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## ORIGINAL ARTICLE

### Performance Evaluation of Sports Programs of Provincial Centers of IRIB Based on a 720-Degree Feedback System

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## EXTENDED A B S T R A C T

### Introduction

In contemporary societies, mass media-particularly radio and television-play a central role in meeting citizens' cultural, social, informational, and recreational needs. With the rapid expansion of accessible and low-cost social media platforms, audiences are no longer compelled to rely solely on state media. Consequently, the Islamic Republic of Iran Broadcasting (IRIB), especially its provincial centers, is increasingly exposed to public comparison, judgment, and evaluation in both qualitative and quantitative dimensions. Sports programs, as one of the most popular and influential media contents, require systematic and comprehensive performance evaluation mechanisms to ensure effectiveness, audience satisfaction, and alignment with organizational objectives.

In this context, multi-source feedback systems have gained attention as effective tools for performance evaluation. The 720-degree feedback system, which extends beyond traditional internal evaluation to incorporate external stakeholders, provides a holistic perspective on organizational performance. The present study aims to design and validate a performance evaluation model for sports programs of IRIB's provincial centers based on a 720-degree feedback system, addressing both internal and external evaluative dimensions.

### Methodology

This research adopted a mixed-methods (qualitative-quantitative) approach and was applied in nature. In the qualitative phase, data were collected through semi-structured interviews with 14 academic and organizational experts selected via snowball sampling until theoretical saturation was achieved. The interviews focused on identifying key indicators and dimensions of performance evaluation for provincial sports programs. Data analysis was conducted using open, axial, and selective coding, resulting in the extraction of 83 open codes, 20 axial codes, and 7 selective codes.

Based on the qualitative findings, a researcher-developed questionnaire was designed for the quantitative phase. The statistical population was divided into two layers in line with the 720-degree feedback framework: an internal layer (including managers, colleagues, subordinates, and internal customers) and an external layer (including stakeholders, suppliers, families, and external customers). According to Morgan's table, 196 questionnaires were distributed

and collected in the internal layer and 384 in the external layer. Structural equation modeling was employed to examine the relationships among latent variables and to validate the proposed model.

### Findings

The results of the quantitative analysis confirmed the adequacy and validity of the proposed performance evaluation model. The structural model demonstrated acceptable fit indices, indicating significant and meaningful relationships among the latent variables. The extracted indicators and items were verified by experts as appropriate tools for measuring the performance of provincial sports programs.

Findings revealed that incorporating feedback from both internal and external sources enhances the comprehensiveness and accuracy of performance evaluation. Key dimensions identified included content quality, professionalism of production, alignment with audience needs, educational and developmental orientation, stakeholder engagement, and social impact. The results highlight the effectiveness of the 720-degree feedback system in capturing diverse perspectives and providing actionable insights for performance improvement.

### Discussion and Conclusion

The findings underscore the importance of adopting a holistic and multi-dimensional approach to evaluating sports programs in provincial broadcasting centers. Given the competitive media environment and the diversity of cultural and social expectations within Iranian society, relying solely on internal evaluation mechanisms is insufficient. The 720-degree feedback system offers a robust framework that integrates the perspectives of managers, employees, stakeholders, suppliers, and audiences, thereby fostering transparency and accountability.

From a practical standpoint, the study suggests that sports program planners and policymakers at IRIB should prioritize developmental and educational goals alongside entertainment. Utilizing academic experts and experienced practitioners in program production, focusing on specific target groups (such as students, women, and the elderly), and systematically monitoring program outcomes can significantly enhance program effectiveness. Overall, the proposed model provides a scientific and operational tool for improving the performance and social relevance of provincial sports programs and can serve as a foundation for future research and policy formulation in media performance evaluation.

### KEY WORDS

Performance Evaluation, Sports Programs, 720 Degree Feedback System.

