

Presenting a Comprehensive Model for Improving the Monitoring System in Sports Organizations with a Mixed Approach

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Purpose: The monitoring system in sports organizations plays an important role in improving their quality. Therefore, the aim of this study was to provide a comprehensive model for improving the monitoring system in sports organizations with a mixed approach.

Methodology: In terms of purpose, the research was applied and in terms of the data collection method, it was mixed and exploratory. In the qualitative phase, the sample was 16 faculty members and experts related to the field of sports management, who were selected by purposive sampling. In the quantitative phase, the sample was 200 employees of sports organizations who were selected by multi-stage cluster sampling method. Data were collected by semi-structured interviews and researcher-made questionnaires and analyzed by coding methods and structural equation modeling.

Findings: The findings of the qualitative phase showed that the comprehensive model for improving the monitoring system in sports organizations has 69 open codes in the form of 10 main categories, including productivity, administrative health, individual platforms, transparency, superstructure, infrastructure, continuous evaluation, intra-organization, extra-organization, general supervision, special And he was smart. The findings of the quantitative phase showed that for the comprehensive model of the improvement of the monitoring system in sports organizations, 9 components including productivity, administrative health, individual platforms, transparency, superstructure, infrastructure, continuous evaluation, intra-organizational, extra-organizational, were identified, the factor loadings of which were all higher than 0.40, the average The extracted variance was all higher than 0.50 and the reliability was higher than 0.80. Also, the mentioned model had a good fit and the effects were significant.

Conclusion: The identified categories and components for the comprehensive model of improving the monitoring system in sports organizations can help the officials of sports organizations in providing solutions to improve the activities of the organization.

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1. Introduction

At the beginning of the third millennium, the world of sports is experiencing a new era, and we see rapid and extensive developments all over the world in all aspects of sports. This performance improvement does not appear to be the end. With the expansion of professionalism in sports, the planners and practitioners of the sports world are looking for it to benefit from the latest scientific and practical achievements (Mohammadi Rauf, Farahani, Shajie and Maleki, 2022). In the eyes of many experts, macro indicators of sports and physical education in quantitative and qualitative sectors are faced with serious and major anomalies, lack of proper planning and organization and lack of comprehensive and feasible plans, lack of accountability of the country's sports custodians to the responsible authorities and Accordingly, the impossibility of monitoring and controlling and reforming their management and performance is one of the most important challenges of Iranian sports (Aziziani, Mahmoudi, Mehri and Hemti Afif, 2021). One of the methods of improving the organization's performance and changing the values, attitudes of the organization's employees is performance evaluation and monitoring. International success in sports games has become significantly important for many countries (Molan, Kelly, Arnold and Matthews, 2019). For this purpose, knowing the state of sports performance of each country has many advantages. Various studies have been conducted in the field of physical education and sports, and many researchers have evaluated its performance (Sharifi, Bahrami and Safikhani, 2022). In recent years, evaluating and managing the performance of sports organizations in the country and determining their success rate in reaching predetermined goals has been one of the main concerns of the Ministry of Sports and Youth and the heads of sports organizations. According to the goals and duties that have been set for sports federations as the main body in charge of each sport, their correct and efficient use of the allocated resources is of great importance. Therefore, it is necessary for managers of sports federations to make maximum use of all available resources and facilities in order to achieve efficiency and evaluate how to use them (Shariati, Seif Panahi Shabani and Khosromanesh, 2022). In recent years, evaluating and managing the performance of sports federations and determining their success rate in reaching predetermined goals is one of the main concerns of the Ministry of Sports. Evaluating the performance of organizations in a broad way helps them to make strategic decisions and improve the ability to evaluate their success. Considering the importance of sports organizations in promoting sports at the country level and the goals and duties that have been determined for sports organizations as the main body in charge of each sport, their correct and efficient use of the allocated resources is of great importance. Therefore, it is necessary for managers of sports organizations to make maximum use of all available resources and facilities in order to achieve efficiency and evaluate how to use them (Cousins, 2021).

Organizational monitoring is a process that managers and other leaders of an organization use to ensure that the company achieves its goals. Organizational control involves establishing rules, procedures, or best practices for an individual or department within an organization. These policies can help managers guide the actions of their team or other company members, which may increase the overall productivity of the organization. Organizational control is important because it allows managers and other members of any company to focus on and achieve organizational goals (Al-Habsi and Madbouly, 2021). Organizational control refers to the process through which an organization influences its subordinate units and members to behave in a way that leads to the achievement of organizational goals and objectives. When corporate governance is properly designed, such controls should lead to better performance, as an organization is better able to execute its strategy. We usually think or talk about control in a sequential sense, where controls (systems and processes) are put in place to ensure that everything is on track and stays on track. Monitoring measures can be as simple as a checklist, such as those used by pilots, flight attendants, and some doctors. However, organizations are increasingly managing different levels, types, and forms of monitoring through various systems, including the balanced scorecard (Harenstam, Pousette and Berntson, 2022). Implementing enterprise monitoring systems can help save a company time and money by detailing how to perform certain actions or ensuring that people have the necessary capabilities. Organizational

monitoring also allows managers to better manage unexpected situations or challenges because they have a set system they can refer to (Adhikara, Diana and Basjir, 2022). The terms control and supervision are usually used synonymously. These two terms have different meanings, but they are completely related and dependent. Monitoring and control means visiting and taking care of the progress of the operation by comparing it with the desired situation and changing the operation in order to prevent the deviation from the realization of the organization's goals. The above definition consists of two parts: the first part is obtaining information by observing and checking the existing situation and determining the progress of the work compared to the desired situation, which is called monitoring, and the second part means returning the system to its correct and desirable form through corrective actions that It is an operational flow. Monitoring is more important and prior to control, because monitoring is an observational and research matter, there is no need to control to find deviations and if no deviation is observed, therefore, with correct, accurate and continuous monitoring, there will be no need to apply control (Baron and Bielby, 2018).

Supervision of organizations can be done in two ways. External monitoring which is mainly carried out through legal and regulatory institutions and internal monitoring which can be realized within the target organization with different tools. Although the organizations in charge of extra-organizational supervision have a major role in detecting and dealing with forced economic corruption, this role mostly lacks an important feature, i.e. the ability to prevent violations (Yasini, Idi and Aghaei, 2018). Although the supervision of extra-organizational bodies can also have a preventive aspect in terms of deterrence, the role of these organizations mainly becomes meaningful in the final stages of supervision. In other words, the role of these organizations is focused after the occurrence of corruption, that is, in the stage of discovering and dealing with it. Serious and law-abiding dealing with corruptors has always played an important role in preventing the occurrence of subsequent corruptions, but internal supervision can play the main role in preventing the occurrence of these corruptions. In other words, due to the familiarity and mastery of their collection and having sufficient knowledge of the potential bottlenecks of corruption, the institutions in charge of internal supervision can more effectively focus their supervision on the prevention of violations (Sadeghi and Mashhadhi, 2021). Organizational monitoring typically involves four steps: (1) establishing standards, (2) measuring performance, (3) comparing performance to standards, and then (4) taking corrective action as needed. Corrective action can include changes made to performance standards - raising or lowering them or identifying new or additional standards. Sometimes we only think about corporate governance when it seems like it doesn't exist, like the 2008 crisis in the US financial markets, the crisis in the US auto industry, or the very quick demise of Enron and Worldcom due to fraud and inadequate controls. However, as various studies have shown, corporate governance concerns a wide range of companies beyond Wall Street and large industries (Huang, Jiao and Li, 2022).

Costa, Daher, Neves and Velez (2022) reported that the presence of an ethical leadership style has a significant effect on improving the monitoring and evaluation process. It was also found that the existence of an effective monitoring system increases the willingness of employees to do extra-duty work. Kim, Mullins and Yoon (2021) in their review of "The Role of Managers' Monitoring of Employee Performance in Telework Teams" found that monitoring that includes results-based monitoring and trust-building efforts improves the performance of organizations with telework arrangements. Al-Habsi and Madbouly (2021) investigated performance evaluation systems in public and private organizations in Oman. This research showed that Omani employees are more satisfied with "appraisal techniques used" and "appraisal process duration", while they are less satisfied with "appraisal report methods" and "responsible for preparing performance reports". Also, Pourkiani, Dehghan, Maghsoudi, Afshari, Esmaeili and Seraji (2021) in a study to evaluate the performance of physical education departments of universities, 11 components and 76 indicators were identified. Sadeghi and Mashhadhi (2021) identified the four axes of public, political, administrative and judicial supervision. In relation to organizational supervision, it was investigated and they showed that the existence of some components is necessary in order to realize the efficiency of supervision

of these organizations. Mohammadi, Henry and Afshari (2016), in a research entitled "Evaluating the performance of sports organizations based on the European Quality Management Foundation index: a case study of the Rowing Federation", showed that the conditions in the factors related to empowerment are relatively suitable, while in the leadership criteria, The policy, strategy and process and in the criteria of employees, partnership and resources, expressed the truth of this claim. Nejad Sajjadi SA, Soleimani Daman (2014), in their research entitled "Identification and prioritization of indicators for evaluating the performance of sports organizations of the Islamic Republic of Iran", showed that the growth indicators of the number of organized athletes in the federation, national championships, selection of the national team and the Olympics, management According to the experts, financial and appropriateness of human resources are the most important. The development of the country's sports is a product of dynamic and complex relationships, and as a result, solving complex issues requires organized approaches that include a wide range of actors and stakeholders, and there is no more appropriate method than the optimal monitoring model, which is the communication and cooperation mechanism of the three important pillars of the country's sports development. That is, it does not exist to define and draw government institutions, private sector and civil society. The implementation of the present research provides the possibility that by obtaining the necessary information from the target community and analyzing the obtained information, some inadequacies and strengths and weaknesses of the evaluation system of the federation can be revealed to some extent. Although, little research has been done in this field in the country; But these researches have shown that the evaluation system is not implemented properly in organizations. The researcher intends to clarify this issue from the perspective of staff, veterans and athletes, and probably, the results of this research can help the officials and managers of the federation to use a correct performance evaluation program. Therefore, according to the mentioned materials, in this research, an attempt is made to design a conceptual model to evaluate the performance of sports organizations by using articles and documents, and to search for answers to unanswered questions in this field. In fact, the main question of the research is, what is the comprehensive model for improving the monitoring system in sports organizations with a mixed approach?

2. Methodology

In terms of purpose, the research was applied and in terms of the data collection method, it was mixed and exploratory. In the qualitative phase, the sample was 16 faculty members and experts related to the field of sports management, who were selected by purposive sampling. These faculty members and experts related to the field of sports management were working in Central Tehran University, Gilan University, Arak University, Farhangian University, Razi University, and Kurdistan University, and the sampling continued until theoretical saturation was reached. Also, in the quantitative phase, the sample was 200 employees of sports organizations who were selected by multi-stage cluster sampling method. These employees were working in the Ministry of Sports, Olympic Academy, and Sports and Youth Departments, and based on Barclay's formula, the sample size was determined to be 180 people. In qualitative research that is based on interpretive paradigm, it is accepted to expect change, but this change should be tracked and reviewed. Therefore, in qualitative research, trust means ensuring the relative stability of the process of achieving the results, not the stability of the results achieved over time and space. Qualitative phase data was collected with semi-structured interviews. The interview questions, which included six items, were designed based on theoretical principles and with the help of professors, and each faculty member and expert related to the selected field of sports management was interviewed individually, and the duration was between 50 and 70 minutes. To determine the validity of the findings of this section, three control methods were used by the participants in the research, analytical comparisons with reference to raw data and theory building with raw data, and the use of audit method, which means supervision of several experts on different stages of coding, conceptualization and extracting categories. Also, in the quantitative phase, a questionnaire designed by the

researchers of the present study, which was based on a semi-structured interview, was used. This questionnaire with the title of improving the monitoring system in sports organizations had 69 items, and each item was scored using a five-point Likert scale (very low to very high). Although the sample size was estimated to be 180 people, but due to possible drop-outs, 250 questionnaires were distributed in person, faxed, and virtual, and among them, 200 questionnaires were selected completely and without problems for analysis. In order to check the validity, form-content validity and convergent and divergent validity methods were used, and Cronbach's alpha and combined coefficient were used to evaluate reliability. Finally, in order to analyze the data, they were analyzed by coding methods and structural equation modeling in MAXQDA and Smart PLS software.

3. Findings

The findings of the qualitative phase showed that 105 initial concepts were identified and some of these concepts were removed due to duplication and some were merged. As a result, the comprehensive model for improving the monitoring system in sports organizations had 69 open codes in the form of 10 main categories including productivity, administrative health, individual platforms, transparency, superstructure, infrastructure, continuous evaluation, intra-organizational, extra-organizational, general, specialized and intelligent supervision (Table 1).

Table 1. The number of open code and the main category of the comprehensive model for improving the monitoring system in sports organizations

Number of open source codes	Main article
8 indicators	Efficiency
6 indicators	Administrative health
6 indicators	Individual platforms
7 indicators	transparency
8 indicators	structural surface
6 indicators	infrastructure
7 indicators	Continuous assessment
6 indicators	Internal organization
6 indicators	External organization
9 indicators	General, dedicated and intelligent surveillance

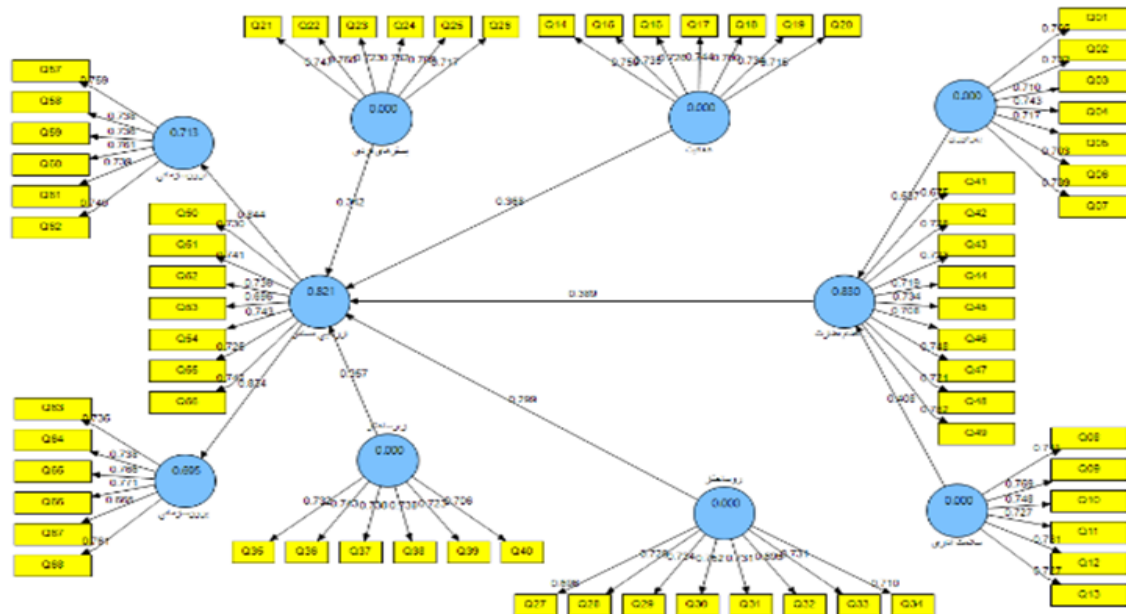
The findings of the quantitative phase showed that for the comprehensive model of improving the monitoring system in sports organizations, 9 components including productivity, administrative health, individual platforms, transparency, superstructure, infrastructural, continuous evaluation, intra-organizational, extra-organizational evaluation were identified and one item of the productivity component was identified due to the burden a factor less than 0.40 was removed from the questionnaire, and the final form of the questionnaire for improving the monitoring system in sports organizations had 68 items. Also, the factor loading was higher than 0.40, the average variance extracted was higher than 0.50, and the reliability was higher than 0.80.

Table 2. Component, number of items, factor load, extracted average variance and reliability of the comprehensive model for improving the monitoring system in sports organizations

Cronbach's reliability	Composite reliability	Mean variance extracted	factor load	Number of items	Component
854/0	889/0	533/0	438/0	7 items	Efficiency
829/0	875/0	539/0	524/0	6 items	Administrative health
827/0	874/0	536/0	617/0	6 items	Individual platforms
853/0	888/0	532/0	620/0	7 items	transparency
869/0	897/0	522/0	475/0	8 items	structural surface
825/0	873/0	533/0	491/0	6 items	infrastructure

854/0	889/0	534/0	642/0	7 items	Continuous assessment
840/0	883/0	556/0	568/0	6 items	Internal organization
834/0	879/0	548/0	624/0	6 items	External organization
886/0	908/0	523/0	726/0	9 items	General, dedicated and intelligent surveillance

Also, other findings of the quantitative phase showed that the value of R² for all components was higher than 0.40 (the components could explain 54% of the changes in the monitoring system) and the value of the GOF index was equal to 0.64, which indicated the appropriate fit of the comprehensive model for the improvement of the monitoring system in the aforementioned sports organizations (Figures 1 and 2).



4. Discussion

Considering the role and importance of the monitoring system in improving organizational functions, the aim of this study was to provide a comprehensive model for improving the monitoring system in sports organizations with a mixed approach. Phase-qualitative findings showed that the comprehensive model for improving the monitoring system in sports organizations has 69 open codes in the form of 10 main categories including productivity, administrative health, individual platforms, transparency, superstructure, infrastructure, continuous evaluation, intra-organizational, extra-organizational, general supervision, exclusive and He was smart. The findings of the quantitative phase showed that for the comprehensive model of improving the monitoring system in sports organizations, 9 components including productivity, administrative health, individual platforms, transparency, superstructure, infrastructural, continuous evaluation, intra-organizational, extra-organizational identification, which factor loading, average variance were extracted and their reliability It was appropriate. Also, the mentioned model had a good fit and the effects were significant.

In this research, productivity and administrative health have necessitated the design of a model for improving the monitoring system in sports organizations. Therefore, productivity in sports and administration should be taken into consideration. In sports productivity, the causal conditions that are considered to be monitored include things such as improving sports results in national competitions, gaining a better place in Asia and continental competitions, and improving performance in sports competitions of super events such as the Olympics and the World Cup. The importance of this issue is so important that if there is no monitoring, there will be no success. There are reasons for the importance of supervision in the field of administrative efficiency. For example, increasing the efficiency of financial assets, efficiency of equipment and facilities, and efficiency in the use of human resources are in the field of administrative efficiency. This finding is in line with the results of Pourkiani et al (2021). Today, compared to the past, it has become very difficult to play the role of management, in terms of the extent of communication, the scope and complexity of the goals and tasks of the organization, as well as the expansion of the complexity of the thoughts and expectations of employees and the skills of using equipment. Therefore, paying attention to management and strengthening the skills of managers will improve working conditions, increase employee satisfaction with the manager, coordinate efforts in shaping the existing facilities and resources to achieve the goals of the organization, and as a result, strengthen the morale of employees and prepare for the flourishing of creativity, innovation and work mobility of employees. The results obtained in this section are in line with the results of Penno (2022), Rahman (2021) and Farhadinejad, Ain Ali and Bagheri Qarabalag (2020).

The governing contexts are a series of special conditions in which processes and interactions take place to manage, control and respond to the phenomenon. In this research, the components of transparency and individual platforms are considered among the governing platforms. Transparency has two social and regulatory dimensions; Therefore, in the social dimension, conditions should be created and provided to increase the sensitivity of different sections of the society towards sports. Also, extensive presence and activity of the media in the sports space should be provided. In addition, it is possible to compare performance with regional and global organizations of equal weight. In the case of regulatory transparency, measures such as selectiveness of sports boards and organizations and reliance on experts' opinions, the existence of internal inspection bodies in sports, the existence of external inspection bodies and the role of evaluation guidance to improve performance should be put on the agenda. Performance management is a way to facilitate communication and create understanding between employees and supervisors and leads to the emergence of a more favorable work environment and greater commitment to service quality. Therefore, managers should be able to specify tangible productivity goals for all departments of the organization and gain the support and approval of superiors, the acceptance and commitment of subordinates, and the cooperation of their colleagues. Commitment to organizational goals does not necessarily guarantee the achievement of individual goals within the organization. When the employees see

the basic commitment of the organization towards the simultaneous growth and development of the individual and the organization, they show the initial preparation necessary to establish such performance management. The results obtained in this research are in line with the findings of other researchers Adhikara et al (2022), Ismailpour, Raispour and Selajgeh (2022), Causins (2021) and Pourkiani et al (2021). Superstructure and substructure categories and components act as a platform that mitigates or exacerbates phenomena. These categories work to improve the investigated phenomenon, that is, to improve the monitoring system in sports organizations. The meaning of superstructures in this research is organizational culture and regulations. Organizational culture can act as an obstacle when there is a coding culture in departments and organizations. Also, the culture of promoting and exaggerating part of the completed tasks and the weak spirit of accountability, the emotional and momentary nature of some sports behaviors, the transfer of the culture of organizational indifference from the old employees to the new ones, and finally the dreaminess of the evaluation and monitoring criteria will cause interference in the programs. In addition to the weak culture of laws and regulations, they can create interference in such a way that the inadequacy of laws and regulations, the lack of transparency of laws and regulations, the weak enforcement guarantee of laws and regulations can be a defect that also calls into question the structure of the evaluation system. Substructure also refers to equipment and economy and finance. In the case of equipment, insufficient suitability of communication tools, disproportionate geographical distribution of facilities and equipment, disproportionate gender distribution of facilities and equipment will disrupt the decision-making process of the evaluation system in sports organizations. The problems of the general economy of the country, the issues of sanctions and foreign pressures on the country and the concentration of budget and capital in some specific fields are the obstacles of the economy and finance that should be taken into consideration and measures should be taken to curb and eliminate these obstacles. The findings of this section are consistent with the results of Ismailpour et al (2022), Khanagha, Volberda, Alexiou and Annosi (2022), Adhikara et al (2022), Chen and Ma (2021), Dekker, Donada, Mothe and Nogatchewsky (2019) and Baron and Bielby (2018) agrees. The phenomenon studied in this research is (the improvement of the monitoring system) in the sports organizations of the country. The results showed that comprehensive supervision is achieved when supervision is formed in all its aspects, i.e. general supervision, specific supervision and intelligent supervision. Public supervision is related to the supervision of the media and the press, the supervision of legal and legal guardians, and the supervision of customers and beneficiaries, and the meaning of special supervision; The formation of the structure of inter-organizational supervision (supervision of one organization on the performance of another organization), intra-organizational supervision by superiors on the performance of employees, supervision and participation of employees on strategies to adapt to organizational realities. Therefore, both types of monitoring will improve the performance of the organization. This type of supervision must be intelligently present in the organization; Therefore, in smart monitoring, you can perform actions such as designing a smart and non-paper monitoring structure, using the capacity of virtual space and collecting feedback and intelligent monitoring of performance. Managers must supervise the work of the organization and the forces in it from different aspects: checking the achievement of scientific, moral, educational, social, cultural, and economic goals is one of the most important duties of managers. Also, investigating the motivation of employees and the limits of their job satisfaction, monitoring compliance with rules and regulations, methods of performing tasks, quality of job performance, etc. These findings are consistent with the results of Huang et al (2022), Hirschi and Shark (2021), Nguyen and Stinglhamber (2021), Pourkiani et al (2021) and Mohammadi et al (2016).

strategy (processes/interactions); They express behaviors, facts and purposeful interactions that are achieved under the influence of different conditions. The strategies developed to control, urinate and deal with each phenomenon are under specific observed conditions. In this research, evaluation and monitoring and promotion of performance are considered as a strategy adopted to control, manage and respond to the phenomenon under investigation. These findings are in line with the results of Causins (2021). The most important strategies for improving the monitoring system in sports organizations are evaluation and

monitoring; Therefore, evaluations should be done individually and multilaterally. Individual evaluation is related to the evaluation of previous records, overall evaluation of current performance, and periodic evaluation of performance, and multilateral evaluation refers to evaluation based on self-statement, evaluation based on the opinions of subordinates, evaluation based on the opinions of superiors, and evaluation based on the opinions of stakeholders. The organization, people or organizational unit, although they seem to do the work, but they are only a part of the whole system, and the conditions of its other components should also be taken into consideration. Paying attention to comprehensive criteria and the organization's strategies and ideals is one of the essentials of a comprehensive performance management system. The results obtained in relation to monitoring strategies are consistent with the results of other researchers Huang et al (2022) and Rahman (2021). In this research, intra-organizational and extra-organizational categories are considered as the result of this model. The internal consequences are self-efficacy and employee satisfaction, and the external consequences include sports results and social results. Therefore, optimal supervision in sports organizations can improve self-efficacy in such a way that it leads to the efficiency and improvement of the general performance of employees, the efficiency of coaches and technical members, and the improvement and promotion of administrative and organizational performance. It can also bring satisfaction. This type of satisfaction comes in its various dimensions, including the satisfaction of athletes with improved performance, the satisfaction of coaches and technical members, and the satisfaction of all stakeholders (athletes' parents, investors, etc.). The real concept of process monitoring lies within the system, which separates it from control. This type of supervision can be called process supervision or concurrent and formative assessment. Monitoring and evaluation of the implementation process and how it is done to create possible changes and achieve intermediate and final outputs is done. The final output refers to the results and consequences that are obtained after the implementation of the program. Output monitoring can be called feedback monitoring and final evaluation. In this type of monitoring and evaluation, program outcomes and results are compared with predetermined and expected goals and results; Therefore, in a systematic planning approach and based on real inputs, the organization and implementation of activities and operations, as well as the results of the program are monitored with the degree of achievement of goals. The results obtained in this section are consistent with the findings of other researchers Fraidlin, McElroy, Moses, Jenssen and Van Stratton (2022), Pourzabih, Dosti and Razavi (2021) and Liu, Wang and Liang (2020). According to the findings of this study, the following practical suggestions are provided. It is suggested to increase the efficiency of financial assets through revision in budgeting, optimal use of equipment and facilities, and holding training and coaching courses for human resources. Also, suggestions such as the creation of internal organizational inspection bodies in sports, cooperation with external inspection bodies, detailed description of the job duties of employees and revision of the internal disciplinary code are recommended. Other suggestions include avoiding the culture of coding in offices and organizations, institutionalizing the spirit of accountability, transferring knowledge and job skills from old to new employees, and applying evaluation and monitoring criteria. In addition, suggestions such as involving employees in decision-making processes related to organizational supervision, designing a smart and paperless supervisory structure, intelligent monitoring of performance and job promotion based on the annual performance of employees are provided. In relation to the strategies, suggestions such as the implementation of the previous record evaluation system, the implementation of the periodic performance evaluation system, and the implementation of the evaluation system based on self-statement are provided. Finally, suggestions such as improving the sense of social belonging among employees, increasing and strengthening national pride among employees, and deepening sports participation of employees are provided.

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