

# Establishing Total Quality Management System in the Sports Clubs

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**Abstract** This study purpose was to investigate the feasibility of establishing total quality management system in some selected sports clubs of Kerman province. This research used descriptive-analytical method. Also, Findings were analyzed using SPSS software, one sample T-test and Friedman test. In addition, staff training index with mean rank (90.4), physical and tangible factors of clubs with mean rank (65.3), staff participation with mean rank (64.3), statistics and information with mean rank (41.3) and responsibility and service index, senior management commitment with mean rank (11.3), respectively, have had the most influences on the feasibility of establishing total quality management in some selected sport clubs of Kerman province. This study results indicated that there was a significant difference between the scores average in all six variables of senior management commitment of the organization as responsibility and service, staff training, staff participation, statistics and information and physical and also tangible factors of the organization. This research results demonstrated that it is possible to establish total quality management in those selected sports clubs of Kerman province in terms of all six indexes, senior management commitment, responsibility and service, staff training, staff participation, statistics and physical and tangible factors.

**Keywords** Feasibility, Total Quality Management (TQM), Sports Clubs

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## 1. Introduction

(TQM) is a set of rules and philosophy that constantly improves the organization. It is a way that motivates methods and manpower in order to improve the organization processes for fulfilling customer demands, both in present and also in future [2]. Scientific and empirical researches in different areas have indicated that each organization has a different structure. Organizations have certain features and cultures that are the unique combination of different variables result. Each organization has its own problems at different growth and development stages, and with respect to them, specific structures and processes were selected. Therefore, it appears that by considering the specific conditions of that unit, the strategy should be clearly described and formulated for any change in the organization. Nowadays, total quality management and its establishment in the organizations is considered as one of the most important management strategies in the quality management field. However, its establishment and also its applying in any

organization requires more scientific researches about its establishment feasibility and applying it in the relevant organization. Sport, identified as one of the top industries in the world, with its high turnover, requires increasing the services quality and establish the total quality management system in its subset and organizations sets like many other financial institutions that has more importance in sports clubs considering it in front of presenting services in the sports field [3]. Investigating and evaluating the feasibility of establishment and also applying total quality management, consequently it can indicate the contexts and feasibility of total quality management establishment potentials in the sports organizations, especially in the sports clubs, and it can provide the context for future perspectives formulating and strategic plans designing in this regard, as a requirement in sports organizations, particularly in the sports clubs [4]. In today's world, sports clubs should be investigated as one of the effective pillars on each sports fields in different performance aspects, and especially continuous quality increasing in services. As a result, nowadays, paying attention to the continuous increasing of the service quality to the beneficiaries (athletes) from different ways like total from quality management program establishment and implementation in them, is considered as one of the most important and effective issues with respect to sports clubs in the sport management science issues. On the other hand, sports clubs

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attend to establish total quality management in their own set for attaining maximum use of (human sources, financial sources, investment and decreasing costs, and after that promoting the quality in services and sporting activities in professional, championship and public dimensions) in the world developed countries, and also in many developing countries regardless of the fields of covered sports [3]. In our country, the total quality management system establishment has been many organizations and administrative, executive systems, both in the public and semi-public sections, and in the private section for a long time concentration. Sharifzadeh (2007) Hashemzadeh (2013) Goran Orimi (2016) and Bahrehbar (2017) accomplished different researches that all of them have emphasized on total quality management establishment for maximum efficiency [5,6,7, and 8]. But this issue has been considered by managers and authorities lately in sports organizations, and only little confirmed researches demonstrated this issue. These few investigations have only evaluated some of the provinces physical education offices in this field, which can be cited by Yeganeh et al. (2015) who evaluated the feasibility of establishing total quality management system in Mazandaran province physical education offices. But internal researches that address this issue was less or not available at all in the field of sports clubs. However, Arotite (2015) indicated that using total quality management in those sports clubs that were under study, encountered with some obstacles like (lack of perspective, mission and goals for sports clubs, and lack of a training program for all club staffs) [9]. Therefore, it appears essential to accomplish this research in terms of the few researches and also by considering total quality management establishment in sports clubs is a continuous process for specific programs planning and designing, implementation and monitoring in sports services presenting in order to recognize the strategies and goals that, its establishment and implementation should be considered as a requirement for sports clubs by sport managers and authorities, especially for different clubs managers. On the other hand, promoting the service quality of these clubs in Kerman province can be considered as an appropriate field for achieving this goal through establishing total quality management system by the physical education and clubs managers and authorities, consequently many public and private clubs are performing activities and presenting services to their beneficiaries in different field, and also the working athletes are less exposed in these clubs in order to be present at the first sport level of this country, because of the distance from the center like different national teams. Therefore, this study evaluates the feasibility of establishing total quality management system in those selected sports clubs of Kerman province, with respect to what was mentioned before, and also by considering the requirement of the sports clubs quality increasing in presenting services to their members and the importance of establishing total quality management in the clubs' performance and their sublimity continuous quality increasing in order to improve their activities performance

and quality. According to the researches by Rezai (2011) and Hejazi (2012) shown that Sports Board and sports clubs due to the lack of mission and goals for the sports clubs and the lack of a education program for all the staff at the clubs, they are not well qualified and there are numerous problems that lead to their performance being reduced. Therefore, selected sports clubs in Kerman province, which have not been successful in recent years, are not exempt from this rule, since sports clubs are the main infrastructures of sport development and have proper and efficient management system of sport club development requirements and emphasis the necessity of doing this research.

## 2. Methodology

The method of this research is descriptive in which the survey technique is used. In this research the library method and books, research and scientific sources were used in order to formulate the theoretical parts. Questionnaire will also be applied in this research for collecting field data. In this research, library method, books, researches and scientific sources were also utilized in order to formulate theoretical parts of this study. The questionnaire of total quality management evaluation of Federal Quality Institute of America (2013) have been also applied in this study. This questionnaire is based on Melison's (2001) theory and also on the six dimensions of total quality control establishment that includes: 1- commitment of club senior management, 2- responsibility and service, 3- staff training, 4- staff participation, 5- statistics and information and 6- physical and perceptual factors of the club, which has been formulated with 33 questions as Likert spectrum. This questionnaires validity has been repeatedly evaluated and validated in various external and internal researches (Moghimi, 2016). In addition, five professors and faculty members of university comments about sport management and management field have been applied in order to determine this questionnaire content validity. By sending this questionnaire to 5 honorable professors, they were requested to leave comment on the questionnaire questions and also on their relationship with research hypotheses and variables by the use of scores as followings: completely suitable, suitable, relatively suitable, unsuitable and completely unsuitable that had a numerical value of 1, 0.75, 0.50, 25/0, and 0, respectively. Consequently, the questionnaire validity was confirmed with respect to numerical sigma calculation as 0.912. In this research, items internal correlation of method and "Cronbach's alpha" has been utilized in order to measure this questionnaires reliability. The following table indicates the questionnaire alpha coefficient for 138 subjects with a total of 48 items or questions. This study statistical population includes all the staff of selected sports clubs (top) in Kerman province (Kerman Copper Industry Club; Rafsanjan Copper Industry Club, Sirjan Gol Gohar, Sirjan municipality and Bam municipality), who were 186 people in total, all of them were collected in full, as a result the sample volume in this study is

equal to the statistical population total volume.

In this study, Spss21 software was utilized for data analysis in two descriptive and inferential statistics levels. descriptive statistics that was used includes central tendency indexes and dispersion indexes and at first, in order to analyze these data., also a one-sample t-test was used for investigating research questions and evaluating total quality management system feasibility and applicability in those selected sport clubs of Kerman province in each of the components and six indexes as followings: 1- commitment of club senior management, 2- responsibility and service, 3- staff training, 4- staff participation, 5- statistics and information, 6- physical and tangible factors of the club, after that, Friedman test was applied in order to determine each of the factors ranking that were mentioned in total quality management establishment of those selected sports clubs of Kerman province.

### 3. Findings

The results indicated that 87.8% of the subjects were

male and 12.2% were female. 33.3% of the subjects had 15-24 years old, 50.6% had 25-34 years old, and 16.1% had 35 years old or above that. 16.9% of the subjects had diplomas, 18.6% had associate's degree, 39.3% had bachelor's degree, 23.5% had master's degree and 1.6% of them had PhD degree. 12% of the subjects had physical education degree and 2.4% had no physical education degree. 41.6% of subjects had professional activity less than 5 years, 41% of them had experience of 5-10 years, 15.1% of them had 10-15 years, and other 2.4% of them had more than 15 years.

At first, a sample t-test was applied in order to investigate each one of the research questions, and also evaluate the feasibility and applicability of total quality management system establishment in those selected sport clubs of Kerman province in each of the six components and indexes were as followings: 1- commitment of club senior management, 2- responsibility and service, 3- staff training, 4- staff participation, 5- statistics and information, 6- physical and tangible factors of the club and they are indicated as below:

**Table 1.** Shows T-test about the applicability and establishing total quality management system in the senior management commitment area

Variable	Mean	Standard deviation	The calculated T	The degrees of freedom	The last significance limit
senior management commitment	3/80	0/934	17/722	184	0/001

With respect to the calculations, the calculated T-value was equal to 17.722, degrees of freedom is equal to 5, the last test significance limit was equal to (0.001), consequently, due to the reason that the last test significance limit of the test

(0.001) was less than the significance level (0.05), it can be stated that there is feasibility of establishing total quality management in those selected sports clubs of Kerman province in the senior management commitment area.

**Table 2.** Shows T-test about the applicability and establishing total quality management system in the responsibility and service area

Variable	Mean	Standard deviation	The calculated T	The degrees of freedom	The last significance limit
Responsibility and service	3/85	0/753	16/841	184	0/001

Due to the calculations, the calculated T-value was equal to 16.841, the degree of freedom was equal to 5, the last test significance limit was equal to (0.001), consequently, due to the reason that the last test significance limit (0.001) was less

than the significance level (0.05), it can be stated that there is the feasibility of establishing total quality management in those selected sports clubs of Kerman province in the responsibility and services area.

**Table 3.** Shows T-test about the applicability and establishing total quality management system in the area of staff training

Variable	Mean	Standard deviation	The calculated T	The degrees of freedom	The last significance limit
Staff training	4/25	0/885	17/223	184	0/001

With respect to the calculations, the calculated T-value was equal to 17.223, the degree of freedom was equal to 5, and the last test significance limit was equal to (0.001), accordingly, due to the reason that the last test significance

limit (0.001) was less than the significance level (0.05). ), it can be stated that there is feasibility of establishing total quality management in those selected sports clubs of Kerman province in the staff training area.

**Table 4.** Shows T-test about the applicability and establishing total quality management system in the area of staff participation

Variable	Mean	Standard deviation	The calculated T	The degrees of freedom	The last significance limit
Staff participation	4/04	0/925	15/694	184	0/001

With respect to the calculations, the calculated T-value was 156.94, the degree of freedom was equal to 5, and the last test significance limit was equal to (0.001), therefore, because the last test significance limit (0.001) was less than

the significance level (0.05), it can be declared that there is feasibility of establishing total quality management in those selected sport clubs of Kerman province in staff participation area.

**Table 5.** Shows T-test about the applicability and establishing total quality management system in the area of statistics and information

Variable	Mean	Standard deviation	The calculated T	The degrees of freedom	The last significance limit
Statistics and information	3/93	0/916	16/365	184	0/001

With respect to the calculations, the calculated T-value was equal to 16.365, the degree of freedom was equal to 5, and the last test significance limit was equal to (0.001), consequently, due to the fact that the last test significance

limit (0.001) was less than the significance level (0.05), it can be declared that there is feasibility of establishing total quality management in those selected sports clubs of Kerman province in the statistics and information area.

**Table 6.** Shows T-test about the applicability and establishing total quality management system in the area of physical and tangible factors

Variable	Mean	Standard deviation	The calculated T	The degrees of freedom	The last significance limit
Physical and tangible factors	186	4/03	17/419	184	0/001

With respect to the calculations, the calculated T-value was equal to 17.419, the degree of freedom was equal to 5, and the last test significance limit was equal to (0.001), so due to the fact that the last test significance limit (0.001) was

less than the significance level (0.05), it can be stated that there is feasibility of establishing total quality management in some selected sports clubs of Kerman province in physical and tangible factors area.

**Table 7.** Shows Friedman test results

Indexes	Number	The calculated mean	Std. Deviation	Mean rank
Senior management commitment	186	3/80	0/934	3/11
Responsibility and service	186	3/85	0/753	3/11
Staff training	186	4/25	0/885	4/09
Staff participation	186	4/04	0/925	3/64
Statistics and information	186	3/93	0/916	3/41
Physical and tangible factors	186	4/03	0/811	3/65

With respect to the average or mean ranks, it can be declared that the staff training index with the mean rank (4.90), the physical and tangible factors of the clubs with the mean rank (3.65), the staff participation with the mean rank (3.64), statistics and information with mean rank (3.41) and responsibility and service Indexes, senior management commitment with mean rank (3.11) are as the most important factors according to the priority, which they have had the most influences on establishing total quality management in some of the selected sports clubs of Kerman province.

## 4. Conclusions

This study results indicated there was feasibility of establishing total quality management in some selected sport clubs of Kerman province in the senior management commitment area. Possible reasons include the relationship between the senior management commitment and the total quality management system establishment in the selected clubs of Kerman province, due to the reason that nothing will be occurred without senior management commitment and all

of the executive managers or, if it does, it will not be lasted. Managers should take responsibility of total quality management, in personal. The first thing that should happen is that organization intellectual leaders in order to come up with a same and correct understanding on total quality management. After that, they must create an environment in which change and promotion be possible. Responsibility and service are also effective, with respect to the sports club authorities' accountability that is due to the suggestions system establishment. This system fosters responsible authorities by providing opportunities for self-discovery, freedom of expression, equality, and paying more attention to staff difficulties. The accountability purpose is the devices responsibility and reporting on their performance. Because accountability will increase their success rate in the future and forces them in the way of goal setting. Hashemzadeh (2013) also emphasizes on the managers' accountability [6]. On the other hand, with respect to the results, the education area is also effective on establishing total quality management feasibility in some selected sports clubs of Kerman province. Nowadays, training has been considered as one of the main human source development mechanisms in the organizations area and is enterprise by many training authorities and managers. What is particularly important in the large organizations and enterprises is the educational activities orientation towards systematic perspectives and strategic attitudes, that requirement of it appears double, in terms of the new global conditions, sophisticated technologies, knowledge capital and changing in jobs. Yeganeh et al. (2015) consider training and learning as one of the most important principles of establishing total quality management in their research [3]. These findings are in agreement with the outcomes of research accomplished by Goran Orimi (2016), Bahrehbar (2017), Deming (2012), and Joseph M. Juran (2013) [7,8,9,10, and 11]. The results demonstrated that also, there is feasibility of establishing total quality management in some selected sports clubs of Kerman province in staff participation area, statistics and information, physical and tangible factors. Nowadays, managers are turning into participatory management for attaining the organization sources maximum efficiency, with respect to the increasing advances in technology and modernity that consequently makes the organization complex. Due to the reason that partnership provides field of access to public cognition and awareness that increases the staff work and effort. It also provides a platform for critique and facilitates the common goals achievement. On the one side, the possibility of transforming information into cognition and knowledge increases throughout free and easy information trading, and the balance of production and creation after that, innovation will increase amongst staff. Torkfar (2015) also believes that staff is the organization essence and their participation will make their abilities as the organization advantage [4]. It will also make motivation, commitment and participation of staff toward the organization, bringing new innovation and creativity in the organization goals advancement. It is also

one of the main and valuable sources of an organization's managers in addition to information. As an organization's operations volume and complexity grows, the information becomes more important. In any organization, effective decisions can be made with respect to data analysis and information production. Consciously decisions, increase the ability to prove past decisions effectiveness in terms of actual references and records, and also, increasing the ability to review, challenging and changing opinions and decisions are considered as applying the principle of fact-based decision making benefits. The physical and tangible factor is another area, which is effective that make feasibility of establishing total quality management in the sports clubs. It may be caused by the physical factors effectiveness on people's behavior. These factors are more tangible and objective in comparison with other factors. Also, there are two hypotheses here: first, if one can control the physical factors in own workplace and ideally change them, he/she will feel more secure. These are the factors that a person is involved in with tools and means. Second, if the workplace is organized and arranged in terms of one's taste and preferences, it creates a pleasure and happiness sense, and after that makes it easier to work and enjoy. Despite of importance of physical factors in attracting clients; this issue has not been much discussed in studies unfortunately. These results are in agreement with the findings of Hashemzadeh (2013), Bahrehbar (2017), Arotite (2015) and Lawrence Martin (2014) [6,8,9 and 12]. Based on the research overall results, it can be stated that the establishing total quality management, especially its causes and indicators in the clubs, will make positive consequences in the goals advancement and also in developing the clubs efficiency, however on the other hand, it should provide the field of increasing the staff awareness and attention, and club managers especially, throughout accomplishing courses and training workshops more than before.

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