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**The Importance of Establishing a Meritocracy
System in Sports Organizations**

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ABSTRACT

The purpose of this review article was to review and explain the importance of establishing a meritocracy system in sports organizations. Various databases in 2021 were used to collect information and access the results of the latest research. A search of keywords in these sites found 95 related articles. By further reviewing the articles and removing the useless and old articles from the study cycle, 54 articles were approved and used. The author studied and reviewed the content, extracted concepts, and the most important findings of research and meta-analysis. Evidence suggests a lack of meritocracy culture and over-emphasis on evidence and centralism, centralized management, bureaucracy, instability in managerial careers, reliance on quantity and short-term goals, traditional management practices, indifference to research, indifference to managers' performance, and such issues have been one of the most important challenges in establishing a meritocracy system in organizations. Managers of sports organizations must have competencies such as knowledge of business rules and processes, knowledge of sports rules, supervision and management of human resources, communication skills and public relations and technology, technical skills in the field of sports, personal and ethical characteristics, economy and finance leadership and management skills, intelligence and political awareness.

Keywords:

Meritocracy, Competent Managers, Sports Organizations.

Introduction

In the present era, the development of intellectual, human resources, and knowledge management is considered the secret to the survival and sustainability of organizations and societies, and the most important challenge in business is to benefit from intelligent, talented, capable, and competent human resources. Manpower is one of the most important and valuable elements of any organization, without which the organization will have no meaning or external existence. One of the strategies for the development and survival of organizations is to plan for its human resources in all its dimensions so that it had the maximum use of it, such as planning in the stages of recruitment and selection, training and improvement, breeding, maintenance, correction of undesirable behaviors, etc. (Jahandar Lashkai, 2015). Because organizations will face increasingly competitive challenges in the future and will need more competent and effective managers to manage these challenges than current managers, in future-oriented organizations, meritocracy is more important. Today, competency is recognized as one of the key factors empowering organizations to create competitive advantage, innovation, and effectiveness in organizations. Competence can be defined as the combination of skills, knowledge, and attitudes needed to perform an effective role. In fact, behind every great event and change, every success and leading organization, there are prominent managers and leaders. The role of managers in organizations is so important that some experts have considered the existence of a competent and qualified manager to be sufficient for the success of the organization. Thus, the success or failure of any organization depends to a large extent on the quality of its management and performance. However, in many organizations, we see lawlessness and failure to establish meritocracy. Sometimes laws and regulations, bylaws, instructions, and circulars become an obstacle in the path of realizing meritocracy, and sometimes managers' ignorance of laws and their non-implementation are considered obstacles. The existence of a weak law with major defects is also one of the obstacles to the meritocracy system and it leads to ignoring the merits of employees, the spread of partisanship, ethnocentrism, and factionalism, and this means the promotion of administrative corruption (Shahnoshi & Dadkhah, 2016). Since competency-based approaches using information and communication technology, have been the main solution to the expectations of organizations in all public and private areas has increased the capacity of service quality and staff (El Asame & Wakrim 2017). People who are valuable and placed in a merit system believe; that their abilities are recognized and they have a motivation to improve their professional performance. They feel more confident about themselves, others, and their work and believe that a system that is not managed based on merit will cause many problems for employees. In fact, in some people, despair may prevail and they experience a lack of motivation and anger, and if this happens, it can lead to confusion, anxiety, and burnout (Viitala, 2017). The competence of managers provides a clear picture of knowledge, skills, experience, and personal characteristics required by employees and has an effective and decisive role in the success and failure of the organization and the course of organizational development (Jokaar et al., 2017). The term meritocracy was first coined by the English sociologist Michael Young in 1958 in the book *The Rise of Merit* (Jahandar Lashkai, 2015).

Like any other concept, before examining the processes of its realization, it is appropriate to first define the phenomenon itself. The merit of word translation Meritocracy (meritocracy) and a combination of the two words merit (merit) in the sense of merit and caracy. It is in the concept of government or way of managing affairs. Competency in terms of terminology is a system in which the appointment of qualified people in jobs and positions related to education and work experience They should be in a way that they are more capable of doing it than others. Merits is a general and comprehensive concept that includes political and administrative positions. This means that politicians are not allowed to employ people in jobs and positions unrelated to their duties due to the politicization of some positions, regardless of merit or competence. In other words, the principle of meritocracy requires that in addition to managers and administrative staff, political officials be subject to the requirements of this principle. Merit plays a compelling role in society by leading people to believe that

life is fair and that success will be achieved fairly. The door Scientific definition of merit refers to the continuous identification, selection, recruitment, and recruitment of competent human resources and the provision of management practices for their capabilities. Both of the above definitions imply that competence involves a set of systematic processes. Lack of meritocracy culture and excessive attention to degrees and degree orientation, centralized management, administrative bureaucracy, instability in managerial jobs, reliance on quantity and short-term goals, traditional management practices, neglecting research, lack of enforcement guarantee of laws, indifference to the performance of managers and issues like this are always one of the important challenges of establishing this process in organizations, and to solve these obstacles, attention must first be paid to the preparation and establishment of cultural, psychological, legal, information technology infrastructures. Considering the importance of the subject and the lack of sufficient and comprehensive research in this regard, the need to pay attention to this area is felt more than before. Also, by examining developed and successful organizations and societies in the management sector of organizations, it is clear that without the existence of expert, wise managers, and worthy leaders, no organization can achieve sustainable and permanent success. Management in general is one of the most difficult and at the same time one of the most delicate human tasks, which has characteristics that the absence of these characteristics causes stagnation and disorder in the organization.

Since meritocracy is one of the issues of human resource management that is raised at different levels of organizations, meritocracy affects the selection of individuals to perform specific tasks. Therefore, the selection of these individuals should be based on objective characteristics such as intelligence, knowledge, skill experience, talent and ability to be done (Moghaddaminia, 2015). The process of choosing the right human resources is the first step to guiding an organization toward success. However, the final decision to assign people to various positions is usually influenced by personal judgments; Even if more experienced managers want to be less affected by it (Kusumawardani & Aventura, 2015). Today, meritocracy and the use of efficient forces are one of the basic principles and success factors of organizations in moving towards dynamism and transformation, and one of the serious problems of developing countries is the selection of managers and the criteria governing this selection. Studies show that a large part of the inefficiency of organizations and failure to achieve organizational goals depends on the improper selection of managers and lack of knowledge-based mindset; Therefore, a model that can identify and select capable people in management helps the organization to achieve its goals. As a result, meritocracy and the fact that people are in their true and worthy position is very important. Meritocracy is a beautiful and heartwarming concept that has been a missing link in sports for many years. Unfortunately, in recent years, the field of sports has always been a place for non-athletes and non-specialists, and managers of this area have been looking for their interests and political, economic, etc interests more than looking for their issues organizational; Therefore, the concept of meritocracy has received less attention in this field. Undoubtedly, to compensate for the existing shortcomings and to compensate for the past, one of the main tasks that today's managers and current sports directors should consider is to pay attention to the issue of meritocracy and its implementation. Therefore, paying attention to competency management and selecting indicators and components of managers' competence in the field of sports seems necessary and important; To determine the different dimensions of this issue, the questions that can be asked are 1) What is a meritocracy and what are its characteristics? 2) What are the consequences of meritocratic governance or non-compliance? 3) What are the obstacles to the realization of meritocracy in administrative systems? 4) What characteristics should managers have to occupy management positions in sports organizations. In this review article, we seek to answer these questions.

Methodology

To conduct this review, the researcher used four sources, internet portals, books, articles, and student dissertations, in search of required documents and materials. The criteria for choosing internet portals after being related to the topic was to have high scientific credibility. In the case of books, the selection criteria were thematic relevance and availability. After reviewing the title, the articles were evaluated in the next step in terms of the relevance of the abstract to the intended purpose. Various databases were used to collect information and access the results of the latest research conducted in the field under study. Some of these databases are phrases: Google Scholar, ProQuest, Oxford, Ovid, Science Direct, Sid, Irandoc, Magiran, Normagz. A search of the research keywords in these databases found 95 related articles. By further reviewing and studying these articles and removing useless and old articles from the study cycle, 54 articles were approved and used. Thus, the author extracted the concepts, research background, and the most important findings of the research and meta-analyzed them by studying and reviewing the materials. Finally, in the conclusion section, the researcher summarized the content and presented solutions.

Findings

Effects and consequences of meritocracy in the administrative systems

In response to the question of what are the effects and consequences of meritocracy in organizations, especially in government organizations, it is certain that meritocracy in administrative systems causes many changes and changes and thus promotes human capital and the development of countries. Other effects include Social justice provision, increasing motivation, dynamism, creativity and innovation, and mobility of managers, reducing administrative and financial corruption, increasing organizational productivity and optimal use of office budgets, and human capital development. Establishing a meritocracy system has countless results and benefits; Including strengthening the sense of competition, creating a culture of honoring outstanding and creative experts and employees, modeling successful experts, nurturing creative and innovative experts, and creating a platform and motivation for the emergence of such people, correcting organizational culture, strengthening organizational solidarity, strengthening organization Strengthening self-confidence in employees, enriching the human capital. Research shows that the average cost of misplacing a manager is about \$ 7,500 a year; The shock from the dismissal of the same manager is estimated at \$ 160,000. At the same time, the savings resulting from the appointment of a successful manager have been \$ 3.5 million per year, which reaches \$ 7 million for effective managers (Dargahi, 2010).

Obstacles to the implementation of meritocracy

Meritocracy is one of the methods that has been developed for the adaptation of modern organizations to continuous changes in the work environment. On the other hand, if we examine the human resource systems of organizations, it becomes clear that in most cases, there is no necessary connection between its various subsystems such as training, performance appraisal, and recruitment, and this leads to inefficiency systems of human resource. Now, considering the importance of the meritocracy system and the selection of human resources based on the components of competency, it should be seen what obstacles exist to establishing or expanding this important principle in organizations.

The main obstacles to the implementation of meritocracy are divided into the following two groups:

The first group: External factors: 1- sociocultural 2- legal-political 3- economic.

The second group: Internal organizational factors: 1- Functions of the human resource management system (resource absorption and supply system, conservation system, improvement, and education system, effective use and use system) 2- Management structure 3- Organizational technology 4- Organization culture 5- Human resource strategy.

External factors

1- Sociocultural:

- Not valuing hard work and effort in society Lack of distributive justice in society
- Lack of an educational system that leads to the development of the worthy in society

2- Legal politics:

- Lack of employment laws and regulations facilitating equal employment opportunities
- Political decision-making in government organizations
- lack of legalism and stability in employment laws and laws related to the principles of competence
- The impact and role of influential groups in appointing officials and managers

3- Economic:

- Acquisition of economic power in society through ineffective, illegal, and non-constructive ways
- Lack of attention to efficiency, effectiveness, and economic productivity and its impact on the performance of organizations
- Inadequacy of the level of income of individuals in the community with competence.

Internal organizational factors

1- Organizational strategy:

- Lack of appropriate and transparent human resource strategies (recruitment and employment)
- Lack of alignment of human resource strategies with organizational strategies and goals
- Lack of development of human resource strategies with effective goals

2- Technology:

- Lack of use of information technology in knowledge management of organizations

3- Organizational culture:

- Lack of belief in a fair reward system based on performance and competence
- Lack of encouragement of effective actions
- Lack of commitment of managers to establish meritocracy processes

4- Managerial structure:

- Lack of willingness of decision-making methods and systems in scientific and rational methods
- Lack of professionally designed jobs
- Lack of use of participatory leadership styles and methods
- the selfishness of managers (in empowering subordinates)

5- Human resource management systems:

- Existence of major obstacles in human resource planning
- Lack of transparent and fair recruitment and recruitment mechanisms
- Incompleteness and applicability of qualified recruitment regulations
- Ineffective and applicable regulations and criteria for retaining qualified employees
- Inadequacy of rewards and other job benefits with competencies and performance of individuals
- Lack of motivation for financial and non-financial incentive mechanisms
- Failure to implement talent management plans and schemes
- Failure to implement empowerment and succession programs
- Inadequate mechanisms for managing individuals (including motivating, nurturing, and involving people)
- Lack of use of participatory and creative leadership styles
- Inadequate mechanisms to improve communication skills, perceptual decision-making, etc
- Lack of necessary resources in the implementation of information and competency projects (Bejani, 2019).

Due to the lack of meritocracy culture and excessive attention to evidence and centralism, centralized management, administrative bureaucracy, instability in managerial jobs, reliance on quantity and short-term goals, traditional management practices, disregard for research, lack of legal guarantees, indifference to The performance of managers and related issues has always been one of the most important challenges in establishing this process in organizations, and the findings of various researches confirm the claim that propositions such as; Kinshipism, disregard for the initiative, disregard for subordinates, grounds for service discrimination, development of an informal organization, centralism and lack of attention to expertise affect meritocracy in the organization. In this study, by reviewing various sources and researches Competency, the barriers to establishing a meritocracy system in government offices were summarized by researchers as shown in Table 1 (Table 1).

Table 1. *Obstacles to establishing a competency system from the perspective of various researchers*

Barriers mentioned by researchers	References
Kinship and partisanship in the organization.	Sundell (2014), Tanku & Imeri (2014), Voskopoulos (2017), Chan (2019), Padgett & Morris (2005), Wiederkehr & et al (2015), Dzmitryieva (2018)
Existence of friendly and personal relationships in work relationships and weakness of personality of some managers of the organization.	Shahnoshi and Dadkhah (2016), Alikhani Gorgani et al (2013), Tabasi (2017), Hobbi (2011), Hosseini & Klidbari (2019), Tanku & Imeri (2014)
Legal weakness and lawlessness	Hobbi (2011), Vernon (2018), Hajilari et al (2015), Voskopoulos (2017), Chen (2022), Zakrzewski (2004)
Ignorance of employees	Eidi et al (2015), Hajilari et al (2015), Krissetyanti, Prasojo & Kasim (2017), Akkas & et al (2015)
Not paying attention to the youth and new ideas in the organization	Eidi et al (2015), Hajilari et al (2015).
Centralism	Eddy et al (2015), Vernon (2018), Joseph & et al (2016), Echazu & Bose (2008)
The desire for individualism and keeping the way of doing things to oneself and not teaching it to others	Alikhani Gorgani et al (2013), Hobbi (2011), Van Hoorn (2014)
Fear of the advancement of worthy subordinates	Alikhani Gorgani et al (2013), Shahnoshi and Dadkhah (2016), Mistry & et al (2010)
Insufficient attention to the development and promotion of work ethic	Naghi Porfar et al (2013), Tabasi (2017), Hajilari et al (2015), Grabowski & et al (2021)
Placing influential people in several sensitive managerial positions regardless of the principle of meritocracy	Sarmadi and Radmard (2015), Hassanpour and Hosseinzadeh (2018), Hobbi (2011), Pardokht & Mohammadi (2016), Hosseini and Klidbari (2019)
Superficiality and excessive attention to documentarianism	Rahnavard et al (2013), Moradi Bek Baghloo & Rahimi Klor (2018), Hajilari et al (2015), Eidi et al (2015), Prix (2014)
Managers' unwillingness to clarify the values of employees in the meritocracy system	Alikhani Gorgani et al (2013), Kamali (2014), Hobbi (2011), Pardokht & Mohammadi (2016), Moss & et al (2004)
Faction and political interventions	He & Warren (2020), Aron (2019), Tanku & Imeri (2014), Voskopoulos (2017), He & Warren (2020), Mueller (2009).
Lack of healthy competition	Pardokht & Mohammadi (2016), Hobbi (2011), Prix (2014), Akkas & et al (2015)
Lack of belief in spending budget to establish a merit model	Tabasi (2017), Pardokht & Mohammadi (2016).
Racial and gender discrimination	Prix (2014), Yang & Aldrich (2014), Wilson (2010), Heneman & Werner (2005), Castilla & Benard (2010), Arai (2008), Nielson (2016), Ajunwa (2021), Morrow (2021), Powell (2016).

Merit in sports organizations

At present, there are various institutions involved in sports, and each of these institutions needs specific goals and write programs to do the right thing. Sports federations, clubs, national Olympic and Paralympic committees, and sports administrations are somehow related to sports. The Ministry of Sports and its subordinate organizations, as a type of government organization, are the highest authorities for dealing with issues related to sports. Now, if the selection of managers in these sports organizations is based on the necessary qualifications, achieving the qualitative and quantitative goals of the sports system will not be far from reach. Of course, competence is a wide range of characteristics and traits, including knowledge, skills, attributes, attitudes, motivations, and behaviors that can enable a person to perform his task effectively. The management of any organization, as the main element among other elements and components of an organization, can be instrumental in the optimal use of resources. Sports managers are also important human resources that play a prominent role in the success of sports organizations, so their smallest decision-making can affect the performance of the entire organization and the sports community. According to research, the success of large organizations depends on the competence of managers, and the stronger the organization in terms of management, the more success in achieving goals (Bejani et al., 2019). Competency studies are one of the most important research fields and the most important ways to determine the job competencies of a profession, and its main purpose is to identify the knowledge and skills required to perform a job. One of the fields studied in sports management is to determine the competencies required by sports managers, and these competencies should be identified to prepare people for managerial positions (Asadi et al., 2015). In the country today, many people enter the field of sports with political responsibilities and exert influence; this behavior is wrong and against the rules and fairness. There is no doubt that meritocracy has many components, and this approach will have a positive effect on sports when its scope is not limited to senior managers. This is also important because many major sport management decisions have to be made and implemented by the sports body, and it is natural that if this body does not have the necessary expertise and efficiency, it cannot implement management decisions well and flawlessly properly. Today, the approach of meritocracy is to allow the private and cooperative sectors to take over sports affairs. In this situation, if the management of affairs is entrusted to the hands of sports experts, corruption in sports and managerial and financial abuses will be prevented. Limitation of available financial resources, sports investment will not be wasted in any way.

Key competencies for sports managers

Despite the existence of multiple competency models for different administrative and managerial jobs, the key competencies for sports managers and their competency profiles are less discussed. Research into the competencies of sports directors (COSMs) was very limited before 1980; But in the 21st century, sports organizations, like other industries, need to provide feedback on the essential competencies of their senior managers (Toh & Jamieson, 2000), so that now the key word COSM in academic research refers to the competencies of sports managers. It has become a common term (Schwab et al., 2015). The fundamental differences between sports and other industries and the events that have occurred in this industry in different countries such as England and Australia (such as ticket sales, management of major sports events, and financial management) show that much attention should be paid to the qualifications required by sport managers. In practice, the growth and change of demand in the field of sports issues, show the need to pay attention to specialization in this field. In addition, research shows that in governmental organizations, financial and legal issues are considered more than other aspects of managers' competence, and this is due to the governmental nature of these organizations and the need to comply with government laws (Horch & Schutte, 2003). The following are the results of some research conducted in the field of competencies for sports managers:

Farzalipour et al (2012) in an article entitled “Determining the Competencies of Sports Event Managers” concluded the most important competencies of managers include planning techniques, event management, sports facility, and venue management, and sports research and marketing management (Farzalipour et al., 2012). Chen (2004) in their study entitled “An examination of the competencies needed by sport managers in Taiwan” identified eight main competencies, which include organization management, budgeting, sports events management, sports facilities management, risk management, computer skills, communication, and human resource management (Chen, 2004). Hanna et al (2016) in a study entitled “Modeling the competence of project managers: an integrated mathematical approach to increase the productivity of the construction industry” examined the competencies and training needs of project managers and reported that project managers in addition to gaining experience, sufficient knowledge, skills Management, and leadership ability must also pay attention to their cognitive development. Also, the results of the quantitative section showed that the competencies required by managers are: business skills and the ability to make correct judgments and make quick financial decisions, disciplinary understanding in all stages of construction projects and the relationships between them, continuous monitoring and continuous awareness in Information technology (Hanna et al., 2016). Ghasemi et al (2014) researched, four dimensions of central competence for middle managers of the Ministry of Sports were reported as the financial, social, task, and cognitive competence (Ghasemi et al., 2014). Asadi et al (2015) in a study to explain the competencies of sporting event managers and reported that the methods of planning and managing events, managing sports facilities and equipment, and event research and marketing management are among the most important competencies of sporting event managers (Asadi et al., 2015). Momenifar et al (2015) in their doctoral dissertation, entitled “Designing a model of competencies for the appointment of senior and middle managers of the Ministry of Sport” concluded that the main variables of the four competencies including meta-competence, cognitive, social, and duty can be He categorized 12 components and 56 indicators at the level of senior managers and 11 components and 48 indicators at the level of middle managers.

Jahandar Lashkai (2015) in a study entitled the effect of managers’ skills and meritocracy on succession planning in sports and youth departments of Mazandaran province concluded that managers’ skills have a positive effect on succession planning in sports and youth departments of Mazandaran province. In other words, with the increase in managers’ skills in sports and youth departments of Mazandaran province, the indicators of succession breeding also improve (Jahandar Lashkai, 2015). Eidi et al (2019) in a study entitled the effect of human resource meritocracy on organizational effectiveness; The mediating role of organizational innovation concluded that meritocracy had the greatest impact on innovation and also had an impact on effectiveness. Also, meritocracy had an effect on effectiveness indirectly and through innovation (Eidi et al., 2019). Hasan Beigi et al (2019) in a study entitled “Identifying and prioritizing the competency criteria of managers of sports venues and spaces” mentioned the necessary competencies for managers of sports venues and spaces as personality traits, managerial abilities, legal knowledge, and professional knowledge (Hasan Beigi et al., 2019). An extensive study of the research literature on the competencies required for sports managers showed that these competencies are not limited to such things as education in the field of sports, and cover a wide range of managerial skills. The competencies mentioned in the research literature are summarized in Table 2 along with the examples and sources cited.

Table 2.

Necessary competencies to obtain managerial positions in a sports organization

Competence	Examples	References
Knowledge of business rules and processes	- Knowledge and experience in business issues - Ability to understand issues and problems, opportunities, and threats organization -The rule of law	Levashina & Campion (2009), Zopiatis (2010), Mehrabi et al (2018), Bejani et al (2019), Hasan Beigi et al (2019).
Familiarity with sports knowledge and rules	- Having education or sports knowledge Familiarity with national and international sports laws and organizations	Ko et al (2011), Fletcher and Arnold (2011), Tripolitsioti et al (2009), Horch and Schutte (2003), Toh & Jamieson (2000),
Supervision and management of human resources	- Employment and recruitment of suitable people - Staff support and development - Succession planning - Coaching -Responsibility	Freitas et al (2017), Isai (2015), Fletcher and Arnold (2011), Koenigsfeld et al (2012), Levashina and Campion (2009), Zopiatis (2010)
Communication and public relations and technology skills	- Multilateral interactions within the organization - Networking - Effective external interactions -Computer skills -relations management	Freitas et al (2017), Ko et al (2011), Fletcher & Arnold (2011), Toh & Jamieson (2000), Goodarzi et al (2004), Chen (2004).
Economics and Finance	- Stock management - Facility management - Logistics and shopping -Marketing	Isai, (2015), Ko et al (2011), Fletcher & Arnold (2011), Horch & Schütte (2003), Toh & Jamieson (2000), Koenigsfeld et al (2012), Zopiatis (2010).
Leadership and management skills	- Risk management - Motivation and inspiration - Conflict management - Interpersonal leadership -Management techniques	Freitas et al (2017), Ko et al (2011), Koenigsfeld et al (2012), Zopiatis (2010), Chen (2004).
Political intelligence and awareness	- Take advantage of opportunities and related institutions to support the organization - Political insight and lack of politicization	Ko et al (2011), Goodarzi et al (2004), Salimi (2018), Farid Fathi et al (2015), Mohammadi et al (2016).
Technical skills in the field of sports	-Management of sports facilities -Organizing competitions and sports camps - Ability to attract sponsors - Cognition of sports equipment and supplies -Management Sports events -Having a sports background	Koenigsfeld et al (2012), Jason et al (2011), Farzalipour et al (2012), Chen (2004), Bejani et al (2019).
Personal and moral characteristics	- Personality abilities - Emotional perceptual ability - Ethical standards	Levashina and Campion (2009), Zapitas (2010), Bejani et al (2019), Mehrabi et al (2018)

Discussion and conclusion

The issue of selection and appointment of officials of different administrative and executive ranks is one of the important and necessary issues; Because the most important factor for the survival of a government is the competence of the officials and agents of that system. If competent and trained managers are at the top of organizations, the quality of organizational activities will be significantly improved; Because good management is the main axis of economic, social, and cultural development of nations; Therefore, the selection and appointment of people in different organizational levels should be based on criteria to select the right people for organizational positions and finally be employed. Merit leads to the elimination of incompetent people to satisfy customers, and the lack of it leads to the removal and withdrawal of competent people and dissatisfaction. Also, the discussion of meritocracy is more important for sensitive jobs (Golkar & Nasehifard, 2002). The analysis of the current situation of

the administrative system indicates the existence of obstacles and challenges in the establishment of a merit-based management system (human capital management). Lack of meritocracy culture, centralism, and centralized management system, cumbersome administrative regulations, irregularities in the selection and appointment process and instability in management, subjectivity, and non-transparency of performance appraisal criteria, lack of fit between education system and labor market needs, and proportionality and organizations with the goals of a competency system based on human capital management is one of these challenges. Among the problems facing the establishment of a meritocracy system in organizations, the following can be mentioned:

- Lack of attention to the opinions and criticisms of employees and the meritocracy system (by managers) and lack of attention to employees and mutual obligations.
- Lack of involvement of new management methods and systems in the management of the organization, and lack of belief in profound reforms and developments.
- Lack of adherence of managers of organizations to the rules and regulations and the existence of a spirit of flattery and lack of attention of managers to the principle of meritocracy and central competence in appointing and placing people in appropriate positions.
- Lack of employee accountability system and lack of a monitoring system and accurate, strong, and efficient evaluation and lack of dealing with facilitators.
- Inequality in the correct implementation of laws and regulations.
- Lack of attention to human dignity and divine values in administrative communications and administrative actions.

The governmental nature of organizations has slowed down their performance. In addition, some cumbersome rules add to this slowness. Also, the weakness in the long-term plan in the current sports organizations has caused these organizations to suffer from daily life and to be far from optimal performance. Also, another important factor that necessitates meritocracy and hiring and training of managers based on the competency system is the rule of some undesirable factors such as familism and entrusting organizational affairs to friends and acquaintances, which has become a cause of administrative and economic corruption. Technical ability is classified as a subset of competencies of managers of sports organizations. The world of technology has become so vast that no organization can escape it, and sometimes it is the only way to successfully carry out the latest and greatest technologies; Therefore, managers of organizations should have mastery or at least knowledge of computer software that is used daily in the organization under their management. Also, in addition to the importance of mastering various managerial software, some of this software is essential specifically in the field of sports. The manager of any organization needs to be familiar enough with these types of technologies to be at the forefront of himself and his organization. Managers of sports organizations need to be familiar with management skills such as planning, organizing, evaluating, and budgeting, just like their peers in other organizations. This variable is important because if a manager does not have enough control over managerial skills, he cannot have enough control over the organization under his management, nor can he have proper supervision over the management affairs of the organization. Also, the manager of the sports organization needs to have sufficient knowledge and mastery of how to manage and maintain sports venues; Because sports are held in a place called sports venues, and for the outstanding management and progress of a sports organization, sports venues must be managed properly. On the other hand, daily sporting events take place all over the world and these sporting events are one of the most vital products of the sports organization. A competent sports manager must be able to hold sporting events to make his organization successful. Managers in sports organizations should go through the stages of progress in order and through the operational levels, so that in addition to getting acquainted with all the components of the organization, they also develop the required and appropriate abilities over time. Appointing managers without them having the least experience in the field of management, and especially management in the field of sports, wastes capital and reduces the

prosperity of the organization. However, if a manager has achieved self-fulfillment over time and at different levels of management of the organization, he can show stable and competent management. Also, the managers of sports organizations need to constantly follow the example of sports and non-sports organizations, both inside and outside the country, and also be aware of their management process. One of the most appropriate ways to do this, in addition to observing and studying successful domestic and foreign organizations, can be to study in person and visit those organizations. This can create new managerial perspectives and also prevent managers from being cognitively narrow and focusing solely on the day-to-day tasks of the organization. Control and monitoring are one of the most important strategies and processes that experts believe can be used to implement and establish competencies in sports organizations; In addition to the fact that it is appropriate for managers to be evaluated before starting the service to assess their suitability for management positions, it is better to have these evaluations during the service to measure the achievement of organizational goals and success in providing appropriate performance. Also, the final evaluation of the performance of managers of sports organizations can have a good effect on the realization of competence in these organizations; This is because it can assess a manager's legacy during his or her tenure in the sports organization and pave the way for a correct and rational judgment about their performance. There must also be legal solutions and guarantees for meritocracy in organizations, and this issue should not remain just an ethical and research issue. Adoption, notification, and follow-up of laws through which qualification and management for the management of sports organizations become a mandatory process can serve as an executive framework and a legal guarantee for meritocracy.

By managing qualified people, public trust in organizations can be increased and some of the conflicts that sometimes plague sports organizations can be reduced. Competent organizations can foster positive organizational behavior within themselves and identify the most appropriate individuals and bring them to prosperity. Also, this improvement and prosperity can act as a motivator for other organizations, especially sports organizations, to achieve a better and superior position than their current situation by modeling the meritocracy process in the organization. Utilizing internal organizational capacities and inviting specialized and capable people to the executive field of sports and delegating affairs to them is one of the secrets of the success and development of developed countries in sports, which should be on the agenda of sports managers and decision-makers and be one of the goals that they follow.

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