else; and pay attention to your Lord.

Also, religious scholars and Muslim jurists in introducing leisure and entertainment from the point of view of Islam have given criteria, the most important of which are: Freedom from moral corruption, compatibility with natural requirements, alignment with spiritual perfection, production of works and functions Positive, having a rational purpose, rational controllability, not fitting in with fun and games, avoiding indulgence and pampering, observing moderation and avoiding excesses, avoiding reality and preferring spiritual joys over physical joys. *(Sharifi, 2013)*

In Islam, sports activities have been recommended to the extent that, for example, teaching swimming and shooting has been introduced as one of the duties of parents. The Holy Prophet said:

*“The right of a child to his father is the knowledge of the book and the book of prayer”.*

*“A child's right to his father is to teach him how to write, swim and shoot”.* (Payandeh,1974)

Imam Ali said in the interpretation of the honorable verse *“And do not neglect your portion of this world”*: (Quran, 28: 77)

*“Do not deny your health, your strength, your emptiness, your network, and your energy; Don't forget your health, ability, peace of*

*mind, youth, and vitality and get the hereafter with these”.* (Saduq, 2010: 325)

Here, regarding the interpretation of God's word, Imam advised on things that can be achieved through exercise, because health, ability, peace of mind, vitality and even staying young are the effects of exercise.

The phenomenon of exercise and useful physical activity is considered as one of the essentials of ideal human life.

According to the religious texts, the ruling of the permissibility of this matter and its necessity is well used throughout life.

In the Holy Quran, it is reported about the strength of some divine servants and it is listed as a privilege and

a praiseworthy attribute. Some types of sports are mentioned in the hadiths of the Prophets and it is emphasized to have a regular sports program.

According to historical evidence, some sports were common during the time of the Prophet and the Infallible Imams, and those nobles encouraged people to learn them, and perhaps they themselves participated.

The principle of strength, having a capable, ready and healthy body, is one of the favorite principles of Islam, as the beloved Messenger of Islam said:

*“Al-Mu'min al-Qawi is good and I love Allah from the weak believers”.*  
*(Khorramshahi and Ansari, 1997:640)*

A strong and powerful believer is better and more lovable than a weak believer.

Also, health care, a lively and cheerful spirit, order and discipline in life and strengthening the human spirit are among the favorite things of Islam. Success cannot be separated from sports and physical education.

Therefore, it can be claimed that the natural effects of sports are among the highest goals of Islam.

In today's age, when machines and industry have replaced natural human activities; Sports and its cultural development are essential in the society, and the need for its individual and social constructive benefits and effects is felt more. According to this introduction, basically the

problem of the present research is deduced as follows:

Taking into account that today global arrogance with invasion and extensive cultural bloodshed has caused the spread of corruption and unrestrainedness among teenagers and young people, and taking into account the Islamic nature of our society, what solutions has the religion of Islam offered to fill Leisure Time? And what are the duties of the officials regarding new planning and in accordance with Islamic culture?

### **Theoretical Foundations of Research**

Leisure in today's society is a tremendous power and force, so that by affecting life, it is so intertwined with the fabric of human

culture that not only individual life but also all human social institutions are affected by their works and works. Influenced by in addition, on the other side of the social institution, it has become a social institution itself.

In confirmation of this importance and role of Leisure Time, Eddington and his colleagues say: Leisure Time is one of the great gifts of life, a gift that affects the quality of a person's life. Finding satisfaction in leisure experiences increases a person's happiness and health and enhances his sense of worth. For the whole society, leisure is an ideal means and it makes possible the transfer of historical, social and cultural values that stabilize norms, social orientations and

desirable customs, and is one of the most important issues in human life, along with work and activities.

Nowadays, the issue of Leisure Time and how to spend it has become an important issue after the industrial revolution. Leisure time means Leisure Time and free from job requirements (official, expected and profitable), biological (inevitable daily activities such as eating, sleeping and bathing), normal (such as shopping and commuting) and social (fulfilling tasks and meeting social expectations). (*Bahrami et al,2022*)

Sports, exercise and physical activity have become major topics in health research in recent years. Previous studies have consistently shown that physical activity, among others, is positively

related to happiness, health-related quality of life, and life satisfaction, addressing positive links between physical activity and well-being in all age groups, including youth.

According to the opinion of the Leisure Time committee in the National Social Welfare Seminar, the first Leisure Time is freedom from basic duties. These duties include work to provide livelihood and basic duties that arise from society, family and religion. (*Salmanpour Khoei, 2015*) It means Leisure Time, opportunity and time when a responsible person is not responsible for any task or duty, the time is at her disposal to do something with personal desire and motivation. (*Khaleghi Babaei, 2009*)

Leisure Time is a set of activities that a person does with desire and enthusiasm after evaluating the obligations and tasks of work, family and society, and its purpose is to rest, have fun, and develop knowledge. It is either to perfect one's personality or to reveal one's talent, creativity, or finally to expand free participation in society. (*Gholami et al, 2014*)

Leisure activities include a wide range of activities such as art, culture, sports, audio-visual, rest and recreation, social relations, communication with nature, study and computer activities, and each of them requires its own platforms. (*Ateca-Amestoy et al, 2008*)

In the meantime, sports and physical activity are considered one of the

important options to fill Leisure Time.

### **1. Sport Management**

Sports management is the process of setting programs and monitoring the activities of athletes. Management of fun sports activities and the facilities in which these activities are performed requires abilities and skills. The positions in this department are for people who can plan competitions, know how sports facilities work, supervise the budget of sports facilities, use the many skills and abilities that exist in the specialized areas of other fields. (*Parks et al, 2003*)

### **2. Concepts of Leisure Time**

People's responses to what leisure time is are very diverse and this is due to



the complexity and breadth of this aspect of human life experiences.

Haywood classifies the concepts of Leisure Time in several categories; Leisure time as remaining time, leisure time as activity, leisure time from a functional point of view, leisure time from the point of view of freedom of action, which we briefly describe:

**A. Leisure Time as Leftover Time**

It means the optional time left over after working hours and doing things related to livelihood, and a person can do any job he likes with relative freedom.

**B. Leisure Time as an Activity**

Here, attention is directed from the person to the nature of the activities performed, such as sports,

watching TV, art, entertainment, vacations, and winning and losing games. Often, these activities are described as joyful and pleasant and they call it fun.

**C. Leisure Time from a Functional Point of view**

From this point of view, the activity of Leisure Time consists of performing actions that are useful for the individual and especially for the society. Therefore, from this point of view, leisure time is a tool to achieve desired and accepted social goals.

**D. Leisure Time from the Point of view of Freedom of Action**

A person has Leisure Time to free himself from the commitments that cover other layers of life, so leisure time is related to freedom and the possibility

to be his own person and express himself. From the historical point of view, this type of attitude towards leisure time is related to the privileged group who have been so prosperous in terms of financial independence and time that they could provide a way of life based on leisure time under ideal conditions. (*Haywood et al, 2001*)

### **3. Islam and Leisure Time**

Many blessings have been bestowed upon God's believers. One of these blessings is religion, which guides human in all parts of daily life including Leisure Time which also encompasses in all aspects of Muslim life. (*Fahs and Kanso, 2022: 140*)

In Islamic concepts, Leisure Time is an opportunity to fertilize the tree of happiness of every human being, during which it is useful not only for the individual, but also for others.

In the religion of Islam, an important warning has been given for people's leisure days, because idleness and passive leisure lead to satanic desires. As a result of healthy activities, not only unemployment opportunities and sometimes crime and unethical activities are reduced, but also the activity of the society.

Imam Ali says:

*“If giving in to a job is a source of hardship, permanent unemployment is also a cause of corruption”.*  
(*Mofid, Vol. 1: 298*)

By spending the Leisure Time correctly, different people, especially the youth and teenagers of the society, will recover the vitality and energy necessary for future leisure activities and will be more successful in future activities.

Despite the importance of sports leisure time and its role in improving the quality of life, not much attention has been paid to the issue of sports leisure time in Iran. Despite the existence of many organizations and departments (Federation of General Sports, Deputy General Sports of the Ministry of Sports and Youth, Municipalities, Ministry of Education, Ministry of Science, Research and Technology), each of which considers itself responsible

for recreational sports and popularizing sports, but we see that the number of participants in leisure sports activities is not very favorable compared to other countries. (*Heydari et al, 2019*)

Due to the tendency of sports and physical education managers and sports media towards championship sports, so far less attention has been paid to leisure sports activities. (*Ehsani et al, 2013*)

It seems that the proper use of Leisure Time depends on accurate planning and appropriate to the needs and its successful implementation, in which all Leisure Time activities should be considered. Considering that spending Leisure Time by performing physical activities such as climbing, walking, park

sports, etc. are among the cheapest types of entertainment, sports activities can form the major part of Iranian Leisure Time.

On the other hand, in the past, although Leisure Time was much less and less attention was paid to it, people had less need to do physical activities due to physical mobility during work. However, today, due to the increase in Leisure Time and other obstacles such as living in an apartment, the ease of doing things despite new technologies, the reduction of movement due to the improvement of transportation, etc., the need to do more physical activities is felt.

### **Research Background**

Sports and physical activity have many benefits, including

physical, psychological, educational, moral, social, etc *Narici et al (2021)* stated in their research that lack of physical activity puts people's physiological health at risk and will increase the incidence of neuromuscular, cardiovascular and obesity diseases.

Also, *Romero Perez et al (2020)* claimed that regular physical activity, in addition to positive effects on people's physical condition, also has a positive effect on psychological aspects such as anxiety and depression.

*Kremer et al (2014)* also stated said that exercise has many effects on the physical and mental health of humans and prevents the occurrence of many diseases, including psychological and neurological diseases; As a

result, it increases the quality of human life. The total advantages of sports and physical activity have led to the fact that the majority of experts agree on the necessity of doing physical and sports activities during Leisure Time.

Regarding physical activities and its relationship with leisure time, *Lee-Wen and Tsai-chung (2016)* introduce physical activity and sports as the most important model of spending leisure time and emphasize its role in the health of today's societies.

Also, *Wallhead et al (2013)* in a research entitled Sports education and social goals of physical education, they investigated the relationship between enjoyment and leisure time physical activities and concluded that continuous

sports education and training can have a significant effect on understanding the enjoyment of leisure time physical activities and also stabilizing social status.

Be the results of *Cuaderes et al (2004)* research also showed that different motivations in people, social status, physical condition, and existing obstacles have an effect on the extent to which people engage in sports these days. Several researches have been conducted in the field of strategic leisure time program, which, due to the emphasis on the Iranian model in the present research, has focused more on the domestic background literature.

The results of *Mansouri et al (2019)* research showed that the availability of

recreational facilities, increased involvement in sports activities, and high level of well-being are associated with an increase in satisfaction with leisure time. Finally, the leisure time model was developed with six factors influencing the choice of leisure activities (including drivers, individual factors, social and environmental factors, management factors, government factors and challenges) and the consequences of spending leisure time.

The background literature shows that leisure time in Iran is not in a good condition; According to *Maqsoodi et al (2012)*, the average Leisure Time in Iran is 90 days per year and 80 days per year in the world, and the amount of

Leisure Time in Iran is 3 hours and 29 minutes per night on average. The average global leisure time is 5 hours. This shows that although the Leisure Time in Iran is more than the world average, a small part of it is devoted to leisure time and most of it is spent in idleness. This issue is also observed in sports leisure time.

In Islamic concepts, Leisure Time is an opportunity to fertilize the tree of happiness of every human being. According to the all-round and public view, the religion of Islam has not neglected these opportunities and has presented and suggested solutions to pass them, which include: Thinking, studying, peace of mind, traveling, exercising, helping

others, being with the family, self-reflection, worship, reading the Quran, scientific activity, and hanging out with righteous friends, the practice of which brings pleasure, joy, peace of mind, and relief. The fatigue caused by work and at a higher level causes the growth and perfection of a person's personality.

### **Research Methodology**

The current research is one of the mixed and combined researches that included both quantitative and qualitative parts. In terms of practical purpose, the current research was a descriptive research method and a survey collection method because no manipulation was done on the variables and factors and it was mixed based on the research approach.

In the first stage, a qualitative method was used to build the model, and a descriptive-analytical quantitative method was used to test the model, and a correlation type based on the structural equation model was used. The mixed research method was sequential exploratory; That is, first it was qualitative and then quantitative.

The tool used in this research was compiled after conducting interviews and reaching theoretical saturation, which includes 46 items and in the form of 6 components, in the form of five Likert options (completely agree, 5 points to completely disagree, 1 point) Was drafted.

In the first part (qualitative) to conduct field interviews, the statistical

population of the research includes sports management professors specializing in leisure time and strategic planning and sports sociology professors; that these people were selected in a purposeful and qualitative manner for qualitative interviews in the subject of the research (22 interviews with 22 people and continued until theoretical saturation, and Kendall's agreement coefficient was used to measure the validity of the items).

In the second (quantitative) part, after collecting the information from the qualitative research, made a questionnaire and this questionnaire was used among the experts of the Ministry of Sports and sports federations. They make up the number of

community members, whose number is 140 people.

The research sample was considered as a whole, after distributing and collecting the questionnaires, 71.42% of the questionnaires were returned and subjected to statistical analysis. SPSS version 26, Smart PLS version 2 and Max QDA Pro version software were used to examine and answer the research questions and draw and compile the measurement model and structural model.

### **Research Findings**

The results of the descriptive part related to the demographic characteristics of the qualitative part of the research are presented in the table below.



**Table 1: Demographic Characteristics of Research Samples**

Demographic Characteristics	Scale	Frequency	Percentage
Sex	Male	16	72/73
	Female	6	27/27
Field of Study	Sport Managment	13	59/09
	Sports Sociology	9	40/91
University of Teaching	Razi University	5	22/73
	Kordestan University	4	18/19
	Tehran University	9	40.89
	Urmia University	4	18/19

## 1. Qualitative Analysis

At this stage, several conceptual codes become a category. The following tables show the results of open coding based on conceptual codes and categories.

**Table 2: Secondary Coding and Formation of Categories**

Row	Categories	Concepts
1	Team	Work commitment
2	Participation	Participation of all members
3		Communication of group members
4	Managers Support	Senior managers support the strategic plan
5		Providing the necessary resources to implement the strategic plan
6		Eagerness of managers to provide information
7		Managers support employees in formulating and implementing strategic plans
8		Managers encourage motivated employees
9	Acceptance of Employees	Eagerness of employees to accept the developed plans
10		The level of employee support of the developed programs
11		Employees' awareness of the contents of the strategic plan
12	Organizational Culture	The existence of an organizational culture that supports employees
13		The existence of an organizational culture that supports innovation and creativity in the organization
14		The existence of an organizational culture based on adherence to values and norms

15	Organizational Structure	The number of managers in the organization
16		Formal or informal communication in the organization
17		The amount of employee participation in decision-making
18	Possibilities	Available facilities to achieve the goals of the strategic plan
19		The amount of staff facilities
20	Human Resources	Existence of motivated human forces in formulating and implementing the organization's strategic plan
21		The existence of human resources specialized in formulating and implementing the organization's strategic plan
22		Existence of experienced human forces in formulating and implementing the organization's strategic plan
23	National Budget	Limited national budget resources of sports organizations
24		High costs of implementing the developed programs
25		Existence of additional and undefined costs in the implementation of the strategic plan
26	Legal Issues	Existence of weak protective laws
27		The presence of cumbersome rules in the implementation of the strategic plan
28	Management Factors	Incorrect assessment of employee performance
29		Little knowledge of managers
30		Improper selection of employees by managers
31		Managers not being program-oriented
32	Technical Items	Focusing on the discovery of talents in the field of leisure sports
33		Taking advantage of the freedoms of Iranians in sports leisure activities
34		Central justice in the distribution of available resources in the field of sports leisure
35		Evaluation of activities and goals related to sports leisure activities
36		Using new technologies in promoting sports leisure activities
37		Creating a job position in the field of sports leisure activities
38		Creating identity centers in the field of leisure sports

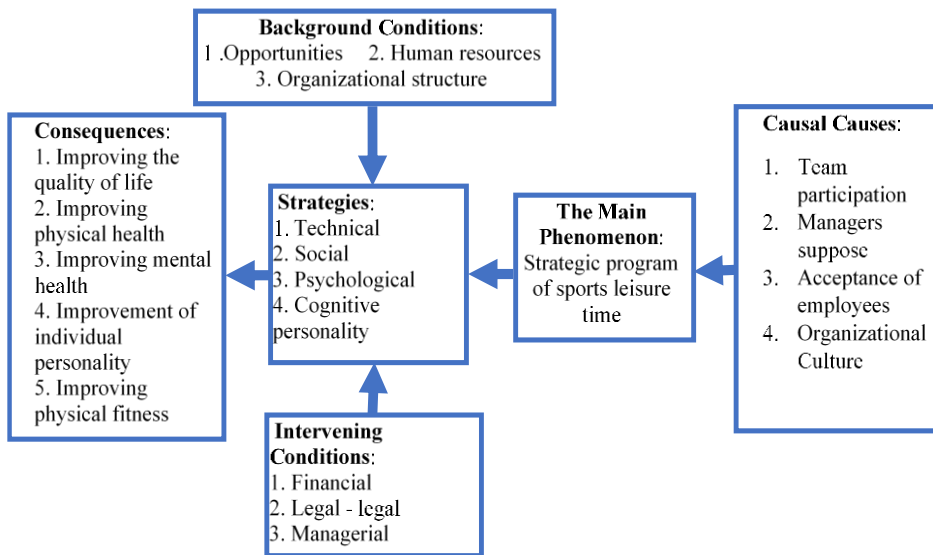
39	Social	The formation of social groups
40		Improving the culture of collaborative activities among people
41		Attracting families in sports leisure activities
42		Paying attention to social changes in organized activities in the field of sports leisure time
43		Paying attention to cultural diversity in activities organized in the field of sports leisure time
44		The formation of social capital in the field of sports leisure
45	Physical-Psychological	Promoting the importance of mental state excellence
46		Improving individual insight into the necessity of sports leisure activities
47		Improving the mental maturity of people to participate in sports leisure activities
48		Promote the importance of excellence in physical condition
49		Creating psychological and physical self-assessment systems
50	Anthropological	Improving awareness about the purpose of human creation
51		Improving the status of individual identity of people participating in sports leisure activities
52		Encouraging an active lifestyle
53	Consequences of the Strategic Program of Leisure Sports	Improving the quality of life
54		Improving the physical health of the community
55		Improving the mental health of the general community
56		Improving the individual character of the general society
57		Improving the physical fitness of the general public
58	The Main Phenomenon: The Strategic Plan of Sports Leisure Time	Collecting information from the organization's environment
59		Analysis of the obtained information
60		Developing long-term plans
61		Short term programs
62		Operational plans

Finally, 62 conceptual codes and 16 main categories were extracted.

## 2. Axial Codin

The core codes of the current research are actually the categories extracted in the open coding stage. (Creswell, 2017)

Therefore, the paradigm model of the strategic plan of sports leisure time with an emphasis on the Iranian model is shown in Figure 1:



**Figure 1: The Paradigmatic Model of the Strategic Plan of Sports Leisure with an Emphasis on the Iranian Model**

In the following, through the SPSS 26 software, the demographic characteristics of the research samples will be analyzed and then the

results of the questionnaires will be analyzed using the Smart PLS 2 software to answer the research questions.

### **3. The Fit of the Measurement Models**

To check the fit of the measurement models, three criteria of reliability, convergent validity and divergent validity are used, and the reliability itself is done by checking factor loading coefficients, Cronbach's alpha coefficients, composite reliability and shared reliability.

The criterion value for the appropriateness of factor load coefficients is 0.5. For all the questions, the coefficients of the factor loadings of the questions are more than 0.5, which shows the appropriateness of this criterion.

Here, none of the questions were deleted. The value of Cronbach's alpha and the combined reliability of the variables in all 6

variables is higher than 0.7, which indicates the appropriate reliability of the model.

In this research, the reliability of the variables is at the optimal level. Since the reliability is confirmed, it is possible to investigate the assumptions by structural equations and the result can be generalized to the entire target society.

The second criterion of measuring measurement models is convergent validity, which examines the correlation of each variable with its questions (indices).

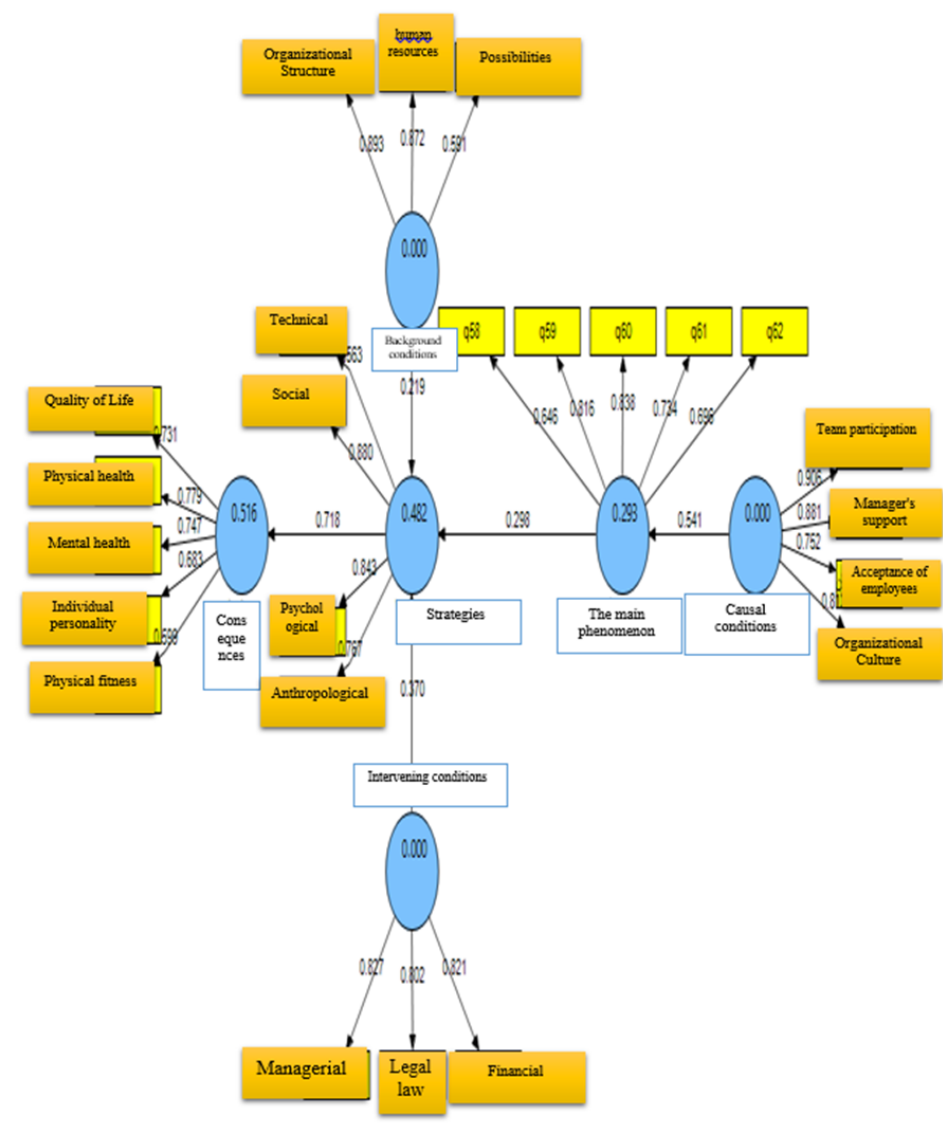
According to the method of Fornell and Larker, who introduced the appropriate value for AVE above 0.4. For all 6 variables, the AVE value is greater than or equal to 0.4.

Divergent validity is the third criterion for examining the fit of measurement models, which in this research is used in both parts of the first method (questions related to each variable are more correlated to that variable than to other variables) and second (another important criterion that Divergent validity is determined, the degree of relationship of a variable with its questions is compared to the relationship of that variable with other variables). So that the acceptable divergent validity of a model means that a variable in the model interacts more with questions than with other variables.

Divergent validity was confirmed when the AVE for each variable is greater than the shared variance

between that variable and other variables in the model at an acceptable level.

After examining the fit of the measurement models, it is time to fit the structural model of the research. As mentioned earlier, unlike measurement models, the structural model section has nothing to do with questions (manifest variables) and only hidden variables are examined along with the relationships between them.



**Figure 2: Measurement Model**  
**(Checking the Path Coefficients of the Research Model)**



To check the fit of the structural model of the research, several criteria are used, the first and most basic criteria are the significant t coefficients or t-values. If the value of these numbers exceeds 0.95, it indicates the correctness of the relationship between the variables and as a result, the research hypotheses are confirmed at the confidence level of 1.96.

Of course, it should be noted that the numbers only show the accuracy of the relationship and the intensity of the relationship between the variables cannot be measured with it.

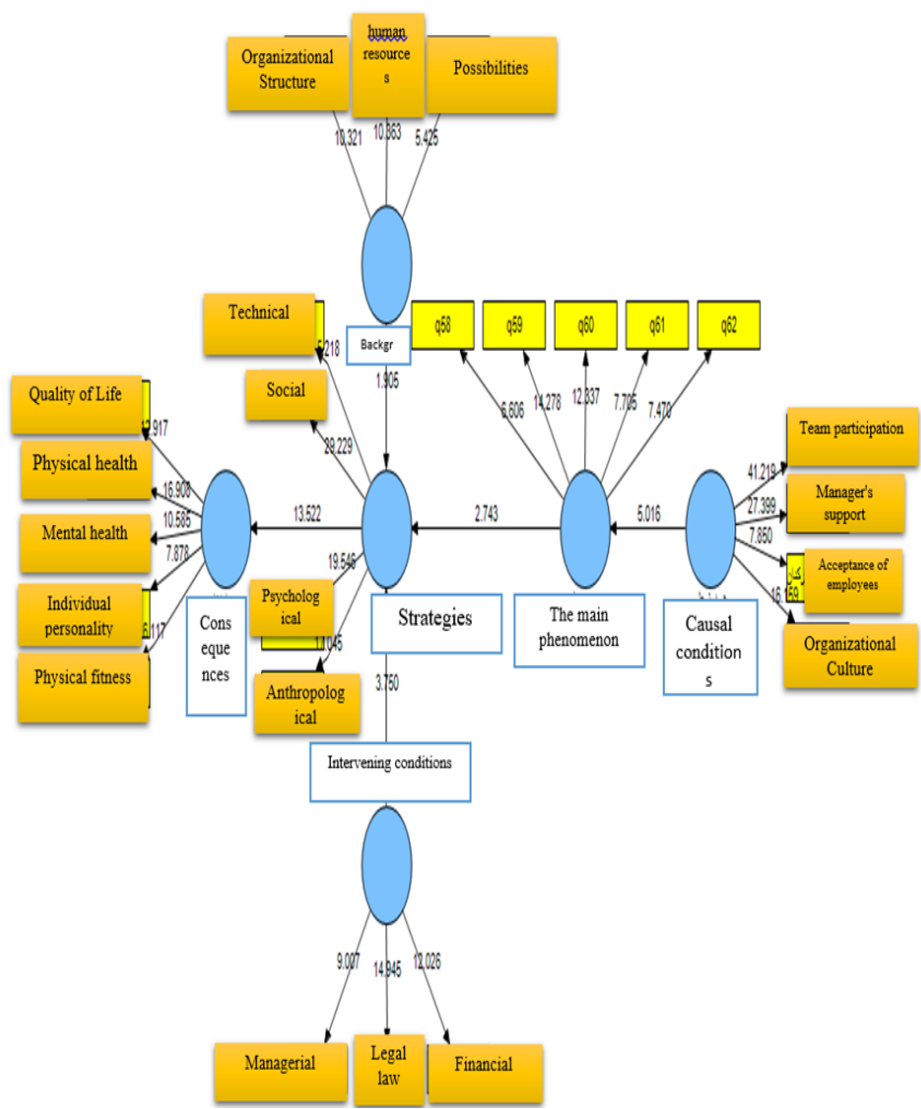


Figure 3: Significant T Coefficients (T-Values)

R2 value for exogenous or independent variables is equal to zero. In this part, the value of R2 for two variables (consequences and strategies) is greater than 0.32 and equal to the average value, and for the main phenomenon variable is greater than 0.19 and equal to the weak value.

Q2 value: This criterion for the three endogenous variables of the model is more than 0.15, which shows that the exogenous (independent) variables are moderate in predicting the dependent variable and confirms the appropriate fit of the research structural model to some extent make.

#### **4. Overall Model Fit**

The overall model includes both measurement and structural model parts, and by confirming

its fit, the fit check is completed in one model.

According to the three values of 0.01, 0.25 and 0.36, which are introduced as weak, medium and strong values for GOF, in all 3 variables, a value greater than 0.36 was obtained, which shows the overall average fit of the model.

Has it Therefore, in the qualitative part of the research, it was determined that the categories were defined in the form of 16 categories and 62 conceptual codes, and in the heart of the 6 dimensions of the paradigm model in the form of causal factors (4 categories), the main category:

Strategic plan for sports leisure time (1 category), Strategies (4 categories), contextual conditions (3 categories),

intervening conditions (3 categories) and consequences (1 category) were included. In the quantitative part, it was also determined that all 6 main components of the research have a suitable fit, so the research model has a sufficient fit.

### **Conclusion**

In the present research, the model of the strategic program of sports leisure time has been presented with an emphasis on the Iranian model. For this purpose, foundational data theory was used to present the model, and the presented model was obtained from coding processes resulting from interviews with prominent professors.

Based on the results of the analysis of the qualitative data from the interview, the

paradigm model of the strategic program of leisure time with an emphasis on the Iranian model in the form of six dimensions including causal factors (four categories), main phenomenon (one category), strategy (four categories), background factors (three categories), intervention conditions (three categories) and outcome (one category).

In the designed model, the support of managers, acceptance of employees, team participation and organizational culture are considered as causal factors in the strategic plan of sports leisure time with an emphasis on the Iranian model, which provide the reasons for the success of the strategic plan.

Regarding the issue of strategic management, it should

be noted that although strategic plans are formulated by experts, it requires the cooperation and support of top managers, middle managers, and executive employees of the organization, both in the formulation and implementation stages. In the stage of formulation and implementation of strategic plans, managers of organizations, especially senior managers, have a facilitating role.

The support of senior managers for the prepared plans resulting from the strategic plan, the eagerness of managers to provide information, providing the necessary resources for the implementation of the strategic plan, and the support of managers from employees and encouraging them in the formulation and

implementation of the strategic plan are among the things that are included in the formulation and implementation of strategic plans.

Leisure time plays an important role and can help improve the quality of this strategic plan.

In this context, *Teimouri et al (2018)* have pointed out the existence of support from managers at all levels for the implementation of strategies in the management model of employees' Leisure Time at work.

*Jafarinia and Raji (2022)* also examined the challenges and solutions of implementing strategic human resources planning in organizations and introduced the factor of management participation as one of the effective

factors on strategic human resources planning.

*Mazlouni and Mutaali (2013)* also stated that the implementation of strategic plans is a function of many factors, including executive commitment of managers, and executive commitment (managers' belief in the plan, commitment to implement the plan, appropriate formulation, clear goals, feasible plan) is a central category and the most important factor in the implementation of strategic plans.

Of course, along with managers' support for strategic leisure programs, the acceptance of these programs by employees is also of great importance; So that the eagerness of the employees to accept the formulated plans and the

level of support of the employees for these plans and the awareness of the employees of the contents of the strategic plan are influential in the probability of the success of the strategic leisure plans.

One of the things that is emphasized for the acceptance of strategic plans by the employees is that the employees themselves participate in the process of developing the strategic plan.

According to the findings of the present research, preparing employees to accept strategies is one of the identified internal factors of the implementation of strategic plans, which was mentioned in the research of *Mazlouni and Mutaali (2013)*.

Team participation among the members of the organization is another factor in the strategic plan of sports leisure with an emphasis on the Iranian model, which includes work commitment, participation of all members, and communication among group members.

In order for a strategic plan to reach its goals, it is necessary that all people, groups and departments of the organization perform their duties in line with the strategic goals. In line with the results of the research, team participation has been emphasized in the research of *Teimouri et al (2018)*.

*Mazloumi and Mutaali (2013)* have also pointed to participatory drafting (participation of human resources in drafting, creating

motivation for participation, forming steering committees, skilled compilers) as one of the causal conditions for the implementation of strategic plans.

Organizational culture is also one of the causal factors influencing the sports leisure program with an emphasis on the Iranian model. Organizational culture is one of the most important concepts in organizational management and behavior, which includes a set of values, beliefs, understandings, and ways of thinking that are common among the members of the organization and are sought by new members as the correct ways of doing things and thinking.

According to the research findings, the

existence of an organizational culture that supports employees, supports innovation and creativity in the organization and is based on adherence to values and norms is effective for the success of developing and implementing a sports leisure program with an emphasis on the Iranian model.

In this context, *Teimouri et al (2018)* mentioned the organizational culture governing the workplace as one of the mediating factors in the model of managing employees' Leisure Time at the workplace.

*Mazloumi and Mutaali (2013)* also reported that the organizational climate (organizational culture, the same native culture, careful selection of employees and stability of management) is

one of the Intervening conditions in the implementation of strategic plans.

Of course, in addition to the issue of the influence of organizational culture for formulating and implementing strategic plans for Leisure Time, the issue of culture and culture building is also effective in encouraging people to spend their Leisure Time in sports, and this issue is mentioned in the research of *Nazarian Madavani and Ramezani (2012)*.

The central phenomenon in this model is the strategic program of leisure time with an emphasis on the Iranian model, which includes collecting information from the organization's environment, analyzing and analyzing the obtained information, and finally compiling long-term, short-



term and operational plans, and the categories are also based on the paradigm model around It is organized.

According to the research model, four categories of strategies including technical, social, physical-psychological and anthropological strategies have been identified as strategies of the strategic plan of sports leisure time with an emphasis on the Iranian model.

The strategies of technical matters include focusing on discovering talents, taking advantage of the freedoms of Iranians in activities, centering justice in the distribution of available resources, evaluating activities and related goals, using new technologies to promote activities, creating job opportunities and creating

identity-building centers in the field of sports leisure are.

Social strategies also include the formation of social groups, improving the culture of collaborative activities among people, involving families in activities, Paying attention to social changes and cultural diversity in organized activities and the formation of social capital in the field of sports leisure.

Also, strategies for promoting the importance of improving the mental and physical condition, promoting individual insight regarding the necessity of activities, promoting the mental maturity of people to participate in activities, and creating mental and physical self-evaluation systems in the physical-psychological dimension, and strategies for improving awareness about

the purpose of human creation, improving the situation. The individual identity of the people present in the activities and the encouragement to have an active individual lifestyle are important in the anthropological dimension.

In the field of strategies presented for leisure time, *Teimouri et al (2018)* by presenting a model for managing employees' leisure time at work with a combined approach, strategies that include appropriate planning for leisure time in the organization, determining detailed policies for supervision and monitoring, and the freedom of employees and having the right They identified the choice in how to spend leisure time.

*Nazarian Madavani and Ramezani (2012)* also three main solutions from the point of view of students to develop the share of sports During their Leisure Time, they introduced students including providing tickets with a special discount or free to use sports facilities or watching sports competitions, equipping and improving sports places and spaces inside the dormitories and inside the university, providing sports equipment with a special discount to the students.

The findings of the research showed that some environmental conditions hinder the implementation of the strategies of the strategic plan of sports leisure time with an emphasis on the Iranian model. The implementation

of strategic plans requires a lot of national budget resources, however, due to the fact that the national budget resources of sports organizations are limited and additional and undefined costs appear in the implementation of the strategic plan, the implementation of this strategic plan may face limitations.

The existence of some laws and regulations may also cause problems in the implementation of the strategic plan of sports leisure time, which should be taken into consideration when formulating the strategic plan. Little knowledge of managers, Managers not being program-oriented and incorrect selection and evaluation of employees'

performance are among the limitations of management factors that lead to the incomplete implementation of the strategic sports leisure plan. If the planners do not pay attention to the environmental conditions affecting the implementation of the strategic plan of sports leisure, the strategies will not be implemented well and may not have enough effect and somehow cause the failure of the strategic plan.

In this context, the results of *Mansouri et al (2019)* research showed that managerial factors are one of the factors influencing the choice of leisure activities.

*Mazloui and Mutaali (2013)* also consider the careful selection of employees and the stability of

management to be involved in the implementation of strategic plans.

Also, intervening factors also affect the implementation of the strategic sports leisure program, which includes factors such as organizational structure (number of managers in the organization, formal or informal communication in the organization and the level of employee participation in decision-making), facilities (available facilities). in order to achieve the goals of the strategic plan and the amount of staff facilities) and human resources (the presence of motivated, expert and experienced human resources in formulating and implementing the organization's strategic plan).

Similarly, in the research of *Jafarinia and Raji (2022)*, the organizational structure has been emphasized as one of the effective factors on the strategic planning of human resources.

In addition, the issue of facilities as an influential factor in sports leisure time has been mentioned in the research of *Nazarian Madavani and Ramezani (2012)*.

In general, as can be seen in the model presented in the research, there are a series of internal organizational factors including the support of managers, acceptance of employees, team participation and organizational culture, which are effective on the success of developing and implementing a strategic plan for sports leisure with an emphasis on the Iranian model.

The officials of the organizations responsible for sports leisure time, including the Federation of General Sports, Deputy General Sports of the Ministry of Sports and Youth, municipalities, the Ministry of Education, the Ministry of Science, Research and Technology, etc guarantee be made.

Also, considering the limitations such as national budget factors, legal-legal factors and management factors that exist in the way of implementing the strategic plan of sports leisure with emphasis on the Iranian model, conditions should be provided to facilitate the environmental conditions for the implementation of the strategic plan of leisure so that The implementation of leisure time

strategies by emphasizing the Iranian model should not face problems. Of course, the role of intervening factors such as facilities, organizational structure and human resources should not be overlooked.

Finally, the implementation of the strategies mentioned in the research in the technical, social, physical-psychological and anthropological sections can lead to positive consequences in the field of sports leisure, including improving the quality of life, physical and mental health, individual personality and physical fitness of the general society.

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