

Obstacles to Applying Total Quality Management to Sport Clubs in Al-Jouf, Saudi Arabia

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Abstract: This research aims to identify some of the obstacles that prevent the application of the concept of total quality management in sport clubs, Al-Jouf Saudi Arabia. The researchers used descriptive approach (surveys and analytical studies). The research sample was selected by intentional method, and four sport clubs from the area of Al-Jouf, Saudi Arabia were selected. The total sample size was 52 of the board members and technical and management teams. The researchers used the following methods for data collection: analysis of publications and previous studies, personal interview and questionnaire. Results showed the lack of vision, mission and goals for sport clubs in Al-Jouf region, the lack of a training plan for all employees at the clubs.

Key words: Quality % Total Quality Management "TQM" % Obstacles % Sport clubs

INTRODUCTION

Total quality management has become a common denominator for administrative, economic, engineering, educational and sports institutions; thus, total quality became a unique management method to confront the difficulties faced by these institutions in achieving the highest rate in production quality, depending on the effective management that recognizes the importance of quality perspective and adopt a comprehensive entrance to total quality management.

Total quality management as an access to comply with the requirements of ISO 9000 is an urgent need for our organizations in confronting the challenges of global economic and technological changes which have an impact on the effectiveness of these organizations and their market share locally and abroad [1].

The Arab institutions are now urgently need to raise productivity and improve quality to meet the different challenges brought about by the local and global advancement, which demands change of management techniques adopted by Arab production and service institutions to modern techniques, which proved effective in improving the performance of organizations; and perhaps one of modern trends, which imposed itself

strongly and met with general acceptance in most countries of the world is the Total Quality Management (TQM) [2].

For long periods of time, organizations are used to certain practices that are no longer commensurate with the requirements of modern management, thus introduction of a new approaches will undoubtedly be something strange, which requires those organizations to work with all their efforts and full capacity to understand the clear and correct, as well as the way for effective implementation that ensures that the start is sound and correct and is based on the ingredients for success rather than the change in the understanding and application and the corresponding resistance from staff or indifference or lack of support or sympathy of senior management, leading to loss of time and effort and the emergence of a negative trend toward this new entrance, and may also relate any problems for employees of the organization to the application of this entrance [3].

Total quality management in sports institutions requires a commitment from each of the senior management, the availability of required resources whether material or human, optimal record system, operational control of all activities of the institution and the use of effective systems to achieve the goals [4].

The importance of this research is that it is, to the knowledge of researchers, first study on obstacles to the application of total quality management within sports clubs in Al-Jouf, Saudi Arabia. All previous studies tackle the obstacles for application of total quality management in fields other than sport clubs.

The importance of the introduction of modern techniques in administration in various fields, including sports institutions is well established in view of its importance and influence in society. Sports clubs in Al-Jouf, Saudi Arabia do not apply modern systems of administration, prompting researchers to adopt such a research to try to identify the obstacles to the application of total quality management.

Research Objectives: This research aims to identify the obstacles that prevent the application of the concept of total quality management in sport clubs, in Al-Jouf, area, through the following:

- C The extent to which the board of administration and the technical and administrative teams are aware of the importance of total quality management.
- C Leadership style used in the management of the club.
- C The availability of training system for workers at the club.
- C The involvement of the board of administration and the technical and administrative teams in the implementation of total quality management.

Research Questions:

- C To what extent is the administration aware of the importance of total quality management?
- C What types of leadership are represented in the management of the clubs?
- C Is there a training system for workers in the clubs?
- C To what extent do workers participate in the application of Total Quality Management?

MATERIALS AND METHODS

The researchers used a descriptive approach (surveys and analytical studies) as it is relevant to this research. Research community was Sports clubs in the area of Al-Jouf, Saudi Arabia, (four clubs). Research sample was selected by intentional method. The sample size was 52 representing the members of the Governing Council and the technical and administrative teams.

Data Collection Tools:

- C Analysis of previous publications.
- C Personal interview.
- C Questionnaire.

The researchers used internal consistency method to prove the reliability of the questionnaire. They used experts' opinions to prove its validity.

Main Application: The researchers applied the final form of a questionnaire to members of the sample (n= 44) during the period from 1/1/2010 to 15/1/2011.

Statistical Analysis: SSPSS ® v.10 was used for statistical analysis of data to calculate:

- C Arithmetic mean
- C Standard deviation
- C The correlation coefficient.
- C Percentage.

RESULTS AND DISCUSSION

Table 1 shows that most of the questions of the first category (vision, mission and goals) got a percentage less than 50% and only four questions got a percentage more than 50% (number 8, 13, 14, 17).

It is clear from Table 2 that most of the questions of the second category (effective management) got a percentage ranging from 44.70% to 78.79%, and only two questions got a percentage more than 85% (numbers 1,2).

Table 3 shows that most of the questions of the third category (training and continuing education) got a percentage lower than medium ranging from 36.36% to 56.06%, and only four questions got a percentage greater than 85%, (numbers 5, 6, 7,8).

Table 4: Frequencies and percentages for the questions of the fourth category (human and material resources) N = 44.

Table 4 shows that the questions of the fourth category (human and material resources) got a percentage ranging from 36.36% to 100%.

DISCUSSION

In light of the objectives of research and its questions and within the limit of the sample studied, the results of each axis were discussed separately.

Table 1: Frequencies and percentages for the questions of the first category (vision, mission and objectives) N = 44

	Yes	Percentage	Sometimes	Percentage	No	Percentage	Total	Percentage
1	0	0	0	0	44	100	44	33.33
2	0	0	0	0	44	100	44	33.33
3	0	0	0	0	44	100	44	33.33
4	0	0	0	0	44	100	44	33.33
5	3	6.83	0	0	41	93.18	50	37.88
6	2	4.55	0	0	42	95.45	48	36.36
7	0	0	0	0	44	100	44	33.33
8	30	68.18	10	22.73	4	9.09	114	86.36
9	0	0	0	0	44	100	44	33.33
10	0	0	0	0	44	100	44	33.33
11	0	0	0	0	44	100	44	33.33
12	0	0	0	0	44	100	44	33.33
13	20	45.45	4	9.09	20	45.45	88	66.67
14	40	90.91	0	0	4	9.09	124	93.93
15	0	0	4	9.09	40	90.91	48	36.36
16	0	0	4	9.09	40	90.91	48	36.36
17	34	77.27	0	0	10	22.73	112	84.84

Table 2: Frequencies and percentages for the questions of the second category (effective management) N = 44

	Yes	Percentage	Sometimes	Percentage	No	Percentage	Total	Percentage
1	40	90.91	4	9.09	0	0	128	96.97
2	30	68.18	10	22.73	4	9.09	114	86.36
3	20	45.45	4	9.09	20	45.45	88	66.67
4	4	9.09	20	45.45	20	45.45	72	54.55
5	5	11.36	34	77.27	5	11.36	88	66.67
6	20	45.45	4	9.09	20	45.45	88	66.67
7	5	11.36	34	77.27	5	11.36	88	66.67
8	5	11.36	34	77.27	5	11.36	88	66.67
9	5	11.36	34	77.27	5	11.36	88	66.67
10	5	11.36	5	11.36	34	77.27	59	44.70
11	20	45.45	20	45.45	4	9.09	104	78.79

Table 3: Frequencies and percentages for the questions of the third category (training and continuing education) N = 44

	Yes	Percentage	Sometimes	Percentage	No	Percentage	Total	Percentage
1	5	11.36	5	11.36	34	77.27	59	44.70
2	4	9.09	0	0	40	90.91	52	39.39
3	4	9.09	0	0	40	90.91	52	39.39
4	0	0	4	9.09	40	90.91	48	36.36
5	34	77.27	4	9.09	6	13.64	116	87.88
6	34	77.27	10	22.73	0	0	122	92.43
7	30	68.18	10	22.73	4	9.09	114	86.36
8	40	90.91	4	9.09	0	0	128	96.97
9	0	0	10	22.73	34	77.27	54	40.91
10	4	9.09	10	22.73	30	68.18	62	46.97
11	4	9.09	10	22.73	30	68.18	62	46.97
12	10	22.73	10	22.73	24	54.55	74	56.06

Table 5: shows that the questions of the fifth category (the authorities and responsibilities) got a percentage ranging from 46.97% to 96.97%

	Yes	Percentage	Sometimes	Percentage	No	Percentage	Total	Percentage
1	20	45.45	4	9.09	20	45.45	88	66.67
2	0	0	4	9.09	40	90.91	48	36.36
3	40	90.91	4	9.09	0	0	128	96.97
4	40	90.91	4	9.09	0	0	128	96.97
5	40	90.91	4	9.09	0	0	128	96.97
6	20	45.45	4	9.09	20	45.45	88	66.67
7	35	79.55	4	9.09	5	11.36	118	89.39
8	44	100	0	0	0	0	132	100
9	35	79.55	5	11.36	4	9.09	119	90.15
10	20	45.45	4	9.09	20	45.45	88	66.67

First Category: Vision, Mission and Objectives:

As seen in Table 1, most of the questions of this category obtained a percentage less than 50% (questions 1, 2, 3.4, 5, 6, 7, 9.10, 11, 12.15, 16). The research sample agreed on the absence of a vision, a mission and declared objectives and no effort was made to establish them. The presence of a vision, a mission and objectives is the first step to apply total quality management (TQM) standards, and this means that the administration is not interested in TQM in managing the club, and also means that the current status of sports clubs Al-Jouf, Saudi Arabia is quite apart from the reality of TQM, which makes it difficult to apply it easily. This was confirmed by one study reporting that the strategic planning process starts by defining the vision and mission of the organization, which represents its primary purpose, and the organization's mission is translated into long term general objectives and short-term objectives [5].

Table 1 also shows the absences of a TQM unit in clubs and failure to recruit TQM specialized teams, which reflects the lack of interest of the club administration to apply TQM principles.

Second Category: Effective Management: Is clear from Table 2 that most of the questions of the second category (effective management) got the average percentage ranging from 44.70% to 78.79%; the sample agreed that the administration of the club is not interested in educating technical and administrative teams the importance of TQM, and it does not supervise work during the implementation. The table also denotes that the club does not hold any interest in manpower, either technical or administrative, which affects their efficiency, and therefore affect the achievement of desired results. It is also evident that technical and administrative workers do not participate in decision making. The administration lacks the ability to resolve disputes and dispensing justice among workers and its inability to resolve disputes.

This was confirmed one study stressing the need to provide a belief among chief officers in the administration regarding the importance of the concept of TQM and training of department directors and staff to apply these concepts and provide incentives for individuals who take it upon themselves to process project implementation [6]. Only two questions got a percentage more than 85% (questions numbers 1,2), which are tackling the issue to the existence of a connection between the club management and staff, administrative, technical teams and holding meetings with them constantly.

Third Axis: Training and Continuing Education:

As seen from the Table 3, most of the questions of the third category (training and continuing education) received a percentage lower than medium ranging from 36.36% to 56.06%, the sample agreed on the absence of a training plan for all employees of the club and the lack of attention to train and refine the skills of the club. They also agreed on the absence of nomination staff to attend training courses according to the job within the club, which leads to multiple errors during the performance of their work. The sample also agreed that the training obtained by employee does not contribute to the development of performance.

Four questions received only a percentage more than 85%, (questions numbers 5, 6.7, 8) which indicates that the club employee have adequate skills and information needed to complete their job successfully, and also they need to further training and education to develop their work more, as there is no follow-up to measure the performance of the club's staff constantly.

Fourth Category: Human and Material Resources:

As seen from the Table 4, the questions of the fourth category (human and material resources) got a percentage ranging from 36.36% to 100%. It is also clear from the table that there are no specific financial provisions for the maintenance of training courses for club employee, which means lack of interest of the administration to raise the level of its staff and develop their abilities. The number of playgrounds in the club is suitable for the practice of physical activity which is in good condition, there is lighting units for night activities. It is also evident that there is a suitable incentive for employee and outstanding athletes, which indicates that the financial potentials are available and allow the application of TQM.

Fifth Category: Authorities and Responsibilities:

As seen from the Table 4, questions of the fourth category got a percentage ranging from 46.97% to 96.97%, and it is clear that central leadership style is the method used by the administration of the club. There is lack of cooperation between the administration of the club and employee in running daily activities. Also there is absence of assigning jobs according to the scientific disciplines, which is incompatible with the standards of total quality. The table also shows that the club employee perform their work diligently in the dictatorship work environment.

CONCLUSION

- C Lack of vision, mission and objectives for sport clubs in Al-Jouf Region.
- C Non-existence of a specialized department in Total Quality Management in clubs, and reluctance to use organizations specializing in quality management.
- C Lack of interest in educating technical and administrative management teams about the importance of total quality.
- C Lack of supervision by club management on personnel, administrative, technical teams
- C Lack of involvement of staff and technical in decision making.
- C Lack of a training plan for all employee.
- C Lack of attention to train and refine the skills of employee.
- C Lack of nomination staff to attend training courses on the job within the club.
- C The lack of specific financial provisions to be spent on training courses for workers in the club.
- C Resources are available to allow application of total quality management.
- C The central leadership style is the method used by the leaders of the club which is not consistent with total quality management.
- C Lack of cooperation between the leaders of the club and the technical and administrative teams in implementation of the activities at the club.
- C No job assignment according to the scientific disciplines, which is incompatible with the standards of total quality.

Recommendation:

- C The need to develop a vision, mission and objectives for the sports clubs in Al-Jouf Region.
- C The need to use specialized expertise in quality management and development of a specialized department in TQM.

- C The need to focus on educating the technical and administrative teams about the importance of total quality.
- C The need to pay attention to the humanitarian aspects of technical and administrative employee.
- C The involvement of technical and administrative employee in decision-making.
- C The need for existence of a training plan for all employees according to the club's training needs with the allocation of appropriate budgets.
- C Nomination of staff to attend training courses on the job within the club to qualify them to meet the requirements of the application of total quality management.

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