The Impact of Young Athletes' Values and Attitudes on the Formation of Sustainable Entrepreneurial Intention

Received: 2025-10-26
Accepted: 2026-07-18
Vol. 8, No.1. Winter.2027, 1-12

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DOI: 10.22098/rsmm.2026.18664.1512

Abstract

Purpose: The aim of this study was to examine the influence of young athletes' values and attitudes on the formation of sustainable entrepreneurial intention.

Method: The present study employed a descriptive correlational research design based on structural equation modeling (SEM). The statistical population consisted of male football players from the Tehran Omid League, aged 18 to 22. Using Morgan's table and simple random sampling, a sample of 180 participants was selected. Data collection instruments included standardized questionnaires: The Entrepreneurial Values Scale by Steg et al. (2014), the Entrepreneurial Attitudes Scale by Linan and Chen (2009), and the Sustainable Entrepreneurial Intention Scale by Thelken and Jong (2020). The data were analyzed using structural equation modeling.

Results: The findings revealed that the values of Iranian youth football players had a significant positive effect on explaining their entrepreneurial intention. Additionally, the attitudes of Iranian youth football players significantly contributed to explaining their sustainable entrepreneurial intention. Furthermore, values influenced the attitudes of Iranian youth football players, and both values and attitudes played a meaningful role in explaining their sustainable entrepreneurial intention.

Conclusion: Values and attitudes can foster the development of entrepreneurial skills and competencies. By influencing individuals' perceptions of their own capabilities, these factors enhance their entrepreneurial mindset, cultivate a positive attitude toward entrepreneurship, and strengthen their entrepreneurial intentions. Accordingly, values and attitudes encourage athletes, as entrepreneurs, to pursue sustainable career choices.

Keywords: Football player, values, attitudes, sustainable entrepreneurial intention, employment.

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Introduction

The sports industry has become one of the most dynamic sectors of the global economy, generating substantial economic, social, and cultural value (Zhai et al., 2024). Beyond its economic contributions, the sport sector is increasingly expected to address broader societal challenges, including environmental sustainability, social inclusion, and community development (González-Serrano et al., 2023). Consequently, sustainable entrepreneurship has emerged as an important extension of sport entrepreneurship, emphasizing the creation of economic value while simultaneously addressing environmental and social concerns (Winn et al., 2011). In the sport context, sustainable entrepreneurship enables athletes, sport organizations, and sport-related businesses to develop innovative products, services, and initiatives that contribute to long-term sustainable development (Rosário et al., 2022). As global attention toward the United Nations Sustainable Development Goals (SDGs) continues to increase, understanding the factors that encourage sustainable entrepreneurial behavior within the sport sector has become a significant research priority (Rosário et al., 2022).

Young people play a fundamental role in entrepreneurial development and socioeconomic progress (Feng, X., Liu, Y., Zhang, L. et al, 2025). Among them, young athletes constitute a particularly distinctive group because continuous participation in sport exposes them to values such as discipline, perseverance, teamwork, leadership, responsibility, competitiveness, and commitment to long-term goals (Simwanza, 2026). These experiences contribute to the development of psychological characteristics and transferable skills that may shape entrepreneurial behavior differently from that of non-athletes (Steinbrink et al, 2024). Furthermore, athletes frequently develop competencies such as resilience, creativity, opportunity recognition, proactivity, and decision-making under uncertainty, all of which are strongly associated with entrepreneurial success (Vidal-Vilaplana et al., 2025). Entrepreneurship has also been recognized as an attractive career pathway for athletes, particularly during periods of career transition following retirement from competitive sport (Tian & Yang, 2025). Despite these unique characteristics, limited research has examined sustainable entrepreneurial intentions among young athletes (Vidal-Vilaplana et al., 2025).

Sustainable entrepreneurial intention refers to an individual's commitment and willingness to establish ventures that simultaneously pursue economic, social, and environmental objectives (Tran et al., 2025). As sustainable entrepreneurship seeks to balance profitability with environmental stewardship and social responsibility, understanding the factors that motivate individuals to engage in such entrepreneurial activities has become increasingly important (Shahrahmani et al, 2025). Previous studies have demonstrated that sustainable entrepreneurial intentions are influenced by a variety of psychological, social, and contextual factors, among which personal values and attitudes are particularly influential (Yasir et al., 2021). Values are enduring beliefs that guide individual judgments, decisions, and behaviors (Karadag et al, 2026). Within the sustainable entrepreneurship literature, personal values are considered fundamental antecedents of entrepreneurial decision-making because they influence how individuals evaluate opportunities and define success (Pham et al, 2026). In particular, self-enhancement values emphasize personal achievement and individual success, whereas self-transcendence values emphasize concern for society, environmental protection, and collective well-being (Czupryna et al, 2024). Individuals characterized by stronger self-transcendence values are generally more inclined to pursue entrepreneurial opportunities that create positive social and environmental outcomes (Yasir et al, 2022). Recent studies have confirmed that sustainable

values, particularly pro-environmental and solidarity values, positively influence sustainable entrepreneurial intentions across different cultural contexts (Gimenez-Jimenez & Harc, 2024). Therefore, values may represent an important foundation for the development of sustainable entrepreneurial intentions among young athletes (Tian et al, 2025).

In addition to values, attitudes play a central role in shaping entrepreneurial behavior (Minh et al, 2026). Entrepreneurial attitudes reflect an individual's positive or negative evaluation of entrepreneurial activities and significantly influence the willingness to engage in venture creation (Balgiu et al, 2024). Individuals who perceive entrepreneurship as desirable and beneficial are more likely to develop entrepreneurial intentions and ultimately engage in entrepreneurial behavior (Baluku et al, 2025). Consequently, attitudes may function as a psychological mechanism through which values are translated into entrepreneurial intentions (Karla et al, 2026). Understanding the relationship between values and attitudes is therefore essential for explaining how sustainable entrepreneurial intentions emerge among young athletes (Tian et al, 2025).

The present study is grounded in the Theory of Planned Behavior (TPB), one of the most widely applied and empirically validated frameworks for explaining entrepreneurial intentions (Ajzen, 1991). According to TPB, behavioral intention is influenced by three key determinants: attitude toward the behavior, subjective norms, and perceived behavioral control (Balgiu et al, 2024). Attitude reflects the degree to which an individual evaluates a behavior positively or negatively, subjective norms represent perceived social expectations, and perceived behavioral control refers to an individual's perception of their capability to perform the behavior successfully (Jemli et al, 2026). Within this framework, personal values can shape entrepreneurial attitudes, while attitudes subsequently contribute to entrepreneurial intentions (Yasir et al, 2022). Recent research applying TPB to sustainable entrepreneurship has confirmed that attitudes remain one of the strongest predictors of sustainable entrepreneurial intention (Andrea Lazarte et al, 2026). Therefore, TPB provides an appropriate theoretical lens for understanding how values and attitudes influence sustainable entrepreneurial intentions among young athletes (Vuorio et al., 2018).

Although sustainable entrepreneurial intention has received increasing scholarly attention, most existing studies have focused on university students, educational settings, and general youth populations (Joensuu-Salo et al., 2022). Research conducted within the sport sector remains relatively limited. Existing sport entrepreneurship studies have predominantly focused on entrepreneurial competencies, innovation capabilities, resilience, and business outcomes, while the psychological mechanisms underlying sustainable entrepreneurial intentions remain largely unexplored (Rosário et al., 2022; Rodrigues et al., 2023). Furthermore, empirical evidence regarding the simultaneous influence of values and attitudes on sustainable entrepreneurial intentions within sport contexts remains scarce (Lediana et al., 2023).

This research gap is particularly relevant in developing countries such as Iran, where youth entrepreneurship is considered a strategic mechanism for economic growth, employment generation, and sustainable development. Despite the increasing importance of sustainability-oriented entrepreneurship, little is known about how personal values and entrepreneurial attitudes jointly contribute to sustainable entrepreneurial intentions among young athletes. To the best of our knowledge, no previous study has simultaneously examined the effects of values and attitudes on sustainable entrepreneurial intentions among young athletes in the Iranian sport context. This represents an important theoretical and empirical gap in both the sport entrepreneurship and sustainable entrepreneurship literature.

The novelty of the present study lies in four key aspects. First, it examines sustainable entrepreneurial intention within a sport-specific context. Second, it focuses on young athletes as a unique and underexplored population. Third, it simultaneously investigates the influence of personal values and entrepreneurial attitudes on sustainable entrepreneurial intentions. Fourth, it applies the Theory of Planned Behavior to explain the psychological mechanisms underlying sustainable entrepreneurial intentions among young athletes. Based on TPB, the conceptual model proposes that values directly influence entrepreneurial attitudes and sustainable entrepreneurial intentions, while attitudes further contribute to sustainable entrepreneurial intentions. Therefore, the present study seeks to answer the following research question: How do young athletes' values and attitudes influence the formation of sustainable entrepreneurial intentions?

Materials and Methods

The present study was applied in nature and employed a descriptive-correlational design based on Structural Equation Modeling (SEM). Structural Equation Modeling can examine direct causal relationships, indirect relationships, and overall relationships between variables, as well as the amount of explained variance in the entire model. The statistical population consisted of male football players in the Tehran Omid League, aged 18 to 22. Using the Morgan table, a sample size of 180 people was selected through convenience sampling. It is worth noting that 200 questionnaires were distributed and 20 incomplete questionnaires were eliminated. The data collection tools included standardized questionnaires: Entrepreneurial Values (Steg et al., 2014) – measuring values (16 items, 4 components: altruism, egoism, biospheric, and hedonism). Entrepreneurial Attitudes (Linan & Chen, 2009) – (5 items). Sustainable Entrepreneurial Intention (Thelken &Jong, 2020) – (3 items). After translation, the questionnaires were sent to sports management professors for review. Following a back-and-forth revision process, their suggested modifications were applied, and face validity was confirmed by the professors. Next, the questionnaire was distributed among 40 members of the target population, and its reliability was calculated using Cronbach's alpha ($\alpha = 0.85$) (see Table 1). After confirming the validity and reliability, the questionnaires were distributed among the athletes with the permission of the coaches and supervisors of the sports teams. In this study, an attempt was made to consider informed consent, confidentiality, and compliance with ethical principles. After collecting the data, the conceptual model was tested using SEM in PLS software.

Table 1. Reliability of variables based on Cronbach's alpha

Variables	Cronbach's Alpha	Cronbach's Alpha Questionnaire
Value	0.913	0.857
Attitude	0.794	
Intention Sustainable Entrepreneurship	0.865	

Results

The main purpose of this study was to examine the suggested structural paths among young athletes' values, attitudes, and sustainable entrepreneurial intention using Structural Equation Modeling (SEM). Following good practice in multivariate analysis, our procedure had two phases: in the first, testing the measurement model to ascertain that the constructs had good reliability and validity, and in the second, examining the suggested paths in the structural model. The results of this in-depth analysis thus provide robust statistical support to our conceptual framework, thereby attesting that these sportsmen's personal values and attitudes are indeed strong determinants of their sustainable entrepreneurship intention.

This section presents the most important

findings of the study. The descriptive results of the study are shown in Table 2.

Table 2. Descriptive statistics of the statistical population

Variables		Frequency	Percentage Frequency
Interest in the field	Yes	96	53.3
	No	84	46.7
Father's occupation	Employee	106	58.9
	Self-employment	74	41.1
Mother's occupation	Employed	30	16.7
	Housewife	150	83.3
Travel experience	Yes	89	49.4
	No	91	50.6
Age	18 years	30	16.7
	19 years	87	48.3
	20 years	33	18.3
	21 years	18	10
	22 years	12	6.7

According to Table 2, the number of respondents was 180. Of these, 12 (6.7%) were 22 years old, 18 (10%) were 21, 30 (16.7%) were 18, 33 (18.3%) were 20, and 87 (48.3%) were 19 years old. Regarding their field of study, 96 respondents (53.3%) expressed interest, while 84 (46.7%) had no interest. The occupations of the athletes' parents were as follows: 106 fathers (58.9%) were employees, while 74 (41.1%) were self-employed. Among the mothers, 30 (16.7%) were employed, and 150 (83.3%) were Housewife. Finally, 91 athletes (50.6%) had no prior travel experience, whereas 89 (49.4%) had traveled before. Before testing the research hypotheses, it is necessary to confirm the validity of the measurement and structural models. The fit of the measurement models was assessed by examining the reliability and validity (convergent and discriminant) of the research constructs. In PLS software, reliability was evaluated using three criteria: Cronbach's alpha, composite reliability, and factor loadings. Generally, reliability is accepted if Cronbach's alpha and composite reliability exceed 0.7, and factor loadings exceed 0.4. To assess convergent validity, the average variance extracted (AVE) was used, with a desirable threshold of 0.5 or higher. As shown in Table 3 and Figure 1, all research variables demonstrated acceptable reliability and convergent validity, confirming that the measurement model had a satisfactory fit. For discriminant validity, the latent variable correlation matrix and the Fornell-Larcker criterion were applied. The results confirmed that each construct's correlation with itself was higher than its correlation with other constructs, thereby supporting the discriminant validity of the model.

Table 3. Reliability indicators for research constructs

Variables	AVE	CR	Cronbach's Alpha	R^2	Items	Q^2	Factor Loading	t-Value
Value	0.793	0.939	0.913		Altruism	0.638	0.891	45.985
					egoism	0.741	0.932	72.075
					Biospheric	0.556	0.850	26.135
					hedonism	0.617	0.888	35.419
Attitude	0.709	0.880	0.794	0.756	Question 1	0.420	0.839	20.633
					Question 2	0.467	0.875	46.337
					Question 3	0.341	0.810	18.682
Sustainable	0.657	0.904	0.865	0.736	Question 1	0.417	0.801	24.549

Entrepreneurship Intention	Question 2	0.219	0.622	8.994
	Question 3	0.590	0.864	32.835
	Question 4	0.592	0.855	36.141
	Question 5	0.639	0.883	51.413

The structural model's fit was evaluated using the criteria of significance coefficients (T-values), the coefficient of determination (R^2), and the predictive power coefficient (Q^2). The coefficient of determination (R^2) measures the variance of the dependent construct explained by the independent construct(s). Values of 0.75, 0.50, or 0.25 indicate strong, moderate, and weak predictive accuracy, respectively. Based on the values presented in Table 3, the structural model demonstrates good predictive accuracy, and its fit is confirmed to be strong. Q^2 reflects the model's predictive relevance; according to Table 3, the constructs' predictive power (Q^2) exceeds the threshold of 0.15, indicating substantial predictive capability. Finally, the overall model fit was assessed using the Goodness-of-Fit (GOF) index. The GOF can be categorized into three levels—weak, moderate, and strong—with cutoff values of 0.25, 0.36, and above 0.36, respectively. Given that the calculated GOF value is 0.624, the overall model fit is confirmed to be very strong.

Figure 1. Factor loadings coefficient

Figure 2. Significance coefficient

Based on Figures (1) and (2), the research hypotheses can be analyzed. In the Smart PLS software, the t-value indicates the significance of the effect between variables. If the t-value is greater than 1.96, the effect is positive and significant. If it falls between +1.96 and -1.96, the effect is not significant, and if it is less than -1.96, the effect is negative but still significant. According to the data presented in Table 2, all hypotheses are confirmed because their significance coefficients exceed 1.96. To test the fourth hypothesis, the Sobel test was employed—a widely used method for assessing the significance of a mediating variable's effect in the relationship between two other variables. In the Sobel test, a Z-value is calculated using the following formula. If this value exceeds 1.96, the mediating effect is confirmed at a 95% confidence level. In this formula:

a = path coefficient between the independent and mediating variables,

b = path coefficient between the mediating and dependent variables,

Sa = standard error of the path between the independent and mediating variables,

Sb = standard error of the path between the mediating and dependent variables.

Fourth hypothesis:

(Sb=0.016); (Sa=0.089) (c=0.635) ؛ (b=0.605); (a=0.798)

$$Z - \text{Value} = \frac{a \times b}{\sqrt{(b^2+s^2a)+(a^2+s^2b)+(s^2a+s^2b)}} = 22.096$$

By substituting into the above formula, the value for the fourth hypothesis is obtained. As observed, the Z-value derived from the Sobel test was 22.096. Since this value exceeds 1.96, it can be concluded that, at a 95% confidence level, the mediating variable of attitude has a significant effect on the relationship between the value of Iranian football players and the explanation of sustainable entrepreneurial intention. To determine the strength of the mediating effect: The Variance Accounted for (VAF) statistic is used to measure the intensity of the indirect effect of the mediating variable. The VAF takes a value between 0 and 1, with values closer to 1 indicating a stronger

mediating effect. Essentially, this statistic assesses the ratio of the indirect effect to the total effect (Davari & Rezazadeh, 2013). The VAF is calculated using the following formula:

$VAF=\frac{a\times b}{(a\times b)+c}=\frac{0.506}{1.141}=0.50$

This means that approximately more than 50% of the total effect of Iranian football players' perceived value on sustainable entrepreneurial intention is explained indirectly through the mediating variable of interactive capability attitude.

Table 4. Results of testing research hypotheses

Hypothesis	t-value coefficients	Path coefficient	Result
The values of young Iranian football players have a significant effect on explaining the intention to be a sustainable entrepreneur.	0.246	2.589	Confirm
The attitudes of young Iranian football players have a significant effect on explaining the intention to be a sustainable entrepreneur.	0.635	7.145	Confirm
Values have a significant effect on the attitudes of young Iranian football players.	0.869	54.564	Confirm
The values and attitudes of young Iranian football players have a significant effect on explaining the intention to be a sustainable entrepreneur.	0.50	22.096	Confirm

Discussion

The main objective of this study was to examine the effect of values and attitudes on sustainable entrepreneurial intention among young Iranian football players. The findings indicated that both individual values and attitudes toward sustainable entrepreneurship play significant roles in shaping sustainable entrepreneurial intentions. Moreover, the results demonstrated that attitude acts as a mediating variable, strengthening the relationship between values and sustainable entrepreneurial intention. These findings suggest that the formation of sustainable entrepreneurial intention among young athletes is not only influenced by economic and occupational factors but is also strongly shaped by their value systems and psychological attitudes.

The results of the first hypothesis revealed that the values of young Iranian football players have a positive and significant effect on sustainable entrepreneurial intention. This finding indicates that values, as fundamental decision-making criteria, shape individuals' orientations toward entrepreneurial activities. From a theoretical perspective, sustainable entrepreneurship is not solely driven by economic profit but simultaneously seeks social value creation and environmental protection. Therefore, individuals with altruistic values are more inclined toward sustainable entrepreneurial activities due to their stronger concern for social welfare and problem-solving orientation. Additionally, biospheric values reflect individuals' concern for environmental protection, natural resources, and ecological sustainability. Individuals with such values tend to perceive sustainable entrepreneurship as an opportunity to simultaneously generate economic, social, and environmental value, and thus show greater intention to engage in such activities (Peng et al., 2021). Accordingly, greater environmental sensitivity among these individuals can foster motivation for developing responsible and sustainable businesses. Hedonic values can also encourage sustainable entrepreneurial intention through the creation of personal satisfaction, achievement, identity formation, and self-fulfillment. Furthermore, egoistic values are not necessarily contradictory to sustainable

entrepreneurship, as sustainable ventures may provide opportunities for professional success, social recognition, and long-term competitive advantage. Therefore, different types of values, through different yet aligned pathways, contribute to the formation of sustainable entrepreneurial intention among young athletes. This finding is consistent with recent studies. For instance, Srivastava et al. (2024) showed that altruistic and environmental values are among the strongest predictors of sustainable entrepreneurial intention. Similarly, Gimenez-Jimenez and Harc (2024) reported that sustainability-oriented and pro-environmental values significantly contribute to the formation of sustainable entrepreneurial intention.

The results of the second hypothesis indicated that the attitudes of young football players toward sustainable entrepreneurship have a positive and significant effect on sustainable entrepreneurial intention. This finding is consistent with the Theory of Planned Behavior, which identifies attitude as one of the strongest predictors of behavioral intention. When athletes perceive sustainable entrepreneurship as valuable, desirable, and effective, they are more likely to plan to engage in such activities in the future. In fact, a positive attitude enhances individuals' perception of opportunities in sustainable entrepreneurship, making them more attractive and increasing their willingness to invest time and cognitive effort in this field. The relatively high path coefficient of this relationship indicates that attitude is one of the most important psychological determinants of sustainable entrepreneurial intention among young football players. This result is also supported by the studies of Rajpal et al. (2024) and He et al. (2024), which confirmed that positive attitudes toward sustainability and entrepreneurship play a central role in transforming behavioral tendencies into entrepreneurial intentions.

The results of the third hypothesis showed that values have a strong and significant effect on the attitudes of young football players. This finding indicates that individuals' attitudes toward sustainable entrepreneurship are largely rooted in their value systems. Values provide a cognitive framework through which individuals evaluate social and economic phenomena. When athletes internalize values such as social responsibility, environmental concern, personal development, and helping others, they tend to develop more positive attitudes toward sustainable entrepreneurial activities. The strong coefficient of this relationship highlights that values are one of the most important antecedents of attitude formation among young athletes, and changing attitudes without addressing underlying value systems is difficult. From a theoretical perspective, values act as core beliefs that shape individuals' evaluation frameworks of social and economic phenomena. Consequently, values related to social responsibility and environmental concern can foster more positive attitudes toward sustainable entrepreneurship, a finding also supported by Yasir et al. (2023) and Srivastava et al. (2024).

The results of the fourth hypothesis demonstrated that values and attitudes simultaneously influence sustainable entrepreneurial intention through a mediating mechanism. This is one of the most important findings of the present study. According to this result, values alone are not sufficient to generate sustainable entrepreneurial intention; instead, they first shape individuals' attitudes toward sustainable entrepreneurship, which subsequently translate into behavioral intention. In other words, attitude functions as a psychological mechanism that converts personal values into actual entrepreneurial intention. For example, football players with altruistic or biospheric values first develop positive attitudes toward responsible and sustainable business practices, and these positive attitudes subsequently increase their likelihood of engaging in sustainable entrepreneurial activities. Therefore, the

findings suggest that promoting sustainable entrepreneurship among young athletes requires not only entrepreneurial skill development but also the strengthening of personal values and the formation of positive sustainability-oriented attitudes. This finding is consistent with the Theory of Planned Behavior, which posits that values first shape attitudes, and attitudes subsequently influence behavioral intentions. Studies by Lopes et al. (2024) and Purkodi et al. (2023) also reported similar mediating mechanisms in explaining sustainable entrepreneurial intention.

In conclusion, the findings of this study demonstrate that values and attitudes are key determinants of sustainable entrepreneurial intention among young Iranian football players. Furthermore, attitude serves as a connecting mechanism between values and behavioral intention, playing a crucial role in transforming personal values into future entrepreneurial behavior. These results may be useful for football federations, sports clubs, policymakers, and educational institutions in designing programs aimed at promoting sustainable entrepreneurship among young athletes.

Conclusion:

This study examined the role of values and attitudes in shaping sustainable entrepreneurial intention among young Iranian male football players. Based on the findings of this study, it can be concluded that fostering positive values and attitudes among young athletes plays a fundamental role as a key factor in shaping sustainable entrepreneurial intentions. The findings indicate that individual values, particularly altruistic and biospheric orientations, are significant predictors of sustainable entrepreneurial intention, and that attitude functions as a mediating mechanism that translates these values into entrepreneurial intention. These results suggest that sustainable entrepreneurial intention among young athletes is rooted not only in economic considerations but also in deeper value-based and psychological processes, consistent with the Theory of Planned Behavior.

Limitations

This study has several limitations that should be considered when interpreting the results. The sample was limited to male football players in Iran, which restricts the generalizability of the findings to other sports, female athletes, or other cultural contexts. Additionally, the cross-sectional design does not allow for conclusions about how values and attitudes, and their relationship with entrepreneurial intention, may change over time. Finally, the study measured entrepreneurial intention rather than actual entrepreneurial behavior or outcomes, and the gap between intention and action should be considered when interpreting the practical implications of these findings.

Practical Implications

Given that altruistic and biospheric values emerged as key antecedents of sustainable entrepreneurial intention through attitude formation, sports clubs and football academies could integrate value-oriented content—such as social responsibility and environmental awareness—into the educational and developmental programs of young athletes, alongside technical and athletic training. Since attitude was found to play a central mediating role, interventions designed to shape athletes' perceptions of sustainable entrepreneurship as a desirable and viable path (e.g., exposure to athlete-entrepreneur role models, mentorship from individuals engaged in sustainability-oriented ventures) may be particularly effective in translating underlying values into entrepreneurial intention.

Future Research

Future studies could examine these relationships among athletes from other sports disciplines and among female athletes to assess the generalizability of the present findings. Longitudinal research is also recommended to investigate how values and attitudes evolve over time and how this evolution influences sustainable entrepreneurial intention. Furthermore, future research could explore

additional factors such as entrepreneurial experience, social support, and access to financial resources, as well as examine the gap between sustainable entrepreneurial intention and actual entrepreneurial behavior.

Acknowledgement

Finally, the authors gratefully acknowledge everyone who contributed to this study and dedicated their time to its success.

Conflict of Interest:

The authors states that this work has not been published elsewhere before and has not been presented to another journal at the same time. Also, all rights to use the content, tables, images, etc. have been assigned to the publisher.

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