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Identifying the competencies required by managers to establish a meritocracy system in sports organization

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ABSTRACT

Background: The objective of this research was to identify the competencies required by managers to establish a meritocracy system in sports organizations.

Methods: The method of this research is qualitative and uses the phenomenology method. The statistical population of this research included the professors of the academic faculties of the country's universities with leadership and management experience in sports organizations. The validity and reliability of this research confirm using the indicators of validity, transferability, trustworthiness, and verifiability.

Results: After coding the research stages using the phenomenological method, 54 sub-themes we identified in 5 areas of managerial, specialized, personality, communication and leadership competencies. The results of the research showed that the competencies required for managers in sports organizations include managerial competencies (planning, decision-making skills), specialized competencies (education and experience), personality competencies (such as justice and order management), communication skills (human and political relations skills) leadership skills (motivation skills, flexibility).

Conclusions: The results of this research can be utilized to establish a meritocracy system in sports organizations.

KEY WORDS: managers, merit, meritocracy system, Sport organizations.

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Introduction

Effective management in sports organizations is indeed crucial for achieving success in the sports industry. Sports managers must possess a unique set of competencies to successfully navigate the diverse challenges that arise in this field. The development of these competencies necessitates acquiring knowledge and experience in both sports and management. Among the most critical competencies that sports managers must have are the ability to lead and motivate teams, engage in strategic planning, effectively manage finances, and communicate effectively (1). Effective management in sports organizations necessitates sports managers to possess specific competencies. These competencies include adaptability to changing environments, effective stakeholder communication, and resource management to achieve organizational goals. Furthermore, establishing strong relationships with sponsors, donors, and other stakeholders is crucial for ensuring the financial stability of sports organizations. Overall, successful sports management requires a diverse skill set to tackle the challenges inherent in the industry, which can be developed through experience, knowledge, and the ability to adapt to dynamic environments (1).

The proper governance system of managers in sports organizations is recognized as one of the influential factors in improving the performance and success of sports organizations. The system of proper governance for managers in sports organizations has been recognized as a crucial factor in enhancing the performance and success of such organizations. This system establishes the necessary foundation for growth and progress by implementing appropriate principles and procedures for the selection and recruitment of managers. One of the importance of this system is the promotion of transparency and fairness in selecting managers. By implementing a proper selection and evaluation process for managers based on specific criteria, the likelihood of selecting inappropriate individuals and distorting the selection process is minimized. This ensures that managers with the necessary qualifications and abilities are appointed to various positions in sports organizations. In addition, The proper governance system of managers in sports organizations guarantees the creation of a professional and stable working environment. Managers who have been selected based on specific criteria and through the principles of proper selection naturally assume various positions in sports organizations for long periods of time. The implementation of a proper governance system for managers in sports organizations leads to an increase in the stability of these organizations and reduces the need to search for new managers every few years. Overall, this system ensures the quality and stability of the organization's employees, ultimately enhancing their performance and contributing to the success of the organization (1).

The problem that motivates this study is the lack of comprehensive understanding regarding the specific competencies needed by managers to establish a meritocracy system in sports organizations. This gap in knowledge calls for a focused investigation to identify and define these competencies. The importance of this study lies in its potential to enhance managerial practices in sports organizations and promote fairness and equal opportunities. By identifying the competencies required for establishing a meritocracy system, the research aims to provide valuable insights for sports managers, policymakers, and stakeholders interested in improving

organizational performance and creating a transparent and equitable environment within the sports industry.

In the following, we will discuss the researches related to the competencies of managers of sports organizations: Asadi and Sajjadi (2013) in a research prioritized the competencies of managers of sports events from the point of view of university professors in the country. The research results showed that event planning and management techniques, sports facilities and equipment management, event marketing and research management, business methods, political and government issues, communication and public relations, management techniques, risk management, and computer skills are among the key competencies required in sports management. It is one of the most critical competencies of sports event managers from the point of view of professors of the country's universities (2). Fattahpour et al. (2016) conducted research to develop a model of job competencies for sports managers. The qualitative part of the study included individuals who had opinions on the selection and appointment of executive managers in the country. The competency model of managers was described using 91 concepts, 11 categories, and three classes. The results demonstrated that competencies can serve as a common language for various human resources functions and can be utilized in assessing individuals' educational needs, designing and evaluating educational programs, assessing educational efficiency and effectiveness, and planning for individual growth and development (3). In a research, Hosseini and Mousavi (2016) developed a competency model for managers of the General Directorate of Sports and Youth in Isfahan province. The detailed framework of competencies for the mentioned managers was confirmed in three dimensions: knowledge and awareness, skills and abilities, and personal characteristics. It consisted of seven components and thirty-five indicators. The presented model for the competencies of managers in the General Administration of Sports and Youth of Isfahan Province encompasses all dimensions, including knowledge, awareness, skills, abilities, and personal characteristics, demonstrating the comprehensive nature of the model (4). In another research conducted by Bejani et al. (2017), a competency questionnaire was developed and validated for managers of sports organizations. The questionnaire identified the competencies of sports organization managers as technical ability, scientific ability, personality ability, perceptual-emotional ability, relationship management, globalization ability, and competitive ability (5).

In a research conducted by Ebrahimi (2018), a framework for identifying the competencies of sports managers was provided using a multi-indicator decision-making model. Seven competencies were identified for sports managers, including awareness of business rules and processes, familiarity with sports knowledge and rules, supervision and management of human resources, communication skills and public relations, economics and finance, leadership skills, and political intelligence. The dimensions of these competencies were confirmed and finalized through the formation of focus groups (6). Asadi et al. (2014) explained the competencies of sports event managers in their research. The results indicated that event planning and management methods, sports facilities and equipment management, and event research and marketing management are among the most important competencies for sports event managers. Additionally, no significant difference was observed between the opinions of university professors and managers of sports federations in the country (7). Hassan Beigi et al. (2018) identified and prioritized competency criteria for managers of sports venues and spaces. The results showed that job motivation, as a

sub-component of personality traits, had the highest factor load (0.71). In the planning, monitoring, and evaluation factor of sports facility management, the ability component had a factor load of 0.79. Furthermore, the knowledge of administrative affairs in sports management had a factor load of 0.81, and knowledge of technical affairs in sports facility management had a factor load of 0.70 (8). Fluthman (2018) conducted a study, investigating competency requirements for hiring managers. The findings showed that the ability to solve problems and make decisions plays a crucial role selectioning of managers(9). Shirvani et al.(2019), in an article, designed the competency model of sports marketing managers using the data foundation publication. A core code consisting of personality, behavioral, value, organizational intelligence, emotional intelligence, strategic intelligence, competitive intelligence, business intelligence, moral intelligence, cultural intelligence, political intelligence, social intelligence, managerial knowledge, sports skill, mixed marketing management, customer management, sales management, brand management, market segmentation, global marketing, marketing research, and Islamic-ethical marketing was identified. These core codes were categorized into four groups: basic competencies, intelligence competencies, professional competencies, and operational competencies. The research model was then designed as a pyramid with four levels, representing these categories (10). Teodora (2020) conducted a research titled "Sports Center Management: Competency Structure Model for Sports." In the first part of the study, the benefits of using a competency model for all sports center employees, especially those in management positions, were highlighted. The second part of the study presented the results of their research, which aimed to identify and analyze the competencies required by sports center managers (11). Razavi and Mohammadi (2021) published an article that investigated the environmental trends impacting the competence of Iranian sports managers in world-class sports management. The research classified 89 influential environmental trends into five main groups: political, legal, economic, socio-cultural, technological, and environmental. The identified trends were found to have a positive and significant effect on shaping the future competence of sports managers with world-class management (12). In a study conducted by Krishtanovich et al. (2021), the experience of developing professional competence in future managers of physical education and sports was examined. The article analyzed foreign experiences in training specialists in the field of physical education and sports, focusing on general trends in the development of the educational system that directly impact the level of training for sports managers and their professional competence. The study aimed to identify the professional qualifications of administrators in the field of physical education and sports in Italian and Spanish higher education institutions, and it identified the factors influencing the level of education and professional competence of sports managers in the field (13). Duclos Bastias et al. (2021), in a study titled Better Managers for More Sustainable Sports Organizations: Validation of the Competency Scale of Sports Managers (COSM) in Chile, concluded that sport use regulations and facilities (12 items), budget management (five items) and communication skills (five items) are good indicators for fitting the model of managers of sustainable sports organizations. The utilization of this tool facilitates the process of identifying competencies in sports managers, thereby enabling the formulation of educational strategies aimed at enhancing skills and knowledge relevant to their professional work (14). Jafarbeigi et al. (2022), in their article, developed a conceptual model of international competence and diplomacy for sports managers in the country. The model consists of four conceptual levels, which include: 1-factors affecting the

international competences and diplomacy of sports managers (individual, job, organizational and environmental factors according to the dimensions of challenges, limitations, capabilities and drivers), 2-types of competences between internationalization and diplomacy of sports managers (general and basic, specialized and central, professional and advanced, key and special and communication according to knowledge, skill, attitudinal and behavioral dimensions), 3- Development of international competencies and diplomacy of sports managers (grounding) and needs assessment, platform building and capacity building, policy-making and planning and empowering according to the individual (managers) and structural (system) dimensions and 4- international competence and diplomacy functions of sports managers (for managers, organization and sports according to direct functions and primary, indirect and secondary) (15).

The research studies identified several research gaps in their respective areas. However, there are certain aspects that they did not thoroughly investigate or could be further explored. In the study on competency criteria of sports venue managers, while factors like job motivation and knowledge of administrative and technical affairs were examined, other important competencies such as leadership skills or financial management were not specifically addressed. The research on competency requirements for hiring managers focused on problem-solving and decision-making abilities but did not delve into other essential managerial competencies like teamwork or strategic planning. The competency model for sports marketing managers encompassed a wide range of competencies but lacked a detailed analysis of the specific challenges and trends in the sports marketing industry. Additionally, while the studies on professional competence in sports managers and international competence and diplomacy of sports managers provided valuable conceptual frameworks, they could benefit from more empirical research and case studies to validate and support their proposed models. Overall, further research is needed to explore these research gaps and delve deeper into specific areas of sports management to enhance the understanding and development of comprehensive competency models and effective managerial practices. The present research covers several research gaps. Firstly, it addresses the gap in understanding the specific competencies needed by managers to establish transparency, fairness, and equal treatment in decision-making processes within sports organizations. It also explores competencies related to performance evaluation and recognizing merit-based achievements. Secondly, the research focuses on the competencies required for effective leadership and communication in implementing a meritocracy system, including the ability to inspire trust, provide constructive feedback, and address challenges. Lastly, the study examines competencies for addressing bias and promoting diversity, emphasizing the need to mitigate biases, foster inclusion, and provide equal opportunities for individuals from diverse backgrounds within the sports industry. Overall, this research fills important research gaps by exploring key competencies necessary for establishing a meritocracy system in sports organizations.

The objective of this study is to identify the competencies required by managers to establish a meritocracy system in sports organizations. Identifying competent managers is a crucial necessity for the efficient management of sports organizations, given the multitude of issues and challenges that arise in this field. Given the urgency and importance of this topic, this research focuses on identifying the necessary competencies to develop a proper system for sports management. By addressing this research gap and assigning it as an executive priority, the study aims to contribute

to the timely implementation of these competencies in sports organizations. The current research is imperative due to the need for innovative and novel investigations in the field of identifying the competencies required by managers to establish a meritocracy system in sports organizations. While previous studies have touched upon related topics in sports management, there is a distinct lack of comprehensive research specifically focused on the competencies needed for establishing a meritocracy system. By filling this research gap, this study aims to contribute to the advancement of knowledge in the field and provide practical insights for sports organizations aiming to promote fairness, transparency, and equal opportunities within their managerial practices.

Material and Methods

The research method used in this study was qualitative and based on phenomenology to identify the competencies needed to establish a proper governance system for sports managers. Due to the lack of attention paid to the competencies of managers in sports organizations, limited previous research, a lack of relevant questionnaires, and the need to answer the question of which competencies are necessary for sports organization managers, we employed a qualitative research method based on phenomenology. Semi-structured interviews were conducted in two stages of open and axial coding using MAXQDA2020 software, and we classified the data. The study's statistical population comprised professors from the country's universities who had a background in leadership and management in sports organizations. We continued sampling until theoretical saturation, and ultimately we conducted 15 interviews. We used criteria such as validity, transferability, reliability, and confirmability to examine the validity and reliability of the research.

To assess the validity of the research, we sent the interview text and its coding method to several research members to solicit their opinions. To confirm transferability, we reported all stages of the research and the characteristics of the study population. We used the inter-subject agreement method with two coders to calculate the reliability. Two coders familiar with coding coded the text, and the percentage of agreement between the two coders was calculated using the within-subject agreement formula of the two coders. We found that the inter-subject agreement percentage was 80%, and as this percentage is above 60%, we confirmed the reliability of the research. To confirm confirmability, several individuals outside the research process examined the research process, and we took their opinions into account.

Results

After step-by-step coding based on the phenomenological method, 54 sub-topics were obtained, in 5 topics, managerial skills, specialized skills, personality skills, communication skills, and leadership skills are the competencies required by sports managers. They were placed in sports organizations to create a meritocracy system.

Table 1. Theme and sub-themes of competencies needed by managers to create a meritocracy system in sports organizations

| theme | Sub-theme |
|-----------------------------|--|
| Management skills | 1. Proper management of the manager 2. Manager's planning skills 3. Manager's decision-making skills 4. Ability to solve conflicts and create harmony between people and groups 5. Manager's efforts in performing tasks and achieving goals with focus and perseverance 6. Accepting the manager's responsibilities and acting on them 7. Manager's ability to review and evaluate different risks 8. Manager's skill in managing and controlling critical situations 9. Ability to be adequately controlled by the manager 10. Manager's ability to manage changes and make effective changes in the organization 11. Manager's attitude towards management as a process 12. Transparency of the manager in making decisions and informing others 13. Manager's skill in time management and distribution 14. Manager's attention to environmental opportunities and threats |
| Specialized skills | 15. Manager's education 16. Manager's technical and specialized skills 17. Manager sports management expertise 18. Experience and managerial background of the manager 19. The manager's awareness of developments in the field of public information 20. Recognition and credibility of the manager in society and among colleagues 21. Power of judgment and correct judgment by the manager 22. Manager's business intelligence 23. Organizational knowledge and manager's business environment 24. Manager's cognitive and perceptive skills 25. Acceptance of education and learning by the manager 26. Use of creativity by the manager 27. Control of individual emotions and feelings by the manager 28. Manager's focus on customers 29. Manager's mastery of English as a management skill 30. The manager's past successes in managing and implementing projects 31. The manager's mastery of technology and its use as a management tool 32. Familiarization of the manager with new markets and new approaches in management |
| Personality skills | 33. Justice and fairness of the manager 34. Manager's organizational discipline management skills 35. Manager's truthfulness in communication with others and lack of concealment 36. The manager's ability to learn and constantly update his knowledge and skills 37. Accepting criticisms and suggestions 38. Organizational culture and manager's values 39. Courage of the manager in making a decision and acting on it 40. Ethics and ethical behavior of the manager 41. Manager's loyalty to the organization and efforts to maintain it 42. The skill of giving a correct negative answer by the manager 43. Manager's commitment and responsibility |
| Communication skills | 44. Manager's human and social relations skills 45. Manager's political skill and diplomacy 46. Manager's communication and general communication skills 47. Active listening skills and effective communication with other managers 48. The manager's ability to convey messages to others and express his ideas and opinions 49. The manager's ability to cooperate with others and create a teamwork culture |

| | |
|--------------------------|---|
| | 50. Manager's ability to understand and use non-verbal communication, such as body language |
| | 51. Manager's ability to establish international communication |
| | 52. Manager's ability to negotiate to create work opportunities |
| Leadership skills | 53. Manager's flexibility and adaptability skills |
| | 54. Manager's staff motivation and leadership skills |

Figure 1 illustrates the competencies that managers need to establish a meritocracy system in sports organizations.

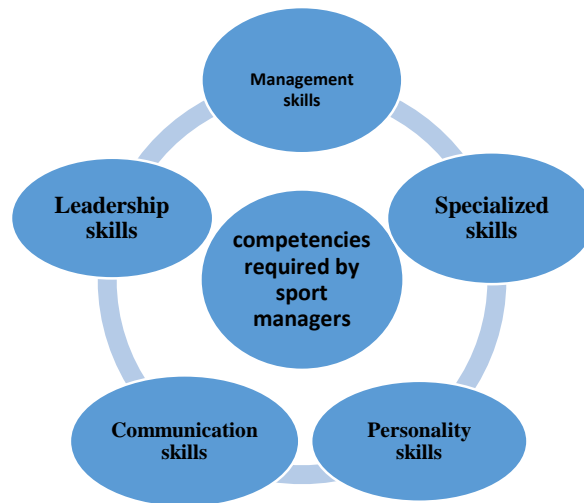


Figure 1. Model of competencies required by managers to create a meritocracy system in sports organizations

Discussion

The research findings suggest that managers in sports organizations need a range of competencies to establish a meritocracy system. These competencies include proper management, planning, and decision-making skills, as well as the ability to resolve conflicts and create harmony. Managers should demonstrate perseverance, accept responsibilities, evaluate risks, and effectively manage critical situations. They should also be open to change, transparent in decision-making, and skilled in time management. Specialized skills, such as education, technical expertise, sports management knowledge, and awareness of industry developments, are crucial. Additionally, managers should possess personality skills like justice, truthfulness, continuous learning, and ethical behavior. Effective communication, both interpersonal and international, along with negotiation skills, are essential. Finally, leadership skills encompass flexibility, motivation, and the ability to adapt to changing circumstances. In summary, the research findings highlight the diverse competencies required by managers to establish a meritocracy system in sports organizations. The competencies managers need to create a meritocracy system in sports organizations are critical. With these competencies, managers will be able to effectively lead sports organizations, driving high productivity, quality improvement, performance enhancement, and sustainable growth through effective leadership and proper management. These competencies help managers to communicate

with employees and other organizational elements in a proper personality and communication manner and some how create a healthy and dynamic atmosphere in the organization. Also, with specialized skills, managers will be able to make correct and timely decisions in various fields such as planning, finance, marketing, technology., which will ensure the improvement of the organization's performance. In short, having the competencies required for the meritocracy system in sports organizations ensures the improvement of performance and quality of work, sustainable growth, development and increasing the organization's competitiveness. In the following, we discuss these merits and their analysis:

A review of the existing research on competencies of managers in sports organizations reveals a comprehensive understanding of the subject. Asadi and Sajjadi (2013) prioritized the competencies of sports event managers based on the perspectives of university professors, emphasizing event planning, management techniques, and marketing. Fattahpour et al. (2016) developed a competency model for sports managers, highlighting the importance of competencies as a common language for human resources functions. Hosseini and Mousavi (2016) focused on competency modeling for managers in the General Directorate of Sports and Youth, identifying knowledge, skills, abilities, and personal characteristics as key dimensions. Bejani et al. (2017) developed a competency questionnaire for sports organization managers, covering technical, scientific, and interpersonal abilities. Ebrahimi (2018) identified competencies for sports managers, including business awareness, sports knowledge, human resources management, communication skills, and political intelligence. Other studies by Shirvani et al. (2019), Teodora (2020), Razavi and Mohammadi (2021), Krishtanovich et al. (2021), Duclos Bastias et al. (2021), and Jafarbeigi et al. (2022) further explored competencies related to sports marketing, management in sports centers, environmental trends, professional competence development, sustainability, and international competencies and diplomacy. These studies collectively contribute to the understanding of the competencies required for effective management in sports organizations. The previous research conducted on the competencies of managers of sports organizations provides a valuable foundation for further exploration and development in this area. The studies by Asadi and Sajjadi (2013), Fattahpour et al. (2016), Hosseini and Mousavi (2016), Bejani et al. (2017), Ebrahimi (2018), Hassan Beigi et al. (2018), Shirvani et al. (2019), Teodora (2020), Razavi and Mohammadi (2021), Krishtanovich et al. (2021), Duclos Bastias et al. (2021), and Jafarbeigi et al. (2022) collectively highlight various dimensions and components of competencies required for sports managers, such as event planning and management, sports facility management, marketing, communication, leadership, political intelligence, and global perspectives. These studies serve as a valuable knowledge base for understanding the diverse range of competencies needed in sports management roles. This research on "Identifying the competencies required by managers to establish a meritocracy system in sports organizations" contributes to the existing knowledge by focusing on a specific aspect of sports management, namely the establishment of a meritocracy system. While previous studies have explored various competencies needed in sports management roles, there is a gap in understanding the specific competencies required to establish a meritocracy system in sports organizations. By conducting this research, research aim to identify the key competencies that managers should possess to promote fairness, transparency, and equal opportunities within sports organizations. This study will provide insights into the necessary skills, knowledge, and attributes that enable managers to create and sustain a merit-based environment in the sports industry. The findings of this research will enhance the understanding of competencies required

for effective management in sports organizations and contribute to the broader discourse on promoting fairness and meritocracy in the field.

About managerial skills, can be planning skills, decision-making skills, ability to resolve conflicts and create harmony between individuals and groups, effort in performing tasks and achieving goals with focus and perseverance, accepting responsibilities. Moreover, acting on them, the manager's ability to investigate and evaluate various risks, the manager's skill in managing and controlling critical situations, the manager's ability to control correctly, the manager's ability to manage changes and make effective changes in the organization, the manager's attitude towards management as a process, the manager's skill in time management and its distribution, the manager's attention to environmental opportunities and threats. The first competency is the manager's planning skills. Managers should be able to formulate appropriate work plans to achieve the goals of the organization. The second competency is the manager's decision-making ability. Managers should be able to make appropriate decisions for the organization according to the existing conditions and limitations. The third competency involves the ability to effectively resolve conflicts and foster harmony among individuals and groups. Managers must effectively deal with conflicts between individuals and groups and can facilitate coordination between them. The fourth competency is the manager's effort to perform tasks and achieve goals with focus and perseverance. Managers should improve their focus and perseverance in order to achieve organizational goals. The fifth competency is accepting the manager's responsibilities and acting on them. Managers should accept their responsibilities correctly and, by acting on them, help to achieve the organization's goals. The sixth competency is the manager's ability to review and evaluate various risks. Managers must be able to correctly assess existing risks and take necessary measures to manage them. The results of this section are in line with the results of the research by Asadi and Sajjadi (2013), Fattahpour et al. (2016), Teodora (2020) (2,3,11) and the reason for the alignment is to Pay attention to the manager's managerial skills.

About specialized qualifications, one can refer to the manager's education, technical and specialized skills, sports management expertise, recognition and credibility in the community and among colleagues, managerial experience and background, awareness of developments in the field of general information, power of judgment and correct judgment by the manager, business intelligence of the manager, organizational knowledge and business environment of the manager, cognitive and perceptual skills of the manager, acceptance of training and learning by the manager, use of creativity by the manager, control of individual emotions and feelings by the manager. The manager's focus on customers, the manager's mastery of English as a management skill, the manager's past successes in managing and implementing projects, the manager's mastery of technology and its use as a management tool, the manager's familiarity with new markets and new approaches in management. According to the presented results, the manager's professional competencies include a series of skills, experiences, and recognition in society and among colleagues that enable them to perform their managerial duties. Meanwhile, the manager's education, expertise, experience and technical and specialized skills are among the competencies that help him to be informed about the technical and specialized issues related to his job and to be able to use them in the best way. In addition, Sports management expertise is also essential, which helps him to find the best solutions and strategies for managing sports teams. The recognition and credibility of the manager in society and among colleagues is also significantly important, because this issue makes colleagues and different people respect him and enjoy working with him.

Considering the daily developments in the field of public information, it is essential for the manager needs to be aware of them. This competence helps him to use new technologies in the best way and exploit them in performing his managerial duties. The results of this section are consistent with the findings of Hosseini and Mousavi (2016) and Duclos Bastias et al (2021) (4,14). The reason for this consistency is the emphasis on the importance of the manager's specialized skills.

About the personal competencies of the manager, we can mention their commitment to justice and fairness of the manager, the management skill of organizational discipline and discipline of the manager, the honesty of the manager about others and lack of concealment, the commitment and responsibility of the manager, the ability of the manager to learn and constantly update knowledge and Self-skills, acceptance of criticism and suggestions, organizational culture and manager's values, manager's courage in making a decision and acting on it, manager's ethics and moral behavior, manager's loyalty to the organization and trying to maintain it, The manager's ability to provide constructive criticism and feedback. This section talks about the personality competencies of the manager. it presents two analyses: one regarding the competencies required for successful management, and the other in terms of the importance of each of these competencies. In terms of the competencies required for successful management, the results emphasize that the manager must have the management skills of organizational discipline, justice and fairness, commitment and responsibility, organizational culture and appropriate values, courage in decision-making, and desirable ethics. Additionally, the manager should possess the ability to learn and continuously update their knowledge and skills. Furthermore, they should maintain a positive attitude towards criticism and suggestions. Additionally, the skill of providing accurate negative feedback is cited as a necessary competence for effective management. In terms of the importance of each mentioned competencies, all of them hold significance for managers, although their applicability may vary depending on the context. More conditions will appear. For example, justice and fairness, organizational discipline management skills, loyalty to the organization and efforts to maintain it, and the organizational culture and values, are all very important to create a successful and sustainable organization. Ethics and moral behavior of the manager are also critical, because this turn, can be influential. The results of this section are in line with the results of the research of Ebrahimi (2018), Asadi et al. (2014), Krishtanovich et al (2021) (6,7,13). The reason for this consistency is the emphasis on the importance of personality competencies for managers.

about communication skills, human and social relations skills, political and diplomatic skills, communication and public relations skills, active listening skills and effective communication with others, Ability to convey messages to others and express their personal ideas and opinions, ability to cooperate with others and create a teamwork culture, the manager's ability to understand and use non-verbal communication, such as body language, the manager's ability to establish international communication, The manager's negotiation ability to create effective collaborations and foster opportunities for teamwork and growth. For instance, the manager's interpersonal and social skills encompass the ability to establish strong and effective relationships with employees and other members of the organization, resolve conflicts, interact appropriately with others, and foster encouragement and support towards the achievement of common goals. Furthermore, political and diplomatic skills encompass the ability to negotiate, navigate complex situations,

make accurate decisions, and anticipate the potential ramifications of those decisions. The manager's communication and general communication skills are also essential, and. He must be able to convey his ideas and opinions to others and cooperate with others to achieve organizational goals. The ability to comprehend and utilize non-verbal communication, such as body language, is also crucial for managers to effectively communicate with others beyond words. In addition to these cases, the manager's ability to establish international communication and negotiation to create work opportunities is also among the manager's communication skills, which is very important due to the high impact of this factor on organizational activities. Overall, effective communication skills are of utmost importance for managers to successfully achieve organizational goals, enhance teamwork, and ensure high levels of customer and employee satisfaction. The results of this section are consistent with the findings by Razavi and Mohammadi (2021) (12). The reason for this consistency is the emphasis on the importance of the manager's communication skills.

About the manager's leadership skills, the manager's flexibility and adaptability skills, motivational skills, and leadership of the manager's staff can be mentioned. In this section, two main managerial competencies are identified, namely leadership and flexibility of the manager. About manager's leadership, the ability to motivate and lead employees have been mentioned, and these competencies are essential for every manager. As a leader, the manager must motivate employees and draw them to him by creating a positive and creative environment for employees. By doing so, it helps the manager to align the employees with the organization's goals and facilitate the realization of that goal. It is also mentioned in the text that the manager must have the ability to be flexible and adaptable. In other words, the manager must be able to adapt to the rapid changes and developments in the organization's work environment and make the best decisions at the right time. The results of this section are consistent with the findings by Jafarbeigi et al. (2022) (15). The reason for this consistency is the emphasis on the importance of the manager's leadership skills.

Conclusion

The results of this research are important and relevant to the audience as they provide further evidence for scientific consensus in the field. This study focuses on the necessary competencies for managers to establish a documentation system in sports organizations. The findings demonstrate that managers need various competencies to promote justice, transparency, and equal opportunities within sports organizations. These competencies include management skills, specialized expertise, personality traits, and communication skills. The results align with previous research in this area, indicating the vital and essential nature of these competencies for effective management in sports organizations. Therefore, the findings of this research contribute to the existing scientific consensus and highlight the need for serious attention to the required competencies for effective management in sports organizations.

The competencies required by managers in sports organizations are fundamental and vital. With these competencies, managers can effectively lead sports organizations, driving high productivity, ensuring high quality, fostering performance improvement, and facilitating sustainable growth through effective leadership and proper management. Once the competencies needed to establish a meritocratic system in sports organizations are identified, managers of sports organizations

should consider these competencies seriously and use them in the management process of their organizations. Also, we should seek the education and training of the competencies needed for managers in sports organizations to guarantee the improvement of performance and quality of work, sustainable growth and increasing the competitiveness of sports organizations in the long term. Sports organizations can take help from the results of this research to create a meritocracy system in sports organizations.

Future research can build upon these observations by conducting key experiments that delve deeper into the specific competencies required for establishing a meritocracy system in sports organizations. One important experiment could involve a longitudinal study that tracks the performance and outcomes of managers who possess these competencies compared to those who do not. This study could assess factors such as team performance, athlete satisfaction, and organizational success over an extended period. Additionally, experimental interventions can be conducted to measure the impact of targeted competency development programs on managerial effectiveness and the establishment of a meritocracy system. By comparing the outcomes of different interventions and control groups, researchers can gain valuable insights into the causal relationship between specific competencies and desired outcomes. Furthermore, qualitative research methods, such as interviews and surveys, can be used to gather in-depth perspectives from managers, athletes, and other stakeholders to gain a comprehensive understanding of the competencies that contribute to a successful meritocracy system. By combining quantitative and qualitative approaches, future research can provide a nuanced understanding of the competencies required for effective management in sports organizations and their impact on establishing a meritocracy system.

The key take-home message of my research is that the necessary competencies for effective management in sports organizations are vital and essential, contributing to the establishment of a meritocracy system. The findings demonstrate that managers with management skills, specialized expertise, personality traits, and communication skills can promote justice, transparency, and equal opportunities within sports organizations. This study adds to the existing scientific consensus and emphasizes the importance of improvement and advancement in the required competencies for managers and stakeholders in the industry, as well as the development of justice-oriented systems to create a balanced and sustainable environment in sports organizations.

Ethical Considerations:

Compliance with ethical guidelines

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Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this manuscript.

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شناسایی شایستگی‌های مورد نیاز مدیران برای ایجاد نظام شایسته سالاری در سازمان‌های ورزشی

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چکیده

هدف: هدف این پژوهش این بود که شایستگی‌های لازم برای مدیران جهت ایجاد نظام شایسته سالاری در سازمان‌های ورزشی شناسایی شود.

روش شناسی: روش این پژوهش از نوع کیفی و با استفاده از شیوه پدیدارشناسی انجام شده است. جامعه آماری این پژوهش شامل اساتید هیات علمی دانشگاه‌های کشور با سابقه رهبری و مدیریت در سازمان‌های ورزشی بوده است. روایی و پایایی این پژوهش با استفاده از شاخص‌های اعتبار، انتقال پذیری، قابلیت اعتماد و تایید پذیری تایید شده است.

نتایج: پس از کدگذاری مراحل پژوهش به روش پدیدارشناسی، ۵۴ زیرموضوع در ۵ زمینه شایستگی‌های مدیریتی، تخصصی، شخصیتی، ارتباطی و رهبری شناسایی شدند. نتایج پژوهش نشان داد که شایستگی‌های لازم برای مدیران در سازمان‌های ورزشی شامل شایستگی‌های مدیریتی (مهارت برنامه ریزی، تصمیم‌گیری و...)، شایستگی‌های تخصصی (تحصیلات و تجربه و...)، شایستگی‌های شخصیتی (عدالت، مدیریت نظم و...)، شایستگی‌های ارتباطی (مهارت‌های روابط انسانی و...)، شایستگی‌های رهبری (مهارت انگیزش، انطباق پذیری) است.

نتیجه‌گیری: از نتایج این پژوهش میتوان در ایجاد نظام شایسته سالاری سازمان‌های ورزشی بهره برد.

واژه‌های کلیدی

سازمان‌های ورزشی، شایستگی، مدیران؛ نظام شایسته سالاری.

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