Identifying and Prioritizing the Selection Criteria in the Heads of Sports Delegations

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Abstract
This study was aimed to identify and prioritize the selection criteria in the heads of sports delegations. The study was a descriptive survey. The statistical population consisted of heads of sports bodies, members of delegations, athletes, coaches, judges and university professors. The sampling method was all cases and the sample size of 204 individuals were selected. To identify the indicators, grounded theory approach was used. For the data analysis, software SPSS version 22 was used (p<0.05). The results of the analysis showed that 9 factors including communications, human factors, social, economic, business, introducing individual records, and the human resources demand and coordination index and 30 questions for the selection indicators of the heads of sports delegations have credibility. According to the results of study, criteria and factors considered for selecting managers of various organizations might not be the same. Even, according to the proportion of organizations (public, private, non-profit, large or small and medium), the selection criteria or the order of their importance can vary. Therefore, it is suggested that sports organizations use local criteria and indicators for the selection and appointment of their directors.

Keywords: Identification, Prioritization, Criteria of the heads of sports delegations

Introduction
In the today's turbulent world of business, organizations are in striving and competition to identify, attract and retain the most qualified managers as a competitive advantage. Management capabilities program at different levels of management, which is carried out for efficiency and effectiveness of their activities, is considered as the most important and valuable purpose and mission of the organization. In all organizations whether public, private and non-profit one, selecting, vocational educating and training a good and effective management is one of the main problems. Managerial jobs are typically complex and its successful and effective execution in the organization requires a set of competencies, skills, abilities and special features (Mousazadeh and Adly, 2009).

If the appointment be done properly, it will have organizational and social benefits. Therefore, it is appropriate that organizations try to find the most qualified, competent, and committed and best people for Serving in the government and public services and to do the desired operation on the basis of correct programs and policies. This is far more important for managers, which are associated with set of human resources with different cultures and values (Kazemi, 2001). The selection and appointment of qualified managers will be the most important and most sensitive issues in the work process of each organization. Therefore, selection and appointment of directors and the identification and selection of the most qualified people, need criteria that qualified and competent people, take charge of organizational posts. In fact, in the third millennium, and in today's turbulent current business, Organizations are striving and competing to choose the most qualified managers as organizational and social benefits (Larsen, 2009). For this purpose, today the
survival of organizations depends on their levels of development of managers. In other words, growth and change in organizations is not possible without development managers. Competent managers are the greatest asset of an organization's and the basis of development and progress. For this reason, the selection and appointment of people through organizational life, is of great importance (Naderi et al., 2009).

Minter says that if the head of organizations were efficient, competent, skilled, experienced management fully aware of the principles and techniques, organization's success in achieving its objectives, will be ensured. That is why today management is considered the most significant issue in communities and organizations and is strategic investors. All managers in organizations and at different levels have a fundamental duty to bear and it is to create and maintain an atmosphere and space, in which people be with a passion and pay utmost cooperation to achieve the mission and selected goals. Success in this role and burden more than anything is related to the capabilities and effectiveness of managers. Management effectiveness depends mainly on competencies, skills, knowledge, insight and abilities. And due to the importance of these factors in the success of Directors, ongoing and pursuit search is in progress to find and train those who have the kind of competencies, abilities and skills (Chang and Tharenou, 2004).

One of the major steps of manager selection process and one of the most important and complex issues that manager selection is faced with, is offering required features and indicators for a candidate, choosing the most suitable criteria and weighting (Lin, 2010). A person may take a long time to study, but has a short-term experience. Another is creative person, but has no efficiency in jobs with great detail. Another person has high communication skills, but it is hard for him to organize and control the situation. Although the ability to analysis and risk management is easy for one, but his team working and marketing capabilities are weak. Selection techniques can sometimes help desirable characteristics for an employee to be discovered. If the employee selection strategies be in line with the organization's business strategy, has a positive contribution to organizational performance and choosing a selection agent, must comply with the organization's culture and strategic direction (Golec, 2007). It can be said without having a list of important factors incorrect selection could happen. This has led researchers to choose it as their field of study. For example, Moradi and Zanjani (2013) offered a model based on the manager selection skills using multi-criteria decision approach. In this model, management skills, communication skills, decision-making skills, professional skills, capacities and abilities, personality traits and demographic characteristics, were included in selection criteria of a human resources manager. Latifi (2004) concluded that the criteria for the selection and appointment of human managers in the public sector are classified in five areas. These criteria included individual characteristics, management skills, individual abilities, way to assess and interact with superiors and the acceptance and cooperation of the staff. Continue weighting the criteria indicated that management skills (human skills), personal characteristics (values and ethical issues) have the highest importance. But Tu (2014) believed in the specific cultural characteristics of each community for the selection and appointment of directors. While the Trad and Kalpić (2014) believed that managers must be compatible with the architecture of the organization.

In general it seems that in today's constantly changing environment, organizations have efficiency and the ability to survive, which have good manager and by the excavations carried out in this area was found that this is possible only with the selection and appointment of qualified managers. And, this merit in the organization is specifying the criteria and standards indicators, which the selection and appointments are made based on. One of the leading organizations, which work in the field of sports and having managerial ability necessary for success in national and international spheres, are sports delegations. Sport staff is organization in order to provide a
favorable background for the development of sport, motivate, attract all the people to the sport, discover talent and raise the level of sports skills based on the principles envisaged in the goals of the Federation and the Physical Education Organization. Given the importance of sports delegations but we are observing that there are not any criteria and standard indicators in our country for choosing appropriate manager. What is certain is that this process not only will not help to improve the efficiency of board sports, but probably causes not-efficiency in the various fields. And, this matter leads us to attempt to determine the selection criteria in the heads of sports bodies and to know the most important of these indicators.

Materials and Methods
The study was a descriptive survey. The statistical population was consisted of heads of sports bodies, members of delegations, athletes, coaches, judges and university professors. The sampling method was all cases and the sample size of 204 individuals was selected. To identify the indicators, grounded theory approach was used. For the data analysis software SPSS version 22 was used (p<0.05).

Results
The validity of selection indices of headquarters was conducted through principal component analysis with varimax rotation. Assumption of Kaiser-Meyer-Olkin index was 0.826 and Bartlett’s test was 3778.760. Principal components analysis of 9 indicators for the selection and appointment of directors was desirable. The first index is Index of Communications, second is the index of the human factor, the third is factor of social indicators, fourth is economic indicators, the fifth is employment index, index of introduction, index of individual records, human resources index and the index of coordination are other four indexes. Moreover, the results of Friedman test showed that there is a significant difference between indexes of the heads of sports delegations (level error is smaller than 0.01 and 0.99 reliability). Also, the comparison of the average rating showed that the social, communications and human resources demand indicators have the highest average rating.

Table 1: Prioritizing selection criteria in the heads of sports bodies

<table>
<thead>
<tr>
<th>Number of sample</th>
<th>204</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-squared test</td>
<td>66.415</td>
</tr>
<tr>
<td>Freedom degree</td>
<td>8</td>
</tr>
<tr>
<td>Sig</td>
<td>0.001</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Average</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>5.47</td>
<td>1</td>
</tr>
<tr>
<td>Communication</td>
<td>5.38</td>
<td>2</td>
</tr>
<tr>
<td>Human resources demand</td>
<td>5.2</td>
<td>3</td>
</tr>
<tr>
<td>employment</td>
<td>5.08</td>
<td>4</td>
</tr>
<tr>
<td>economic</td>
<td>5.07</td>
<td>5</td>
</tr>
<tr>
<td>individual records</td>
<td>5.01</td>
<td>6</td>
</tr>
<tr>
<td>introduction</td>
<td>4.99</td>
<td>7</td>
</tr>
<tr>
<td>coordination</td>
<td>3.65</td>
<td>8</td>
</tr>
</tbody>
</table>

Conclusion
This study was aimed to identify and prioritize the selection criteria in the heads of sports delegations. The results of the analysis showed that 9 factor and 30 questions for the selection indicators of the heads of sports delegations have credibility. These Factors are such as communications, human factors, social, economic, business, introduction, individual records, the human resources demand and coordination index. The difference of average rating between the operating results showed that social, communications and human resources demands indicators had the highest average rating. It seems indicators selection and appointment of managers in various fields of work should be consistent with the relevant background, because we are observing that indicators derived from this research are largely different with indicators derived from previous
research. For example Latifi (2004) in a research, which aimed to identify and prioritize the selection criteria of human resource managers in the public sector, concluded that 5 criteria included individual characteristics, management skills, individual abilities, way to assess and interact with superiors and the acceptance and cooperation of the staff are the most effective indexes. While Kavousi and Taghizadeh (2009) have classified indexes in to three areas of interest, areas of thought and knowledge and domain management practices. Jeou- Shyan et al. (2011) have introduced leadership skills, conflict management and problem solving as the most important of these measures. Koenigsfeld et al. (2010) announced repair and maintenance facilities, the club management, and individual leadership as the most important factors. To explain this result and the results of previous it should be pointed out that type of management of any organization will be different according to the goals and mission of organizations. Thus explaining the appointment and selection of managers shall be determined according to organizational requirements.

Moreover, the results of Friedman test showed that the there is a significant difference between indexes of the heads of sports delegations. Also that the social, communications and human resources demand indicators have the highest average rating. However, this difference may have evolved from wide-angle view of the participants in this research, because participants in the study were all people, who somehow were beneficiary from choosing heads of sports delegations. Each of them also had a certain job definition and there is possibility that this lack of understanding is derived from demographic differences.

References
Chang, Sh., & Tharenou, Ph. (2004). Competencies needed for managing a Multicultural.