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Evaluating barriers of implementing thorough system of elite selection based on a three branch model (Case Study: I. R. Iran volleyball federation)

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ABSTRACT

The main purpose of this research is evaluating the barriers of implementing a thorough system of elite selection based on a three branch model in volleyball federation of Islamic Republic of Iran. It is a descriptive-survey research and a field one. A library method of collecting theoretical subjects has been used and other data was collected by questionnaire. Ninety two people were purposefully chosen from the society of managers and international and selected volleyball coaches. Data was collected through questionnaire. Its validity was confirmed by specialists and the stability was determined by Cronbach's alpha with coefficient of 0.86. In the section of deductive statistic, hypotheses were tested by an independent sample T-test and Friedman Test. According to the results of independent samples t-test, all three structural, behavioral and contextual factors of three branch model are considered as the barriers of implementing the thorough system of elite selection. Also, the results of Friedman test showed that behavioral branch is on top priority and the structural and contextual factors are in next places.

Key words: Elite Selection, Structural, Behavioral and Contextual Branches, Volleyball.

INTRODUCTION

Recently, the issue of talent identification has speedily drawn the notice of people who deal with young sportsmen and ones looking at competitive levels [4]. Until recent years, discovering sportsmen was based on a natural selection method. This trend has still kept up in many countries. In this method, youths are often chosen according to the view of coaches and their performance comparing with their peers [2]. This method is restricted because on one hand, the effects of puberty on performance are not cared to and on the other hand it makes success in other field impossible. And how is it possible to make a decision for a young sportsman regarding the dangers of time, financial, social, behavioral and psychological sources? In some countries, sportsmen are highly self-selected [13]. Since Talent identification is one of important concepts, it should be done regarding an organized system [15]. Talent identification is a modern science in the world which should have its own particular base and foundation in any country. So, in Iran, it is in a progressing trend. In such case, using scientific and advanced tools is highly important. Any person can learn singing, painting or doing a special exercise, but few people can have access to higher levels of skill. In past and even today, in some countries, young people go in sports which are based on their countries traditions and personal desires or ideas. However, these methods are outdated and have no defendant [9]. If sportsmen are selected in terms of age, technical standards and at the same time in connection with moral backgrounds and social behaviors, not only do they continue doing that exercise but the possibility of reaching to the

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ultimate goal would increase [12]. Although many people do not confirm this method and it is viewed in doubt, there are many coaches who offer a system with scientific methods of selection. Gymnastics, boating, diving, marathon running, hockey and baseball are among sports in which talent identification system has been relatively used. But limited researches have been carried out about volleyball [7]. The process of talent identification may improve the standards of sport successes by maximizing the number of skilled sportsmen in special field and allow capable youths to progress in their own field and finally the potential of all people with probable sport success would grow. The process of talent identification and selecting elite people in sport of volleyball also enables coaches and specialists to spend their money and time for a few numbers of volleyball lists and they exercise optimally with a special group. On the other hand, in such case, volleyball lists having more chance are picked up and are offered a great opportunity to practice. The ultimate result would be nurturing successful teams for the future [17 & 10] There are various barriers in the way of implementation of talent identification and/or thorough system of elite selection in the sport of volleyball such as the organizational structure of federation, issues relating to human resource of federation and some factors like political, economic... factors which have effects beyond organization level on decisions and executive processes. These obstacles would definitely prevent recognizing concealed talents and consequently they would be wasted. As these organizational factors are the most significant and inclusive factors having effect on implementation of the system of elite selection, we should examine thoroughly the executive barriers. Thus, the management and organizational structure of volleyball federation of Islamic Republic of Iran should be studied so that the researcher is guided in the area of management studies. In this case, the three branch model is a good one in studying the general conditions of organizations in implementing any organizational process. Being a standard model, it is also a proper criterion for assessing the organization state of I.R Iran volleyball federation. Regarding the organizational features of I.R Iran volleyball federation, some officials from the Organization of Volleyball National Teams have emphasized on this fact that the process of talent identification in the country is not carried out properly. Hence, volleyball federation is required to hold lifelong camps and it is not a good policy. On the other hand, as this process is not done properly due to lack of facilities and authorities' inattention to talent identification, volleyball federation has no way but to rely on its insufficient recourses. Also, the researcher himself has spent many years in volleyball championships and achieved a number of great honors such as the chance of presence in national and local teams. Because of a complete familiarity with I.R Iran volleyball federation on one hand and the matter of observing how fresh and young talented people of country is wasted on the other hand, this important fact has preoccupied the researcher's mind. Based on over mentioned matters, this question is posed that what are the barriers of implementing the thorough system of elite selection?

MATERIALS AND METHODS

In terms of collecting data and the method of analyzing, this is a descriptive and non-experimental research and on the basis of purpose, it is practical.

Statistical society and sample: the statistical society of this research includes managers and selected specialists (number 1 and 2 coaches and international coaches) in volleyball. The sampling method is purposeful and the society includes 92 people: 12 managers, 20 international coaches, 30 number one coaches and 30 number two coaches.

Method of data collection: library sources, articles, books and global internet and network services were employed to collect data about theoretical principles and research literature. To analyze collected data and information, questionnaire was used.

Method of analyzing information: frequency tables and graphs, central and dispersion indexes were used for describing findings. In the section of deductive statistics, Friedman test was employed for evaluating over mentioned barriers and prioritizing the importance rate of each barrier.

RESULTS

Table 1 presents the descriptive data of the main three variables along with their subsets.

Component	Dimension	Mean	Standard deviation	Min	Max
Structural factors	Organizational Structure	4.00	0.71	2.33	5.00
	Performance Evaluation	4.04	0.63	2.33	5.00
	Salary and Bonus System	4.01	0.62	1.67	5.00
	Work Team	4.00	0.76	1.00	5.00
Behavioral factors	Management Factors	4.24	0.66	2.50	5.00
	Staff Training	4.20	0.59	2.33	5.00
	Staff Motivation	4.09	0.65	2.33	5.00
Contextual factors	Political Factors	4.02	0.63	2.67	5.00
	Economic Factors	2.79	0.53	1.33	4.00
	Social Factors	3.85	0.73	1.33	5.00
Structural Component		4.01	0.33	2.92	4.67
Behavioral Component		4.18	0.35	3.30	4.90
Contextual Component		3.56	0.38	2.44	4.23

 Table 1: Descriptive Data the Main Variables and Their Dimensions

Table 2 shows the results of an independent sample T-test about each main variables and reported subsets. Regarding the level of significance for all variables (p=0.00), it is clear that all three main and subsection of each one are regarded as barriers in implementing the thorough system of elite selection.

Table 2:	The Results	of Independen	t Sample T-t	test about Research	Variables
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Component	T value	Degrees of freedom	Sig	Difference of means
Structural factors	29.34	91	0.00	1.01
1. Organizational Structure	13.45	91	0.00	1.00
2. Performance Evaluation	15.67	91	0.00	1.04
3. Salary and Bonus System	15.44	91	0.00	1.01
4. Work Team	12.56	91	0.00	1.00
Behavioral factors	32.00	91	0.00	1.18
1. Management Factors	17.92	91	0.00	1.23
2. Staff Training	19.46	91	0.00	1.20
3. Staff Motivation	16.00	91	0.00	1.08
Contextual factors	13.71	91	0.00	0.55
1. Political Factors	15.35	91	0.00	1.02
2. Economic Factors	-3.74	91	0.00	-0.20
Social Factors	11.15	91	0.00	0.85

The results of Friedman test have been shown in table 3 for ranking the main dimensions and subsections of each dimension. As it is indicated, behavioral, structural and contextual dimensions are placed in first, second and third rank respectively. The ranking of subsections has been shown as well. According to the level of significance (p=0.00), the difference between all ranks is significant.

Table 3: The Results of Friedman Test for Ranking the Main Dimensions and Subsections of Each Dimension

Component	Mean rank	Rank	Sig	Chi-square
Structural factors	2.16	2	0.00	
1. Organizational Structure	2.53	2	0.00	
2. Performance Evaluation	2.54	1	0.00	
3. Salary and Bonus System	2.48	3	0.00	
4. Work Team	2.46	4	0.00	
Behavioral factors	2.56	1	0.00	
1. Management Factors	2.14	1	0.00	79.54
2. Staff Training	1.98	2	0.00	
3. Staff Motivation	1.88	3	0.00	
Contextual factors	1.28	3	0.00	
1. Political Factors	2.48	1	0.00	
2. Economic Factors	1.17	3	0.00	
3. Social Factors	2.34	2	0.00	

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DISCUSSION

In this research, three groups of components from structural, behavioral and contextual branches were recognized. The results from the significance level of T-test in table 2 show that all three dimensions are considered as barriers in effective implement of thorough system of elite selection in volleyball federation. Structural and contextual dimensions are in subsequent priorities. Amirtash (2005) presented an article under the title of "the Current State and Talent Detection Index of Men Handball According to the Approaches of Elite Coaches". The main problems of this process are lack of specialists, lack of resources and lack of structural programming. According to the results, these problems result from structural and behavioral factors and are considered as mentioned barriers.

Regarding the results of T-test in table 2, all four subset of structural barrier include organizational structure, assessment of performance, salary and reward system and working teams. Also, in table 3, the results of Friedman test show that among these components, assessment of performance is the most important structural barrier and organizational structure, salary and reward system and working teams are respectively in next priorities.

These findings are consistent with the results of a research which has been done by Hosseini et al (2012)[8]. He considers some issues such as lack of an integrated executive and structuralized plan, subjective measures of managers and result orientation as barriers of elite selection system. Lack of an integrated executive and structuralized plan in the context of structural factors, subjective measures of managers as management factors and result orientation as lack of factors relating to assessing performance are consistent with this research. On the other hand, Azizi at al (2012)[1] confirmed that experienced and skilled coaches, holding the tests of talent detection and continual assessment could be determining factor in carrying out the process of elite and talent detection. Since the effects of these factors is undeniable, lack of them as issues relating to working teams and evaluating performance may be regarded as impediments of this system which confirm the findings of this research. In his research, Ganguei et al (2012)[5] concluded that lack of specialization policies would bring about such barriers. Additionally, emergence of such problem in the process of performance evaluating associates it with structural factors of the three branch model and acknowledges this research results.

According to the significance levels of table 2, all three sections of behavioral barriers include management factors, staff training and provocation. The results of Friedman test in table 3 reveal that management factors are the most important among others and staff training and provocation are in next levels. Researchers Elahi et al. (2012), Hosseini et al. (2012), Azizi et al. (2012) and Ganjuei et al. (2012) [8, 1, 5] believe that lack of required resources and equipment prevent talent and elite detecting. Conformity of this factor with stimulating tools in behavioral branch verifies the findings of this research. Moreover, Sharifian et al. (2012) [16] and Gazmeh et al. (2012) [6] know factors such as lack of continual training and training workshops and coaching courses as obstacles of this process. So, as these factors are of training factors of behavioral branch, we can seem their results are consistent with the findings of this research. Also, Azizi et al. (2012) [1] regard emphasis on considerations as effective factors on the process of talent detection so that on the area of management barriers, it conforms to this research results.

Significance levels in table 2 indicated that among contextual barriers, all three political, economic and social factors prevent implementing effectively the system of elite selection in volleyball federation. Friedman test in table 3 also revealed that political factors are in first priority. Findings of this hypothesis are inconsistent with the results of research done by Elahi et al. (2012) [3], Saberi et al. (2012) [14] and Ganjuei et al. (2012) [5]. They consider financial limitations as barriers of talent detection. However, in contextual branch of this research, financial factors have no effect on implementing this process. But, Azizi et al (2012) [1] think that standardization can be efficient and lack of it would be an obstacle. Thus, as long as this factor conforms to limited political factors, their findings acknowledge the obtained results.

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