

Original Article

Investigating and explaining the consequences of implementing privatization in Iran's sport

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Abstract

The purpose of this research was to design a paradigmatic pattern for the implementation of privatization in Iranian sport, which was developed by qualitative and developmental approach. The research population was consisted of all the managers and experts involved in sports privatization in the country. As it is a qualitative research, a total of 20 people selected using the snowball purposeful sampling technique. The data collection tool was interview. Interviews continued until the theoretical saturation stage was fulfilled. At the interview stage, when the 17th person was interviewed, the answers were duplicated and the researcher reached a theoretical saturation. The data obtained from interviews were analyzed in three stages of open, axial and selective coding. According to the analysis of the research participants' comments, five categories were identified as political-economic consequences, social-cultural consequences, manpower implications, structural consequences, and outcomes of public-professional sport. According to the results of this study, privatization in Iran's sport has been affected by various conditions, which is far from the desired and expected situation. This situation can have adverse consequences; however, the government, with the establishment of workgroup specialized commissions for need assessment and legislation at the lower levels, reviewing the rules in the executive branch and reducing regulatory and reducing regulatory and interfering leverage, can take a step towards advancement of privatization goals of the country's sport.

Keywords: Consequence, Privatization, Sports, Privatization in Sport

Introduction

In today world full of complexity and changes, organizations and governments are forced to change their plans more than ever due to environmental conditions; because nowadays the speed of environmental changes is more than the speed of implementation of long-term programs (Mehrabban, 2017). The environment of governmental and nonprofit organizations has become increasingly turbulent in recent years. Therefore, organizations must strategically change their findings and perceptions into effective strategies to adapt to their modified environments and ultimately provide the appropriate and logical framework in order to implement their strategies wisely and thoughtfully. In this regard, strategic planning approaches developed in the private sector can help them to deal more efficiently with environments that are undergoing dramatic changes (Ghanbari Firoozabadi, 2009). Privatization in appearance is a process whereby the public sector facilities and functions are transferred to the private sector at any level. But in the true sense it is referred to cultural diffusion of this point at all levels of society that the legislature, the judiciary, and the executive and all branches of a country believe that people's work should be left to the people. It means that people are obliged to perform their duties and responsibilities in their own society without government intervention and no institution and power can prevent them from fulfilling their responsibilities. Privatization does not just mean the apparent and credible transfer of state property to the nongovernmental sector, which, of course, can always be reversed by the government in all circumstances. If the totality of the economic system of the society is based on people's will and mind which would create the ownership right of the factors of production, property, product and so on, the real and successful privatization has been realized. Although the theoretical concept of privatization is not sufficiently transparent, in empirical research, privatization is a general attempt to reduce the lack of incentives in the efficiency of government agencies, and this is done by placing them in the incentives of the private market (Rahimi Boroujerdi, 2006; Quoted by Yazerlo, 2014).

In the past two decades, many countries in the world have paid special attention to the concept of privatization and have implemented its executive mechanisms in order to be used as an appropriate solution to rationalize the economic structure, reduction in the financial burden of the government and increase in efficiency

and productivity (Mosalenejad et al. 2015). In sport, regarding the existing economic changes, it was determined that the current situation have to be changed and pay a special attention to privatization. One of the aspects of privatization in sport is the privatization of sporting facilities, because by implementing this policy, governments face less deficits and the quality will improve and the cost will increase (Isen, 1994) and productivity will increase (Lindelm, 2005). But the process of privatization has always been affected by positive and negative environmental factors which are considered as internal environmental factors and external environmental factors. To implement privatization in sport, both internal and external environments affect the performance of the organization and identification of these factors can be effective in smart and correct privatization (Amani et al., 2016).

In recent years, the announcement of the policies of Article 44 has been promising for the country although it has not been adequately addressed yet, but addressing it as soon as possible can be a solution to many problems which arise from the expansion of the role of the government in policy making, planning and supervision of executive and operational areas and having an Affiliate role instead of a governance role (Amiri et al., 2013). Privatization is among the most effective and indispensable strategies for achieving a progressive and dynamic economy and industry, whose achievement depends on the establishment of a robust economic, political and social foundations and the application of scientific approaches and practices. Hence, any policy making and legislation by the government in general can encourage the private sector to invest in different fields and this will result in job creation (Akbari & Davari, 2001). Private sector development is essential to achieve the millennium development goals and reduce poverty but in many developing countries, private sector development has been considered as a factor in growth in national wealth, improving service quality and increasing the diversity of job opportunities (Slavel Jab, 2012). Among the weaknesses of the public sector are poor performance and low productivity, low quality of services and goods, lack of managerial skills, lack of responsiveness to people, multiple and conflicting goals, and financial corruption. (Savvas, 2000). In today's world, sport has changed from mere fun to a affluent industry and has attracted a high volume of investment to itself (Mohtashami, 2009). In the last decade, US sport has grown by 50 percent, and the value of this industry has been estimated at \$ 400 billion, which has led the industry to be one of the top ten industries (Eim, 2009). The share of sport in the national economy has a direct and positive relationship with the amount of investment in the sports sector (Clark et al., 2008). The government is able to increase the productivity in this sector through various methods such as outsourcing, private and public sector participation, management contracts, private and public sector competition, and enjoying leisure time (Van Dyer, 2003). Despite the fact that private sector cooperation in the sports sector improves productivity and reduces government cost, the improvement in the privatization process depends on the way it is implemented and also on its professional and practical management and financial, structural, managerial problems and customer rights violations is created by inefficient privatization (Nasseh, 2013). Considering the good potential of the country in the private sector and the limitations of government resources in providing optimal investment in the sport sector, special attention of administrators to the field of privatization for the development of sport and providing Infrastructure can be very helpful. Accordingly, the present study intends to provide necessary information for the relevant authorities by the design of a paradigmatic pattern for the implementation of privatization in Iran's sport and analyzing the environment around it; so the authorities can purposefully take steps toward the objectives of Article 44 of the Constitution.

Research methodology

This research seeks to analyze the underlying factors of the implementation of privatization in Iran's sport based on the views of the elite and professors of the universities. This research leads to an increase in existing knowledge about the subject. Therefore it is a developmental research and because the results of the research are applied in strategic management, so it is also an applied research. Since this research was to do a new and qualitative work, the data based method and qualitative analysis was used to achieve the research objectives.

In the field of research literature, all upper hand documents were part of the research statistical population. In the strategic domain, all managers and experts involved in sports privatization in the country were the statistical population. Regarding that this is a qualitative research, a total of 20 people were selected using the snowball purposeful sampling technique as a statistical sample. One of the reasons for using this sampling method is that all subjects have a certain occupation, skill or knowledge, and their number is negligible (Hooman, 2007). The point to be noted is that, in a qualitative study, the size of the sample does not increase the validity, and it can even reduce the accuracy and richness of the sample population; because the opportunity and the accuracy of examining a large sample is less than the small sample (Zolfaghariyan and Latifi, 2012). In this study, to obtain the reliability, the agreements between the two encoders, based on Kappa coefficient were used. The Kappa coefficient was 0.736, which implies the assumption of the independence of the extracted codes is rejected and their inter dependence is confirmed. Therefore, it can be claimed that the coding has had sufficient reliability.

To collect the data and answers to the questions, first, according to the characteristics specified in the statistical population and in consultation with advisor and supervisor professors, experts were identified and then they were interviewed. The interviews were conducted in full number and continued until the theoretical saturation was fulfilled. At the interview stage, when the 17th person was interviewed, the answers were duplicated and the researcher reached a theoretical saturation. However, in order to maintain diversity in the views of the interviewees, 20 people were interviewed but no significant change was obtained in the results of the data. So the interviews stopped. The method used in interviews was open and semi-open. For qualitative analysis of interviews by grounded theory, after collecting the data the files extracted from the interview were examined and different stages of analysis were conducted to answer the questions.

As mentioned earlier, this research has no hypothesis, and the main purpose of this analytical research is to analyze the underlying factors of implementation of privatization in Iran's sport with a qualitative approach. According to the research approach, each interview was provided in separate files. Their common features were identified by phased investigation in the form of concepts, categories, and theorems.

Research findings

Qualitative approach has been used in this research. In this study, 20 experts were interviewed. The interview began with questions about the proper context for the implementation of privatization in the country, and the remaining questions were asked according to the interviewee's answers. All interviews were recorded and analyzed and then they were used in the study.

Table 1. The demographic characteristics of interviewees

Variable	Demographic characteristics	Frequency	Frequency percentage
Sex	Female	3	0.15
	male	17	0.85
education	MSc	1	0.05
	Ph.D. student	2	0.10
	PhD	17	0.85
Workplace	Ministry of Sport and Youth	4	0.20
	Ministry of Education	2	0.10
	Universities and Higher Education Centers	13	0.65
	Majlis Research Center	1	0.05
Field of Study	Physical Education	1	0.05
	Non-physical Education	19	0.95

As shown in Table (1), most of the samples were male, all had a research or executive background related to the subject, and was faculty members of universities or higher education institutions, and most interviewees had a doctoral degree in Physical Education.

In this research, it was tried to reach to a proper understanding of the appropriate context for the implementation of privatization in Iran's sport by discovering concepts.

Table 2. Axial first level coding results

Frequency	Open code	Axial code	Row
4	specialism in the field of sports privatization	consequences	1
3	Reduction in government spending by developing privatization		2
1	Women's participation in sport		3
4	Earning quality of life and receiving higher service		4
7	Reduction in government's ownership and costs by implementing privatization		5
3	Public ownership and shareholding of people and greater participation in sports		6
2	lack of accountability of government		7
4	Success in sports in different areas from the general to the championship and professional		8
1	Society satisfaction from the privatization benefits		9
8	Paying attention to public sport and sports development		10
6	Increasing productivity by implementing privatization		11
2	Development of sport tourism		12
2	Private and public sector activities together and more Synergy		13
2	The culture of valuing and spending money for sport		14
2	Empowering the government by implementing privatization		15
3	Gaining social and cultural benefits by implementing privatization		16
1	Achieving political and economic development of the country		17
1	Achieving independency in private activities		18

4	Development of Sport by the implementation of privatization		19
1	training the Empowered Managers and human resource By Implementing Privatization		20
1	Increasing the monitoring of human resources by implementing privatization		21
1	Employing and recruiting human resource by implementing privatization		22
532			Total

By checking the game codes in this group, it became clear that these codes could be attributed to a class above abstraction. Hence, in this structure, the definition of substructures was also discussed. This classification is presented in Table 3.

Table 3. The results of the second level axial coding (classifying)

Concepts	Substructure (Categories)	Main structure	Row
Reduction in government spending by developing privatization	Political-economic consequences	consequences	1
Reduction in government's ownership and costs by implementing privatization			2
Increasing productivity by implementing privatization			3
Private and public sector activities together and more Synergy			4
Achieving political and economic development of the country			5
Women's participation in sport	Socio-cultural consequences		6
Earning quality of life and receiving higher service			7
Society satisfaction from the privatization benefits			8
Development of sport tourism			9
The culture of valuing and spending money for sport			10
Gaining social and cultural benefits by implementing privatization	Human Resource Outcomes		11
training the Empowered Managers and human resource By Implementing Privatization			12
Increasing the monitoring of human resources by implementing privatization			13
Employing and recruiting human resource by implementing privatization			14
specialism in the field of sports privatization	پیامدهای ساختاری		15
Public ownership and shareholding of people and greater participation in sports			16
lack of accountability of government			17
Empowering the government by implementing privatization			18
Success in sports in different areas from the general to the championship and professional	Consequences of public-professional sport		19
Paying attention to public sport and sports development			20
Achieving independency in private activities			21
development of sport by the implementation of privatization			22

As a result of the analysis of the opinions of the participants in the research, five categories were identified: as political-economic consequences, social-cultural consequences, manpower implications, structural consequences, and outcomes of public-professional sport.

Discussion and conclusion

The results of the research identified 22 concepts and 5 categories including political-economic consequences, social-cultural consequences, manpower implications, structural consequences, and outcomes of public-professional sport. The detailed description of the answer to this question is as follows:

By reviewing the literature of this research, there are few results about the implementation of privatization in the country's sport. We compare some of the results with the data extracted from the interview with the elite. Angel, Maria (2005), in a report entitled "International Sport Development, toward Sports Globalization," acknowledged that Government cost on sports services is declining, and sports development responsibilities have been left to private organizations. This situation has provided opportunities for the provision of sports services by the private sector, which was previously carried out by the public sector. Nagaika, Koyama (2007), in their research entitled "Increasing the Level of Effectiveness of Government Services Using the Private Sector for Managing Government Facilities in Japan," reported that The use of the private sector in the management of public places increases the efficiency of these sites, and because of the innovative ideas of the private sector, the economy of society is restored. Also, the presence of the private sector in the construction of places and infrastructure will provide high quality services with minimal cost. Kashkar and Soleimani (2012) conducted a

research entitled "The role of the privatization program on the development of public sports from the experts' point of view." The results of the study showed that there is a significant relationship between the implementation of the privatization program and the development of public sports. The results of the research conducted by Angel (2005), Nagaaki, Koyama (2007), Kashkar and Soleimani (2012) were in line with the present study.

One of the consequences of implementing privatization in sport is the increase in the participation of people in sports and non-sports fields. Women's participation in sport is also developing in the same direction, which will lead to the development of sport and the growth of community culture and the achievement of quality of life and higher service delivery. With the development of privatization, valuing and spending money for sport becomes a culture and effective steps will be taken toward promotion of sport comprehensive development in the society. The implementation of the privatization will lead to sport development which results in success in various fields of sport (general to championship and professional). Determining the goals and tasks for each of the organizations involved in the privatization of sport and the attention to sport and the development of sport by the municipalities and education organization is effective in expediting this aim.

The government's performance in recent years has shown that in sport and non-sports areas, due to legal and policy issues, it has not been able to produce the necessary productivity and has not used the domestic potential of the country and was not successful in attracting investors. Implementing privatization will increase productivity and provide opportunities for planning and investing in areas such as sports tourism. If the government has a supportive role in privatizing sports, the collaboration and activities of the private and public sector together lead to more synergy and increased efficiency. It should also be considered that one of the reasons for implementing the privatization is the reduction of the government's size and the reduction of role of ownership of government which is achieved by implementation of the privatization and the payment of some part of government spending by the private sector. As a result, privatization can lead to a reduction in ownership and government cost.

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