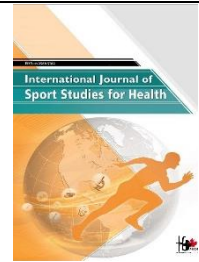


# International Journal of Sport Studies for Health

Journal Homepage



## Innovative Strategies and Competitive Dynamics in Non-Profit Sports Clubs: From Transformation to Performance

Jerónimo. García-Fernández<sup>1\*</sup>, Javad. Karimi<sup>2</sup>, Sajjad. Pashaei<sup>3</sup>, Hamed. Golmohammadi<sup>4</sup>, Monika. Piątkowska<sup>5</sup>

<sup>1</sup> Department of Physical Education and Sport, Universidad de Sevilla, Seville, Spain

<sup>2</sup> Department of Physical Education, Lorestan University, Khorramabad, Lorestan, Iran

<sup>3</sup> Department of Sport Management, University of Tabriz, Tabriz, Iran

<sup>4</sup> Department of Physical Education and Sport, Sivas Cumhuriyet University, Sivas, Turkey

<sup>5</sup> Józef Piłsudski University of Physical Education, Warsaw, Poland

\* Corresponding author email address: jeronimo@us.es

E d i t o r	R e v i e w e r s
Özgür Eken <sup>id</sup> Associate Professor, Inonu University, Malatya, Turkey ozgureken86@gmail.com	<b>Reviewer 1:</b> Mohammadreza Zarbakhsh Bahri <sup>id</sup> Associate Professor «Department of Psychology, Tonekabon Branch, Islamic Azad University, Tonekabon, Iran. Email: M.Zarbakhsh@Toniau.ac.ir <b>Reviewer 2:</b> Masoud Mirmoezi <sup>id</sup> Department of Physical Education and Sport Sciences, Islamic Azad University, Central Tehran Branch, Tehran, Iran. Email: massoudmirmoezi@live.com

### 1. Round 1

#### 1.1 Reviewer 1

Reviewer:

The sentence: "...in terms of underexplored academically (11)." is vague. Consider rephrasing to explain how this topic has been underexplored and what gaps the current study intends to fill, using more specific language.

The phrase: "IB is a process in which employees generate, development, testing, modification and commercialization of ideas (15)." contains a grammatical error. "Development" should be "develop," and the sentence needs better parallel structure. Suggested revision: "...generate, develop, test, modify, and commercialize ideas..."

Although mediation is introduced, the conceptual rationale for why CA mediates between IB and OP is underdeveloped. Consider integrating a theoretical framework (e.g., Resource-Based View or Dynamic Capability Theory) to support this mediation pathway.

The statement: "Table 2 indicates strong correlations among the second-order factors..." could be expanded. Consider reporting whether multicollinearity is a concern (e.g., VIF values), and whether these correlations threaten discriminant validity.

In the paragraph after Table 3, the authors cite Yamin (98) and Sarstedt et al. (90) on SRMR interpretation but fail to clarify why a value of .081, slightly above 0.08, is still acceptable. Strengthen the rationale using model diagnostics from recent PLS-SEM literature.

Throughout the discussion, causality is implied (e.g., “IB leads to improved OP”) despite the cross-sectional design. Please temper causal language and clarify that results indicate associations, not causality.

Author revised the manuscript and uploaded the updated document.

## 1.2 Reviewer 2

Reviewer:

The authors cite (21, 29, 30) multiple times in this paragraph without adding new interpretations. Try to integrate a more nuanced discussion or cite complementary works to avoid redundancy.

The sentence: “Since, the role of NPSCs extends beyond promoting public health...” includes an unnecessary comma after “Since.” Please revise for smoother readability and grammatical correctness.

The hypothesis: “H5: Competitive advantage plays a mediating role in the relationship between innovative behavior affects organizational performance.” has a grammatical inconsistency. It should read: “...in the relationship between innovative behavior and organizational performance.”

Given the complexity of sports club environments, the absence of analysis of moderating effects (e.g., club size, funding source, or urban vs. rural location) is a missed opportunity. Suggest considering these in future research.

In the paragraph discussing H1 and IB, the authors list several studies (e.g., 12, 48, 55, 77, 101, 102) without distinguishing how each uniquely supports the findings. Please avoid citation stacking and engage in more critical comparison among the studies.

Author revised the manuscript and uploaded the updated document.

## 2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.