

## Comparing & Prioritizing the Strategies of Development of Sport for All in Iran from the Viewpoint of Managers, Experts and Authorities

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**Abstract:** The current research intends to determine some strategies for development of sport for all in Iran from the viewpoint of managers, experts and authorities. Research methodology is descriptive and comparative type. Statistical universe included managers, experts and authorities in the field of sport for all, totally 120 individuals. Method of sampling was full-scale and research tool was questionnaire made by researcher including 75 questions and 9 sub-scales. Validity of the questionnaire was measured by elites' method and its reliability was measured by Cronbach's Alpha (0.98). Inferential statistics' techniques such as Kolmogorov-Smirnov test has been used for investigation of natural status of information and ANOVA test and Kruskal-Wallis Test were used for comparing three groups. Friedman test has been used for prioritizing development strategies. Equipment and facilities, human resources, projects and holding management, lawful and legal environment, promotion of culture, development of institutes, supervision and investigation, financial support and educational-scientific development were respectively prioritized as the strategies of development.

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### 1. Introduction

One of the most important reasons for studying sport as a comprehensive social phenomenon is that it has a close connection with several aspects of peoples' social life. Sport is in connection with several structures and phenomena such as family, economy, education, religion, leisure times, politics, law, culture, mass media and health (14).

Since the last decades of the second millennium – simultaneous with formation of sport for all movement in Europe especially from 70s, after approval of sport for all charter by the Council of Europe – political orientation of sport increasingly tend to sport for all and attention to passing leisure times by physical activities and sports, and a lot of countries around the world have executed policies, programs and adequate structures for spreading sports in public. There is no doubt that one of the most important effective factors on development of public sports is the governmental support and successful policies and planning in this regard. Nowadays, more than 100 countries around the world have specific policies, programs and goals for increasing public participation in sports and maximizing advantages gained by sports in public (9). Execution of great policies of sports specially in the field of sport for all is in need of creating a

comprehensive program in order to coordinate different effective factors on development of sports on one side and interests and requirements of the society on the other side in a systematic and comprehensive way, and to undertake the responsibility of guiding in development of sports and making it popular by organizing long-term goals, strategies and policies in a strategic framework. The fact is that development and change are going to take place in all social phenomena in the future. It is mostly the people in the society who make these changes and transformations. But changes are not merely in predictions and writings. Development of sport for all in the society depends on how planners define, organize and execute it (14), surely the coherent viewpoint of these groups may cause to development in this regard. Since the viewpoints are different and there is no coordination between viewpoints, planning for development sport for all may be challenged. Therefore, coordination between policy makers and planners in each country is necessary. Tendency of a lot of developed countries to sport for all and their progress in this regard is due to exact and principled management and making strategies for its development in organizations in charge of sports (23). A report was published in 2000 concentrating on opportunities of people for participation in sports and physical activities. This

report showed that individualizing lifestyle, continuity and social interest will effect on the type of sports and physical activities. Customary and traditional pattern of organized sport is not suitable for a society which is being changed. The governments are required to specify substitute patterns for sports (11,12).

Positive interests and functions of sport for all and physical amusements in the society are various and extended and most of these interests are accessible for the public by planning for generalizing sports in the society, regardless of their age and ability. Researches show that an active lifestyle effects on physical and mental health of people at present and in the future and increases the quality of their life. Besides, public participation in sports will lead to several social effects such as reduction of unbecoming behaviors of the youth and teenagers, savings of social and health charges, creation of job opportunities in sports and amusement sections, increase of social connection and convergence of the people in the society (1). Since sport is one of the most important tools for reaching to above mentioned goals, it is not only an individual responsibility to do that, but also a national duty to pave the way for its development and extension (18). Despite many benefits that sport and physical activity brings for people and society, one of the problems for planning and policy making in societies is spread of the culture of immobilization and indolence among people. This reduction of physical activities which is due to development and extension of facilities and welfare instruments and modern lifestyles, reveals the necessity of planning for required activities of the society more than ever, in such a manner that planning for sports is going to be one of the main concerns of the governments. This become more essential after the end of 50s and the beginning of 60s because of special global conditions and gradual growth of communication, so that finding the right policies and determining reasonable strategies may shape the destiny of each society (4).

Priorities of people in doing sports are what we should pay attention to in respect of sports for all. Researchers predict this century is not the century of current sports, but it's time to do activities which are performed in nature. Physical activities in the current century have two main specifications; being voluntarily and enjoyable. In fact, health, enjoy and social relations are main factors which motivate people for participation in sport activities, not reaching to upper levels and Olympic motto i.e. faster, stronger and upper (19,2).

Cultural development is an effective factor on amount of tendency of people to participation in sports. Sport, is a culture which is developed together

with development of human societies. While sport is a cultural production, its socio-cultural aspects have been strongly disregarded. Traditional sports which have attracted a lot of people and has been transmitted from a generation to other one, display several cultures around the world (8).

Human resources consist of all man powers engaged in generalizing sports in the society including administrative personnel, management personnel and also agents engaged in holding sport matches and events. Quantity (number) and quality (education, proficiency, experience, etc) of these man powers may be effective on progress of organizational goals. Financial resources are the most important organizational effective factors on sport for all. Although in respect of sport for all and amusement, we emphasize on decreasing charges and try to find inexpensive equipment and using natural and civil spaces, but construction and development of these equipment is in need of financial resources which are mostly provided by governmental budgets, and in some cases by gratuitous donations, gifts (in some countries by founding lottery funds (6, 5).

No matter how much are public requests for participation in sports, we cannot reach to the goals of sport for all without facilities, equipment and sport spaces. Being sufficient and accessible and quality of sport spaces and equipment are the main prerequisites in development of sport in the society. Planning, construction and presenting sport equipment require secure, permanent, organizational and financial backing and applicable policies and strategies (7,13,16).

According to "fadeev", the distance from people's house and wide access effected on increase of participation in sports and variation among people (11).

Legal and lawful environment and providing legal mechanisms for guaranteeing equal access of everyone by making secure sport environments and legislation of supportive rules and regulations, removing discriminates specially in participation of women in sport, and guiding governmental policy makings and investments and determination of legal mechanism of governmental and private sector participation; play an important role in sport orientation and equilibrium between sport for all and championship sports (3,10).

Health in the outlook of the current century is a transformation which is understandable with regards to the structure of global health system and it needs designing of special strategies. Changes of the nature of the society due to transformation occurred by globalization are amongst those important subjects that analysts of different field have paid attention to. One of these fields is the mission of sport

organizations. Necessity of reconstruction of this field could be in proportion with health coefficient of the society in the future. Therefore, designing a local health pattern is a scientific necessity which has to be in program of operational and scientific society. Obviously, propounding this subject is essential either and needs the knowledge of management to get stronger (22).

Optional nature of sport activities and being voluntarily shows the importance of motivation and presentation of attractive encouragers for participation in physical activities.

Many experts and managers of physical education and sport believe that generalizing sports and increasing participation of people would be performed by providing and spreading facilities and programs for people who participate in sports programs for fun, health and amusement (15).

Everyone needs to have some abilities for social life and performing job duties. Therefore, physical education and sport structure should make some educational and practical plans for increasing physical activities and also improvement of physical and mental health of people (20).

Investigations show that most of the countries are not satisfied with condition of sport for all and physical activities in their society. Development and generalizing sport for all in Iran has also confronted with serious problems due to several reasons such as economic, social and cultural problems, shortage of facilities, absence of a formulized program for sport for all, unfamiliarity with desired sport in Iranian society, unwillingness of the society to sport for all, etc. so they should take special actions for development of sport for all. Evidences show that plans made in our country in this regard have not been successful either and proper policies were not chosen and executed for development of sport for all (21).

Therefore, this research intends to investigate strategies for development of sport for all from the viewpoint of those who are in charge of this sport so we may use their attitudes for improvement and development of sport for all. Results of this research could be a good guide for planners and policy makers of the country for development of sport for all (17).

#### Research Methodology

Research methodology is descriptive and comparative and in regard of collection of field information and goal it is applicable.

Statistical universe and sample of research consist of: managers and experts of sport for all federation, general department of sport for all, directors of sport boards in provinces, heads of sport societies and experts of sport for all of the provinces which are 90 individuals and authorities in the field of sport for all which are 30. Totally 120 individuals were determined as the research universe. Since sample of research equals to research universe, sampling was performed in full-scale.

Variables investigated in this research include :

1. Variables relevant to demographic particulars of subjects such as: Age, education level, position and work experiences
2. Investigation and supervision, equipment and places, promotion of culture, financial support, scientific and educational development, development of institutions, management of holding, programs and projects, human resources, lawful and legal environment.

Measurement tool was a questionnaire made by the researcher including 75 questions with 9 sub-scales and each sub-scale including some questions and the answer of questions was graded according to 5-point scale from 1: very low to 5: so much. In this research, content-validity method has been used for investigation of validity and reliability of data collection tool (questionnaire). Content-validity was gained with regards to asking the viewpoint of experts about subject of research (F). Cronbach's Alpha was used as a measure of reliability of questionnaire and its coefficient was assigned 0.98.

In descriptive part, statistics of frequency, percentage, average and tables are used. Inferential statistics techniques such as Kolmogorov-Smirnov test are used for investigation of natural status of information, in case the information was natural ANOVA test, and in case the information was unnatural, Kruskal-Wallis Test is used for comparing three groups. Friedman test is used for ranking priorities.

#### Research Findings

%30.8 out of 120 subjects attending research were female and %68.3 were male. Average age of subjects was 45 years old and its standard deviation was 1.02 and most of the subjects (40.8) had academic education equal to master's degree.

Table 1 shows a summary of demographical status of subjects.

**Table 1 – summary of demographical status of subjects**

AGE							
20 – 30		31 – 40		41 – 50		OLDER THAN 50	
FREQUENCY	PERCENT	FREQUENCY	PERCENT	FREQUENCY	PERCENT	FREQUENCY	PERCENT

In Table 2, a summary of viewpoints of selected groups in each component has been presented separately.

**Table 2 - summary of viewpoints of selected groups in research components**

Variabe	Position		
	Expert	Authority	Managers
	Mean	Mean	Mean
Promotion of culture	4.05	4.10	3.90
Human resources	3.92	4.12	3.95
Financial support	3.75	3.99	3.83
Equipment and facilities	4.01	4.24	3.93
Lawful and legal environment	3.96	4.00	3.99
Projects and holding management	3.86	4.19	3.99
Supervision and investigation	3.85	4.25	3.87
Educational-scientific development	3.66	4.07	3.79
Development of institutes	3.84	4.20	3.97

In Table 3, viewpoints of three groups about strategies relevant to promotion of culture in development of sport for all in the country are compared.

**Table 3 - results of ANOVA test in promotion of culture variable**

Statistic	Average		F- Value	Significance level
	Intergroup	Intragroup		
Promotion of culture	0.460	0.518	0.888	0.414

The results of ANOVA test showed that there is no meaningful difference between viewpoints of subjects about strategies relevant to promotion of culture of development of sport for all in significance level of %5. All three subject groups emphasize, with high average (3.99), on importance of culture in development of strategies of sport for all in Iran.

In Table 4, viewpoints of three groups about strategies relevant to promotion of human resources in development of sport for all in the country are compared.

**Table 4 - results of Kruskal-Wallis Test in human resources variable**

Statistic	Chi-square	Significance Level	$\alpha$
Human resources	0.883	0.643	0.05

The results of ANOVA test showed that there is no meaningful difference between viewpoints of subjects about strategies relevant to promotion of human resources of development of sport for all in significance level of %5. All three subject groups emphasize, with high average (3.98), on importance of human resources in development of strategies of sport for all in Iran. In Table 5, viewpoints of three groups about strategies relevant to promotion of financial support in development of sport for all in the country are compared.

**Table 5- results of Kruskal-Wallis Test in financial support variable**

Statistic	Chi-square	Significance Level	$\alpha$
financial support	0.570	0.752	0.05

The results of Kruskal-Wallis test showed that there is no meaningful difference between viewpoints of subjects about strategies relevant to promotion of financial support of development of sport for all in significance level of %5. All three subject groups emphasize, with high average (3.84), on importance of financial support in development of strategies of sport for all in Iran.

In Table 6, viewpoints of three groups about strategies relevant to promotion of Equipments and facilities in development of sport for all in the country are compared.

**Table 6- results of Kruskal-Wallis Test in Equipments and facilities variable**

Statistic	Chi-square	Significance Level	$\alpha$
Equipments and facilities	0.133	4.034	0.05

The results of Kruskal-Wallis test showed that there is no meaningful difference between viewpoints of subjects about strategies relevant to promotion of Equipments and facilities of development of sport for all in significance level of %5. All three subject groups emphasize, with high average (4.03), on importance of Equipments and facilities in development of strategies of sport for all in Iran.

In Table 7, viewpoints of three groups about strategies relevant to promotion of lawful and legal environment in development of sport for all in the country are compared.

**Table 7- results of Kruskal-Wallis Test in lawful and legal environment variable**

Statistic	Chi-square	Significance Level	$\alpha$
lawful and legal environment	0.74	0.964	0.05

The results of Kruskal-Wallis test showed that there is no meaningful difference between viewpoints of subjects about strategies relevant to promotion of lawful and legal environment of development of sport for all in significance level of %5. All three subject groups emphasize, with high average (3.98), on importance of lawful and legal environment in development of strategies of sport for all in Iran.

In Table 8, viewpoints of three groups about strategies relevant to promotion of projects and holding management in development of sport for all in the country are compared.

**Table 8- results of Kruskal-Wallis Test in projects and holding management variable**

Statistic	Chi-square	Significance Level	$\alpha$
projects and holding management	2.561	0.278	0.05

The results of Kruskal-Wallis test showed that there is no meaningful difference between viewpoints of subjects about strategies relevant to promotion of projects and holding management of development of sport for all in significance level of %5. All three subject groups emphasize, with high average (4.00), on importance of projects and holding management in development of strategies of sport for all in Iran.

In Table 9, viewpoints of three groups about strategies relevant to promotion of supervision and investigation in development of sport for all in the country are compared.

**Table 9- results of ANOVA test in promotion of supervision and investigation variable**

Statistic	Average		F- Value	Significance level
	Intergroup	Intragroup		
supervision and investigation	1.679	0.321	5.235	0.007

Results of ANOVA test showed that there is a meaningful difference between viewpoints of subjects about strategies relevant to investigation and supervision over development of sport for all in significance level of %5. In order to determine the difference between averages. Tukey test has been used and it was found that there is a meaningful difference between viewpoints of managers and authorities, and experts and authorities either.

Table 10 - Tukey test is meaningful for comparison of viewpoints of studied groups about the effect of investigation and supervision in development of sport for all.

**Table 10 - Tukey test is meaningful for comparison of viewpoints of studied groups**

Groups	Mean difference	Std.error	Significance Level
Manager / Authority	-0.37725*	0.12894	0.011
Expert	0.02116	0.12184	0.984
Expert / Manager	-0.02116	0.12184	0.984
Authority	-0.39841*	0.13998	0.014
Authority/ Manager	-0.37725*	0.12894	0.011
Expert	-0.39841*	0.13998	0.014

in significance level of %5.

In Table 11, viewpoints of three groups about strategies relevant to promotion of educational-scientific development in development of sport for all in the country are compared.

**Table 11- results of Kruskal-Wallis Test in educational-scientific development variable**

Statistic	Chi-square	Significance Level	$\alpha$
educational-scientific development	4.018	0.134	0.05

The results of Kruskal-Wallis test showed that there is no meaningful difference between viewpoints of subjects about strategies relevant to promotion of educational-scientific development of development of sport for all in significance level of %5. All three subject groups emphasize, with high average (3.81), on importance of educational-scientific development in development of strategies of sport for all in Iran.

In Table 12, viewpoints of three groups about strategies relevant to promotion of development of institutes in development of sport for all in the country are compared.

**Table 12- results of Kruskal-Wallis Test in development of institutes variable**

Statistic	Chi-square	Significance Level	$\alpha$
development of institutes	2.302	0.316	0.05

The results of Kruskal-Wallis test showed that there is no meaningful difference between viewpoints of subjects about strategies relevant to promotion of development of institutes of development of sport for all in significance level of %5. All three subject groups emphasize, with high average (3.98), on importance of development of institutes in development of strategies of sport for all in Iran.

In Table 13, prioritizing of viewpoints of selected groups has been investigated.

**Table No.13- prioritizing of viewpoints of selected groups using Friedman test**

Statistic	Chi-square	Significance level	$\alpha$
prioritizing of viewpoints of selected groups	46.845	0.00	0.05

**Table 14, prioritizing of viewpoints**

Variabe	Rank Mean	Rank
Equipment and facilities	5.53	1
Human resources	5.35	2
Projects and holding management	5.31	3
Lawful and legal environment	5.29	4
Promotion of culture	5.24	5
Development of institutes	5.22	6
Supervision and investigation	5.03	7
Financial support	4.13	8
Educational-scientific development	3.91	9

According to above table, subjects believe that equipment and places with average rate of 5.53 play very important role in development of sport for all in Iran and besides, from the viewpoints of subjects, educational and scientific development with average rate of 3.91 is of less importance in comparison with other components of research in development of sport for all.

### Discussion and conclusion

The findings of research showed that there is not a meaningful difference between three groups about strategies relevant to required cultural development of sport for all. Regarding total average (3) relevant to promotion of culture, average of answers of experts, authorities and managers groups were respectively (4.05), (4.10) and (3.90) more than total average and finally all three groups agree with mentioned strategies for development of culture.

These results conform to results of researches conducted by Samahito (2000), Arbatani (2007), Ghafouri & others (2003), Niknezhad (1996), Gholinia (2004), Atghia (2007), Vahed & others (2010), Saffari & Shahrzad (2010), because these researches showed that cultural development is an effective factor on development of sport for all.

Results of research showed that there is not a meaningful difference between viewpoints of these three groups about strategy of human resources development required for development of sport for all. These results conform to results of researches of Atghia (2008), Colnis (2002), Atghia (2007), Afroz & colleagues (2010), Safari & Shahrzad (2010), because these results showed that the role of human resources, volunteer powers and presence of skilled trainers is so important and vital in development of sport for all. Using educated trainers who are familiar with modern sciences is considered as an important

factor in development of sport for all. In a lot of conducted researches, being afraid of injury because of low experience of trainers is known as a reason for unwillingness to sports.

Furthermore, research findings showed that there is not a meaningful difference between viewpoints if three groups about strategies relevant to financial support. With regards to total average (3) relevant to financial support component, average of answers of authorities, managers and experts were respectively (3.99), (3.83) and (3.75) more than total average and finally all three groups agreed with mentioned strategies of financial support. These results are similar to results of research conducted by Ghafoori (2005), because his research showed that for better execution of existing strategies of sport development, main investment of sport should go to sport for all.

One of the other results of research is that there is no coordination between viewpoints of three groups about strategy relevant to equipment and places required for development of sport for all. These results conform to results of researches conducted by Troalson and others, Momtazbakhsh (2007), Vahed and others (2010), Atghia (2007), Hong Kong Sport Committee (2009), Safari and Shahrzad (2010), because they have stated that different kinds of substructures, facilities and equipment effect on regular sport activities, and places and equipment are important factors in promotion of sport for all industry. Investigation of results reveals that one of the problems is unwillingness of people for participation in sport and physical activities, because of shortage of sport places.

With regards to results of the current research, statistically no meaningful difference has been observed between viewpoints of three selected groups about the strategy relevant to lawful and legal environment required for development of sport for all. These results are similar to results of research of Gholinia (2004), because he conducted a research about the situation of sport for all and problems of public participation in sport in Iran and also planning for generalizing sports. He described the approach of incumbent to execution of rules (legal distances) as a factor of development of sport for all.

Results show that there is no meaningful difference between strategies relevant to holding management, programs and required projects of sport for all, from the viewpoints of three groups. These results conform to results of researches of Henry and others (2010), Afrouzeh and others (2010) and Safari and Shahrzad (2008), because these researches showed that promotion of sport for all industry consists of development and promotion of sport programs, holding competitions, management and planning and organizing sport activities.

Another result of this research is that there is a meaningful difference between viewpoints of three selected groups about required strategies for development of supervision and investigation of sport for all. Finally, there is difference between viewpoints of three groups about mentioned strategies for development of supervision and investigation. This result is the same as result of research of Safari and Shahrzad (2010), because they have introduced in their research the main and applicable policies for organizations engaged in development of sport for all in order to make adequate decisions in this regard. One of these policies is creation of national research, supervision and investigation system of physical activities and holding national readiness test annually.

On the other side, findings show that there is no meaningful difference between the viewpoints of three selected groups about required strategy of educational-scientific development of sport for all development. These results conform to results of researches conducted by Samahito (2000), Vahedi and colleagues (2009), Hong Kong Sport Committee (2009) and Safari and Shahrzad (2010), because in their research they concluded that increase of knowledge of citizens about advantages of regular participation in sport activities, change of their outlook, learning different kinds of sports and conducting research projects about sport for all which may give new information to people about this sport, will pave the way for development of sport for all.

Findings of research also show that there is no meaningful difference between viewpoints of three selected groups about strategies of development of sport for all institutions, from the viewpoint of managers, experts and authorities. These results conform to results of a research conducted by Samahito (2000), because in his research titled "methods of extending sport for all" he believes that private section's support of sport for all is an important factor in its development and growth. And at last, with regards to findings of research, a meaningful difference has been observed between the viewpoints of three groups in respect of prioritization. Prioritization of viewpoints is as follows.

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