

Evaluating the interfering factors in the acquisition of international seats in sports

Elham Gorji^a, Lora Chapari^{b,*}, Zahra Hozhabrnia^a

^aDepartment of Physical Education, Shoushtar Branch, Islamic Azad University, Shoushtar, Iran

^bDepartment of Physical Education, Dezful Branch, Islamic Azad University, Dezful, Iran

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Abstract

International sports seats are key positions considered in the world's sports planning, and their acquisition is one of the low-cost and effective solutions for developing international interactions. This study aimed to evaluate factors interfering in the acquisition of international seats in sports. This quantitative survey qualitatively studied the structures or components of the theory. The framework and factors of those structures and components were extracted, and related indicators were compiled. Finally, the validity and evaluation of the constructed theory were investigated using quantitative data. Structural equation modelling was used to analyse the structure in the quantitative part. Maxqda, SPSS, and PLS software were used for the analysis. Causal conditions had six codes, the central phenomenon had three codes, contextual conditions had seven codes, intervening conditions had eight codes, strategies had eight codes, and the outcome had six codes. The results of structural equation modelling showed that causal factors had a positive and significant effect on the central phenomenon ($r=0.343$), the central phenomenon on strategic factors ($r=0.598$), factors on the central phenomenon ($r=0.284$), intervening factors on the central phenomenon ($r=0.288$), and strategic factors on the outcome factors ($r=0.690$).

Keywords: sports chairs, international forums, sports diplomacy, intervening fields
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1 Introduction

Pursuing international sports chairs represents a critical strategic move in global sports planning. Such positions, sought after for their low-cost yet high-impact potential, are crucial in expanding international sports relations. Nations strive to leverage the influence of renowned athletes to advance political messages and achieve political gains [24]. Consequently, sports representatives can be influential diplomats in international relations between countries [11]. Today, securing a seat in international sports bodies has evolved into a specialised field, with institutions offering consultancy to nations aiming to enhance their representation [25]. The National Olympic Committee's roadmap highlights the importance of these positions as a primary strategy in sports, constituting a significant challenge for Iranian sports [21]. Amidst various challenges in Iran's sports and political arenas, including the neglect of athletes'

*Corresponding author

Email addresses: e.gorji.1363@gmail.com (Elham Gorji), chaparilora@gmail.com (Lora Chapari), zahra7h7@yahoo.com (Zahra Hozhabrnia)

rights in international competitions, securing influential sports positions globally can solve these issues. Thus, pursuing influential international sports chairs, alongside victories at international levels, plays a crucial role in enhancing Iran's sports development and global standing. It draws international attention and elevates Iran's public and political diplomacy [22]. The dismal state of Iran's position in global and even Asian federations is such that acquiring even a minor, trivial chair is considered a significant achievement. The consequences of sports diplomacy failures are evident in Saudi Arabia's influence and the relocation of Asian club football championships to a third country, eliminating Iranian teams. A lack of awareness about the importance and value of significant sports chairs in international forums could explain why sports organizations and federations fail to utilize their full potential [4]. Hence, acquiring international sports chairs remains a fundamental challenge for Iranian sports, often hindered by weak sports diplomacy. This lack of success in defending the rights of Iranian representatives is partly due to officials' unfamiliarity with the importance of these positions. Therefore, gaining international sports chairs is crucial, necessitating collaboration between various sports bodies and the Ministry of Foreign Affairs. Other reasons cited for the challenges in acquiring these positions include a lack of unity and a coherent national strategy. Unfortunately, today's politicians in Iran lack proper sports insight regarding athletes', coaches', referees', and other sports organizations' diplomatic power, leaving a void in the country's diplomatic apparatus [26]. Overall, securing international sports chairs remains a critical challenge for Iranian sports, particularly where sports diplomacy weaknesses impede the defence of Iranian representatives' rights. While Iran has not been entirely deprived of these positions, mismanagement, selfish actions, and even blatant errors have led to their gradual loss. Decision-makers in the Ministry of Sports are now prompted to take significant action to overcome this challenge, hoping that the outcomes of this research will identify factors influencing the acquisition of international sports chairs and clarify the development pathways for sports diplomacy.

2 Theoretical foundations and research background

Diplomacy is the management of international relations using negotiation, regulated, and moderated by ambassadors and political envoys using the work or art of a diplomat" [23], quoted by [28]. Diplomacy is the art and technique of managing foreign policy, regulating international relations, and settling international disputes as peaceful methods. On the other hand, diplomacy can be considered the science of communication between politicians and world leaders [12]. Diplomacy was a concept that has led to the continuation of relations between societies since the first days of human history. Considering today's conditions, Diplomacy can be defined as a goal of peaceful official activity between international social units. Diplomacy carries out the government's critical foreign affairs and policy goals that are approved based on international legal norms [30]. From a broader perspective, diplomacy is a name given to all countries that have established their foreign relations. When looking at the matter from a narrower perspective, diplomacy is the implementation of foreign policy, which is a part of the policy-making process. According to another point of view, diplomacy is trying to maintain the international order while providing specific goals to the government [30].

The traces of modern diplomacy can be found in the past and the Italian city-states of the fifth century. Diplomacy aimed to establish a communication channel between the king and the city governments. Since then, communication channels have been dominated by Western European languages, first French and then English. Today, modern technology provides the possibility of instant translation of international meetings. As soon as national governments became the dominant political institutions in the world, the Westphalian concept of sovereign states (the principle in international law that sovereignty resides in each national government) increased the importance of using diplomacy. Sovereignty became a symbol of equality among states that used diplomacy to establish communication between equal governing states. Diplomacy is the management of international relations using negotiation, which is regulated and adjusted by ambassadors and political envoys with the work or art of a diplomat (cited by [28]). Sports diplomacy is a new phenomenon that seeks to increase dialogue to open new horizons and perspectives and help people understand the culture between them [8]. This dimension of diplomacy is derived from public diplomacy, and the capacity of sports is used to activate some international relations. However, the paths of diplomacy are closed; sports will help diplomacy, and in this case, sports will serve diplomacy. Sometimes, sports also use the capacity of diplomacy [24]. International sports seats are key positions of interest in the world's sports planning, and its acquisition is one of the low-cost and effective solutions for developing international interactions. Therefore, countries try to use their famous athletes to advance or convey a political message to achieve goals and gain political privileges [24]. Today, the sport has penetrated even to the depth of various social institutions, including the family, school, municipality, and private sectors, and it has become one of the most significant social phenomena of the contemporary century and a turning point by influencing the hearts of the big and popular media. The role of sports in the world's social, psychological, cultural, and physical aspects is undeniable. On the other hand, sports events and activities increasingly influence various human activities, including political, economic, social, and cultural activities [1]. Sports and sports events are

places for countries to show themselves and international meetings, which affects the relations and attitudes of the government, nations, and social groups [3]. Efforts to achieve success in large sports fields outside the playing field and gaining important and influential sports seats in international forums can be significantly effective in this critical matter. Today, some countries have taken over many influential positions. While Iran is a leader in many fields, it is not an effective seat in international forums [18].

The failure of Iranian sports federations to achieve international standings, especially in disciplines where Iranian youth have much to contribute, has become a fundamental problem in the country's sports sector. Despite Iran's undeniable strength in sports like wrestling, weightlifting, and even taekwondo on the Olympic and global stages, the absence of significant and stable positions in global federations has various consequences. These include denial of hosting rights, influence on judging outcomes, and ultimately, the exclusion of Iranian teams, which have led to bitter memories [4]. Subsequent sections discuss related experiences and studies. Hasanpour Ghadi and Dousti [15] explored the role of sports diplomacy in Iran's foreign policy after the Islamic Revolution of 1979. Their findings indicated that Iran's sports diplomacy does not follow a specific trend, but governments have increasingly utilized it to achieve their goals regardless of their political stance. Darvishi et al. [9] investigated identifying indicators for maintaining and developing international sports positions. The study found that comprehensive international knowledge, English proficiency, high public relations skills, a plan, and financial support were the top five indicators for sustaining and developing international sports positions. Bakhshi Chenari et al. [5] conducted a comparative study of sports diplomacy actions and experiences in the Islamic Republic of Iran and selected countries. Their findings showed that leading countries in sports diplomacy have conducted numerous activities at a macro level, categorized into active sports diplomacy institutions, sports diplomacy priorities, and actions to strengthen this diplomacy. The status of sports diplomacy in Iran revealed a lack of necessary planning and policy-making with a sports diplomacy approach. Chehabi [7] examined the impact of sports diplomacy on improving Kosovo's international image. The findings suggested that sports diplomacy should be significantly valued in Kosovo, and the relevant institutions should develop specific strategies and investments. Boyacıoğlu and Oğuz [6] explored the role of sports as a tool for public diplomacy in Hungary. Institutionalizing sports in public diplomacy has transformed Hungary into a leading country in Central and Eastern Europe, potentially serving as a model for other nation-states. Despite the COVID-19 pandemic, the Hungarian government's sports diplomacy ambitions have not been curtailed, continuing to invest substantial public funds to attract and organize international sports competitions. Hosting the Summer Olympics in Budapest remains the ultimate goal of the current government's sports diplomacy strategy, focusing on elite sports. Aryabaha [2] investigated the role of Taekwondo competitions in sustaining sports diplomacy between the Koreans. Adopting Galtung's conflict resolution theory from peace studies, the study allowed practitioners from South Korea and the Democratic People's Republic of Korea to participate in joint competitions, continue sports and cultural diplomacy efforts between the World Taekwondo Federation and the International Taekwondo Federation, and maintain the integrity of Taekwondo. Examples of open Taekwondo competitions demonstrate how Galtung's conflict resolution theory can overcome decades-long friction between these groups, thus paving the way for enhanced sports diplomacy.

The acquisition of managerial and executive seats by sports federations with influence in sports organizations in many Arab and Western countries is an example of acquired powers [11]. The influence of Eastern and Western powers in the composition of the board members, international sports federations, and the National Olympic Committee proves this claim [12]. Iran's sports has always not made a significant effort in this regard due to the instability of the management or the difference of political and factional views and even personal bias, and it has lost the existing seats due to managers' imprudence or ignorance of the role of diplomacy in sports success [27].

In today's world, sports have become a political category, and a strong presence in this field causes countries aware of this issue to compete in global and regional arenas and even in connection with hosting the World Championships and Olympics. Nowadays, lobbying has become a custom, and almost all-powerful countries in sports use these lobbies. However, due to the ignorance in this field and the inactions that often take place due to the lack of sufficient knowledge, Iran is pushed to the sidelines and isolated day by day. The change of governments in Iran usually shocks sports. The tension is in the Ministry of Sports, which is often associated with short-sightedness and group jealousy, and they deal with cross-sectional, current, party, and group issues, which are an inhibiting factor in maintaining international seats.

Another critical point is the inability to retain the seats won in the international arena due to the lack of planning and purposeful organization of this arena. As long as the macro strategy is not put on the agenda regarding long-term plans, naturally, management at this level becomes a matter of taste, and temporary decisions will be put on the agenda. On the other hand, considering international seats worthless by those present in the field of sports has caused the reality of these seats not to be well understood and the importance of acquiring and maintaining these seats and positive effects for a country to be ignored. Achieving brilliant results in the world championships is one of the tools

and accessories for obtaining these seats. These days, lobbyists have an undeniable role in this field in Asia.

3 Research methodology

This quantitative survey analyzed the structures or components of the desired theory. The framework and factors of those structures and components were extracted, and indexes were developed for them. Finally, using quantitative data, the validity and evaluation of the constructed theory was checked. Based on the information from qualitative content analysis and the model derived from the qualitative results, a questionnaire was prepared that included the dimensions and components of the theory. Then, these questionnaires were distributed among the desired number of samples based on the number of components in the model, and based on structural equation modeling, the model derived from qualitative data was tested.

In this research, five samples were selected for each parameter in the model by random stratified sampling, and at the end, 396 questionnaires were sent to the samples to be completed. The estimate that is used for the community average in stratified sampling is:

$$\bar{y}_{st} = \frac{\sum_{h=1}^L N_h \bar{y}_h}{N} = \sum_{h=1}^L W_h \bar{y}_h \quad (3.1)$$

in which $W_h = \frac{N_h}{N}$, $N = N_1 + N_2 + \dots + N_L$ is the weight of the h th stratum and $\bar{y}_h = \frac{\sum_{i=1}^{n_h} y_{hi}}{n_h}$ is the sample average of the h th stratum. The volume of samples in strata is determined by the sampler in stratified sampling. These values may be chosen to minimize the variance of the population mean estimator for a specified cost or to minimize the sampling cost for a specified value of this variance. The simplest function is the cost.

$$n = \frac{(C - c_0) \sum \frac{N_h S_h}{\sqrt{c_h}}}{\sum N_h S_h \sqrt{c_h}} \quad (3.2)$$

A researcher-made questionnaire was used to collect data, and the structure of this questionnaire was organized based on the information in the qualitative section. The statistical population included the country's athletes and elite sports coaches, who were studied as samples. Based on the information from the qualitative section, structural equation modeling was also performed to verify the model quantitatively. The main idea in the structural equation model is the effect of addition and multiplication on numbers. According to the topics of average and variance, if all values are multiplied by a fixed number (such as k), their average will be multiplied by the same value. In other words, if $y = kx$, then $\bar{y} = k\bar{x}$. Also, the variance of the converted numbers will be multiplied by k^2 , which means:

$$\sigma_y^2 = k^2 \sigma_x^2 \quad (3.3)$$

Accordingly, the following relationship holds for the standard deviation of the transformed data:

$$s_y = |k| s_x \quad (3.4)$$

Suppose there is a linear relationship between Y and X as $Y=4X$. Although the calculations related to the SEM process are complex and long, many programs are available today to perform such calculations. What is important is the pattern that exists in SEM analysis.

Model fit shows how compatible a theoretical model is with an experimental model. Several indices are used to calculate the model's fit in structural equation modeling and partial least squares. Some essential indices are CFI, NNFI, NFI, AGFI, GFI, and RMR, but many indicators fit the structural model, and mentioning 5 to 8 indices in the research report is enough. The fit indices' acceptance range is presented in the table below.

Table 1: Acceptance range of each fit index

Fit index	$\frac{\chi^2}{df}$	SRMR	RMSEA	GFI	AGFI	NFI	NNFI	IFI
Acceptance scope	1-5	> 0.05	> 0.05	> 0.9	> 0.9	> 0.9	> 0.9	0-1

3.1 Heterotrait-Monotrait ratio of correlations (HTMT)

The single-dual divergent validity criterion is translated as the Heterotrait-Monotrait ratio of correlations. This criterion was presented by Henseler et al. [16] for validity-oriented evaluation. The HTMT criterion has replaced the old Fornell-Larker method. The permissible limit of the HTMT criterion is 0.85 to 0.9. If the value of this criterion is less than 0.9, divergent validity is acceptable. Therefore, the optimal number of research samples was determined based on the number of parameters and components in the qualitative model, and the required quantitative data was collected through a researcher-made questionnaire based on the components of the research model. Confirmatory factor analysis will be done with the help of PLS software. The last approach was to generalize the results; for this purpose, the Friedman test was used with the help of SPSS version 25 software.

4 Findings

The main variables of the research have been described using descriptive statistics indicators (central tendency, dispersion) according to demographic variables and using frequency tables and from the statistical sample of the research. Description of demographic characteristics of the subject

Table 2: Frequency and frequency percentage related to the genotype of the subjects

Gender of subjects	Frequency	Percentage	Valid percentage	Cumulative percentage
Female	177	44.7	44.7	44.7
Male	219	52.3	52.3	100
Total	396	100	100	–
No answer	–	–	–	–
Total	396	100	–	–

According to the estimated values in Table 2, out of 396 subjects in the statistical sample, 177 subjects (44.7) were female, and 219 subjects (55.3) were male. Therefore, the majority of the statistical sample of the present study were males.

Table 3: Frequency and percentage frequency related to subjects' marital status

Marital status	Frequency	Percentage	Valid percentage	Cumulative percentage
Single	126	31.8	31.8	31.8
Married	270	68.2	68.2	100
Total	396	100	100	–
No answer	–	–	–	–
Total	396	100	–	–

According to Table 3, out of 396 subjects, 126 (31.8) were single, and 270 (68.2) were married. Therefore, the majority of the statistical sample of this study were married. Of the 396 subjects in the statistical sample, 56 subjects (14.1) were under 30 years old, 81 subjects (20.5) aged 31 to 35 years, 102 subjects (25.8) aged 36 to 40 years, 76 subjects (19.2) aged 41 to 45 years, 40 subjects (10.1) aged 46 to 50 years, and 41 subjects (10.4) were over 50 years old. Therefore, the majority of the statistical sample of the current study is between 36 and 40 years old.

Table 4: Frequency and frequency percentage related to subjects' education

Subjects' education	Frequency	Percentage	Valid percentage	Cumulative percentage
Diploma and sub-diploma	74	18.7	18.7	18.7
Associate degree	92	33.2	33.2	41.9
Bachelor's degree	119	30.1	30.1	0.72
Masters	80	20.2	20.2	92.2
Ph.D.	31	7.8	7.8	100
Total	396	100	100	–
No answer	–	–	–	–
Total	396	100	–	–

As shown in Table 4, out of the 396 subjects in the statistical sample, 74 subjects (18.7) had diploma and sub-diploma degrees, 92 subjects (23.2) had an associate degree, 119 subjects (30.1) had a bachelor's degree, 80 subjects (20.2) had master's, and 31 subjects (7.8) had PhD. Therefore, the majority of the statistical sample of the present study had a bachelor's degree.

4.1 Modeling and research hypotheses

Therefore, it is essential to pay attention to the following basic assumption in order to model the structural equation:

4.1.1 Model fit evaluation criteria (measurement, structural, and general models)

First, the correctness of the relationships in the measurement models should be ensured using reliability and validity criteria to fit the model. Then, the existing relationships in the structural part and the fit of the overall research model should be examined and interpreted. Structural part relations are meaningful and can be interpreted when the relations and values of the measurement model parts are acceptable.

The tool's validity was confirmed by measuring three types of content validity and convergent validity (AVE) of the content through a survey of experts. The two criteria of Cronbach's alpha coefficient and composite reliability coefficient were used in the questionnaire to determine the reliability. In Table 5, the results of reliability and convergent validity are presented.

Table 5: Reliability and validity coefficients of the model

Variables	Cronbach's alpha	Composite reliability	Convergent validity
Causal conditions	0.755	0.827	0.546
Phenomenon centric	0.751	0.770	0.529
Contextual factors	0.814	0.860	0.567
Intervening factors	0.776	0.836	0.523
Strategic conditions	0.754	0.826	0.513
Consequences	0.727	0.814	0.533

4.1.2 Cronbach's alpha and composite reliability

Cronbach's alpha is a criterion for measuring reliability and a suitable criterion for evaluating internal stability (internal consistency). Internal stability indicates the degree of correlation between a structure and its related indicators [10]. Composite reliability was introduced by Werts et al. [29]. Its superiority over Cronbach's alpha is due to the reliability of structures not being calculated in absolute terms but according to the correlation of their structures. Cronbach's alpha criterion value is above 0.7, and for composite reliability, it is above 0.7 [29]. Convergent validity examines the degree of correlation of each construct with its questions (indices). The appropriate value of Average Variance Extracted (AVE) has been introduced as 0.5 or higher. Based on the software outputs in Table 6, the measurement tool has good validity (content, convergent) and reliability.

4.1.3 Divergent validity index

Table 6: Divergent validity by Fornell and Larcker method

	Strategic conditions	Causal conditions	Contextual factors	Intervening factors	Phenomenon centric	Phenomenon centric
Strategic conditions	0.643					
Causal conditions	0.644	0.668				
Contextual factors	0.535	0.629	0.684			
Intervening factors	0.297	0.288	0.290	0.650		
Phenomenon centric	0.598	0.559	0.537	0.309	0.727	
Phenomenon centric	0.690	0.559	0.708	0.265	0.553	0.658

As shown in Table 6, the values of the root mean diameter of AVE of all constructs are higher than the correlation value between them, which shows the appropriate divergent validity and good fit of the measurement model. Therefore, divergent validity measures the difference between observables of the hidden variable of that model and other observables in the model. A higher correlation of a construct with its related indices with other constructs confirms the appropriate divergent validity of the model.

4.1.4 Subscription and redundancy index

The generality evaluation indices of the structural equation model, according to the optimal range of these indices, indicate that the research data support the assumed model compiled. In other words, the data fit of the model is established, and all the indicators indicate the desirability of the structural equation model.

Table 7: Evaluation indices of the generality of the structural equation model

Variable	Index	Subscription	Redundancy
Causal conditions	0.243	–	
Phenomenon centric	0.120	0.190	
Intervening factors	0.241	–	
Contextual factors	0.296	0.241	
Strategic conditions	0.240	0.133	
Consequences	0.232	0.189	

- Criterion Q^2

Table 8: Criterion Q^2

Variable	Index	SSO	SSE	$Q^2 (= 1 - SSE/SSO)$
Causal conditions	2.772	2.403	0.133	
Phenomenon centric	2.376	2.376	–	
Contextual factors	2.772	2.772	–	
Intervening factors	2.772	2.772	–	
Strategic conditions	1.188	962.448	0.190	
Consequences	2.376	925.977	0.189	

This criterion was introduced to determine the predictive power of the model. Henseler et al. [17] obtained values of 0.2, 0.15, and 0.35 regarding the strength of the model's prediction regarding endogenous structures, which indicate weak, medium, and strong prediction strength of the construct with its related endogenous constructs. The results show that $Q^2 (= 1 - SSE/SSO)$, with a value of 0.190, has the highest Q^2 value, and the value of the strategic conditions structure, with a value of 0.133, has the lowest Q^2 value.

- Model fit

Table 9: Model fit index

Index	Estimated model
SRMR	0.066
NFL	0.925

Henseler et al. [16] introduced the SRMR index for model fit in the variance-based approach, which prevents model unfavorability. According to Hu and Bentler [19], lower values of 0.1 and 0.08 are suitable for model fit in conservative mode. The value of SRMR less than 0.08 indicates a very favorable fit of the research model. In addition, the NFI index is a value between zero and 1, and the closer it is to one, it indicates a suitable model for research, and the ideal limit is 0.9 or higher [14]. As can be seen in Table 9, the research model has a favorable fit.

As shown in Figure 1, the standard estimation model is presented because it has binary correlation coefficients and provides conditions for comparing indicators and dimensions. Statistics should be used to determine the significance of these coefficients. The model of significant numbers is presented to determine whether the relationship between the construct and the dimension and the relationship between the dimension and the index is meaningful. The model of significant numbers or t-statistics expresses the significance level of each of the parameters. If its value exceeds the absolute value of 1.96, then the model's parameters are significant. All factor loadings are higher than 1.96.

According to Figure 2, path coefficients between variables indicate the intensity and type of relationship between two latent variables. Path coefficients are a number between -1 and +1, which, if equal to zero, indicates the absence of a linear relationship between two hidden variables, which indicates the correlation between two hidden variables. The results of the path coefficients between the variables show a good relationship between all the variables.

Table 10 indicates the positive and significant effect of causal factors on the phenomenon-centric ($r=0.343$), phenomenon-centric on the strategic factors ($r=0.598$), contextual factors on phenomenon-centric ($r=0.284$), intervening factors on phenomenon-centric ($r=0.288$) and strategic factors on consequences ($r=0.690$).

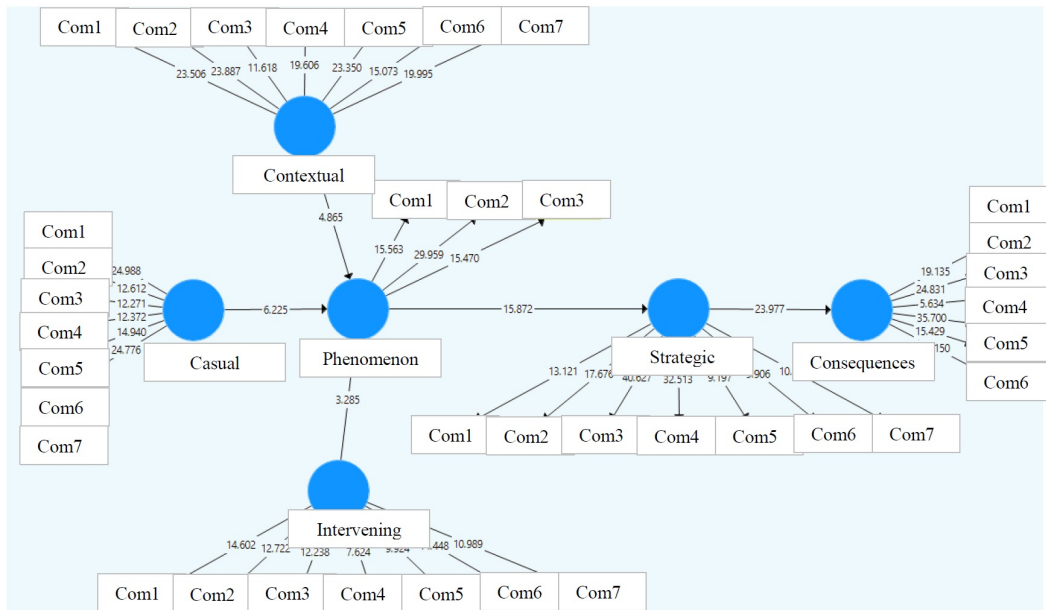


Figure 1: Research model in standard mode

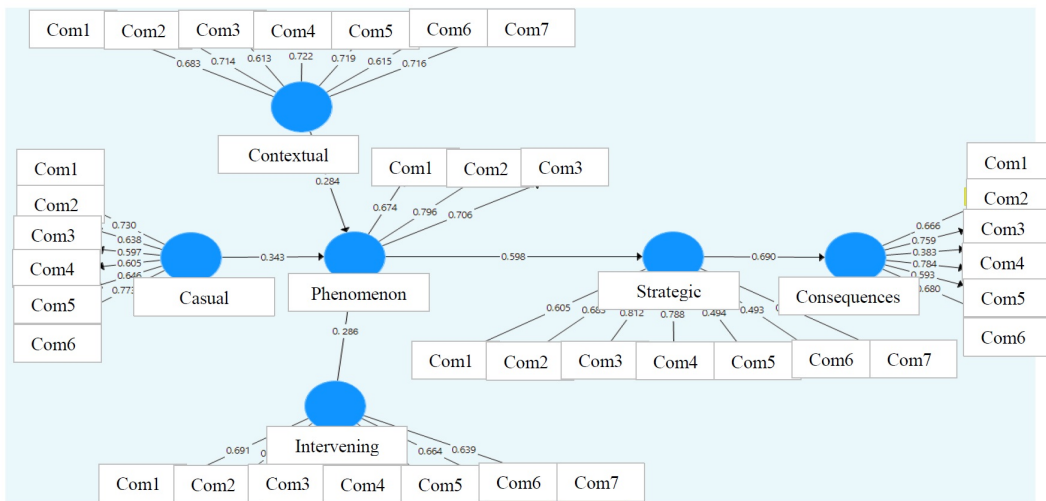


Figure 2: Research model in path coefficient mode

Table 10: Path estimation of research variables

Independent variable	Path	Dependent variable	Critical ratio	Path coefficient	P. Value
Causal conditions	←	Phenomenon centric	6.225	0.343	0.001
Phenomenon centric	←	Strategic conditions	15.872	0.598	0.001
Contextual factors	←	Phenomenon centric	4.85	0.284	0.001
Intervening factors	←	Phenomenon centric	3.285	0.288	0.001
Strategic conditions	←	Consequences	23.977	0.690	0.001

5 Discussion and conclusion

Intervening conditions for the design of the model for acquiring sports seats in international forums are the lack of political and legal support of the government, lack of sufficient mastery of the holders of the seats in common world languages, lack of up-to-date information regarding international voting protocols, lack of managers' awareness regarding the position of obtaining international seats, weakness of prestige characteristics of representatives to win seats, lack of attention to the political strain of managers in introducing people, lack of a comprehensive plan and analysis of failure to win seats. In addition, intervening factors had a positive and significant effect on the phenomenon

centric ($r = 0.288$) ($P \geq 0.05$). The overall evaluation indices of the structural equation model had a good fit. The path estimation of the research variables showed the positive and significant effect of causal factors on the phenomenon-centric ($r=0.343$), phenomenon-centric on the strategic factors ($r=0.598$), contextual factors on the phenomenon-centric ($r= 0.284$), intervening factors on the phenomenon centric ($r=0.288$), and the strategic factors on the consequences. These results were consistent with those of Keshavarz et al.[21], Keshavarz et al. [20], and Bahramipour et al. [4].

Today, the acquisition of international and global seats is one of the concerns of the country's sports. The international seat and its acquisition in international forums are among the primary challenges that Iranian sports have always faced, especially when the weakness of Iranian sports diplomacy causes failure in fulfilling the rights of Iranian representatives. However, Iranian sports have not been deprived of critical international seats; carelessness, selfish actions, and even strange mistakes have caused their gradual loss.

The challenge of international seats, becoming the Achilles' heel of Iran's sports, has encouraged the decision-makers of the Ministry of Sports to take basic measures to solve this problem. In this research, the causal conditions cause the creation and development of the central phenomenon or class. Holding various sports events, monitoring and evaluating the presence of representatives in international sports gatherings, hosting international sports officials in Iran, introducing the country's leading sports heroes, planning for the future, and paying attention to sports diplomacy were considered causal conditions. The next class is contextual conditions, called special conditions, that create the necessary foundation for the phenomenon-centric. The contextual conditions are a set of concepts or contextual variables, including knowing the terms and conditions of the sports field, international sports protocols and treaties, paying attention to the role of the Ministry of Foreign Affairs regarding votes in international assemblies, using high-ranking managers in sports federations, training capable human resources, having higher education and obtaining information is named from getting a seat. Contextual conditions affect actions and interactions.

The next class is the intervening conditions that affect the strategies and include the lack of political and legal governmental support for the acquisition of international seats, the lack of sufficient mastery of the holders of the seats in the common languages of the world, lack of up-to-date information regarding the international protocols for obtaining votes, lack of knowledge of the managers about the status of obtaining international seats, the weakness of the prestige characteristics of the representatives of the seats, the lack of attention to the political strain of the managers in introducing people, the lack of a comprehensive plan and the analysis of the lack of success in obtaining seats.

As the next class, strategies express targeted behaviors, activities, and interactions in the consequences of the central class and are influenced by intervening and contextual conditions. The strategies include the allocation of budget and foreign currency credits, the appointment of competent managers, the continuity and continuity of maintaining seat owners with other countries' federations, the media's role in acquiring international seats, and the development of interaction and communication with international sports organizations. In the end, the class of consequences represents the results of the adoption of policies and behaviors, which include the development of political diplomacy with other countries, retention of seat holders, development of cultural relations, creation of memorandum and exchange, provision of the presence of women to obtain seat and participation and membership in international forums. Thus, prioritizing the causal, contextual, and intervening conditions and combining them with the strategies and consequences of modeling can be the basis of success in obtaining sports seats in international forums for the country's sports. Acquiring sports seats requires a local solution and model; these conditions must be provided for the country's sports. Although there is a long list of international seats for the country's sports, these seats are primarily ceremonial and do not have much value for the country. Acquiring and maintaining international sports seats requires the cooperation of the government, federations, and the Ministry of Sports. Identifying the influential factors in getting sports seats and planning can develop and plan a way for managers of sports federations and the Ministry of Sports. According to the results, the following intervening conditions are suggested:

- Representatives must be fluent in one of the common languages of the world, especially English.
- Representatives should have proper grooming and appearance and have the ability to speak and express themselves.
- Directors of sports federations, regardless of political and factional tendencies, should support the person holding a seat in international assemblies.

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