

**ORIGINAL ARTICLE**

# Classifying Factors Affecting Organizational Indifference Employees of the General Directorates of Sports and Youth

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**EXTENDED A B S T R A C T****Introduction**

One of the prevalent yet often overlooked issues in today's organizations is the phenomenon of organizational apathy. Organizational apathy refers to a condition in which employees show indifference toward the success or failure of their organization and feel no sense of belonging to it. Psychologists believe this phenomenon often arises from prolonged frustration and the resulting loss of hope in achieving personal goals within the organization. It is considered a silent crisis-a gradual decline and continuous, quiet deterioration-that, once it emerges, significantly influences the achievement or failure of organizational goals. Workplace apathy can stem from feelings of hopelessness, helplessness, boredom, and a loss of meaning. Determinism and learned helplessness are also motivation killers, fostering the belief that nothing can be done to improve one's situation.

Previous studies, including those by Setin et al. (2013), Jalilian et al. (2022), Zandi & Amani (2018), have identified factors such as lack of motivation, silence, disillusionment with organizational plans and future, unqualified opinions, and low levels of employee socialization as key contributors to organizational apathy. These studies have primarily employed quantitative methods and statistical analyses, often neglecting the personal experiences, perceptions, and narratives of employees.

As previously mentioned, organizational apathy can have numerous consequences for organizations. Failure to identify its underlying causes may hinder effective decision-making regarding its prevention or resolution.

**Methodology**

The study aimed to identify the causes of organizational apathy among employees of provincial Departments of Sports and Youth. The research had a fundamental goal in identifying causes and an applied goal in

prioritizing the factors. The first phase of the study, focused on identifying causes, was qualitative in nature and based on grounded theory using Glaser's (1992) model. Data collection in this phase involved qualitative interviews with experts and knowledgeable individuals on the subject. The researcher conducted interviews with informed individuals familiar with organizational apathy in provincial Departments of Sports and Youth across the country. A non-random, purposive sampling method was used based on two criteria: knowledge and experience. The sample size was determined by theoretical saturation, which was achieved after 12 interviews. For the structural-interpretive modeling phase, eight experts with organizational knowledge, particularly in sports, were consulted. The MICMAC software was used for structural-interpretive modeling.

### Findings

A total of 41 open codes were categorized into eight axial codes: culture of silence, prevalence of negative behaviors, detachment from the organization, inappropriate behavioral patterns, value and belief conflicts, lack of intrinsic motivation, consumerist behaviors, and career plateauing-collectively forming the cultural-behavioral factors influencing organizational apathy.

The structural-interpretive modeling results indicated that the most influential factor was lack of intrinsic motivation. The second level of influence was attributed to value and belief conflicts. The third level included inappropriate behavioral patterns and organizational detachment. The fourth level comprised the prevalence of negative behaviors and career plateauing. The fifth level was the culture of silence, and the final level of influence was consumerist behaviors.

### Discussion and Conclusion

This study revealed that organizational apathy among employees in sports organizations is primarily driven by a lack of intrinsic motivation, which in turn affects other cultural and behavioral factors such as value conflicts, inappropriate behaviors, detachment, and a culture of silence. In this cycle, consumerist behaviors emerge as a visible consequence of the phenomenon.

The MICMAC structural-interpretive analysis emphasizes that fostering intrinsic motivation, promoting shared values and beliefs, reforming organizational behaviors, and enhancing organizational culture can serve as effective starting points for reducing apathy and restoring employees' emotional and cognitive engagement. Strategic management of these factors not only improves commitment and productivity but also paves the way for sustainable performance and collective cohesion in sports organi.

### KEY WORDS

Organizational Indifference, Cultural-Behavioral Factors, Sports Organization.

