



## Government's Goal Achievement in Outsourcing management of sports facilities to Private Sector in Northeastern Iran

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### Abstract

The purpose of this study is to investigate the extent to which the government has achieved its goals in transferring the management of sports facilities to the private sector in the northeast of the Iran. The present is applied according to the purpose of research and survey according to the collection of information. The study population consisted of managers, heads of sports departments and boards, and stakeholders in the field of sports venues in the northeast of the Iran (500 people). Sampling was done by simple random sampling (220 people). The research tool was a researcher-made questionnaire that, with 29 questions, measured the government's 8 goals of transferring sports facilities to the private sector. To analyze the findings, SPSS software, Kolmogorov-Smirnov tests, sample test, Friedman sign test and Friedman ranking test were used. Data analysis showed that prioritizing the achievement of government goals in the privatization of sports facilities to accelerate economic growth, increase competitiveness in the national economy and reduce financial markets and government management in the percentage of economic activities in the first to third priority. The lack of justice and oversight of the transfer of sports facilities to the private sector seems to have led to the government failing to achieve its goals. Also, due to the overlap of part of the interests of the private sector and the government in the transfer of sports facilities to the private sector, the goals of the government have been achieved to some extent.

**Keywords:** Sports facilities, Outsourcing, Privatization, Government goals.

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### Introduction

A look at the global experience of privatization shows that it has had positive and successful achievements in many developed countries, but in most developing countries, due to the lack of necessary foundations, the results of the implementation of this policy are far from the goals that were listed for it. had; Therefore, if the policy makers do not have a correct understanding of the concept, necessity and requirements of privatization, its implementation can make the situation worse than before (Momeni and Haji Norouzi, 2016: 221).

In this regard, in recent years, the notification of the policies of Article 44 of the

Constitution by the supreme leader of the revolution, which is referred to as a fundamental development in the executive and economic fields of the Iran, as well as a legal requirement, drew everyone's attention to the privatization of sports in the Iran. He has been busy (Amiri et al., 2012: 83). Privatization is a process during which the functions and facilities of the public sector are transferred to the private sector (Nasirzadeh, 2019: 471). Also, in a definition, privatization is said to be a set of actions in the framework of which, in various levels and fields, control, ownership and management are removed from the authority of the public sector and entrusted to the private sector. Decision-making is also transferred from government



officials to the private sector and is considered as a way to increase economic productivity and reduce government costs, in which the government transfers part of its activities or organizations to the private sector with the aim of increasing efficiency. Beltriti, Bortolotti and Cacavaio, 2010). In other words, privatization is a means to improve the performance of economic activities by increasing the role of market forces; So that at least half of the government shares are handed over to the private sector (Soltan Hosseini et al., 2016: 17).

Sports industry in Iran is struggling with many problems. Therefore, one of the main causes of the Iran's sports problems lies in the fact that Iran's economy is state-owned and operates in an introverted and monopolistic way (Alidoost et al., 2012: 79). Also, the increase in demand in the field of sports and the low productivity of sports facilities and facilities have made the need for the presence of the private sector in this field even more important (Moslinejad et al., 2013: 87). Of course, one should pay attention to the administrative obstacles to the privatization of sports. These obstacles include: indirect competition of the government with the private sector, the existence of infrastructure problems for handing over sports to the private sector, weak decision-making in related institutions, lack of strategy and codified planning in the field of sports and privatization of sports, lack of a strong monitoring system to control matters related to Privatization of sports, transfer of loss-making sectors to the private sector by government agencies, lack of a custodian of privatization in the field of sports, weak management of the private sector, officials' side and marginal view of sports, low trust in private sector managers, lack of interaction between sports custodian institutions and parallel activities And the lack of use of experts and specialists in privatization matters are among the issues that can make the field

of sports privatization face a problem (Amiri et al., 2013: 85). The choice of these patterns is largely a product of the political philosophies that govern each society (Matura, 2007: 134).

The mission of sports organizations is to increase the participation of community members in sports-recreational activities and encourage community members to physical activity, which is necessary to achieve these goals, to provide high-quality services and evaluate the quality provided (Yerlisolapa and Bestak, 2012: 53). The management of sports venues and spaces in our Iran is one of the issues that has a long way to go in terms of quantity and quality to reach the common standards and criteria of the world. The increase in population and the development of living standards has caused an increase in demand and use of resources and opportunities, and this increase in demand and the increase in production or services has caused more exploitation of resources and opportunities. Irrational use of available resources and possibilities causes a rapid decrease in productivity on the one hand and their destruction on the other hand. Although there have been some changes and developments at this time, there is still a long way to reach international standards. The issue of correct and effective management in the field of physical education and sports is one of the main problems in the Iran's sports management. Traditional and unscientific methods of planning for the use of places and sports facilities have caused many of these centers to be managed in an unscientific and unscientific way and in special and different ways, and this problem has caused a decrease in the efficiency of the available facilities (Foroghipour, 2011: 78).

In an article, Pombo et al. (2013) have examined the privatization program in Colombia, which is one of the most moderate examples according to Latin American standards. In this research, they used the



criteria before and after privatization and economic analysis to examine the status of 30 Colombian manufacturing companies and 33 power plants that were handed over to the private sector during the years 1993 to 1998. The results showed that the total productivity increased from 0.27 to 0.50 and the profit rate increased to 1.2 percent. On the other hand, they found that when other factors are taken into account, the production efficiency in the power plant does not have a systematic relationship with the ownership change. Dan Hurk et al. (2015), in a study entitled "Public-Private Partnership in Sports Infrastructure: The Inclusion of Complexity in Belgium", stated that the discrepancy between the complex approach of the government and the relatively simple infrastructure is evident; Therefore, the arguments suggest that gaining a better understanding is needed in future programs.

Rahmati et al. (2020) conducted a research under the title of designing a model for the privatization of sports facilities with a data-oriented approach. This research was done with a developed and qualitative approach. The statistical population of the research consists of all managers and experts related to the privatization of sports facilities. According to the qualitative research, 16 people were selected as a statistical sample using the snowball sampling method. The data collection tool was an interview, which was conducted in the form of an integer interview until the theoretical saturation stage. The interview data was analyzed in 3 stages of open, central and selective coding. Categories including causal conditions, contextual conditions, action strategies, and consequences of the development of the sports venue privatization program were extracted using open coding. Then, in the central coding stage, the link between these categories was determined in the form of a coding pattern as follows: causal conditions (structural factors, necessity of privatization,

economic causes). Background conditions (internal, political and human resources, laws and orders, economic, social and cultural situation, news coverage). action strategies (management, legal, privatization structure, cultural and social measures); and its consequences (economic development, human resources development, sports development, social development). Next, in the coding stage, the components of the coding model are explained and finally the fiat propositions of the research are formulated. According to the results of the present research, the privatization of sports venues requires the creation of a clear and appropriate platform so that managers can privatize the venues in a suitable competition. In the research of Razavi et al. (2018) under the title "Investigation and explanation of the consequences of the implementation of privatization in Iranian sports", it was to design a paradigm model for the implementation of privatization in Iranian sports, which was compiled with a qualitative and developmental approach. The statistical population of this research was made up of all managers and experts in the privatization of sports in the Iran. Since this research is qualitative, a total of 20 people were selected using the purposeful snowball sampling method. The data collection tool was interview. The interview continued until the theoretical saturation stage. In the interview phase, when the 17th person was interviewed, the answers were repeated and the researcher reached theoretical saturation. The data obtained from the interviews were analyzed in three stages of open, central and selective coding. According to the analysis of the opinions of the participants in the research, five categories were identified as political-economic consequences, social-cultural consequences, manpower consequences, structural consequences and public-professional sports consequences. According to the results of this research,



privatization in Iranian sports has been affected by various conditions that are far from the desired and expected situation. This situation can have adverse consequences; However, the government can take a step towards advancing the goals of privatizing the Iran's sports by forming specialized working groups for needs assessment and legislation at low levels, revising the laws of the executive branch and reducing the regulatory and interference levers.

Currently, due to the economic crisis of the Iran and the importance of privatization in the last few years, especially in the field of sports, one of the main concerns of the government is handing over government activities, services, facilities and enterprises to the private sector. Therefore, it has decided to hand over the management of sports facilities to the private sector. These handovers can have both positive and negative effects. Experience has shown that handing over sports facilities to the private sector not only did not increase their efficiency, but also decreased their audience. In this regard, in this research, we are looking for the government's goals in handing over the management of sports facilities to the private sector in the northeast of the Iran, and it raises the following questions in our minds: Is the government meeting its desired goals (reducing government costs, improving the level of technology, increasing productivity) , motivating competition, etc.) has been achieved in handing over the management of sports facilities to the private sector in the northeast of the Iran? Also, what is the degree of achievement of the government's goals in handing over the management of sports facilities to the private sector in the northeast of the Iran?

### **Methodology**

According to the purpose of the present research, it is of an applied type and according to the research method, it is descriptive-survey, also in terms of the

implementation time, it is a type of retrospective research, which measures the government's achievement in reaching the goals of handing over the management of sports facilities to the private sector in Northeast Iran. Describes and analyzes. The statistical population of the research included managers and heads of sports departments, heads of sports teams and beneficiaries of sports venues in the northeast of the Iran, including Khorasan Razavi, North, South and Golestan provinces. This number included about 500 people. The sample size was estimated to be 220 people with the help of Cochran's formula. According to the studied population, stratified sampling was used. Therefore, 300 questionnaires were purposefully distributed among the research samples and 220 completed questionnaires were collected.

In this research, by examining the documents and documents (excavation documents), the analysis of the researches was done (meta-analysis). Production of information (exploratory) was investigated and described the existing situation. In this research, by surveying sports managers, experts, professors, heads of sports departments and boards, as well as stakeholders in the field of privatization of sports venues in the province, by using two personal profile questionnaires and a questionnaire on the level of achievement of the government's goals in handing over the management of sports venues to the private sector, information was collected. became. The questionnaire on the level of achievement of the government's goals in handing over the management of sports facilities to the private sector was created by using the materials contained in the background literature and as a researcher, and closed questions were designed to determine the level of achievement of the goals of the privatization of sports facilities, and it included 29 questions in which the respondents They presented their opinions on the level of achievement of the government's goals in handing over the management of sports facilities to the private sector.



In order to determine the form and content validity of this questionnaire, 12 professors with sports management orientation and 8 managers and experts of the Sports and Youth Department in the city were consulted, and the questionnaire was approved by them. In order to measure reliability, it was done by Cronbach's alpha method and using SPSS software. This value was obtained based on the data obtained from the questionnaire of 0.973, which indicates that the used questionnaire has the required reliability.

Data analysis has been done in two parts: descriptive statistics and inferential statistics. In the descriptive statistics, frequency, frequency percentage, mean and standard deviation of demographic characteristics of the respondents including age, gender, education, job history, position and degree of familiarity with the subject and the mean and standard deviation of the main research variables were investigated. For data analysis, the Kolmogorov-Sminrov test was used to determine the type of data distribution,

Friedman's rank test was used to prioritize the goals of the privatization of sports facilities in terms of the government's achievement level, and the sample T-Tech test was used to determine the government's level of achievement of the goals of the privatization of sports facilities.

**Results**

The results of descriptive statistics showed that in the distribution of age groups, most of the respondents were in the age range of 30-40 years with 34.5%. 80% of the respondents were men and most of the statistics related to the education of the respondents with 43.6 related to master's degree. 37.2 of the respondents had the position of sports director, 26.3 were the head of the sports board, 24.5 were sports venue experts, and 11.8 were privatization experts. The majority of people had 7-12 years of experience.

Friedman's ranking test was used to determine the average ranks and the presence of significant differences in the priority of each variable.

**Table 1.** Ranking of the government's achievement of the goals of privatization of sports facilities

No	Aims	Average Ratings	Rank	D.F	Chi-Squared	P
1	Accelerating economic growth	66.5	1	7	59.600	0.000
2	Expansion of ownership at the level of the general public	12.3	8			
3	Improving the efficiency of economic enterprises and the productivity of material and human resources and technology	58.4	5			
4	Increasing competitiveness in the national economy	36.5	2			
5	Increasing the share of private and cooperative sectors in the national economy	52.3	7			
6	Reducing the financial market and government management in undertaking economic activities	96.4	3			
7	Increasing the level of employment	96.3	6			
8	Encouraging people to save and invest and improve household income	83.4	4			

The results of the Friedman test show that the order of achieving the goals is 1- Accelerating economic growth 2- Increasing competitiveness in the national economy 3- Reducing the financial



market and government management in economic activities 4- Encouraging people to save and invest and Improving household income 5- Improving the efficiency of economic enterprises and the productivity of material, human and technological resources 6- Increasing the level of employment 7- Increasing the share of private and cooperative sectors in the national economy 8- Expanding ownership at the level of the general public.

**Table 2.** Sign test for research hypotheses

Hypothesis	F	Z	P
First	220	-2.747	0.006
Third	220	0.141	0.888
the fifth	220	-0.139	0.890
the sixth	220	2.571	0.010
the seventh	220	-0.416	0.677

In this section, according to the non-normal distribution of the variables, the sign test was used for the first, third, fifth, sixth and seventh purposes of data analysis. Since a seven-point Likert scale was used for the questionnaire, the standard score for comparing the averages was 4. If the average of each goal has a significant difference with 4 and the average difference is positive, then hypothesis 1 can be confirmed.

**table 3.** A sample for research hypotheses

Hypothesis	F	D.F	T	P	M.D
Second	220	219	-1.706	0.094	-0.377
Fourth	220	-361.3	0.001	Fourth	220
Eighth	220	-006.2	0,045	Eighth	220

In this section, according to the normal distribution of the variables, data analysis for the second, fourth and eighth objectives of the sample t-test was used.

Using one-sample t-test, the hypotheses of the research were measured and the results showed that hypotheses one, four, six and eight were confirmed and hypotheses two, three, five and seven were rejected. In other words, the government has partially achieved the goals of 1- Accelerating economic growth 2- Increasing competitiveness in the national economy 3- Reducing the financial market and government management in economic activities 4- Encouraging people to save and invest and improve household income and in achieving the goals, 5- improving the efficiency of economic enterprises and the productivity of material, human and technological resources 6- increasing the level of employment 7- increasing the share of

private and cooperative sectors in the national economy 8- expanding ownership at the level of the general public , has failed.

**Discussion and conclusion**

The purpose of this research was to investigate the degree of achievement of the government's goals in handing over the management of sports facilities to the private sector in the northeast of the Iran. Therefore, according to the announcement of Article 44 of the Constitution, eight objectives of privatization were explained and items were designed for each of them in order to determine the degree of realization of the government's goals according to the respondents.

Hypothesis 1: The government has reached the goal of accelerating economic growth by handing over sports facilities to the private sector.



The results of the research showed that the first priority is the goal of "accelerating economic growth" and to some extent the government has succeeded in achieving this goal, which has been achieved to a greater extent than other goals, which is in line with the results of Memaranjad et al. and Nasiri Aghdam et al. (2016) are in the same direction.

According to the theoretical foundations, accelerating the economic growth is a set of factors that lead to the reduction of expenses and the increase of the government's income according to the exchange rate, and also increases the productivity rate of resources. By examining the theoretical foundations of the research, it can be said that because the managers of the private sector focus more on profitability, they make maximum efforts for the full efficiency of resources. In addition, handing over sports facilities to the private sector will transfer a lot of expenses that were borne by the government to the private sector, which will ultimately benefit the government. Memarnejad et al. (2012) also concluded that in general, privatization has a positive and significant effect on GDP. Also, Nasiri Aghdam (2016) came to the conclusion that the income from privatization is used to compensate for the budget deficit, which means helping the Iran's economic growth.

The second hypothesis: the government has reached the goal of expanding ownership at the level of the general public in order to ensure social justice by handing over sports facilities to the private sector.

The results showed that the eighth and last priority is the goal of "property expansion at the level of the general public", which the government failed to realize. This result is in line with the research results of Zardashtian (2019) and Momeni (2017). The meaning of this goal is the absence of rent and relationship in the process of handing over sports facilities, the equal share of the public from the benefits of handing over sports

facilities, as well as the existence of justice for the use of sports facilities under the management of the private sector, maintaining the public interests of the people and the rights of consumers after handing over the facilities. It is government sports to the private sector, and according to the respondents, handing over sports facilities to the private sector failed to protect the interests of the people as it should, and justice was not done as it should be. As mentioned above, the lack of justice has overshadowed other goals.

The third hypothesis: the government has reached the goal of improving the efficiency of economic enterprises and the productivity of material, human and technological resources by handing over sports facilities to the private sector.

The results of the research showed that the fifth priority is the goal of "improving the efficiency of economic enterprises and the productivity of material, human and technological resources". According to the respondents, the government has failed to achieve this goal by handing over sports facilities to the private sector. These results are in line with the research results of Zardashtian et al. (2018) and Momeni et al. (2016).

The purpose of this goal is to maintain, improve and use sports facilities effectively and efficiently. Based on the results of the research and comparison with the conducted researches, the non-fulfillment of this goal is probably due to the desire of the private sector to be profitable. In other words, the private sector uses up-to-date technologies and uses resources effectively to the extent that it can secure its interests. Probably, the reason why the government failed to achieve this goal is the lack of sharing of interests between the private and public sectors. In other words, the efforts of the private sector to maintain and upgrade sports facilities will stop before the government's goals are



realized and will only lead to the profitability of the private sector. Zardashtian et al. (2018) concluded that there is a positive relationship between privatization and resource efficiency, and Momeni et al.

Fourth hypothesis: The government has reached the goal of increasing competitiveness in the national economy by handing over sports facilities to the private sector.

The results of the research showed that the second priority is the goal of "increasing competitiveness in the national economy" and the government has been able to significantly achieve this goal, which is in line with the results of Moshiri et al.'s research (2008).

The meaning of this goal is that handing over public places to the private sector leads to the private sectors making maximum use of their potential to take advantage of environmental opportunities more efficiently; The result of this is creating a more effective competitive environment. By examining the theoretical foundations of the research, it can be said that the private sector is trying to take actions such as focusing more on the use of up-to-date technologies to provide better quality services and extensive marketing efforts that lead to more profitability. to do As a result, in search of more profitability, more competition is created. In this situation, the market becomes competitive. In simpler words, handing over public sports facilities to the private sector leads to an efficient and effective competitive environment. Moshiri et al. (2008) also obtained a positive and significant relationship between privatization and competitive environment.

Fifth hypothesis: The government has reached the goal of increasing the share of private and cooperative sectors in the national economy by handing over sports facilities to the private sector.

The results showed that the goal of "increasing the share of private and

cooperative sectors in the national economy" has been placed in the seventh priority. The government has also failed to achieve this goal, and this result is in line with the results of Momeni et al.'s research (2016).

In addition to the amount of handing over to the private and cooperative sectors, the purpose of this goal is to establish justice in the handing over process, and according to the respondents, not only the handing over of sports facilities to the private and cooperative sectors has not been done at an optimal level, but in the process of handing over the same amount, justice has also been observed. has not been This result indicates that the process of handing over sports facilities to the private sector, in addition to expanding quantitatively, should also have more supervision and quality. It should be noted that according to statistics, the share of the cooperative sector in the national economy is expected to be between 3.5 and 5 percent, while this share should reach 25 percent by the end of the sixth plan.

Sixth hypothesis: The government has reached the goal of reducing the financial and administrative burden of the government in undertaking economic activities by handing over sports facilities to the private sector.

The results showed that the third priority is the goal of "reducing the financial market and government management in economic activities" and the government has been somewhat successful in achieving this goal; But this result was not consistent with the research results of Moharrampour et al. (2016).

The meaning of this goal in this research refers to the miniaturization and agility of the government and reducing the volume of government actions. According to the theoretical foundations of the research, it can be said that by handing over sports facilities to the private sector, a huge part of the activities such as providing services, maintaining sports facilities, organizing





human resources, etc., will be removed from the duties of the public sector, and the volume Government measures should be reduced to supervision and superficial affairs. This will lead to the downsizing of the government and after that the hand of the government will be more open to do other things. Downsizing the government means reducing government ownership in organizations and economic activities that help the growth of the free economy; However, Moharrampour (2016) believes that after the passage of about ten years, the privatization paths were not satisfactory and were accompanied by serious problems. Therefore, the goals of reducing the government's entrepreneurship, increasing competitiveness, increasing the productivity and efficiency of material, human and technological resources have not been achieved in an optimal way. It seems that this difference in the result is due to two reasons; The first reason is the difference in the field of research and the second reason is the four-year time gap between the two researches.

Seventh hypothesis: The government has reached the goal of increasing the general level of employment by handing over sports facilities to the private sector.

The results showed that the goal of "increasing the general level of employment" has been placed in the sixth priority. The government has also failed to achieve this goal because these results are in line with the results of Momeni's research (2017) and were not consistent with the results of Mahdavi Adeli (2006).

According to this goal, the establishment of justice in the use of force in privately managed sports facilities, as well as the increase of direct and indirect employment after the transfer of public sports facilities to the private sector. It seems that the lack of justice in the recruitment of human resources by private management is caused by the existence of unemployment in the society. In

such a way that the management of the private sector prioritizes its relatives in recruiting, which may not have taken into account the qualifications of people as they should. Therefore, this led the respondents to feel the lack of justice. Also, the desire of the private sector management for profitability makes it not happen in the private sector as the public sector attracts labor force, but it tries to be more productive from the existing labor force. Mahdavi Adeli (2006) came to the conclusion that privatization has a positive effect on the entrepreneurial capacity of companies.

The eighth hypothesis: The government has reached the goal of encouraging people to save and invest and improve household income by handing over sports facilities to the private sector.

The results showed that the fourth priority was the goal of "encouraging people to save and invest and improve household income" and the government was successful in achieving this goal. This result was not in line with Momeni's research (2016).

By examining the theoretical foundations, this goal can be examined in two dimensions. The first dimension refers to the private sector's profit-oriented nature, the result of which is an increase in the income of people who were employed directly and indirectly by handing over sports facilities, and subsequently, the increase in income also leads to investment and savings. In the second dimension, it is time for the general public to see that the handing over of sports facilities to the private sector has been done in a fair manner. In this case, the desire of the community members to invest in sports venues and participate in auctions increases. It should be noted that these four goals have been achieved with a small but significant difference; Therefore, the transfer of sports facilities, although few, have been able to help the realization of privatization goals to some extent. However, Momeni et al. (2016)



had an opinion against this conclusion and believed that the government failed to achieve the goals of privatization.

In general, it can be said that the government has partially succeeded in achieving its goals of handing over public places to the private sector in four goals and has failed in four goals. Acceleration of economic growth due to the reduction of government expenses and increase in income, reduction of the government's involvement in economic affairs, due to the reduction of the government's concentration in the management of sports venues, increase in market competitiveness due to the efforts and entry of private sectors. to the market and encouraging people to save and invest because they look at giving up as an opportunity. It should be noted that although these goals have been achieved in a meaningful way, they are not at an optimal level. On the opposite side, we see goals that have not been realized. It seems that the respondents believe that the reason for these failures is the lack of supervision and justice in the transfer process and after the transfer.

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