

The Impact of Psychological and Organizational Factors on the Success of Entrepreneurship in Sustainable Ecotourism within Sports Institutions

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Received: 21/03 /2026 Accepted: 12/05 /2026 Published: 06/06 /26

Abstract: This study examined “The Impact of Psychological and Organizational Factors on Entrepreneurship Success in Sustainable Ecotourism within Sports Institutions, Success depends on the interaction of psychological factors (motivation, job satisfaction, self-confidence) and organizational factors (leadership, structures, culture). Their absence threatens entrepreneurial continuity, with challenges including stress, weak leadership, and financial or cultural barriers. The study recommended training programs, partnerships, and a sustainability-focused culture, emphasizing innovation and technology Integrating psychological and organizational dimensions enhances performance and is essential for long-term success in sustainable ecotourism.

KEY WORDS: Psychological and Organizational Factors; Entrepreneurship; Sustainable Ecotourism Sports Institutions.

المخلص: تناولت هذه الدراسة أثر العوامل النفسية والتنظيمية على نجاح ريادة الأعمال في السياحة البيئية المستدامة بالمؤسسات الرياضية، أكدت أن النجاح لا يقتصر على الموارد الطبيعية أو حجم الطلب السياحي، بل يتأثر بتفاعل العوامل النفسية (الدافعية، الرضا الوظيفي، الثقة بالنفس) مع العوامل التنظيمية (الهياكل الإدارية، القيادة، الثقافة التنظيمية). غياب هذه العناصر يهدد استمرارية المشاريع، وتشمل التحديات الإجهاد النفسي، ضعف القيادة، صعوبات التمويل، والعقبات الثقافية والبيئية، وأوصت الدراسة ب تطبيق برامج تدريبية، بناء شراكات داعمة، وتعزيز ثقافة تنظيمية مستدامة، مع التركيز على الابتكار والتكنولوجيا. أظهرت النتائج أن التكامل بين الأبعاد النفسية والتنظيمية يقلل الضغوط ويحقق استدامة الأداء، مؤكدة أن تمكين رواد الأعمال نفسياً وتنظيمياً شرط أساسي للنجاح المستدام.

الكلمات المفتاحية: العوامل النفسية والتنظيمية؛ ريادة الأعمال؛ السياحة البيئية المستدامة؛ المؤسسات الرياضية .

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1. Introduction :Over the last decades, the world has witnessed profound transformations in the nature of economic and social activities, with growing interest in issues of sustainable development and social responsibility, The focus is no longer limited to achieving financial returns only, but has also come to include the preservation of resources, the development of human capital, and the enhancement of long-term social impact. This orientation has also extended to the sports sector, which has become one of the vital sectors capable of contributing to economic and social development through the investment opportunities and diverse community services provided by sports institutions (Al-Hashimi, 2021, p 45).

In this context, entrepreneurship within sports institutions has emerged as a contemporary approach aimed at improving organizational performance and developing sports projects and services capable of achieving a balance between economic objectives and social requirements, while ensuring institutional sustainability, However, the success of entrepreneurial initiatives in sports institutions does not depend solely on the availability of infrastructure or material resources; rather, it is largely associated with the nature of the psychological and organizational factors that influence the behavior of sports leaders and employees, as well as their ability to innovate, take initiative, and assume risks.

Work motivation, job satisfaction, levels of burnout, leadership styles, and organizational climate are among the most prominent psychological and organizational variables that play a central role in directing individuals' behavior within sports institutions and in determining the level of their efficiency and performance effectiveness. The more the organizational environment is characterized by support, motivation, and fairness, the higher the levels of commitment and innovation, and the greater the chances of success for entrepreneurial projects and the achievement of organizational sustainability (Alwan & Saeed, 2020, p 46). Based on this, the present study aims to analyze the impact of psychological and organizational factors on entrepreneurship within sports institutions by providing an in-depth theoretical presentation of the concepts related to the topic and reviewing the relevant explanatory models and previous studies. This may contribute to building a theoretical framework that helps researchers and decision-makers in the sports field understand the nature of these complex

relationships and develop more effective and sustainable entrepreneurial practices.

2. Objectives of the Study: This study aims to clarify the basic concepts related to entrepreneurship within sports institutions by providing a comprehensive theoretical framework that highlights the nature of the relationship between psychological and organizational factors and the success of sports initiatives and projects, It also seeks to analyze the role of psychological factors, such as work motivation and job satisfaction, in supporting entrepreneurial performance and enhancing the continuity of projects within sports clubs, organizations, and facilities.

The study further focuses on explaining the impact of organizational factors, including effective leadership styles and organizational climate, on improving institutional performance efficiency and encouraging innovation and sports investment, in a way that is consistent with the requirements of institutional sustainability in the sports sector, In this context, the study seeks to present an integrated theoretical model that combines the psychological and organizational dimensions in order to explain the success of entrepreneurship within sports institutions and to provide a scientific reference that can be used in developing policies and administrative practices in the sports field.

3. Significance of the Study: The significance of this study lies in shedding light on aspects that are often marginalized in studies of entrepreneurship within sports institutions, namely the psychological and organizational dimensions, due to their direct impact on the effectiveness of entrepreneurial performance and the sustainability of sports initiatives and projects, The study is also important in that it provides a theoretical framework that may contribute to a deeper understanding of the role of motivation, job satisfaction, leadership styles, and organizational climate in enhancing innovation and achieving institutional sustainability in the sports sector.

The practical significance of the study stems from the possibility of benefiting from its findings in developing administrative policies and organizational practices within sports clubs, organizations, and facilities, in a way that supports evidence-based decision-making and helps sports leaders create a motivating work environment capable of

attracting competencies, strengthening the spirit of initiative, and ensuring the continuity of entrepreneurial projects in the sports field.

4. Theoretical Framework : The theoretical framework constitutes the fundamental pillar upon which any academic study is based, as it provides the key concepts and explanatory models that contribute to analyzing the subject of the study and understanding its various dimensions. In this context, the theoretical framework of the present study is based on a set of concepts related to entrepreneurship within sports institutions, considering it as a fundamental approach to developing institutional performance and enhancing innovation and sustainability in the sports sector. The theoretical framework also addresses the concepts of occupational and organizational psychology, with a particular focus on the psychological and organizational factors affecting the sports work environment, such as motivation, job satisfaction, burnout, leadership styles, and organizational climate, due to their active role in directing employees' behavior and improving their level of performance. This theoretical perspective contributes to building an integrated scientific basis that helps explain the relationships between these variables and supports the analysis of their impact on the success and sustainability of entrepreneurial initiatives and projects within sports institutions.

4.1 Concept of Entrepreneurship: Entrepreneurship is considered one of the central concepts in contemporary economic and organizational studies. It refers to the process through which a new project or activity is developed by identifying available opportunities, mobilizing human and material resources, and assuming calculated risks, with the aim of achieving sustainable economic and social returns. Within sports institutions, entrepreneurship acquires special importance as an approach to developing sports services and activities and creating investment projects that contribute to diversifying funding sources and enhancing institutional sustainability (Schumpeter, 1934, p 45) , Schumpeter defined entrepreneurship as “the driving force of economic development through innovation,” emphasizing that the essence of entrepreneurial activity lies in creating change through the introduction of new products or services, or through the adoption of innovative organizational and administrative methods, This perspective also applies to the sports field, which is experiencing rapid transformations that require the adoption of

entrepreneurial solutions in order to keep pace with the growing demands of the sports market (Abu Al-Nasr, 2018, p 23).

- **Opportunity identification:** detecting unmet needs in the sports field, such as developing training services or investing in sports events and facilities (Hassanein, 2016, p 57).
- **Innovation and creativity:** introducing new ideas in the design of sports programs or in methods of marketing and management (Abdel-Maqoud, 2019, p 34).
- **Resource organization:** making effective use of the human, financial, and technical resources available within the sports institution (Alwan & Saeed, previous reference, p 46).
- **Decision-making under uncertainty:** the ability to make strategic decisions in a sports environment characterized by competition and continuous change (previous reference, p 47).

4.2 Sustainable Ecotourism: Sustainable ecotourism is defined as “responsible travel to natural areas that conserves the environment and contributes to improving the well-being of local populations” (Abdelhamid, 2018, p 42). This type of tourism goes beyond traditional economic objectives to include social, environmental, and cultural dimensions, as it focuses on the sustainable use of natural resources, the promotion of local culture, and the contribution to the well-being of host communities. The main characteristics of sustainable ecotourism can be summarized as follows (previous reference, p 45):

- **Respect for the environment and biodiversity:** preserving ecosystems and preventing environmental degradation resulting from tourism activities.
- **Promotion of local culture:** supporting local cultural heritage and encouraging tourists to interact positively with the community.
- **Reduction of tourists’ environmental footprint:** adopting environmentally friendly travel and accommodation practices in order to reduce the negative impact on natural resources.
- **Involvement of the local community:** enabling local populations to participate in planning and decision-making related to tourism activities, which enhances social and economic justice.

4.3 Work and Organizational Psychology: Work and organizational psychology is an applied branch of psychology that focuses on studying and analyzing human behavior within the workplace. It examines the interaction between the individual and the organization with the aim of improving performance efficiency, enhancing job satisfaction, and achieving the psychological and organizational well-being of employees. This field is particularly important in entrepreneurial sports institutions, especially those engaged in sustainable ecotourism, as this type of entrepreneurship requires highly motivated human resources with the capacity for innovation and the ability to adapt to environmental and organizational changes. Work and organizational psychology emphasizes applying psychological principles and theories to address organizational problems, improve the work climate, and raise productivity and quality of work life, thereby supporting the success of sustainable entrepreneurial initiatives. It covers several key topics, including (Hassan, 2020, p 112):

- **Motivation and job satisfaction:** studying the psychological and organizational factors that influence employees' motivation and their impact on job satisfaction and performance, which is a pivotal element in the success of entrepreneurial projects within sports institutions.
- **Work pressure and stress:** analyzing sources of occupational stress, their psychological and behavioral effects, and strategies for prevention or mitigation, particularly in work environments characterized by environmental and organizational challenges.
- **Team dynamics:** examining interaction patterns among team members, methods of collaboration, conflict resolution, and their role in achieving shared organizational objectives.
- **Leadership and organizational communication:** studying effective leadership styles and communication methods within the organization, as these are crucial in guiding entrepreneurial behavior and fostering a culture of sustainability.

4.4 The Relationship Between Entrepreneurship and Organizational Work: The relationship between entrepreneurship and organizational work is an integrative one. The success of an entrepreneur does not rely solely on having an innovative vision or a

promising project idea; it also requires a set of psychological and organizational skills that enable effective project management and ensure sustainability. In the context of sports institutions, particularly those engaged in sustainable ecotourism, the importance of organizational work lies in guiding entrepreneurial behavior to achieve a balance between economic objectives and environmental and social sustainability requirements. Studies indicate that the failure of entrepreneurial projects is often attributed to flaws in leadership styles, weak incentive systems, or the absence of a flexible institutional culture capable of adapting to changes, which underscores the direct impact of psychological and organizational factors on the success or failure of entrepreneurial initiatives (Al-Khatib, 2019, p 87)

5. Entrepreneurship in Sustainable Ecotourism

5.1 Definition of Entrepreneurship in Ecotourism:

Entrepreneurship in sustainable ecotourism refers to the development and management of tourism projects that aim to preserve the natural environment and local culture while generating sustainable economic benefits for local communities. It is therefore not merely a commercial activity but represents an approach that balances economic, social, and environmental dimensions (Yousef, 2020, p 55).

5.2 Importance of Entrepreneurship in Ecotourism:

Entrepreneurship in ecotourism holds significant importance as it contributes to several key aspects (Abdulrahman, 2021, p 102):

- **Protecting natural resources:** Entrepreneurs develop tourism products that preserve biodiversity and respect ecological systems.
- **Empowering local communities:** By involving local populations in projects, their economic and cultural roles are strengthened.
- **Stimulating innovation:** Through the development of new tourism services and products that meet the requirements of sustainable tourism.
- **Supporting the local economy:** By creating new jobs and boosting the economy in rural or protected areas.

5.3 Characteristics of Entrepreneurship in Ecotourism:

Entrepreneurship in ecotourism is distinguished by a set of characteristics that differentiate it from traditional entrepreneurial projects, due to the need to balance economic, social, and environmental dimensions. The main characteristics include (Salem, 2022, p 91):

- **Environmental sustainability:** Projects aim to develop products and services that preserve natural resources and biodiversity, minimizing the negative environmental impact of tourism activities.
- **Focus on local communities:** These projects involve local communities in planning and implementation, enhancing their economic and cultural capacities and supporting social empowerment.
- **Innovation and creativity:** Ecotourism requires the development of innovative tourism services and products that meet the demands of sustainable tourism and provide unique visitor experiences.
- **Adaptation to environmental changes:** Entrepreneurs must address changing natural factors, such as climate and environmental sensitivity, through flexible risk management strategies to maintain project sustainability.
- **Balance between profitability and sustainability:** Projects seek to achieve financial returns without harming the environment or society, reflecting the principle of responsible profitability.
- **Partnerships and coordination:** Cooperation with governmental bodies, NGOs, and civil society ensures effective coordination and enhances the success of entrepreneurial initiatives.

5.4 Challenges Facing Entrepreneurs in Ecotourism:

Entrepreneurial projects in sustainable ecotourism face a range of challenges that may affect their success and continuity, The most prominent challenges include (Al-Arabi, 2021, p 133) :

- **Environmental risks:** Natural disasters and the effects of climate change on natural resources, which may hinder project operations or reduce tourist attractiveness.

- **Funding difficulties:** Lack of financial resources due to the risks associated with sustainable projects, causing investors to hesitate in supporting ecological initiatives.
- **Limited managerial and organizational expertise:** The need for specialized skills in managing ecotourism projects, including planning, sustainable marketing, team management, and adaptation to environmental changes.
- **Limited awareness and marketing:** Some projects struggle to reach appropriate markets or convince tourists of the value of sustainable ecological experiences, affecting economic returns.

6. Psychological Factors Affecting Entrepreneurship

Psychological factors play a fundamental role in shaping the behavior of entrepreneurs and the success of their projects within sports institutions, whether it involves establishing private sports clubs, training academies, sports event management companies, or sustainable sports investment projects. The sports field is highly competitive, with intense performance pressure and fluctuating resources, making the entrepreneur's psychological traits a critical element in the continuity and development of the project (Atia,2019, p 44).

6.1 Motivation: Motivation is the driving force that encourages individuals to start and pursue entrepreneurial activities despite challenges. In sports institutions-whether creating private clubs, training academies, or sustainable sports investment projects-motivation is crucial for ensuring continuity and achieving success.

- **Intrinsic motivation:** reflects the entrepreneur's personal interest and social mission in sports, such as promoting sports culture, developing talent, or contributing to public health, thereby enhancing long-term commitment to the project.
- **Extrinsic motivation:** includes financial rewards, recognition, social acknowledgment, or competitive achievements, which also sustain effort and performance.

Maslow's hierarchy of needs indicates that satisfying psychological needs, such as belonging (to a team or institution), esteem (from the audience and management), and self-actualization (through sporting

and administrative achievements), enhances individual motivation and drives further accomplishment (Maslow, 1943, p 372).

6.2 Job Satisfaction: Job satisfaction refers to the positive feelings an individual holds toward their work and organizational environment. It is influenced by factors such as the nature of the work environment, social support, leadership style, recognition, and opportunities for professional growth. In sports institutions, job satisfaction among coaches, administrators, and technical staff is strengthened when there is a team spirit, organizational fairness, recognition of effort, and opportunities for continuous training and career advancement. Satisfaction is further enhanced when employees perceive that their contribution goes beyond competitive results to include community service, talent development, and promoting educational and health values in sports (Locke, 1976, p 130).

6.3 Burnout: Burnout is a state of emotional, physical, and mental exhaustion resulting from prolonged exposure to high work demands. It manifests as loss of enthusiasm, decreased motivation, and reduced sense of professional accomplishment. In sports institutions, burnout is common among sports entrepreneurs, coaches, and administrators due to the competitive nature of the field, performance pressure, audience and sponsor expectations, and organizational and financial responsibilities. Overlapping roles and multiple responsibilities in emerging sports institutions increase the risk of chronic stress, Burnout negatively affects administrative decision quality, leadership and motivation capacity, and project continuity, Maslach and Leiter identify three core dimensions of burnout: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 1997, p 44).

6.4 Emotional Intelligence: Emotional intelligence refers to the ability to perceive, understand, and regulate one's own emotions, as well as recognize and effectively respond to the emotions of others, This type of intelligence is essential for successful leadership and management in socially interactive professional environments, In sports institutions, emotional intelligence is particularly important due to the team-oriented nature of the work and continuous interaction among players, coaches, and management, Entrepreneurs with high emotional intelligence are better able to motivate teams, manage conflicts, handle competitive pressures, and respond to media and public criticism, Emotional intelligence also supports balanced decision-making, strengthens a positive organizational climate,

increases job satisfaction, and reduces burnout, thereby positively impacting performance and institutional sustainability.

6.5 Self-Confidence and Decision-Making: Self-confidence is a key psychological trait that enhances an entrepreneur's ability to take risks, initiate actions, and innovate in dynamic work environments. A self-confident individual tends to make decisive decisions and face challenges without excessive hesitation, supporting the project's success and continuity (Bandura, 1997, p 45) , In sports institutions, self-confidence is especially crucial due to the fast-paced, competitive environment and the involvement of multiple stakeholders (players, coaches, audience, sponsors) , A sports entrepreneur or leader with high self-confidence is more capable of making strategic decisions, such as talent recruitment, staff changes, or long-term development plans, and managing sports and administrative crises firmly and calmly (Bandura, 1997, p 46) , Therefore self-confidence is a decisive psychological factor in supporting quality decision-making, fostering innovation, and achieving competitive advantage and organizational sustainability.

7. Organizational Factors Affecting Entrepreneurship in Sports Institutions

Organizational factors are fundamental pillars that influence the success of entrepreneurial projects within sports institutions, whether they are clubs, federations, or training centers, The modern sports institution is no longer limited to achieving competitive results; it has evolved into an administrative and economic entity seeking innovation and sustainability in performance (Al-Sairafi, 2010, p 85).

7.1 Organizational Structure: One of the most significant organizational factors is the clarity of roles and responsibilities within the club or federation. A well-defined structure facilitates decision-making and accelerates the implementation of entrepreneurial projects, such as establishing sports academies or developing supportive investment activities (Darwish, 2012, p 134).

7.2 Sports Leadership: Leadership plays a pivotal role in fostering an entrepreneurial orientation within the institution. Leaders who support creativity and initiative encourage staff and athletes to propose development ideas and adopt innovative projects that enhance the institution's competitive capacity (Rauch & Frese, 2007, p 17).

7.3 Organizational Climate: A climate based on trust, effective communication, and teamwork fosters initiative and belonging, creating an environment that motivates turning ideas into actionable projects. This positively impacts both sports and administrative performance (Al-Qarni, 2015, p 92).

8. Challenges and Obstacles Facing Entrepreneurship in Sports Institutions : Despite the significant potential that sports institutions offer for adopting entrepreneurial projects-whether in sports investment, event management, or developing training academies-sports entrepreneurs face a range of challenges that may hinder the success and continuity of their projects. These challenges can be categorized into several levels:

8.1 Psychological Challenges: Psychological pressure is one of the most prominent obstacles. Sports entrepreneurs face stress related to financing difficulties, managing human resources, performance pressure, and competition, which can generate continuous tension affecting decision quality (Rauch & Frese, 2007, p 17).

8.2 Organizational Challenges: Weak organizational structures in some clubs or sports bodies lead to ambiguity in roles and responsibilities, resulting in poor coordination and administrative confusion (Darwish, 2012, p 141).

A lack of leadership and managerial skills among some sports managers limits their ability to professionally manage investment projects. Additionally entrepreneurial initiatives may encounter resistance to change from staff or even fans, especially when implementing organizational reforms or new marketing strategies.

8.3 Economic and Financial Challenges: Limited funding is a major constraint, as many sports institutions rely on public support or sponsors that may not provide long-term sustainable financing (Al-Salmi, 2014, p 219).

8.4 Environmental and Structural Challenges: Some sports institutions face infrastructure issues, such as insufficient or outdated facilities. Continuous coordination with government bodies is also required to regulate the use of sports facilities and organize events according to legal frameworks.

9. Strategies to Overcome Challenges in Sports

Institutions : Addressing the challenges facing entrepreneurship in sports institutions requires an integrated approach that combines psychological, organizational, economic, and technological dimensions, as follows:

9.1 Psychological and Organizational Training and Development:

Preparing sports entrepreneurs through specialized training programs in stress management, leadership development, decision-making, and strategic planning is one of the most effective mechanisms to face challenges. Developing psychological competencies (such as emotional resilience and stress regulation) enhances managers' ability to cope with performance pressure and competition, while organizational development improves administrative performance and clarifies roles (Mair & Marti, 2009, p 65).

9.2 Strengthening Partnerships and Institutional Collaboration:

Building effective partnerships between sports institutions, government agencies, local communities, the private sector, and non-governmental organizations provides sustainable financial and technical support. These partnerships also open opportunities for investment, sponsorship, and knowledge exchange, thereby alleviating financial and administrative burdens on entrepreneurial sports projects.

9.3 Community Awareness and Promotion of Modern Sports Culture:

The success of entrepreneurial projects in sports institutions depends on raising awareness of the importance of sports investment and its role in social and economic development. Promoting a culture of professionalism and sustainability among administrators, athletes, and fans reduces resistance to change and fosters acceptance of new initiatives.

10. Studies and Theoretical Models on Entrepreneurship in Sports Institutions :

Reviewing studies and theoretical models is a fundamental step in understanding the psychological and organizational dimensions that influence the success of entrepreneurship within sports institutions. These studies provide interpretive frameworks that help analyze the behavior of sports managers, leadership mechanisms, institutional work dynamics, and their impact on the sustainability of sports projects (Smith & Johnson, 2018, p 247).

10.1 Study on Psychological Factors: A study by Smith & Johnson (2018) highlighted that intrinsic motivation and self-confidence are among the most important psychological factors positively affecting entrepreneurs' continuity. Applied to sports institutions, it shows that managers with high motivation and confidence in their administrative abilities are better able to develop sustainable sports investment projects. The study also confirmed that burnout levels decrease among

leaders who receive continuous psychological and social support, which enhances performance stability within clubs or sports organizations.

10.2 Study on Organizational Factors: In a field study conducted by Schneider & Müller (2019, p112) on entrepreneurial projects, it was found that transformational leadership and a positive organizational climate enhance an institution's ability to innovate and face challenges. Applied to sports institutions, clubs that adopt participatory leadership and flexible organizational structures are better able to adapt to changes (such as competition rules or professional systems) and achieve superior outcomes in terms of financial and sporting sustainability.

10.3 Model Integrating Psychological and Organizational Factors: Williams (2020) proposed an integrative model linking psychological factors (motivation, satisfaction, emotional intelligence) with organizational factors (leadership, culture, organizational climate). The study emphasizes that harmony between these dimensions increases the likelihood of success and sustainability. In sports institutions, this model implies that the success of any entrepreneurial sports project (such as establishing an academy or launching a sports brand) requires both a psychologically prepared leadership and a supportive organizational environment.

11. Results and Discussion in the Context of Sports

Institutions: The analysis of psychological and organizational factors can be directly applied to sports institutions due to their competitive, team-based environment, which requires balancing performance, sustainability, and the psychological well-being of staff and athletes.

11.1 Impact of Psychological Factors: The results indicate that intrinsic motivation, job satisfaction, and self-confidence are among the most significant psychological factors supporting the success of personnel in sports institutions, whether they are coaches, administrators, or athletes. Providing continuous psychological and social support within the institution also helps reduce burnout caused by competitive pressures and performance expectations.

11.2 Role of Organizational Factors: Effective sports leadership, a positive organizational climate, and an institutional culture that encourages teamwork and sportsmanship are crucial for sustaining athletic performance and institutional development. Management

practices emphasizing transparency, motivation, and effective communication significantly enhance institutional performance.

Discussion of Results:

- **Consistency with Previous Studies:** These findings align with prior research emphasizing the importance of motivation and psychological support in enhancing sports performance, as well as with modern models highlighting the integration of psychological and organizational factors for institutional excellence.
- **Interpretation of Results:** The importance of psychological factors in sports institutions can be explained by the nature of work, which demands competition, discipline, and high commitment, making self-confidence and job satisfaction essential for optimal performance.
- **Impact of the Organizational Environment:** A supportive organizational environment that provides psychological and administrative backing helps athletes and staff adapt to competition pressures, injuries, and audience expectations, thereby enhancing psychological stability and performance.
- **Limitations of the Results:** Despite the significance of these factors, other elements—such as sports funding, infrastructure, government policies, and sports technology—remain complementary factors that should be considered in future studies.

This discussion emphasizes that the interplay of psychological readiness and organizational support is critical for sustaining both individual and institutional performance in sports contexts.

12. Conclusion: Sports institutions represent a vital sector that integrates educational, social, health, and economic dimensions. Their success requires a precise integration of psychological and organizational factors. Studies have shown that intrinsic motivation, self-confidence, and job satisfaction among athletes and staff, alongside effective sports leadership, a positive organizational climate, and a culture of sportsmanship and teamwork, are critical factors in sustaining performance and developing sports institutions. By enhancing these factors and overcoming the challenges faced by administrators, coaches, and athletes, sports institutions can play a significant role in social development, promoting public health, and fostering values of cooperation and discipline among individuals. Based on the reviewed results and studies, the following recommendations can support the success of sports institutions by improving their psychological and organizational dimensions:

- **Enhancing psychological support for athletes and staff:** Provide counseling, social support, and stress management programs to reduce burnout and boost motivation.
- **Developing sports and organizational leadership skills:** Train leaders and coaches in participatory and transformational leadership methods, and build flexible organizational structures that encourage innovation and teamwork.
- **Building a positive sports organizational culture:** Embed values of sportsmanship, discipline, teamwork, and social responsibility within the institution.
- **Providing balanced incentive systems:** Combine financial and non-financial rewards to motivate athletes and staff, enhancing performance and continuity.
- **Strengthening partnerships and institutional support:** Collaborate with government agencies, sports federations, and community organizations to provide financial, technical, and training support.
- **Raising community awareness of the importance of sports:** Promote the culture of sports participation and its role in health and social development, encouraging community engagement in sporting activities.

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