



Developing a Model of Retirement Dynamics Effective in Strengthening Intergenerational Relations in Sports Organizations

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Abstract

Retirement, as a significant stage in professional life, has far-reaching effects on organizational dynamics and the intergenerational transfer of experience. The aim of this study was to design a model for dynamic retirement that effectively strengthens intergenerational relationships within sports organizations. In light of the existing challenges in the retirement process and the need to enhance intergenerational interactions in these organizations, this research sought to identify influential factors and practical strategies in this area. The study employed a qualitative approach based on grounded theory using Strauss and Corbin's model, which includes six key components: causal conditions, core phenomenon, contextual conditions, intervening conditions, strategies, and consequences. Purposeful sampling was conducted, involving 18 participants including senior and mid-level managers, active retirees, and sports management professors. Data were collected through semi-structured interviews and analyzed using thematic analysis and coding. Findings indicate that dynamic retirement provides an appropriate platform for experience-sharing and fostering intergenerational relationships. Influential factors in this

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How to Cite: Shokohiniya, M., Khaksari, GH., Soleymani, M. & Afkar, A. (2025). Developing a Model of Retirement Dynamics Effective in Strengthening Intergenerational Relations in Sports Organizations. *Journal of Sustainable Development in Sport Management*, 6(15), 305-335

process include human resource management, organizational culture, training and empowerment, and supportive policies. Identified strategies consist of organizational, educational, financial, supportive, communicative, technological, cultural, leadership, and management approaches. Positive outcomes of this process were categorized as social, educational, financial, psychological, professional, organizational, cultural, and developmental consequences. This study offers valuable insights for sports organizations aiming to manage and enhance the retirement process more effectively.

Extended Abstract

Introduction

In the industrial era and economic growth, policymakers and economists concluded that in addition to technology and primary resources, human resources also have a special place and can be considered both as a factor of development and as its goal. Today, investment in human resources is considered one of the main goals of organizations, both in developed countries and in developing societies; therefore, in order to continue the development process, in addition to strengthening technology and providing raw materials, it is necessary that human resources also have the necessary support, because creating job security and peace of mind can contribute to the dynamism and productivity of the workforce. Furthermore, dynamizing retirement can increase the sense of value and social participation of retirees in society. Retirees of organizations, as experienced individuals, can play an effective role in educating, guiding, and supporting new generations. On the contrary, ignoring them increases social isolation and reduces the quality of life during retirement. Therefore, the purpose of the present study was to develop a retirement dynamization model that is effective in strengthening intergenerational relationships in sports organizations.

Methods and Material

The present study was applied in terms of its purpose, analytical-exploratory in nature, and was conducted with a qualitative approach based on grounded theory, and its analysis method was based on the Strauss and Corbin (1998) method. This method has three stages: open, axial, and selective coding, and includes six axial codes: causal conditions, main phenomenon, contextual conditions, intervening conditions, strategies, and consequences. This approach is particularly suitable for understanding and explaining complex concepts, experiences, and perspectives of individuals in social and organizational contexts. After recording and writing the interviews, the texts were carefully studied and initial coding was performed. Then, similar codes were placed in different categories and categories to extract important results. This process was carried out continuously and by reviewing the data and categories to increase the accuracy and validity of the results.

Results and Discussion

The results show that the dynamization of retirement provides a suitable platform for transferring experiences and strengthening intergenerational

relationships. The effective factors in this dynamization include human resource management, organizational culture, training and empowerment, and supportive policies. Also, strategies such as organizational, educational, financial, supportive, communication, technological, cultural, leadership, and management strategies were identified. The positive consequences of this process included social, educational, financial, psychological, occupational, organizational, cultural, and developmental consequences. This research can help sports organizations to manage and strengthen the retirement process more effectively.

Conclusion

The aim of this research was to design a retirement dynamization model that is effective in strengthening intergenerational relationships in sports organizations. The findings of the study show that the retirement process does not only mean the end of individuals' career activities, but also an opportunity to transfer organizational knowledge, experiences, and values to younger generations. In this regard, retirement dynamization can be considered as a key strategy for maintaining and transferring tacit knowledge and promoting intergenerational interactions in sports organizations. In general, the findings of this research showed that retirement dynamization is not only an organizational necessity, but also a tool for promoting intergenerational interactions, increasing productivity, and improving the quality of life of retirees. Given the positive consequences of this process, it is suggested that sports organizations prepare the ground for the active participation of retirees in organizational activities by developing strategic plans and supportive policies. Creating incentive structures, using new technologies to maintain communication, and designing educational and consulting programs are among the measures that can contribute to the success of this process; therefore, dynamizing retirement should be considered as a key strategy in human resource management of sports organizations in order to use existing human capital in the best possible way and strengthen intergenerational interactions in these organizations. Finally, it is worth noting that the present study faced limitations such as the impact of government policies and regulations on sports employees' retirement decisions, which may affect the results of the study, as well as changes in economic and social policies that may affect employees' attitudes towards postponing retirement. However, future researchers are advised to examine digital tools (such as communication and educational platforms) for the continuous participation of retirees in organizational affairs. They can pave the way for the practical and sustainable exploitation of this valuable capacity by focusing on developing executive and policy models.

Keywords: human resources, empowerment, organizational culture, intergenerational relationships