THE RELATIONSHIP BETWEEN DIMENSIONS OF SPORT SERVICE QUALITY AND JOB CREATION RATE IN PRIVATE CLUBS

Saeed Sadeghi Boroujerdi [1] & Kaveh Hasani [2]

[1]Department of physical education, University of Kurdistan, Sanandaj, Iran.
[2]Department of management, Young Researchers Clubs, Sanandaj Branch, Islamic Azad University, Sanandaj, Iran.

Original scientific paper

Abstract

In this research, the relationship between dimensions of service quality and job creation rate in Kurdistan province was examined. This research was descriptive-survey and statistical population consisted of private clubs in Kurdistan province that included 191 clubs during implementation of research. Results obtained from study's hypotheses test using Pearson correlation coefficient showed that: there is meaningful relation between qualities of presented sport service with the rate of job creation in "tangible factors", "reliability" and "responsiveness" aspects. But, there is no meaningful relation quality of presented sport service with the rate of job creation in "assurance" and "empathy" aspects. Results showed assurance; tangibles, empathy and responsiveness aspects are respectively have highest utility among clubs' clients and reliability factor aspect has minimum utility among sport service quality aspects. Regression analysis result regarding affective factors' influence over job creation showed that multiple correlation coefficient of service quality's five variables (tangibles, reliability, assurance, responsiveness and empathy) with (job creation) variable is equal to 0/65 that based on severity, it is a medium to high correlation.

Keywords: Service quality model; Service quality dimensions; Job making; Sport clubs.

INTRODUCTION

In today societies, government's general policy is based on providing general welfare for their people in term of planning and in this case they use all potential for this purpose. Governments in order to improve services' quality must know themselves responsible to respond people in reaching goals in a way that their commitment should not be to do actions that may not reach specified goals and at last caused general disagreement and wasting sources and time (Gordon, 2002). With industrial revolution in eighteenth century and unbound productions by various economic institutes, in a short time and in a remarkable way, there were ideas regarding using scientific ways in quality management (Liang, 2002). Today, there is a high speed to create better quality, various abilities, simplicity and easiness in different systems. In such spaces especially for private organizations, to present suitable services and pay more attention to clientele become a necessity (ko & Pastore, 2004). It is because final judge of service quality are clientele. Therefore quality improvement in general organizations needs cooperation of these organizations to present better services to people (Laroche et al, 2000). In today's rough world of business that competition is in high level, to be good is not enough (Gordon, 2002). Correlation between service quality and clients' satisfaction as well as organizational success is been verified in most of studies and researches (Kouin e al, 1993: Anderson et al, 1994, Donaldson 1995, Rust et al 1995, Basel et al 1987).

Today service offering in developed counties formed main section of internal impure production. Services quality can be defined as a rate of available inequality between clients' expectations and cognitions received services (Parasuraman and Zeithaml & Berry, 1985). Sometimes this definition is been showed from $Q=P-E$ relation, in this equation P represents customer perception, E denotes expectation, and Q is the quality of received service. Quality is not a one-dimensional existence, but it is a multidimensional phenomenon. Gronroos, 1994 in his discussion regarding three dimensions of service quality introduces technical quality, functional quality and company's mental image (pp: 9-29). Transaction system model of Aldlaigan & Buttle (2005) service quality is in four dimensions of quality of services system, quality of behavioral health services, services' transaction quality as well as mechanical services' quality (pp: 349 – 359). A relatively new technology that will play an important role in improving the quality of services to is SERVQUAL service quality technique. The first model was introduced in 1985. This scale was revised in 1991. This approach is used to evaluate service quality on five criteria: the tangible, reliability, responsiveness, assurance and empathy. The aim of quality management in sport organizations and clubs is to create a management system that prevents disorders and difficulties in organizations and clubs' function cycle (Crosby, 1980).

Today quality is become one of main concern of sport clubs in a way that it not only caused organized quality improvement in services but also quality in services is among necessary factors to survive and remain in completion level of organization s and other sport clubs (Gordon, 2004). Customer of service organizations in term of major differences between services and production processes are considered to be only authoritative reference for presented services (Lovelock and Wright, 2000). Researchers believe that customers' services quality and their satisfaction are two essential prerequisites to make loyalty in customers. Customer satisfaction is a key factor his or her shopping in following cases in the future and satisfied customers will share their shopping with other people and speak with others about their experiences. In this case in western countries where social life is formed in a way that improves social communication with other people, has more importance (Jamal and Naser, 2002).

Service quality leads to customer satisfaction and loyalty, and ultimately will lead to the survival and profitability of the organization (Lee and Hwan, 2005). In fact it can be said that customer satisfaction from received service and service quality improvement by organizations are two important indicators of performance evaluation of organization (Yasin, Correia and Lisboa 2004). Importance of service quality is gaining tremendous attention. In order to provide quality service to customers, knowledge of their service quality expectations is considered very important (Evans, Lindsay, 2008). Service quality has been linked to outcomes such as customer satisfaction; customer loyalty, value and repurchase intention. Various scholars in sports have examined service quality within the context of health and fitness centers. There are three elements of quality dimensions of sports tourism. The first element is access quality (Shonk, 2007). Accessibility is an important element within the context of sports tourism. Sports tourists are more likely to perceive a higher quality experience when they can easily reach the various places and have access to sports venues. The other two elements are the sporting events and quality service delivery where the tourists are accommodated (Owusu-Mintah, 2013).

Since major economic activities will managed by government so major investments in various economic and social sectors and products are made by the government. Therefore to manage these investments through plan performance and various plots in order to job creation has special and necessary importance to choose related policies, the fact that seems to be unattainable till current economic system that is dominated over national economic be change to private system (Qereche, 2005).

Work marketing topic in Iran's economic regarding different economic and social points shows lack of balance that in recent decade presenting work force is beyond market's work requirement and this inequality grows gradually in a way that it caused unemployment crisis and lack of needed job opportunities for young men specially whom they graduated at universities. Although unemployment scope covers all social strata, but unemployed graduates of physical education at undergraduate, graduate and doctoral degree is one of the most pressing issues of our current society (Alizadeh, 2001).

Macroeconomic management of the country is looking for use scientific methods to understand and control the problem of employment and transform challenges into opportunities to accelerate the development of motion (Armoo, 2002). Sport as a social phenomenon affects all aspects of society. Aside from the various effects of exercise on health improvement in community life, it is an opportunity to employ underlying population. Sport has an active economic in term of income and expenses and is having a major impact on the macro economy (Chelladurai & Chang, 2000).

In current situation and regarding world's overall economic crisis in 2010 as well as world's business depression, this can be an opportunity that using sport and job creation based on sport be regarded as unique opportunity and based on physical education graduates in our country and increasing rate of unemployment, to used related experts in this case can be the best strategy. Blonde with massive size of the active population as a field goal in the creation of job opportunities in all countries is taken into account. In Germany about 27 millions are member of 87000 sport clubs and leagues and more than 6000 business units are providing needed tools and service for sport participants and members. About 12 percent of the total work force that are about 780/000 people employed in sports and sports-related activities, and in 1997, the economic activities associated with sport formed about 4/1 percent «GDP» in this country. Job policies in Finland at 1990s with forecast of high rate of unemployment needed plans and programs that forced that country's officials to made needed decisions in this case, sport as a surveyed aspects for job creation was regarded, in 1996 ((sport plan presenting qualitative work and life)) was proposed from Finland's sport federations, 300 local projects in 100 municipals were defined in

this case. Austrian Federal Sports Organization as an abbreviation (BSO) as an umbrella organization for non-profit organizations operating in the country's sports. Since 1999, the organization was involved in sports' employment projects. Sport's participation culture among Sweden people is very high and sport is been regarded as a part of social life and about half of Sweden's citizenry population from 7 to 70 years are member of clubs and among them about 2 millions are active. About 650000 Sweden citizens are take part in various competitive activities and 7000 participants are take part in champion level in national competitions.

Hamidi and Assadi (2002) in a research called "TQM relationship and effectiveness in staff aspects of national sport organizations" stated that regarding total quality management n these organizations and because TQM's highest score is 200. These organizations' scores average are respectively 86.7 in physical education organization, 97.56 in physical education assistance and it is 109.5 in physical education department of the ministry of Science, Research and Technology. Therefore scores of all staff organizations are n low level (pp: 167-156).

Asad (2003) in a study titled "Evaluating TQM in Physical Education Organization" found that 75 percent of organization's member were believed that few senior managers of services support the quality of activities, besides 50% of the experts believe that certain purposes have not been identified for organization. Considering the important role of planning to achieve organization's quality, specific goals have not been set (pp: 81-69).

Henley (2004) in a study titled "The job creation by entrepreneurs - financial investment and job creation roles," surveyed econometric factors affecting the potential of small business to job creation and reached the conclusion that the source of financial security is an overt act of creating jobs for small jobs. He also realized that primary experience of parents with small jobs has meaningful relationship with job creation means successful institutes will probably had entrepreneurship parents and these people employ others to work (pp: 1195–1224).

Alves & Aníbal (2006) showed that each of the 5 dimensions of the SERVQUAL model is not equally important for students. In this study, the most important dimension of service quality from the perspectives of students is educational institutions assurance factor and the least important factor in this case is the tangible dimension (pp: 1-16).

Bartlett (2007) in a study entitled "Evaluation of service quality in restaurants in China regarding Eastern perspective, based on SERVQUAL model, concluded that service quality and customer satisfaction are related to each other.

Prayag (2007) used SERVQUAL model for evaluating the quality of their services from the perspective of international airline passengers. Among five dimensions of SERVQUAL model in these airlines, the largest gap was belonging to reliability component and minimum size of the gap was tangible component. The main character in this study for passengers' satisfaction of airline services was assurance component (pp. 492-514).

Sharifzadeh (2008) in a study titled "Entrepreneurship and job creation," were surveyed effects of Entrepreneurship especially in small industry and stated that in the first 20 years after Iran's revolution; most of the new jobs in Iran's economy were in the form of independent workers (self-employed), respectively. They concluded that Entrepreneurship by removing weak economic units helps mobility and national economic development (pp: 196-263).

Kaplan (2008) in a study titled "Improving employment and labor law in Latin America" surveyed labor law and employment of 10,396 plants in 14 countries in Latin America and by presenting two solutions to the labor law finally in the countries of Latin America, caused 3 percent increase in employment as well as 4/27 increase in workers' salaries (pp: 91-105).

Pasebani, Mohammadi & Yektatyar (2012) in their study entitled as "the relationship between organizational learning culture and job satisfaction and Internal service quality in sport organizations in Iran" concluded that there is a significant positive relationship between organizational learning culture and internal service quality and also between job satisfaction and internal service quality (pp: 1901-1905).

METHODS

The study in term of purpose is applicative and regarding its' method, it is descriptive and correlation. Statistical population of this study are private clubs in Kurdistan province, which according to the General Administration of Kurdistan Sport they were 191 private clubs including single and multi-functional at the time of the study. The study is based on a multi-stage cluster sampling of several private clubs in four cities of Sanandaj, Saquez, Qourveh and Bijar and Cochran formula for determining the

sample size is used. The 34 clubs were selected randomly that based on this formula, number of samples were 247 participants and the same number for managers.

2.1. Tools and method for Data collection

Field (free) method was used to collect data. In this case following questionnaires were given to participants:

1. Personal information questionnaire: in term of research's needs demographic data to gender, age, education level, employment status, marital status, and residence history were collected from the subjects.
2. SERVQUAL questionnaire: This questionnaire is provided by Parasuraman et al (1985) that it has 23 questions. Points of tangible, reliability, responsiveness, assurance and empathy are involved. This questionnaire is based on Likert's five values scale (1 = totally disagree to 5 = totally agree) is valued. The questionnaire was distributed among club's players.
3. Employment questionnaire: This questionnaire is substantiated. The questionnaire has 20 questions. Factors include 7 aspects of equipment, timing, quick service, teachers' behavior, security, and understanding customers' right and needs understanding are included. This questionnaire is based on Likert's five values scale (1 = totally disagree to 5 = totally agree) is valued. The questionnaire was distributed among clubs' owners and managers.

2.2. Reliability and validity of the questionnaire

To ensure the validity of the questionnaire, nominal value is used; in this case made questionnaires were devoted to management science and sport management professors and experts and based on their comments, the final questionnaire was designed. To calculate the internal reliability coefficient, a pilot study using a questionnaire distributed to 30 customers and 10 surveys were conducted between club

managers. Cronbach's alpha coefficient for customer's questionnaire was 0.802 and it was 0.741 for inventory management respectively.

2.3. Statistical methods

In this research, Descriptive and inferential statistics include, Pearson correlation, multiple Regressions and way analysis was used.

RESULTS

Information related to surveyed clients' population-recognition is as follow: From total 255 surveyed participants with ages' average 28.07 ± 6.524, 143 subjects (56.1 percent) were females and 112 of them (43.9 percent) were males, beside 51.4 percent of surveyed subjects were single and 48.6 were married. 38 percent of responders were employed, 15.3 were free, 23.1 were students, 17.6 were householder and 5.9 percent were other social groups. 1.6 percent of participants had elementary level literacy, 7.5 had intermediate level literacy, 42.7 were hold high school certificate (Diploma), 40 percent had Bachelor and 8.2 percent hold MA or other higher degrees. Highest resume (60.8) is from 1 to 3 years. 40.8 percent of participants were from Sanandaj, 18.8 were from Saquez, 19.6 were from Bijar and 20.8 percent were from Qourveh. Information related to surveyed owners and managers' population-recognition is as follow:

From total 255 surveyed among managers and clubs' owners with ages' average 63.7 ±24.5, 52 subjects (22.1 percent) were females and 205 of them (77.9 percent) were males, beside 19.4 percent of surveyed subjects were single and 80.6 were married, 6.6 percent of participants had elementary level literacy, 4.5 had intermediate level literacy, 41.7 were hold high school certificate (Diploma), 41 percent had Bachelor and 6.2 percent hold MA or other higher degrees. Highest resume (60.8) is from 1 to 3 years. 45.8 percent of participants were from Sanandaj, 20.8 were from Saquez, 15.6 were from Bijar and 17.8 percent were from Qourveh.

Table 1 An investigation regarding relation between presented service quality aspects with rate of job creation

Rank	Hypotheses	Pearson coefficient (R)	Significance level
1	Relationship between "tangible factors" with job creation	0.396	0.000
2	Relationship between "confidence ability" with job creation	0.307	0.045
3	Relationship between "replication" with job creation	0.413	0.000
4	Relationship between "assurance" with job creation	0.196	0.540
5	Relationship between "empathy" with job creation	0.105	0.532

3.1. Multi-variables Regression analysis to specify job creation variable

Table 2
Regression analysis test coefficient regarding affective factors over rate of job creation

Model	Coefficients		One-way ANOVA		Model summary	
	Beta	Significance level	F	P	Pearson	Coefficient of determination
Tangible dimension	0.320	0.000	12.446	0.000	0.654	0.4276
Assurance dimension	0.262	0.048				
Replication dimension	0.391	0.001				
Certainty dimension	0.123	0.593				
Empathy dimension	0.082	0.336				

Above table 2 shows Regression analysis results in term of affective factors on rate of job creation. Table's data shows that multiple correlation coefficients of these five variables is equal with dependent variable that is 0.65 and based on rate of severity, it is medium to high correlation. Besides, 0.42 of changes in employment rates are explained by the five variables. The point that should be mentioned here, is that two variables of assurance and empathy are not remained in regression's multivariable equation and have no significant effect on employment levels(p>000/0).

Table 3
Variables in regression model

variable	Coefficient correlation	standard error of measure	Beta	p
Tangible aspect	0.433	0.082	0.342	0.000
Assurance aspect	0.354	0.019	0.302	0.032
Replication aspect	0.567	0.034	0.422	0.041

Regression's multivariable analysis results show that among current variables in analytical model, tangible, assurance and replication variables are remained in final model and they explained only 30 percent of job creation's variance. The correlation between these three variables and the dependent variable is 0.55, which is considered a moderate correlation regarding severity. The table also shows the values of independent variables in the regression analysis. According to this table, the regression coefficient of tangible factors is equal to 34.0, the regression coefficient assurance is equal to 30.0 and replication's regression coefficient is equal to 42.0. Thus, whatever the level of responsiveness, tangibles and reliability is increased, more jobs will be added on.

3.2. Path analysis
Method path analysis to study effect of direct and indirect independent variables on the dependent variable is done in as a mechanism. Path analysis is an important analytical tool to test the theory, through its use; researcher can specify pattern agreement of correlations that are obtained based on observation with a specific model. Path analysis specifies each variable's effect that to what extent it is direct or indirect, therefore path analysis is provided much information about causality processes in a simple and understandable way.

Since that path analysis is a way for the evaluation of the appropriateness and proportion collection of data with the model, so it can be with a path graph and specify path coefficient method to algebraic way on flashes represents causality relationship on the most effective variable model, because in this way all the remaining variables in the model enter the equation simultaneously. Therefore, path's coefficients share is specified in all variables.
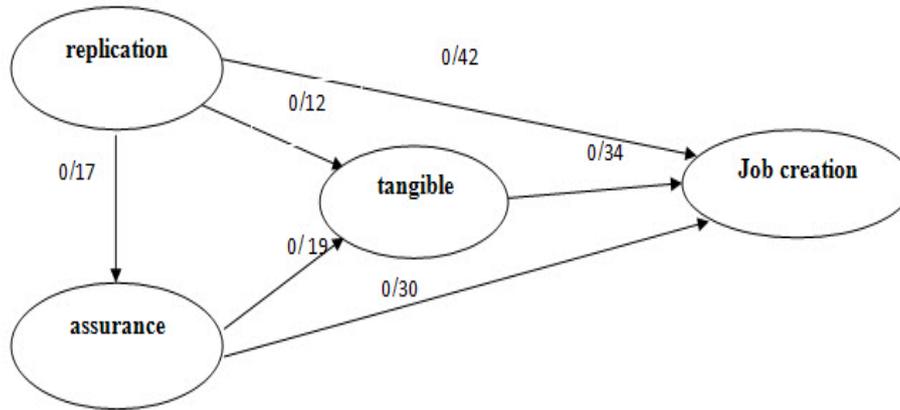
Figure 1 Path analysis model for determining the factors affecting employment levels

Above graph shows final model of path analysis in term of employment rate, the independent variables in were significant in multiple regression model, have been entered. As the chart below shows, replication has the highest effect (0.52) on job creation. Assurance (0.36) and tangible (0.34) factors are in following ranks respectively.

Table 4 The effect of independent variables on the dependent variable in the path analysis model

Variable's name	direct effect	indirect effect	Total effect
Replication	0.42	0.10	0.52
tangible	0.34	-	0.34
assurance	0.30	0.06	0.36

DISCUSSION

This research aims to study the relationship between five dimensions of quality of service and the rate of employment in a private clubs in Kurdistan province, Iran. The results of study showed that 112 people equals to 43.9% of females in research and 143 people equals to 56.1 percent of responding males, among these people 131 participants equals to 51.4 percent of singles and 125 people equals 48.6% of replications were married but these results in term of cultural factors and economic limitations are not unusual and they are not far from expectations. According to the results that were achieved between service quality and the rate of employment-of the private club, there is a significant relationship, in other words whatever the quality of service is higher for sport, job opportunities will be added.

With higher quality of service delivery in tangible "factors", rate of job creation will be added. This conclusion is because of tangible factors that related to clubs' appearances and tangibles, the first point that customers realized is clubs' appearances and tangibles, customers looking for new and significant services that are able to satisfy their sport's needs. The results of this part of the study are consistent with Prayag's (2007).

Between two variables of service quality and rate of employment in "reliability" aspect, there were significant correlation and it can be said that with higher quality of service delivery in reliability "factors", rate of job creation will be added. Reliability is related to items such as precise timing, program of regular planning and providing services at the time of the predetermined dates, and because it's a waste of time and lack of planning is common in most of the current clubs, so customers has a particular emphasis upon scheduling and planning program.

The results showed that between two variables of service quality and rate of employment in "replication" aspects, there is a significant correlation. In other words whatever level of service quality is in higher level, "replication" will be higher and rate of job creation will be added. In any organization and institution, customers

looking for receiving better, faster and desirable services, which this regulation is not the same for athletes and national sports club as well as customers.

Also, the results showed that between two variables of service quality and rate of employment

in "assurance" and "empathy", there is no significant correlation (p ≥ 0.540) and (p ≥ 0.532). In other words the quality of service has not remarkable effect over job creation in « assurance » and «empathy» aspects. The dimensions of empathy and assurance, affect emotional aspect and people's closeness that they may not be desired goals and objectives of clients and athletes as well as sport clubs, or even if they are also among their goals, they can access them in other places apart from clubs and sport places, and other reason can be this that assurance and empathy aspects in comparison with other aspects, have lower specialized service quality in job creation and sport.

Also, the results of regression analysis about the quality service dimensions with the rate of job creation showed that multiple correlation coefficients of five dimensions of service quality (tangible factors, reliability, assurance responsiveness and camaraderie) with job creation variable is equals to 0.65 that in terms of intensity, it is medium to high correlation, beside, 0.42 of change of employment's rate are specified by these five variables that in term of employment and unemployment decrease in private level, it can be acceptable and it can be increased by improving service quality's aspects. Other factors that may influence the rate of employment creation are factors such as tuition reduction, creation and construction of a sports club generally in the private sector, to create and increase lateral occupations related to clubs' field and sport places, instruct instructors and clubs' managers in professional way and ... It should be noted that two variables of assurance and empathy in multivariate regression equation will not remained and have no significant effect on job creation.

The results of the analysis of multivariate regression factors determination of the amount of job creation shows that among the variables contained in the analytical model, only tangible, reliability and replication dimensions are remains that these variables specify 30% of the variance in the rate of job creation that seems to be very low in comparison with ratio of investment in this section and it is possible to look for 70 percent of the remaining factors to be factors such as economic pressure on the surveyed community, cultural factors and social and political conditions or the search community.

The results of path analysis also showed only 0.42% of the variance of the variable changes are specified by the employment variable variance and the rest of the variance is not specified means the remaining 0.58% are probably specified by non-sport factors such as poor culture in term of presented quality dimensions sport, or even employment way in the private sector, explaining that they fitted and defining it requires more extensive and pervasive research. Besides, the amount of correlation between these three variables with variables is 0.55, employment that in terms of the intensity of a correlation is considered as moderate. Also, the coefficients of regression test indicate that the regression coefficient of the tangible factors is equal to 0.34, the regression coefficient of assurance is equal to 0.30 and coefficient of replication regression is equal to 0.42. In this way, higher level of tangible, assurance and replication factors will lead to increase in job creation that in term of these three dimensions, they not only promote the quality of services, but they also promote level of utilization and employment in sport .

The final model of path analysis in term of employment rate showed that in this model, variables that were meaningful in multivariate regression are entered. The significance of the three dimensions (tangible, reliability and responsiveness elements) in this study was not unexpected and unreasonable because the dimensions are integral inseparable parts of sports and they are the same goals that sports athletes and customers wanted to access them. As mentioned above, replication has highest effect (0.52) on employment rate, after that reliability (0.36) and then tangible factors (0.34) respectively. It seems that replication aspect, as it was among better aspects of Leo et al research, it (replication aspect) can be one of the main reasons to employ people in sport section, so it is recommended that clubs to improve service quality and decrease unemployment rate, should have more emphasis over replication dimension.

CONCLUSION

The results showed among five dimensions of service quality, three dimensions (tangible, reliability and replication factors) had the highest impact and (assurance and empathy) factors had the lowest effect in term of rate of employment. So it appears that besides service quality dimensions, other factors affects rate of employment and rate of their share is higher than service quality dimensions. These factors

may be attributed to economic, cultural and social factors that were affective in studied population of this research. Also, it should be mentioned, with regard to the fact that the dimensions of service quality fitted only 30 per cent of the rate of employment of sports clubs, it can be because of this fact that the study may carried out in a weak economic society in a way that people because of weak economic condition focus on everyday life and do not have enough time to spend with sport activities , that

can have high effect in fewer rate of job creation and another factor in lack of employment in private sport section is because of lack of Institutionalization in private section of sport culture and this factor can be because of lack of government's protect over private section and not to have any acquaintance in private section and it may be because of fewer facilities of private section in comparison with governmental section.

REFERENCES

1. Aldlaigan, A., Buttle, F., (2005) "Beyond satisfaction: customer attachment to retail banks", *International Journal of Bank Marketing*, 23 (4), 349 – 359.
2. Alizadeh, M. H., (2001). Study of employment problems of graduates of physical education and Sport Sciences. Tehran: *Olympic journal*. Pp. 111-123.
3. Alves, A. C. R. R., & Aníbal J. G. C., (2006), "The SERVQUAL as a Marketing instrument to measure services quality in Higher Education Institutions" Marketing Research and Techniques, ESCE/IPS, Campus do IPS, Estefanilha 2910 SETÚBAL, PORTUGAL, 1-16.
4. Armoo, A.K. (2005) Service Quality: A Comparative Study of the Perception of Hotel Guests and Service Providers. A paper presented at the 1st Conference on Hospitality and Tourism Management, Montego Bay, October, pp. 12-15
5. Asad, M. R., (2003). A survey of comprehensive quality management TQM in the physical education organization. The master's thesis. *Olympic journal*, (Iranian journal). 81 - 69.
6. Bartlett. E. J., (2007),"Analysis of service quality in restaurants in China: An Eastern Perspective", Proceeding of the ABR & TLC Conference Proceedings, University of South Carolina.
7. Chelladurai, P., & Chang, K. (2000). Targets and standards of quality in sport services. Sport Management Review, 3, 1-22.
8. Crosby, P. B., (1980), "Quality without Tears: The Art of Hassle Free Management", McGraw Hill, New York. 43 - 48.
9. Evans, J.R. and Lindsay M.W. (2008): *The Management and Control of Quality*, 7th edition. West Publishing, St. Paul, Minnesota.
10. Gordon f. g., (2004). "Total service quality management". *MCB university press*, 1 (8), 6 -12.
11. Gordon, D.K. (2002), "Quality management system vs. quality improvement Quality Progress", 35(11): 86 -88.
12. Gronroos, C. (1994), "From marketing mix to relationship marketing: towards a paradigm shift in marketing'', *Australian Marketing Journal*, 2, 9-29.
13. Hamidi, M., Assadi, M. R., (2002). "Relationship between TQM and effectiveness in the field of the physical education organization*", Tehran: Iranian Harakat Journal*. 167 - 156.
14. henley. D., (2004)," Job making by job maker, Productivity gains from unemployment insurance" , *European Economic* Review, 44 (7), 1195–1224.
15. Jamal, A. & Naser, K. (2002),"Customer Satisfaction and Retail Banking: an Assessment of Some of the Key Antecedents of Customer Satisfaction in Retail Banking", *International Journal of Bank Marketing*, 20 (4), 146-160.
16. Kaplan, D. (2008). "Job creation and labor reform in Latin America", Journal *of comparative economic*, 37 (10), 91-105.
17. Ko, Y., & Pastore, D. (2004). Current issues and conceptualizations of service quality in the recreation sport industry. *Sport Marketing Quarterly, 13(2)*, 158-166.
18. Laroche, M., Ueltschy, L., Abe, S., Cleveland, M., & Yannopoulos, P. (2004). Service quality perceptions and customer satisfaction: Evaluating the role of culture. *Journal of International Marketing, 12(3),* 58-65.
19. Lee, M. C., & Hwan, I.S., (2005), " Relationships among service quality, customer satisfaction and profitability in the Taiwanese banking industry", *International Journal of Management*, 22 (4), 635-642.
20. Liang, T.W. (2002), "entrepreneurship and innovation in the know ledeo based economy: challenges and strategies", *Journal of sport tourism*, 18 (1), 128-112.
21. Lovelock, C. h., & Wright, L. (2000), "Principle of Service Marketing and Management, Prentice Hill", *International journal of marketing*, 13 (8), 213-231.

22. Pasebani, F., Mohammadi, S., Yektatyar, M,. (2012),"the relationship between organizational learning culture and job satisfaction and internal service quality in sport organizations in Iran", *Archives of Applied Science Research*, 4 (4):1901-1905.
23. Parasuraman, A., Zeithaml, V. A., & Berry, L.L., (1985), "A conceptual model of service quality and its implications for future research", *Journal of Marketing*, 49 (3), 41 - 59.
24. Prayag, G., (2007). "Assessing international tourists' perceptions of service quality at Air - Mauritius", *International Journal of Quality & Reliability Management*, 24 (5), 492 - 514.
25. Qereche, M., (2005). Management of small industries. Collection of educational texts of labor and social security Institute ,(Iranian journal). Number 21.
26. Owusu-Mintah, S.B., (2013), "Perceptions of sports tourists about service Quality in the Ghanaian hospitality industry at the 26TH African cup of nations tournament", *interdisciplinary Journal of contemporary research in business*, 4 (9), 1054- 1077.
27. Sharifzadeh, F., (2008). Total quality management principles and concepts, perspectives and applications. *Tehran: Termeh publishing*, (Iranian journal). 196 - 263.
28. Shonk, D. (2007) *Perception of Service Quality, Satisfaction and Intent to return among Tourists attending a Sporting Event*. A paper presented at the 2007 North American Society for Sport Management Conference (NASSM, 2007), Ft. Lauderdale, Florida.
29. Yasin, M., Correia, E. and Lisboa, J. (2004), "The profitability of customer-targeted quality improvement efforts: an empirical examination", *The TQM Magazine*, 16 (1), 45-49.

Saeed Sadeghi Boroujerdi
Department of physical education,
University of Kurdistan, Sanandaj, Iran.
Email: sboroujerdi@uok.ac.ir