



REVIEW ARTICLE

Investigating and Providing Solutions to the Problems and Shortcomings of Human Resource Management in Sports Facilities in the 10th Region of Mashhad

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KEY WORDS

Government organizations;
Knowledge and skills;
Manpower;
Planning; Satisfaction

A B S T R A C T

To achieve goals such as the identification of components and indicators, presentation of the initial model, testing, and validation of the appropriate alcove, and evaluation of the studied sports facilities based on the designed model were considered. The research method was mixed exploratory (qualitative-quantitative). To achieve the first and second goals, the researcher used the qualitative phenomenological method and to achieve the third and fourth goals, he used the quantitative method. The sample studied in the qualitative part included 7 people (4 university professors and 3 expert experts) using the snowball sampling method and in the quantitative part it included 43 people from the sports experts of the region, which was used by the available sampling method. The research tool was semi-structured interviews in the qualitative part and researcher-made questionnaires in the quantitative part. The results of the qualitative part based on the theme technique showed that 30 indicators in the form of 6 components (employees, the nature of human resources management, lack of effectiveness, lack of usefulness, lack of management attitude, and other things) were considered necessary to determine the adequacy. The results of the quantitative part confirmed the findings of the qualitative part and by performing reliability, and confirmatory factor analysis of the first and second order, the structural equation model was well explained. The results of Friedman's test showed that the highest average rank of 4.04 is assigned to employees. The most important effective obstacle in human resource management is key colleagues.

Introduction

The duties and responsibilities of governments towards the society are often carried out by the government, industrial and commercial organizations in the societies and human resources are important factors for the realization of the goals of these organizations Rezaei *et al.* (2021).

It is the human forces that bring the above-mentioned organizations to their goals, and when the organizations reach their goals, they bring the

society and finally, the governments to their goals, which means the success of the statesmen in managing the affairs of the society and realizing the goals and It is the wishes of people in society.

HRM involves management decisions related to policies and practices that together shape the employment relationship and are aimed at achieving certain goals. These goals concern performance goals which have been defined and measured in

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multiple ways Boselie *et al.* (2021)

The human resources manager plans, organizes, directs, leads, and supervises all recruitment operations as well as training and improvement, maintenance, evaluation, communication, creation of work incentives, and especially human resources planning.

One of the efficiency factors of any organization is the development and improvement of the scientific level of its human resources (Shenshinov, 2020).

An organization that does not pay attention to the development of its human resources and does not provide the necessary opportunities has put the achievement of organizational goals at risk. Information technology is also an important tool for realizing human resource functions, the widespread use of information technology in human resource functions affects human resource management in many aspects. The use of information technology in human resources functions increases the effectiveness and efficiency of human resources activities and reduces time and costs. In addition, information technology facilitates the distribution of information along organizational hierarchies, empowering decision-making and organizational knowledge management. (Törstenaar *et al.*, 2020)

The development of human resources helps the organization from both economic and social dimensions. From the economic aspect, it makes it more efficient and effective, and from the social aspect, it increases the satisfaction of the clients and consumers of the organization's services Noh Ebrahim (1994). In this regard, the purpose of this research is to examine and provide solutions to the problems and shortcomings of human resource management in sports facilities in the 10th region of Mashhad.

The important and debatable issue in current organizations, especially sports organizations, as a complex and important entity that faces various factors such as government, sponsors, private sector, fans, athletes, etc., is that sports organizations,

especially places And sports spaces, like any other organization, can provide high flexibility and increase wealth for their organization by using new methods and strategies such as human capital management to improve their accountability. Thomas *et al.*, (2023) According to the previous research, Sidjavadin *et al.*, (2020) showed that in the open coding stage, 1273 primary codes were identified, after refining and merging similar codes, 188 unique codes with different frequency percentages were identified, which were finally classified into 55 subcategories, classification and by identifying the relationships between the components, the target model was designed. The findings of the research show that the implementation of the human resources management model for start-up companies has maximized the growth rate of start-ups and the development of the interactive characteristics of the employees of these companies and created a suitable competitive advantage for them in the environment of start-up companies, he does.

Also, Tafarj Khah *et al.*, (2020) in research titled "Sustainable human resource management in the electricity industry" with the framework of a qualitative approach and using the foundational data research method and data collection tools, semi-structured interviews were conducted using a combination of purposive (judgmental and quota) and theoretical sampling has been used. In another study by Miri Qomsari *et al.*, (2019) entitled "Development of the Strategic Development Model of human resources management in the Broadcasting Organization: a mixed study", the findings of the quantitative part showed that in the exploratory and confirmatory factor analysis, the factor loadings of all indicators were higher.

It was 0.3 and the goodness of fit indices of the model also showed a good fit. Also, the indicators had good reliability (Cronbach's alpha rate) in the mentioned model, and it can be said that the findings of the quantitative part show a good fit of the

structural model with the data of the statistical population, and the mentioned model has a good explanation in the statistical population. Also, in foreign researches, Al Bahusin and Al-Garahi, 2021 in their research entitled "Evaluation of the application of strategic human resource management in Nigerian universities (investigating the effect of ownership type and age)" concluded that the Nigerian university system in The use of strategic human resources management is very moderate and the degree of use of these programs is largely influenced by whether the university's investors are government or private, and Anil *et al.*

They focused on financial performance in Australia and the purpose of this study is on the day of small companies and small business entrepreneurship in Australia it shows that human resources and innovation are a driving force in performance and the results of a positive and significant relationship between quality management and shows financial performance.

Bon *et al.*, (2020) in a research titled the relationship between HRM (Human Resource Management: Human resource management is the use of human resources to achieve the goals of the organization.) and TQM (Total Quality Management) with job engagement found that teamwork, empowerment, customer focus, reward, and recognition have a positive relationship with employee engagement. To the extent that empowerment is expressed as a dominant practice in a strong relationship with job involvement. According to the review of research literature, no research was found that tried to explain and examine a model in the field of human resources management by providing solutions and shortcomings in sports organizations, especially sports venues and spaces. Based on this, the present research tries to develop and design a proposed model for human resource management in sports venues and spaces in the 10th district of Mashhad with the approach of providing solutions and related shortcomings.

Therefore, this research seeks to answer the question of what are the shortcomings and solutions for managing human resources in sports venues and spaces in the 10th district of Mashhad.

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Since human resources are considered the most important factor of success in organizations, various organizations that are looking for progress and development try to provide their employees with the best facilities and services, taking into account the available facilities, to achieve satisfaction. (Bonifacio, 2023).

On the other hand, it is very important and important to provide various programs to overcome collective and personal crises, financial support, etc. win, because the creation of these supports will increase the efficiency of people in organizations, and the proof of this, as mentioned, is the research that has been done in this field. Organizations and managers of organizations and human resources should pay due attention to the support aspects of their human resources to improve the conditions of the organization and overcome possible critical conditions along the way, as well as to achieve the goals of the organization faster and with quality. In this research, we are looking for a localized model of human resources management in sports venues and spaces, which is designed based on human resources management and can create the necessary harmony with macro-level organizations.

From this point of view, the current research model has focused on the harmony between the human resources strategy and the organization's strategy and based the design and formulation of the human resources strategy model on this basis. (Relationship between human resources strategies and organizational performance based on the balanced scorecard in a public hospital in Iran: a cross-sectional study, Ebrahim Nafari & Behrooz Rezaei

2022).

Materials and Methods

The current research is fundamentally combined in terms of type. In this research, an attempt is made to use the qualitative approach and according to the collected qualitative data, use the theme analysis method to design and compile the problems and shortcomings of human resource management in the sports facilities of the 10th district of Mashhad, and because it is used to solve a scientific problem. And since in this research, new variables were discovered during the interview process and these variables were added to the existing literature, to expand awareness and information in the field of designing and compiling the problems and shortcomings of human resource management in sports facilities in Region 10 Mashhad helps, it is a combined research. In terms of the descriptive-survey method, Descriptive because it aims to design and compile the problems and shortcomings of human resource management in sports facilities in the 10th region of Mashhad, and exploratory because it provides a basis for conducting more important and extensive research and creates a suitable background for understanding Better is the topic of study. Its purpose is to describe the conditions with the evaluated phenomena as well as the relationship between the variables of the research that was

conducted in the field. The field method refers to the methods in which the researcher has to go outside to collect information and collect the required information by referring to people and communicating directly with the analysis unit, whether it is individuals, groups, or organizations. Library resources should be used to gather information and theoretical foundations and be forward-looking in terms of time.

Results

1- first-order confirmatory factor analysis In a measurement model using the structural equation model, the strength of the relationship between the factor (hidden variable) and the observable variable is shown by factor loading. Factor load is a value between zero and one. If the factor load is less than 0.3, the relationship is considered weak and it is ignored. A factor loading between 0.3 and 0.6 is acceptable, and if it is greater than 0.6, it is very desirable.

In Figures 1 and 2, the results of the factor loading of measuring the problems and deficiencies of human resources management in the sports facilities of the 10th region of Mashhad in non-standard and standard estimation mode using first-order confirmatory factor analysis with the help of AMOS software are shown.

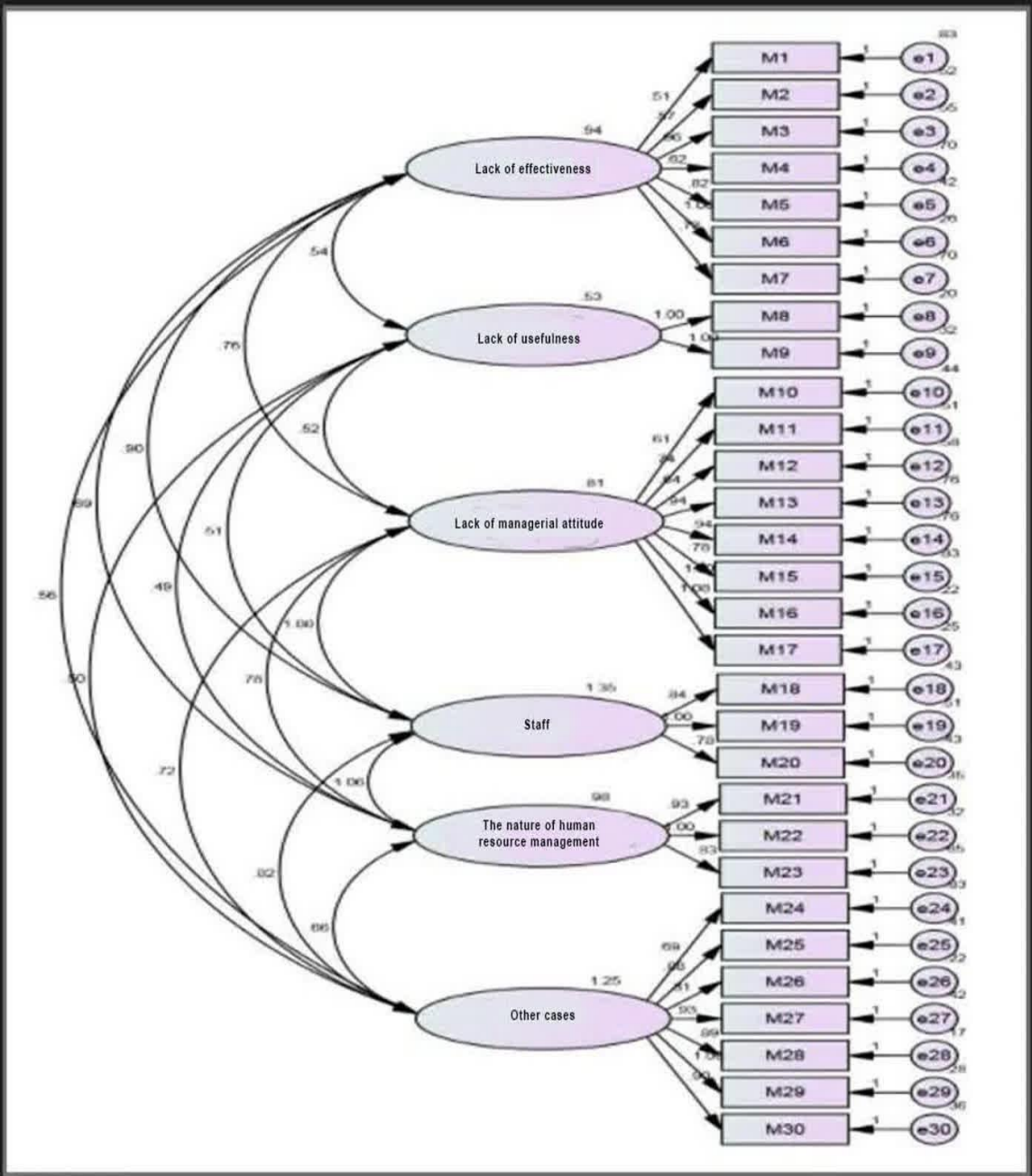


Figure 1. The results of the factor loading of the first-order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th region of Mashhad in the non-standard estimation mod.

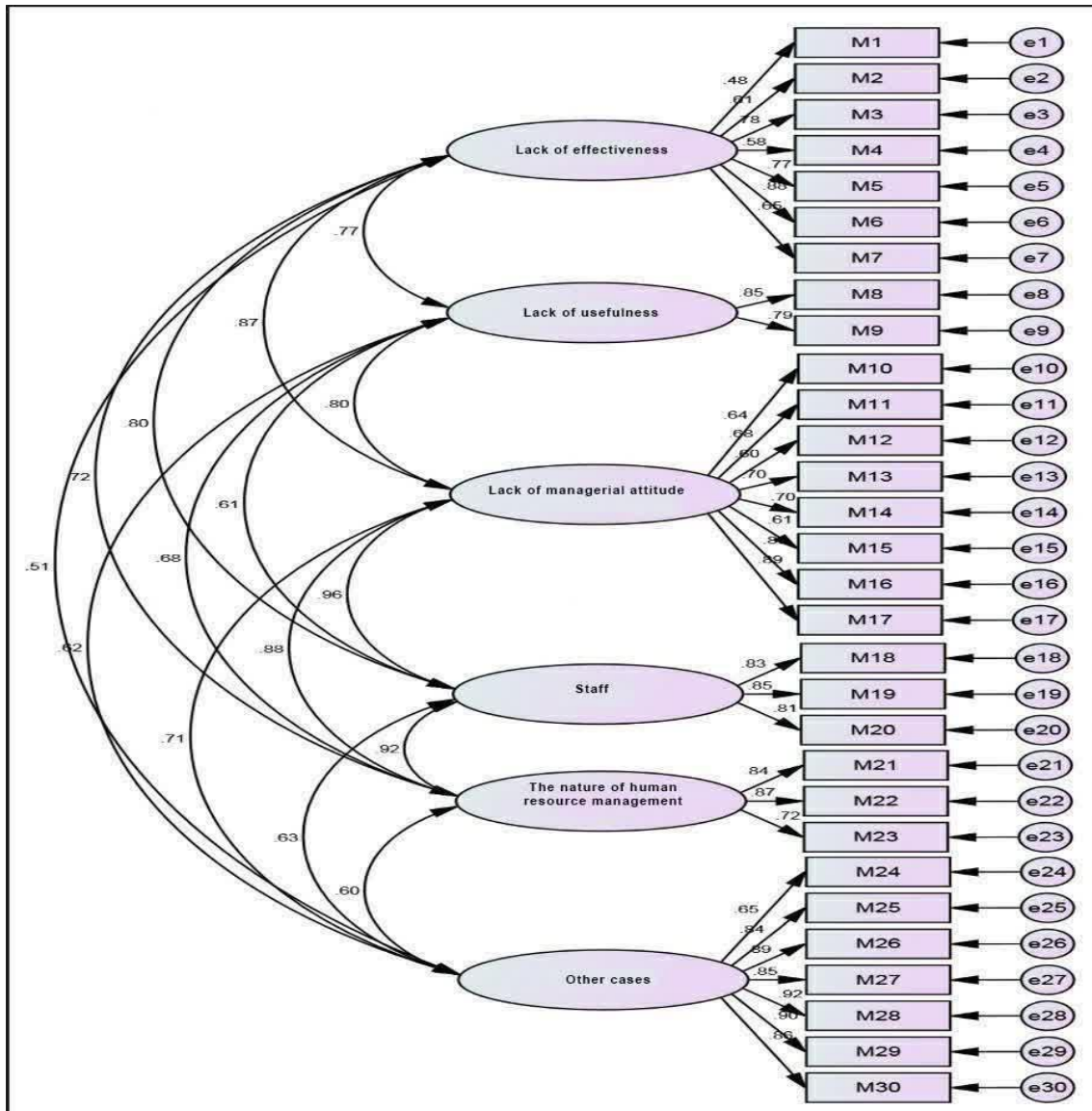


Figure 2. The results of the factor loading of the first-order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th region of Mashhad in the standard estimation mode.

In Figure 2, the results of the factor loading of the first-order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th district of Mashhad in the standard estimation mode show that all the factor loadings between the components and their items are greater than 3 0.0 and in many cases it is greater than 0.6.

Therefore, the strength of the relationship between each component and item in the problems and shortcomings of human resources management in the sports facilities of the 10th region of Mashhad has been favorable and appropriate.

In a measurement model, the t-value test (C.R.) is

used to check the significance test of the factor loadings. The C.R. value is Ideal, for each factor load, it should be placed outside the distance (2 and -2). Based on Figures 1 and 2, the results of the factor load test (C.R.) of the first-order confirmatory factor analysis of the problems and shortcomings of human resource management in sports facilities in the 10th region of Mashhad are reported in Table 1.

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Table 1. The results of the factor load test (C.R.) of the first-order confirmatory factor analysis of the problems and shortcomings of human resource management in sports facilities in the 10th region of Mashhad (: >0.01)

Component	Object	C. R. (first time)	Factor load (first order)	P(first time)
Lack of effectiveness	M1	8.526	476.0	***
	M2	4.708	608.0	***
	M3	6.137	782.0	***
	M4	4.078	583.0	***
	M5	6.252	773.0	***
	M6	4.314	884.0	***
	M7	3.180	649.0	0.001
Lack of usefulness	M8	4.708	851.0	***
	M9	5.422	788.0	***
	M10	6.137	638.0	***
Lack of managerial attitude	M11	8.526	682.0	***
	M12	4.506	603.0	***
	M13	5.432	696.0	***
	M14	5.421	697.0	***
	M15	4.412	612.0	***
	M16	5.263	887.0	***
	M17	4.774	889.0	***
Staff	M18	4.708	831.0	***
	M19	6.496	852.0	***
	M20	6.791	809.0	***
The nature of human resource management	M21	6.137	841.0	***
	M22	5.306	870.0	***
	M23	6.801	717.0	***
	M24	6.252	646.0	***
	M25	8.123	839.0	***
	M26	9.799	891.0	***
Other cases	M27	7.892	847.0	***
	M28	8.887	925.0	***
	M29	7.733	903.0	***
	M30	4.910	858.0	***

The results of the factor load test (C.R.) of the first-order confirmatory factor analysis of the problems and shortcomings of human resource management in

the sports facilities of the 10th region of Mashhad based on table (16-4) show that the value of C.R. For all factors, the questions and components of

problems and deficiencies of human resources management in the sports facilities of the 10th region of Mashhad are significant, because the values of C.R. They are outside the distance (2 and -2).

Also, the significance of p values less than 0.01 for all factor loadings of questions and components of problems and deficiencies of human resources management in sports facilities of Mashhad region 10 is indicative of this confirmation. In confirmatory factor analysis, the fit indices obtain statistical values

that help the researcher in making a decision regarding the diagnosis or selection of a more appropriate model. Therefore, in Table 2 for the evaluation of the problems and shortcomings of human resources management in the sports facilities of the 10th region of Mashhad, the results of the evaluation indicators have been reported using confirmatory factor analysis with the help of AMOS software.

Table 2. The results of the validity test of the first-order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th district of Mashhad.

Model	X ²	DF	X ² /DF	RMSEA	GFI	CFI	NFI
Research model	757.550	390	1.942	0.077	0.889	0.911	0.906
The optimal and accepted Limit of value indicators			Less than 4	Less than 0.08	Close to 0.90 and larger		
Result			Confirmation	Confirmation	Confirmation		

The results of the importance indices in Table 4 show that the index level in the first-order confirmatory factor analysis of the problems and shortcomings of human resources management in the sports facilities of the 10th district of Mashhad is less than the desired level and the acceptable value of 4. Also, the amount of RMSEA index in the first-order confirmatory factor analysis of human resource management problems and deficiencies in the sports facilities of the 10th district of Mashhad was less than the significant and acceptable level of 0.08, which indicates the appropriate and good fit of the model. In the same way, the GFI, CFI and NFI fit values of the first-order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th region of Mashhad in Table 4 are close to the acceptance value of 0.90 and greater than that., which are

considered suitable and desirable values. Therefore, the first-order confirmatory factor analysis of the problems and deficiencies of human resources management in sports facilities in the 10th region of Mashhad, was supported by research data at an appropriate level, and used to explain the measurement of problems and deficiencies of human resources management in Sports facilities in the 10th district of Mashhad are considered suitable.

Second order confirmatory factor analysis

In Figures 3 and 4, the results of the factor loading of measuring the problems and deficiencies of human resources management in the sports facilities of the 10th district of Mashhad in non-standard and standard estimation mode using second-order confirmatory factor analysis with the help of AMOS software are displayed.

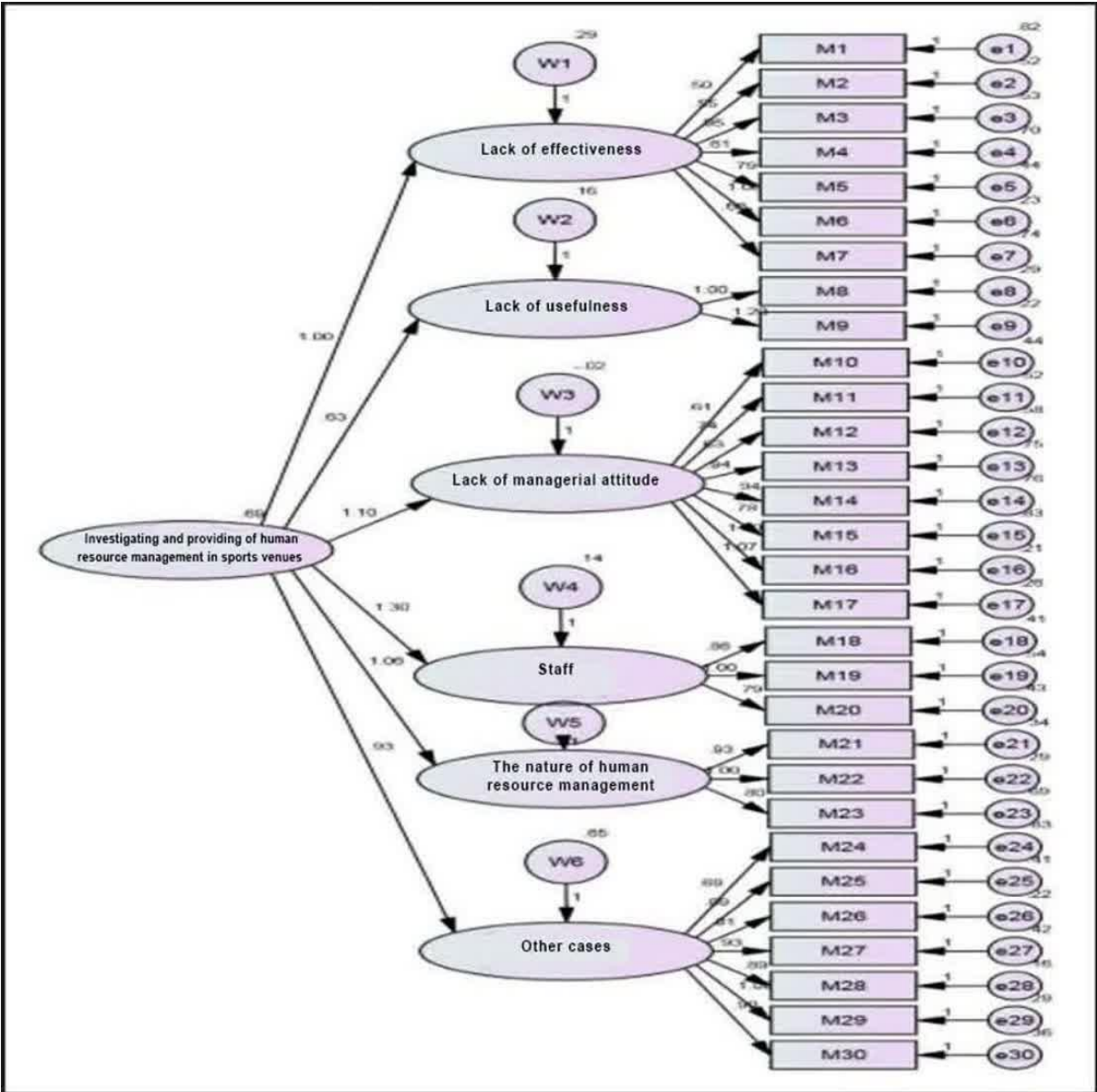


Figure 3. The results of the factor load of the second-order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th region of Mashhad in the non-standard estimation mode.

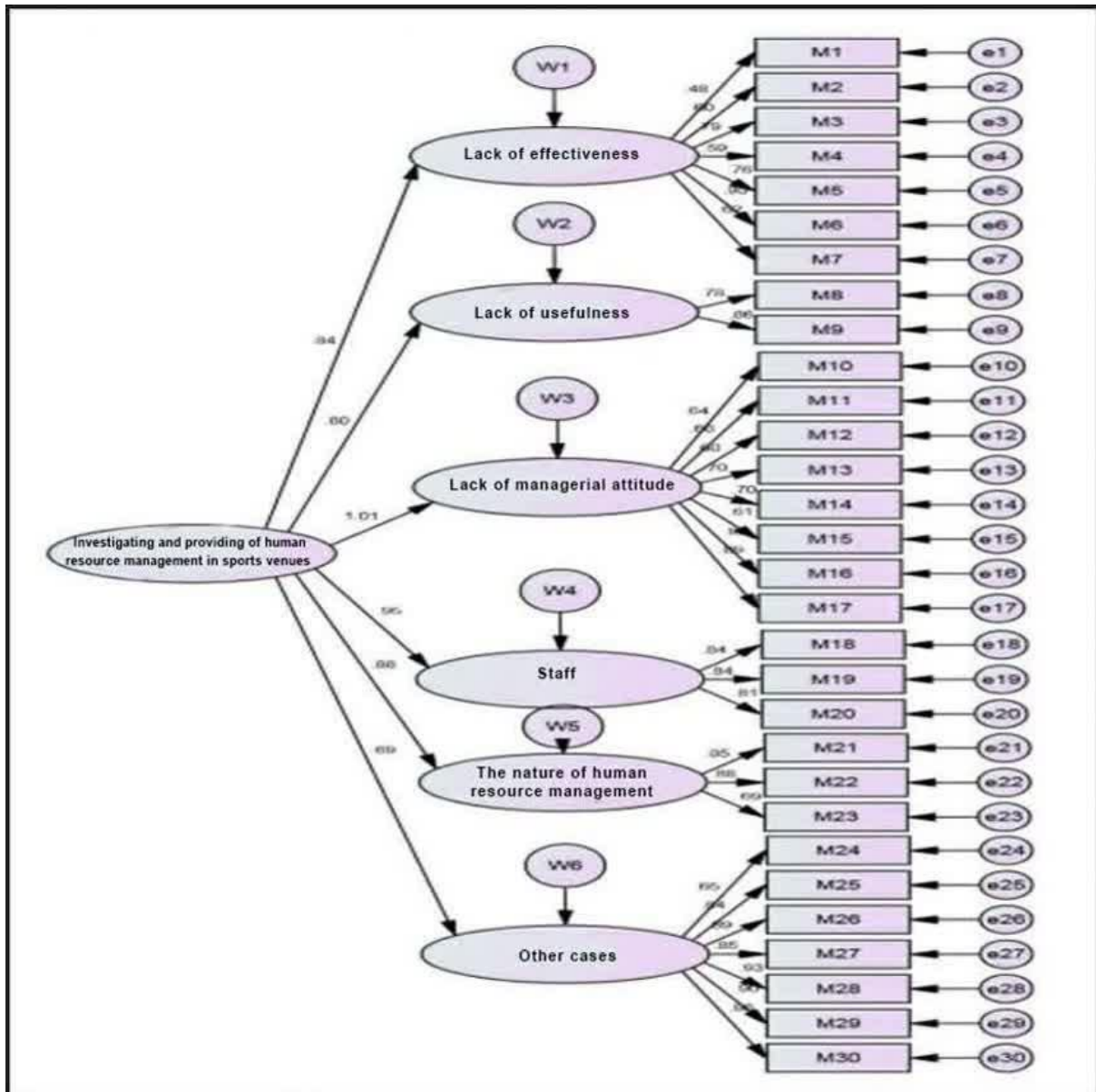


Figure 4. The results of the factor loading of the second-order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th region of Mashhad in the standard estimation mode.

In Figure 4, the results of the factor load of the second-order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th district of Mashhad in the standard estimation mode show all the factor loadings between the components and the main variable (problems and shortcomings of resource management) human in sports places) they are greater than 0.3 and in many cases greater than

0.6. Therefore, the strength of the relationship between the components and the problems and shortcomings of human resource management in sports venues has been favorable and appropriate. Based on Figures 4 and 3, the results of the factor load test (C.R.) of the second-order confirmatory factor analysis of the problems and shortcomings of human resource management in sports facilities in the 10th region of Mashhad are reported in Table 3.

Table 3. The results of the factor load test (C.R.) of the second-order confirmatory factor analysis of the problems and shortcomings of human resource management in sports facilities in the 10th region of Mashhad (: >0.01)

Components	Factor load (Second time)	C.R. (Second time)	P (Second time)
Lack of effectiveness	0.841	5.383	***
Lack of usefulness	0.795	4.115	***
Lack of managerial attitude	1.013	6.362	***
Staff	0.946	5.559	***
The nature of human resource management	0.880	5.363	***
Other cases	0.695	4.370	***
	Factor load (Second time)	C.R. (Second time)	

The results of the factor load test (C.R.) of the second-order

Confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th region of Mashhad based on the Table (4) shows that the value of C.R. For all factors, the components of problems and deficiencies of human resources management in sports facilities of Mashhad region 10 are significant because the values of C.R. They are outside the distance (2 and -2). Also, the significance of P values less than 0.01 for all the factor loadings of the components of problems and deficiencies of human resources management in the sports facilities of the 10th region

of Mashhad is indicative of this confirmation.

Also, the significance of P values less than 0.01 for all the factor loadings of the components of problems and deficiencies of human resources management in the sports facilities of the 10th region of Mashhad is indicative of this confirmation. In Table (4), to value the problems and shortcomings of human resources management in sports facilities in the 10th region of Mashhad, the results of the value indicators have been reported using second-order confirmatory factor analysis with the help of AMOS software.

Table 4. The results of the validity test of the second order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th district of Mashhad.

Model	X ²	DF	X ² /DF	RMSEA	GFI	CFI	NFI
Research model	769.115	399	1.928	0.076	0.89	0.891	0.905
The optimal and accepted limit of value indicators			less than 4	Less than 0.08	Close to 0.90 and larger		
Result			Confirmation	Confirmation	Confirmation		

The results of the value indices in Table (4) show that the value of the index in the second-order confirmatory factor analysis of the problems and

deficiencies of human resources management in the sports facilities of the 10th region of Mashhad is less than the desired level and the acceptable value of 4.

Also, the amount of RMSEA index in the second-order confirmatory factor analysis of human resource management problems and deficiencies in sports facilities in the 10th district of Mashhad is less than the significant and acceptable level of 0.08, which indicates the appropriate and good fit of the model. In the same way, the GFI, CFI and NFI fit values of the second-order confirmatory factor analysis of the problems and shortcomings of human resource management in the sports facilities of the 10th region of Mashhad in table (19-4) are close to the acceptance value of 0.90 and greater than that. Which are considered suitable and desirable values? Therefore, the second-order confirmatory factor analysis of the problems and shortcomings of human resource management in sports facilities in the 10th district of Mashhad has been supported by the research data at an appropriate level and used to explain the measurement of the components of the problems and shortcomings of resource management. A person is considered suitable in the sports facilities of the 10th district of Mashhad. Therefore, in general, all the items (questions) and components used in the research have the desired explanatory power to explain the problems and shortcomings of human resource management in the sports facilities of the 10th district of Mashhad and with Paying attention to the results of fit characteristics, Cronbach's alpha coefficients,

validity reported and factor loading and C.R. , the data collection tool for explaining the problems and shortcomings of human resources management in sports facilities in the 10th district of Mashhad has technical characteristics (reliability and credibility) at a very good and desirable level.

The fourth question of the research: What is the state of human resource management problems and deficiencies in sports facilities in the 10th district of Mashhad based on the model designed?

Before analyzing the fourth question of the research, it is necessary to check the assumption of normality of the scores of human resource management problems and deficiencies in the sports facilities of the 10th region of Mashhad. Because, one of the presuppositions of parametric tests is to establish the assumption of normality of the distribution of variable scores. To ensure the normality of the data, several methods including; Skewness and skewness of data distribution, Shapiro-Wilk test, Kolmogorov-Smirnov test, etc. are used. In this research, the Shapiro-Wilk test was used to check the normality of the research variables (due to the small sample size). The results of the Kolmogorov-Smirnov test to check the normality of the distribution of problems and deficiencies of human resources management in the sports facilities of the 10th region of Mashhad are presented in Table 5.

Table 5. results of the Kolmogorov-Smirnov test in examining the normality of the distribution of scores of human resource management problems and deficiencies in the sports facilities of the 10th district of Mashhad

Problems and defects	Test statistics	Test error (Sig.)	Result
Lack of effectiveness	0.931	0.164	Confirmation
Lack of usefulness	0.920	0.098	Confirmation
Lack of managerial attitude	0.959	0.517	Confirmation
Staff	0.943	0.274	Confirmation
The nature of human resource management	0.957	0.478	Confirmation
Other cases	0.970	0.755	Confirmation
Acceptable and desirable level		> 0.05	

Table 5 shows that the normal test error (Sig.) of the distribution of the scores of problems and deficiencies of human resources management in the sports facilities of the 10th region of Mashhad is greater than the significance level of 0.05, which indicates the normality of the data distribution. Therefore, the use of parametric tests to analyze these data is allowed.

The results of the average distribution and t-test of the amount of human resource management problems and deficiencies in sports facilities in the 10th region of Mashhad are presented in Table 6 It should be noted that in this study, a 5-point Likert scale was used, and the number 3 was used as the standard mean.

Table 6. The results of mean distribution and t-test of problems and shortcomings of human resource management in sports facilities in the 10th region of Mashhad

Test value = 3						
Components	Average	Standard deviation	The value of t	Degrees of freedom	Sig.	The difference of the averages
Lack of effectiveness	3.2143	0.88902	2.562	41	0.036	0.21429
Lack of usefulness	3.2090	0.73670	2.839	41	0.043	0.20899
Lack of managerial attitude	3.0238	1.09543	0.141	41	0.889	0.02381
Staff	3.3651	1.02756	2.303	41	0.026	0.36508
The nature of human resource management	3.2143	1.05106	2.321	41	0.044	0.21429
Other cases	2.9107	1.07042	-0.541	41	0.592	-0.08929

The results of the t test in Table 6 indicate that the observed t level is ($p < 0.05$) and the degree of freedom is 41 for problems and defects; Lack of effectiveness, lack of usefulness, employees, the nature of human resource management is greater than the critical value of the table (1.96), so the null hypothesis is rejected. In other words, there is a difference between the level of problems and shortcomings of lack of effectiveness, lack of usefulness, employees, the nature of human resource management and the desired statistical average (3) and this difference is statistically significant. Therefore, it can be concluded that the state of problems and deficiencies; Lack of effectiveness, lack of usefulness, employees, the nature of human resources management, according to the positive sign of the average difference in Table 6, is above the average level.

However, the results of the t test in Table 6 indicate that the t observed at the level ($p < 0.05$) and the degree of freedom of 41 for the problems of lack of management attitude and other cases is smaller than the critical value of the table (1.96), so The null hypothesis is not rejected. In other words, there is no difference between the current state of problems of lack of management attitude and other cases and the statistical average (3) and this difference is not statistically significant. Therefore, it can be concluded that the situation of the problems of lack of management attitude and other issues is at an average and favorable level.

The fifth research question: What are the most important problems and shortcomings of human resources management in sports facilities in the 10th region of Mashhad?

In order to determine the most important and final

ranking of the most important problems and deficiencies of human resources management of sports facilities in Mashhad region 10 and which components are the most important, Friedman's ranking test was used. The Friedman test is a non-parametric test that is used to compare the average ranks among k variables (groups). In the Friedman test, the assumption of Ho is based on the sameness of the average ranks among the groups. Rejecting the

null hypothesis means that at least two groups has a significant difference among the groups (Friedman, 1937).

Table 7 shows the results of Friedman's ranking test to investigate the problems and shortcomings affecting the management of human resources in sports facilities in the 10th region of Mashhad with SPSS version 25 software.

Table 7. The results of Friedman's ranking test to investigate the problems and shortcomings affecting the management of human resources in sports facilities in the 10th region of Mashhad.

The value of the test statistic	Number	Degrees of freedom	Test error (Sig.)	Test level	Test result
13.142	42	5	0.022	0.05	Confirmation

Table 7 shows that the obtained chi-square test statistic is equal to 13.142 with a test error of less than 0.01, which is at an error level of less than 0.05. As a result, the significance of Friedman's test means that from the point of view of the research sample, the ranking of the problems and deficiencies

affecting the management of human resources in the sports facilities of the 10th region of Mashhad is significant, and the research sample has a different ranking of the problems and deficiencies affecting the management. Human resources have sports facilities in the 10th region of Mashhad.

Table 8. Ranking results of the problems and deficiencies affecting the management of human resources of sports facilities in the 10th region of Mashhad.

Components	Average rank	Prioritization (rank)
Lack of effectiveness	3.61	3
Lack of usefulness	3.45	4
Lack of managerial attitude	3.23	5
Staff	4.04	1
The nature of human resource management	3.87	2
Other cases	2.81	6

Comparison of the average ranks of the problems and shortcomings affecting the management of human resources in the sports facilities of the 10th region of Mashhad in Table 8 shows that the highest average rank (4.04) belongs to the employees (key colleagues) in scoring, which It means that the most important and the first effective obstacle in the management of human resources of sports facilities in the 10th region of Mashhad is the key colleagues. After the above factor, the most important problems and shortcomings in the management of human resources in the sports facilities of the 10th region of

Mashhad are: 2. The nature of human resources management, 3. Lack of effectiveness, 4. Lack of usefulness, 5. Lack of managerial attitude. 6. Other cases.

Discussion and Conclusions

It can be concluded that the situation of the problems of lack of managerial attitude and other issues is at an average and favorable level. The results of the significance of Friedman's test also showed that from the point of view of the research sample, the ranking of the problems and deficiencies affecting human

resources management in the sports facilities of the 10th region of Mashhad was significant, and the research sample had different ratings of the problems and deficiencies affecting the management of resources. They have sports facilities in the 10th district of Mashhad. So that the highest average rank (4.04) is assigned to employees (key colleagues) in scoring, which means that the most important and the first effective obstacle in the management of human resources of sports facilities in Mashhad region 10 is key colleagues.

After the above factors, the most important problems and shortcomings in the management of human resources in the sports facilities of the 10th region of Mashhad are: 2. The nature of human resources management, 3. Lack of effectiveness, 4. Lack of usefulness, 5. Lack of managerial attitude. 6. Other cases. In explaining the results of this research, it can be stated that in the proposed model, the problems and shortcomings affecting the management of human resources in the sports facilities of the 10th region of Mashhad as a phenomenon and one of the powerful components of the civil society and influencing the management of human resources in the sports facilities have a great role. They play an important role in making organizations accountable. In this way, the ability in human resources administration methods and policies can provide a wide range of benefits for the organization, such as employees' awareness of their professional and private lives, reducing costs, establishing cooperation among employees, etc. How sustainable human resources management helps in the evaluation and planning of employee loyalty and retention: Can social capital make a difference? Gabriel Cachón-Rodríguez *et al.* (2022) Also, one of the most important elements of the success of organizations, especially sports organizations, is the human resources of the organization. Some researches are interested in human resource management methods and their positive effect on the organizational result can be seen; For example,

human resource management can be categorized based on its effects, skills, employee ability, motivation, and work structure. Some of the compensatory dimensions are career development, career promotion, performance evaluation, job security, planning methods, organizational commitments, job satisfaction, employee participation in decision-making, teamwork, human resource planning, and work practices with others, and finally it is one of the important factors related to the analysis of employee turnover. If employees feel that the organization is willing to use their potential capabilities and understand that promotion is realized through education, then their engagement and interaction with the work environment – which depends on employees' attitude, intention, and behavior toward the organization – and consequently their interest to remain in the organization increases. Suitable training should provide opportunities for learning and growth, and consequently, it should improve the performance of employees and the organization by creating competitive advantages. (Sepahvand *et al.*, 2021).

In this regard, the results of this study, with the results of the studies of Seyedjavadin *et al.*, (2021), Tafarjkhah *et al.* colleagues (2018), Sharifi and Hatami (2019), Hosseini (2021), Anil Kumar *et al.*, (2021), Anurag Chourasia *et al.* (2023), Kaifeng *et al.*, (2019), Sanchez *et al.*, (2021), Yang & Arthur (2021), Jiang *et al.*, (2018), are aligned.

For example, Seyedjavadin *et al.*, (2021) in research titled "Designing a human resources management model in start-up companies" with in-depth interviews conducted with 22 university experts and senior managers of start-up companies based on purposeful sampling showed that in the open coding stage, 1273 initial codes were identified, after refining and merging similar codes, 188 unique codes with different frequency percentages were identified, which were finally classified into 55 sub-categories and by identifying the relationships between the components, the model The goal was

designed.

The findings of the research show that the implementation of the human resources management model for start-up companies has maximized the growth rate of start-ups and the development of the interactive characteristics of the employees of these companies and created a suitable competitive advantage for them in the environment of start-up companies. He does. Considering the importance and role of sports organizations, human resource management systems can be a source of capabilities that allow the organization to recognize new opportunities and invest in them.

Therefore, the existence of human resource strategies for the implementation of strategic goals in the strategic direction of sports organizations are considered important and necessary, and in the absence of these strategies, the necessary horizontal and vertical alignment with the industry strategy at the macro level will not be established, which will make decisions at the strategic level of organizations It will be sports.

Also, decisions in the field of human resources of the industry may not have proper integration and face wide contradictions in the field of human resources processes.

Therefore, being successful in the competition scene for organizations and the speed and quality of responding to customers' needs depends to a significant extent on the way human capital is managed. Therefore, through human resource management, organizations can quickly grow and develop in the field of morale and quality of working life of employees and show off their capabilities against all these environmental changes and developments in the best possible way. The important and debatable issue in current organizations, especially sports organizations, as a complex and important entity that faces various factors such as government, sponsors, private sector, fans, athletes, etc., is that sports organizations, especially places And sports spaces, like any other

organization, can provide high flexibility and increase wealth for their organization by using new methods and strategies such as human capital management to improve their accountability (Sadeghpour *et al.*, 2023).

Believe that human capital is employees and managers who use their activities and duties to help the organization and with high responsibility and commitment help to achieve the organization's goals and improve performance. (The impacts of socially responsible human resources management on organizational legitimacy, del-Castillo-Feito *et al.*, 2022).

By using a variety of HRM practices to provide organizations with a human resource who possesses the required knowledge, skills, abilities, and behavioral trends to accomplish change strategies, the human resource management (HRM) function can play a central role in enhancing organizational change. (Ikrema H.A Alqudah a, *et al.*, 2022).

Good HRM approaches create the possibility that other models (or a combination of them), could prove more effective in distinct organizational contexts and underscores the necessity for more data to assess the relative viability of a common-good model within for-profit organizations.

(Ina *et al.*, 2020).

Organizations, especially sports organizations, can help implement essential skills for sustainable development, increase profits and improve social welfare. On the other hand, it is very important and important to provide various programs to overcome collective and personal crises, financial support, etc. win, because the creation of these supports will increase the efficiency of people in organizations, and the proof of this, as said, is the research that has been done in this field. Organizations and managers of organizations and human resources should pay due attention to the support aspects of their human resources in order to improve the conditions of the organization and overcome possible critical conditions along the way, as well as to achieve the

goals of the organization faster and with quality. Because, the purpose of human resource management is to enable the organization to achieve success through people. Also, considering the effects of human resources management on organizational factors, it is necessary for sports organizations to pay more attention to this issue. Considering that the management of sports organizations and activities related to the sports and youth sector is the main pillar of the organization, and on the other hand, difficult, important and complex tasks are entrusted to these organizations, human resources in the affairs of the organizations, and the use of all the resources of the organization. Both human and material are necessary and important to reach the desired goals.

Examined the influence of green human resource management practices on sustainable performance and how GHRM practices can help Qatari organizations improve their environmental performance through organizational sustainability and employee behavior. In the same context, the impact of HRM practices, transformational leadership, and organizational commitment on employee performance was investigated and it was revealed that HRM practices have a significant impact on employee performance and thus affect organizational performance (Huabis *et al.*, 2023).

(Singh *et al.*, 2021). found a direct association between HRM practices and corporate performance.

The study examines a set of HRM approaches that were thought to help train and develop personnel for global success. The study concluded that business financial performance is supported by the selection, training, performance appraisal, career planning, remuneration, and employee participation. Safety and health should be prioritized in acknowledgment of employees' awareness and as new strategic thinking organizational success is a reflection of staff productivity as measured by revenue, profit, growth, development, and organizational expansion. Leadership is seen by some researchers as a key predictor of company performance; hence the

researcher underlined the need to investigate its effect on organisational performance. Thus, leadership effectiveness is a powerful source of management growth and sustainable competitive advantage for organizational performance improvement (Victoria *et al.*, 2021).

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Conflict of interests

No Conflict

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