

## Research Article

# Research on Identification of the Capacity Influencing Factors of Youth Sports Clubs in China

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## Abstract

Since the 1970s, nonprofit organizations have identified organizational capacity as the key to improving organizational effectiveness. Youth sports clubs have long been trapped in a predicament that makes it difficult for them to keep non-profit nature, operate independently and maintain high performance for a long time. This study investigates which influencing factors can act on the capacity of youth sports clubs to ensure their non-profit nature whilst achieving healthy and sustainable development. The organizational theory systems view emphasizes the relationship between open internal structures and the role of external environmental factors, therefore the capacity influencing factors of youth sports clubs can be comprehensively considered to achieve this by considering both the internal and external influencing components of organizational capacity. The focus of this study was obtained by searching 11 relevant policy documents, 21 papers, and in-depth interviews with 26 experts including youth sports club managers, coaches, and venue management personnel and scholars studying in the field of youth sports research or practice. The study revealed the internal and external influences on youth sports club capabilities, including strategic leadership, service innovation, resource acquisition, network relationships, policy, social media, and environmental uncertainty; and constructed a relationship between internal and external influences on youth sports club capabilities and organizational effectiveness. In addition, we found that Social media had the highest weight, policy had the lowest weight, and the rest of the influences did not differ significantly by the method of the weight calculation. We recommend that youth sports clubs increase the application of social media, stimulate employees' service and innovation ability, and cultivate the strategic leadership ability of leaders.

## Keywords

Youth Sports Clubs, The Grounded Theory, Organizational Capacities, External Factors, Internal Factors

## 1. Introduction

Since the 1970s, nonprofit organizations have identified organizational capacity as the key to improving organizational effectiveness. Context is of importance when studying capacity in the nonprofit sector, and since nonprofit sport organizations (community sport organizations) are one of the

largest sub-sectors of nonprofit and voluntary organizations in many developed countries [1]. So sport nonprofit organizational capacity has received academic attention. However, the research on the capacity of nonprofit organizations in the field of sport is mostly based on empirical studies of existing the-

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ories on the capacity of nonprofit organizations in the field of sport [2, 3, 21]. There is a lack of research on the identification of relevant capacities and their influencing factors based on the context of the sports field and the reality of sports organizations. Nonprofit sport organizations are one of the largest sub-sectors of nonprofit and voluntary organizations, and exploring their capacities would be of great value to nonprofit sport organizations [4]. The study of the capacity of youth sports clubs (YSCs), a large-scale, special type of non-profit organization supported by the State General Administration of Sport of China, is of great significance to the effectiveness of the organization in achieving sustainable development [5]. To achieve change in YSCs capacities it is important to figure out what capacities are needed in youth sports clubs and what factors influence these capacities. The systemic view of organizational theory emphasizes the relationship between the open internal structure and the external environmental factors, so the research on the capacity of youth sports clubs should identify both the elements of the capacity and the internal and external influencing factors of the capacity.

The article is structured as follows. Section two briefly presents the theoretical background. Section three describes the research method, details the data collection process, and the data analysis approach. Section four presents the main findings. Section five identifies the capabilities that should be in place to crack the real-life difficulties faced by youth sports clubs in China, and the factors that influence organizational capacities. Conclusions identify the contribution and limitations of this work and some research implications.

### 1.1. Organizational Capacity (OC)

The term "capacity" appears frequently in various academic journals such as *Public Administration Review*, *Public Administration and Development*, *Organizational Science*. However, (capability and competence) are also expressions of competence and appear frequently in the management and public administration literature, so although the two terms are related and sometimes overlap, they need to be differentiated here to avoid conceptual confusion due to the existence of separate definitions for each. According to the *Cambridge Dictionary*, capacity refers to "the amount of something that can be held or produced", while capability is defined as "having the skill, ability or power to do something" (*Cambridge*). Competence is the ability or knowledge to perform a task well enough to meet basic standards. Scholars have given various definitions of the term capacity, Hussein argues that capacity is the general ability of an individual or a group to carry out certain responsibilities and tasks [6]. Christensen and Gazley argue that capacity and ability have very similar definitions [7]. Scholars have given different definitions of Capability, for example, Capability is defined as the knowledge, skills, and attitudes of an individual or group. It has also been defined as the accumulation of specific abilities

to achieve overall competence (capacity). Kaplan argues that capacity would denote the actions taken on abilities to realize potential. capacity is "the action taken to realize that potential ability". Kaplan and Jurie summarize the previous definitions by stating that the two types of capacity and capability are inextricably linked. On the other hand, capacity or translated as competence is defined as the skills possessed by individuals within the government, and individuals are the building blocks for constructing collaborative capabilities (capabilities and capacity) [8]. From a medical perspective, competence is a holistic synthesis of understanding, ability and professional judgment [9]. Meanwhile, Hope points out that competence or Capacity is an integral part of capacity (capability) development and the two terms are interrelated [10].

Essentially, all three expressions of capacity (capacity, capability, and competence) are related to an individual's or organization's ability to accomplish a task and ultimately achieve a goal. It is up to the author to choose the appropriate terminology in order to express the ability to achieve their goals.

The study of the capacity of youth sports clubs needs to be contextualized, so this study conducted field research. This study conducted field research on 112 youth sports clubs across China that are registered with provincial civil affairs departments and are of the type of privately-run non-enterprise units (a special kind of non-profit organization in China that the Chinese government gives funds to and focuses on supporting the establishment of). Two major problems were founded: first, the level of achievement of the organizational mission of YSCs varies. The specific manifestations are: unclear positioning of the organization's mission, limited coverage of young people, fewer events (including co-sponsored and hosted events), and a system of events that has not yet been formed.

In addition, it is difficult for clubs to survive and realize healthy and sustainable development is also the first major problem. From the information published on the National Social Organization Credit Information Disclosure Platform under the Administration of Social Organizations of the Ministry of Civil Affairs, it is known that as of July 5, 2023, the number of youth sports clubs of the civil non-profit type registered with the provincial civil affairs departments has plummeted to 139. Among them, excluding the 20 clubs whose official website announced that they had closed down (the organization status was cancelled or withdrawn) and 7 clubs with abnormal activities, the clubs with closed down and abnormal activities accounted for 19.4% of the total number of clubs, and a total of 112 clubs were in normal operation (the organization type was normal). Through field research on the 112 clubs in normal operation announced by the Ministry of Civil Affairs, it is found that 85 clubs are actually in normal operation, accounting for 75.9% of the total number of youth sports clubs in normal operation, while 27 clubs exist in name only, accounting for 24.1% of the total number of youth sports clubs in normal operation. It can be

seen that the survival of youth sports clubs is worrying and facing challenges. Specifically manifested in the following aspects: the relative lack of resources. There is insufficient external communication and cooperation, and the means of publicity are weak.

## 1.2. Influencing Factors of Organizational Capacity

Scholars have conducted a great deal of research and constructed a framework for nonprofit capacity building in order to clarify the factors that influence the capacity of nonprofit organizations. There are several theoretical models on focusing on the factors influencing organizational capabilities. For example, Hall et al., through a large-scale national study of Canadian nonprofit organizations and the voluntary sector, proposed a three-dimensional model of capacity that included human resource, financial, and structural capabilities. The framework later included sub-dimensions on relationships and networking, infrastructure and process capacity, and planning and development capacity. Similarly, Christensen et al. conducted a comprehensive review of nearly 40 years of literature on capacity building theory research and proposed a capacity building framework with four main dimensions identified by human resources, external environment, financial resources and management, and infrastructure. Brown et al., in a study of the capacity of 66 human services nonprofits in the United States, the identified human, financial, physical, and social capital as the main dimensions of organizational resources. While these theoretical frameworks may use different terminology, relevant dimensions of the nonprofit capacity framework include human resources, fund development and financial management, external relationships, internal structures and processes, and planning and organizational development [11]. It has also been noted that strategic leadership behaviors in nonprofit organizations are quite important at all life stages of an organization (Andersson et al) [12]. Sharpe presents one of the few research frameworks on the factors influencing the capacity of sport nonprofit organizations. The lack of human resources limits the organization's ability to generate social capital (trust, reciprocity) from network connections between individuals, and in turn prevents the organization from meeting the increasing complexity of its administrative demands and obtain further organizational resources through social relationships. This concept is consistent with others who have placed the participation of community sport organizations as a means of acquiring social relationships. Misener et al. are basing their research related to organizational capacity in sport on the concept of organizational capacity proposed by Hall et al. The research mainly focuses on the discussion and analysis of one or more of the different organizational capacity influencing factors such as human resources, material resources, development planning, social capital, etc. of community sport social organizations.

We argue that the NPO capacity building framework is

constructed from the perspective of factors influencing the capacity of NPOs, however, the premise of the capacity building framework is to identify what factors influence organizational capacity and from there identify the influencing factors on which to focus interventions to arrive at the NPO capacity building framework. The factors influencing organizational capacity presented in the NPO capacity building framework are some, but not all, of the many factors influencing organizational capacity. It can be seen that, on the one hand, youth sports clubs belong to the category of nonprofit organizations, and the existence of the nonprofit organization capacity building framework has inspired this study to explore the factors influencing the capacity of youth sports clubs to a certain extent. On the other hand, the capacity building framework for nonprofit organizations is built for the characteristics of a certain type of nonprofit organization, and scholars have also suggested that there is no uniformly applicable organizational capacity building framework for the diverse types of nonprofit organizations, calling for research that conforms to the capacity building framework for sports nonprofit organizations. Therefore, this study chooses a rooted theory research method and tries to combine the actual scenarios and characteristics of youth sports clubs in order to determine the contents of the factors influencing the capacity of youth sports clubs that are more relevant to the reality.

## 2. Methods

In line with recent contributions to the study of organizations (e.g. Silvia Sacchetti; Yitshaki & Kropp) [13], the research question highlighted in the introduction is addressed using grounded theory (Corbin & Strauss; Eisenhardt) [14, 15].

grounded theory represents the most scientific and rigorous research methodology in the social sciences, and is widely used in public administration, psychology, business administration, and education, among other disciplines. Two of the pioneers of grounded theory were Glase and Strauss. In order to overcome the highly personalized characteristics of grounded theory in the coding process, Strass and his student Corbin jointly published *Basics of Qualitative Research Analysis* in 1988, which further refined the coding steps into three steps, namely "open coding, a spindle coding, and selective coding". Selective coding", this version of procedural grounded theory clarifies the research procedure and technical steps of the method, and its scientific rigor deeply attracts and influences a large number of social science researchers. It is also for this reason that among the various versions and schools of grounded theory, this model of procedural grounded theory has been most widely recognized and used (Fei Xiaodong) [16].

This methodology is suitable for qualitative research in the initial exploratory phase. The research related to the capacity of youth sports clubs is still in its infancy, and the research mainly focuses on fundraising methods, internal and external

system innovation, and network relationship construction. As mentioned earlier, youth sports club capacity influencing factors are relatively complex, formed by a combination of several different organizational capacity influencing factors that interact with each other. Given the complexity of the factors influencing the capacity of youth sports clubs, the question of which factors influence the capacity of youth sports clubs, and how each influencing factor directly or indirectly affects the capacity of youth sports clubs has not yet been clearly answered in existing research, and there are very few related studies. Due to the above reasons, this study adopts the research method of rooted theory in this study. Grounded theory is one of the most common qualitative research methods, which can be applied to the study of what influencing factors are involved in youth sports club competence through theoretical sampling and consecutive comparisons of the existing data, which is not clear in terms of its meaning and scope.

## 2.1. Description of the Youth Sports Club in China

In order to answer our research questions, we have been organizing the origin and development of youth sports clubs in China. The rapid development of youth sports clubs can be traced back to the year of 1999. In 1999, the state began to pay attention to and vigorously support the establishment of youth sports clubs, which are non-profit organizations tasked with cultivating young people's interests and hobbies in sports, helping them form lifelong habits of physical exercise, enhancing their physical fitness, and at the same time teaching them sports skills and exploring and cultivating sports talents.

This decision stems from an incident in which three elementary school students in Henan were brutally murdered by their boss in a game hall near their school after school. As a result, how to effectively manage and utilize students' after-school time has become a focus of social concern. Drawing on the experience of experts studying comprehensive geographic sports clubs in Japan, the head of the Department of Population proposed supporting the creation of youth sports clubs at the national level. In order to solve the problem of founding funds, a method of utilizing sports lottery public welfare funds was proposed, stipulating that the sports lottery public welfare funds invested by sports administrative departments at all levels should be used as support funds for the founding of clubs. After the clubs are created with appropriate support and funding from the sports administrative departments, the clubs will be able to operate and survive under the market economic system by charging appropriate training costs for sports activities and other sources of funding.

Although youth sports clubs were subsequently required to operate and develop on their own, over the next few years, under the support policy, youth sports clubs were explicitly required to remain non-profit, and the registration category of private non-enterprise units (a special category in the classi-

fication table of China's non-profit organizations) was used to emphasize their non-profit, non-enterprise nature. The State General Administration of Sport issued another notice in 2007, namely, "On the Declaration of National Youth Sports Clubs for the year of 2008", requiring youth sports clubs to register as private non-enterprise units in order to be eligible for funding from the National Sports Lottery Fund.

In addition, state support has helped youth sports clubs to integrate personnel and venue elements at the beginning of their establishment. For example, the State General Administration of Sport issued a document in 1999, entitled "Implementation Program of the year of 1999 Sports Lottery Public Welfare Funds for Supporting the Establishment of Youth Clubs," in which registered clubs were targeted at schools, gymnasiums, stadiums, communities, and other units with stadiums and sports personnel resources.

In terms of naming, only such clubs established with the support of the state can be called youth sports clubs, which are differentiated into national or provincial youth sports clubs due to their different levels, and the funding for these national youth sports clubs is provided by the General Administration of Sport and the provincial (district and municipal) Sports Bureaus through the use of Sports Lottery Public Welfare Funds, which is called "National Youth Sports Clubs". These national-level youth sports clubs are funded by the General Administration of Sport and the provincial (district and municipal) sports bureaus using the Sports Lottery Public Welfare Funds, and are called "national-level youth sports clubs," while provincial (district and municipal) youth sports clubs are funded by the provinces themselves.

## 2.2. Data Collection Process and Respondents

The data of this study includes two parts: text data and in-depth interview data. In one part, literature and interview data are treated equally in the process of rooted theory, and literature on the factors influencing the Capacity of youth sports clubs and related laws and regulations and policy documents are collected and organized, and they are used as one of the original materials for the analysis of rooted theory. The advantage of this kind of source material is that it not only represents the views of government departments and experts, but also ensures that it is not interfered by the interviewer. This kind of material was selected by searching the website of the State General Administration of Sport, the website of the Ministry of Education, the website of the Central People's Government of the People's Republic of China and other websites, and 11 policy documents related to the factors influencing the capacity of youth sports clubs were selected; through the web of science, ProQuest, China Knowledge, Wanfang database and other databases, the nonprofit capacity building, the capacity building of youth sports clubs were retrieved. 21 relevant literatures, focusing on selecting influential journal papers, influential dissertations and conference papers included in SCI, SSCI, CSSCI and Chinese core



journals. There are 32 items of literature in total, see [Table 1](#).

**Table 1.** Literature used for the screening of factors influencing the capacity of youth sports clubs.

serial number	Name of information	Type of information
1	Opinions of the CPC Central Committee and State Council on Strengthening Youth Sports and Enhancing Youth Physical Fitness	public document
2	State General Administration of Sports, Ministry of Education jointly issued opinions on deepening the integration of sports and education to promote the healthy development of youth	public document
3	Notice of the General Office of the General Administration of Sport on the Evaluation of National Model Youth Sports Clubs	public document
4	Outline of the "Healthy China 2030" Initiative.	public document
5	Circular of the State Council on the Issuance of the National Fitness Program	public document
6	"The Fourteenth Five-Year Plan for Sports Development	public document
7	Outline for building a strong sports nation	public document
8	National Model Youth Sports Club Evaluation Indicator System and Rules	Evaluation criteria
9	Opinions on Further Reducing the Burden of Homework on Compulsory Education Students and the Burden of Out-of-School Training	public document
10	Notice on Enhancing the Level of After-school Physical Education Services to Promote the Healthy Development of Primary and Secondary School Students	public document
11	Opinions on building a higher level of public service system for national fitness issued by the Office of the State Council of the People's Republic of China	public document
12	Social Organizations' "Capacity and Relationship" to Obtain Funding Support for Government Purchased Services: An Empirical Study Based on the Special Funds for Social Construction in District F of Shenzhen Municipality	Journal Papers
13	A study of social capacity building for community sports in China	Journal Papers
14	Research on internal governance capacity building of charitable organizations in China	Journal Papers
15	Study on the Consultation Capacity Building of Social Organizations from the Perspective of Social Capital: Reflections on the Report of the 19th National Congress on "Coordinating and Promoting the Consultation of Social Organizations".	Journal Papers
16	Research on project-oriented social capacity building	Journal Papers
17	Social organizations in urban governance: government purchasing and capacity-building	Journal Papers
18	Study on the Evaluation and Enhancement of the Effectiveness of Social Organizations in Undertaking Public Services	Journal Papers
19	Construction of a mechanism for cultivating the capacity of social organizations with triadic integration and its institutional support	Journal Papers
20	Research on the Development of Chinese Sports Social Organizations in the New Era	Journal Papers
21	Nonprofit Capacity Building in the Perspective of Social Capital	Journal Papers
22	Toward More Targeted Capacity Building: Diagnosing Capacity Needs Across Organizational Life Stages	Journal Papers
23	Business-nonprofit partnerships: a new form of collaboration in a corporate responsibility and social innovation context	Journal Papers
24	Telling a different story: How nonprofit organizations reveal strategic purpose through story-telling	Journal Papers
25	Dimensions of Capacity in Nonprofit Human Service Organizations	Journal Papers

serial number	Name of information	Type of information
26	The Stakeholder Dilemma in Sport Governance: Toward the Notion of "Stakeowner"	Journal Papers
27	How and When Socially Entrepreneurial Nonprofit Organizations Benefit From Adopting Social Alliance Management Routines to Manage Social Alliances?	Journal Papers
28	Leveraging Mega Events for Capacity Building in Voluntary Sport Organizations	Journal Papers
29	The strategic use of information technology by nonprofit organizations: Increasing capacity and untapped potential organizations: Increasing capacity and untapped potential The strategic use of information technology by nonprofit organizations: Increasing capacity and untapped potential	Journal Papers
30	Assessing the effectiveness of capacity building interventions in nonprofit organizations in zambia	a PhD thesis
31	Northern Peruvian non-governmental organizations: Patterns of interorganizational relationships	Journal Papers
32	Collaborative advantages: The role of interorganizational partnerships for youth sport nonprofit organizations	Journal Papers

In the other part, data were obtained through expert interviews. The experts referred to in this study include both scientific experts who have a certain degree of visibility and influence in the field of youth sports or youth sports club research, as well as those who work in youth sports clubs, taking into account the differences in age, gender, and geographical distribution of the experts. The content of the whole interview process was also adjusted according to the progress of the study.

In the exploratory phase of this study, I contacted a youth sports club in Shandong Province at the beginning of the study, and after introducing the purpose and content of the study and obtaining the consent of the other party, I participated in the daily work of the youth sports club in the capacity of a volunteer. I immersed myself in the daily work of the youth sports club, carefully recorded the daily work activities of the youth sports club and actively communicated with the person in charge, coaches and other active communication and exchanges, and grasped the general situation of the youth sports

club through the daily accumulation of information acquired through exchanges. At the same time, during the study period, I also led my children to participate in the activities organized by many youth clubs as parents of youths, in which I actively experienced and understood the operation of different youth sports clubs, and actively communicated with coaches, staff, and parents of other youths participating in the activities to obtain information. Through the above activities, materials related to the factors influencing the Capacity of youth sports clubs were purposefully collected, and effective materials were obtained from the immersion study.

A total of 24 experts who are influential in the field of youth sports research or practice and staff working in youth sports club positions were selected for in-depth interviews, mainly: experts in the field of youth sports, heads of youth sports clubs, coaches, and managers of venues. The basic information of the interviewees is shown in Table 2, and the outline of the interviews is shown in Appendix.

**Table 2.** *In-depth Interview Respondents' Basic Information on Factors Influencing the Capacity of Youth Sports Clubs.*

serial number	form	distinguishing between the sexes	Time spent in relevant research/work (years)
1	Researchers in the field of youth sports	women	35
2	Heads of youth sports clubs	male	10
3	Youth sports club coaches	male	18
4	Youth sports club venue managers	women	7
5	Researchers in the field of youth sports	daughter	18
6	Researchers in the field of youth sports	male	16
7	Researchers in the field of youth sports	male	22

serial number	form	distinguishing between the sexes	Time spent in relevant research/work (years)
8	Researchers in the field of youth sports	women	15
9	Heads of youth sports clubs	male	8
10	Heads of youth sports clubs	women	9
11	Heads of youth sports clubs	male	12
12	Heads of youth sports clubs	women	13
13	Youth sports club venue managers	male	5
14	Youth sports club venue managers	male	7
15	Youth sports club venue managers	women	6
16	Youth sports club coaches	male	14
17	Youth sports club coaches	women	17
18	Youth sports club coaches	women	23
19	Youth sports club coaches	women	10
20	Researchers in the field of youth sports	male	21
21	Heads of youth sports clubs	women	11
22	Youth sports club coaches	male	7
23	Youth sports club venue managers	male	5
24	Youth sports club venue managers	women	6

### 3. Findings

#### 3.1. Impact Factor Identification and Relationship Building

1 Refinement of influences based on open coding

After the expert interview work was completed, all texts

were imported into Nvivo 12.0 software to analyze all interview transcripts and previously screened policy literature. A total of 188 original statements related to the capacity of youth sports clubs were obtained by combing and counting the contents of all the data, and the coding process of some of the original statements is shown in Table 3.

**Table 3.** Examples of open coding for factors influencing youth sports club Capacity.

serial number	conceptual node	Initial concepts	Examples of content
A13	Have clear objectives for cooperation	Sharing of venues, faculty Utilizing community resources	Generally speaking, venues and teachers are important and scarce resources for sports enterprises or sports social organizations. Linking up with other clubs, competition enterprises and schools can solve this problem by sharing venues and teachers in order to carry out multi-sport activities and achieve a win-win situation. (Resource 10) When I found out that there were sports fields and resident volunteers in the community, I decided to join forces with the community and use the administrative means of the community to expand publicity and organize sports activities in the community, which would be able to solve the problem of the place of origin on the one hand, and help young people in the community to learn sports skills more conveniently on the other hand. (Resource 21)

serial number	conceptual node	Initial concepts	Examples of content
A10	Strength of network with schools and communities	communal	The community itself has a number of community members who are willing and have a long history of volunteering within the community and whose children benefit from the activities of the sports clubs, and reaching out to the community can take full advantage of these potential volunteering resources (Resource 22).
		students	We build relationships with colleges and universities and hope that college students, especially those majoring in physical education, will volunteer; they are energetic, have a professional background, and come up to speed quickly. (Resource 33)
		online communication	Now that WeChat and QQ have permeated everyone's life, we ask the club, including coaches and management, to try to add parents to WeChat and keep in touch online (Resource 18).
A18	Capacity to communicate with customers	Grasping the needs of service recipients	Youth demand more communication with parents. After the National Secondary School Games was exposed to the problem of youth doping abuse, many parents are worried that their children will be passive doping to affect their health and cut off their future, and demanded that the club events be organized to monitor youth doping and strengthen the education of doping identification category. (Resource 24)
		publicize and explain	Some parents are reluctant to let their children participate in programs like skiing and outdoor camps for fear of safety hazards. In fact, we are doing these programs very maturely, and we also maintain long-term cooperation with insurance companies and enterprises specializing in outdoor activities, so it is beneficial to explain and mobilize parents more, or invite them to participate in the programs together. (Material 27)

After further integrating the table statements, 18 conceptual nodes of internal influencing factors of youth sports club capacity, 14 nodes of external influencing factors of youth sports club capacity, and 8 nodes of elements of youth sports club capacity are refined as detailed in [Tables 4, 5, and 6](#). On the basis of [Table 4](#), further refining and summarizing, the

relevant nodes are merged and categorized, and the abstractions are made into the youth sports club capacity. The 4 category nodes of internal influencing factors of youth sports club capacity, 4 category nodes of external influencing factors of youth sports club capacity, and 3 category nodes of external elements of youth sports club capacity are shown in [Tables 7, 8, and 9](#).

**Table 4.** List of open coded nodes for internal influences on youth sports club capacity.

Concept number	conceptual node	Concept number	conceptual node
A1	Vision Setting	A11	Strength of network with other for-profit/non-profit organizations
A2	excitation engine	A12	Size of network of relationships with other for-profit/non-profit organizations
A3	Encouraging innovation	A13	Have clear objectives for cooperation
A4	Patience and tolerance	A14	technical input
A5	personal care	A15	Effectiveness of innovation incentives
A6	Relationship building	A16	Funding for innovation
A7	Financial access	A17	brand building
A8	Access to rights	A18	Capacity to communicate with customers
A9	Strength of network with government and	A19	Number of new service approaches promoted



Concept number	conceptual node	Concept number	conceptual node
	associations		
A10	Strength of network with schools and communities		

**Table 5.** List of open coded nodes for external influences on youth sports club capacity.

Concept number	conceptual node	Concept number	conceptual node
B1	development project	B8	Credit evaluation mechanisms
B2	tax exemption policy	B9	Utilization of self-media platforms
B3	Government Purchase Program	B10	public number
B4	Government incubation of organizations	B11	Serving the Race
B5	appraisal system	B12	Provide online instruction
B6	Mechanisms for punishing violations	B13	Serving the Reserve
B7	industry standard	B14	Service Feedback

**Table 6.** List of open coding nodes for youth sports club Capacity elements.

Concept number	conceptual node	Concept number	conceptual node
C1	social responsibility	C5	Resource utilization capacity
C2	Business Philosophy	C6	Well-established corporate governance structure
C3	raison d'être	C7	Good organizational management system
C4	Resource building capacity	C8	Active acceptance of external regulation

**Table 7.** Open coding-based categorization of internal influences on youth sports club Capacities.

Category number	Concept number	area
AA1	A1, A2, A3, A4, A5	Strategic leadership
AA2	A6, A7, A8	Resource acquisition
AA3	A9, A10, A11, A12, A13	cyber-relationship
AA4	a14, a15, a16, a17, a18, a19	Service Innovation

**Table 8.** Open coding-based categorization of external influences on youth sports club capacity.

Category number	Concept number	area
BB1	B1, B2, B3, B4	incentive policy
BB2	B5, B6, B7, B8	regulatory policy
BB3	B9, B10	Platform for external communication

Category number	Concept number	area
BB4	B11, B12, B13, B14	Platforms for the provision of services

**Table 9.** Open coding-based categorization of youth sports club Capacities.

Category number	Concept number	area
CC1	C1, C2, C3	Organizational Mission Orientation CapCapacity
CC2	C4, C5,	Resource integration capacity
CC3	C6, C7, C8	Regulating governance capacity

### 3.2. Main Category Identification Based on Relevance Coding

Continuing on from the open coding, in the correlational coding of the rooted theory, this stage required the use of more academic language to further focus and condense the similar categories extracted from the previous open coding. The purpose is to discover and establish the logical relationships that exist between these categories, and to require that the relationships and connotations between the main categories and their counterparts be clarified in these category relationships. (Yaping Zhao; Jie Cai,) [17, 18].

Finally, through the integration and analysis, we extracted

four main categories of strategic planning, service innovation, resource acquisition, and network relationship that belong to the internal influencing factors of youth sports clubs' capacity; four main categories of external influencing factors of youth sports clubs' capacity (platforms and policies) that belong to the incentive policies, regulatory policies, platforms for external exchanges, and platforms for service provision; and three main categories of organization's mission orientation, resource integration, and regulatory governance as shown in Tables 10, 11, and 12, respectively. The three main categories of organizational mission orientation, resource integration, and standardized governance are shown in Tables 10, 11, and 12.

**Table 10.** List of main categories based on correlational coding of factors influencing the internal capacity of youth sports clubs.

Main category number	main category	Category number	area	reference points	Source of material
1	Youth sports clubs	AA1	Strategic leadership	59	15
		AA2	Resource acquisition	56	24
	Internal influences on capacity	AA3	cyber-relationship	47	28
		AA4	Service Innovation	66	35

**Table 11.** List of main categories based on correlational coding of external influences on youth sports club capacity.

Main category number	main category	Category number	area	reference points	Source of material
1	deal	BB1	incentive policy	69	15
		BB2	regulatory policy	73	15
2	flat-roofed building	BB3	Platform for external communication	84	20
		BB4	Platforms for the provision of services	78	24

**Table 12.** List of Master Scopes for Youth Sports Club Capacities Based on Associative Coding.

Main category number	main category	Category number	area	reference points	Source of material
1	Youth sports club capacity	CC1	Organizational Mission Orientation Capacity	64	34
		CC1	Resource integration capacity	57	26
		CC3	Regulating governance capacity	51	36

### 3.3. Selective Coding

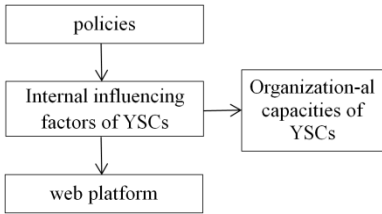
According to the research steps of procedural rooting theory, selective coding is a further integration and refinement of the results of associative coding, which condenses the core categories of higher dimensions among the discovered categories. The "story line" is drawn to establish the association structure between the categories, while the established categories and the corresponding logical relationships between them are constantly revised and supplemented, and the theoretical model of the study is finally refined (Li Helou) [19]. The study arrived at the main categories of internal influencing factors (strategic leadership, resource acquisition, network relationships, service innovation), policies, platforms, and youth sports club Capacities within youth sports clubs, which

covered the entire interview material.

Youth sports club capacity is influenced by complex environmental factors, and the logic that drives the improvement of youth sports club capacity is multifaceted and non-monolithic. These influencing factors interact with each other and need to take into account the survival-based public welfare mission achievement, but also consider the specificity of the source of the influencing factors, the complexity of the influencing factors of the youth sports club capacity at the same time to confirm the three main categories of the influence of the youth sports club capacity relationship. Next, the structure of the relationship between the factors influencing the capacity of youth sports clubs will be refined.

Relationship structure of factors influencing the capacity of youth sports clubs.

**Table 13.** Typical relationship structure of the main categories of factors influencing the capacity of youth sports clubs.

Typical relationship structure	Relationship structure connotation	Representative Statements
Policy → Capacity of youth sports clubs	Policies are important factors affecting the capacity of youth sports clubs. The level of intensity of incentives in policies and the normative fairness or otherwise of regulatory policies directly affect organizational capacity.	The State issued a policy to encourage social capital to join the construction of youth sports clubs, which is conducive to club fundraising and the development of partnerships. (Material 12)
Platform → Capacity of youth sports clubs	Platform is another important factor influencing the capacity of youth sports clubs, and the organization's effective use of self-media platforms in the context of platforms, and the active development of Internet+Sports directly affects the organization's capacity.	WeChat and other social media-type platforms are developing rapidly and are extremely permeable to various industries, and many youth sports clubs are also using the Internet, using WeChat and Jieyin to obtain information to be applied in the club's operations and strategic decision-making (Material 43)
 <pre> graph TD     A[policies] --&gt; B[Internal influencing factors of YSCs]     B --&gt; C[web platform]     B --&gt; D[Organization-al capacities of YSCs] </pre>	The policy environment in which youth sports clubs are located and the full utilization of platforms do not directly affect youth sports club capacity. As external environmental factors faced by youth sports clubs, they first directly affect the internal influences on youth sports club capacity, and then indirectly affect youth sports club capacity through the release of internal influences.	Youth sports clubs must be in the environment, youth sports clubs are generated from the top down, relying on policy support to survive and develop, the goal of the policy is to support and improve the clubs to effectively reach the organizational mission. (Material 34) The arrival of the era of social media platforms has brought development opportunities for organizations in various fields, including youth sports clubs, with the goal of how to improve the Capacity to use WeChat, etc., so that information

Typical relationship structure	Relationship structure connotation	Representative Statements
Internal Influences on Youth Sports Club Capacities → Youth Sports Club Capacities	The internal influences on youth sports club Capacities include four factors: strategic leadership, network relationships, service innovation, and resource acquisition, which together affect youth sports club Capacities under the direct or interactive influence of the four factors.	<p>technology means to serve the clubs, and ultimately help the clubs to complete the tasks assigned by the state. (Material 47)</p> <p>The tax credit reduces the club's expenses, and this money then covers some of the costs of promoting enrollment externally, as well as encouraging and supporting the club. (Material 49)</p> <p>We use Jitterbug and WeChat public number to publish videos of coaches teaching, small videos of games, etc. Relatively speaking these means cost less, and the money saved can be used to buy some consumables such as water or ping pong balls for the children in training, which is more recognized by parents and has good results. (Material 52)</p> <p>Youth sports clubs still have to rely on themselves, first do a good job of positioning and planning at the internal strategic level, planning how to obtain resources and broaden the channels of resource sources, and then from the service as an entry point to attract parents as a way to increase enrollment. (Material 48)</p> <p>Organize more competitions, or bring trainees to participate in the competition, achieved results, naturally have peers to find you cooperation, but also parents and support, the child to continue to train the motivation is also inspired. (Material 51)</p> <p>Teenagers are easy to accept new things and are interested in technological novelties, and intelligent devices are very appealing to children. (Material 26)</p> <p>The strategic leadership of an organization of a non-profit nature includes among its connotations the development of human resources, the acquisition of sponsorships, and so on. (Material 14)</p> <p>The height and capacity of the leader will largely determine the organization's external network of relationships. (Resource 23)</p> <p>Youth sports clubs are non-profit making, and only state support funds are not enough; the availability of other sources of funding, venues, and the number of volunteers that can be recruited are the Achilles' heel of the clubs. (Resource 44).</p>

In this study, the main categories from the principal axis coding were compared and analyzed in depth with the original textual data used, and it was found that it was possible to generalize all the other categories and concepts. On the basis of the analysis of the main categories coded by the associative coding of the factors influencing the capacity of youth sports clubs, and under the guidance of the "interdependence theory of government, market and voluntary organizations" and the "theory of organizational capacity", we extracted the policy, platform, internal factors influencing the capacity of youth sports clubs, and the relationship

structure of the capacity of youth sports clubs, and determined the "capacity of youth sports clubs". The core category of "factors influencing the capacity of youth sports clubs" was identified by extracting policy, platform, internal factors influencing the capacity of youth sports clubs, and the relationship structure of the capacity of youth sports clubs. This is the result of the selective coding of the rooted theory obtained in this study, and the story line is: with the decline of youth physical fitness and the problems of youth sports development, the urgency of the lack of capacity of youth sports clubs, as an important carrier for youth physical

fitness improvement and reserve talent discovery, has come to the forefront. The capacity of youth sports clubs is subject to multiple and complex influences of external policies, platforms and internal capacity influencing factors of youth sports clubs, as follows: with the continuous introduction of incentive policies for youth sports clubs and the continuous improvement of the regulatory system, the status of youth sports clubs as a carrier for youth sports development and a responsible subject for the enhancement of youth's physical fitness and health has been continuously established, and the incentive policies, Regulatory policies together constitute a collection of two policy environments; the arrival of the web2.0 era WeChat, microblogging, jitterbugs and other comprehensive types of platforms used, manifested through the release of information, sharing content, interactive exchanges, etc., to establish contact with the members or organizations, to understand the pre-sale and post-sale needs and preferences, and lead to service innovation, quality improvement, or inter-organizational cooperation; or with the help of the platform to widely promote and advertise, attracting or use the platform for extensive publicity and promotion to attract potential members and audiences, increase brand awareness and reputation, and promote online and offline sales of goods and services. Such a policy and platform environment plays a role in the internal activities of youth sports clubs, i.e., strategic leadership, resource acquisition, service innovation, and network relationship (internal influences on youth sports clubs' Capacities), and thus achieves the overall enhancement of youth sports clubs' Capacities in terms of mission orientation, resource integration, and normative governance. Through the description of the story line, the logical analysis framework of "external influences - internal influences - youth sports club capacity" is derived. Combined with the "interdependence theory of government, market, and voluntary organizations" and the theory of organizational capacity, it is concluded that the main category of this study has four typical relational structures: (1) internal influencing factors of youth sports club capacity have a positive influence on youth sports club capacity; (2) among the external influencing factors, policies have a direct positive influence on youth sports club capacity; (3) external influencing factors have a direct positive influence on youth sports club capacity; (4) external influencing factors have a direct positive influence on youth sports club capacity; and (5) external influencing factors have a direct positive influence on youth sports club capacity. (2) among the external influences, policy has a direct positive influence on youth sport club capacity; (3) among the external influences, platform has a direct effect relationship on youth sport club capacity; and (4) internal influences on youth sport club capacity play a mediating role in the influence of external influences (policy and platform) on youth sport club capacity (see Table 13).

## 4. Reliability and Validity Test of Influencing Factors

### 4.1. Saturation Test

In order to ensure the reliability and validity of the theoretical study, a saturation test was required after selective coding was completed. This test focuses on whether new concepts and categories appear in the research text. If there are none, this means that the saturation test is passed and indicates that the study has acquired a high level of realistic explanatory power. Based on the above process, in this study, in order to further improve internal reliability and external validity, the remaining four interview texts were re-systematically coded and the saturation test was conducted. It was found that no new concepts and categories emerged and no new associations were found for the existing categories. Therefore, it was concluded that the study passed the saturation test and possessed strong realistic explanatory power. In addition, suspension technique, return respondents, and triangulation were used to further test the reliability and validity of the influencing factors and the model.

### 4.2. Suspension Technology

Suspension technique refers to the interview process in which the interviewer sets aside his or her own subjective views, so that the interviewee himself or herself can fully express his or her own views on the basis of the interview outline, without being affected by the interviewer's personal views. In the process of collecting information related to the Capacity of youth sports clubs, interviewing and analyzing, the interviewer should try to think differently from the perspective of the interviewee, refine his or her views, and strive to reflect the personal thoughts of the interviewee in a complete and truthful manner. It is necessary to pay attention to whether the concepts expressed by the interviewees are the same as the interviewees' understanding, which should not be based on the interviewees' subjective assumptions, but rather, it is necessary to communicate with the interviewees in a timely and effective manner, to confirm the interviewees' true semantics.

### 4.3. Respondents

Returning to interviewees refers to the activity of returning to those who had participated in the expert interviews at intervals after the expert interviews were completed, ensuring the consistency of the experts' opinions before and after and the completeness of their viewpoints through many repeated exchanges. After the selective coding was completed, all the interviewed experts were contacted and communicated with, and nine experts were finally interviewed again, and the expert weight assignment form was also distributed during the interview process. The experts did not make any modifica-



tions to the main categories and models formed by the rooted theory, but proposed modifications to the way of expression and the order of arrangement of some of the categories and conceptual nodes.

#### 4.4. Triangulation

Triangulation refers to the interpretation and comparison of a research problem from multiple perspectives by different people, the consistency or difference of the results of which is important to the research findings. Government documents and literature were collected in the process of rooted theory, and experts and frontline personnel in related fields were interviewed, and the final node results of the materials obtained from different standpoints after merging and the coded node results reflected consistency in general, indicating that the reliability and validity of the relationship model of the capacity of youth sports clubs constructed through the rooted theory passed the test.

Criteria for determining saturation are a combination of empirical limits on the data, theoretical inter-convergence and density, and the researcher's theoretical sensitivity (Glaser and

Strauss) [20]. There are more subjective components, more briefly outlined, such as the present study with Wen Che [21], Yuan Xinfeng [22], etc. consistent with the original data randomly sorted and coded one by one after the remainder of the data for the saturation test and briefly outlined. To ensure that the theoretical saturation test was rigorous, in line with the authors (Zhao Yaping; Cai Jie), the suspension technique, return respondents, and triangulation mutual evidence were selected to ensure that the reliability of the rooted theory model passed the test.

Combining the results of the literature review and the Zagan theory, the codes formed based on the Zagan theory are divided into three parts, namely, the code of youth sports club capacity, the code of internal influencing factors of youth sports club capacity, and the code of external influencing factors of youth sports club capacity, as shown in Table 14, Table 15, and Table 16. Among them, the code for the first-level influencing factor is one letter, the code for the second-level influencing factor is two letters, and the code for the third-level influencing factor is three letters, and the first letter of the code belonging to the same level of influencing factor is the same.

**Table 14.** Capacity Code List for Youth Sports Clubs.

main category	Main Category Code	area	Category Code	conceptual	Concept Code
Youth sports club capacity	C	Organizational Mission Orientation Capacity	cp	social responsibility	cpq
				Business Philosophy	cph
				raison d'être	ctq
		Resource integration capacity	ce	Resource building capacity	cga
				Resource utilization capacity	cgp
		Regulating governance capacity	gg	Well-established corporate governance structure	cqc
				Good organizational management system	cdt
				Active acceptance of external regulation	cct

**Table 15.** Table of Codes for Internal Influences on the Capacity of Youth Sports Clubs.

main category	Main Category Code	area	Category Code	conceptual	Concept Code
Internal in-	I	Strategic leadership	sp	Vision Setting	sac
				excitation engine	sri
				Encouraging innovation	sra
				Patience and tolerance	sdh
				personal care	spc
		Resource acquisition	rh	Relationship building	srp

main category	Main Category Code	area	Category Code	conceptual	Concept Code
influences on the capacity of youth sports clubs		tion		Financial access	ssc
				Access to rights	rav
				Strength of network with government and associations	rpf
				Strength of network with schools and communities	rpt
		cyber-relationship	ni	Strength of network with other for-profit/non-profit organizations	rgf
				Size of network of relationships with other for-profit/non-profit organizations	rpf
				Have clear objectives for cooperation	rff
				Effectiveness of innovation incentives	uss
		Service Innovation	ni	Funding for innovation	nga
				technical input	nsc
				Capacity to communicate with customers	nsp
				Number of new service approaches promoted	nsn

**Table 16.** Table of Codes for External Influences on the Capacity of Youth Sports Clubs.

main category	Main Category Code	area	Category Code	conceptual	Concept Code
deal	P	incentive policy	sp	development project	ptd
				tax exemption policy	pmb
				Government Purchase Program	pin
				Government incubation of organizations	Pyt
				annual inspection system	dpp
		regulatory policy	mp	Mechanisms for non-compliance	dpn
				industry standard	dsr
				Standard Impact	dsa
		Platform for external communication	dp	Utilization of self-media platforms	uzp
				public number	gzh
flat-roofed building	D	Platforms for the provision of services	ds	Serving the Race	spp
				Provide online instruction	plt
				Serving the Reserve	stt
				Service Feedback	sid

## 5. Discussion

### Summary of Key Findings

In conclusion, the described model represents a theoretical framework of the role mechanism of factors influencing the capacity of youth sports clubs in China's national context, aiming at solving the problem of the reality that youth sports clubs have uneven levels of achieving their organizational

missions, and are struggling to survive and are unable to develop in a sustainable manner. Youth sports clubs in full consideration of internal strategic leadership, resource acquisition, network relations, service innovation, while giving full play to the effective role of social platforms, the government to participate in increasing policy intervention, the combined impact of internal and external factors to enhance the overall capacity of youth sports clubs, in order to solve the problem of clubs to achieve a low level of organizational mission and the problem of survival and development. It caters well to the environmental theory (the organization lacks initiative under the influence of the environment, and can only passively accept the results of external choices [23]) and the adaptation theory (i.e., the organization, as a collection of wisdom composed of people, can actively change its own Capacity according to the actual situation, adopt various strategies to actively adapt to the changes in the environment and try to overcome the asymmetric nature of the information (Oliver) [24]) is a synthesis of the environmental theory and the adaptation theory. Adaptation Theory synthesis.

## 6. Conclusion

It was clarified that the theoretical framework of the mechanism of the role of factors influencing youth sports club capacity in China's national context should include the influence of policies and platforms on youth sports club capacity, as well as the influence of factors influencing youth sports club capacity within youth sports club capacity on youth sports club capacity. Secondly, this study strictly follows the rooted theory process to develop an exploratory conceptual model of the influencing factors of youth sports club capacity. It also further discovered the relationship between the influencing factors of youth sports club capacity and the relationship between the influencing factors of youth sports club capacity and youth sports club capacity in practice and context.

## 7. Recommendations for Future Research

A study of YSC organizational capacity can advance the agenda in important ways. Firstly, the weights of the capacity influencing factors are examined and the influencing factors are ranked in order of importance to improve the efficiency of capacity building in youth sports clubs. Secondly, further how the YSC capacity influencing factors work to influence YSC capacity enhancement. Thirdly, to design a practical path for youth sports club capacity enhancement. Finally, since our study is based on a qualitative study of youth sports clubs in the context of China's national situation, the results cannot be generalized. It is possible to study youth sport nonprofit organizations in the context of other countries' national contexts with reference to the results of this study, which can help to solve this limitation.

## Abbreviations

YSC                      Youth Sports Club

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## Data Availability Statement

Interview and textual data (in Chinese) for this study are available upon request. Relevant extracts from this thesis have been translated into English and are available upon request.

## Conflict of Interest

The authors declare no conflict of interest.

## Appendix

*Appendix Interview Outline of Factors Influencing Youth Sports Club Capacities*

1. What are the services of your youth sports club?
2. In your opinion, what are the specific elements that

should be included in the capacity of a youth sports club to ensure its survival and thus achieve the mission of the organization?

3. How do you think we can measure that youth sports clubs have these specific Capacities?
4. To what extent do you think your youth sports club has the capacity to survive and thus achieve the mission of the organization?
5. What are the specific key factors that influence the capacity of youth sports clubs to ensure their survival and the achievement of the organization's mission from their perspective?
6. What specific influences do you think affect the effectiveness of youth sports clubs in terms of capacity, including influences from within and outside the club?
7. In the context of your own work or life, could you tell us why these influences affect youth sports clubs?
8. Could you please list the two best experiences you are currently exposed to in terms of overall improvement in the capacity of youth sports clubs?
9. Have youth sports clubs implemented any innovative measures in recent years that have improved the capacity of youth sports clubs?
10. In recent years, have the relevant authorities introduced any innovative measures to foster the capacity of youth sports clubs?
11. Could you please list the influencing factors of the youth sports clubs that you are currently in contact with that need to be intervened in order to achieve the mission of the organization and ensure its survival? Have any attempts been made to address them? What were the results?
12. What do you think should be done to improve the capacity of youth sports clubs?

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