

Compilation of the Physical Education Performance Management Model of the Islamic Revolutionary Guard Corps Ground Force Based on the Organizational Excellence Model

Received: 2023-07-13

Accepted: 2023-10-10

Vol. 4, No.4. Authumn.2023, 70-88

Hasan Zarei¹
Hasan Solhjoo^{2*}
Jalal Yarahmadi³
Hosein Zareian⁴

¹PhD Student in Sport Management, Department of Sport Management, Jahrom Branch, Islamic Azad University, Jahrom, Iran

²Assistant Professor, Department of Physical Education and Sports Sciences, Jahrom Branch, Islamic Azad University, Jahrom, Iran

³Assistant Professor of Sport Management of Payam Noor University

⁴Assistant Professor of Sports Management, Sports Sciences Research Institute (SSRI), Tehran, Iran

***Correspondence:**

Hasan Solhjoo, ²Assistant Professor, Department of Physical Education and Sports Sciences, Jahrom Branch, Islamic Azad University, Jahrom, Iran

Email:

solhjoo_695@yahoo.com

Orcid: [0000-0002-6505-1373](https://orcid.org/0000-0002-6505-1373)

Abstract

Purpose: Currently, sport is one of the significant principles of improving the physical and mental fitness so the aim is to develop a performance management model for the physical education of IRGC based on the organizational excellence model.

Methods: This study is practical in terms of purpose and the data was collected in the field in a qualitative manner based on purposeful sampling by conducting 18 in-depth interviews with expert participants in PE. After each interview, the codes were extracted. Data analysis and identification of the components and indicators of PE performance management of IRGC were carried out with the Delphi method and the research model was designed based on the principles of organizational excellence.

Results: The findings showed that 35 indicators in the form of guidance and leadership components, goals and strategy, capabilities and potentials, human resources, environmental and financial factors, motivational measures, communication, executive measures and supervision and monitoring as enablers on the management of PE performance of the ground force of IRGC will be effective and achieved 21 results in the form of productivity development components, system maturity, development of championship sports and improvement of the quality of work life.

Conclusion: It can be concluded that the education and empowerment of sports staff, the development of talent management in sports fields approved for military forces, the quantitative and qualitative development of coaches and sports referees, incentive mechanisms and the increase and standardization of sports venues can be the path to the development and improvement of PE performance of IRGC.

Key words: performance management, IRGC, organizational excellence modeling

Introduction

In today's world, what is more significant than anything else is human resources, and all the efforts of organizations and departments are to ensure that the human resources they want are healthy, motivated and satisfied in their work environment. One of the most significant ways to obtain such a workforce is to engage in physical activity and exercise (Shabani Bahar et al., 2012: 11). Exercise causes well-being, improves the quality of life and work life, and improves mental and physical health, and plays a role as a cultural phenomenon in the field of adaptation and provision of mental and physical needs (Wong, White, Thay, & Lassemillante, 2020) Promoting physical activity is one of the most significant and effective strategies to reduce the risk of some diseases, reduce social deviations, and increase the vitality of societies (Shirvani, Bahadori, Ranjbar, & Darvishi, 2022) Also, participation and involvement in physical activities during different periods of life helps to continuously adhere to an active lifestyle in adulthood (Yaali, Teymoori, & Bagheri, 2020).

Today, sports in all parts of the armed forces have a special sensitivity; because it is one of the significant principles of improving the physical and mental fitness of the military. One of the reasons for the development and expansion of sports and PE since the distant past is the need to increase the level of military training (Shabani, 2017) and the implementation of sports programs will provide the basis for the development of recreational and public sports (Baledi, AkbariYazdi, & Azadfada, 2020). The capability of the military and law enforcement forces is very significant and it is necessary to pay attention to it because the armed forces protect the independence, security, and territorial integrity of the country. Therefore, it is very significant to pay attention to the issues that cause optimal performance in the armed forces, and it is necessary for them to pay more attention to the readiness and health

of their employees than other organizations (Mohamadi, Ahmadi, Fathi Ashtiani, Azad Fallah, & Ebadi, 2015). Also, one of the elements of the success of the armed forces in carrying out the assigned missions is having physical fitness and having enough capabilities to use the body in different situations. Acquiring physical fitness and physical abilities is possible with the lawful use of science and techniques of physical education and sports (Derakhshan, Barancheshmeh, Ashtiani, & Akbari, 2013).

One of the reasons for the development and expansion of sports and physical education since the distant past has been the need to increase the preparations of the military, and now the strengthening and development of the scientific, practical and physical fitness of the armed forces, which is directly related to the combat ability of these forces, is one of the necessities of the physical education of the armed forces (Saadat talab, Ghahreman Tabrizi, & Norayee, 2015). In this regard, in order to improve the level of health and physical fitness in the Ground Forces of the Islamic Revolution Guards Corps, the Department of Physical Education has been established and works in the direction of the development of sports in the permanent staff.

In today's era, organizations tend to be present in a highly competitive environment and therefore try to improve the job performance of their employees in different ways (Arriola et al., 2017). Because rapid changes and progress in the organization's external environment always confront organizations with problems that are worthy of attention due to the expansion and complexity of the organization's goals, processes, and structure in order to compete with the organization's strong competitors; as in this situation, there are organizations that have the ability to grow and survive that are responsive to the demands and expectations of customers and stakeholders (Korkmaz, Ozdemir, Kavali, & Cakir, 2018). It

is clear that the achievement of the organization's goals depends on the ability of human resources to perform assigned tasks. Therefore, improving performance and improving human resources is an undeniable need for organizations, and performance management is a tool to achieve this goal (Gomes, 2020).

Today, one of the significant components that provides the activities of an organization for effective, efficient and continuous achievement of goals and can focus on the performance of an organization or even the service process and the process of organizing resources, systems and employees of organizations for strategic goals and priorities is the performance management. Performance management is a process that includes performance monitoring and evaluation in order to align with the organization's strategies as a management tool. These issues have caused the creation of new models for improving performance at the level of organizations (Byars & Rue, 2018). The concept of performance has been placed at the top of government management programs and has become its key goal. The most remarkable developments of the past years have focused on the concepts of organizational performance and effectiveness, which have stated the improvement of public sector performance as their main goal (Rahnavard, Najafi Tavani, & Yazdizadeh, 2017). An effective performance management system can have a lot of advantages for the organization and its employees. Performance management in facilitating organizational effectiveness is considered one of the key tasks of human resource management (Jakobsen, Baekgaard, Moynihan, & van Loon, 2018) and is one of the special topics of strategic human resource management, which is considered a suitable tool for improving the performance of employees and the organization. If performance management is designed and implemented with its requirements and prerequisites in the organization, it can identify some of the

complications and problems of the organization and provide practical solutions to solve them (Rahmani, 2016). Performance management has positive application and consequences such as human resources planning, recruitment and selection, training and improvement of human resources, designing a service compensation system, determining the path of career advancement, recognizing the talent and abilities of human resources, designing a motivation system, determining the validity of employment tests, and creating trusts (Andersen & Moynihan, 2016) and in general, it can be said that performance management plays a very decisive and vital role in workforce planning. This process not only allows managers and employees to connect expectations and results, but also provides essential information to managers (Eyouun, Chen, Ayoun, & Khelifat, 2020) The development of the performance management of the Physical Education Department of the Ground Forces of IRGC contributes to the success of this organization in improving the performance and development of recreational and public sports and raising the level of physical fitness of the forces of this organization and maintaining constant readiness for combat.

In addition to the development of performance management, the use of organizational excellence models is effective in evaluating and improving the performance of organizations in order to identify strengths and weaknesses and the extent to which organizations achieve better quality and performance. Organizational excellence is subject to specific conditions, culture, internal and external environment, characteristics of the organization's human resources, strengths and weaknesses, and opportunities and threats that the organization has. Based on this, the path of organizational excellence is to identify, recognize, develop and spread success in an organization (Tabatabaei Mazdabaei, 2013) The organizational excellence model is a tool that

improves the organization's performance.

Excellence management is one of the new organizational management methods and an integrated scientific approach that aims to determine standards that aim to achieve excellence in services and activities. In fact, the European Excellence Model (EFQM) is a tool for measuring the performance of an organization of a different nature through several criteria that are relied upon to achieve improvement in the work of that organization and also help to identify improvement plans that enable the organization to achieve distinctive results. and achieve a sustainable global competitive advantage, because this model focuses on improving performance by focusing on customers, seeking to achieve the best performance of the organization by involving all employees in the organization (Alanazi, 2021). Achieving organizational excellence in sports organizations opens new horizons for improvement and development. Renovation programs, increasing competitiveness and optimal use of existing resources, as well as increasing the productivity of all elements of the sports organization, help the management of the organization to achieve the lowest rate of errors (Rivera, Terradellas Piferrer, & Benito Mundet, 2021). It can be said that the model of organizational excellence by portraying a superior organization makes it possible for organizations to test their excellence by comparing themselves with this model and through learning, innovation and continuous improvement and to review the current situation and plan for improvement. The organizational excellence model is a management structure that provides the basis for progress and improvement of the organization by relying on basic principles and concepts and paying attention to the main criteria of comprehensive quality management and self-evaluation system (Brouns, Nassiopoulos, Bourquin, & Limam, 2016) . This model is based on 9 group criteria, 5 of which include enablers (leadership, policies and

procedures, people, partners, resources and process) and 4 other criteria which include results (individual results, customer results, community results and the key results of performance) is designed (Mohammadpour Zarandi & Ghaderi, 2014) In relation to performance management and organizational excellence model, little research has been done in sports organizations. In the following, some of the findings of previous researches are briefly mentioned. Li et al. (2022) in the performance evaluation and management of public sports facilities stated that despite the fact that sports stadiums have become increasingly important, but acceptable and appropriate performance management is not applied.(Li, Xu, Li, & Liu, 2022). Molan et al. (2022) in investigating performance management processes in Olympic sports programs found the components of role and responsibilities transparency, support and professional development, and continuous learning (Molan, Arnold, Kelly, Toomey, & Matthews, 2022) . Gabriela-Livia (2021) pointed out that the successful implementation of the EFQM model of organizational excellence requires a significant amount of commitment and acceptance of the principles of total quality management (TQM). He also found that the quality management model based on developing strategies to obtain customer satisfaction, establishing a systematic method approach at all levels of the organization, planning and developing an integrated set, continuous learning process of activities and evaluation and review of implemented approaches leads to improvement of the organization's performance (Gabriela-Livia, 2021). Barth et al. (2018) in the review of approaches and methods used to measure organizational performance in national sports governing bodies from 1986 to 2014 stated that sports governing bodies should be considered as natural and open systems with different levels and there are limitations in existing models of organizational performance. For the

development of models, more attention should be paid to the results and effects and micro levels of the organization, and it is necessary to identify the factors for organizational performance and management. Multilevel modeling is promising not only in providing reliable results, but also in enhancing our understanding of organizational performance and thus how to manage it (Barth, Emrich, & Daumann, 2018). Mumtaz & Petrillo. (2018) found that the components of performance in organizations include investment restructuring, cooperation operations, organizational flexibility, internal and external practices, among which investment restructuring was identified as the most important factor (Mumtaz, Ali, & Petrillo, 2018). Alizadeh et al. (2021) achieved the components of drafting strategic and operational plans, holding training courses, establishing a sports talent search system, creating support platforms, institutionalizing clean sports, establishing a motivational growth system, managing executive affairs and creativity and innovation in the design of the ski federation's performance management model (Alizadeh, Hosseini, & Hamidi, 2021). Soheili Pishkenari et al. (2021) in the analysis of the factors affecting the performance management in sports organizations showed that background factors, scientific-psychological funds and engineering of the organization directly have a positive and significant effect on the management of organizational performance and the modification and strengthening of the mechanisms of the factors affecting the performance management within a specific framework can guarantee and assure the fulfillment of organizational missions and goals (soheili pishkenari, hematinejhad, & Gholizade, 2021). Mansouri (2019) found in a research that the factors of human resources, customer service, leadership, organizational transformation and culture and values have an effect on the effective management of the performance of government organizations

(Mansouri, 2019). Khoshdel et al. (2019) achieved the categories of participatory management, productivity, creativity and innovation, communication, relationship governance, legal and political, planning, evaluation, development, appreciation of results, education, system maturity and competitiveness in compiling the human resources performance management model in the Ministry of Sports and Youth (Khoshdel, Khodayari, Kohandel, & Ghorbani, 2020). Bani Tamim et al. (2018) achieved, respectively, the factors of development of financial resources, development of structure and facilities, management factors, empowering staff, champion development, development of culture, education, science and research, civic responsibility and work actions and achievements in the design of a comprehensive system model for evaluating the performance of boards of wrestling (Bani Tamim, Shetab Boshehri, Mehdipour, & Khatibi, 2019).

Since sports help to improve physical and mental health and promote social adaptation and improve the quality of work life and ultimately lead to increasing the efficiency and effectiveness of human resources in performing job duties, it is necessary to develop sports and increase the participation of employees in sports activities. The development of the management of the physical education performance of the Ground Forces of IRGC will lead to an increase in the participation of the administrative and military staff of this organization in sports activities and will help to improve the health and physical fitness of the troops. For this purpose, in the Ground Forces of IRGC, the Deputy of Physical Education has been established. However, there was a concern that the weak performance of physical education of this military organization and the low participation of human resources in dealing with sports would cause weakness in the physical fitness of the troops. Considering that having and using the performance management model in the organization leads to considerable

success and the organizations that have benefited from the performance management model have fulfilled their mission well and achieved the desired goals, the design of the performance management model of the physical education of the Ground Forces of IRGC and its implementation can help to improve the performance of this sports organization in order to increase the participation of human resources in sports, while improving the quality of work life in the work environment and job duties which improves efficiency and effectiveness in performing assigned tasks and physical fitness. Since so far no research has been found in the field of performance management of physical education in military organizations, the necessity of conducting the present research was strongly felt. Therefore, the current research sought to identify the components and performance management indicators of the physical education of the Ground Forces of IRGC.

Materials and Methods

The research method is descriptive-survey and applied in terms of purpose, which was done in a qualitative way. First, internet and library research was conducted and codes and concepts related to organizational performance management were extracted. Then, semi-structured interviews were conducted and content analysis and coding were done. Sampling of this research is considered to be purposeful according to qualitative sampling. The participants in the current research included managers and experts in physical education of IRGC and sports management professors of the university. Due to the qualitative approach of the research, the sample was not determined before the implementation of the research. The process of sampling and conducting interviews was carried out until theoretical and informational saturation, and at the same time as conducting interviews, codes were extracted and led to the generation of new

concepts and questions and obtaining more information. Theoretical saturation was achieved after interviewing 18 people. This means that from the 18th interview onwards, the answers were the repetition of the previous interviewees' answers. But for more certainty, up to the 22nd person was interviewed, then the interviews were stopped. The initial list of data obtained from document, internet, and interviews review included 94 concepts (41 concepts from literature review and 53 concepts from interviews), which after summarizing by researchers and equating the data, the number of concepts was reduced to 67. Then, in order to screen, unify, remove less important items or add other concepts, a Delphi panel was formed and the concepts obtained from the literature review and interviews were provided to the members of the Delphi panel. After analyzing and providing corrective comments by expert members in the first stage, the questionnaire was revised and modified and the number of concepts was reduced to 60 items. In the second stage, in order to announce the opinion for the second time and determine the importance of each item, it was again sent to the experts and the indicators were reduced to 56 items and the final consensus was obtained. In the third stage, it was sent to the members of the Delphi panel to determine the enabling indicators and the results, and after presenting the opinions of the Delphi panel experts, it was determined that there are 35 enabling indicators for the development of performance management and 21 indicators in the axis of results in the physical education of IRGC ground forces. In the last stage (fourth round), the indicators were sent to Delphi panel members for classification and the indicators were categorized in the axis of enablers in the form of 9 components and in the axis of the results in the form of 4 components. Finally, in order to revise the factors and order regarding their importance, the questionnaire was sent to the experts and the general agreement of the members was obtained. Then, it was reviewed and approved

by 10 sports management professors of the university in terms of form and content.

In this study, 18 experts participated. Table No. 1 shows the demographic characteristics of the research.

Results

Table 1. Demographic characteristics of the research

Demographic characteristics		Frequency	Percentage
Gender	male	16	89%
	female	2	11%
education	bachelors	3	17%
	masters	10	55%
	PhD	5	28%
work experience	Less than 10 years	0	0
	10 to 20 years	7	39%
	Over 20 years	11	61%

Using the research background and experts' opinions and using the Delphi method, the components and indicators of PE performance management of IRGC, taking into account the principles and foundations of European Organizational Excellence (EFQM), primary codes and concepts (61 concepts) summarizing

and it was achieved. Then the Delphi panel was formed and these concepts were provided to the members of the Delphi panel in order to unify them, remove the less important ones and add new concepts in the first stage of Delphi. Concepts and codes are listed in Table No. 2.

Table 2. Primary codes of primary concepts resulting from the summary of library research and interviews

code	Primary codes of primary concepts resulting from the summary of library review and interviews
1	Improving performance in accordance with the documents and laws of IRGC Ground Forces
2	Recruiting and maintaining specialist staff
3	Training and empowerment of employees of the field of sports of IRGC
4	Development of talent management in sports disciplines approved for non-duty military force (permanent staff), to participate in armed forces and CISM competitions
5	Financial discipline and transparency

6	Determining the mission and perspective in the exercise of the ground forces of IRGC
7	Development of educational workshops and empowering the presenters of physical education sports programs
8	Quantitative and qualitative development of various sports exercises based on physical fitness components
9	Attracting sufficient and required funds
10	Quantitative and qualitative development of specialized and up-to-date sports coaches and referees
11	Developing the ability to create sports camps
12	Development of communication with sports and youth and federation of sports boards
13	Improving achievements along with reducing costs
14	Fair distribution of funds according to activities
15	Improving the physical fitness of IRGC Ground Force personnel through the targeted implementation of public sports
16	Predicting administrative promotion system based on successful performance
17	Increasing the number of athletes of IRGC ground force in the armed forces and CISM
18	Development of human resources and promotion of organizational affairs with minimal tension and side costs in IRGC ground force
19	Playing the role of managing physical education of ground force of IRGC in planning the development of recreational sports
20	Big goal setting
21	Increasing field assessments
22	Assessment of physical fitness of the ranks of the Ground Forces of the Revolutionary Guards in order to plan the improvement of combat readiness
23	Development of interactions and communications with the senior commanders of the Ground Forces of IRGC
24	Increasing interaction with the Ministry of Sports and Youth, sports federations and the National Olympic Committee
25	Improving the physical and movement capabilities of personnel to optimally perform assigned missions
26	Improving the quality of holding sports programs among employees
27	Increasing communication and interaction with physical training of other military sports organizations

28	Quantitative and qualitative development of holding sports events in the ground forces of IRGC
29	Development of sports capacities in the physical education of IRGC
30	Increasing the combat readiness of the troops with the comprehensive development of sports in the ground forces of IRGC
31	Improving personnel combat sports skills in defense and physical combat (pitched battle) according to the needs of the military mission
32	Winning championship titles in sports leagues of IRGC and National Champion Leagues
33	Encouraging mechanisms for top players
34	Institutionalizing the culture of sports and maintaining the health and vitality of the ground forces of IRGC during service
35	Compilation and implementation of the macro and operational plan in the exercise of the ground forces of IRGC
36	Diversifying the development of employees' sports fields
37	Prioritizing the sports activities of IRGC Ground Force personnel taking into account the needs of the assigned mission
38	Enriching the leisure time of IRGC ground force employees
39	Increasing the life expectancy of personnel
40	Increasing efficiency and effectiveness in performing job duties of IRGC employees
41	Advanced sports equipment, efficient and suitable for the mission
42	Institutionalization of public sports among soldiers and personnel of IRGC
43	Using modern technologies in executive processes
44	Carrying out physical fitness tests of commanders, officials and employees
45	Carrying out recreational sports programs in continuous free time with a minimum cost approach
46	Providing the maximum participation of official forces in sports
47	Improving and developing the organization's behavior and performance in relation to society and stakeholders
48	Improving the physical health of personnel
49	Improvement of personnel's mental condition
50	Increasing employee participation in recreational sports activities
51	Increasing the fighting power to carry out the assigned missions of employees

52	Improving the level of performance of athletes as a result of improving the performance of the organization
53	Improving the health level of employees and increasing life expectancy
54	The ability to attract the maximum participation of employees to sports
55	Improving the behavior of human resources in relation to organizational tasks
56	Determining indicators for evaluating the physical training performance of the Ground Forces of IRGC
57	Evaluation of the performance in line with the activities corresponding to the sports perspective of IRGC
58	Expanding the capabilities of providing sports services to employees
59	Creating motivation to increase employee participation in sports activities
60	Optimizing human resources in the Ground Forces of the Revolutionary Guards
61	Interaction and cooperation with athletes and personnel
62	Improving the position and rank of sports at the international level
63	Increasing field assessments
64	Assessment of physical fitness of the ranks of the Ground Forces of the Revolutionary Guards in order to plan the improvement of combat readiness
65	Standard indoor and outdoor sports space
66	Creating a mechanism for selecting the elite players of IRGC Ground Forces
67	Developing the efficiency of units' capacities

In the review of the first stage of the Delphi panel, the concepts of creating motivation to increase the participation of employees in sports activities, improving the health level of employees and increasing life expectancy, improving the quality of holding sports programs among employees, setting macro goals, adding quality to work life, developing relationships with sports and youth and the Federation of Sports Boards, the development of training workshops and the empowerment of physical training sports program providers, forecasting and funding, and improving job performance, were removed after screening and equalization. In the second stage of the Delphi panel, there are four other cases, including

carrying out recreational sports programs in continuous free time with a minimum cost approach, diversifying the development of sports fields of employees and developing sports capacities in the physical education of IRGC due to the existence of similar indicators and unification and or being unimportant, which were deleted. The final agreement of Delphi panel members was reached on the effectiveness of 56 indicators. In the third round of the Delphi panel, the classification of performance management indicators as enablers and criteria of organizational excellence was determined in the form of results, and in the fourth stage, the classification was done in the form of 9 enabler

components and 4 result components, and a general agreement was reached. The general results of the four stages of the Delphi panel are listed in Table No. 3.

Table 3. Axes, components, performance management indicators of the physical education of the ground forces of IRGC based on organizational excellence.

Axes	Components	Indicators	
Enablers (Propulsions)	leadership and guidance	Providing the opportunity for maximum participation of the personnel in sports	
		Interaction and cooperation with athlete personnel	
		Playing the role of managing ground physical education of IRGC in planning the development of recreational sports	
	Goals and strategies	and	Determining the mission and perspective in the sport of the Ground Forces of IRGC
			Compilation and implementation of the macro and operational plan in sport activities of the ground forces of IRGC
			Improving performance in accordance with the documents and laws of IRGC Ground Forces
			Increasing the combat readiness of the troops with the comprehensive development of sports in the ground forces of IRGC
	Capabilities and potentials	and	Developing the ability to create sports camps
			Developing the efficiency of units' capacities
			Expanding the capabilities of providing sports services to employees
			The ability to attract the maximum participation of employees to sports
	Human resources		Recruiting and maintaining specialist staff
			Training and empowerment of employees of the field of sports of IRGC
			Development of talent management in sports fields approved for the personnel to participate in armed forces and CISM competitions
			Quantitative and qualitative development of specialized and up-to-date sports coaches and referees
			Quantitative and qualitative development of specialized and

	up-to-date sports coaches and referees
Environmental and financial factors	Standard indoor and outdoor sports space
	Advanced sports equipment, efficient and suitable for the mission
	Attracting sufficient and required funds
	Fair distribution of funds according to activities
	Financial discipline and transparency
motivational measures	Creating a mechanism for selecting the elite players of IRGC Ground Forces
	Incentive mechanisms for top and top players
	Predicting administrative promotion system based on successful performance
communications	Developing interactions and communications with the senior commanders of IRGC ground forces
	Increasing interaction with the Ministry of Sports and Youth, sports federations and the National Olympic Committee
	Increasing communication and interaction with physical education of other military sports organizations
executive actions	Quantitative and qualitative development of holding sports events in the ground forces of IRGC
	Using modern technologies in executive processes
	Conducting physical fitness tests of commanders, officials and employees
	Quantitative and qualitative development of various sports exercises based on physical fitness components
	Prioritizing the sports activities of IRGC ground forces, taking into account the needs of the assigned mission
Supervision and monitoring	Determining indicators for evaluating the physical education performance of the Ground Forces of IRGC
	Evaluation of the performance in line with the activities corresponding to the sports perspective of IRGC
	Increasing field assessments
	Assessment of physical fitness of the personnel of the Ground Forces of the Revolutionary Guards in order to plan the

		improvement of combat readiness
Results	Productivity development	Improving achievements along with reducing costs
		Development of human resources and promotion of organizational affairs with minimal tension and side costs in the ground forces of IRGC
		Improving the physical and movement capabilities of personnel to optimally perform assigned missions
		Improving sports skills of the personnel in defense and physical combat (pitched battle) according to the needs of the military mission
		Improving the level of performance of athletes as a result of improving the performance of the organization
	System maturity	Optimizing human resources in the ground forces of IRGC
		Improving the behavior of human resources in relation to organizational tasks
		Improving and developing the organization's behavior and performance in relation to society and stakeholders
		Increasing employee participation in recreational sports activities
		Institutionalization of public sports among soldiers and personnel of IRGC Ground Forces
	Development of championship sports	Increasing the number of champions of IRGC Ground Forces in the Armed Forces and CISM competitions
		Winning championship titles in sports competitions of IRGC, armed forces, and national competitions
		Improving the position and rank of sports at the international level
	Improving the quality of work life	Improving the physical health of personnel
		Improvement of personnel's mental condition
		Increasing the life expectancy of personnel
		Increasing the efficiency and effectiveness in performing the job duties of the ground force employees of IRGC
		Increasing the fighting power to carry out the assigned missions of employees

In the end, based on the obtained results, the research model was drawn. Figure 1 shows the Ministry of Oil sports performance

management model is based on organizational excellence.

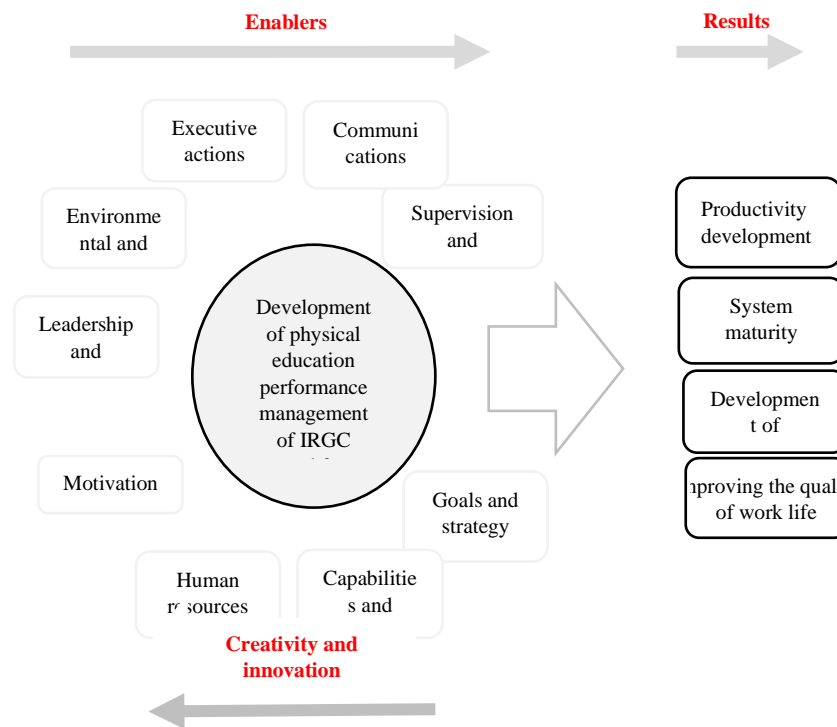


Figure 1. Physical education performance management model of IRGC based on European organizational excellence.

Discussion

The aim of the current research was to develop a performance management model for the physical education of IRGC Ground Forces based on the organizational excellence model. Designing the performance management model and identifying the components of each of the criteria will increase the knowledge and awareness of the managers and will help to develop the physical education of IRGC ground forces.

In the performance management model designed in the current research, based on organizational excellence, a number of 9 empowering components have been identified that actually affect the performance management of physical education of IRGC,

and if these components are achieved, it will lead to the consequences (results) of development productivity, maturity of the system, development of championship sports and improvement of the quality of working life. The enabling components of performance management in the current research based on organizational excellence include guidance and leadership, goals and strategy, capabilities and potentials of ground force sports, human resources, environmental and financial factors, motivational measures, communication, executive measures and monitoring. The findings of the current research are consistent with the findings of Molan et al. (2022), Lubon et al. (2018), Alizadeh et al. The possession of the General Directorate of Physical Education of IRGC Ground Force of the performance

management model, with the organizational excellence approach, will improve the performance of the human resources of this sports organization, and this organization will be placed on the path of sustainable development in a scientific framework. Based on the findings of the present research, the components of guidance and leadership, goals and strategy improve performance management in the physical education of IRGC. Gabriela-Livia (2021) refers to the planning and development of an integrated complex, Alizadeh et al. (1400) have pointed to the development of strategic and operational plans, and Mansouri (2019) to leadership and Khoshdel et al. (2019) to participatory management and planning, which are consistent with these findings. Therefore, focusing on measures such as providing the maximum participation of official forces in sports, interaction and cooperation with sportsmen and playing the role of PE management of this organization in planning the development of recreational sports along with determining the mission and vision as well as compiling and implementing the macro operational plan will lead to the improvement of performance in accordance with the documents and laws of IRGC ground forces and increase the combat readiness of the troops. Therefore, it is appropriate to determine the appropriate leadership style by taking into consideration the interaction with the employees in relation to short-term and long-term planning. Also, due to the fact that human resources and the capabilities and potentials of ground force sports have been identified as other components of performance management in this research. Molan et al. (2022) mentioned professional development and continuous learning and Bani Tamim et al. (2018) pointed to the empowerment of human resources. Paying attention to the determined indicators, such as the recruitment and maintenance of specialist forces, training and empowerment of sports employees, development of talent management

in sports fields approved for personnel for participation in armed forces and CISM competitions, and quantitative and qualitative development of coaches and referees in various fields and the possibility to create sports camps, and use of the capacities of the units in developing productivity and providing services, will help immensely improve the physical education performance of this organization.

Based on the findings, environmental and financial factors are among the components of performance management in physical education of IRGC. Ubaidullah et al. (2018) have pointed to investment reconstruction and Bani Tamim et al. (2018) to the development of financial resources, management factors and the development of structure and facilities. For the development of performance management in the physical education of IRGC, having a standard indoor and outdoor sports space, the presence of advanced sports equipment, sufficient and required credits are effective. In addition, it is necessary to pay attention to the fair distribution of credits according to the activities and discipline and financial transparency. The human resources of IRGC ground forces, like other armed forces, in addition to improving physical and mental health and developing championship sports for success in the events of CISM, increasing the fighting ability of the soldiers is also of great importance. Therefore, it is necessary to provide enough facilities, equipment, and financial resources so that there is no disruption in the improvement of physical education performance of this organization.

According to the findings, motivational measures are among the components that affect the performance management of physical education of IRGC. Alizadeh et al. (2021) pointed to the establishment of a motivational growth system and Khoshdel et al. (2019) mentioned the appreciation of favorable results, which is consistent with the findings of this research. In this context, it is necessary to

create a mechanism for selecting elite players, incentive mechanisms for first-rate and top players, and predicting an administrative promotion system based on successful performance. If the physical education managers of IRGC ground forces pay attention to motivational factors, they can help to improve performance management in this organization with deliberate measures. Of course, it should be noted that motivational factors should be variable and unpredictable and should be in such a way that while maintaining internal motivation, external motivation is also strengthened and does not have a negative effect in the long run. This means that if at some point it is not possible to encourage and reward, the motivation of the employees will not decrease.

Based on the findings, it can be said that the components of communication, executive actions and supervision and monitoring as processes can help to manage the physical education performance of IRGC ground force. Alizadeh et al. (2021) referred to the management of executive affairs, Khoshdel et al. (2020) to communications, relationship governance, and Bani Tamim et al. (2019) to work actions. If the other components of performance management are realized and the development of interactions and communications, the accurate and optimal implementation of executive affairs and performance evaluations are addressed, the development of participation in sports in the ground forces of IRGC and the institutionalization of sports in this important organization will not be far from reach. Therefore, in this context, it is necessary to pay attention to the development of interactions and communication between physical education managers and the senior commanders of this organization and to increase interaction with the Ministry of Sports and Youth, sports federations, the National Olympic Committee and other military sports organizations, and with the help of these interactions, to develop

the quality and quantity of holding sports events by using the latest technologies in the executive processes, conducting physical fitness tests of commanders, officials and employees, and the quantitative and qualitative development of various sports exercises based on the components of physical fitness should be improved. Finally, based on the findings, it is necessary to evaluate the performance indicators of the physical education of IRGC ground forces and evaluate the performance in line with the activities corresponding to the sports perspective, as well as evaluate the physical fitness of the personnel of IRGC ground forces in order to plan the improvement of combat readiness in a detailed plan and the implementation calendar should be carried out in order to remove the deficiency and correct the activities. It is obvious that if the physical education of IRGC Ground Force achieves the desired management of performance management components and indicators based on organizational excellence in the axis of enablers, it will lead to favorable results. Based on the findings, the components obtained in the axis of results include productivity development (improvement of achievements along with cost reduction, flourishing of human resources and advancement of organizational affairs, improvement of the physical and movement capabilities of personnel for the optimal performance of assigned missions, improvement of personnel's combat sports skills in defense and battle physical, optimizing human resources, improving the behavior of human resources in relation to organizational duties and institutionalizing public sports among the soldiers and personnel) maturing the system (enriching the leisure time of employees, improving the physical fitness of soldiers of IRGC Ground Force and institutionalizing the culture of sports and maintaining health and personnel's vitality) development of championship sports (increasing the number of IRGC Ground Force champions in the Armed Forces and CISM

competitions, winning championship titles in IRGC, armed and national sports championships and improving the status and rank of sports at the international level, and improving the quality of work life (improving the physical health and mental condition of personnel, increasing life expectancy, increasing efficiency and effectiveness in performing job duties, and increasing combat ability to carry out the assigned missions of personnel).

Therefore, it can be acknowledged that the development of participation in the sports activities of the ground forces of IRGC by improving the performance management of the physical education of this organization, in addition to improving the physical and mental health of the people, will increase the combat power and improve the quality of their work life and satisfaction.

Conclusion

The results of the research showed that the human resources component is one of the enabling factors in the development of physical education performance management of IRGC. Therefore, it is suggested that in addition to the quantitative and qualitative development of teachers, necessary action should be taken to increase educational workshops, increase the participation of teachers, trainers and managers in national and international congresses and conferences, and increase coaching courses in different parts of the country. Another enabling component of the research model is motivational measures. Therefore, it is suggested that thoughtful and practical incentive mechanisms should be considered for successful athletes in order to increase the number of professional athletes in the general dimension and increase the participation of the forces in sports activities.

References

[1] Alanazi, M. (2021). Towards a further step in understanding business excellence

models: a comparative approach. *Benchmarking: An International Journal, ahead-of-print*. doi:10.1108/BIJ-08-2020-0407

- [2] Alizadeh, Z., Hosseini, S. E. A., & Hamidi, M. (2021). *Designing a Performance Management Model in the Ski Federation of the Islamic Republic of Iran*. (Doctoral Dissertation), Islamic Azad University, Yasouj Branch.
- [3] Andersen, S. C., & Moynihan, D. P. (2016). Bureaucratic investments in expertise: Evidence from a randomized controlled field trial. *The Journal of Politics*, 78(4), 1032-1044.
- [4] Arriola, K. R. J., Hermstad, A., Flemming, S. S. C., Honeycutt, S., Carvalho, M. L., Cherry, S. T., . . . Kegler, M. C. (2017). Promoting policy and environmental change in faith-based organizations: description and findings from a mini-grants program. *American Journal of Health Promotion*, 31(3), 192-199.
- [5] Baledi, R., AkbariYazdi, H., & Azadfada, S. (2020). Development of sports development guides Abadan Oil Refining Company. *Public Policy In Administration*, 10(4), 81-95.
- [6] Bani Tamim, H., Shetab Boshehri, N., Mehdipour, A., & Khatibi, A. (2019). Designing a Comprehensive System Model to Evaluate the Performance of Iran Wrestling Board. *New Trends in Sport Management*, 7(24), 9-23.
- [7] Barth, M., Emrich, E., & Daumann, F. (2018). Approaches and methods used for measuring organizational performance in national sport governing bodies from 1986 to 2014. A systematized review. *Current Issues in Sport Science (CISS)*.
- [8] Brouns, J., Nassiopoulos, A., Bourquin, F., & Limam, K. (2016). Dynamic building performance assessment using calibrated simulation. *Energy and Buildings*, 122, 160-174.
- [9] Byars, L. L., & Rue, L. W. (2018). *Human*

- resource management* (9th ed ed.). Boston: McGraw-Hill/Irwin Boston.
- [10] Derakhshan, M., Barancheshmeh, M., Ashtiani, M., & Akbari, H. (2013). Formulation of macro goals, policies and strategies for the development of physical education in IR IRAN'S Armed Forces.
- [11] Eyoun, K., Chen, H., Ayoun, B., & Khelifat, A. (2020). The relationship between purpose of performance appraisal and psychological contract: Generational differences as a moderator. *International Journal of Hospitality Management*, *86*, 102449.
- [12] Gabriela-Livia, C. (2021). *EFQM Excellence Model–European Foundation for Quality Management*. Paper presented at the 6th International Conference on Education Reform and Modern Management (ERMM 2021).
- [13] Gomes, C. F. (2020). – ORGANISATIONAL PERFORMANCE MANAGEMENT: TRENDS, CHALLENGES. *Emerging Topics in Management Studies*, 167.
- [14] Jakobsen, M. L., Baekgaard, M., Moynihan, D. P., & van Loon, N. (2018). Making sense of performance regimes: Rebalancing external accountability and internal learning. *Perspectives on Public Management and Governance*, *1*(2), 127-141.
- [15] Khoshdel, I., Khodayari, A., Kohandel, M., & Ghorbani, M. H. (2020). Formulating the Components Model of Human Resources Management Function in Sport and Youth Ministration: Content Analysis Approach. *Sport Management Studies*, *12*(62), 17-38. doi:10.22089/smrj.2019.7184.2513
- [16] Korkmaz, M., Ozdemir, M. A., Kavali, E., & Cakir, F. (2018). Performance-based assessment of multi-story unreinforced masonry buildings: The case of historical Khatib School in Erzurum, Turkey. *Engineering Failure Analysis*, *94*, 195-213.
- [17] Li, L., Xu, Y., Li, T., & Liu, Y. (2022). Research on performance management evaluation of public sports venues based on GFAHP. *Mathematical Problems in Engineering*, 2022.
- [18] Mansouri, H. (2019). Identifying Factors and Components Affecting the Performance Management System of Government Organizations. *Productivity Management*, *14*(53), 118-197.
- [19] Mohamadi, k., Ahmadi, K., Fathi Ashtiani, A., Azad Fallah, P., & Ebadi, A. (2015). Determining The Mental Health Indicators in Military Personnel. *teb-police*, *3*(4), 239-248. doi:10.30505/3.4.239
- [20] Mohammadpour Zarandi, H., & Ghaderi, J. (2014). Organizational Excellence Assessment of Tehran Municipality According to EFQM Model. *inueam*, *2*(7), 1-13.
- [21] Molan, C., Arnold, R., Kelly, S., Toomey, E., & Matthews, J. (2022). An exploration of performance management processes used within Olympic sport programmes. *Journal of Applied Sport Psychology*, *34*(4), 713-733.
- [22] Mumtaz, U., Ali, Y., & Petrillo, A. (2018). A linear regression approach to evaluate the green supply chain management impact on industrial organizational performance. *Science of The Total Environment*, *624*, 162-169. doi:<https://doi.org/10.1016/j.scitotenv.2017.12.089>
- [23] Rahmani, M. (2016). *Presentation of Integrated Performance Management Model with BSC Balanced Scorecard and EFQM Organizational Excellence Model in University Sports*. . (Master's Thesis in Sports Management), Ferdowsi University Mashhad.
- [24] Rahnavard, F., Najafi Tavani, S. e., & Yazdizadeh, A. (2017). The Role of Organizational Agility and Strategic Alignment in the Relationship between IT

- Governance and Strategic Thinking with Organizational Performance. *JMDP*, 30(1), 5-28.
- [25] Rivera, D. E., Terradellas Piferrer, M. R., & Benito Mundet, M. H. (2021). Measuring territorial social responsibility and sustainability using the EFQM excellence model. *Sustainability*, 13(4), 2153.
- [26] Saadat talab, M.-B., Ghahreman Tabrizi, K., & Norayee, T. (2015). Sporting Requirements in Military Training Centers From Soldiers' Point of View and the Explanation of Their Attitudes. *MILITARY MANAGEMENT QUARTERLY*, 15(57), 59-81.
- [27] Shabani, A. (2017). A study of the Environmental Analysis of the Championship and Professional Sport in the Iranian Armed Forces. *MILITARY MANAGEMENT QUARTERLY*, 17(66), 93-114.
- [28] Shirvani, H., Bahadori, M. K., Ranjbar, M., & Darvishi, A. (2022). Identification and ranking of the sport development factors in the Health Branch of Armed Forces. *Journal of Military Medicine*, 22(4), 39-51.
- [29] soheili pishkenari, s., hematinejhad, m., & Gholizade, M. H. (2021). Analysis of Factors Affecting Performance Management in Sports Organizations (Case Study: Student Sports Federation and Physical Education and Sports Activities Office). *Research on Educational Sport*, 9(24), 241-272. doi:10.22089/res.2020.8881.1877
- [30] Tabatabaei Mazdabaei, M. (2013). Survey of Organizational Excellence Models. *Science Promotion Journal*, 7(12), 112-197.
- [31] Wong, C. K., White, C., Thay, B., & Lassemillante, A.-C. M. (2020). Living a Healthy Life in Australia: Exploring Influences on Health for Refugees from Myanmar. *International Journal of Environmental Research and Public Health*, 17(1), 121.
- [32] Yaali, R., Teymoori, N., & Bagheri, s. (2020). The Effect of Training Method (Linear and Nonlinear) on Student Participation Motivation in Physical Education Class. *Sport Psychology Studies*, 8(30), 205-220. doi:10.22089/spsyj.2019.7880.1850