## The Identification and Prioritization of the Exiting Challenges of Privatization of Iranian Football Clubs Using PEST<sup>1</sup> Model

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A review of studies about sports privatization indicates that almost all countries in the world have paid considerable attention to the role and the significance of sports privatization. However, it should be noted that there are not only one or two factors influencing sports privatization. The main issue is that sports privatization especially for football clubs cannot be effective without the existence of a set of factors. Accordingly, the present study concentrated on the most important challenges facing football clubs privatization in Iran. This descriptive-application study has employed a survey method. The statistical population included football managers, university professors in the field of physical education, and sports experts. Excel software and numerical means were used to identify challenges. Besides, Expert Choice and ranking techniques such as AHP, TOPSIS, and SAW were used to perform the primary ranking of factors. Prioritizing methods such as prioritizing means, BORDA and COPELAND were employed to merge and rank factors and indexes considered as challenges. The findings suggested that the most important challenges were legal-political, sociocultural, economic, and technological challenges were legal-political challenge, sports underestimation in sociocultural development programs as the main sociocultural challenge, lack of broadcast right as the main source of income as the core economic challenge, and finally inadequacy of loans granted to the private sector by the government was regarded as the major technological challenge.

#### **Keywords**

football privatization, merging, prioritization, prioritizing techniques, privatization challenge.

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<sup>1</sup> Political, Economic, Social, Technological

## The Effect of Budget Participation on Job Attitudes and Performance of Physical Education Managers of Universities

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#### Abstract

The aim of this study was to analyze the effect of budget participation on job attitudes and performance of physical education managers of universities. Research method was descriptive, with regard to the relationship of the variables it was correlation and application considering the aim of the study and data were collected by field method. The statistical population consisted of physical education managers of state universities affiliated to the Ministry of Science, Research and Technology. The sample was equal to the population. Five standardized questionnaires were used to collect data including Budget Participation, Job Satisfaction, Job Involvement, Organizational Commitment and Performance. To evaluate the effect of the variables and to assess the model, Structural Equation Modeling (SEM), Bayesian estimation with AMOS software were used. The Results revealed that participation in budgeting of managers did not directly have a significant effect on their performance. But the results of SEM and Bayesian estimation showed that participation of managers in budgeting indirectly had an effect on their performance through influencing job satisfaction and organizational commitment. Also, job satisfaction had a positive and significant effect on organizational commitment and organizational commitment on job involvement.

#### **Keywords**

attitude, budgeting, managers, participation, performance.

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# The Relationship between Understanding and Application of Management Quantum Skills in Sports Organizations

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#### Abstract

The aim of this study was to investigate the relationship between understanding and application of quantum skills in sports organizations. The study method was descriptive. The statistical population consisted of managers of the Ministry of Sport and Youth and the heads of selected sports federations (N=59). The data were analyzed by descriptive and inferential statistics. For data analysis, Spearman and Friedman tests were used. The results showed a significant positive relationship between understanding and application of quantum skills by managers (P=0.001, r=0.53). The highest level of understanding and application of the quantum action and the lowest level were quantum trust and quantum observation respectively. Therefore, managers of sports organizations should pay special attention to the understanding of quantum skills and increase their knowledge about this topic and have a special interest in the relationship of this notion with the application of these skills so that they can lead the organizations more effectively.

#### Keywords

chaos theory, management, quantum, quantum skills, sports organizations.

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## An Investigation of the Effect of Sport Clubs Reputation on Fans' Behavior Changing with a Social Marketing Approach

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#### Abstract

Social marketing is defined as applying marketing tools to achieve desired social targets. In other words, social marketing is the usage of commercial methods to increase a target group's ability to admit a belief or an action. In this article, the effect of sport clubs reputation and name on an improvement and a change in their fans' behavior was studied. Using SEM method, the results demonstrated that the two organizational characteristics including general reputation and perceived responsibility as well as the two social responsibility characteristics including perceived effort and perceived influence were independent variables influencing environmental reputation. Also, the results presented that environmental reputation had a significant effect on professional environmental behavior of fans including permanent improvement in behavior and an improvement of their behavior in each match. Furthermore, according to the current results, the more sport clubs try to increase their environmental and social reputation, the more effective tools they are to improve social behavior.

#### Keywords

club reputation, environmental effect, environmental effort, fans' behavior, social responsibility.

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## Challenges and Strategies Facing the Development of Sport for All in Iran

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#### Abstract

The aim of this research was to survey the challenges facing the development of sport for all as well as to analyze suitable strategies in order to develop physical activities for different members of the society. The statistical population consisted of the participants in stations of sport for all in Iran in 2012 (21% of the population of the country). 2000 participants who were selected as the sample using Morgan table and cluster random sampling method in 15 provinces filled out the research questionnaires. The questionnaire was researcher-made and its reliability was calculated through Cronbach alpha ( $\alpha$ =0.81). The results showed a significant relationship between aims and motivations of the participants and the level of their education and they emphasized that sport had a tremendous effect on their physical and mental health. There was a significant relationship between the participants' physical activity effects and their aims and motivations with regard to their ages. Lack of sport facilities, lack of sport awareness, shortage of skilled coaches and financial problems were respectively the most important problems facing the development of sport for all that the participants complained about. Providing suitable sport facilities and fields which can be easily used by fans of sport for all and also presenting advertising programs in order to improve general awareness of sport and training and appointing sport coaches and experts in order to advise people in sport for all stations are the important strategies which should be considered by sport for all planners.

#### Keywords

challenges, development, health, sport for all, sport stations, strategies.

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## A Comparison of Coaches' Power Resources and Athletes' Team Cohesion from the Viewpoints of Female and Male Coaches and Athletes in South Khorasan Province

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#### Abstract

The aim of the present study was to compare the power resource of coaches and athletes' team cohesion from the viewpoints of male and female coaches and athletes in South Khorasan province. The method of this study was descriptive which was conducted as a field study. The statistical population consisted of all coaches (N=120) and athletes (N=800) in four team sports. Based on Morgan table, 92 coaches and 260 athletes were selected as the sample by simple random sampling method. The data were collected by two questionnaires: Power in Sport Questionnaire (PSQ) and Group Environment Questionnaire (GEQ). Validity of the questionnaires was confirmed by professors of sport management and their reliability was determined using the Cronbach's alpha coefficient as 0.78-0.79 and 0.81 respectively. Considering the results of Kolmogorov–Smirnov test, nonparametric methods of U-Mann Whitney and Kruskal-Wallis test were used  $(P \le 0.05)$ . Results showed that from the viewpoints of both groups, expert power was the first priority and coercing power was the last priority in power resources of the coaches. Priorities of team cohesion of athletes (men and women) were attraction to group-task, group integration-task, attraction to group-social and group integration-social respectively. There was a significant difference between the viewpoints of male and female coaches in reward power, coercing power and legal power while there was no significant difference between males and females' viewpoints in expert power and referent power. It is recommended that coaches should use more expert power to achieve higher team cohesion as this is the expert power which is used by coaches and approved by athletes more than other power resources.

#### **Keywords**

cohesion, power, resources, sport, team.

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## A Survey of Behavioral Factors Affecting Sport Entrepreneurship Development in Iran

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#### Abstract

The aim of this study was to survey behavioral factors affecting sport entrepreneurship development and to provide a model. This study was of correlation nature and interviews and a questionnaire were used to collect data and viewpoints of sport experts. The statistical population consisted of sport club managers, top managers of Sport Organization, doctorate students and sport management and entrepreneurship management professors. In quantity sector, the entrepreneurship questionnaire included 15 items in two subsections including behavioral factors and entrepreneurship development. Face and content validity of the questionnaire was confirmed by 10 professors (construct validity was confirmed as well). The reliability of the questionnaire was achieved by Cronbach's alpha coefficient (α=0.916). For data analysis, regression, exploratory and confirmatory factor analysis were used and structure equation modeling was employed to develop a model. SPSS and Amos software was also used. The results showed that with regard to regression analysis, there was a significant relationship between behavioral factors and sport entrepreneurship development and factors such as motives and entrepreneurship attitudes influenced entrepreneurship development. In addition, modeling indices were suitable (P=0.80, GFI=0.94, AGFA=0.90, RMSEA=0.000). It can be concluded that improvement and development of behavioral factors play an important role in sport entrepreneurship development in Iran. Therefore, it seems that motives and attitudes of the citizens are considered as one of those factors which improves and develops sport entrepreneurship and consequently behavioral indices can help recognize those who perceive entrepreneurial opportunities better.

#### **Keywords**

behavioral factors, entrepreneurship development, innovation, risk taking, sport.

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# The Role of Job Satisfaction in the Relationship between Organizational Justice and Turnover Intention in Experts of Sport Federations

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#### Abstract

The aim of this study was to investigate the role of job satisfaction in the relationship between organizational justices and turnover intention in experts of sport federations. In this regard, Wood job satisfaction (1986), Kim and Lung (2007) organizational justice, and Cummann (1979) turnover intention questionnaires were used. The statistical population consisted of experts of sport federations and 210 experts were selected as the sample. Construct validity of the questionnaires were confirmed by confirmatory factor analysis and LISREL8.8. The reliability of the questionnaires was determined as 0.84, 0.87 and 0.86 respectively. For data analysis, Structural Equation Modeling and Visual PLS Software were used. Findings showed that the effect of organizational justice on job satisfaction was significant  $(\beta = 0.775, t=21.189)$  and on turnover intention was not significant  $(\beta = -1.189)$ 0.016, t= -0.211). Also, findings showed that the effect of job satisfaction on turnover intention was negative and significant ( $\beta$ = -0.520, t= -4.75). Other finding was that indirect effect of organizational justice ( $\beta$ = -0.403) on turnover intention was greater than its direct effect ( $\beta$ = -0.016) (-1.96 $\leq$  t value ≤+1.96). It is suggested that sports federations should promote organizational justice and job satisfaction in their employees in order to reduce their turnover intention.

#### Keywords

job satisfaction, organizational justice, sport federations, structural equations, turnover intention.

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## The Relationship between Employees' Personality Characteristics and Job Burnout in Ministry of Sport and Youth

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#### Abstract

The aim of this research was to explain the relationship between personality big five factors and job burnout in employees of Ministry of Sport and Youth of Iran. 162 employees completed the Maslach Burnout Inventory (MBI) and Big Five Inventory (BFI). MBI with 22 items assessed three dimensions of job burnout and BFI with 44 items assessed the five dimensions of personality. Cronbach's alpha coefficient was utilized to examine the internal reliability of MBI (r=0.80) and BFI (r=0.82). Data were analyzed with parametric tests (Pearson correlation, ANOVA, multiple regression and so on) at P≥0.05. The findings indicated that those who had higher neuroticism and lower extraversion, agreeableness, conscientiousness and openness to experiences were more prone to experience job burnout. So, if organizations use personality assessment as a part of their employment system, they can identify those who are likely to experience burnout in the future and have more precise organization and planning so that they can guarantee employees' commitment to their future job situations.

#### **Keywords**

depersonalization, emotional exhaustion, job burnout, loss of accomplishment, ministry of sport, personality.

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## The Relationship between Emotional Intelligence and Communication Skills with Burnout in Table Tennis Coaches

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#### Abstract

The aim of this study was to investigate the relationship between emotional intelligence and communication skills with burnout in Iranian international table tennis coaches. The statistical sample included those coaches holding degrees in international table tennis coaching in Iran (*n*=150). The data were collected using three questionnaires named Sybrya Shrink Emotional Intelligence (1986), Barton J. Communication Skills (1990) and Maslach Burnout (1996). The results showed a significant negative relationship between emotional intelligence and the prevalence of burnout in male and female coaches. A significant negative correlation was observed between communication skills and the intensity of burnout in female coaches. Between emotional intelligence and communication skills, the best predictor for burnout was emotional intelligence. So, it is suggested that special training coaching courses should be held to promote communication skills level and emotional intelligence in the coaches so that they can be less exposed to burnout.

#### Keywords

burnout, communication skills, emotional intelligence, international coaches, table tennis.

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