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## *Evaluating the status of Total Quality Management in Sports and Youth*

### *Bureaus of Khorasan-e Razavi Province, Iran*

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#### **Abstract**

**Background:** The purpose of this research was evaluating the status of TQM in sports and youth bureaus of Khorasan-e Razavi province, Iran.

**Materials and Methods:** Statistical population of the study was consisted of all employees at sports and youth bureaus of Khorasan-e Razavi province, Iran (340 persons). We selected, randomly, 180 participants out of them through Morgan's scale. After distributing the 8-scale questionnaire of total quality management among them, we collected the data and the results were analyzed using descriptive and inferential statistics. Validity of the questionnaire was approved by experts of sports management and its reliability was determined to be 0.93 using Cronbach's alpha test.

**Results and Discussions:** Results showed that there was a significant difference between sports and youth bureaus of Khorasan-e Razavi province in terms of implementing TQM. There is also a significant difference between these bureaus in terms of meeting the 8 criteria of TQM (Executive support and leadership, management process, data analysis, customer service, relation with service providers, improvement of quality system, kaizen and employees participation) ( $p < 0.05$ ).

**Conclusion:** Total quality management (TQM) has found its eminence and acceptance, nowadays. This type of management tries to stimulate employees and make them creative. It also tries to increase quality of services and satisfaction of the customers.

**Key Word:** Quality, TQM, Sports and Youth Bureaus

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## Introduction

Most of organizations have realized, today, that in order to survive in the global market, it is necessary to improve the quality efficiently (Yoji & Hoshin, 1998).

One of the revolutionary theories of management is to implement the elements of TQM which guarantees the improvement of services, increase of customer satisfaction, progress of programs and increase of quality; implementation of TQM leads to change in national and international organizations especially leads to change in sports and physical education in sports organizations, federations, committees and clubs (Feqhi Farahmand, 2002).

TQM emphasizes on design, technology and production processes, quality, training, more participation of employees, attention to the needs of customers and the necessity of work measurement and does not refer only to the product but it is a comprehensive approach to the organization and product and covers all activities, processes and work details (Soltani, 2005).

Currently physical education and sports sciences are a new science which is of special importance throughout the world and almost all countries are involved in it. Sports is today one of the ten top industries in the world and almost all youth population of the countries are involved in it; thus a good understanding of it as well as appropriate application of quality management theories by executive managers can have positive effects and contribute to the development of sports industry in our country (Zia Izadi, 2007).

Organizations like physical education faculties, physical education in education bureaus, sports federations and etc., are organizations which have to be run by executives. In case the manager does not meet the requirements and qualifications, there will be several issues incurred on him (Amiran, 1992).

Provincial headquarters of youth and sport organization are the main place for growth and

training of human resources of the country and are responsible for developing sports facilities in provinces. They are also a place to convey the goals, management culture and government of sports facilities in other states; therefore with regard to these important roles, their weak outcome in spite of the more resources at their disposal can stem from the fact that there is no quality in that organization or its activities (Madani, 2009).

## Materials and Methods

The present study is an applied descriptive and comparative study which is conducted in field. Statistical population of the study was consisted of all employees at sports and youth bureaus of Khorasan-e Razavi province, Iran (340 persons). We selected, randomly, 180 participants out of them through Morgan's scale. The measurement tool used here was TQM questionnaire; the first part was including demographic characteristics and the second part was consisting of the elements of TQM (Executive support and leadership, management support process, data analysis, customer service, relation with service providers, improvement of quality system, kaizen and employees participation) (Moqimi, 2009). Reliability of the questionnaire was determined using Cronbach's alpha test (0.93). Sampling method was stratified sampling and stratum refers to , as much as possible cities with cultural closeness, We used descriptive statistics including frequency tables, means, etc., and inferential statistics, including Kolmogorov-smirnov test and single-factor analysis of variance as well as SPSS (version 16) was used.

## Results and Discussions

Figure 1. Frequency of job location

City	Frequency	Percent
Headquarter of sports and youth organization of the province	79	43.4
Region 1 (Khalil Abad, Zaveh, Kashmar, Meh Valat, Torbat-e Heidariyeh)	19	10.4
Region 2 (Sabzevar, Jovin, Jaqatay, Bardeskan)	14	7.7
Region 3 (Torbate Jam, Taybad, Fariman, Sarakhs)	15	8.2
Region 4 (Khowaf, Rashtkhar, Gonabad, Bejestan)	14	7.7
Region 5 (Mashhad, Torqabeh, Shandiz)	17	9.3
Region 6 (Dargez, Chenaran, Quchan, Neishabour, Taht Jolgeh )	24	13.3
Total	182	100

Figure 2. Frequency of average age of participants

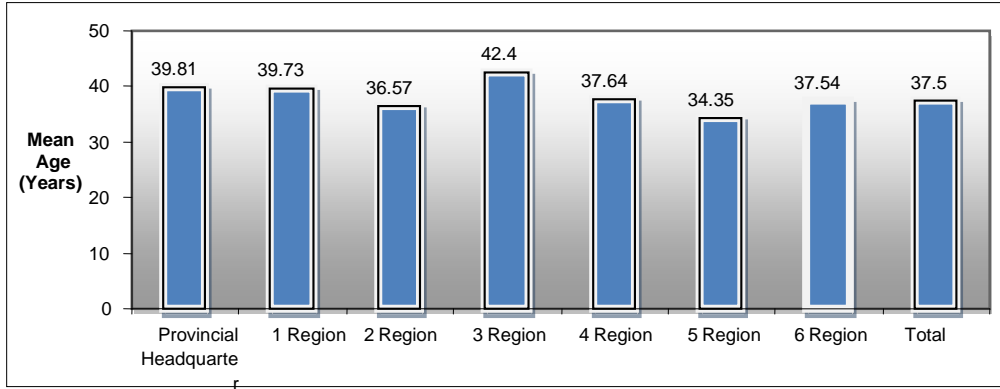


Figure 3. Frequency of Education level of Participants

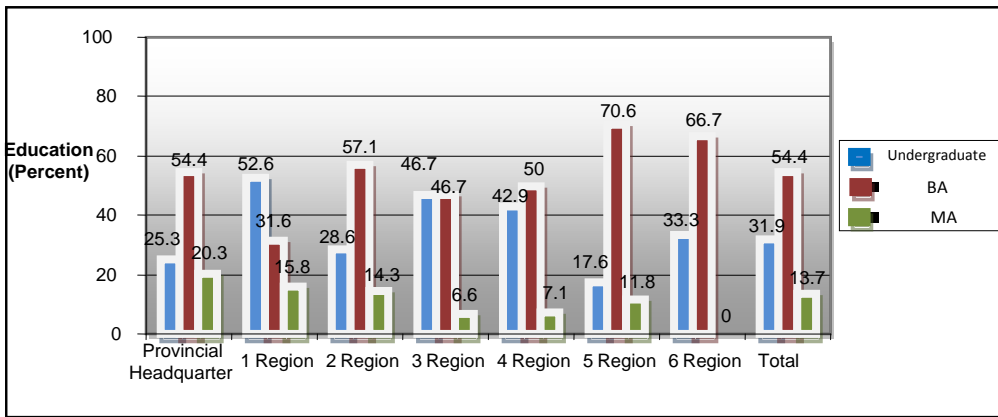
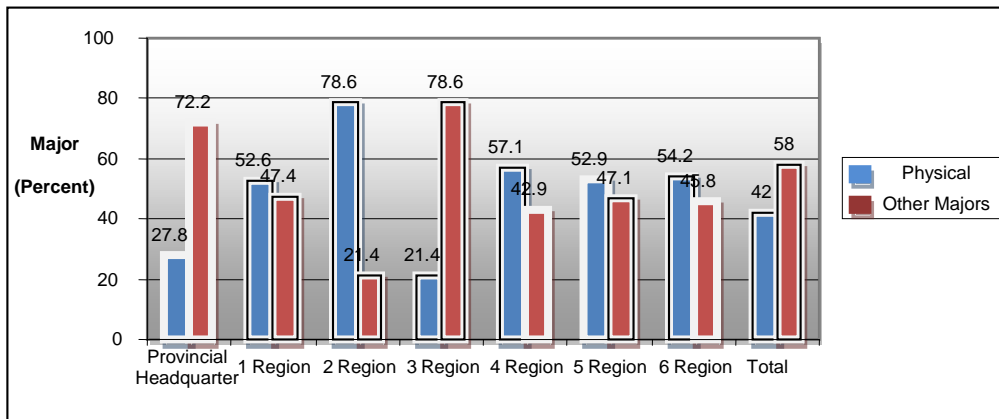


Figure 4. Frequency of Major of Participants



**Inferential Results of the Study:**

Results showed that there is a significant difference between sports and youth bureaus of Khorasan-e Razavi province, in terms of TQM status. In general the results showed that the status of TQM is relatively desirable in those bureaus.

Results showed that there is a significant difference between these bureaus in terms of the 8 criteria of TQM (Executive support and leadership, management process, data analysis, customer service, relation with service providers, improvement of quality system, kaizen and employees participation) ( $p < 0.05$ ).

In fact results showed that:

The executive support from quality improvement programs, organizational goal setting and the importance of reaching those goals has a desirable level. It is congruent with the findings by Afshani (2001); however it is incongruent with the findings by Hamidi (2003), Mashoufi et al (2009), and Abou El Fadel (2012). The inconsistency between the results of those studies and the present study may stem from the fact that the statistical population is not familiar with elements of TQM or it might stem from the difference between the present study and those mentioned, in terms of sample size. It is obvious that executive managers of the organizations should take measures to enhance and improve the quality and plan to reach their organizational goals and support the quality improvement activities.

Recognition and training of employees in the organization is somehow undesirable, employees do not receive appropriate training, there is no attention paid to their training and the level of their job satisfaction is not evaluated. This result is congruent with results by Afshani (2001), Hamidi (2003), Mashoufi et al (2009) and Abou El Fadel (2012). Tim Newman (2001) argues that one of the main elements of TQM is training and learning (Newman, 2001). Also Deming (1986) claims that training and predisposing them for implementing new programs within the organization cause employees to become committed to organization and finally leads to efficacy of TQM programs (Deming, 1986). Therefore we can say that top managers of organizations should pay much enough attention to training and recognition of employees and have good planning and investment on it.

Analysis of the data collected from clients and service providers in the mentioned bureaus is done appropriately. Data about quality of services, errors, losses and the collected data about organization are analyzed daily. This result is consistent with results by Afshani (2001); however it is incongruent with the

findings by Hamidi (2003), Mashoufi et al (2009), and Abou El Fadel (2012).

Receiving the feedback from clients is done relatively appropriate. Organization's goals, decision makings and its activities are based on increasing the customer's satisfaction; Managers review the feedbacks from customers and encourage the employees to satisfy their customers. This result is consistent with results by Afshani (2001); however it is incongruent with the findings by Hamidi (2003), and Hoveyda et al (2005). The reason behind this inconsistency might be the difference between managers of the two groups in terms of their attitude towards attention to feedbacks by customers. Some studies show that the most important step to reach the organizational quality is to focus on customers (Kushan, 2000). Many other studies have also emphasized the necessity of focusing on customers as one of the important factors to reach quality; thus it is better for executive managers of the organization to pay more attention to such an important issue.

Attention to service providers inappropriate and they are not evaluated. It can be said that the more we increase the quality of the services, the more we see satisfaction of the customers. Also the costs are will be reduced. The result of this study is consistent with results by Hamidi (2003) and Afshani (2001). It is obvious that with the increase in service quality, customer satisfaction has increased, while the costs are also decreased.

Activities to increase the quality of services are done relatively favorable. Also the quality of services will increase in order to reduce the costs and productivity and satisfaction of employees, manager and customers gets increased. This result is congruent with results by Afshani (2001) and Hamidi (2003).

Strategic planning for continuous improvement (Kaizen) of the quality in organization is, to some extent, inappropriate. Also managers do not take desirable and appropriate measures to improve service quality continuously and criticisms and suggestions from customers are not regularly evaluated. With regard to the important role of planning, managers must always receive suggestions and claims of their customers and employees; have plans for reaching the quality in their organization and consider kaizen as the top priority of their organization. This result is congruent with the findings by Hamidi (2003) and Abou El Fadel (2012); however it is not consistent with results by Afshani (2001).

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kaizen as the top priority of their organization.

The amount of support of team work and employees' participation in the mentioned bureaus is not appropriate; the employees are not allowed to participate in activities inside and outside the organization, they have no desirable conditions in terms of progress and there is no good seminars and information presented to the employees. This result is congruent with results by Mashoufi et al (2009), Hoveyda et al (2005) and Hamidi (2003). However it is inconsistent with results by Afshani (2001). The reason behind this inconsistency may be the attitude and knowledge of managers and employees in terms of this issue or it might stem from the difference between the two studies in terms of organizational goals.

In general, the findings indicated that there is a significant difference between sports and youth bureaus of Khorasan-e Razavi province, in terms of the status of TQM ( $P < 0.05$ ). The results show that, in general, the status of implementation of TQM elements in the above mentioned bureaus is relatively appropriate. Results of the present study are congruent with results by Afshani (2001), Siavash (2005), Madani (2009) and Yari (2011). However they are not consistent with results by Hamidi (2003), Mashoufi et al (2009) and Abu El Fadel (2012). The reason behind this inconsistency may be due to the difference between them in terms of statistical population, the time the studies has been conducted or it might stem from the difference between the samples in terms of familiarity with TQM elements.

Also with regard to the fact that the status of TQM is relatively desirable in sports and youth bureaus of Khorasan-e Razavi, thus it can be said that the employees at these bureaus have a good knowledge, attitude and readiness for implementation of TQM.

Anthony (2002) in his studies showed that TQM leads to increase of employees' participation, improvement of communication, increase of production, improvement of quality, decrease of reworking, increase of customer satisfaction, decrease of costs due to imperfect quality and improvement competitive advantage (Anthony et al, 2002). On the other hand, Mohrman et al quoting Denis (2002) showed that the readiness and participation of employees are very effective in success of TQM (Hart and Mossfield, 1996).

Therefore, top manager of the organization are required to implement TQM elements effectively, pay attention to appropriate training, and create readiness and readiness for implementation of those elements among the employees to get the best results. Customers' satisfaction is always gained through increase of quality and decrease of costs; thus special attention should be paid to these two important factors. We also suggest that top managers should make wise decisions to deal effectively with the environmental changes which are part of contemporary world; one of these decisions is implementation of TQM in their organization (Table1).

**Table 1. The average score gained in each element of TQM and generally when TQM is implemented in sports and youth bureaus of Khorasan-e Razavi province**

Region Criteria	Provincial Headquarter of Sports and youth organization	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Mean Total	Minimum score	Maximum score
Executive support and leadership	17.8	19.47	20.71	18.3	17.64	17.94	20.04	18.19	5	25
Management process (training the employees)	5.21	7.47	7.14	7.26	6.07	4.82	7.04	6.04	2	10
Data Analysis	14.31	18.63	19.57	18.13	14.71	15.41	18.25	16.13	5	25
Focus on client (customer service)	18.67	23.68	24.64	22.6	22.28	19.05	21.75	20.69	6	30
Relation with service providers	8.53	10.63	10.85	10.6	9.64	8.23	10.92	9.47	3	15
Improvement of quality system	12.48	15.52	15.64	15.2	14.85	11.94	15.41	13.78	4	20
Kaizen (continuous improvement)	8.98	11.32	11.07	10.73	9.76	8.71	10.5	9.77	3	15
Employees participation	10.68	14.42	14.71	14.73	12.71	10.64	13.7	12.26	4	20
Principles of TQM	95.92	121.15	124.35	117.4	107.71	96.76	117.62	106.36	28	140

## Conclusion

Sports and youth bureaus as one of the organizations responsible for sports in Iran, has some features that make it eminent compared to other organizations and managerial sectors. These features are mostly related to physical education activities and programs which have their own complexity and are extended vastly through the society and continue to extend and get complicated day to day. The more these programs and sports activities extend and get complicated, the more sports management becomes complicated, too; and new types of skills and efficiencies will appear in sports management field (Mozaffari et al, 2002). Therefore, performance of these bureaus is effective in all social, cultural and family aspects of individuals and the physical and mental health of people depends on it. Appropriate performance of this organization is necessary to achieve a healthy and developed society and conversely, the weak performance paves the way for every kind of social and cultural imperfect performance (Goudarzi et al, 2003).

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