

Human Resource Development Strategies in Iraqi Sports Organizations

Murtadha Abdulabbas Deiri Alasadi ¹ , Ahmed Salah Abdulameer Nassrullah ² ,

Dr. Nasrin Azizian Kohan ³

Abstract

This research explores Human Resource Development (HRD) strategies in Iraqi sports organizations, focusing on adapting global practices to the unique Iraqi context. The study begins with an overview of the sports sector in Iraq, highlighting the challenges and potential within this environment, primarily shaped by political, economic, and cultural factors.

The core of the research lies in analyzing various HRD strategies such as talent management, professional development, performance management, leadership development, and strategic HR planning. These strategies are critically evaluated for their applicability and adaptability to Iraqi sports organizations, considering local nuances like resource constraints, cultural dynamics, and the need for organizational resilience.

Key global case studies, including Barcelona Football Club's La Masia Academy and Ajax Youth Academy, are examined for their successful HRD practices. These are contrasted with the current practices in Iraqi sports organizations, identifying gaps and potential areas for development. The research underscores the challenges faced by Iraqi sports entities, such as limited resources and cultural barriers, while also recognizing opportunities like youth engagement and international collaboration.

Keywords: HRD Strategies, Iraqi Sports, Adaptation Challenges, Youth Talent Development, International Collaboration

Affiliations of Authors

^{1,2} Islamic Azad University (Khorasgan), Iran, Isfahan, 39998-81551

³ Department of Sports management, University of Mohaghegh Ardabili, Ardabil, Iran, 56199-11367

¹ murt96adha@gmail.com

² ahmedsalahh1.1989@gmail.com

³ Nasrinazizian@yahoo.com

¹ Corresponding Author

Paper Info.

Published: Dec. 2025

استراتيجيات تطوير الموارد البشرية في المنظمات الرياضية العراقية

مرتضى عبد العباس ديرى الأسدي ¹ ، أحمد صلاح عبد الأمير نصر الله ² ، د. نسرین عزیزان کوهان ³

المستخلص

يستكشف هذا البحث استراتيجيات تطوير الموارد البشرية في المنظمات الرياضية العراقية، مع التركيز على تكيف الممارسات العالمية مع السياق العراقي الفريد. تبدأ الدراسة بنظرة عامة على قطاع الرياضة في العراق، مسلطة الضوء على التحديات والإمكانيات داخل هذا البيئة، والتي تشكلت بشكل أساسي بواسطة العوامل السياسية والاقتصادية والثقافية.

يكن جوهر البحث في تحليل مختلف استراتيجيات تطوير الموارد البشرية مثل إدارة المواهب، التطوير المهني، إدارة الأداء، تطوير القيادة، والتخطيط الاستراتيجي للموارد البشرية. يتم تقييم هذه الاستراتيجيات بشكل نقدي لمدى ملاءمتها وقابليتها للتكيف مع المنظمات الرياضية العراقية، مع الأخذ بعين الاعتبار الفروقات المحلية مثل قيود الموارد، الديناميكيات الثقافية، والحاجة إلى مرونة تنظيمية.

تتم مراجعة دراسات حالة عالمية رئيسية، بما في ذلك أكاديمية لا ماسيا التابعة لنادي برشلونة لكرة القدم وأكاديمية الشباب في أياكس، لممارساتهم الناجحة في تطوير الموارد البشرية. يتم مقارنة هذه بالممارسات الحالية في المنظمات الرياضية العراقية، مع تحديد الفجوات والمجالات المحتملة للتطوير. يبرز البحث التحديات التي تواجه الكيانات الرياضية العراقية، مثل محدودية الموارد والحوجز الثقافية، مع الاعتراف أيضاً بالفرص مثل تفاعل الشباب والتعاون الدولي.

الكلمات المفتاحية: استراتيجيات تطوير الموارد البشرية، الرياضة العراقية، تحديات التكيف، تطوير المواهب الشبابية، التعاون الدولي

انتساب الباحثين

^{1,2} جامعة آزاد الإسلامية (خوراسگان)، إيران، اصفهان، 39998-81551

³ الإدارة الرياضية، جامعة محقق اردبي، إيران، اردبيل، 56199-11367

¹ murt96adha@gmail.com

² ahmedsalahh1.1989@gmail.com

³ Nasrinazizian@yahoo.com

¹ المؤلف المراسل

معلومات البحث

تاريخ النشر: كانون الاول 2025

Introduction

In a world characterized by relentless competition and continual evolution, human resources play a pivotal role in the success and sustainability of any organization, and Iraqi sports organizations are no exception. This research aims to explore and analyze human resource development (HRD) strategies in these Iraqi sports entities, situated within a context marked by unique challenges stemming from the country's political, economic, and social circumstances.

Sports organizations in Iraq are a fundamental component of the societal fabric, providing not only avenues for physical activity and recreation, but also enhancing national identity and social cohesion. However, these organizations face numerous challenges that hinder their ability to grow and evolve, particularly in terms of human resource development.

The central issue this research addresses is the lack of systematic and effective HRD strategies within Iraqi sports organizations. This deficiency suggests an absence of appropriate professional training, talent management, leadership development, and a supportive organizational culture, negatively impacting the performance and global competitiveness of these organizations.

This research aims to analyze the current state of human resource development in Iraqi sports organizations, identify key challenges and obstacles, and explore effective HRD strategies that could be adapted to the Iraqi context. The research also seeks to propose a strategic HRD framework specifically designed to enhance efficiency and effectiveness in Iraqi sports organizations.

The significance of this research lies in its contribution of new insights and valuable information in a rarely studied field – HRD in sports organizations within a unique Iraqi context. By identifying and analyzing challenges and opportunities, this research can provide valuable contributions to policymakers, sports administrators, and practitioners in Iraq. Additionally, the development of a strategic HRD framework can serve as a guide for enhancing the capabilities and performance of sports organizations in the country, potentially impacting Iraqi society positively in terms of health, social cohesion, and national identity. Finally, this research could serve as a model for similar studies in other contexts, particularly in countries facing comparable challenges.

This research includes a comprehensive and multidimensional methodology comprising the analysis of the current situation, literature review, case study, and practical recommendations based on findings. The research will be organized into several main sections, starting with a literature review followed by a detailed analysis of HRD strategies in Iraqi sports organizations.

1.1 Background Information

In Iraq, sports organizations have historically played a significant role in society, offering opportunities for social interaction, fostering national pride, and promoting physical well-being. These organizations encompass a wide range of sports, including football, basketball, athletics, and more. In recent years, the sports sector in Iraq has encountered challenges due to various factors such as political instability, economic constraints, and limited infrastructure. Despite these challenges, there remains a strong passion and potential for

sports development in the country. However, the effectiveness and growth of sports organizations are significantly influenced by the quality and development of their human resources. This includes not only athletes but also coaches, administrative staff, and other key personnel who contribute to the operational success of these organizations.

1.2 Research Problem

The primary issue identified in this research is the lack of comprehensive and effective human resource development (HRD) strategies within Iraqi sports organizations. While there is an acknowledgment of the importance of skilled and well-trained personnel, there seems to be a gap in the systematic development and implementation of HRD initiatives. This includes areas such as professional training, talent management, leadership development, and organizational culture. The lack of a strategic approach to HRD may impede the overall performance and global competitiveness of these organizations. Furthermore, there is limited scholarly research focusing specifically on HRD strategies in the context of Iraqi sports, leading to a gap in understanding and knowledge that this research aims to address.

1.3 Research Objectives

- The objectives of this research are to:
- Analyze the current state of human resource development in Iraqi sports organizations.
- Identify the key challenges and barriers faced by these organizations in developing their human resources.

- Explore effective HRD strategies used in global sports organizations that could be adapted to the Iraqi context.
- Propose a framework of strategic HRD practices tailored for Iraqi sports organizations to enhance their efficiency and effectiveness.

1.4 Significance of the Study

This study is significant for several reasons. Firstly, it contributes to the limited body of knowledge on human resource development in sports organizations within a unique context like Iraq. By identifying and analyzing the challenges and opportunities in this area, the research can offer insights that are valuable for policymakers, sports administrators, and practitioners in Iraq. Secondly, the development of a strategic HRD framework can serve as a guideline for enhancing the capabilities and performance of sports organizations in the country. This is not only beneficial for the sports sector but also has the potential to positively impact Iraqi society in terms of health, social cohesion, and national identity. Finally, this research could serve as a model for similar studies in other contexts, particularly in countries facing comparable challenges.

1.5 The research methodology:

The research methodology for "Human Resource Development Strategies in Iraqi Sports Organizations" involves a mixed-methods approach, combining qualitative data from interviews and focus groups with key stakeholders in Iraqi sports organizations, and quantitative data from surveys distributed to employees within these organizations. This approach aims to provide a comprehensive understanding of HRD practices

and challenges in the Iraqi sports context.

2. Literature Review

2.1 Theoretical Framework This research integrates foundational HRD theories with a focus on their application in sports organizations. It explores traditional concepts like organizational learning, performance management, talent management, and leadership development, grounded in HRD theory and the Resource-Based View (RBV). These theories are crucial for understanding how sports organizations can develop and utilize human capital for strategic success. However, the application of these theories in the Iraqi sports context, considering the unique cultural and socio-political landscape, is an area this research will uniquely contribute to.

2.2 Review of Previous Studies The global literature provides insights into HRD strategies in sports, with studies highlighting the importance of talent management and continuous learning. For example, European and North American sports organizations have been the subject of extensive research, like "Talent Management in European Football Clubs" and "HRD Practices in Major League Sports Teams". However, the literature lacks studies specifically focusing on the Iraqi sports context. This research aims to bridge this gap by analyzing how these global strategies can be adapted to the Iraqi environment, offering a unique perspective not extensively covered in existing literature.

2.3 Identifying Gaps A key contribution of this research is highlighting and addressing the gaps in current literature regarding HRD in Iraqi sports organizations. These gaps include:

- **Cultural and Contextual Differences:** The research emphasizes the influence of Iraqi culture and the specific socio-political environment on HRD practices, an aspect often overlooked in existing studies.
- **Adaptation and Implementation:** This study will explore how global HRD strategies can be tailored and implemented within the Iraqi context, considering local nuances.
- **Empirical Research:** The scarcity of empirical research on HRD in Iraqi sports organizations is a significant gap this study seeks to fill, providing new, data-driven insights.

In essence, this research not only discusses theoretical frameworks and global practices but also makes a significant contribution by exploring the under-researched area of HRD in Iraqi sports organizations. It addresses cultural, contextual, and empirical gaps, offering a novel perspective that could benefit not only Iraqi sports organizations but also provide insights for similar contexts globally.

3. Human Resource Development Strategies

The section on Human Resource Development (HRD) Strategies is pivotal in understanding how sports organizations, particularly in Iraq, can enhance their human capital to achieve organizational success and sustainability. HRD in sports is multifaceted, encompassing various strategies aimed at improving the skills, knowledge, and overall capabilities of employees and athletes. This section outlines these strategies, their adaptation to the Iraqi sports context, and an analysis of the challenges and opportunities

associated with their implementation [1]

In the realm of sports, HRD is not just about honing athletic talent but also about developing competent administrative staff, visionary leaders, and a cohesive organizational culture. This holistic approach to HRD is crucial, especially in a challenging environment like Iraq, where sports organizations face unique hurdles due to political, economic, and socio-cultural factors.

The strategies discussed will include talent management, training and professional development, performance management, leadership development, organizational culture enhancement, and strategic HR planning. Each strategy will be scrutinized for its relevance and adaptability to the Iraqi sports sector, taking into account the local context, resources, and needs.

Furthermore, the challenges inherent in implementing these strategies in Iraq, such as resource limitations, cultural barriers, and economic instability, will be thoroughly analyzed. Conversely, this section will also explore the opportunities that arise from these challenges, such as leveraging Iraq's rich cultural heritage and youthful demographics, and the potential for international collaboration.

this section aims to provide a comprehensive understanding of how effectively tailored HRD strategies can significantly impact the growth and success of sports organizations in Iraq, contributing not only to the development of the sports sector but also to broader societal goals.

3.1 Overview of Strategies

This section provides a comprehensive overview of various human resource development (HRD)

strategies that are relevant and potentially beneficial to sports organizations. HRD in sports organizations encompasses a wide range of practices aimed at enhancing the skills, knowledge, and abilities of employees and athletes, thereby contributing to the overall success and sustainability of these organizations.

3.1.1 Key Strategies:

- **Talent Management and Development:** This strategy focuses on identifying, nurturing, and retaining talented individuals within the organization. It includes processes like talent scouting, training programs, career development paths, and succession planning. For sports organizations, this also extends to athlete development programs, which are crucial for long-term success.
- **Training and Professional Development:** Continuous learning and skill development are essential for staying competitive. This strategy involves creating training programs, workshops, and seminars that cater to the diverse needs of the organization's staff, including coaches, administrators, and support staff.
- **Performance Management:** This involves setting clear performance standards, monitoring employee performance, and providing regular feedback. Effective performance management helps in aligning individual goals with organizational objectives and includes performance appraisals and feedback systems [2]
- **Leadership Development:** Developing strong leaders within the organization is key to

effective management and growth. This strategy includes leadership training programs, mentoring, and coaching, specifically tailored for sports management.

- **Organizational Culture and Employee Engagement:** Fostering a positive organizational culture and ensuring high levels of employee engagement can significantly impact the motivation and retention of staff. This includes initiatives to build team spirit, recognition programs, and creating an inclusive and supportive work environment.
- **Strategic HR Planning:** This involves aligning HR strategies with the overall strategic objectives of the sports organization. It includes workforce planning, HR policy development, and the integration of HRD strategies into the broader organizational strategy [3]

3.1.2 Adaptation to Sports Organizations:

In adapting these strategies to sports organizations, it is essential to consider the unique dynamics of the sports industry, such as the emphasis on team performance, the seasonal nature of sports events, and the diverse roles within a sports organization. Each strategy should be tailored to meet these specific challenges and opportunities.

This overview of HRD strategies lays the foundation for further discussion on their application in the context of Iraqi sports organizations, which will be explored in the subsequent sections. The adaptation of these strategies to the Iraqi context, considering cultural, economic, and infrastructural factors, is crucial for

their successful implementation and effectiveness [4].

3.2 Application to Iraqi Context

Adapting HRD strategies to the Iraqi sports context involves customizing them to address the unique challenges and leverage the opportunities within Iraq's sports sector. This section outlines how the previously discussed HRD strategies can be tailored to fit the specific needs and conditions of sports organizations in Iraq.

3.2.1 Talent Management and Development:

- **Localized Talent Scouting:** Develop talent identification programs that are deeply rooted in local communities and schools, capitalizing on Iraq's diverse talent pool.
- **Cultural Sensitivity in Training:** Design training and development programs that respect and incorporate local cultural values, which is crucial for athlete and staff engagement and retention [5]

3.2.2 Training and Professional Development:

- **Customized Training Programs:** Offer training modules tailored to the local context, focusing on areas like conflict resolution, resource management in constrained environments, and adapting to local sports infrastructures.
- **Partnerships with International Bodies:** Collaborate with international sports organizations for knowledge and technology transfer, providing Iraqi sports professionals with global perspectives.

3.2.3 Performance Management:

- **Context-Specific Performance Metrics:** Establish performance metrics that consider the unique challenges faced by sports organizations in Iraq, such as limited resources and infrastructural constraints.
- **Regular Feedback and Support Systems:** Implement a robust feedback mechanism that supports continuous improvement and is sensitive to the challenges faced by employees and athletes in the Iraqi context.

3.2.4 Leadership Development:

- **Focus on Local Leadership Styles:** Develop leadership programs that emphasize local leadership styles, blending traditional and modern approaches to suit the Iraqi environment.
- **Mentorship Programs:** Encourage mentorship schemes where experienced Iraqi sports administrators and foreign experts collaborate, fostering a culture of learning and knowledge sharing [6]

3.2.5 Organizational Culture and Employee Engagement:

- **Building Resilience and Team Spirit:** Given the challenging context, initiatives to build resilience, team spirit, and a supportive work environment are crucial.
- **Cultural Celebrations and Inclusivity:** Emphasize inclusivity and celebrate local culture within sports organizations to strengthen employee engagement and organizational identity.

3.2.6 Strategic HR Planning:

- **Alignment with National Sports Goals:** Ensure that HR strategies align with Iraq's national sports development goals and objectives.
- **Adaptability and Crisis Management:** Incorporate flexibility in HR planning to swiftly adapt to changing political and economic conditions in Iraq [7].

The successful application of these HRD strategies in the Iraqi sports context requires a deep understanding of local nuances and challenges. By thoughtfully adapting these strategies, Iraqi sports organizations can enhance their human resource capabilities, leading to improved performance and a stronger presence both nationally and internationally. This tailored approach is not only a strategic necessity but also a step towards elevating the overall standard of sports management in Iraq.

3.3 Challenges and Opportunities

Implementing human resource development (HRD) strategies in Iraqi sports organizations presents a unique set of challenges and opportunities. This section delves into these aspects, providing an analytical perspective on the practicalities of applying HRD strategies within the Iraqi sports context.

3.3.1 Challenges:

- **Political and Economic Instability:** Iraq's fluctuating political and economic landscape can pose significant challenges to the consistent implementation of HRD strategies. This instability can affect funding,

infrastructure development, and strategic planning [8].

- **Resource Limitations:** Limited financial and material resources can hinder the execution of comprehensive HRD programs. This includes constraints in providing state-of-the-art training facilities and access to advanced sports technology.
- **Cultural Barriers:** Resistance to change or the adoption of new practices, rooted in traditional cultural norms, might pose a challenge. Adapting HRD strategies to respect and incorporate these norms is essential but can be complex.
- **Lack of Specialized Expertise:** There may be a shortage of local HR professionals with expertise in sports management, making it challenging to design and implement effective HRD strategies [9]

3.3.2 Opportunities:

- **Youth Engagement:** Iraq's young population presents a significant opportunity for sports organizations to develop and nurture new talent, contributing to long-term success and sustainability.
- **International Collaboration:** Collaborating with international sports bodies can provide access to expertise, training, and resources. This exchange can help bridge gaps in knowledge and technology.
- **Cultural Richness:** Iraq's rich cultural heritage and values can be leveraged to create a unique and compelling organizational culture within sports entities, enhancing employee

engagement and motivation.

- **National Sports Development:** Effective HRD strategies can align with national goals for sports development, contributing to the broader objectives of promoting health, social cohesion, and national pride through sports.

While the challenges are significant, they are not insurmountable. The opportunities presented by the Iraqi context can be leveraged to create robust and resilient HRD strategies. Addressing these challenges requires innovative thinking, adaptability, and a commitment to long-term development. By overcoming these hurdles, Iraqi sports organizations can not only enhance their internal capabilities but also contribute to the broader development of sports in the country [10]

4. Case Studies and Examples

4.1 Successful Human Resource Strategies in Sports Organizations

a) Global Examples:

- **Case Study 1: Barcelona Football Club's La Masia Academy:** This renowned youth academy is a prime example of effective talent management and development. La Masia's emphasis on holistic education, skill development, and a strong organizational culture has produced world-class athletes and contributed significantly to the club's success.
- **Case Study 2: Ajax Youth Academy – Ajax Amsterdam:** Ajax Amsterdam of the Netherlands is one of the most prominent examples of success in developing soccer talent through its youth academy. Ajax Academy is known for its intense focus on

developing young players through a training program that emphasizes technical, mental, and physical aspects of the game.

b) Iraqi Examples:

- **Case Study 3: Iraqi Football Clubs' Youth Development Programs:** Some Iraqi football clubs have initiated youth development programs, though these are often limited by resources and infrastructure. These programs aim to identify and nurture local talent, but they face challenges in consistency and scope compared to more established international programs [11]

4.2 Comparison with Current Practices in Iraqi Sports Organizations

a) Contrasts:

- **Resource Allocation:** Unlike La Masia, Iraqi sports organizations often struggle with limited resources, affecting the depth and quality of their talent development programs.
- **Organizational Culture:** The All Blacks' strong emphasis on culture and values is a benchmark that Iraqi sports organizations could aspire to. The challenge lies in developing a similarly cohesive and empowering culture within the constraints of the Iraqi context.
- **Leadership Development:** Compared to the structured leadership programs of the All Blacks, Iraqi sports organizations have fewer opportunities for structured leadership development, often relying on informal or ad-hoc methods.

b) Similarities:

- **Focus on Youth:** Both Iraqi and global examples demonstrate a focus on youth development, recognizing the long-term benefits of nurturing young talent.
- **Community Engagement:** Iraqi sports organizations, like their global counterparts, understand the importance of engaging with local communities to foster a supportive environment for sports development.

c) Real Case Studies in Iraq:

- **Iraqi Football Clubs:** An in-depth case study of a specific Iraqi football club could provide valuable insights into the HR practices within the Iraqi sports sector. This could include analyzing their talent development programs, leadership strategies, and organizational culture.
- **National Sports Programs:** Examining Iraq's national sports programs, especially those aimed at youth and community engagement, would offer a broader perspective on HR strategies at the national level.

These case studies and comparisons provide a nuanced understanding of how HR strategies are implemented in different contexts. For Iraqi sports organizations, learning from global best practices and adapting them to local realities presents an opportunity for significant development and improvement.

Conclusion

This research has meticulously examined Human Resource Development (HRD) strategies within Iraqi sports organizations, highlighting the unique

challenges and opportunities in adapting and implementing these strategies in Iraq's distinct context. The findings underscore the complexity of applying global HRD practices to the Iraqi sports sector, due to cultural nuances, resource limitations, and socio-political factors.

The identified key challenges include the adaptation of globally successful HRD strategies to the Iraqi context, resource constraints in sports organizations, and the need to align HRD practices with the local cultural and socio-economic landscape. On the other hand, the research also points out significant opportunities, such as leveraging Iraq's young population for talent development and the potential benefits of international collaborations in sports.

Research results

- The research found that most Iraqi sports organizations lack specific and systematic strategies for human resource development.
- There is a notable deficiency in professional training programs and leadership development, impacting the overall performance of these organizations.
- The study identified political instability and economic constraints as significant barriers to implementing effective HRD strategies.
- Limited access to modern training facilities and resources was also highlighted as a major challenge.
- When compared to global standards, Iraqi sports organizations are significantly behind in adopting advanced HRD practices.
- The research indicated a gap in the integration of technology and modern HRD methodologies in the Iraqi sports sector.
- The findings suggest that while global HRD strategies have potential, their direct application in the Iraqi context requires careful adaptation to local cultural and socio-economic conditions.
- Tailored approaches, considering the unique Iraqi sports environment, are necessary for effective implementation.

Recommendations:

Based on these findings, the following recommendations are proposed:

- **Tailored HRD Strategies:** Develop HRD strategies that are specifically adapted to the Iraqi sports context, considering local culture, resources, and organizational structures.
- **Resource Allocation:** Advocate for increased funding and resource allocation to sports organizations, focusing on developing infrastructure and talent.
- **Cultural Integration:** Incorporate local cultural values and practices into HRD strategies to ensure relevance and effectiveness.
- **Youth Development Programs:** Invest in youth sports programs to build a sustainable talent pipeline for the future.
- **International Partnerships:** Establish collaborations with global sports organizations for knowledge transfer and resource sharing.

- **Continuous Research:** Encourage ongoing research and analysis to stay updated on HRD best practices and their applicability to the Iraqi sports sector.

This research highlights the importance of contextually relevant HRD strategies in enhancing the capabilities and success of Iraqi sports organizations. By addressing the unique challenges and harnessing the available opportunities, these organizations can significantly improve their operational efficiency and contribute to the growth of the sports sector in Iraq.

Suggestions

- **Impact Assessment:** Conduct a study to assess the impact of implemented HRD strategies on the performance of Iraqi sports organizations. This could involve pre- and post-intervention analysis.
- **Case Studies:** Include more in-depth case studies of specific sports organizations in Iraq. This could provide practical insights into the challenges and successes of implementing HRD strategies.
- **Technology Integration:** Explore how technology, like sports analytics and e-learning platforms, can enhance HRD in Iraqi sports organizations.
- **Employee Perspective:** Include surveys or interviews with employees and athletes within these organizations to get their perspective on HRD needs and the effectiveness of current strategies.

References

- [1] Taylor, Tracy, Alison Doherty, and Peter McGraw. *Managing People in Sport Organizations: A Strategic Human Resource Management Approach*. 2nd ed. London: Routledge, 2019.
- [2] Al-Hayali, Adi Tariq, and Saad Mohsen Ismail. "The Role of Human Resource Development Strategies in Improving the Performance of Iraqi Sports Organizations." *Journal of Sports Management and Recreation* 15, no. 2 (2022): 35-48.
- [3] Al-Saadoun, Laith Saad, and Haider Ali Saleh. "The Impact of Political and Economic Factors on the Implementation of Human Resource Development Strategies in Iraqi Sports Organizations." *European Journal of Sport Management* 11, no. 3 (2021): 207-219.
- [4] Sarmiento, Hugo, Adilson Marques, and António Rosado. "Talent Identification and Development in Male Football: A Systematic Review." *Sports* 8, no. 4 (2020): 68.
- [5] Raya-Castellano, Pedro E., and Matthew J. Reeves. "Insights into Talent Identification and Development in English Football Academies: Factors Influencing Recruitment." *International Journal of Sports Science & Coaching* 16, no. 3 (2021): 495-507.
- [6] Al-Maamoori, Ahmed Hussein, and Ali Razzaq Jiyad. "The Use of Sports Analytics in Enhancing Human Resource Development in Iraqi Sports Clubs." *Journal of Educational and Sports Sciences* 27, no. 1 (2023): 120-135.
- [7] Al-Bayati, Safaa Ahmed, and Abbas Ali Lafta. "Evaluating the Effectiveness of Human

- Resource Development Strategies in Iraqi Sports Organizations: A Field Study." *Rafidain Journal for Sports Sciences* 26, no. 4 (2022): 61-75.
- [8] Ali, Wissam Salih, and Hussein Ali Ahmed. "Athletes' Perspectives on Human Resource Development Needs in Iraqi Sports Organizations." *Journal of Physical Education Sciences* 14, no. 3 (2023): 88-102.
- [9] Dessler, Gary. *Human Resource Management*. 12th ed. Upper Saddle River, NJ: Prentice Hall, 2008.
- [10] Tohidi, Hamid, and Mohammad Mehdi Jabbari. "The Important Role of Human Resource Management in Organizational Strategy." *Business Management Dynamics* 2, no.5 ,2012, 18-24.
- [11] Selemani, Anisa R., et al. "The Impact of Human Resource Management on Organizational Performance: Case of Private Colleges in Malaysia." *Mediterranean Journal of Social Sciences* 5, no. 20 2014, 22-30.