

Identifying Factors Affecting the Quality of the Volleyball Talent Search System in Iraq

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Haider Issa Zargham¹
Fatemeh Abdavi^{2*}
Mohamad Rasoul
Khodadadi²
Abdulzahra Hamidi
Mohisan²

¹PH.D Student of Sports
 Management of University of
 Tabriz

²Associate Professor of Sports
 Management University of
 Tabriz

***Correspondence:**

Fatemeh Abdavi, Associate
 Professor of Sports
 Management University of
 Tabriz

Email:
 fatemehabdavi@tabrizu.ac.ir
 Orcid:

Abstract

Purpose: Today, having an integrated and coordinated system for recognizing and fostering talents is one of the most significant elements and priorities at the top level of volleyball. The study's goal was to investigate the elements influencing the quality of Iraq's volleyball talent search system.

Methods: The research method is qualitative and based on the theme analysis approach. Participants in this qualitative research comprised academic elites and specialists in the field of sports talent scouting in Iraq. In the qualitative section, the sample is chosen using a theoretical and convenience process. The theoretical saturation of the retrieved components of the research was used to estimate the number of samples. The open interview was used as the measuring technique, and the results were analyzed using MAXQDA (version 12) software.

Results: Based on the findings, three indicators of time management, talent search system quality, and stakeholders' satisfaction are effective in assessing the quality of talent search in Iraqi volleyball. Dimensions of time management in talent development include management measures before talent search, management measures during talent search, and management measures after talent search. The quality dimensions of the talent development system in volleyball include quality of communication, quality of supervision, quality of tools and facilities, quality of decision-making, quality of training, and quality of support. The dimensions of stakeholders' satisfaction in volleyball sports talent search include the satisfaction of athletes and coaches, the satisfaction of trustee organizations, social satisfaction, and the satisfaction of managers.

Conclusion: It is said, the talent search model of the current research in volleyball can be used as one of an alternative methods to identify young talented athletes in volleyball. All people who are identified as talented athletes in volleyball will be develop their talent in junior volleyball clubs.

Keywords: Quality, Talent, Sports, Volleyball, Beneficiaries.

Introduction

Talent management through understanding the concept of talent and how to achieve the organization's goals is the pursuit of the achievements of explaining the strategic plans of sports with a list of its needs in the field of different skills (Ahmadi et al., 2016). As a result, because success in the international arena of sports is seen as one of the components of a country's growth and advancement, the challenge of locating sports talent becomes critical (Noori, 2019). Through talent scouting, the progress and success of young athletes take place in the best and most appropriate way (Nazari, 2014). Optimal talent searches in sports should provide an efficient and comprehensive model and properly consider all the details that are involved in the final result (Nouri, 2019). In recent years, in the field of talent search studies, there has been an effort to determine the determining indicators in the identification of athletes in different sports fields (Zheng, 2016). The talent search process should be identified at the right time and continuously supported by organizations and federations so that they can bring athletes to a high level of performance (Taghizadeh and Salimi, 2016). Time management is defined as a type of decision-making that is used by people to structure, protect, and adapt their time to changing circumstances (Spren, 2019). Most trainers start procrastinating when they are faced with work, an attitude about it, and uncertainty because they lack organizational skills. As a result, trainers will not be able to organize tasks according to their priorities. Stakeholder satisfaction is closely related to measuring the quality of the talent development system (Aeon, 2021).

Research in the field of talent search has shown that success is the result of a complex interaction of variables, and fully achieving organizational effectiveness in environments such as sports federations that have stakeholders with different tendencies and views requires adopting different

strategies to satisfy different stakeholders and meet their expectations (Nazari, 2015). The talent search system must be able to move successfully without being affected by the prevailing management conditions. For this reason, a system with comprehensive, strategic, and codified objectives should be developed for the talent search system in championship sports so that coordination can be established between the members of the system and a sudden change of manager cannot stop all movements. Due to the importance of talent scouting in countries such as Iraq, talent scouting in the Iraqi Volleyball Federation has also started to work in a stronger way, and this issue is the beginning of moving towards continuity and increasing international success. But since success requires planning and quality assurance, different aspects of the problem should always be examined, and the principles of quality management should be emphasized (Rostami, 2017). In fact, an organization is excellent in terms of quality if it can satisfy all its stakeholders, including employees, customers, society, shareholders, business partners, and all other people and organizations that benefit from the profit of the relevant organization and suffer from its loss (Coutinho, 2018). Quality management is a management approach that seeks to achieve quality through the participation of all members of the organization, with the aim of achieving long-term success through customer satisfaction and the interests of all members of the organization and society (Nazari, 2015). Quality management can be related to the structures and processes that are the main factors in the results of the talent identification and development system, and the quality of the sports talent identification and development system may affect the success of a country's elite athletes at the international level.

In this context, the research findings of Rogler (2018) show that the conceptual framework in the quality criteria of the talent development system can be used in all kinds of sports and in different countries. Mossama et al. (2021), in

examining program quality and developmental outcomes related to youth volleyball in Ethiopia, showed that youth sports and how they are structured and presented to young players influence the achievement of positive developmental outcomes. Due to the fact that in Iraq, no research has been done on the importance of stakeholder satisfaction in the field of talent acquisition, its importance in the talent acquisition process was investigated in this research. The main application of this research is for the officials and planners of volleyball, because it will enable them to predict the desired quality in the talent development systems and gain the satisfaction of the stakeholders by being more aware of the current situation. And on the other hand, the time management program that the coach designs from the beginning of the competition to the end of the volleyball game must follow the planning and distribution of time well and follow the organization of that time on all the conditions that help the team achieve by maintaining the elements of physical fitness and other things.

The review of previous information indicates that various studies have been conducted with different results in the field of the present research. Sargent Magics et al. (2023), in their study of European talent development environments based on the perceptions of athletes, parents, and coaches, showed that they should adopt more comprehensive talent systems. Martindale et al. (2023) examined the relationship between talent development environments and psychological skills in young athletes and found that a quality talent development environment predicts the use of higher psychological skills. Mossama et al. (2021) showed that youth sports and how they are structured and presented to volleyball players influence the achievement of positive developmental outcomes. Kuweh et al. (2020), in their review of the recommendations of the beneficiaries of the high school athlete development program in Singapore, showed that the athlete leadership program develops

characteristics such as responsibility, role modeling, motivation, communication, perseverance, and team unity, which help the athlete leaders fulfill their roles and responsibilities. The evidence Mir Mohammadian (2019) indicated that the skill and effective use of delegation by sports and youth managers can play a beneficial role in the optimal time management of these managers. Sadeghi (2019) showed that the use of appropriate tools and scientific and systematic methods of talent identification helps coaches and sports professionals speed up the process of identifying and developing the talents of athletes. Sediq et al. (2019) concluded that the development of the sports industry follows the principles of systemic management, and its key and strategic factors determine the direction of the strategic path of development in the model. Khazaei et al. (2019), in measuring the quality management system of Tehran Municipal Sports Organization, showed that the components of performance evaluation, the nature of the organization, and the improvement of processes were the most important factors of the quality management system. Farshid et al. (2019), in their analysis of the power and interests of the beneficiaries of the talent management system in Gilan province based on the Mendelow matrix, showed that among the beneficiaries, coaches have the most power and support staff have the least power. Ashuri et al. (2018), in their analysis of quality dimensions and their effect on the satisfaction of stakeholders in the Iranian volleyball talent development system, showed that the relationship between structure and process variables, process and results, and results and satisfaction was significant.

In summary, it appears that Iraqi sports clubs need to build a particular program for the growth of the talent search and sports development categories in volleyball clubs. The Ministry of Sports and Youth can create this program, which sports federations and clubs can execute. A systematic and coordinated system for athlete training does not exist in Iraq, and different

institutions deal with this issue individually. A specific institution does not take genius seriously. The research need was identified since no research has been undertaken on the parameters influencing stakeholder satisfaction in volleyball talent search in Iraq using a combined approach. Examining the influence of each of the indicated components can provide a variety of conclusions. It appears that with the increasing growth of scientific research in the field of sport management, the use of research methods and statistical software has become obvious (Pashaie et al., 2023). The purpose of this research is to identify factors affecting the quality of the volleyball talent search system in Iraq with GT". As a result, the current study seeks to answer the question, "What is the effect of time management measures and the quality of the development system on the satisfaction of volleyball talent scouting beneficiaries in Iraq?"

Materials and Methods

Therefore, this research is of a qualitative type and uses the Grounded Theory (GT) research method. GT is a well-known method used in many research studies (Pashaie and Perić. 2023). This method has now become a common option and has been accepted by many researchers (Pashaie et al., 2023). This study's research strategy was data analysis using the theme analysis method. The statistical population includes professionals and experts in championship sports and volleyball talent search, as well as university academics. The first list of specialists was chosen based on their field of study, scholarly publications linked to the issue, and administrative and executive expertise in the world of sports. Non-probability sampling was used with convenience selection and maximal variety. Based on the theoretical saturation index, the sample size in this study was 16 people. When theoretical saturation

happens, the researcher is unable to add new information to the existing ones, and the researcher observes repetitive data patterns. In this case, sampling comes to an end since further samples do not serve to broaden or clarify the research. Analysis was undertaken concurrently with the data collection process. Coding is the most important element in the process of analyzing the data obtained from interviews. Coding involves carefully reading the data and turning it into the smallest possible component. The codes are the result of microscopic analysis of the data (Pashaie and Perić. 2023). A sports management specialist who was present throughout the study and had appropriate expertise about this research was asked to participate in the coding of the research as a colleague in order to compute the reliability with the intra-subject agreement technique of two coders. The relevant coding training and practices were passed on to the research associate. In the open coding stage, 97 codes were extracted from 16 detailed interviews with experts. The researchers then classified three of the interviews with a colleague as examples and assessed the percentage of intra-subject agreement. Classifications were performed based on code refinement, duplicate code removal, and comparison of embryonic codes with previously obtained codes (Pashaie and Perić. 2023). Consistent with Corbin and Strauss' (2014) systematic approach, three types of coding – open, axial, and selective – enumerated the first- and second-level categories and their relationships (Pashaie and Perić. 2023). After removing duplicates and insignificant codes, 66 more abstract concepts remained, and 13 categories were identified. The results of this step include the formation of basic concepts, and the categories derived from them (Table 3). Systematic analysis was performed using MAXQDA statistical software (version 12) for data analysis and classification.

Table 1- The degree of intra-subject agreement

Interview NO	NO of codes	Agreement NO	Percentage of agreement
M4	15	7	0.93
M8	23	11	0.95
M12	19	9	0.95
Total	57	27	0.94

According to the above table, the intra-subject agreement is equal to 0.94, which is appropriate.

Results

In total, in-depth interviews were conducted with 16 experts in the field of sports management and volleyball specialists in Iraq, whose details are presented in the following table:

Table 2- Demographic characteristics of research samples

Row	Gender	Job	Degree of Education
1	Man	Academic Staff	PhD
2	Man	Academic Staff	PhD
3	Man	Academic Staff	PhD
4	Man	Academic Staff	PhD
5	Female	Volleyball coach and lecturer	MSc
6	Female	Volleyball coach	PhD
7	Man	Volleyball coach	
8	Man	Sports management researcher	MSc
9	Man	Active in sports talent search	BS
10	Female	Sports management researcher	MSc
11	Man	Sports management researcher	MSc
12	Man	Sports management researcher	MSc
13	Female	Active in sports talent search	BS
14	Man	Active in sports talent search	BS
15	Man	Volleyball coach	BS
16	Female	Volleyball coach	PhD

In this research, the open, central, and selective coding method was used to analyze the data obtained from the interview. In this method, after collecting data and arranging it in written form, parts of written texts, such as phrases or sentences, were selected and numbered as coded

information. In the present study, codes were used to divide textual data into comprehensible parts such as clauses, phrases, and words. The codes were chosen in such a way that they are not changeable or repetitive.

Table 3- Coding results

Categories	Concepts	Objects
Time Management	Management measures before talent acquisition	➤ Providing equipment and facilities for sports talent cultivation in the field of volleyball
		➤ Providing the necessary services to carry out talent search processes in volleyball
		➤ Equipping sports facilities with the equipment needed for modern talent search
	Management measures during talent search	➤ Designing a suitable organizational structure in order to create a talent search system in volleyball
		➤ Establishing coordination between organizations involved in sports talent searches
		➤ Designing operational and technical plans for the implementation of talent search strategies in volleyball
		➤ The use of technological resources in the selection of sports talent in the field of volleyball
		➤ Diversification of talent search methods in volleyball
	Management measures after talent acquisition	➤ Supervision and control of talent search in different stages of talent search
➤ Establishing a suitable entry system to attract talented athletes		
➤ The appropriate selection framework in age groups for volleyball		
➤ Compilation of criteria and methods of evaluating the performance of talent scouts		
➤ Emphasis on competence in the selection of sports talents		
➤ Attention to mutual expectations between stakeholders, coaches, and athletes		
System Quality	Quality of communication	➤ Providing new training services for identified talents in line with professional sports
		➤ The existence of professional sports staff to develop sports talents
		➤ Strategic planning to maintain and preserve talents
		➤ Suitability of the services provided to the needs of talented athletes
	Monitoring quality	➤ Receiving feedback from sports talents in the field of improving the cultivation of elite sports
		➤ Establishing a system for granting wages and salaries to identified talented athletes
	Quality of tools and facilities	➤ How to select identified athletes to higher levels of competition
		➤ Using new technologies in the development of volleyball talents
		➤ The interaction of talent development centers in volleyball with neighboring countries
	Decision making quality	➤ Identifying and introducing top talents to sports training centers
➤ Access to appropriate content on social media based on specialized volleyball knowledge		
Quality of education	➤ Using appropriate methods to evaluate talent development performance	
	➤ Efficient use of the monitoring and control system to implement development programs for athletes	
	➤ Modifying and improving programs and processes for monitoring the growth and development of athletes	
Quality support	➤ Providing appropriate training for the proper supervision of coaches on the development process of athletes	
	➤ Using modern and quality products to develop sports talents	
	➤ Using specialized software and tools to analyze athletes' movements and activities	
	➤ Supporting centers that provide services and sports facilities specific to volleyball	
Stakeholder Satisfaction	Satisfaction of athletes and coaches	➤ Using specialized volleyball halls for the all-round improvement of athletes
		➤ Existence of specific goals of developing sports talents in volleyball
		➤ Strategic planning for talent development using elite input
	Satisfaction of trustee organizations	➤ The presence of transparency in the decisions of managers and involved in volleyball
		➤ Using expert coaches from other countries to develop sports talents
		➤ Using the current knowledge of volleyball for the development of athletes
		➤ Using developmental training for athletes with different forms
	Social satisfaction	➤ Taking advantage of understandable training in line with the development of athletes
		➤ Compatibility of development training with the unique characteristics of athletes
	Managers' satisfaction	➤ Appropriate scientific support from scientific centers for the development of athletes
➤ Cooperation between different sports organizations in order to support talented athletes		
➤ Media support and introduction of talented players in social networks		
➤ Support of policymakers and general managers for the development of volleyball sports talents		
➤ Better provision of the benefits of sports talents and satisfaction of sports talents		
Social satisfaction	➤ Mental and social peace of athletes based on fair talent selection in volleyball	
	➤ Satisfaction with modern training based on international volleyball standards	
	➤ Increasing motivation and more effort to achieve the goals of professional sports	
Managers' satisfaction	➤ Improving the processes of finding talent and helping the employment of sports coaches in the country	
	➤ Increasing the prosperity of businesses related to finding sports talent in the field of volleyball	
	➤ The Federation's satisfaction with securing benefits from sports talent scouting in volleyball	
	➤ Satisfaction of relevant organizations and institutions from participation in volleyball talent search	
Managers' satisfaction	➤ Meeting the goals of the talent development system in volleyball	
	➤ Achieving sports success in volleyball in the future	
	➤ The satisfaction of generating income through the development of volleyball sports	
Managers' satisfaction	➤ Achieving performance goals in overseas competitions	
	➤ Improving social participation in order to support sports talents	
Managers' satisfaction	➤ Obtaining social media participation in supporting the development of volleyball talent	
	➤ Improving the general satisfaction of the people based on increasing the quality of volleyball sports matches	
	➤ Material and spiritual support from volleyball fans and spectators	
Managers' satisfaction	➤ Gaining the trust of managers to deal more with talent acquisition	
	➤ Managers' satisfaction with volleyball team performance and results at different levels	
	➤ Obtaining managers' satisfaction from investing in volleyball talent search	
	➤ Satisfaction with the quality of talent acquisition and efforts towards continuous planning	

Based on the above table, the dimensions of time management in the development of talent search include management actions before talent search, management actions during talent search, and management actions after talent search. The dimensions of the quality of the talent development system in volleyball include the quality of communication, the quality of supervision, the quality of tools and facilities, the quality of decision-making, the quality of training, and the quality of support. The dimensions of stakeholders' satisfaction in

volleyball sports talent search include the satisfaction of athletes and coaches, the satisfaction of trustee organizations, social satisfaction, and the satisfaction of managers.

In this stage of coding, the foundation's data theorist writes a theory of the relationships between the categories in the axial coding model (Pashaie and Perić. 2023). It shows the flow of processes and activities in the context of the study.



Fig1-The model of factors affecting the quality of the volleyball talent search system in Iraq

Discussion

This research was conducted with the aim of identifying factors affecting the quality of the volleyball talent search system in Iraq. Based on the findings, three indicators of time management, talent search system quality, and stakeholders' satisfaction are effective in assessing the quality of talent search in Iraqi volleyball. In the following, we will interpret these components, discuss them, and draw conclusions.

One of the most important factors affecting the quality of the volleyball talent search system in Iraq is time management. Time management means taking control of your time and work and not letting urgent matters guide you. In other words, if a person acts passively in relation to the currents of life, his time will be greatly wasted (Maliki, 2010). Based on the findings of the

research, the dimensions of time management include management actions before talent search, during talent search, and after talent search. In fact, in order to find talent, the necessary fields must be provided first. That is, the stage where the necessary measures must be taken before finding talent. One of the most important tasks is providing equipment and facilities for sports talent development in the field of volleyball. Because in line with the development of talent scouting, in the pre-talent scouting stage, the necessary conditions and facilities must be provided first, and then by providing the necessary services to carry out talent scouting processes in volleyball and equipping sports facilities and facilities with the necessary equipment for modern talent scouting, the conditions should be significantly managed and controlled. One of the measures before the talent search is to design a suitable

organizational structure in order to create a talent search system in volleyball. The structure should be such that the talent search system is implemented correctly. Therefore, the involved organizations should design the appropriate structure to avoid wasting resources and time. After designing the appropriate structure, it seems necessary to establish coordination between the organizations involved in finding sports talent. Therefore, coordination between Iraqi organizations should be established during various meetings. These coordination are the necessary basis for the implementation of talent search programs, and if not done well, they will lead to a decrease in productivity and the quality of the talent development system. Finally, with the necessary coordination, measures related to the design of operational and technical plans for the implementation of talent search strategies in volleyball will be carried out. In this way, before the talent search, all aspects will be examined and the best planning will be done. Planning is done differently in personal and professional lives. In personal planning, planning is done by setting goals and drawing the path to achieve them. In professional planning, planning is project-oriented. Project planning should be done through official planning software (Yaqoubi et al., 2013). Time management is considered a kind of art; the ability to manage time well requires a series of skills (Hosseinpour and Hashemi, 2015). When the talent search programs started, the attention of the organizations involved in the talent search programs should have been on the use of technological resources in volleyball and sports talent search. These sources can increase the accuracy of talent searches and provide the best conditions for modern talent searches. This, along with other factors, can diversify the talent search methods in volleyball, and in this way, the best results can be obtained. In addition to diversifying the methods, the goals of monitoring and control should also govern the talent search process. This control over the way talent search is conducted at different stages

helps to understand and identify problems and correct them at different stages. Also, establishing a suitable entry system to attract talented athletes and a suitable selection framework in age groups for the field of volleyball makes the best decisions to be made during the talent search based on the specialized features of the talent search in the field of volleyball. These quality decisions happen in line with the legality of talent searches. Therefore, developing the criteria and method of evaluating the performance of talent scouts is one of the necessities of the talent search system, and in this direction, the focus and emphasis should be on competence in the selection of sports talents. When the talent search process reaches the next stage, that is, the post-talent search stage, special measures such as paying attention to mutual expectations between stakeholders, coaches, and athletes are necessary. Because the identification of talents is part of the talent search process, in the next stages, i.e., their growth and development, the expectations of all stakeholders should be taken into account. Therefore, the provision of new training services for identified talents in line with professional sports, the existence of professional sports staff for the development of sports talents, and strategic planning for the maintenance and preservation of talents can make the services provided match the needs of talented athletes and help the growth and development of identified talents. It is also possible to obtain useful information to improve the process of their growth and development by receiving feedback from sports talents in the field of improving the cultivation of elite sports. This information can be effective in creating a system for granting wages and salaries to identify talented athletes and how to select those athletes for higher levels of competition. Services related to creating motivation for work and effort in people by using various payment methods, including salaries and bonuses, the payment of awards taking into consideration fairness of payment, grading, and quantitative

and content evaluation systems, can play a significant role in progress. In this way, there are many challenges facing human resource managers (Salehi et al., 2014).

Many programs seem to focus primarily on identifying talent in order to select the best youth in the hope that they will one day become the best athletes, while doing little for the important process of nurturing and development. The final success of talent development is highly dependent on countless environmental factors. These factors include family conditions and the amount of parental support, cultural, social, and economic factors, having a good coach and enough opportunity to practice during the early years of developing abilities, being away from injuries and nutritional conditions, etc. (Mehrgan, 2013). Finally, it is suggested that managers focus and emphasize the most during the talent search stage because it is the most important step in identifying talented athletes. At this stage, efforts should be made to diversify the methods of talent identification in volleyball by using technological resources in the field. It is also suggested to create a suitable selection framework in age groups for volleyball and emphasize merit in the selection of sports talents. Another suggestion related to the use of long-term measurement and evaluation methods and the opinion of sports science experts was used in order to increase the validity and reliability of the tests and achieve reliable and accurate methods through educational activities. It is said, the talent search model of the current research in volleyball can be used as one of an alternative methods to identify young talented athletes in volleyball.

Based on the findings of the qualitative part of the research, the quality of communication is one of the most important factors affecting the quality of the development system in volleyball and sports talent search in Iraq. Therefore, paying attention to principles such as the use of new technologies in the development of volleyball talents, the interaction of volleyball

talent development centers with neighboring countries, the identification and introduction of top talents to the training centers of athletes, and access to appropriate content in social media based on specialized knowledge of volleyball can help improve the quality of communication. Another component of the quality of the development system in volleyball talent search is the quality of supervision. Monitoring the talent search system can identify weaknesses and strengths and help managers improve decision-making and modify programs. In this regard, the use of appropriate methods to evaluate the performance of talent development, the efficient use of the monitoring and control system for the implementation of the development programs of athletes, the modification and improvement of programs and processes for monitoring the growth and development of athletes, and the provision of appropriate training for the proper supervision of coaches on the development process of athletes are the main factors in the quality of supervision and should be taken into account. Training and empowering athletes and coaches is a strategic action that improves the quality of their training programs at the individual level; at the organizational level, it is a factor of excellence and development for the organization; and at the national and even transnational level, it increases productivity. Therefore, it can be said that the most fundamental action that enables transformation in organizations is the development of human capital through education. Of course, there are problems in the way of educational planning, which include the motivations of the participants, the level of knowledge and awareness, or the degree of skill and type of their behavior, the lack of the level of knowledge and awareness of the professors and educational trainers, etc., some of which may be predictable and partially preventable due to the details that define the educational process (Farahani and Abdavi, 2013). The quality of tools and facilities, in turn, can affect the quality of the development system in volleyball sports

talent search. Therefore, modern and technology-oriented development should be done by using modern and high-quality products for the development of sports talents, such as specialized software and tools to analyze the movements and activities of athletes. This will result not only in the quality of talent acquisition but also in the quality of the development of the identified talents. Also, supporting centers that provide services and sports facilities specific to volleyball and using specialized volleyball halls in line with the all-round improvement of athletes will contribute to the quality of the development system. In planning, facilities should be allocated to the talent search system. In fact, the talent development system needs resources such as coaches who are knowledgeable about sports science, standardized equipment, a network of material and spiritual support, and the existence of health and sports medicine services in order to achieve the desired goals in championship sports. Athlete coaches and experts have more points in the structure factor, respectively, and considering the direct relationship of these people with the talent search system and the fact that these people are the main beneficiaries of the talent search system, they consider this factor to be one of the most essential factors to improve the quality of the talent search system (Nazari, 2012). Supporting school sports competitions is also necessary in this sector because one of the most effective and integral parts of physical education and sports programs is school competitions and sports competitions.

Another component of the quality of the development system in volleyball sports talent search is the quality of decision-making. This component shows that the existence of specific goals for the development of sports talents in the field of volleyball, strategic planning for the development of talents using the opinions of elites, and transparency in the decisions of managers and those involved in volleyball are factors that should be considered for the quality of the development system of sports talents in

the field of volleyball in Iraq. It can be said that when the quality of decisions increases, the quality of programs and the quality of their implementation processes will also improve. Quality planning is designed for quality management according to the existing structural factors in the relevant sports organization. Planning is one of the duties of managers, whose different forms are used at different levels of management, and it is a process that includes specific and interconnected steps that are set in the form of a coordinated system of decisions to produce a coherent output. Of course, the work of today's managers has become difficult and complicated. In an environment that is becoming more difficult to predict day by day and where competition is becoming more intense, the organizational goal is to try to survive, and the survival of organizations depends on their innovation and creativity. It is no longer possible to give orders to the workforce with Taylor's attitude and extract work from the worker. Senior management will not succeed with this method. Knowing the weaknesses and strengths of the organization can be used by managers as a guaranteed strategy to achieve goals. Today, all the countries of the world make significant infrastructure plans to win gold, silver, and bronze medals in world competitions and the Olympics (Harrison and Weeks, 2013). Planning is the foundation of management elements and a process in which organizations combine and integrate all their activities and efforts regarding the desired goals, how to achieve them, and the way to achieve them. The purpose of its implementation is to achieve organizational results (Nazari et al., 2014).

Based on the findings, quality education can also improve the quality of the development system in volleyball's talent search. Therefore, in the direction of quality education, it is suggested to use expert coaches from other countries to develop sports talents, to use current knowledge of volleyball for the development of athletes, and to use developmental training for athletes in different forms. Quality training is an urgent

need for any type of system in order to achieve the best performance results. Based on this, the training should be in line with the development of the athletes by using understandable training and be compatible with their unique characteristics. The presence of quality coaches in the volleyball talent search system can also be considered one of the essential resources. Today, the role of knowledge management and development in the growth of organizations and societies is undeniable, and the main factor in the development of these sectors is human resources. An efficient and expert human force in sports in any country is one of the most effective factors in improving the level of its sports. Coaches, as trainers and guides of athletes at all levels, from beginner to elite, play a very important role and influence the progress of sports. They play a very important role in training and developing athletes and leading and guiding the team (Mamari, 2012). In fact, coaches are one of the most important human resources in the country's volleyball talent search system and must be assigned specific tasks. In parallel with the rapid growth of championship sports, the world sports organization is developing the training and promotion of coaches because the efforts of coaches are associated with success when they have the necessary sports knowledge. However, it should be noted that the coaching education system is highly dependent on the political culture and traditions of the countries. Therefore, despite the common basic principles between countries, no single system can be created as a suitable model for other countries to follow, and in order for countries to achieve all sports capacities, the existence of a national program in coaching training is of fundamental importance in less developed countries due to the lack of a systematic talent search system for nurturing talented athletes. Therefore, before we plan the complex method of talent identification, there must be a proper educational system to be able to pay for the education and training of those who are chosen as the best. It is very

pointless to identify talented young people and then realize that the coaching facilities and equipment, etc., are insufficient to cultivate and strengthen those talents, and it is suggested to provide the necessary equipment by using modern and quality products and using specialized software and tools to analyze the movements and activities of athletes. Regarding the quality of the development system, it is suggested to support the centers that provide services and sports facilities specific to volleyball. This will lead to the development of talent search principles and increase the quality of the development system. It is also possible to improve the quality of the talent development system by using specialized volleyball halls in order to improve the athletes in all aspects. This indicates suitable infrastructure for talent search. In line with the optimal training of talents, it is suggested to pave the way for the development of elite and expert talents by using expert coaches from other countries in order to develop sports talents. Another suggestion in this field is to use the current knowledge of volleyball for the development of athletes and to use developmental training for athletes in different forms. This can affect the development of talent in different ways (Jahandideh et al., 2013). The quality of support is another component of the quality of the development system. This component shows that factors such as appropriate scientific support from scientific centers in line with the development of athletes, cooperation between different sports organizations in support of talented athletes, media support, and the introduction of talented players in social networks lead to the quality of the volleyball development system in Iraq. Therefore, it should be noted that development support should be based on scientific approaches to lead to the best results. Perhaps the most important factor in support is the support of policymakers and general managers for the development of volleyball sports talents. Because when the big managers are serious about a goal, they can force the smaller parts of

the organization to support that goal. Therefore, support should be provided from the top decision-makers, i.e., senior managers.

Conclusion

One of the most important factors affecting the quality of the volleyball talent search system in Iraq is the satisfaction of the stakeholders. If the managers seek to improve organizational performance, they should perform the activities of the organization considering the interests of the stakeholders. This approach states that neglecting the interests of stakeholders can bring many risks to the organization. Therefore, the logical and rational application of management is that if the organization secures the interests of its stakeholders and considers communication with them as a tool for the organization's performance, it will be more successful and effective. Therefore, the instrumental approach is used to determine the relationship or lack thereof between the management of stakeholders and the desired goals of the organization. Also, managers should consider the interests of the stakeholders regardless of the consequences for the organization, because there are a series of moral duties for the managers of the organization in order to respond to the demands of the stakeholders. This approach is not aimed at describing how to manage the relations of stakeholders in the real world but rather how to manage from an ethical point of view and refers to the social responsibilities of the organization in front of the stakeholders (Goharostami et al., 2013). According to the findings, one of the most important stakeholders in finding volleyball talent in Iraq are athletes and coaches. Therefore, programs should be developed in line with their satisfaction. In this regard, better provision of the benefits of sports talents and satisfaction of sports talents, mental and social peace of athletes based on fair talent search in volleyball, and satisfaction with modern training based on international standards of the volleyball field can bring satisfaction to athletes and coaches. Of course, it should be

noted that increasing motivation and more effort to achieve the goals of professional sports must be on the agenda, and programs should be designed to improve the motivation of this group of beneficiaries. In this regard, programs such as improving talent search processes, helping sports coaches in the country, and increasing the prosperity of businesses related to sports talent search in the field of volleyball can be put on the agenda. In this way, the level of all-round motivation is maintained and improved. Another beneficiary is the custodian organization. Therefore, not only the coaches and athletes of these organizations should be satisfied with the talent development system. For example, when the federation is satisfied with the benefits of talent scouting in volleyball, it will follow the efforts of the federation to further support talent scouting, which can lead to the growth and development of volleyball in Iraq. Among the other factors are the satisfaction of relevant organizations and institutions from participation in volleyball talent search, the fulfillment of the goals of the talent development system in volleyball, the achievement of sports success in volleyball in the future, the satisfaction of generating income through the development of volleyball, and achieving performance goals in overseas competitions. All these events are the result of the success and quality of the development system. Social satisfaction is another component of stakeholders' satisfaction in the volleyball talent search. This component refers to the improvement of social participation in the direction of supporting sports talents, obtaining the participation of social media in supporting the development of volleyball real talent, improving the general satisfaction of the people regarding the increase in the quality of volleyball sports competitions, and receiving material and spiritual support from the fans and spectators of the volleyball field. In fact, when the success of talent search is achieved in the form of team results in various competitions, the general public and different strata of society will be satisfied with talent search, and this is the

reason for the support of this system. Managers are also beneficiaries of the volleyball talent search in Iraq. Their satisfaction happens when managers gain trust to deal more with talent acquisition. This is related to managers' satisfaction with the volleyball team's performance and results at different levels, and it causes managers' satisfaction with investing in volleyball talent search and satisfaction with the quality of talent search and efforts towards continuous planning.

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