

# An Analysis of Factors Causing Crisis in Sports for All and the Challenges Ahead

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## Abstract

The aim of the present study was to determine factors causing crisis in sport for all and the challenges ahead it. The study population included 1300 managers and specialists in the field of sport for all and faculty members of physical education in universities of the country among whom, 300 managers and professionals were randomly selected using Morgan table. Both qualitative and quantitative approaches were used in this study. In the qualitative part and for the purposes of this study, a list of existing crises in sports for all in Iran was prepared using the Delphi method and a researcher-made questionnaire consisting of 60 items was provided based on them. Face and content validity of the questionnaire was approved by 15 specialists in sports management. The reliability of the questionnaire was determined in a pilot study with 30 subjects and Cronbach's alpha %81. Descriptive and inferential statistical methods including exploratory and confirmatory factor analysis using SPSS software was used in the quantitative section. The overall results indicated that the causes of the crisis in the area of sports for all in Iran include lack of proper planning, lack of coordination, structural and legal problems, finance, human resources, poor communication, infrastructure problems, the attitude of society and the media, respectively.

**Key words:** Factors causing crisis, Sports for all, Challenge

## INTRODUCTION

Although substantial global progresses have been made in today's world facilitated an easy access to facilities and equipment, they have also caused widespread instabilities and changes in the political, economic, social and administrative systems. In the age of information explosion, with increasing needs, expectations, information and various environmental and technological developments, human society suddenly experienced a kind of insecurity, confusion, turmoil and special complexities, resulting into hazardous events and crises in these communities, these deadlocks resulting from the crisis can be broken possibly by strategic management based on knowledge and wisdom. Industrialization and the expansion of satellite communications and widespread transmission of the

information or data as well as larger social organizations with a lot of technological and social success, not only did not minimize the incidence of unexpected dangers but also increased the risks and crises in many respects. In other words, today crises have become institutionalized in organizations and are inseparable reality from the internal nature of the organization. The traditional approach to crisis management believes that crisis management is quench the fire; which means that the crisis managers sit expected deterioration and after its destruction, and try to limit the damage arising from failure. Recently, though, attitudes to these words have changed. Today crisis management is largely based on contingency, innovative and intelligent approaches which require appropriate and unique information in order to be used immediately for analytical and practical solutions in complex situations (Al-Zahrani, 2010). In other words, crisis management is defined as the process of forecasting and crisis prevention, resolution, crisis intervention and post-crisis improvement (Keshavarz & Farahani, 2012). Therefore, organizations are able to deal with different crises if they increase their complexity and production power; something that is possible only with the medium-term and long-term planning (Verhoeven, 2014). On the other hand, despite

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extensive evidence suggesting well-known benefits of physical activity, there are still some reports which indicate a high percentage of people follow sedentary lifestyle, which can lead to the crisis and to change this attitude, some interventions are strongly felt (Malina & Little, 2008). As a consequence, the right to participate in sports and recreational and leisure activities have become an important policy in many countries known as a sports for all. Implementing such a policy has become very important in recent years, because physical activities have a critical role in reducing the cost of maintaining the health and fight and prevent obesity. So the role of exercise and physical activity as a strategy that has the potentiality to achieve the health, social and economic objectives is very important (Seyyed Amerie & Ghorbanbordi, 2012). According to the classification of comprehensive system for the development of national sport in Iran, sports are divided into four main educational, sport for all, championship and elite components (Arabnarmi, 2014). It is obvious that sports for all is very effective in improving the health and vitality of society; as it refers to the development of a united society with sports for all policy through greater involvement in purposeful sports (Aman et al., 2009). Descriptive findings by Shabani et al (2013) also indicated that 87% of research samples have increasingly emphasized the importance and priority of sports for all in the sport structure at national level and only 13% has considered it to be of little importance.

Extensive research on the consequences and global financial losses due to organizational crisis in some countries in recent years indicates that there was no preparedness to handle crisis and those adopted were very ineffective and unscientific and moreover; crisis management has been incompetent, clumsy and untrained. As a social phenomenon, sports is also affected by various issues and cover different groups as athletes and spectators (Mull et al., 2005). In our country, even though everyone is aware of the importance of sport, particularly sports for all as a social phenomenon that has attracted the attention of many people compared with other areas of sport (championships, professional, fitness) in our country, and acknowledge that social phenomenon could be influenced by multiple risk factors causing some problems for society and country, no research has been conducted in the detection and prevention of factors causing crisis in sports for all. A review of the crisis occurred in the sports suggests that unfortunately, in many cases, methods and approaches adopted to deal with the crisis have been more reflexive, incidental, responsive and unstable and efforts to deal with the crisis have not been accompanied by rapid and timely coordinated response, while as a rule, this type of management should be implemented in a way that all necessary measures are taken to avoid the crisis and deal with it before indicative of the lack of crisis management

practices in sports for all. Of course, a lot of valuable research has been carried out regarding the sports for all, exploring the challenges and obstacles facing it as well as a lot of research using SWOT analysis for examining the sports for all in the country or provinces and scientific and practical strategies have also been provided, however, no single research has been carried out to identify and prevent crises in the field of sports for all. Therefore, the present study seeks to identify factors in sports for all and the challenges facing it. Tomastika et al., (2015) conducted a research regarding the strategies of organizational units for dealing with crisis and came to the conclusion that factors such as lack of proper planning, inaccurate budgeting and financial issues, lack of coordination, lack of manpower and information communication system can provide conditions for creating crisis in the organization. They also demonstrated that structural reforms and large-scale in units and correct and widespread communication among the members will prevent the collapse of supported roles in the social structure of units while a crisis occurs. They have also pointed to the important role of leadership demonstrating that leaders direct the internal dynamics of the group, including member's motivation and patterns of communication especially the units in organizations which are more prone to crisis. Flexible and collaborative leaders are more effective than imperative leaders. Claeys (2017) emphasized the role of environmental factors (competitive, political, social, economic and financial attitudes, media) to create a troubled and critical situation and suggest that in the absence of properly designed policies, these factors may have led to a crisis in an organization. In addition, Jaques refers to the importance of culture and attitude of the society to create crisis situations and suggests that culture can contribute to creating a crisis and as a key factor, can have an impact on the ability of the community or organization for the effective management of the crisis. In a study conducted by Mitroof and Engenase (2009), it was found that when organizations use defense mechanisms (denial, disavowal, idealism and ambition), there is no doubt that crisis management is not taken seriously and the possibility of suffering an organization a major crisis is terribly increased. The result of their study also showed that identifying symptoms is the most important part of crisis management. Long before the crisis actually occurs, there must be early traces of repeated warning signs suggesting the possible occurrence of crisis. Furthermore, Meer et al (2017) found in their study that there was a connection between learning from failure, weakness and crisis preparedness. In fact, learning from the failures and weaknesses is considered an important preparedness for present and future crises and attention to existing shortcomings and weaknesses in any field can increase the readiness of managers to deal with the crisis. Therefore, focus on the results of studies that have addressed the challenges and weaknesses and threats

facing the sports for all are very important and beneficial and most of them, can be considered very important. Even though no research has been carried out in the country with the aim of identifying and preventing of crises in the sports for all, no prominent and worthy research has been conducted regarding the current challenges in sports for all addressing the strengths and weaknesses, threats and opportunities it faces. From the perspective of Sami Nia *et al* (2013), lack of communication and information system, rule of traditional management thinking, financial issues and lack of private sector investment, lack of a nationwide communication system, weak human resources, unclear definition of sport for all, penetration of social abnormalities in the sports environment, insufficient knowledge of international capabilities of sport for all, parallel and unprincipled planning, absence of joint meetings between the organizations active in the sport for all, are among the weaknesses and challenging issues that have threatened the sports for all in Iran. Shahbazi *et al* (2013) have suggested some major barriers for the promotion of sports for all in Iran in order of priority: lack of sufficient human resources, budget and finances, quality and quantity of sports facilities and equipment, lack of support by authorities and stakeholders, lack of public awareness about existing sport programs and facilities, weak and inadequate knowledge in human resources in sports for all, low income, lack of awareness of the benefits of physical activity, lack of safety and security in some regions. On the other hand, lack of a systematic plan to encourage people for engagement in sports for all, lack of unified management and policy in sports for all, absence of specialists and experts in the field of in sports for all, paying no attention to sports and physical activity in schools and universities are identified as the main causes of weakness and economic problems of society and sedentary lifestyle, low awareness of the benefits of physical activity and harms of inactivity, increased rates of addiction, low share of media in the sport for all have been recognized as the most important and threatening factors from the perspective of Shabani *et al* (2014). They suggested that inadequate facilities in sport for all and the lack of consensus about definitions of it among the planners are considered as the least important factors of weaknesses and threats in the sports for all. Since little research has been done on identifying factors leading up to crisis and providing strategies to identify and prevent them in the field of sports for all, the present study is an attempt to answer the question of what are the factors leading up to crisis in the sports for all in our country?

## METHOD

This is a descriptive – analytical research which was carried out through field study and has an applied purpose. The study

population included 1300 managers and specialists in the field of sport for all and faculty members of physical education in universities of the country among whom, 300 managers and professionals were randomly selected using Morgan table. Both qualitative and quantitative approaches were used in this study. In the qualitative part and for the purposes of this study, a list of existing crises in sports for all in Iran was prepared using the Delphi method and a researcher-made questionnaire consisting of 60 items was provided based on them. Face and content validity of the questionnaire was approved by 15 specialists in sports management. The reliability of the questionnaire was determined in a pilot study with 30 subjects and Cronbach's alpha %81. Descriptive and inferential statistical methods including exploratory and confirmatory factor analysis using SPSS software was used in the quantitative section. According to the results of Kolmogorov – Smirnov test ( $Z=1.72$ ) and significance level (291.0%), the normal distribution of data is confirmed, thus, the parametric tests were used for data analysis.

## RESEARCH FINDINGS

Results in Table 1 shows the demographic data of samples in terms of age, gender, educational level and job status.

The results in Table 2 shows that since the KMO coefficient is greater than 7.0%, the sample size is appropriate for factor analysis. Also, since the level of Bartlett's test is significantly smaller than 05.0%, then items have a significant relationship to provide a reasonable basis for analyzing factors causing crisis in sports for all.

According to Table 3, the value for column of “initial estimate of communality for each variable,” is equal to 1. In the column of “common factor variance,” the numbers listed indicate correlation with factor. The criteria for acceptance of correlation in the common questions in different sources have been reported 3.0% and 5.0%. In the present study, the acceptance criteria were determined on the basis of 3.0%. Since the common factor variance of all items is higher than 3.0%, therefore, all of them have been used for factor analysis.

Table 4, shows eigenvalue and variance for factors. Predictive power of these factors based on the total of cumulative variance factors is equal to 54.12%. Therefore, planning, coordination, structural, legal, and financial factors, human resources, communications, infrastructure, media and public attitudes factors were identified as 9 factors causing crisis in sports for all.

According to the chi-squared value (39.72%) and the level of significance, The null hypothesis of no difference between the priority of factors causing crisis in sports for

**Table 1: Demographic characteristics of samples**

	Age (years)	30 and less than 30 years	31-035	36-40	41-45	46-50	51 and above
Age		29	50	56	65	52	48
Gender	Male	Female					
	213	87					
Educational level	Bachelor	Master of science	Ph.D.				
	94	151	55				
Majoring	Physical Education	Others					
	260	40					
Years of service	10 years and less	11-20	21-30	31 and over			
	85	136	54	25			
Occupational status	Expert	Assistant	Manager	Federation officials	Faculty member		
	222	14	29	20	15		

**Table 2: Factor analysis for Bartlett test and KMO questionnaire**

KMO index	Bartlett's test of sphericity		
	X <sup>2</sup>	df	p
0.731%	4821.122	432	0.001

all is rejected and with 95% confidence interval, we can say that there are significant differences between the priority of these factors. Thus, the priority for influencing factors in the crisis in the sports for all include planning, society attitude, human resource, coordination, infrastructure, financial, structural and legal, communications and media (Tables 5 and 6).

## DISCUSSION AND CONCLUSION

The aim of the present study was to identify the factors causing the crisis in the sports for all. The findings of the present study indicated that, nine factors including lack of accurate and an appropriate planning, lack of coordination, structural and the legal problems, finance, human resources, poor communication systems, infrastructure problems, attitudes of society and the media contributed in creating the crisis for the sports for all, respectively. In this regard, research findings showed that lack of proper planning has been identified as the first factor causing crisis for the sports for all that this finding is consistent with the results of the study by Tomastika et al (2015), Sami Nia (2013), Shabani (2015) showing that this factor can be considered as a challenging issue in the advancement of purposes in the sports for all. Indeed, failure to provide clear and eloquent objectives and strategies for the development of sports for all will lead to lack of planning-based process and separated and sporadic operations activities in the systems and institutions executing sports for all. The lack of a single definition and consistent with the needs of the sports for all among experts, organizations and institutions responsible for sports for all can lead to the development of

non-principled and parallel planning in this area as well as result into unsystematic and inaccurate development of sports for different strata of the society including students, workers, people with low income, the disabled and rural and tribal communities and consequently inactivity crisis in these strata of the society will be inevitable. However Shabani (2014) suggested that the lack of consensus about definitions of sports for all becomes a far less important threat among the planners, which is not consistent with the results of this study that suggested this factor as a major cause of the crisis. Due to lack of detailed and accurate planning for development of sports for all and inactivity and sedentary lifestyle will impose a substantial cost on society and families, because treatment costs are much heavier than the cost of prevention. Thus, as the first step to prevent the crisis, it is necessary for managers and custodians of sports for all to provide clear objectives and strategies applicable to the development of sports for all and offer a systematic and integrated planning for all organizations involved in the development of sports for all. The findings of the study also revealed that lack of coordination is the second factor causing crisis in the field of sports for all that is in agreement with the results of the study by Tomastika et al (2015), Sami Nia (2013). For integration in the field of sports for all entails full coordination between the institutions in charge for the important and an essential issue of national sports which unfortunately, lack of unity of command among the sports active in the field of sports for all as well as lack of coordination between the government and the parliament to pass the budget sphere of sports for all led to the involvement and interference of other organizations and institutions that are directly or indirectly involved in the development of sports for all. Lack of coordination between the parliament and the government for approval of budget for sports for all caused abundant problems and financial crises for this area. Lack of coordination and integration between public and private sports organizations, involved in sports for all as well as failure to develop a clear job description for the organizations and institutions that



**Table 3: Commonalities**

Items	Initial estimate of communality for each variable	Common factor variance (%)
1	1	649
2	1	748
3	1	747
4	1	683
5	1	826
6	1	495
7	1	539
8	1	728
9	1	801
10	1	894
11	1	712
12	1	769
13	1	765
14	1	708
15	1	707
16	1	793
17	1	823
18	1	852
19	1	890
20	1	881
21	1	821
22	1	794
23	1	913
24	1	769
25	1	870
26	1	702
27	1	897
28	1	914
29	1	848
30	1	864
31	1	937
32	1	880
33	1	891
34	1	792
35	1	879
36	1	901
37	1	876
38	1	820
39	1	943
40	1	958
41	1	870
42	1	853
43	1	879
44	1	884
45	1	906
46	1	849
47	1	869
48	1	818
49	1	818
50	1	894
51	1	903
52	1	883
53	1	722
54	1	847
55	1	874
56	1	885
57	1	844
58	1	892
59	1	912
60	1	897

are involved and responsible for the development of sports for all made the situations worse especially by the lack of

coordination among the organizations and institutions involved in. This research is based on the belief that joint and formal meetings among the institutions involved in the field of sports for all should be held in order to coordinate and prevent crises arising from a lack of coordination and the exact duties and responsibilities of each one of the institutions involved in sports for all should be elaborated and clarified. Even the private sector should also attend the meetings and tasks and role of the private sector in the development of sport should also be clear and specific. These measurements can improve their interdisciplinary unity of command in the field and the coordination between the government and the parliament to approve the budget for sports for all. Integration and coordination in the field will help to restore their rights and will prevent the crisis. In addition, the results of the study show that structural and legal problems factor is considered as a third factor causing the crisis in the area of sports for all, which is consistent with the results of the study by Shabani (2014). One of the main problems in the sports for all is the lack of consolidated management and policy, which has led to crisis in planning so that the focus of sports officials and even the public and the media was directed towards the development of sports championships and medals. It has also resulted into the declined social and professional position of sports for all federations compared to other federations. The results of this study suggest that by creating a united and consolidated management and unified policy in the field of sports for all by empowering and enlightening forces and sports agents, managers and directors of sports can focus their attention into the field of sports for all and will improve its standing; these actions can prevent a crisis in the structural and legal spheres of sports for all. According to the findings of the study, the fourth factor causing crisis in the sports for all is financial issues which is consistent with the results of the study by Tomastika et al (2015), and Cleese (2017) that have suggested the financial and economic issues a major cause of the crisis for the organizations. As it was pointed out earlier, lack of coordination between the parliament and the government in approving the budget in the field of sports for all has led to the Ministry of Sports and Youth to account for a smaller share of public funds in this area. Lack of economic thinking and the quest for income-generating activities of sports for all by federation via marketing and commercial programs exacerbated the occurrence of crisis in the sports for all. The private sector has no incentive to invest in this area, because as it was mentioned earlier; sports officials and the media and people are more attracted by competitive sports. Sami Nia (2013) and Shahbazi (2012) have pointed out the importance of funding and budget in the field of sports for all, so that lack of funding and the subsequent financial issues and problems have been identified as one of the most important

**Table 4: Results of the variance of each of the factors causing the crisis in the sports for all in Iran**

Factor	Proportion of variance for each factor	Item	Factor load (%)	Cronbach's alpha (%)
Planning	9.3	1. Failure to do the mission and the main task with an emphasis on third principle of the constitution (Education and free physical education for all at all levels) in planning in the field of sports for all	0.791	79
		2. Failure to provide clear and eloquent objectives and strategies for the development of sports for all	0.762	
		3. Lack of planning-based process and separated and sporadic operations activities in systems and institutions executing sports for all (municipalities, provincial sports offices)	0.752	
		4. Lack of a single definition and consistent with the needs of the sports for all among experts, organizations and institutions responsible for sports for all	0.751	
		5. Parallel and unscientific planning and performance in organizations responsible for sports for all	0.672	
		6. Lack of systematic planning to encourage people to sports for all (especially women), problems and crises caused by inactivity	0.642	
		7. Lack of systematic planning for the development of sports for all in schools and universities and crisis of sedentary students (especially girls)	0.628	
		8. Lack of systematic planning for the development of sports for all among low-income and vulnerable classes	0.621	
		9. Lack of systematic planning for the development of sports for all among governmental employees and their inactivity crisis	0.579	
		10. Lack of systematic planning for the development of sports for all for disabled people and more problems for them	0.542	
		11. Lack of systematic planning for the development of sports for all in rural and tribal areas	0.540	
Coordination	4.1%	12. Lack of unity of command among the sports active in sports for all	0.813	74
		13. Lack of coordination between the government and the parliament to pass the budget and finance for sports for all	0.786	
		14. Lack of joint meetings between the institutions and organizations responsible for sports for all	0.742	
		15. Lack of coordination and integration between public and private sports organizations, involved in sports for all	0.729	
		16. Failure to develop a clear job description for the organizations and institutions that are directly or indirectly involved in the development of sports for all	0.639	
		17. Involvement and engagement of other federations in the training courses, refereeing, coaching and justification in the sub disciplines of sports for all federations	0.572	
		18. Lack of management and uniform policy in sports for all	0.621	
Legal structure	3.7%	19. Paying more attention of managers and officials to the development of sports championships than sports for all	0.578	77
		20. Low status of sports for all federation compared to other federations	0.491	
Financial	8.21%	21. Lack of adequate state funding allocated by the Ministry of Youth and Sports and the National Olympic Committee for sports for all	0.749	82
		22. Imbalance in the distribution of governmental funding of sports for all and sports championship	0.722	
		23. Lack of funding and income-generating sport for strict adherence to the general budget of Federation and Ministry of Sport	0.652	
		24. Lack of economic thinking and the quest for income-generating activities of sports for all by Federation via marketing and commercial programs	0.601	
		25. Lack of coherent planning to attract financial and non-state resources (private sector)	0.571	
		26. Lack of incentive for the private sector to make investments in developing and promoting sport facilities	0.549	
		27. Lack of regulation to encourage the private sector to invest in the development of sports for all (offering tax rebates, granting land prices with cheaper prices, facilitation of regulations to change land use aimed at using sports	0.478	
		28. Shortage of manpower with academic qualifications and experience (managers, experts, coaches, volunteers (in sports for all and weak forces dedicated to the field of sports for all	0.739	
Human resource	7.49%	29. Inadequate attention to attracting, training and retaining managers and professionals in sports for all	0.712	79

(Contd...)

**Table 4: (Continued...)**

Factor	Proportion of variance for each factor	Item	Factor load (%)	Cronbach's alpha (%)			
Communication	8.34	30. Lack of training and preparation of expert trainers and women in sports for all for regular attendance to sport stations to motivate and prevent harm to consumers caused by improper use of equipment	703	78			
		31. Lack of training and preparation for skilled volunteers in the sports for all as a coach and.	692				
		32. Lack of knowledge of manpower about scientific techniques in the sports for all and enhancement of preparedness and health	652				
		33. Lack of training courses to raise awareness in the field of sports for all and its benefits (public education, and training to managers and experts)	586				
		34. Non-appointment of people with academic qualifications and experience as heads of sports for all	527				
		35. Lack of responsibility for Organizations or NOG active in the field of sports for all and inadequate support from them	518				
		36. Poor communication and information system in the Federation of Sports for all and inappropriate use of information and communication and organizational personnel	746				
		37. Absence of a national network with public fitness centers in the world	691				
		38. Absence of a widespread and organized communication network among the organizations and institutions of sports for all	579				
		Inadequate sports infrastructures	8.34		39. Inadequate public buildings and facilities, especially sports for all (especially for women)	692	81
40. Shortage of urban space and facilities suitable for sports such as cycling and walking and other physical activity (especially for women)	628						
41. Lack of easy and inexpensive access to sporting venues for all population	612						
42. Low quality of sports and available fitness equipment and the possibility of causing harm to users	601						
43. Lack of training how to use sports for all facilities at the park and the possibility of causing harm to users	549						
44. Lack of regular visits of sports for all equipment in the parks and the repair and replacement of damaged equipment and possible injury to users.	532						
45. Ergonomic neglect of equipment-based sports for all in the park and causing harm to users	482						
46. Lack of research in the field of research and development to identify obstacles, needs assessments, trends in participation in the sports for all, identifying target groups	427						
Attitude of society	6.82			47. Lifestyle with stillness and inactivity (sedentary and passive recreation) and the spread of diseases caused by poor movement	872	75	
				48. Insufficient to justify the public about the beneficial role of exercise in daily life (especially for women) and thereby failure to exercise	836		
		49. Incorrect attitude of society about sports for all for women in public places (parks and green spaces, etc.)	743				
		50. Incorrect education and aspirations of people regarding the sports (people do not make demand of sports for all)	728				
		51. Economic problems and lack of funds caused by inflation and unemployment and the resulting neglect and failure to exercise	712				
		52. Lack of safety and security, especially for women to engage in sports for all activities	696				
		53. Increased rate of addiction among children and thus away from sports activities	671				
		54. Reducing the hours of leisure society due to economic problems and thus failure to exercise	652				
		55. Low share of low-cost sports in household expenditure	642				
		56. Influence and popularity of social norms and inappropriate behavior to the sports environment, and distrust in family environment of Sports for all	578				
Media	3.36%	57. Prevention before treatment	541	79			
		58. Tendency of mass media about championship sport relative to sports for all because of economic efficiency	692				
		59. Media advertising and inadequate education about the culture of sport, exercise and health to prevent diseases in the community	587				
		60. Insufficient information about events and available sports for all programs and a lack of awareness of existing applications	513				

**Table 5: Friedman test results on the critical factors in sports for all**

Chi-squared value	Degrees of freedom	Significance level
39.72	8	0.001

**Table 6: Prioritization of factors causing crisis in sports for all**

Factor	Average rating (%)
Planning	3.93
Society attitude	3.74
Human resource	3.61
Coordination	3.5
Infrastructure	3.42
Financial	3.19
Structural	3.11
Legal	3.08
Communications and media	3.02

weaknesses and barriers to promote the sports for all. Strengthening economic thinking among officials and practitioners in the field of sports for all and use of marketing and commercial activities can provide the revenue-generating windows for the areas in the country. To develop and enact regulations including tax breaks to investors in the sports for all, making land grants at a cheaper price, facilitation of regulation of land use change with the aim of using sports facilities. and facilitating private sector investment in the field of sports for all have been suggested for alleviating the financial and funding difficulties in this area. According to the findings, the fifth factor causing crisis lies in the lack of inadequate and knowledgeable manpower in the field of sports for all, which is consistent with results of the study by Tomastika et al (2015), Sami Nia (2013), Shahbazi (2013) and Shabani (2014), which proposed inadequacy of manpower as one of the most important factors causing the crisis in the organization. Shortage of manpower with academic qualifications and adequate experience in the country's sports body have always been one of the important constrains in this respect and sports for all does not exempt from this and even the appointment of poor and inexperienced people has helped to create more problems and crises in the field of sports for all. Unfortunately, the country's sports system does not make an effort so much to train and prepare specialists and experts competent in the field of sports for all and does not try to exploit and organize volunteers interested in working in the field and not pay enough attention to the maintenance of the professionals working in this field; whereas, by organizing various and useful training courses and with high quality based on the latest global sports science, it can help to develop the specialized and capable persons with desired abilities and appointments of scientific specialist with

practical competence in different positions of sports for all can help facilitate and improve the field in the country as well. Furthermore, by providing accurate and appropriate planning, volunteers interested in this field can receive necessary and specialized training, so that important steps can be taken to improve and solve the weaknesses of available human resources by proper organization. Based on the results, poor communication system in the country is recognized as the sixth cause of the crisis in sports for all, which is consistent with research by Tomastika et al (2015) indicating that this factor is also considered as a factor underlying the crisis. Sami Nia (2013) has also pointed to weakness in communication and information systems in sports for all. The absence of a national information and communication network between the organizations responsible for sports for all is viewed as one of the reasons for the lack of coordination and an independent and planning-based process approach and separated and sporadic operations of institutions involved in the sports for all. Furthermore, the lack of a nationwide network with global public fitness centers led to a lack of access to the up to date and most advanced sports science published in world regarding the sports for all. Building a systematically global network can provide the necessary coordination and integration between institutions responsible for sports for all. Also establishment of contact with the global sports centers will offer opportunities for the use and exploitation of the world's sports science in the areas of planning and development of identified strategies applicable to promote the sports for all. According to the findings, infrastructure difficulties and problems were identified as the seventh factor causing crisis in the field of the sports for all, which is consistent with the results of the study by Shahbazi (2013), that the poor quantity and quality of facilities and equipment are considered as obstacles for the development and promotion of the country's sports for all. The results did show the absence of adequate and affordable public places and facilities for sports activities. Low quality and fitness equipment as well as many spaces available and the lack of regular visits of the equipment and neglecting for the routine maintenance of equipment can cause injury to users, which itself can give rise to the crises and results into legal problems for those people, which is not in agreement with the results of the study by Shabani et al (2014) demonstrating that due to the nature of the sports for all, minimum facilities don't make a substantial contribution to the sport or physical activities, so according to them, facilities is considered as one of the least important factors for weakness in sports for all. However, according to the study, high quality and quantity of sports infrastructure can encourage and promote people to do sports for all. When organizations are trying to make provision for sports for all in public places and high quality sports equipment, in fact their measurements stress the importance of sport



activities, leading the sports authorities and the community to focus their attention on this important issue and, consequently strengthen and enhance the credibility of the Sports for all Federation. The findings show that public attitude is the eighth factor causing crisis in the sports for all. In fact, as Jaques (2012) demonstrate that attitude and culture both can be a cause of crisis and can be a key factor affecting the ability of the community or organization for effective crisis management in the organization. This finding is consistent with research findings by Claeys (2017), Shahbazie (2013) and Shabanie (2014), which came to the conclusion in their investigation that false and incorrect social attitudes play an important role in occurring crisis situations. Development of the sports for all in the country is dependent on the proper and correct attitude of the society regarding the benefits of physical activity and sports and avoidance of lifestyle combined with stillness and inactivity. Unfortunately, people don't make demand of the authorities to develop the country's sports for all, and economic problems and low income of community have increased excuse for people not to exercise and thus people prefer the unhealthy entertainment and leisure and addiction rates will also increase. In addition, the penetration and dissemination of prevalent social norms and inappropriate behavior within the environment of sports for all has the potentiality to cause distrust in the family, which is in line with the results of the investigation by Sami Nia (2013). Therefore, this distrust has led to families to prefer the non-athletic extra-curricular classes to extracurricular activities and sports for all in order to protect their children against social problems in some public sport facilities. That's why the share of sports costs in household expenditure is very low and unfortunately, treatment culture has proceeded by a prevention culture in our society. Public attitudes about the importance and usefulness of the sports for all will change if the institutions and organizations responsible for sports for all take some measurements to improve and modify their programs in the field of sports for all and provide the conditions for the development of sports for all by developing specific goals and practical strategies, since the changed attitude of the society in the field of public sports takes place when the bodies responsible for sports for all provide an appropriate and essential planning and coordination in this respect. Media is the ninth cause of the crisis identified by this research in the sports for all. Despite the impact of sports media (TV, radio and magazines) on the development of sports for all, unfortunately, this issue received little and unfavorable media attention and do not devote sufficient time to programs about sports for all and the majority of sports media programs were specially focused on the championship and professionals sports. From the perspective of Claeys (2017) and Shabani (2014) considered the minor contribution of media as one of the most

important threats and obstacles in the development of sports for all in the country. Both sports officials and the media should be aware of the importance of sports for all in the creation of healthy atmosphere and public joy and enjoyment in the society and a close relationship should be established between the authorities and those involved in sports for all in the country, so that the officials in the Ministry of Sport and Youth and Sports for all Federation provide the necessary time and space for sports of all activities among different classes of society as well as sports officials provide the adequate support of the sports for all and mass also should offer advertisements and sufficient notification in this regard. There is no doubt that media professionals can have a positive role in the dissemination of the culture of sports for all if they have the sufficient and latest knowledge and understanding of issues and developments regarding the contemporary sports for all in the world.

## FINAL CONCLUSIONS AND SOLUTIONS

According to the findings, it can be concluded that 9 crises identified in the sports for all are linked to each other (like a chain) and the occurrence of a crisis will lead to other crises. If this important area of sports for all faces a shortage of adequate skilled and qualified and scientific manpower, we cannot expect to have proper and principled planning for promoting purposes of sports for all and therefore we will witness development of unsystematic, non-principled and parallel programs in the sports for all. In addition, the crisis caused by the lack of coordination between institutions involved in sports for all will be an inevitable and results in an independent, separated and sporadic operation by individuals and without a consolidated management and policy in organizations and institutions which sometimes are not looking for the growth and promotion of sports for all. In the meantime, lack of sufficient support of sports of all officials and shortage of knowledgeable and compassionate manpower in the sport's human resources for restoring their rights contributes to the problem and low budget and funding will be allocated for it and thus the occurrence of a variety of financial crisis will be inevitable due to many economic problems in the area. Unfortunately, the lack of economic thinking regarding the marketing and revenue generating activities of sports for all Federation and the reluctance of the private sector to invest in this area has exacerbated the problems and financial issues in the field. Lack of budget and finance does not provide sufficient conditions for the construction of sports infrastructure with high quality and advanced technology. Lack of access to desirable sports spaces has changed society's attitude towards an active and fun life and this lifestyle has been

replaced by stillness and inactivity. People limited themselves with watching major sporting events through the media and thus the media do not have any incentive in relation to sports for all development program activities and people don't make demand of the authorities to develop the country's sports for all. Since human resources are the most important asset of any organization, high quality training courses along with the latest sports for all science around the world in order to educate and prepare skilled and qualified manpower, are considered the first step to prevent crises in the sports for all. In the next step, an important task for trained and professional human resources is to develop a single definition for the sports for all covering all needs of people in the society. If done properly, all institutions and organizations involved in sports for all are able to achieve their scientific and principled planning based on the developed unified definition for prevention of parallel, unsystematic planning and separated and sporadic operations and activities within the organizations responsible for sports for all, resulting in transparent and precise description of tasks for bodies and organizations involved. Joint meetings also provide the necessary coordination between the government and the parliament as well as other sports for all enforcement agencies in order to advance its goals. This coordination along with a broad and organized communication and information system between all institutions of sports for all to communicate with the global sports centers, provide grounds for adopting a uniform policy in all administrative units and organizations and enhance the authority and status of the country's sports for all. This in turn will shift the focus of the majority of the directors and officials of the championship sports to sports for all and as a result it can be expected that the budget and additional sources of funding will be allocated to sports for all from the government and the Ministry of youth and Sports. The willingness of the private sector to invest in the field of sport will also be increased and the opportunity to improve the infrastructure of and making provision high quality facilities for sports for all will be accessible and guaranteed; therefore the interest of people to participate in sport activities will be increased. By changing the attitude of people and sports officials towards sports for all, conditions for the presence and attention of sports media, especially radio and television and other media with public credits for more allocation of space and time for sports for all and the development of programs for promotion and advancement of sports for all culture all

will lead to training and encouraging people to perform activities of daily exercise which is the most important objective in the sports for all. From the discussion above, it can be concluded that the modified link in the chain of sports for all can also modify the rest of the chain and thus prevents the occurrence of crisis in this important area of sports. The opposite is also true and the crisis in any part of the sports could lead to similar crises in other parts.

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