



Development of a Human Resources Processes Model Based on the AMO Approach in the Iraqi Volleyball Federation

Mohammed Kadhim Jabbar Alabedi¹, Elham Moshkelgosha²*, Karrar Abdulkareem khudhair ³, Alireza Zamani Nukaabadi ⁴

1. PhD Student, Department of Sports Management, Isfahan(Khorasgan) Branch, Islamic Azad University, Isfahan, Iran.

2. Assistant Professor, Department of Physical Education, Mobarakeh Branch, Islamic Azad University, Mobarakeh, Isfahan, Iran (Corresponding author).

3. Physical Education And Sport Sciences, Wasit University, Wasit, Iraq.

4. Assistant professor of Sport Management, Sport sciences department, Isfahan (Khorasgan) branch, Islamic Azad University, Isfahan, Iran

* **Corresponding author email address:** Elham_moshkelgosha@yahoo.com

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Abstract

The aim of this study is to develop an integrated model of human resource processes based on the AMO approach in the Iraqi Volleyball Federation. This research is applied in purpose, descriptive-survey in terms of data collection, and qualitative in nature. The data analysis was conducted using thematic analysis. The statistical population of this study consisted of experts from the Iraqi Volleyball Federation and university professors in the field of sports management in Iraq. A purposive sampling method was employed, selecting 16 individuals from the Federation's members, university professors specializing in sports management, and human resources management specialists using snowball sampling. The results of the analysis of the interviews revealed that the codes extracted from 16 interviews amounted to 315 initial codes, from which 46 primary themes were derived. Ultimately, the extracted themes were named and categorized into three final themes based on the AMO model: green ability, green motivation, and green opportunities. The AMO model, focusing on enhancing employees' capabilities, creating participation opportunities, and promoting motivation, can contribute to improving organizational efficiency. The findings also indicate that employee training and development of skills, as well as the creation of reward systems aligned with desired behaviors, are key success factors in implementing this model.

Keywords: AMO, Iraqi Volleyball Federation, Human Resources Management

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1. Introduction

Humans play a vital and irreplaceable role as the primary resource in today's organizations. In an era where technology and automation are rapidly advancing, human resources with creative capabilities, flexibility, and the ability to solve complex problems are of particular importance. Employees apply their knowledge and skills to foster innovation, improve processes, and increase productivity. Moreover, human factors such as emotional intelligence, effective communication, and teamwork enable organizations to create a dynamic and adaptable environment to cope with rapid changes and market challenges. As a result, investing in the development and maintenance of human resources is considered a competitive advantage for organizations. However, on the other hand, the relationship between human resource management and performance remains unclear despite several decades of study, although meta-analytic research in this field reports positive correlations [1-6]. The central issue in human resource management is how HR practices impact performance at both the individual and organizational levels [7]. Performance theorists such as [8, 9] define performance as a result related to fulfilling role requirements by each member of the organization.

At the beginning of the 21st century, some researchers sought to clarify the missing link between human resource management and organizational performance, and numerous studies have addressed this issue [2]. Researchers have increasingly embraced what is known as the AMO framework. The AMO model, through the definition of three mediating variables, presents these complex relationships in a unified framework. According to this framework, employee performance depends on three variables [10]: Ability (A), Motivation (M), and Opportunities (O). According to this model, individuals perform well when they possess good abilities, are sufficiently motivated, and their work environment provides opportunities for participation. This framework has become one of the most practical theoretical perspectives for understanding the relationship between human resource management and performance [11]. Many of these studies consider employee performance as the dependent variable; however, few have comprehensively identified how these variables relate to the dependent variable (performance).

Ability can be defined as the physiological and cognitive capabilities that enable an individual to perform a task effectively [12] or more generally, as the knowledge, skills, competencies, and abilities of employees [10]. Motivation

can be defined as the force that drives, energizes, and sustains behavior [13], or as the willingness of employees to perform a task [14]. Finally, opportunities refer to the contextual or environmental factors that are under the direct control of the individual. Bloomberg and Pringle (1982) define opportunities as "the field of forces surrounding an individual that either enable or constrain that person's ability to perform a task." [12]. These three factors, when combined, help individuals perform well [15].

Many scholars in the human resource management literature believe that the interaction between human resource processes and employee outcomes impacts both employees and organizations [16], and studies on the AMO model confirm these relationships. On the other hand, this framework does not explain how HR processes relate to the AMO dimensions or vice versa, and this relationship remains a blind spot in this black box. This set of reasons led to the formulation of this study, which aims to present the relationship between HR processes and AMO dimensions within an integrated framework at a more macro level, leading to better results.

In the late 1980s, research on human resource management seriously began to focus on the impact of HR management on organizational performance, when scholars started examining the relationship between HR practices and organizational outcomes. These studies showed that effective HR systems could improve productivity and organizational performance [2, 17, 18]. However, it seems that this research is not sufficient. In theoretical frameworks, it is unclear which HR policies have the greatest impact on organizational performance. Furthermore, in most studies examining the impact of HR policies on organizational performance, the effect of individual HR systems or practices on organizational performance has not been explored. In these studies, intermediate or mediating variables between HR management and organizational performance have generally been overlooked. Over the years, research has been conducted in this area.

In the 1990s, new models such as AMO were developed, emphasizing the key role of human resources in creating competitive advantages. These studies demonstrated that innovative HR practices, such as training and development, reward systems, and creating a suitable work environment, could directly impact the improvement of organizational performance. Since then, human resource management has been recognized as a strategic factor for organizational success. Since the emergence of the AMO model, it has primarily been used to explain the relationships between

human resource management and performance, and many articles published after 2000 examining the link between performance and HRM clearly or implicitly use this theoretical framework [19, 20]. According to some authors, the origin of this model lies in the theoretical discourse between industrial psychologists, who assume performance is a function of training and selection, and social psychologists, who believe motivation is necessary to ensure performance. Later, Vroom (1964) created an interactive relationship based on ability and motivation, explaining performance with the following function:

$$\text{Performance} = (\text{Ability} \times \text{Motivation}) \text{ [12].}$$

As can be seen, this explanation of performance only showed the effect of personal dimensions on performance and did not account for the impact of the external environment. To solve this issue, Bloomberg and Pringle (1982) developed a new model and expanded the concepts of motivation and ability, introducing a new opportunity factor. As a result, performance was recognized as a function of the capacity to perform (including variables such as age, knowledge, education level, and energy), the willingness to perform (including variables such as motivation, job satisfaction, personality, values, and expectations), and opportunities to perform (including variables such as working conditions, tools, materials, behavior, leadership, procedures, and time). These authors pointed out that all three elements (opportunity, capacity, and willingness) must be present for performance to occur.

Volleyball has grown significantly among countries worldwide today and is one of the most popular and exciting sports (in terms of players and spectators), and due to its unique characteristics, it is one of the most thrilling sports globally. Despite its relatively short history compared to other sports, volleyball enjoys significant popularity and interest. The increasing participation of children and adolescents in many countries has led to a rise in the number of players and enthusiasts in this sport. Volleyball, as an exciting and enjoyable sport, has attracted many fans worldwide, with the number of enthusiasts growing daily. One of the notable features of this sport is that it offers opportunities for participation at all ages, from adolescence to old age, in various developmental, recreational, competitive, and professional aspects. Given that volleyball in Iraq has faced challenges in recent years, improving performance and focusing on human resources in Iraq's volleyball organizations can help resolve the existing crises in this exciting sport.

Developing an integrated model of human resource processes based on the AMO approach in the Iraqi Volleyball Federation is of great importance because this model can effectively improve the performance of players, coaches, and administrative staff. In this approach, ability is enhanced by improving the skills and knowledge of players and coaches through training programs and professional development, which ultimately improves team performance. Additionally, identifying and attracting top talents to strengthen national and club teams is crucial. Motivation is increased through reward systems, financial support, attention to individual and team needs, and creating a healthy competitive culture, which boosts motivation and commitment at all levels. Opportunity is provided by offering suitable conditions for training, competition, and professional development, enabling the use of abilities and motivation. This includes creating better infrastructure, access to resources and modern technologies, and increasing international opportunities for competition. By adopting this model, the Iraqi Volleyball Federation can develop a strategic and systematic approach to managing its human resources, leading to improved team performance and greater success in both national and international sports. To date, research on human resource management using the AMO approach in sports in general and specifically in volleyball has not been conducted. Therefore, if this study leads to presenting a comprehensive human resource management model in sports, it would be innovative. Based on this, the main research question is: How can the framework of human resource processes based on the AMO approach be applied in the Iraqi Volleyball Federation?

2. Methodology

This research is applied in purpose, descriptive-survey in terms of data collection, and qualitative in nature. The qualitative section employed thematic analysis as its strategy. Thematic analysis, or theme analysis, is a method for analyzing qualitative data. It is typically used for analyzing a set of transcribed texts from interviews or focus group discussions. The researcher closely examines the data to identify common themes, topics, ideas, and recurring patterns of meaning.

The statistical population of this research consisted of experts from the Volleyball Federation and university professors specializing in sports management in Iraq. A purposive sampling method was used, selecting 16 individuals, including members of the Volleyball

Federation, university professors in sports management, and specialists in human resource management, through purposive sampling using the snowball technique. The sample size was determined using the principle of theoretical saturation. After conducting interviews with the 14th and 15th participants, no new factors were identified, and the interview process concluded with the 16th participant. Each interview lasted an average of 40 minutes. Following the interviews, the content was transcribed word-for-word.

In this research, thematic analysis was used to analyze the interviews. This method identifies, analyzes, and interprets patterns (themes) within the data. The data are organized and described in detail through this approach. Braun and Clarke (2006) suggest that thematic analysis is one of the best methods for analyzing data from semi-structured interviews. The stages of thematic analysis in this research included: familiarization with the data, generating initial codes, identifying themes, reviewing themes, defining and naming themes, and preparing the report.

3. Findings

Stage 1: Familiarization with the Data

In this study, the researcher first reviews all the data obtained from the interviews before proceeding with the data coding analysis.

Stage 2: Creation of Initial Codes

In this study, coding was done manually, and through reviewing the collected material, an effort was made to harmonize the initial codes. The data collected from the interviews was carefully studied, reviewed, and analyzed. Data that was similar to one another was assigned corresponding codes. Therefore, instead of presenting all the written pages of interviews and focus groups, only the key points from the interviews based on margin notes on the interview texts were presented. Each of these key points was assigned an initial code, resulting in 315 initial codes being extracted.

Stage 3: Searching for Themes

This section involves grouping various codes into actual themes and organizing all the summarized coded information into defined themes. In this process, the researcher begins reporting the codes and considers how different codes can be combined to form a general theme. In this stage, some of the initial codes form main themes, while others form sub-themes, and the rest are discarded. There may be a group of codes that do not clearly belong to any category, for which a miscellaneous theme will be created.

At this stage, the effort will be made to categorize the initial codes into proper primary themes, with the aim of gradually and systematically building a general categorization.

Stage 4: Reviewing Themes

This section consists of two stages: reviewing and refining the themes. In the first stage, the codes are reviewed, and in the second stage, their validity is assessed. Once the theme pattern is satisfactorily developed, we move on to the next stage. However, if the pattern does not align with the data, the researcher must revisit the data and continue coding until a suitable theme pattern is achieved. In this case, when the codes were reviewed, some codes were removed or replaced, while others remained unchanged.

Stage 5: Defining and Naming Themes

The fifth stage begins when a satisfactory theme pattern is created. In this stage, the researcher defines the themes provided for analysis, re-reviews them, and then the data within them is analyzed. By defining and reviewing the themes, the final research model based on the themes is designed. In this stage, the researchers named the extracted themes into 16 general concepts and 46 subcategories. The extracted themes were named under the following 16 general concepts: teamwork, safety management, benefits and services, rewards, performance evaluation, organizational culture management, empowerment and participation, guidance and leadership, human resource planning, receptiveness to criticism, order management, relationship optimization, growth and learning, recruitment and selection, knowledge management, and job design.

Table 1. Main Themes for Designing the Integrated Human Resource Processes Model Based on the AMO Framework in the Volleyball

Federation of Iraq

Sub-Theme	Main Theme	Row
Teamwork dissemination	Teamwork	1
Teamwork methods		
Safety and health program development	Safety management	2
Occupational accident and risk prevention		
Safety and health securing methods		

Employee benefits	Benefits and services	3
Employee services		
Reward granting criteria	Rewards	4
Reward delivery methods		
Reward supervision		
Performance management system establishment	Performance evaluation	5
Performance evaluation criteria		
Performance evaluation methods		
Supporting culture	Organizational culture management	6
Promoting culture		
Culture development		
Federation management support and empowerment	Empowerment and participation	7
Employee participation methods		
Employee support	Guidance and leadership	8
Transparency and clarity		
Leadership effectiveness		
Estimation of required workforce	Human resource planning	9
Study of future goals and strategies		
Demand estimation methods		
Implementation of human resource programs		
Management measures in human resource planning		
Handling complaints	Receptiveness to criticism	10
Reasons for handling complaints		
Disciplinary actions	Order management	11
Order management implementation		
Relationship improvement methods	Relationship optimization	12
Strengthening relationships methods		
Training needs analysis	Growth and learning	13
Training program implementation		
Training program evaluation		
Training methods		
Recruitment	Recruitment and selection	14
Factors affecting recruitment		
Recruitment methods		
Knowledge strategy	Knowledge management	15
Knowledge application		
Knowledge learning		
Job analysis and description	Job design	16
Task allocation and job design		
Job skills and requirements		
Work relations and organizational structure		

Stage 6: Final Model Development

Stage six occurs when the researcher has a fully refined set of themes at their disposal. This stage involves the final analysis and report writing. In this phase, the researchers

review the developed model again and, based on the AMO (Ability, Motivation, and Opportunity) framework, organize the final model in the format shown below.

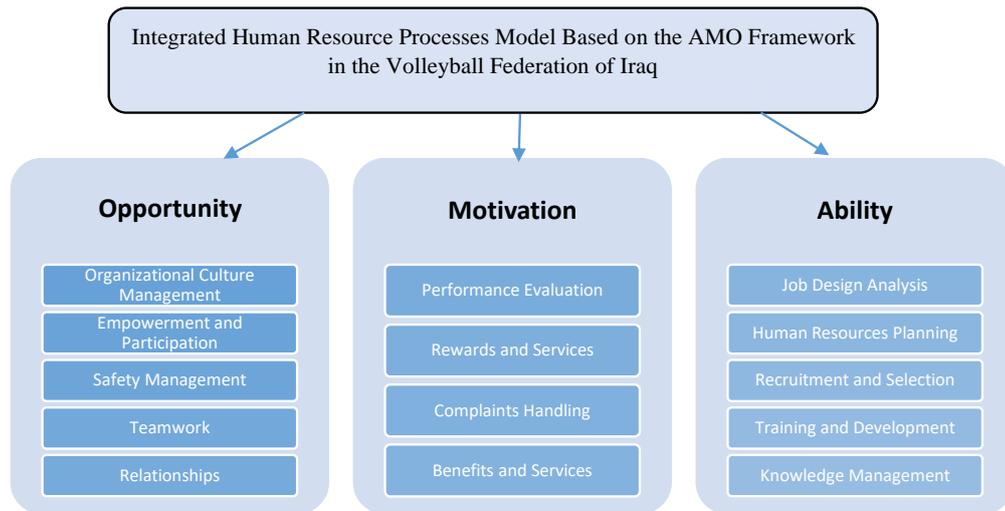


Figure 1. Integrated Human Resource Processes Model Based on the AMO Framework in the Volleyball Federation of Iraq

4. Discussion and Conclusion

This research aimed to explain the integrated model of human resource processes based on the AMO framework in the Iraq Volleyball Federation and provided a clear model that addresses the role of human resource management in carrying out the responsibilities of the Iraq Volleyball Federation. The volleyball sport has witnessed significant growth in Iraq, and in recent years, it has attracted many audiences in the fields of competitive, professional, and recreational volleyball. Therefore, the performance of the volleyball federation, as the main governing body of the sport, can have significant impacts on the expansion of this exciting sport in Iraq. In this context, human resource management, as an effective tool responsible for managing human factors, can substantially contribute to the professional duties of the Iraq Volleyball Federation to foster the growth of volleyball. Human resource management was examined based on the ability, motivation, and opportunity (AMO) model. Using this theory, human resource management can be executed through three categories of operations, which will influence the performance of the volleyball federation. According to this theory, human resource management plays its role by increasing employee capabilities, enhancing their motivation and commitment, and creating opportunities for participation and problem-solving through various programs [21]. The core components of this theory focus on the impact of human resource systems on employee performance behavior at the organizational level and the role of employee abilities,

motivations, and opportunities in organizational performance [22].

Subsequently, based on the identification of the key components and subcomponents of human resource management in the Iraq Volleyball Federation derived from the qualitative results of interviews with research participants, the activities will be discussed.

To improve capabilities, activities such as job analysis and design through job evaluation criteria, job descriptions, and job qualification requirements are conducted, which align with the prior research [23-26]. In the Iraq Volleyball Federation, precise job duties and responsibilities are not defined for each role. When conducting job analysis, it is essential to study, discover, and record the specific and fundamental aspects of each job, such that the job description should highlight the individual's role in the organization. Therefore, the federation must make an effort to clarify the duties and responsibilities of each staff member within the organization and design jobs accordingly. This aligns with the prior findings [27-31]. Therefore, it is recommended that the Iraq Volleyball Federation incorporate specific job duties and responsibilities into the job analysis process.

The human resource planning activity is carried out through inventory management and estimation of required human resources, reviewing future goals and strategies, demand forecasting methods, implementing human resource programs, and managerial measures in resource planning, which corresponds with the studies of Liu and Si (2013) and Siyambalata et al. (2018) [32, 33]. Unfortunately, one of the

main challenges of the Iraq Volleyball Federation is the shortage of specialized personnel in various areas. Therefore, planning for determining and estimating the necessary human resources is an essential requirement for the Volleyball Federation. On the other hand, human resource planning serves as a strategic guide for human resource management and ensures that human resource activities contribute to the organization's strategic goals. Thus, it is recommended that the Iraq Volleyball Federation forecast the required number and type of personnel needed to implement various programs and actions, and consult provincial committees regarding volleyball activities in each region. Additionally, human resource planning should be aligned with the organization's strategic goals, and managers from different units should contribute their insights during the planning process. Senior management in the Volleyball Federation should also pay attention to human resource planning for new roles and positions.

Recruitment and selection activities are conducted through online recruitment, factors influencing recruitment, determining the number and type of staff needed, interview processes, interview techniques, and selection methods, which align with the prior research [19, 34-37]. In recruitment and selection, several essential steps must be considered. The first step is the recruitment method, which research findings suggest should be conducted online, as noted in the study by Renwick et al. (2016). Another important step in recruitment and selection is conducting initial employment tests and entry interviews [23]. For employment tests, the details of each job should be listed on the organization's website, and the tests should include questions related to the specialized field of each role. This finding is consistent with the prior studies [38, 39].

Training and development activities are carried out through identifying training needs, implementing training programs, evaluating training courses, and teaching methods, which align with the research of Jabor (35), Takshira et al. (36), Opata and Allerorja (2014), Sarkis et al. (2010), Cheryan and Jacob (2012), Daly et al. (2012), Renwick et al. (2013), and Jackson et al. (2011) (21, 22, 31, 37-39). The research findings showed that the first important step in training is identifying training needs, which, given the nature of each job, requires specialized needs assessment. This issue is emphasized in the studies of Siram and Suba (33) and Jabor (23).

Furthermore, based on the research findings, the most effective training method is on-the-job training. On the other hand, to change attitudes, training should be offered

continuously, and its impact should be assessed regularly over time, as highlighted in the research by Miller et al. (40). The Iraq Volleyball Federation does not have a defined educational system for staff and managers. Currently, training syllabi are not independently formulated within the training unit of the organization, and no courses have been conducted on a sporadic basis. Therefore, it is recommended that the training managers of the Iraq Volleyball Federation focus on specialized training, design specific training modules for each job, and provide comprehensive and continuous training to all staff and managers. Additionally, to implement training and development, an educational needs assessment should be conducted, using both internal and international standards. Specialized training needs for each job should be implemented through the scientific-application center of the Volleyball Federation. Furthermore, training should be prioritized and delivered periodically as in-service training, utilizing professors and experts as instructors.

Knowledge management is executed through strategies, application, efficiency, and knowledge learning, which aligns with the prior research [23, 40, 41]. The key to effective training is expanding the knowledge base. Information is a predictor of employee behavior. Therefore, it is recommended that the Iraq Volleyball Federation design training programs to enhance employees' skills and knowledge and apply employees' tacit knowledge in their roles, which will reflect in their performance and behavior. Additionally, space should be created for exchanging explicit and tacit information to improve workflow.

Leadership is executed through employee support, individual transformation, and leadership effectiveness, which aligns with the prior research [41, 42]. Since leadership has the ability to influence individuals who enthusiastically set goals and strive to achieve them, it is recommended that the management of the Iraq Volleyball Federation should lead innovations and creative ideas to improve the federation's performance. Therefore, it is recommended that the management of the Iraq Volleyball Federation be inspired by subordinates' experiences in federation programs, provide clear guidance to subordinates, encourage them to work on organizational programs, highlight the organization's ideas and beliefs to subordinates, and motivate the workforce to think about and share new ideas. Additionally, the workforce should be informed daily about the organization's values through posters, announcements, and speeches, and training sessions,

seminars, and competitions should be organized to raise awareness of organizational values.

To motivate employees, activities such as performance assessment through the implementation of a performance management system, setting performance goals, performance measurement criteria, and performance assessment methods are carried out, which are examined in the prior research [23, 37, 39, 40, 43].

Efficiency measurement allows for the evaluation of the results of efforts made [39]. The research findings indicated that, in the efficiency measurement section, performance indicators should initially be developed both generally and specifically according to each job, so that employees and managers of various departments are aware of the expectations from them and the issues they must be accountable for. The results also showed that efficiency measurement should be based on measurable objective evidence and conducted in a 360-degree manner. This aligns with the prior studies [35, 39, 44].

Therefore, it is recommended that the Iraqi Volleyball Federation establish an evaluation management system for efficiency measurement and define specific audits. Systematic goal-setting for efficiency measurement should combine technical and federation-related aspects. Efficiency measurement indicators should be defined according to the nature of each job, specific efficiency measurement checklists should be prepared, and efficiency measurement should involve periodic feedback to employees or teams to help achieve goals or improve the federation's performance.

Rewards and compensation are managed through the reward granting criteria, reward presentation methods, and monitoring of rewards, which is consistent with the prior studies [10, 23, 26, 34, 35, 39, 43, 45-47]. Another important area in human resource management is the use of rewards and financial incentives to motivate employees. In the reward discussion, determining two factors can help clarify and motivate employees: the reward granting criteria and the reward method [44]. At the time of this research, the Iraqi Volleyball Federation did not have a reward system. Therefore, it is recommended that the Iraqi Volleyball Federation implement financial and non-financial rewards for employee performance (such as shopping cards, travel, leave, certificates of appreciation, etc.), and recognize their performance through promotional and incentive measures like prizes, dinners, etc., while defining incentives for desirable actions and behaviors.

Complaint handling is conducted through a process for addressing and investigating complaints, as mentioned by

researchers [33, 48, 49] in their studies. In the Iraqi Volleyball Federation, complaints are handled by the federation's inspectors.

Benefits and services are provided through employee welfare and legal benefits, which is also highlighted in the prior studies [23, 26, 35, 39, 43, 45, 50]. One of the major limitations in human resource management is the poor implementation of benefits and services programs, especially the challenge of convincing managers and HR professionals about the cost savings, which often leads to these programs being viewed as unnecessary.

Therefore, it is recommended that the Iraqi Volleyball Federation provide job security for employees through official contracts and ensure access to job-related benefits to increase commitment to federation activities and improve employee physical and mental well-being. Timely pension plans should be implemented, and pension laws should be revised for effective service provision, as offering benefits helps attract, retain, and motivate employees.

To offer employee opportunities, actions such as managing organizational culture through support for the culture, mission, and promotion of culture should be taken, which aligns with the prior research [27-30, 39, 47, 51]. Organizational culture is a set of values and symbols that reflect the organization's commitment to responsible behavior while maintaining its core values. Achieving organizational culture requires that employees at all levels understand the organization's values. Promoting culture should shift from slogans and advertising to implementing guidelines, publishing materials, and offering training. It is also recommended to provide the necessary training to promote culture and leverage the experiences of skilled and seasoned individuals. The federation's culture can be promoted by seriously considering the virtual space, activating training courses, and applying penalties for violators, while focusing on team-building and organizational values.

Empowerment and participation should occur through management support and employee participation methods, which aligns with the prior studies [17, 26, 39, 52]. In the federation, to empower and engage employees, emphasis should be placed on creating a participatory work environment with senior management, where employees can voice their ideas and engage in discussions with management. Therefore, it is recommended that employees be given opportunities to participate in proposed projects and consult with them to solve federation issues. Additionally, workshops or spaces should be created to improve behaviors

and facilitate the exchange of implicit knowledge among employees, and senior management should support team efforts to raise awareness about federation issues. Programs should be designed to encourage employee participation in federation-related discussions (such as bulletins, newsletters, proposal programs, problem-solving groups, performance teams, etc.). The role of experienced, knowledgeable (academically educated) employees in empowerment should be emphasized, and weekly or monthly meetings should be held by the management unit for employee participation. Staff should have the freedom to contribute, and their input should be used to advance workflow, ensuring experts are involved in the activities.

Safety management should occur through a comprehensive safety and health program, implementation of relevant programs, and adoption of safety and health assurance methods, consistent with Arulraja et al. (2015). These activities are part of human resource management responsibilities to ensure workplace safety for all employees [35]. Greater productivity depends on creating a healthy and safe work environment, which has not been given continuous importance in the federation. Therefore, safety and health management strategies should be developed to maintain a favorable environment and improve employee health.

Disciplinary management should be conducted through disciplinary actions and enforcement of the disciplinary management system, consistent with the prior studies [23-25, 35]. In the Iraqi Volleyball Federation, a suitable disciplinary management system does not exist, although it is a fundamental prerequisite in management. To ensure proper employee behavior in the organization, disciplinary management methods must be implemented effectively. Therefore, it is recommended that the Iraqi Volleyball Federation first develop and publish detailed disciplinary rules and guidelines for each unit so that they are accessible to all employees, thereby increasing awareness and providing a path for achieving organizational goals. Additionally, penalties for employee misconduct should be defined. These penalties could include positive approaches (discipline without punishment), such as management setting an example of expected behavior, or negative approaches such as oral warnings, written warnings, fines, suspension, etc., for violations of rules and guidelines.

Teamwork should be promoted through team-building methods, as discussed in the prior studies [27-29, 35, 37, 41]. As technology and work methods become more complex, diverse skills are required, making teamwork essential.

Fortunately, in the Iraqi Volleyball Federation, most activities are conducted in teams. Therefore, the federation supports team-building to improve communication, coordination, and collaboration. It is recommended that the federation use teamwork to solve problems. Managers should foster a collective work spirit and leverage team members' opinions on organizational issues. Teamwork can also be expanded through discussions in group meetings, and periodic feedback on team activities can be provided to accelerate goal achievement. Moreover, information technology should be used to create virtual teams, enabling individuals to interact through video conferences, emails, or mobile phones.

Employee relations can be developed through methods to improve, strengthen, and enhance effectiveness, as noted in the prior studies [33, 35]. The federation's human resources unit should strive to improve efficiency by creating positive changes in employee relations. Success will be achieved when employees' innovative thoughts and ideas are considered, and their enthusiasm is increased by providing a quality work-life. A quality work-life, focusing on employee relations philosophy, provides employees with opportunities to influence their work and contribute to the overall effectiveness of the organization. Employee participation in solving federation issues strengthens relationships between employees and employers and improves performance. Therefore, it is recommended that, in response to the complexities of technology and new work methods, diverse skills are required, and the diversity of these skills makes teamwork inevitable.

Fortunately, in the Iraqi Volleyball Federation, to establish relationships, the federation's achievements should be used as a measure to strengthen relationships among employees and encourage them. Additionally, relationships among employees should be maintained to improve federation performance through participation in federation activities and quality circles. Managers should also enhance open communication by creating opportunities for employees to engage and participate in proposed projects.

In conclusion, it can be stated that the AMO model (Ability, Motivation, Opportunity) is an effective approach to improving organizational performance, particularly in the Iraqi Volleyball Federation. This model, by focusing on skills, motivation, and participatory opportunity, can enhance employees' effectiveness and lead to greater success for the federation.

Authors' Contributions

Authors equally contributed to this article.

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Declaration of Interest

The authors report no conflict of interest.

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All procedures performed in this study were under the ethical standards.

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