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ORIGINAL ARTICLE

Presenting a Model for Eliminating Job Plateaus with Career Paths Among the Iraqi Football Federation

MirHassan Seyedameri^{1*}, Ammar Sami Eidan Ghali²

1. Professor, Department of Sports Management, Urmia University, Urmia, Iran.

2. Ph.D Student, Department of Sports Management, Urmia University, Urmia, Iran.

*Correspondence

Mirhassan Seyedameri

E mail: m.ameri@urmia.ac.ir

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EXTENDED A B S T R A C T

Introduction

Human resources are the most valuable asset of any organization and country, and their development is considered the main factor of progress. Global changes have increased employee expectations from organizations, and one of the important challenges in this regard is job plateauing; that is, the point at which the possibility of hierarchical promotion becomes very limited. Career management in the modern approach is a tool for creating a balance between the needs of the individual and the organization, and can balance the psychological contract between job security and personal development. In the Iraqi Football Federation, due to the specific organizational structure and specialization of activities, the promotion path is limited and the activities are monotonous. This situation reduces motivation and causes job plateauing. Studies have shown that the share of education and learning in employee costs is very small and there are no diverse career paths. Therefore, the present study was conducted with the aim of designing a model to eliminate job plateauing with a career approach in employees of the Iraqi Football Federation, and the main research questions focused on identifying the components, their ranking, the relationships between the components of the model, and the degree of fit of the model among employees.

Methodology

This research was conducted in two stages. The first stage was qualitative and exploratory, and its aim was to identify the components and design a model. The statistical population of this section included executive experts and professors of sports and business management, 15 of whom were selected using the snowball sampling method. The data collection tool was a semi-structured interview and an initial questionnaire based on the Delphi technique, which was implemented in three stages, and in each stage, the indicators were refined based on the average score and importance coefficient to finally extract a final set of

components. Theme analysis and the Delphi technique were used to analyze the data, and the validity of the tool was confirmed through interpretive and theoretical validity, and reliability through test-retest and agreement between two coders. The second stage was quantitative and explanatory research, and its aim was to test the model and apply the results. The statistical population of this section was all employees of the Iraqi Football Federation, 173 people, and the sample size was determined by using the Cochran formula to 120 people. Non-random sampling method was available and researcher-made questionnaire was used to collect data. The validity of the instrument in this section was confirmed in terms of face and content and reliability was confirmed with Cronbach's alpha. Data were analyzed using descriptive statistics, confirmatory factor analysis and structural equations in SmartPLS software.

Findings

The findings of the study showed that the proposed model has high validity for resolving job plateau. The GOF index was 0.546, indicating the strong quality of the model. The results of the path analysis showed that organizational dimensions with a coefficient of 0.635 and a statistic of 7.303, environmental dimensions with a coefficient of 0.904 and a statistic of 33.696, job dimensions with a coefficient of 0.823 and a statistic of 19.198, and individual dimensions with a coefficient of 0.731 and a statistic of 10.878 all have a significant effect on job plateau. These findings were consistent with previous studies and showed that various factors at the organizational, environmental, job, and individual levels all play a role in the formation or resolution of job plateau. Based on these results, it was suggested that valid tests such as NEO be used in the recruitment and hiring process to select individuals with high emotional intelligence and self-control. It is also necessary for employees to be trained in such a way that they consider serving in the Federation a national honor. Creating job variety through job rotation and experience in different areas can enhance employees' skills and capabilities and prepare them to face unpredictable challenges. In addition, granting more freedom in performing tasks can increase motivation and job satisfaction and reduce monotony. Investment in training and learning should also be considered as a serious part of human resource costs to strengthen employees' specialized capabilities.

Discussion and Conclusion

In the discussion and conclusion of the study, it was emphasized that job plateauing in the Iraqi Football Federation is caused by a combination of organizational, environmental, occupational, and individual factors, and to resolve it, a career path approach must be implemented comprehensively. Smart hiring by selecting people with appropriate personality traits, creating a positive organizational culture and a sense of pride in service, increasing the diversity of tasks through job rotation, granting freedom of action, and investing in training were introduced as key solutions. The designed model was able to identify the dimensions affecting job plateauing and explain the relationships between them, and its high

validity shows that it can be used as an applicable model for the Iraqi Football Federation and other sports organizations. Implementing this model can increase employee motivation, create diverse career paths, and ultimately improve organizational productivity. It was also suggested to researchers to conduct similar research in the field of designing job plateauing resolution models with a career path approach in other organizations to examine the challenges of this system more closely.

KEY WORDS

Career Plateau, Career Path.

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